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THE WHITE HOUSE

WASHINGTON

July 12, 1994

MEMORANDUM FOR NONPROFIT LIAISON NETWORK

FROM: Anne Bartley *Ab*

Enclosed is a report that Craig Smith of Corporate Citizen wrote. He has a particular point of view that you might find of interest.



CORPORATE CITIZEN

**REINVENTING FEDERAL OUTREACH
TO CORPORATE AND FOUNDATION DONORS**

A Report to the White House

By Craig Smith and Brad Warren

This report was possible
through the kind assistance of grants
from the AT&T Foundation and Citicorp.

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PREFACE

Federal outreach to private sector donors is no longer peripheral to federal policy. In fact, it is already a preoccupation for federal policy makers grappling with a whole spectrum of issues -- from the arts to welfare reform. As federal attention moves from an intensive focus on health care reform to other social problems, the question of private funding will rise higher on the governmental agenda.

This report, based on more than 150 interviews with persons versed in government/philanthropy bridge-building, provides a framework for how the Clinton administration might appeal to private donors. This document was suggested by the Office of the First Lady as an outgrowth of discussions between Clinton transition policy makers and leaders in philanthropy and voluntary networks.

Given President Clinton's dual commitments to social activism and deficit reduction, it was clear before he took office that his government would have to go further than previous administrations in finding suitable roles for private donors. To that end, the authors of this report conducted research to provide the new policy makers with an understanding of the historical experience in federal outreach to private donors. This "background report" is the first of two documents we intend to produce on this subject. The second report will address legal and ethical issues and offer more precise recommendations tailored to meet the needs of federal policy makers.

INTRODUCTION

Though this report addresses the role of private sector funding in general, it emphasizes assistance from the corporate world as opposed to that of private foundations or other institutional sources.

There are two reasons for our focus on business.

One is that corporate philanthropy offers a broader range of contributions than foundations can provide -- technological, communications and management resources, as well as cash.

The second reason is that corporate philanthropy can set the stage for larger business arrangements that will be called for by federal policy makers. The mandate to "reinvent government" puts the federal government in the role of seeking to increase the flow of investment from business into public purpose endeavors to an unprecedented degree, mainly through tax incentives, subsidies or contracting arrangements. By preceding (or combining) these forms of outreach to business with corporate philanthropy, the federal government can "build bridges" to business; it can develop the research and networking necessary to learn how to move the business world at large. Thus, the real impact of federal outreach to business donors may be to help the government reorganize and strengthen its ties to the private sector overall.

Yet, if the upside potential is great, so is the downside. Many of our interviewees depicted the recent history of federal outreach to business donors as problematic, even counterproductive. The biggest problem is the fear, on both sides, that federal outreach to business might be perceived as favor-mongering. For example, both the White House and corporate sponsors were bruised by media criticism of perks given sponsors of a December, 1993, White House forum in Philadelphia on entitlements. Indeed, such worries have inhibited both companies and the White House from being breaking new ground with public/private partnerships.

But fear isn't the only problem. Besides raising eyebrows in the press, federal appeals for corporate support may offend the government's own funding allies: nonprofits, government bureaucrats, and the donors themselves. Nonprofit leaders rarely say it publicly, but they dislike competing with the awesome fundraising power of the White House -- especially when the proposed projects lack substance. Bureaucrats sometimes see in policy makers' appeals to private donors an attempt to circumvent the accountability standards which the bureaucrats must enforce. And donors resent appeals from the White House when they feel the federal government is trying to foist its responsibilities onto them.

Another problem is that some appeals simply don't succeed. As donors develop strategically focused giving programs, they are less susceptible to White House pressure to donate to any given cause -- particularly to one unrelated to the companies' areas of focus. These days, since corporate philanthropy budgets are not growing, giving is a zero-sum game: More donations to one cause means less for another. That may be why Presidents Reagan and Bush, despite unprecedented use of the bully pulpit to promote "private sector initiatives," had little success in diverting corporate donations to the causes they advocated.

Considering these potential pitfalls, one could easily get discouraged. Yet a review of history suggests that, when the federal government hit the mark, it was able to orchestrate the business world effectively to achieve policy aims. Perhaps the best historical example of this sort of integrated approach to policy was the effort to put in place the agricultural extension system, a public/private initiative of the turn of the century. This effort to revitalize U.S. agricultural practices was so successful that it produced a sustained revolution in agricultural productivity and profit. To do so it mobilized all levels of government as well as the universities and schools, and it incorporated the voluntary spirit of nonprofits (4H clubs, etc.). It also engendered the full cooperation of industry, which supported it on many levels, including private support of volunteer programs for farm youth and building and funding a private infrastructure for research and training.

More recent federal efforts to engage business donors have been piecemeal and plagued by ideology. In the liberal '70s, philanthropic-nonprofit coalitions used rhetoric to persuade the federal government to promote their causes. But in the conservative '80s, the situation was reversed. In an effort to "defund the left," neoconservatives convinced the government to promote private voluntary initiatives as a way of reducing the federal social agenda.

Certainly there were exceptions to this pattern. For example, Barbara Bush's solid credentials as a literacy advocate helped launch the federal Institute of Literacy which might be considered a model of public/private synergy. There have also been hundreds of intriguing experiments in the states and cities. Much of this local experimentation contains important lessons, but they have not been applied at the federal level, often because ideology has exacerbated the ordinary obstacles of turf protection and inertia.

Now, in the '90s, the conditions seem in place for a more pragmatic approach that balances liberal and conservative inclinations. With the right guidance from the White House, a meaningful dialogue between federal policy makers and private donors could take place. Out of that exploration could come a "reinvented" approach to philanthropy that is woven into the fabric of federal policy.

RECOMMENDATIONS

What should the federal government do to take advantage of the new possibilities for working with private donors? The following recommendations represent advice drawn directly and indirectly from interviewees.

1) Be proactive. One problem with federal outreach to private donors in the past was that it was reactive - it didn't fulfill a federal agenda. To become more proactive, the federal government must consider how to use philanthropy with its other instruments of change. This exploration of the role of philanthropy should not be conducted at the White House level but in the federal departments on an issue-by-issue basis. It may be a task suitable to the recently appointed cabinet-level liaisons to the nonprofit sector.

We suggest the following process, which is based on a Total Quality Management model: Each liaison should identify within his or her respective federal department the "internal customers" -- for example, the cabinet secretaries, policy makers, and directors of programs that are particularly appropriate for private support. Liaisons should also identify their "external customers" -- that is, corporate and nonprofit leaders, foundations, and leaders of key intermediary organizations. By considering how to satisfy the needs of these various customers, the liaisons can devise a strong, proactive approach, rather than merely react to proposals that come their way.

This cabinet-driven approach to dealing with philanthropy implies a new, two-fold role for the White House. 1) Coordinating the activity of departments, including the sharing of information between departments; and 2) Promoting the development of federal/nonprofit initiatives that pertain to each department.

An aside: To clarify the roles of nonprofit liaisons and the White House, it might be useful to request the pro bono assistance of a trained TQM consultant. At the Federal Quality Institute (202-606-4234), new director Michele Hunt brings strong corporate credentials and a high profile to a job that was often marginalized in the past. Ms. Hunt is a former executive of Herman Miller Furniture, a large company known for its quality management. She is considered a strong advocate for the cause of deep and systematic quality reform, as opposed to merely overlaying quality practices on top of old structures and habits. Two other contacts are the Baldrige Awards (202-654-6000) and the American Society of Quality control (516-424-0200).

2) Learn the context of private sector funding initiatives.

We recommend that the private sector liaisons conduct research that will help them intervene successfully in nonprofit and

philanthropic networks on behalf of each federal department. This would include the following steps.

- o Find out basic information about projects that companies and foundations have already funded. (Which companies and foundations are lead donors for which causes? What are trends within each funding area? What past projects involved government -- federal, state or local -- in support of a given cause?

- o Identify the obstacles and incentives for further collaboration between each federal department and potential private donors.

- o Consider which individuals within the federal department (or social agencies) already have relevant experience in dealing with private donors.

- o Collect printed materials -- funding directories, trade articles, etc. -- that explain funding trends for each issue.

The Clinton administration includes a wealth of individuals representing a valuable body of experience in building public-private partnerships. One of the most astute is HUD's George Latimer who has already put his experience to good use. Mr. Latimer, a key aide to HUD Secretary Cisneros, recently contacted the Food Marketing Institute (FMI, the supermarket trade association) to explore how HUD could combine its new ghetto revitalization initiative with FMI's initiatives. The FMI is working to revitalize urban neighborhoods where supermarkets already operate or where new ones could be located. (Community development leaders view supermarkets as "anchors" for neighborhood rehabilitation efforts, both because they are potential tenants for new developments and because they offer job training and employment opportunities to the area residents.)

3) Develop an initial training session and create a networking system for liaisons.

As liaisons gather printed material and begin to understand the basic trends, they should attend a four-day training session after which they should meet monthly. The training session should focus on helping the federal government clarify its strategy for dealing with nonprofits and philanthropy.

The training session should enlist Clinton administration officials who are well versed in working with philanthropy -- such as Mr. Cisneros or Ms. O'Leary. They can inform liaisons from visceral, first-hand experience of the challenges and pitfalls of dealing with private sector donors. (Prior to the training session, liaisons could be interviewed about what they want from it, and the session should address their requests.)

Following the session, the liaisons should be encouraged to discuss how they want to share experiences and interact with each other in the future. If they choose to form a support group, we recommend monthly meetings.

4. Liaisons should consult with intermediaries. Liaisons should begin by inviting national intermediaries into cabinet-by-cabinet discussions. These are persons who have a broad perspective of public/private partnerships and who represent a spectrum of ideological points of view. Typically, these intermediaries would include representatives of certain national associations (e.g., Center for Corporate Public Involvement, Food Marketing Institute, LIISC), affinity groups of grantmakers (networks that convene foundations and some corporate donors to share notes and forge new agendas with regard to specific policy areas), and the Foundation Center.

5) Take steps to avoid politicizing federal outreach efforts.

One reason government requests to private donors often fall short of expectations is that architects of these initiatives draw too closely on known business supporters of the President. Such initiatives are so politicized that they cannot outlive the regime of the administration under which they were created. This was the fate of many of the Reagan era's "Private Sector Initiatives." The liberally inclined press and nonprofits viewed them as a way of diverting public attention from Draconian cuts in federal social expenditures.

Bush initiatives, such as the Points of Light Foundation and the New American Schools Development Corporation, tried hard to be nonpartisan. Yet, the "points of light" concept was loaded with the politics of the Bush era, which treated social problems as if they required only mere volunteerism, not systemic change. Little wonder that its projects lost momentum during the transfer of power.

The foremost way to avoid politicizing federal outreach may be by shifting the locus of discussion away from the White House and down to cabinet-level policy makers. Five other specific suggestions are: a) Tap those policy makers from the Bush and Reagan administrations who have the greatest credibility, such as Robert Mosbacher, Jr.; build on their experiences. b) Involve those who are in the lead of the conservative philanthropy networks, such as the Bradley Foundation's Michael Joyce and Hudson Institute's Leslie Lenkowsky. c) Assure Brian O'Connell of Independent Sector that the White House will protect the nonprofit advocacy function and will establish a give-and-take with nonprofit interests. d) Maintain a balanced outreach to corporate as well as more liberal private foundation donors. e) Involve representatives of the top business policy organizations early on in discussions on outreach strategy.

6) Tap corporate volunteers to help reinvent government.

The Total Quality Management movement comes at an ideal time for re-inventors of government. Scores of companies have offered to help the administration with their TQM expertise, and some are already sharing insights with the National performance Review (NPR). Many companies are lending executives to state and local governments to help institute quality reforms. Because TQM involves measuring (and thereby motivating) continuous improvement in every aspect of an organization, it lends a new credibility to the contributions programs, which have been considered almost impossible to evaluate. This gives companies the tools to defend, for example, a year-long loan of an executive to help a government agency redesign social service programs? Lately TQM has convinced many corporate leaders that they can make a difference in social problems (such as welfare reform) that companies traditionally regarded as too big for business to tackle.

Federal agencies should make a point of harnessing the enthusiasm and expertise of volunteer corporate "quality professionals." Two that have already done so are the Department of Defense and the Department of Energy. During the 1980s, DOD appealed to Westinghouse's quality experts who worked pro bono to help the Pentagon craft its own TQM manual. Westinghouse executives viewed this as a way to cement their relationship with a prime customer. DOD is now recognized as a model of quality management in the federal government.

Similarly, DOE's Secretary Hazel O'Leary appealed to the private-sector contractors who operate DOE's nuclear installations to participate in a systematic effort to institute quality reforms within the federal nuclear complex. This involved convincing the contractors to pay the travel expenses for "whistleblowers" from federal nuclear sites to attend a national conference. O'Leary's goal was to encourage the airing of complaints instead of punishing the whistleblowers, and to correct the safety and environmental problems encountered by workers at the nuclear installations.

7) Fit philanthropy and nonprofits more snugly into the policy-making process.

Clearly, the Clinton administration is going to have to break new ground in considering the role of private donors and nonprofits in the policy making process. Perhaps a useful framework for grappling with this issue is that the federal government has the option of engaging private donors directly or indirectly. An example of a direct engagement is the recent funding by Texaco of an National Endowment for the Arts publication on arts-in-education. This is a direct engagement because a corporation and the federal government are co-funding a program.

The government has many options for indirectly stimulating donations. Paul Glenn, a venture capitalist and prominent philanthropist in biomedical research, has urged NIH to open its files of highly rated research proposals. He argues that NIH's rigorous peer review process identifies numerous worthy research proposals for which the Institutes lack the resources to fund. Instead of dropping them, NIH could open its grant review files to outside funders, perhaps by establishing an on-line database. Critics of this proposal have raised two concerns. They fear a commercial invasion of academic integrity. They also argue that some such contracts would amount to a fire-sale bargain for companies -- depriving the public of a fair return on its investment in research.

We suggest that while the issues involved are complex, the goal should be simple: to allow the maximum reasonable freedom for research institutions to attract private-sector funders.

In this latter approach of indirectly stimulating donations lies the government's greatest potential for influencing corporate support for federal policies. We encourage the Clinton administration to conduct a great deal of careful research and exploration into this area.

The corporate charitable tax exemption, now over 50 years old, is the government's most general stimulus for corporate support. But research shows that corporate charitable behavior is not greatly influenced by the charitable exemption. Furthermore, the trend among federal administrations in the last 25 years has been to search for a less direct and more targeted draw funds into the arena of public policy that the federal government feels most needs attention.

Another common form of stimulus is matching grants, a practice that has achieved its greatest test in National Endowment for the Arts. Though NEA chairmen tout the success of the agency's matching grants to stimulate private support, recent research suggest two problems. One is that, though matching grants has been a terrific way of triggering expanded state and local government arts funding, there is some doubt about whether it mobilized new corporate dollars for the arts. It is possible that matching grants may have stimulated some shifting of funds from one corporate pot to the other. But that exposes NEH's matching grants program to the second criticism. NEA might have drawn money away from causes that are as or more deserving than the arts.

In the neoconservative '80s, the federal matching grant inducement fell from favor and tax incentives appeared as an acceptable way to influence the investment decisions of businesses, including business donors. The U.S. Dept. of Housing and Urban Development became a seedbed for this sort of thinking under Jack Kemp. Also

other governments, such as Thatcher's UK, have used tax incentives to promote specific types of charitable behavior.

Between the extremes of direct co-funding and indirect stimulus arrangements, many government agencies have reached out to private donors to fund research and planning and to underwrite public forums that are part of the policy formulation process. Use of private funds for "social R&D" became very common at the state level in the '80s, and there are ample recent examples of federal appeals to private donors for this purpose to pursue environmental goals. Generally this use of private R&D is justified as expedient on the grounds that no government R&D funds are available. But as this practice becomes more widespread it will surely evoke scrutiny by those who question whether private interests should be allowed to influence the government's social agenda-setting. Liaisons take note!

Federal initiatives that seek to engender new forms of public/private cooperation can gain momentum -- and prevent harsh political fallout -- by strategically appealing to companies and private foundations for planning, research support, and community leadership. Such strategies have already appeared, most notably in environmental affairs. Collaborations are underway to prevent trade-related environmental problems under NAFTA, for example. One is a proposal from the Center for International Environmental Law to establish a trade-related environmental trust fund. Corporate money would be pooled to help clean up emergencies, such as oil spills, and help communities in polluted areas.

As the Clinton administration tackles welfare reform and other critical problems, policy makers in the relevant department should draw upon the capabilities of companies, private foundations, and nonprofit organizations to do what government on its own cannot.

In at least one early policy reform initiative, the Clinton administration could have spared itself considerable trouble through such collaboration. The Forest Summit, held in April 1993, raised hopes for a humane and orderly resolution to the forest crisis in the Northwest. (Timber and development lobbies want Congress to roll back the habitat-protection laws that the courts are upholding. Environmentalists want the laws upheld or tightened.) Hopes for such a resolution have foundered amid bitter attacks from both sides. Despite the region's polarization on this subject, the Clinton administration could have managed the issue (and conceivably still might) more productively through a thoughtful collaboration with philanthropic and business interests.

The Administration could ask companies and foundations to support a series of forums and studies on the issue, convening the various parties and communities to work toward a consensus on forest policy. Businesses that have long-term investments in forest-dependent communities -- including newspapers, utilities, and wood-

products firms -- could sponsor public workshops and begin crafting a pathway toward a sustainable future for their communities.

At the state level, legislation in such fields as housing is often created through such a process. Should the Clinton administration wish to explore how a similar approach might work in the forest issue, policy makers might find it useful to contact the following potential allies: Dennis Hayes, president and CEO of the environmentally minded Bullitt Foundation in Seattle (206-343-0807); Walter Minnick, Forest Summit panelist and CEO of Boise-based TJ International, a leading wood products manufacturer with a vision for sustainable forest industry (208-345-8500); Weyerhaeuser CEO Jack Creighton, whose company relies principally on private forest lands (206-924-2345); and companies belonging to the Outdoor Industries Conservation Alliance, an affinity group of outdoor clothing and gear companies who pool funds to support environmental advocacy (REI Public Affairs, 206-395-5956).

9) Know the ethical and legal context of federal outreach efforts.

The use of private donations to promote federal policy opens up the questions of accountability and ethics. While these questions are beyond the scope of this paper, we emphasize that an important part of the liaisons' function will be to identify and respond to the legitimate ethical concerns that will be raised by any unorthodox way that the federal government engages the private sector.

10) Establish an infrastructure and policy for internal advocacy.

Beyond actually helping to generate initiatives, liaisons will also serve as the internal advocates for nonprofits and private donors as they attempt to form alliances with federal policy makers in the respective departments. This function was defined by Reagan's the cabinet-level liaisons, but not fulfilled. In the liaison's initial training there should be discussion of how or if this match-making, hand-holding, trouble-shooting role should be played by the liaisons. Will liaisons establish a system of facilitating federal access to the philanthropic side? What sort of budget will support that activity? This topic is beyond the range of our recommendations in this background report but will be addressed in a follow-up study.

Issue by Issue Perspectives

AIDS

Funding for the prevention, care and treatment of AIDS began with individual donors and gay activist groups, who then lobbied companies and the federal government intensively to join the effort.

At first companies avoided any association with the disease. But now it has become a popular cause for corporate giving, notably in insurance, media and design because of escalating medical claims and workforce disruption. AIDS has also gained momentum among mainline manufacturers, retailers, and other firms as well. It is an ideal issue for cause-related marketing efforts because gay men represent a large market with an unusually high proportion of discretionary income. DIFFA's (Design Industry Foundation For AIDS) many initiatives have linked the marketing activities of those industries with a high proportion of gay employees with fundraising events on behalf of AIDS efforts. In 1993 DIFFA raised \$4.4 million.

On the other hand, AIDS is an extremely political issue and companies are sensitive to criticism from either extreme. After Philip Morris gave \$200,000 to the Jessie Helms Institute, the gay community boycotted the firm's Miller Lite and Marlboro brands. When Philip Morris later agreed to double its donations to AIDS organizations, the boycott was dropped.

In 1993, funding from companies and foundations went primarily to programs providing continuing care and conducting public education efforts. International issues and research programs received the least amount of funding. (Source: Funders Concerned About AIDS)

The federal government was slow to respond to the AIDS crisis. AIDS activists have described the Reagan-Bush era as a "void in Presidential leadership." They welcome President Clinton's use of the "bully pulpit" to support their cause, as he did on World AIDS Day on December 1. They encourage the Administration's proposals for workplace education on AIDS as well as the President's plan for comprehensive health benefits that would protect patients with the disease. The latter proposal must be worked out in cooperation with companies, who would inevitably bear much of the expense.

One promising public/private program is the CDC's "Business Responds to AIDS." It helps companies design and implement specific plans and policies for employees, their families, and the community. One of its goals is to halt discrimination towards people with AIDS and HIV. The CDC sells a \$25 information kit for business which addresses the general concerns regarding AIDS in the

workplace and community. The participating companies include Bull HN Information Systems, American Council of Life Insurance, Pacific Bell, Levi Strauss, and New York Life Insurance.

The new direction for the federal government is being mapped out by Ms. Kristine Gebbie, National AIDS Policy Coordinator for the White House. She and her staff have worked closely with private-sector donor networks and nonprofits which, for more than a decade, have provided the nation's leadership on AIDS. Ms. Gebbie's office has met with Funders Concerned about AIDS and with dozens of AIDS-related nonprofits. She chose Warren Buckingham, former head of a nonprofit AIDS service organization, to act as liaison with nonprofits in the field. Early on she developed a federal workplace initiative on AIDS.

Resources:

Kristine Gebbie
National AIDS Policy Coordinator for White House
750 17th St., NW, #1060
Washington, DC 20503
202-632-1090

Ms. Gebbie is a key resource for federal policy makers on AIDS. Acknowledging that private-sector donor networks and nonprofits have provided the nation's leadership on AIDS for more than a decade, she and her staff have met with Funders Concerned About AIDS as well as dozens of AIDS-related nonprofits. She selected Warren Buckingham, formerly head of a nonprofit AIDS service organization, to act as liaison with nonprofits in the field. One early Gebbie initiative: a federal workplace education initiative on AIDS.

Funders Concerned About AIDS
Michael Seltzer, Executive Director
310 Madison Ave., Ste., 1630
New York, NY 10017
212-573-5533

This is the national donors' affinity group for AIDS. It works with hundreds of companies and foundations to promote AIDS-related philanthropy and to link government, business and foundation efforts to fight the disease. The group acts as a clearinghouse for the 50,000 AIDS organizations in the United States, helping potential donors to find a good match. The group also works with Kristine Gebbie, the White House coordinator on policies regarding AIDS. Among corporate participants, Apple Computer's Fred Silverman is one of the most active members of the affinity group.

National Leadership Coalition on AIDS
B.J. Stiles, President
1730 M St., NW, Ste. 905
Washington, D.C. 20036
202-429-0930

NCLA is a nonprofit organization representing business, labor groups, unions, trade associations, volunteer groups and grantmakers. NLCA promotes AIDS education and fair-treatment policies in the workplace. The coalition has cooperated with White House AIDS coordinator Kristine Gebbie on initiatives for AIDS education in the workplace.

The National Community AIDS Partnership
1140 Connecticut Ave., NW, Ste. 901
Washington, DC 20036
202-429-2820

The largest AIDS funding intermediary, this group raises money from corporations and foundations and channels it to numerous AIDS organizations.

Centers for Disease Control
Fred Kroger, Director
National AIDS Information and Education Program
1600 Clifton Rd., NE #A-24
Atlanta, GA 30333
404-639-0965

The CDC's "Business Responds to AIDS" is a public/private program linking employers, unions and health organizations to provide AIDS education, mainly in the workplace. It includes a 24-hour hotline, an information clearinghouse (run on contract by a publishing concern), a PSA campaign, and grants to large national organizations such as minority groups, the media, and Red Cross (with which the CDC program collaborates closely).

Center for Corporate Public Involvement
Stan Karson, Director
Sam Ulm, Associate Director
1001 Pennsylvania Ave., NW
Washington, DC 20004-2599
202-624-2425

The Center is sponsored by the American Council of Life Insurance and the Health Insurance Association of America. Its programs include a grantmaking foundation for AIDS education and prevention (INSURE), which targets youth aged 9 to 21. The insurance industry as a whole is corporate America's largest contributor to AIDS projects. In 1985-86, the life and health insurance associations sponsored the first major national public education program on AIDS through the Red Cross. There are two million copies of its brochure

"Teens and Aids" in print. The industry also sponsored a national youth summit on AIDS through INSURE.

ARTS

With the recession and increase in social problems, such as AIDS, drug abuse, illiteracy, homelessness, etc., both government and corporate funding for the arts has dropped drastically. Corporate support alone has dropped 18 percent in the last three years. To survive, arts groups have had to work with their funders in non-traditional ways.

The new strategy employed by companies is to fund programs that use art to address various social issues, such as school reform, minority empowerment, and economic development. For example, American Express funded "Elders Share the Arts" for a program bringing together people from different cultures and/or generations. In one case, students in Spanish Harlem and elderly Puerto Rican women teamed up to produce a play about their community.

The arts are the one field in which the total amount of philanthropic support and the total amount of government support (government at all levels) are roughly equal. Thus, the interplay between federal and private funding has been very rich and has yielded models for public/private interaction. Probably the best recent example of this has been in the use of arts in education, traditionally funded by government. Fiscal strain in public schools, however, has resulted in a dramatic decline in funding for such "enrichment" activities. To respond to this situation, the Getty Center for the Arts has taken a leadership role by promoting an arts-in-education infrastructure and advocacy movement. Many private foundations have also joined the Getty in its efforts.

Coincidentally, the school reform movement emerged as the top corporate cause just at the time that companies were cutting their giving to the arts. Influenced partly by private foundations, many companies decided to link their arts support to school reform by funding arts-in-education programs.

This change dovetails with lobbying activities at the state and national levels to create a consensus for expanding government support for arts-in-education. Through this process many personal relationships and networks have developed in the attempt to determine the best ways to combine private and public funds. Besides acting on the new proposals for arts-in-education, the National Endowment for the Arts may wish to consider ways to transfer the remarkable public/private synergy for arts-in-education to other arts causes.

The Clinton administration may also wish to evaluate the federal matching grants program. Arts donors say that, because corporate and foundation arts funds are largely committed, there are few grants to match and thus the program is not effective.

Another fruitful topic for the NEA to pursue may be to encourage a link between high tech and media firms and arts organizations that are concerned with exploiting the artistic potential of the new electronic media. High tech and media firms may wish to join with NEA to support these explorations.

Resources:

Business Committee for the Arts
Judith Jedlicka, President
1775 Broadway, Ste. 510
New York, NY 10019
212-664-0600

A major network linking arts institutions with corporate donors and volunteers, BCA represents a constituency that has been skeptical of the Clinton Administration. Many high-level corporate arts patrons are loyal Republicans. And while some in the arts welcomed the President's national service initiative, others believe their institutions need funds, not more volunteers. BCA would like government to foster business support for the arts by publicly celebrating the role of corporate arts donors. It also seeks more support for fine arts and funding for arts education as such, not just arts as a means to teach other subjects or solve social problems. Leading members of BCA include BF Goodrich Company, Sara Lee Corporation, Xerox Corp., BellSouth Corp., Forbes, Inc., Philip Morris.

American Arts Alliance
Judith Golub, Executive Director
1319 F St., NW, Ste. 500
Washington, DC 20004
202-737-1727

AAA argues that the arts play a key role in economic development (attracting private investment in rundown neighborhoods) and in education. The Alliance has fought lobbying rules that would hinder participation in lobbying or testifying by small arts groups. The group celebrated a victory when President Clinton signed a law preserving nonprofit postal rates.

American Council for the Arts (ACA)
Linwood Oglesby, Executive Director
1 East 53rd St.
New York, NY 10022
212-223-2787

The ACA has been advocating the use of the arts for school reform and to teach such subjects as math and science. It aims to stimulate research and policy development on the arts and cultivate public/private partnerships. It also supports corporate initiatives

such as Whittle Communications' schools venture, which uses television as a teaching tool and classroom advertising medium.

ACA's Carol Sterling is organizing a conference on arts education and the economy in 1994 with some involvement from Binney & Smith, the Crayola manufacturer. The conference builds on evidence that arts help kids develop skills for more productive lives. Ms. Sterling argues that federal agencies concerned with welfare and at-risk youth, such as Health and Human Services, could work with business-sponsored arts-in-schools programs as a way to prevent dropout and drug problems. She views the national community service program as an opportunity to advance such linkages.

Grantmakers in the Arts
c/o Ella King Torrey
Pew Fellowships in the Arts
The University of the Arts
250 So. Broad St., Ste. 400
Philadelphia, PA 19102
215-875-2285

This affinity group for arts donors is a major network for foundations and companies to share insights and develop common agendas. Aiming to help grantmakers understand issues confronting the arts, the group produces a thoughtful newsletter and tracks such issues as whether federal matching grants have been an effective lever for attracting corporate funds. Leading members include AT&T Foundation, Polaroid Corp., Boston Globe Foundation, The Rockefeller Foundation, Lila Wallace-Reader's Digest Fund.

COMMUNITY DEVELOPMENT

In the '80s, President Reagan's withdrawal of federal support from low-income neighborhoods forced the community development movement to develop an entrepreneurial character. This entrepreneurship has given community development organizations the capacity to join with the federal government in sophisticated co-financing arrangements. These arrangements are in the works in the Clinton era.

Local groups took the initiative, building new alliances with municipal agencies. National and regional organizations were created to help them raise money and manage it. The 1986 tax reform act extended tax credits to investors in low-income housing. These credits have been used to attract hundreds of millions of dollars to the field -- largely from banking, energy, and insurance companies and institutional investors.

Even the S&L defaults indirectly helped the community development groups. Angered by insider plundering of publicly guaranteed deposit insurance, Congress imposed stiff new requirements for community lending on banks and thrifts. The Community Reinvestment Act (CRA) was strengthened, forcing lenders to put money into poor and minority neighborhoods.

Local Initiatives Support Corporation, Neighborhood Housing Services of America, and other nonprofit groups began to teach lenders how to meet certain CRA requirements by investing in community-development funds. They also cultivated corporate insiders as allies, many of whom have become donors and board members.

Leaders in the field are beginning to integrate social services, job creation and job training into their projects, giving disadvantaged residents an opportunity to remain in the community. Donors and nonprofits alike have welcomed the Clinton Administration's renewed interest in community development issues. They are also enthusiastic about reinventing government.

The latest wave of neighborhood regeneration programs calls for reinvention of government to proceed quickly. That way, unemployed single mothers, for example, might get welfare, medical care and other services through their children's school, freeing them from bureaucratic restrictions and enabling them to get training or hold down jobs.

Federal involvement in these issues spans many agencies. HUD and HHS (whose AFDC payments constitute a major form of federal housing subsidy) are key players. Some nonprofits and companies see community development as crucial in defusing potentially violent urban neighborhoods. They want to create "mediating institutions" and job opportunities that can begin to empower angry and alienated

populations.

The Clinton Administration's plan for Empowerment Zones fits closely with current thinking in the field. People in these zones would be helped to set personal goals for employment, training, housing, etc. All sectors would coordinate their efforts to meet needs in disadvantaged communities. Community development leaders want the President to use the bully pulpit to promote increased corporate investment and philanthropy in these efforts.

There is little consensus in the field on how far the Clinton Administration ought to use its regulatory authority to foster community reinvestment. Some advocates want the CRA expanded to apply to other financial institutions, such as insurance companies and mutual funds. But many financial executives are concerned about policies that will force companies merely to comply. They feel the government's message should be clearly worded so that companies can't ignore the issue. They also want federal agencies to set goals for community reinvestment, but also to leave room for innovation and local approaches in reaching the goals.

Resources:

Center for Corporate Public Involvement
Stan Karson, Director
Sam Ulm, Associate Director
1001 Pennsylvania Ave., NW
Washington, DC 20004-2425
202-624-2425

The corporate citizenship arm of the life and health insurance industries has long promoted investment in community development by the insurance industry. The Center would like to see HUD join its member companies to invest in affordable housing and provide credit enhancements. Pleased with Mr. Cisneros' skill in building bridges to business, Mr. Karson says he hopes to see strong collaborations develop.

Fannie Mae
John Carlisi, Director of Community Relations
3900 Wisconsin Ave., NW
Washington, DC 20016
202-752-6500

Freddie Mac
Renette Oklewicz, Grants Program Administrator
8200 Jones Branch Dr.
McLean, VA 22102
703-903-2000

Two key players in the nation's community development picture are the federal mortgage companies, Fannie Mae (Federal National

Mortgage Association) and Freddie Mac (Federal Home Loan Mortgage Corporation). Dominating the secondary mortgage market, Freddie and Fannie are hugely profitable. Between them, they earned \$1.9 billion in 1991. Rivals and community development advocates have pressured them to prove that they deserve the federal charters giving them advantageous borrowing rates. That triggered a surge in philanthropy and social investment by both companies, including substantial support for community development and mortgage programs for people with low and moderate income and special needs.

Fannie Mae Foundation has extended that mission, devoting half its budget to housing and community development. In 1992 the foundation made a \$5.5 million donation to establish the National Center for Lead Safe Housing, which seeks affordable ways to contain lead hazards and thus make old homes habitable for children (John Carlisi, 202-752-6500).

Freddie Mac Foundation focuses mostly on children in the DC-area. Its "Reach Out To A Child" program aids children's welfare services in preventive work, foster care and adoption services (Renette Oklewicz, 703-903-2417).

The two agencies were early models for federal action to catalyze private-sector investment in community development. They played a key role in creating the modern secondary mortgage market, which provides liquidity to back up housing loans and allows millions of ordinary working families to own their homes. In recent years, much of the work done by leading nonprofits in community development has sought to replicate their work for impoverished groups and neighborhoods.

Local Initiative Support Corporation
Paul Grogan, President
733 3rd Ave., 8th Fl.
New York, NY 10017
212-455-9800
Fax: 212-986-7229

With seed funding from the Ford Foundation in 1979, LISC has grown into the largest community development support organization in the country. Its work has built up the capacity of the nonprofit community development world to handle major investments, helping to transform a marginal field into one that has credibility with corporate donors.

LISC raises money from corporations and foundations (more than \$1 billion so far), then directs that money to "community development corporations." These nonprofit grassroots groups help residents of distressed neighborhoods deal with their social problems.

LISC President Grogan welcomes Mr. Cisneros' effort to introduce

more flexible initiatives from HUD "on local levels where the private sector is more immediately involved and has more at stake."

A new LISC initiative facilitates alliances between retail businesses and local community development corporations to revive neighborhoods. In one recent example, supermarket operator Pathmark joined with New Communities Corp., a nonprofit group in Newark, NJ, to bring a store into the inner city and help it succeed there. In these arrangements the CDCs typically help companies return to ravaged communities. The Food Marketing Institute, a trade association for supermarkets, has taken up the same cause, partly in an effort to prevent outbreaks like the LA riots.

National Community Development Initiative
James Pickman, Program Secretary
3464 Macomb St., NW
Washington, DC 20016
202-686-1160

With core funding of \$62.86 million from seven private foundations and one insurance firm (The Prudential), NCDI represents one of the largest philanthropic collaborations in any field. Its mission is to speed the pace and expand the scale of community development in needy cities. NCDI makes loans and grants to build the capacity of community development corporations. It is administered as a program of the Local Initiatives Support Corporation and the Enterprise Foundation, the two leading national "intermediaries," which link community development groups and major investors, and Local Initiatives Managed Asset Corporation.

NCDI's constituents want the federal government and its quasi-public agencies to pursue strategies to attract lenders and speed the flow of capital into community development. Backers of NCDI are eager to see HUD join them in partnership.

National Association of Housing and Redevelopment Officials
Sandra Upshur Arnette, Director of Public Relations
1320 18th St., NW
Washington, DC 20036
202-429-2960

NAHRO is a 60-year-old professional membership organization of housing and community development agencies and officials. Administering HUD programs at the local level, these officials advocate for increased funding and various points of housing policy. Many members have defended the local bond-issuing authority from attack by tax-rollback initiatives, which threaten the capability of cities in several states to finance promising housing and community development programs.

The Enterprise Foundation
F. Barton Harvey III, Chairman, CEO
10227 Wincopin Circle, Ste. 500
Columbia, MD 21044
410-964-1230

With its mission to promote affordable housing and opportunities for the poor, the Enterprise Foundation has been a leading funder in community development. It seeks to link human services with housing. A model initiative: the Sandtown/Winchester project in Baltimore. In this 72-square block slum, an alliance called Community Building in Partnership brings together companies, religious groups, schools, social and health service agencies, volunteer citizens' patrols, and other organizations in a coordinated attempt to change all the systems that reinforce poverty and violence.

TEAMWORKS

Renee Berger, President
1001 Connecticut Ave., NW
Washington, DC 20036
202-862-5590

A former consultant to the White House for Reagan's Private Sector Initiatives, Ms. Berger has first-hand knowledge and a critical perspective concerning potential missteps in the White House outreach to business. She is well respected for her work in helping companies create partnerships in community development. Ms. Berger also conducts surveys and program evaluations for funders in community development.

The Prudential Foundation
Peter Goldberg, President
751 Broad St.
Newark, NJ 07102-3777
201-802-3036

The Prudential Foundation has been a consistent leader in community development, and Mr. Goldberg is known for his thoughtful analysis of trends in corporate and foundation giving. One corporate initiative, the Prudential Social Investment Program, funds socially beneficial projects that do not meet standard requirements for conventional financing.

Private Sector Initiatives
Mary Nell Lovett, Executive Director
P.O. Box 2511
Houston, TX 77252
713-659-2730

Houston's PSI is one of the few (possibly the only) surviving offshoots of the President Reagan's early campaign to promote

private sector involvement in the nation's social problems. It started in 1982 as one of a network of local committees that were to promote corporate civic activism across the country. Today PSI channels corporate funding, volunteers, and in-kind support into programs in three fields: housing and neighborhood revitalization, child care and education, and employment and training.

Early on, the organization gave \$40,000 to help launch the Houston chapter of Neighborhood Housing Services, a national organization that helps community groups rehabilitate declining neighborhoods. Since 1985 PSI has run a volunteer program to repair homes of elderly or disabled people. The group expected to complete work on 250 homes in the Houston area during 1993.

Observers say PSI has endured since the Reagan era because it avoids fluff and partisanship to tackle genuine social problems. Some credit appears to be due to PSI's co-chairman, Robert Mosbacher Jr. As a member of President Reagan's national Task Force on Private Sector Initiatives during the early 1980s, he earned respect among donors and nonprofit leaders by consistently arguing for serious corporate action to help the disadvantaged groups who suffered most from Reagan's policies.

DISABILITIES

The major issues in this area include implementing employment provisions in the Americans with Disabilities Act, reforming the health care system, revamping the rules for federal disability benefits, and deciding questions of access to the new "information highway."

In the workplace, employers want clear ADA guidelines because the 1992 provisions of the law require all businesses with more than 25 workers to eliminate barriers to employment for the disabled. On health care, many firms also want assurance that new national policies will not create a liability for companies that hire disabled workers (although some studies already show the disabled don't drive up employers' health costs).

Donors and nonprofit groups want to extend access, training and opportunities to various segments of the "disabled community." But, as in welfare reform, disability advocates want federal agencies to eliminate "catch 22" rules that foster dependency on government programs. For example, they want the Social Security Administration to re-examine its policy of cutting off disability allowance for people who land jobs paying more than a minimum salary. The present policy doesn't consider whether or not the person's wage will cover the cost of crucial care available under the disability program; hence, there is little incentive for a disabled person to find a job.

Some disability advocates also want the Office of Personnel Management to sharpen the focus on fair workplace practices within the government, in part by providing more training for federal Equal Employment Opportunity officers within each agency.

Companies and advocates with work-related disability concerns are working with the President's Committee on the Employment of People with Disabilities (202-376-6200).

Advocates also want new federal initiatives of all types to include the disabled. Education and employment training programs, for example, are being scrutinized to make sure they advance the cause of integrating the disabled into the workforce. Some groups want the government to structure the new "information highway" system to permit access by blind and deaf people. According to disability consultant Marilyn Tilson, blind users can rely on talking computers, but the deaf are still largely cut off from the digital revolution.

The Dole Foundation (Jeanne Argoff, Associate Director, 202-457-0318) has taken a leadership role in philanthropy for the disabled. It is pressing to shift the focus of grantmaking away from the dominant "medical model" of disability to an "empowerment

model." Currently more than 60 percent of disability-related funding goes to medical research and health projects. At a recent Foundation Center conference on disability funding, Ms. Argoff argued that grantmakers should seek to accommodate the disabled in society, rather than treating them as patients in need of a cure.

For details on philanthropy in this field, Disability Funding News is a good source (CD Publications, 301-588-6380).

Resources:

The Dole Foundation for the Employment of People with Disabilities
Paul Hearne, President
1819 H St., NW
Washington, DC 20006-3603
202-457-0318
Fax: 202-457-0473

Launched by Senator Robert Dole, this foundation focuses on integrating the disabled into the economic mainstream. It makes grants up to \$100,000 for training and service projects.

Apart from its own grants, the Dole Foundation administers a multi-donor system known as The Funding Partnership for People with Disabilities. The Partnership's member companies and foundations support community groups that help the disabled get and keep jobs. Dole Foundation staff acts as a clearinghouse to match projects with funders in the Partnership. One project funded by the partnership is a joint venture of Boston-based Partners for Disabled Youth, which provides mentors, and the National Foundation for Teaching Entrepreneurship in New York. Together, these two organizations provide basic business training to help disabled kids launch small enterprises.

Mitsubishi Electric America Foundation
Rayna Aylward, Executive Director
816 Connecticut Ave., NW, Ste. 100
Washington, DC 20006
202-857-0031
Fax: 202-857-0056

Established in 1990 by Mitsubishi Electric America and its U.S. subsidiaries, this foundation promotes independence and full participation in society for disabled kids. Ms. Aylward serves on the subcommittee on employment readiness training of the President's Committee on Employment for People with Disabilities.

EDUCATION/TRAINING/RESEARCH

The last decade saw a surge of business support for basic education. Corporate giving for pre-college education soared from \$39 million in 1981 to \$316 million in 1991. The increase came mostly in the late 1980s, after the Committee for Economic Development (212-688-2063 or 202-296-5860) published several influential reports on declining skills and national competitiveness.

The Clinton Administration's goals for education, training, and research touch upon a wide range of interest groups in the fields of business and education. Leading corporate donors and foundations are directing their funding in several new ways:

- 1) They are providing more funding for the entire learning enterprise, from pre-school to post-graduate research
- 2) They are enhancing funding of non-educational areas that support child learning, such as child welfare, family support, community development, and literacy.
- 3) They are focusing on projects that produce measurable results, e.g., those that help people develop skills and technology that are socially and economically beneficial.

These three funding priorities obviously dovetail with the goals of federal educational policy in ways that go beyond the Bush initiatives. Clinton policy advisors should consider ways of integrating these private funding trends into federal policy.

Though the Bush administration was not very successful in intervening in the corporate school reform movement, it was highly successful in generating public/private cooperation in the literacy movement that developed parallel to the school reform movement. Rather than simply exhort the business community to contribute to a new organization such as the New American Schools Development Corporation, Bush policy makers integrated business involvement into the creation of a National Institute for Literacy. This institute is serving as an infrastructure for public/private cooperation at local and national levels. It has created an environment through which many local partnerships have developed between state and local governments and companies. For example, Hawaii recently raised nearly \$100,000 in one month through an unusual arrangement with Pizza Hut. In a drive to cut its delivery costs, the company offered to make a small donation to the state's Family Literacy Fund each time a customer ordered pizza to go instead of having it delivered.

Some states have become aggressive in stimulating corporate support to the literacy movement. In Illinois, Secretary of State George

Ryan oversees an extensive workplace literacy program and chairs the state's Literacy Council, which represents business, labor and other interests concerned about basic skills. The state's workplace literacy program stimulates private-sector funding for training sessions by making matching grants, which in 1993 generated 3.5 dollars of private investment for each dollar of state grant funds.

Other public private initiatives are nationwide, such as the multimillion National Center for Family Literacy created by Toyota in five cities.

The Clinton administration faces three major challenges in working with the private sector on education and training.

1. The boundary between corporate self-interest and public purpose in education is volatile and subject to controversy. For example, the largest corporate contributions to universities -- often running to tens of millions of dollars -- are usually structured as research contracts. But some critics of these arrangements fear the nation's intellectual capital is being sold to private interests, tainting academic institutions with commercialism.

High-tech and media companies focusing on the potential for new communications technologies in education exemplify this controversy. Many of their initiatives involve programs that combine self-interest and public purpose in ways that raise difficult questions for policy makers. For example, Nintendo has funded a \$3 million study at MIT's Media Lab on how electronic game-playing can aid children's learning and cognitive development. This obviously benefits the gamemaker's marketing objectives as well as supports MIT.

2. Federal policy makers can benefit by cultivating contacts with key education "gatekeepers." Because of their long relationships with companies and foundations, academic leaders can influence donors' perceptions of proposed federal initiatives. According to one well-placed education authority, the Bush Administration's New American Schools Development Corporation lost ground initially by failing to assure university-based education schools that the campaign would offer their institutions a role instead of just competing for funds.

3. Finally, motivational fundraising strategies that have worked for nonprofits and state literacy programs may require careful scrutiny before adoption at the federal level. For example, literacy groups have used cause-marketing to help them fundraise. In such instances, federal officials should be cautious about appearing to endorse the product or company involved.

Resources:

The following organizations represent a sample of expertise in mobilizing and focusing private-sector support for education. Many other excellent sources also exist.

The Barbara Bush Foundation for Family Literacy
202-338-2006

This foundation, launched in 1989, recruited volunteer executives from well-known literacy organizations and business. The chairmen of Ford and Paramount signed on to lead the foundation's corporate fundraising effort. The foundation awards grants to schools and nonprofits nationwide for programs that help disadvantaged parents and children learn to read.

Committee for Economic Development
2000 L St., NW, Ste. 700
Washington, DC 20036
202-296-5860

CED is an independent research and educational organization of some 250 business leaders and educators. CED has been the main intellectual force for the past 8 years on school reform issues.

Council for Aid to Education
Priscilla Lewis, V.P. for Publications
51 Madison Ave., Ste. 2200
New York, NY 10010
212-689-2400

CFAE is the only national nonprofit organization that focuses exclusively on education and private giving, especially corporate giving. It seeks to elevate corporate support of education at all levels. It also tracks corporate education giving. According to CFAE, about 70 percent of corporate support to education goes to higher education, mainly driven by recruitment concerns. The Council predicts that rising costs of tuition and research are likely to prompt a new wave of education reform efforts in colleges and universities.

Education Commission of the States
Frank Newman, President
707 17th St., Ste. 2700
Denver, CO 80202-3427
303-299-3652

An education policy center, ECS is influential in school reform among state officials and companies. The commission's officers include several governors, a senator, and a state higher-education secretary. ECS regularly convenes the leaders of state legislative education committees, education advisors to governors, and others

in the field. With funding from the ARCO Foundation and the Exxon Education Foundation, the commission prepared the report "Measuring the Progress of Systemic Education Reform" for Fortune's Education Summit in Washington. The report notes that "nearly three fourths of Americans believe business should take the lead in a community to examine school system performance." The report includes recommendations for ways business can promote systemic reform through philanthropy, hiring, and advocacy.

ECS was among the first round of school-reform organizations named as beneficiaries of Walter Annenberg's new \$500 million fund to improve public schools, which he endowed in December 1993. The Annenberg Challenge is to commit \$15 million to the commission in 1995 to disseminate proven school reform models, including some from the New American Schools Development Corp. (see below).

Government-University-Industry Research Roundtable
National Academy of Sciences (also the Academy of Engineering and Institute of Medicine)
2101 Constitution Ave., NW
Washington, DC 20418
202-344-3486

The Roundtable represents a major policy forum for all three sectors on the management of university research and technology transfer. Richard Celeste became chairman of the Roundtable in 1992. Members include executives from Monsanto, DEKA Research & Development Corp, Amgen, Sematech, and representatives of leading research universities.

Funders in 1991 included the Sloan Foundation, federal research and development agencies (including Agriculture, Defense, Energy, NASA, NIH, and NSF); the State of Ohio; and seven university-industry partnerships involving major companies and research institutes. National Institute for Literacy
202-632-1500

Opened in 1992, this institute established a federal headquarters for the literacy movement. By charter, the Institute works in tandem with the Departments of Education, Health and Human Services, and Labor and other agencies to coordinate federal literacy efforts. It also supports literacy initiatives among states, schools and nonprofits, many of which also receive corporate funding.

New American Schools Development Corporation
John Anderson, President
1000 Wilson Blvd., Ste. 2710
Arlington, VA 22209
703-908-9500

NASDC has recently shown signs of renewed momentum. The private-sector initiative to pursue nationwide school reform, launched at the behest of President Bush, received \$50 million from the philanthropist Walter Annenberg during a White House ceremony with President Clinton. That commitment almost doubles the total raised by NASDC, whose initial campaign to raise \$200 million from corporations fell short of its goal.

Endorsed by President Clinton, NASDC has positioned itself as an important instrument for attaining the National Educational Goals. (These goals emerged in 1990 from a bipartisan agreement between President Bush and the National Association of Governors, led by then-Governor Clinton.) In August 1993 NASDC hired Michael R. Sandler, who was co-chair of Business Leaders for Clinton/Gore in New England, to head fundraising efforts.

NASDC's main advantage over other corporate school-reform programs is its scale. On their own, most companies can only fund reforms in a few schools or districts, while NASDC plans to spread its models across the country, beginning in 1995. Currently, NASDC teams are testing reforms in 140 schools.

Led by former Xerox CEO David Kearns (who also served as deputy secretary of education under President Bush), NASDC's board includes 21 business and education leaders. Among them: James Baker, chairman of Arvin Industries; Louis Gerstner, Jr., chairman and CEO of IBM; and Frank Schrontz, chairman and CEO of Boeing.

Panasonic Foundation
Dr. Sophie Sa, Executive Director
One Panasonic Way
Secaucus, NJ
201-392-4131

Panasonic's U.S. foundation has established a strong niche in long term school reform efforts. Dr. Sa's program promotes school-based decision-making while holding teachers and principals responsible for results. That combination, according to many education experts, fuels commitment and successful solutions.

Public/Private Ventures
Michael Bailin, President
399 Market St.
Philadelphia, PA 19106
215-592-9099

P/PV is a nonprofit organization recognized as a leader in youth-oriented social policy. Private donors, employers, and many government and nonprofit agencies call upon P/PV for its expertise in program design, management and evaluation. Among other activities, P/PV is conducting a study of how the National and Community Service Act affects state and local community service

programs. Funded by Exxon, BP America, a host of foundations and the U.S. Department of Labor, P/PV has been influential in legislative initiatives relating to disadvantaged kids.

ENVIRONMENT

Environment became a popular cause in the 80s, both for philanthropic donations and cause-related (green) marketing. The top causes have been environmental research and education, local conservation initiatives, and waste reduction.

Total environmental donations by companies add up to about six percent of corporate giving, or \$360 million. The 150 foundations and companies that belong to the Environmental Grantmakers Association (Pam Maurath, 212-373-4260) give only about \$125 million annually for various environmental causes. That represents a fraction of the \$3.12 billion raised by environmental and wildlife organizations in 1992. Most of the rest consists of small donations (from members and direct mail fundraising) and in-kind contributions (such as land donated to preservation trusts).

Some high tech companies aim to boost the technological capacity of organizations engaged in environmental work. Apple donated more than \$1 million in computer equipment to environmental groups in 1992. IBM, with its general philanthropic mission to improve nonprofits' technological skills, has provided equipment and support for monitoring the spread of deserts, among other environmental tasks. AT&T Foundation donated 440,000 to World Resources Institute for the Technical and Environmental Program, which aims to make environmental protection an integral part of developing new technologies. Often companies like to showcase their technology through donations. For example, TAKE second para from envadd.doc

Dozens of Fortune 500 companies fund efforts to foster dialogue between industry and environmentalists on public policy issues. Many of them do so by supporting such organizations as the World Resources Institute (202-638-6300) or the National Wildlife Federation's Corporate Conservation Council (202-797-6660).

Such grantmaking represents an important force even though it is dwarfed by the tide of individual donations to environmental groups. While individual giving supports emotionally compelling causes (such as saving seals or dolphins), foundations and corporate donors are able to intervene strategically to shape public discourse and action on other environmental problems.

Thus the W. Alton Jones Foundation gave \$40,000 for a project in Oregon designed to help implement novel, true-cost road pricing policies, which were adopted by the City of Portland to control auto emissions and promote travel by mass transit. Other foundations and companies are funding efforts to develop sustainable industries in struggling rural communities in the Northwest -- a concern that has gained urgency as more species in the region come under protection of the Endangered Species Act.

On an international scale, Thomas Wathen's report, "A Guide to Trade and the Environment," helped deepen the debate over the environmental consequences of NAFTA and GATT. Published in July 1992 by the Environmental Grantmakers Association and the Consultative Group on Biological Diversity (an affiliated group of foundations), the report summarizes increasingly critical hurdles for trade negotiators and policy makers.

Similarly, a few foundations and mainstream conservation groups managed to draw widespread media attention to problems in the Magnuson Fishery Conservation and Management Act, the main legal framework governing the nation's commercial fisheries, just as the law came up for reauthorization in 1993.

Although they are not unanimous, many environmental leaders welcome the inclusive and open approach the Clinton administration has taken in environmental issues. By convening roundtable discussions among disputing parties, policy makers in the EPA and the departments of Energy and Interior have established promising conditions for resolving controversies over waste incineration, nuclear materials, and the management of public lands. Also, heading the list of a White House Executive Order last January was the purchase of printing and writing paper with high levels of recycled content.

Federal policy makers involved in environment and natural resource issues can engage corporate donors and foundations effectively through a number of forums (some are listed below) that already serve to focus grantmakers' attention on major issues in the field.

Some grantmakers are also well positioned to discuss ethical concerns pertaining to government collaboration with corporate donors in environmental projects. The Environmental Grantmakers Association has worked through several disputes about whether to admit corporate funders, for example. Their deliberations on this issue may shed light on some of the concerns that federal officials face in outreach to business donors.

What corporate donors represent for federal policy makers in terms of environmental support is not so much a source of donations as a diverse group of allies who can apply funds at "leverage points" to advance environmental reforms.

Resources:

Electric Power Research Institute
Jane Hughes Turnbull
Biomass Project Manager
3412 Hillview Ave.
Palo Alto, CA 54304
415-855-2000

EPRI is a key player in bringing utility companies to the civic table. One of its many concerns is biofuels, a subject of some interest to energy policy makers. Funded by about 700 utilities, EPRI is co-sponsoring a national biofuels roundtable with the National Audubon Society, the U.S. Department of Energy, and the Tennessee Valley Authority. The goal is for all stakeholders in energy and biomass to develop a coherent and durable biofuels policy.

President's Council on Sustainable Development
Molly Olson, Executive Director
Mail Stop MIB 7456
1849 C St., NW
Washington, DC 20240
202-208-7411

This council replaces the former Council on Environmental Quality as the official advisory organization to the President on environmental policy. It represents the leading forum for industry, government, and environmental advocates to set an agenda for action on global environmental issues.

Membership represents leading non-governmental organizations, labor, industry, conservation groups, and representatives of the EPA and the Departments of Agriculture, Commerce, Energy, and Interior. Each of the 25 member organizations has dedicated one full-time liaison to work with the Council. Dow Chemical, a corporate member of the former CEQ, remains a presence on the new council. (Dow's David T. Buzzelli co-chairs the Council with Jonathan Lash of the World Resources Institute.) The chemical company has also loaned a full-time staff member to the Council.

World Resources Institute
Shirley M. Geer, Director of Communications
1709 New York Ave., NW
Washington, DC 20006
202-638-6300

Since its founding in 1982, WRI has become one of the major organizations to work with industry and environmentalists. Funded by government, companies and foundations, the Institute provides research and publications on problems in sustainable development. It has advocated action by the Clinton administration to promote "green fees," renewable energy development, innovation in environmental technology, and removal of ecologically harmful subsidies.

Public Employees for Environmental Responsibility (PEER)
Jeff Debonis, Executive Director
810 First St., NW, Ste. 680
Washington, DC 20002
202-408-0041

A group created to help "whistle-blower" employees who draw attention to harmful practices, PEER organized a conference in autumn of 1993 that attracted ranking officials from several federal departments. DOE's Hazel O'Leary spoke, but more importantly she persuaded contractors, including Westinghouse, to pay for some employees to attend. This step represents part of an overall drive to institute quality reforms in the federal nuclear complex.

Government Accountability Project (GAP)

Louis Clark
Tom Carpenter (Seattle)
810 First St., NE, Ste. 630
Washington, DC 20002
202-408-0034

Since its founding in 1977, GAP has helped thousands of employers (public and private sector) and grassroots organizations expose threats to the public health and safety and environment. GAP helps defend whistleblowers against reprisal, assists them in pursuing their dissent more effectively, offers informal assistance and referral services, advocates for stronger free speech laws, and teaches the law of dissent through scholarly works and programs in law schools. The group has collaborated in Energy Secretary Hazel O'leary's new policy of celebrating whistleblowing -- an important part of DOE's overall quality program.

National Wildlife Federation
Corporate Conservation Council
Christopher Murphy, Special Projects Manager
1400 16th St., NW
Washington, DC 20036
202-797-6660

The CCC, a unit of the National Wildlife Federation, convenes leaders of business and government with senior NWF officials to discuss environmental issues in private meetings. After one session on wetlands, the Council purchased a major wetlands area for conservation. The Council has published policy statements on wetlands, hazardous waste reduction, groundwater and soil conservation, and environmental education for business management. Sustainable development has been a major theme. A 1992 monograph from the Council, "Building the Sustainable Corporation: Creating Environmental Sustainability and Corporate Advantage," has sold widely in the United States and overseas.

Corporate members include Asea Brown Boveri, AT&T, Bank of America, Browning-Ferris Industries, Ciba-Geigy Corporation, Dow Chemical, Du Pont, Johnson & Johnson, 3M, Monsanto, Pacific Gas and Electric, Proctor & Gamble, Shell, USX, and Waste Management.

McKinsey & Company
Steve Gavenas, Consultant
1101 Pennsylvania Ave., NW, Ste. 700
Washington, DC 20004
202-662-3281

McKinsey & Co. conducted a survey on public-private partnerships in the environment for the former President's Council on Environmental Quality. A partial record of their August 1992 presentation is the report, "Building Successful Environmental Partnerships." It analyzes the applications and limitations of joint efforts by government, business and nonprofits (non-governmental organizations) in environmental problem-solving. Among its findings: NGOs can help remove barriers to business and government seeking solutions to environmental concerns. For example, NGOs can help create the markets to implement market-based solutions to environmental problems.

Texas Center for Policy Studies
Mary Kelly, Director
P.O. Box 2618
Austin, TX 78768
512-474-0811

The Center is a respected advocate for stronger environmental, health and open-government provisions in the governance of U.S.-Mexico trade. Formed in 1983, this nonprofit organization has analyzed side agreements to NAFTA and related issues. It has also proposed policies to alleviate adverse environmental effects of liberalized trade and investment. Ms. Kelly is considered a leading moderate among critics of the trade accord and can be expected to play a role in ongoing efforts to seek common ground between business trading interests and environmental critics of NAFTA.

Environmental Technology & Telecommunciation
Ann Deering, President
330 East 38th St., Ste. 25F
New York, NY 10016
212-661-5373

Ms. Deering has played a leading role in convening casualty insurers and environmentalists to consider how global climate change may affect the insurance industry. Her consulting company, ET&T, focuses on applications of modern telecommunications and satellite technology in assessing risk from such events. The first conference on climate change and the insurance industry was co-sponsored by the College of Insurance and Greenpeace in New York in September 1993. Along with insurers, participants included scientists and experts on technologies for reducing and monitoring risk. Already drained by natural disasters and shipping wrecks around the world, underwriters hope to avoid the catastrophic losses that some environmentalists predict.

HEALTH CARE

Health care has long been a focal point of corporate and foundation giving. In recent years, soaring health expenditures have prompted many companies to regard this issue as one of long-term self interest.

One major concern for companies is the rise in health costs associated with an aging U.S. population -- and an aging work force. The Alliance for Aging Research (202-293-2856) reports that older Americans accounted for an estimated \$215 billion in health care costs in 1990. According to the Alliance, the over-65 population is expected to double to over 65 million by the year 2020.

A number of industries have established giving patterns in health that relate closely to their bottom-line interests. For example, some 63 pharmaceutical companies that belong to the Pharmaceutical Manufacturers Association (202-835-3479) donate drugs to low-income patients through physicians. Such firms also are large-scale supporters of university research in biomedical fields, either through research contracts or donations.

In terms of policy formulation, foundations have long played a role in drawing attention to underserved populations and underfunded lines of research. Thus a handful of philanthropies, including the Lasker and Glenn foundations, have targeted biomedical research on aging, and several foundations have recently set out to bolster support for women's health. Among these are the John D. and Catherine T. MacArthur Foundation, the Jewish Healthcare Foundation, the Robert Sterling Clark Foundation.

In the debate over national health reform, companies have such diverse stakes in the outcome that there is no unitary "business view" of the issue. Rising medical expenditures represent a growing market to some, a swelling cost to others.

Two distinct approaches to this issue have emerged among corporate donors:

1. Many companies affected by the various health reform proposals are using donations to win favor in the home districts of key lawmakers.
2. Corporate foundations have been hesitant to make grants. Bound to long-term social objectives, they cannot legally act as agents of immediate corporate self-interest. Hence, they are waiting for the political fracas to be resolved before they make donations.

A few foundations have stepped to center stage. The Robert Wood Johnson Foundation (609-452-8701), for instance, convened a series

of four meetings in March 1993 to stimulate public debate on health reform. The direct role of foundations in policy formation on this issue has raised concerns about the limits to advocacy by foundations. On that issue, the Council on Foundations has been developing guidance for foundation executives that could also be helpful to federal policy makers as they contemplate how to engage private philanthropy in this field.

Regardless of the outcome on Capital Hill, there are some simple ways that foundations and corporate donors could be helpful to the Clinton administration. One way is by building the capacity of nonprofit health care providers to cope with change and new demands. Some federal policy makers are already exploiting this pathway. Grantmakers in Health, an affinity group of foundations, recently received a grant from HHS to promote networking and preparedness among community-based health organizations that will need to adjust swiftly when the new policies emerge.

All nonprofit organizations, from small grassroots groups to major universities, are deeply concerned about their ability to provide health coverage to their employees under the proposed Clinton health care initiative. The Administration has built in subsidies and transition mechanisms for small businesses, but not for nonprofits, which employ a disproportionate number of women, handicapped people, and members of other populations.

Resources:

Stanley Karson, Director
Center for Corporate Public Involvement
1001 Pennsylvania Ave., NW
Washington, DC 20004-2425
202-624-2425

Funded by the life and health insurance industries, the Center conducts a variety of programs in social and health issues. Its Life and Health Insurance Medical Research Fund, supported by donations from insurance companies, provides \$500,000 to \$700,000 annually to approved degree candidates at medical schools, and to medical schools directly.

Mutual of Omaha
Kathy Olson
402-978-2192

This group launched a new program to curb the cost of care for heart disease. It donated \$100,000 to Immanuel Medical Center to cover start-up costs for a demonstration program using a strategy of dietary and lifestyle changes that were recently shown by sophisticated imaging technology to reverse heart disease without drugs or surgery. This project is the first of six planned demonstration sites nationally for a program of reversing heart

disease. The person who did the imaging research was Dr. Dean Ornish, president and director of the Preventive Medicine Research Institute in Sausalito. He recently won an award from the Glenn Foundation.

INTERNATIONAL AID

During the last decade, events on the global stage awoke a new internationalist impulse in business, government and the not-for-profit sector -- and created as well powerful trends in philanthropy.

First, the rapid ascent of Asia's industrializing nations brought new corporate players to the U.S. and prompted many leading American companies to launch philanthropy programs in the emerging Pacific Rim economies. This trend continues today.

Second, the collapse of Communism inspired a rush of civic and commercial adventures in the former Eastern Bloc. The first flush of enthusiasm has cooled, but U.S. companies, foundations and nonprofits are still keenly interested in the opportunities for shaping market economies and securing their own roles in Eastern and Central Europe. For example, American Express is funding tourism training and cultural asset management (such as parks) there.

Third, the overall surge in world trade -- with U.S. companies increasingly relying on overseas suppliers, subsidiary operations, and markets -- has propelled U.S. business into a more active role, especially in Latin America. For example, Seattle's Starbucks and other fast-growing specialty coffee houses have launched philanthropy initiatives in coffee growing regions, often tied to sustainable development.

Fourth, Europe's efforts to achieve a borderless economy, despite many hitches in execution, have evoked a movement among U.S., European and Japanese companies and foundations to institute systems for cross-border philanthropy -- especially in Europe, but also worldwide. They have lobbied to harmonize charitable taxation in Europe and North America (and partially got it in the recent deal with Mexico).

Fifth, widespread concern about global environmental problems have triggered the creation of international nonprofits and grantmaking institutions, as well as smaller programs within corporate giving offices and foundations, that specifically target global environmental issues and sustainable development. Concern about climate change has sparked a reevaluation of underwriting and investment practices worldwide by the insurance industry. Greenpeace and others are urging insurers to lobby for tougher public policies on greenhouse-related pollution and to support appropriate technology projects. Many companies have made grants to pilot such projects.

Population is one of the biggest issues in international aid, and a number of foundations are addressing it. Corporate involvement in

population issues can be politically delicate (as Apple discovered when a Texas community rejected a new high tech plant from the company on moral grounds (Apple's gay family policy)).

Many nonprofit champions of microenterprise development want U.S. government and multilateral aid organizations to channel money into small loans to the poor, rather than mega-projects like roads and dams. Higher education and business interests want to build up the education infrastructure of developing countries (which is the key to developing countries' economic expansion), and strengthen exchange programs with U.S. universities.

Many advocates of microenterprise were cheered by President Clinton's meeting with Muhammad Yunus of Bangladesh, the founder of Grameen Bank, a pioneering lender of tiny sums to launch businesses owned by the poorest of the poor. The President said Professor Yunus deserves a Nobel prize. The largest Grameen loans are \$75. The program has been a model for poverty lending initiatives all over the world, from Boston (where a women's group makes loans to help women start businesses and get off welfare) to Southeast Asia, where Chicago-based Opportunity International and an Australian charity named Maranatha Trust jointly fund tiny loans to start microenterprises.

The Department of Agriculture's Emerging Democracies Office (202-720-3227) provides food-related aid for emerging democracies, mostly in eastern Europe. This is a new program with a budget of \$10 million per year through 1995 to support sharing of U.S. agricultural expertise with countries that are deemed emerging democracies. Most of these are in Eastern Europe and the former U.S.S.R. Assessment teams, including representatives from industry, travel to trouble spots to determine the most effective ways of assisting. This project draws on the advice of committed advisors from the private sector.

Resources:

Interaction
Mike Kiernan
1717 Massachussetts Ave., NW, Ste. 801
Washington, DC 20036
202-667-8227

This is the largest coalition of nonprofit organizations involved in humanitarian relief and development. It has received a three-year, \$3 million grant from AID to educate the American public on the importance of U.S. development and humanitarian activities. Interanction is now in the process of forming an Alliance for sustainable Development whose members will include not only its 154 member organizations, but also other groups including key members of the private sector. The Alliance will attempt to form partnerships among different sectors of American society -

including nonprofit groups and corporations - to mobilize public support for sustainable development.

Overseas Private Investment Corp.
1100 New York Ave, NW
Washington, DC 20527
202-336-8636

Originally created by Congress in 1971, OPIC has become a model of self-sustaining overseas assistance by investing in development projects that pay back the money. With government backing, it insures investments overseas, funds feasibility studies for new enterprises, and makes loans for some projects. It also provides advisory and referral services for U.S. companies overseas. In 1992 OPIC posted gross revenues of \$190 million and record net income of \$160 million. The organization's founding charter requires that it avoid supporting projects that will cause a loss of U.S. jobs or that significantly damage the host country's environment, worker safety or public health. OPIC supports privatization and democratization by providing political risk insurance for U.S. businesses in emerging democracies. Its chief is appointed by the President.

Institute of International Education
Peggy Blumenthal, Vice President, Educational Services
809 United Nations Plaza
New York, NY 10017
212-984-5331

Among other things IIE runs a training program for mid-career Eastern Europeans and Soviets - North American Consortium for Free Market Study. This program is funded by USAID and 41 private corporations. The trainees are brought to the U.S. for training. Companies regard such linkages with future leadership and management in emerging nations as an investment that can aid their own endeavors in those countries. The Institute has published a report, International Investment in Human Capital, which focuses on educating for development, i.e., making the developing country a full partner in the "knowledge" economy.

Polish American Enterprise Fund
Francis J. Skrobiszewski, Vice President
535 Madison Ave.
New York, NY 10022
212-339-8330

One of several funds established in 1990 by George Bush and Congress to aid the transition of the former Eastern Bloc to democracy and free markets. The Polish fund is often considered "furthest along," partly because Poland is an easier place to seed enterprise than the other nations. This group is a private corporation with an independent board of directors, many of which

are retired CEOs. It is considered by some a model for federal initiative because it captures private sector enthusiasm for international aid, harnessing expertise of senior citizens as well as direct assistance from companies such as KeyCorp Mortgage, which helped launch a new mortgage operation in Poland.

Ashoka: Innovators for the Public
Megan Mylan, Development Coordinator
(Bill Drayton, Director)
1700 N. Moore St.
Arlington, VA 22209
703-527-8300

This is an association of about 800 leading public entrepreneurs around the world, people who, for example, introduce a new way of teaching children, deliver health services to underserved communities, or create the next step in human rights or environment. The network finds these entrepreneurs, helps them launch their ideas and work together on common problems. One project of this network is the Entrepreneur-to-Entrepreneur Program - a clever program of leadership development and social change in the Third World. It matches individual entrepreneurs for social change with corporate mentors. The idea is to treat social change as an entrepreneurial venture - it appeals to corporations who like the idea of investing in people rather than projects.

National Planning Association
Sheila Cavanaugh
1424 16th St., Ste. 700
Washington, DC 20036
202-265-7685

This group developed a project to stimulate dialogue between the public and private sectors on international aid. It is planning to sponsor four conferences a year which will include government, business, academic, and NGO leaders. Business leaders say they are interested in tied AID, in which government assistance to a country is tied to contracts awarded U.S. companies there.

David Logan
Corporate Citizenship International
Oakbranch Plaza, 4th Fl.
1801 Robert Fulton Dr.
Reston, VA 22091
703-758-6735

An expert on international philanthropy issues, CCI's principal David Logan once ran European community relations for Levi-Strauss. He has consulted for British Petroleum and Honeywell, among others, and also helped USAID explore how to involve companies in promoting family planning initiatives in the Third World. Mr. Logan argues

that anti-business mentality pervades North American and European AID bureaus, and has seriously impeded the ability to get the job done. He is unusually well qualified to suggest ways to do better.

WELFARE, HUNGER, HOMELESSNESS

The spread of poverty and economic dislocation during the last decade has sparked profound changes in philanthropy. Government, companies and private donors are challenged to create programs addressing the problems that entrap the poor, undermine the quality of the available work force, and drive up the cost of doing business (security, insurance, skills training, local taxes, etc.).

Overall, giving for welfare, health and human services accounts for some 17 percent of U.S. philanthropy overall. But these services command a greater percentage of grantmaking by many companies and foundations. The recipient of the largest share of many corporate donations is United Way, which channels funds mainly to social and health service agencies.

As companies and foundations have sharpened their focus on poverty-related issues, some new trends have emerged in their giving. For example, many have embraced "family preservation" as a key issue, since the dissolution of families -- through divorce and rising birthrates among unmarried women -- thrusts millions of children into poverty.

More fundamentally, donors have encountered serious inefficiency in their own and the nation's systems for responding to the problems of poverty. Many have restructured their own operations and are promoting reform in nonprofits and public-sector agencies that deliver welfare, food aid, and other services for the needy. Recognizing their own institutional and financial limits, corporate and foundation donors have become adept at various forms of leverage and alliance building. They have developed a remarkable array of strategies, especially in welfare and poverty issues. For example:

1. Managers of corporate foundations and giving programs recruit other potential donors to raise money or build nonprofits' boards of directors. In 1991, for instance, Fuji Bank in New York (Akiko Mitsui, 212-898-2000) introduced a representatives of Japanese banks to Neighborhood Housing Services of New York City, a leading nonprofit in revitalizing low-income communities.

2. Donors recruit CEOs and corporate lobbyists to advocate for welfare reform and food drives. DaytonBinney Hudson, a retail employer of entry-level workers, responded to predictions of shortages of qualified job applicants by helping to expand community-based training and job placement programs for welfare recipients. It considered the state's existing assistance programs as part of the problem because the aid programs kept people dependent. Dayton Hudson advocated reforms in the state's welfare

policy and went on to inspire current proposals for federal welfare reform. (Dayton Hudson, 612-370-6561)

3. Companies and foundations fund training for nonprofits in key fields, such as fundraising, management, accounting, technology, media relations, advocacy, and service to special populations. In 1992 Johnson & Johnson gave \$1.2 million to improve management practices of Head Start. The money pays for training seminars at UCLA for 120 Head Start directors over three years. The Prudential Foundation recently gave \$50,000 to the Center for Community Change, which provides training for nonprofits engaged in community development and urban problem solving.

4. Donors promote government programs that provide assistance for the poor, often by funding efforts to publicize them to local service organizations and poor people. For example, Prudential Foundation gave \$240,000 to Food Research and Action Center to publicize the federal Summer Food Program, a program that had escaped notice of many service agencies.

5. Donors fund state welfare reform initiatives. Two recent grants by the Casey Foundation exemplify this trend: \$200,000 to the State of Illinois for a plan to reform human services and \$50,000 to Arkansas for a plan to reform child welfare. The Ford Foundation recently gave \$186,000 to Harvard for an analysis of three non-welfare approaches to social policy: children's allowances, tax credits for the working poor, and child support enforcement and insurance.

6. Donors fund efforts by nonprofits and state agencies to coordinate their work in such fields as health, welfare and job-placement. For example, HCA Foundation, a charitable arm of the Nashville-based HCA hospital firm, gave \$10,000 to support collaboration between seven agencies that help unemployed people find jobs. The money was spent mostly for fax machines so job counselors can exchange tips on new openings quickly enough to reach clients before the jobs are filled. In another coordination effort, the Casey Foundation gave \$160,000 to the Michigan Department of Social Services for the Michigan Inter-Agency Family Preservation Project.

7. Companies fund child-care and elder-care facilities so family members (especially women) can hold jobs. One of the largest corporate consortiums for any social purpose is the recently formed the American Business Collaboration, which pools funds to improve dependent-care facilities for employees. By September 1993 the ABC included 146 companies and was supporting more than 285 new childcare and eldercare projects. With more than \$26 million in contributions from companies the group has funded hundreds of new childcare slots, infant care training, in-home care, case management for the elderly, and other projects. The ABC is credited with inspiring dozens of other consortiums nationwide. Founding

companies include Sears Roebuck's Allstate Insurance unit, American Express, Amoco, AT&T, Eastman Kodak, Exxon, IBM, Johnson & Johnson, Motorola, Travelers, Xerox.

8. Foundations and companies support research that identifies needs and draws attention to issues relating to welfare and poverty. For example, the Annie E. Casey Foundation and the Center for the Study of Social Policy recently published the "Kids Count Data Book: State Profiles of Child Well-Being." This document notes that during the 1980s the number of children in poverty grew by 2.7 million, most of them under the care of a single parent. And in an initiative called "Charge Against Hunger," American Express pledged a small donation to Share Our Strength for each charge-card purchase (up to a total of \$5 million).

Federal policy occasionally impedes business giving for hunger and poverty projects. The National Marine Fisheries Service recently approved a pilot project to tweak the rules for trawl fisheries in Alaska. Now the fishing industry can donate the salmon caught incidentally by bottomfish trawlers to food banks. Previously the vessels were required to throw the salmon overboard, even though most of the fish are dead when brought to the deck. Assuming the new approach can be shown not to cause overfishing, advocates in the industry hope to see it expanded to allow donations of other "bycatch" species (Dick Gutting, National Fisheries Institute, 703-524-8884).

Federal policy makers should recognize that many corporate donors are reluctant to overstep what they regard as their proper role by shouldering "public-sector responsibilities."

Just where these boundaries should be drawn is a matter of ongoing debate. The head of one major oil company foundation, who is a well-known champion of anti-poverty philanthropy, nonetheless argues that some problems, such as homelessness, are too big and intractable for corporate giving to make a difference. But some corporate leaders and philanthropy consultants see business as the cause of many social and environmental problems, implying a responsibility to address them.

Donors involved in welfare and poverty programs generally welcome the Clinton administration as a new ally. Apart from promoting increased funding for food programs and better access to them, leading hunger groups say the best thing the Clinton administration can do for their cause is to create jobs, thus helping the poor get themselves out of poverty.

That kind of thinking is representative of most donors and nonprofits who agree that it is no longer feasible to treat the nation's poverty-related problems in isolation. They generally favor reforms that would integrate health, child care, flexible

work policies, housing, welfare, training, and economic development in poor communities.

However, the philanthropic community is sharply divided on certain issues. On one hand, most companies and foundations favor systemic reform of social policies to help dependent individuals become self-reliant, thus easing the burden of health and social welfare costs on the economy. (An articulate advocate of this view is Leslie Lenkowsky, president of the Hudson Institute. Lenkowsky argued recently in the Chronicle of Philanthropy that donors focus too much on "creating and padding a safety net, when what we really need increasingly to do is enable Americans to take advantage of the opportunities for self-reliance that are within their grasp.")

On the other hand, some donors and activists primarily want the government to pump in more money, rebuilding what the Reagan Administration dismantled.

This boils down to a disagreement about what is feasible. Other industrial countries face the same dispute. One example is Business in the Community (David Grayson, Denise Cahill, FAX: 011-44-81-629-1834), a leading federation of civic-minded companies, in Britain. The group has undertaken an ambitious program of conferences and seminars to help foster consensus on how the nation can maintain its social foundations when global trade and technology have permanently altered its economic structure. Early research revealed that many leaders in Britain's social welfare and education communities, who were viewed as key partners, lacked a grasp of the fundamental economic changes that confront advanced industrial countries.

In the U.S., the Agriculture Department oversees most hunger-related programs. The Department of Health and Human Services, through the Community Food and Nutrition Program, gives grants for food advocacy groups to improve outreach and access to food aid programs of USDA.

Poverty programs are scattered among many federal agencies. Among them: Department of Health and Human Services, Centers for Disease Control, Commerce Department, Small Business Administration, Appalachian Regional Commission, Veterans Administration, and various agencies of the Labor and Education Departments.

The President has appointed a working group to propose welfare reform legislation. In December 1993 he led a conference in Pennsylvania on the future of entitlements, giving a lengthy presentation explaining the maze of statistics on swelling expenditures and the need to focus aid where it is most needed.

Some nonprofit and foundation leaders are hopeful that the new federal system of Empowerment Zones and Enterprise Communities may help to coordinate federal assistance and services for the

impoverished. The system is supervised by a new Enterprise Board chaired by Vice President Gore.

Along similar lines, Labor Secretary Robert Reich has undertaken the task of determining which of some 150 federal training and education programs are most effective. Business leaders have applauded this goal, as these programs cost taxpayers about \$24 billion per year.

The proposed School-to-Work Opportunities Act, a major training initiative created by Mr. Reich and Education Secretary Richard Riley, is credited as a model of inter-agency cooperation by some advocates of reinventing government. The proposal reflects "an unprecedented degree of collaboration" between their two departments, according to the National Journal's Rochelle Stanfield. In the past, such inter-agency initiatives have often foundered. During the 1970s and 1980s, for example, Labor and HEW unsuccessfully attempted a joint training program for welfare recipients.

One challenge for federal policy makers in addressing welfare and poverty issues is to work effectively with state and local agencies. In fields such as job training, for example, Education's Office of Vocation and Adult Education and Labor's Employment and Training Administration must pick out strong local partners from "the army of vocational education interests," as Ms. Stanfield put it.

Resources:

The following are a few of the leading organizations in hunger, poverty and welfare.

Fund for the City of New York
Mary McCormick, President
121 Sixth Ave.
New York, NY 10013
212-925-6675

Established by the Ford Foundation in 1968, the Fund was one of the first philanthropic institutions specifically created to help a city and its government. Its mission encompasses the full spectrum of urban social concerns, but much of its work focuses on improving delivery of services in welfare, education, health care, and other fields that influence early childhood. In 1984 the Fund helped establish small, neighborhood-based units of the Child Welfare Administration to put caseworkers in closer touch with their clients. Recently it supported a hunger fighting project to analyze distribution of food stores in order to locate underserved neighborhoods that need a supermarket. The Fund's staff represent a valuable repository of experience and insight in urban problem solving efforts.

The William and Flora Hewlett Foundation
525 Middlefield Rd.
Menlo Park, CA 94025
415-329-1070

The Hewlett Foundation, like many others, supports a range of programs in social problem solving, including some aimed generally at stimulating private sector philanthropy. In 1991 it consolidated its programs on children, youth and families to become more strategic and comprehensive. Its family support focuses on "the needs of families within a community support context." It also seeks to prevent teenage pregnancy and funds school-to-work or school-to-school transition programs helping at-risk youth stay in school or live productive lives if they leave.

Public/Private Ventures
Michael Bailin, President
399 Market St.
Philadelphia, PA 19106
215-592-9099

P/PV is a leading nonprofit in youth-oriented social policy. Private donors, employers, and many government and nonprofit agencies call upon the organization for its expertise in program design, management and evaluation. Among other activities, P/PV is conducting a study of how the National and Community Service Act affects state and local community service programs. Its publications include a report on career guidance for disadvantaged youth, a guide for business leaders to understand education reform, and studies on job training and youth employment strategies. Funded by Exxon, BP America, a host of foundations, and the U.S. Department of Labor, P/PV has been influential in programs and legislative initiatives relating to disadvantaged kids.

The Annie E. Casey Foundation
One Lafayette Pl.
Greenwich, CT 06830
203-661-2773

The Casey Foundation seeks to promote "better futures for disadvantaged children in the United States." That broad-ranging mandate has led to initiatives in welfare reform in collaborations with cities and states as well as nonprofits and religious groups. The foundation's executive director, Douglas Nelson, has advocated clarifying legal standards for "reasonable effort" by states to secure the welfare of at-risk children in foster care by reunifying them as promptly as possible with their own families. The foundation recently gave \$1.5 million to the Carter Center's Atlanta Project for a program addressing drug abuse, school dropout rates, teenage pregnancy, juvenile delinquency, unemployment, homelessness, and other problems that haunt low-income communities. Another foundation program, the Casey Journalism Center for

Children and Families at the University of Maryland's College of Journalism, aims to expand coverage of systemic and social issues affecting children.

The Children's Defense Fund
Marian Wright Edelman, President
25 E St., NW
Washington, DC 20001
202-628-8787

CDF is the leading advocacy organization in children's issues. It helped increase funding for Head Start and won greater access to state health-care programs for poor children and mothers. CDF advocates for youth job training programs as well as programs that provide direct aid and encourage economic self-sufficiency among poor families. Lately the organization has advocated for child welfare legislation--to make health care for children and pregnant women a priority in health care reform, and to institute national child support enforcement, among other issues. Ms. Edelman has been a national figure in civil rights and poverty issues since the 1960s. Hillary Rodham Clinton, a longtime supporter, chaired the board of CDF.

Catalyst
250 Park Ave S.
New York, NY 10003
212-777-8900

A research and advisory organization that guides businesses on women's issues, Catalyst recently conducted a study on employer-sponsored child care, funded by the Pew Charitable Trusts. Among other activities, the organization publishes a newsletter, provides speakers for business groups, and gives an award for companies that create model initiatives to promote leadership and career development of women in managerial, technical or professional positions.

Food Research and Action Center
Ann Kittlaus, Communications Director
1875 Connecticut Ave, NW, Ste. 540
Washington, DC 20009
202-986-2200

With support from dozens of companies and a board representing corporate, labor, and advocacy groups, FRAC is one of the best hunger organizations networks in the country. It provides training and technical assistance, conducts research, and advocates for policies to combat hunger in the United States. The organization receives some funding from the Legal Services Corp. for local attorneys to represent low-income clients who are denied food stamps. In federal policy matters, FRAC has been working with the Department of Agriculture to improve outreach and access to federal

food aid programs. FRAC publishes reports evaluating the effectiveness of government hunger programs and quantifying the extent of hunger. Currently FRAC estimates that 12 percent of U.S. families with children under age 12 are hungry.

Leading corporate donors to FRAC (and other hunger organizations) include the Kraft General Foods unit of Philip Morris, American Express, and Prudential. Business representatives on FRAC's board include representatives of Grocery Manufacturers of America, Philip Morris Companies, Goldman, Sachs & Co., Himle Horner, Inc., and The Susan Davis Companies.

Manpower Demonstration Research Corp.
3 Park Ave.
New York, NY 10016
212-532-3200

MDRC is one of the leading policy research centers in this field.

City Year
11 Stillings St.
Boston, MA 02210
617-451-0699

City Year, a model for federal community service efforts, deploys youth from the metropolitan area in teams that take on tasks such as building hunger relief pantries, restoring playgrounds and parks, and running recreation programs for senior citizens. The organization is the first youth service corps to be funded entirely by the private sector, with support from companies, foundations, professional associations, labor unions, civic groups and individuals. Among major sponsors are Apple Computer, Bain & Co., Bank of Boston, The Boston Co., The Boston Foundation, the Boston Legal Community, The Boston Wharf Co., Digital Equipment Corp, The Equitable, and others. Eli Segal and other officials from the new national service system have embraced City Year as a forerunner that could influence National Service operations.

Corporate Resources:

Leading companies in the fight against homelessness include Fannie Mae Foundation, GATX Corp (which awards about 10% of its \$1 million annual budget to programs for the homeless), Heublein Foundation, and Sara Lee Foundation, which awards at least 25% of its funding for the disadvantaged to programs serving the hungry and homeless, primarily in the Chicago area.

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- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

DEPARTMENT OF HEALTH AND HUMAN SERVICES

TRAVEL ORDER

☒ Original ☐ Amendment No. _____ ☐ Cancellation
(See HHS Travel Manual, Part 3, for Detailed Instructions)

4. NAME AND POSITION OR RANK

Andrew Barrer/Consultant

(b)(6)

6. CONSTITUENT/BUREAU/DIVISION/REGION

DHHS/PHS/OASH/NAPO

7. PRESENT OFFICIAL STATION

Washington, DC

10. ITINERARY AND PURPOSE OF TRAVEL (Show city, state or country, dates and reasons—use continuation sheet if necessary)

FROM: Washington, DC to New York and Return.

PURPOSE: Council on Foundations annual conference and the annual meeting of the Founders
Concerned About AIDS. Attend programs related to health care and AIDS.

PREPARED BY:KLloyd:690-6650

CLINTON LIBRARY PHOTOCOPY

NOTICE: TRAVELERS ARE RESPONSIBLE AND LIABLE FOR UNUSED GTR'S — TICKETS RECEIVED UNTIL THEY HAVE
BEEN PROPERLY ACCOUNTED FOR ON A TRAVEL VOUCHER OR RETURNED TO THE AGENCY. [001]

11. SPECIAL AUTHZTN	TRAVEL BY PRIVATELY OWNED AUTO IS AUTHORIZED ON MILEAGE BASIS RATE SPECIFIED BELOW FOR:				☐ EMPLOYEE AND/OR ☐ DEPENDENTS														
	___¢ PER MILE AS MORE ADVANTAGEOUS TO GOVT		___¢ PER MILE NOT TO EXCEED COMMON CARRIER COSTS		___¢ PER MILE NOT TO EXCEED COSTS BY GOVT-OWNED AUTO														
	☐ GSA AUTO ☐ AUTO RENTAL UNDER GSA CONTR ☐ OTHER (Specify below)																		
	☐ EXCESS BAGGAGE ☒ REGISTRATION FEE \$545.00																		
12. TRAVEL & PER DIEM IS AUTHORIZED IN ACCORDANCE WITH DHHS POLICY AND:																			
☐ FTRs ☐ JTR'S ☐ OTHER (Specify)																			
PER DIEM: ☐ NONE ☒ IN U.S. ☐ OUTSIDE U.S. ☐ VARYING RATES PER ABOVE REGS.																			
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(M&IE)																			
FUNDS Available																			
14. ACCOUNTING DATA (See HHS Acct'g Manual & Acct'g Code Book)																			
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15. NAME AND TITLE OF OFFICER RECOMMENDING ABOVE TRAVEL

Arthur J. Lawrence, Acting Director for NAPO

AUTHORITY IS HEREBY GRANTED TO PERFORM TRAVEL AND TO INCUR SUCH EXPENSES AS MAY BE NECESSARY UNDER THE CONDITIONS SET FORTH ABOVE

AUTHORIZED BY: Arthur J. Lawrence

TITLE: Acting Director, NAPO

DATE:



COUNCIL ON FOUNDATIONS

Name: On-site

Andrew Barrer

The White House

\$ 520

Member/Full Conference/Late \$ ~~545~~

Total Amount Due: \$.00

Amount Paid: \$

Registration Number: 5882

Sig./Check #

Andrew Barrer



COUNCIL ON FOUNDATIONS

1828 L STREET NW WASHINGTON, DC 20036-5168
(202) 466-6512 · FAX (202) 785-3926

July 8, 1994

Andrew Barrer
Senior Advisor
Office of the National AIDS Policy Coordinator
750 17th Street, NW, Suite 1060
Washington, DC 20503

Dear Andrew:

As a member of the Non-Profit Liaison Network, I thought you might be interested in the lead article of the current issue of *Foundation News and Commentary*, enclosed. "This Way to the Policy Arena: Grantmaking that Changes the Rules" profiles two examples of how foundations have worked to improve government policies and services.

Also, please accept my congratulations on your appointment to the Network. Feel free to contact the Council on Foundations should you feel we might be of assistance to you in your new capacity.

Sincerely,

Lauren Cook
Director
Philanthropy and the Public Sector

cc. Lewis Feldstein



FACT SHEET

COUNCIL ON FOUNDATIONS

PHILANTHROPY AND THE PUBLIC SECTOR

A Special Project of the Council on Foundations

In response to growing membership interest, the Council on Foundations has launched a special project on philanthropy and the public sector. This initiative will help grantmakers make better informed choices among an expanding array of roles and strategies independent, community and corporate foundations and giving programs are using to improve government policies, service delivery systems, and public policy outcomes in fields such as education, health, economic and community development and the environment. Council members will have an opportunity to learn from successful models, develop clear expectations, and formulate criteria for how and when their own foundation might work with government, within and up to the limits of the law, to achieve its goals.

The objectives of this project are:

1. Increase awareness among Council members of the range of roles they can assume and actions they can take to leverage the public's ability to design and implement sound public policies;
2. Facilitate individual and group efforts by grantmakers to develop or implement strategies to improve government policies and governance processes at the federal, state or local levels;
3. Provide a locus within the philanthropic community for the expression of diverse views and experiences on relationships between foundations and government;
4. Help interpret and disseminate what is learned from new or innovative grantmaker approaches on this topic to support and protect legitimate philanthropic roles and actions.

These objectives will be accomplished through a multifaceted program of educational, training and facilitation services to grantmakers and other key stakeholders in the public policymaking community. Project activities are being developed in consultation with other support organizations such as regional associations of grantmakers and grantmaker affinity groups, and will be consistent with the tenets of other Council membership services. These include supporting members in their program activities, helping members improve their internal operations and grant programs, and the promotion of responsible and effective philanthropy, public understanding and the growth of philanthropy.

For more information, please contact:

Lauren Cook
Director

PHILANTHROPY AND THE PUBLIC SECTOR
Council on Foundations

Council on Foundations
PHILANTHROPY AND THE PUBLIC SECTOR

Management Group

Lewis Feldstein
New Hampshire Charitable Foundation
Chair

Dennis Collins
James Irvine Foundation

James Hyman
Annie E. Casey Foundation

Sarah Jepsen
AT&T Foundation

Thomas Lambeth
Z. Smith Reynolds Foundation

Karen Menichelli
Benton Foundation

Steven Minter
Cleveland Foundation

Terry Saario
Northwest Area Foundation

Miguel Satut
Kresge Foundation

David Tatel
Spencer Foundation

This project is funded in part through the generous support of the Charles Stewart Mott Foundation, the James Irvine Foundation and the Prudential Foundation. The Council would also like to express its appreciation for the guidance provided by the members of the founding advisory committee for this project: Drew E. Altman, President, Henry J. Kaiser Family Foundation; Lon M. Burns, President, Southern California Association for Philanthropy; Lewis Feldstein, President, New Hampshire Charitable Foundation; Peter Goldberg, President, Prudential Foundation; Sarah Jepsen, Executive Director, AT&T Foundation; Betty King, Associate Director, Annie E. Casey Foundation; Thomas Langfitt, President, Pew Charitable Trusts; Thomas C. Layton, Executive Director, Wallace Alexander Gerbode Foundation; Deborah Leff, President, Joyce Foundation; Wendy D. Puriefoy, President, Public Education Fund Network; Terry T. Saario, President, Northwest Area Foundation; Steven Schroeder, President, Robert Wood Johnson Foundation; Ruth Shack, President, Dade Community Foundation and David S. Tatel, Chairman of the Board, Spencer Foundation.

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JULY/AUGUST 1994
\$6.00

Foundation

NEWS & COMMENTARY



**STEPPING INTO
THE PUBLIC
POLICY ARENA**

SIX TIME TIPS

**RANKING
CORPORATE
CITIZENSHIP**



UNITED STATES DEPARTMENT OF COMMERCE
The Assistant Deputy Secretary
Washington, D.C. 20230

June 29, 1994

MEMORANDUM FOR

Andrew Barrer
Ann Bartley
Gail Hoffman
Augusta Kappner
Nancy Kirshner
Sarah Kovner
George Latimer
Chuck Supple

FROM:

Jonathan M. Silver

SUBJECT:

Meeting with Community Foundations

*Nm-Prof
Liaison*

As you may remember, we had discussed the possibility of working with community foundations to organize outreach/listening meetings for local non-profits.

The Council on Foundations has offered to host a working dinner on Thursday, July 28th (time and place to be determined) to explore these and other issues. Steve Minter (The Cleveland Foundation), Joyce Bove (The New York Community Trust), and Bruce Newman (The Chicago Community Trust) will represent the foundation community.

The Foundations were particularly eager to have you participate in this meeting. I think this can be a particularly useful discussion and hope you can join us.

Please call Rhona Gleiman in my office (482-5283) by Friday, July 1st to confirm.



U.S. Department of Commerce
Office of the Secretary

14th & Constitution, N.W.
Washington, D.C. 20230
United States of America

phone (202) 482-~~2741~~⁵²⁸³
fax (202) 482-2741

DATE: 6/29

TO: Andrew Barrer

ORGANIZATION: _____

FROM: Jonathan Silver

FAX NUMBER: 632-1096

PAGES TO FOLLOW: 1

COMMENTS: _____



REPLICATION AND PROGRAM SERVICES, INC

May 20, 1994

1617 JFK BOULEVARD
SUITE 1390
PHILADELPHIA, PA
19103

PHONE 215.568.2510
FAX 215.568.2619

Andrew Barrer
Senior Advisor
Office of the National AIDS Policy Coordinator
750 17th Street, NW, Ste. 1060
Washington, DC 20503

Dear Mr. Barrer:

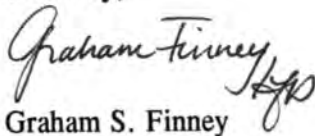
On behalf of the Board of Directors of Replication and Program Services, Inc. (RPS), I am writing to you in your role as liaison between the nonprofit and philanthropic sector and the Office of the National AIDS Policy Coordinator. We thought you should be aware of this new nonprofit service agency which was created to help nonprofit organizations and funding agencies, both public and philanthropic, better utilize replication strategies in mounting new programs and in expanding upon the strength of existing programs with well-regarded track records.

As the enclosed brochure indicates, RPS seeks to work with both nonprofit and public organizations either contemplating expansion efforts or with replications already underway. Through our own small staff and a strong Resource Group, composed of individuals and firms with expertise in parts of the replication process, we believe we can help to achieve a higher rate of return on the social policy investment of scarce public and philanthropic dollars.

Those of us associated with RPS would be very pleased to discuss with you or someone on your staff some of the ways in which our services might be useful to the programming work of your office. We are available to conduct briefings, seminars or other meetings on the general subject of replication or particular aspects of that strategy that might be of special relevance to your organization's programs. RPS would also be very interested in assisting your office in dealing with expansion efforts you may be planning in the months ahead.

For further information or to arrange for a meeting to discuss the applicability of RPS to your interests, please call Margaret Berger at (215)568-2510. We would look forward to hearing from you.

Sincerely,


Graham S. Finney

GSF/fd
Enclosure

RPS BOARD OF DIRECTORS

Michael Bailin

David Bergholz

Graham S. Finney

Scott Foster

Siobhan Oppenheimer-Nicolau

Ruth Wooden

STAMP

FOR MORE INFORMATION ON RPS

(PLEASE DETACH AND MAIL)

Name:

Organization:

Address:

Phone:

I WOULD LIKE INFORMATION ON:

- ☐ A SELF-ASSESSMENT TOOL
- ☐ A GUIDE FOR FOUNDATIONS
- ☐ A GUIDE TO EVALUATION
- ☐ Consulting Services
- ☐ Seminars
- ☐ Speaking Engagements

MY INTEREST IN REPLICATION:

To order a copy of RPS's first report, BUILDING FROM STRENGTH: REPLICATION AS A STRATEGY FOR EXPANDING SOCIAL PROGRAMS THAT WORK (1993, 70 pages), please send a check or money order, made payable to Replication and Program Services, Inc., to:

RPS Publications, Box 1
1617 JFK Boulevard, Suite 1390
Philadelphia, PA 19103

Cost is \$15.00 per copy. Shipping and handling is included.

Replication and Program Services, Inc.
1617 JFK Boulevard, Suite 1390
Philadelphia, PA 19103

PHOTOCOPY
PRESERVATION

"[We] ARE CONSTANT-
LY PLAGUED BY THE
FACT THAT NEARLY
EVERY PROBLEM HAS
BEEN SOLVED BY
SOMEBODY SOME-
WHERE, AND
YET WE CAN'T SEEM
TO REPLICATE IT
EVERYWHERE ELSE."

PRESIDENT CLINTON,
DECEMBER 1993

CLIENT SERVICES

RPS serves a range of clients: foundations considering new investments in replication or interested in learning from past projects they have funded; non-profit and governmental organizations considering or engaged in multi-site expansion efforts; local communities looking for successful programs to adapt to meet their own needs. RPS also serves as a link among these groups.

Services are provided by a small core staff, supplemented by a Resource Group of carefully selected organizations and individuals with varied substantive experience and expertise in program adaptation or expansion. RPS will assemble and oversee a team appropriate to each of its assignments.



REPLICATION
AND PROGRAM
SERVICES, INC.



REPLICATION AND PROGRAM SERVICES, INC

1617 JFK BOULEVARD, SUITE 1390
PHILADELPHIA, PA 19103

REPLICATION OF MODEL PROGRAMS

Successful programs deserve a wider audience. RPS can help successful programs develop that audience. RPS will gauge a potential client's readiness to undertake multi-site expansion. For model programs ready for expansion, RPS is available to assist in any or all aspects of the replication process including:

- assessing initial feasibility
- conceptualizing and designing the replication
- market research and planning
- facilitating relationships between local sites and model programs
- communications and promotion
- information systems
- financial management and strategy
- training and curriculum development
- scheduling and operations
- recruitment and staff development

For replication efforts already underway, RPS is available to help monitor the replication process, evaluate its success, and assist in mid-course corrections.

BROKERING RELATIONSHIPS BETWEEN LOCAL COMMUNITIES AND MODEL PROGRAMS

Community-based organizations often work in isolation as they struggle with local problems and provide valuable services. Burdened with limited resources and increasing demands, they do not have the time or the money to spend looking elsewhere for helpful answers to specific problems or opportunities. Rather than learning from the experience of others, they often end up "re-inventing the wheel."

To help communities plan and manage resources more efficiently, RPS can help find prototype programs which have successfully addressed similar problems, and then adapt those programs to meet unique local needs.

EDUCATION AND OUTREACH

RPS believes that program adaptation will succeed only when their intended operators and users are fully engaged in the process. Model programs for which there is no demand will not be successfully replicated.

To help to promote replication of excellent programs, RPS is producing a series of practical, easy-to-read guidebooks. The guidebooks will be the first of an ongoing series of publications, responding to the needs of those working in the field of social policy and program management.

A SELF-ASSESSMENT TOOL is available for organizations and funders contemplating a replication effort. While designed for self-administration, RPS is prepared to help users complete the self-assessment.

A GUIDE FOR FOUNDATIONS will provide a framework for determining when and how it makes sense to support proposed replications.
(Available Fall 1994.)

A GUIDE TO EVALUATION will address the role evaluation should play in program expansion, from the design of the initial model to methods of quality control at the replicated sites.
(Available Fall 1994.)

RPS and members of its Resource Group are available to conduct seminars to help groups develop replication strategies, and welcome opportunities to speak at conferences, meetings, and workshops.

RPS is also building a database of individuals and organizations interested in replication and related subjects and an information center containing relevant materials.

WHAT IS RPS?

RPS, formed in 1993, is a national non-profit organization whose mission is to advance and promote the replication of programs that serve social and community purposes, and to help effective programs share their experience with others.

WHAT IS REPLICATION?

Replication is a strategy for bringing tested prototype programs to more extensive use in multiple sites. Successful replications will customize those prototypes so that they may work wherever they are implemented.

WHY PROMOTE REPLICATION?

With limited funding and surging community needs, managers and funders alike are looking for ways to increase the rate of return on social investments. As building blocks for changing or improving service systems, proven locally-developed programs provide a stronger sense of confidence and avoid wasteful duplication.

While an often-used and sometimes disparaged term, replication has received little serious attention as a strategy for expanding effective programs. RPS is committed to building and sharing a body of knowledge and experience that will increase the use of excellent programs.

- Start-up funding for RPS has been provided by The Pew Charitable Trusts and the Robert Wood Johnson Foundation.
- For more information on RPS, please contact Margaret Berger at 215-568-2510.

THE
GRANTSMANSHIP
CENTER

1125 W. Sixth Street., Fifth Floor
Los Angeles, CA 90017

P.O. Box 17220

FAX COVER SHEET

☒ Immediate Delivery
Requested*

DATE: 5/18/94

TIME:

TO: Andrew Barrer

FROM: Norton J. Kiritz

DEPT: Senior Advisor

DEPT: President

FAX #: 202/632-1096

THE GRANTSMANSHIP CENTER
FAX NO. (213) 482-9863

REMARKS:

TOTAL PAGES SENT: 3 (Including cover sheet)

IF YOU DO NOT RECEIVE ALL THE PAGES INDICATED,
PLEASE CALL (213) 482- 9860

THANK YOU



____THE____
GRANTSMANSHIP
____CENTER____

May 18, 1994

Andrew Barrer
c/o Steve Lee or Tanya Dean
Senior Advisor, Office of the National AIDS Policy Coordinator
750 17th Street, N.W. Suite 1060
Washington, DC 20503

FAX 202/632-1096

Dear Mr. Barrer:

We were pleased to receive the White House press release of April 12, announcing formation of the Nonprofit Liaison Network. By strengthening the partnership between government and the nonprofit sector, you and the Administration's other designated representatives will be performing a valuable service.

We plan to write about this encouraging development in the next issue of our magazine. With a readership of 225,000, it is a major vehicle for disseminating information to the broadest range of nonprofit organizations.

We would appreciate your help in preparing this article. Our goal is to give some preliminary indication of what the Network can and cannot realistically do for the nonprofit sector. To that end, I am attaching a brief questionnaire. Would you please fax or mail it back to us before May 31?

In addition, if you have an information sheet or policy statement prepared, we would be happy to receive that. And if you have any specific issues or questions that you wish to address to us--or to the nonprofit community--please feel free to contact us directly.

Sincerely,


Norton J. Kiritz
President

Encl.

Nonprofit Liaison Network Questionnaire

(Please return before May 31, 1994)

To: Marc Green, Editor
The Grantsmanship Center
1125 West Sixth Street, Fifth Floor
P.O. Box 17220
Los Angeles, CA 90017

FAX (213) 482-9863

From: _____

1. At the outset, this is how I see my role in the Nonprofit Liaison Network:

2. As liaison, this is my current plan for communicating with nonprofit agencies:

3. These are the kinds of inquiries from nonprofits that I will be able to respond to:

4. Inquiries of this sort should be communicated to me in the following way(s):

5. Among the issues and concerns appropriate for dialogue are:

a. program planning	Yes___	No___
b. service delivery	Yes___	No___
c. grant availability	Yes___	No___
d. grant application guidelines	Yes___	No___
e. grant application review	Yes___	No___
f. OTHER (please describe)		



April 19, 1994

Mr. Andrew Barrer
Senior Advisor
Office of the National AIDS Policy
Coordinator
750 17th Street, N.W.
Suite 1060
Washington, D.C. 20530

Dear Mr. Barrer:

Congratulations on your appointment as the Office of the National AIDS Policy liaison to the non-profit community. We are delighted to have someone we can call on when we have questions or ideas for collaboration.

To aid you in your efforts, I am enclosing a one-page background informational piece on our organization. Should you want more extensive information or samples of our materials, they are but a phone call away.

Also, should you find yourself in the Los Angeles area, we would invite you to pay us a visit. Likewise, if we are in Washington, D.C. and have business of interest to you, we would hope to meet you in person.

We look forward to future communications.

Sincerely,

A handwritten signature in black ink, appearing to read "TBS", followed by a long, sweeping horizontal line.

T. Bradford Sales
Director of Communications
and Community Relations

TBS:kh

The BEST Foundation For A Drug-Free Tomorrow

13701 Riverside Drive, Suite 700 • Sherman Oaks, CA 91423-2449 • (818) 382-3860 • FAX (818) 382-3882

Board of Directors

Robert Buckley, M.D.
William H. Edwards

James R. Galbraith
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Barron Hilton
Eric M. Hilton

Steven M. Hilton
William B. Hilton, Jr.

Donald H. Hubbs
Nancy Reagan



THE BEST FOUNDATION FOR A DRUG-FREE TOMORROW

"BRINGING EVERYBODY'S STRENGTH TOGETHER"

Created in 1990 as an affiliated entity of the Conrad N. Hilton Foundation, the BEST Foundation For A Drug-Free Tomorrow is conducting a national campaign to assist schools and community coalitions across America in their efforts to prevent children from becoming involved with alcohol, tobacco and other drugs. The foundation is also working to create partnerships and improve communication among national organizations, both public and private, involved in the substance abuse prevention field.

BEST's IS A "NO USE" MESSAGE

Although not a grant making organization, the BEST Foundation provides no cost or low cost services and educational materials to substance abuse prevention organizations in all 50 states and 10 Canadian provinces. Primary services delivered to date have included the following:

- Dissemination of Project ALERT, one of the few fully validated substance abuse prevention programs available to schools for children in grades 7 and 8. The Conrad N. Hilton Foundation spent 10 years and more than \$12 million for the research, development and field-testing of this curriculum.
- Development and dissemination of video-based, substance abuse prevention programs for children in grades 2 through 4 and grades 5 and 6. Master copies of these programs have been donated to state education agencies throughout the nation.
- Training of more than 13,500 teachers, health educators and other education professionals in the delivery of BEST's prevention programs.
- Development and dissemination of public awareness and mass media materials and programs designed for use by local coalitions to reduce violence and to change community standards with respect to drug, alcohol and tobacco use by minors.
- Substantial technical assistance to eight regions/cities/communities which have utilized BEST's materials in large scale campaigns to reduce substance abuse in their areas.
- Serving as the drug prevention arm of Heal L.A., an area-wide initiative to better meet the needs of children from Los Angeles' low-income communities.
- Technical assistance and training for residents and managers of public housing developments seeking to reduce the risk factors associated with substance abuse by children and adolescents living in those developments.
- Development and dissemination of the Nancy Reagan Afterschool Program to youth serving organizations throughout America. This program, when completed in the fall of 1994, will combine BEST's skill-building videos with Mrs. Reagan's anti-drug message, empowering millions of children to be confident in their abilities to resist drugs and to lead healthy, productive lives.

Rev 4/1/94

The BEST Foundation For A Drug-Free Tomorrow

13701 Riverside Drive, Suite 700 • Sherman Oaks, CA 91423-2449 • (818) 382-3860 • FAX (818) 382-3882

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U.S. Department of Commerce
Office of the Secretary

14th & Constitution, N.W.
Washington, D.C. 20230
United States of America

phone (202) 482-⁵²⁸³~~2112~~
fax (202) 482-2741

DATE: 5/12

TO: Andrew Barrer / Steve Lee

ORGANIZATION: _____

FROM: Jonathan Silver

FAX NUMBER: 632-1096

PAGES TO FOLLOW: 3

COMMENTS: _____



UNITED STATES DEPARTMENT OF COMMERCE
The Assistant Deputy Secretary
Washington, D.C. 20230

May 12, 1994

MEMORANDUM FOR DISTRIBUTION

FROM: Jonathan M. Silver 
SUBJECT: Follow up to brainstorming meeting

**LIAISON
NETWORK**

Many thanks to all of you who participated in last week's brainstorming session. I hope you felt the meeting was productive.

Summary of Brainstorming Session

1) Several of the liaisons attended the annual conference of the Council on Foundations in New York and offered their observations about the meeting. The general sense of the group was that the participation by the liaisons was productive and underscored the Administration's commitment to the outreach effort. Several liaisons felt that, while there were ways in which the Federal government could support the foundation world, many of the foundations are now struggling with internal management issues in which the Administration cannot play a direct role.

2) Most of the discussion focused on the kind of outreach the Network might reasonably undertake. Jonathan Silver (DOC) and Mike Darrian (USDA) circulated materials on potential outreach activities. In general, Network members concluded that we ought to begin to:

- continue to clarify both our sense of our audience (customers) and outreach options (through additional meetings with non-profits and a log range strategy session);
- move to raise the profile of the Administration's commitment to the non-profit community (by considering memos from Cabinet Secretaries and agency heads to staff, appointing internal liaisons, scheduling future meetings in the OEOB, etc.);
- identify opportunities and mechanisms for disseminating information about government programs (through Internet, FedWorld, mailings, use of government field offices, etc.);
- develop an inventory of government activities currently underway in support of the non-profit community;

- participate in the Council on Foundations strategic planning process;
- discuss possible approaches to corporate grant makers.

Next Steps

At the end of the meeting, we agreed to undertake several specific activities:

1) Hold an ethics briefing for the liaisons which would focus on the do's and don'ts of working with non-profits and explore issues related to information dissemination and advocacy.

Action: Gail Hoffman (DOJ) and Jonathan Silver (DOC) will meet with lawyers from Justice and Commerce on Friday, May 13, to discuss and make plans for a formal presentation to the Network.

2) Organize a meeting/conference of the liaisons to discuss goals and objectives and long range planning.

Action: Bob Schiffer (USIA) will pull together a small working group to develop proposals. Please contact Bob directly if you would like to participate in planning the session.

3) Explore alternatives for getting the liaisons or the Network on Internet.

Action: Tyrone Taylor (NASA) is working with NASA staff to develop an implementation plan.

4) Meet with OMB to discuss budget parameters for Network. Also discuss OMB participation in liaison network.

Action: Meeting scheduled for week of May 16.

5) Convene meeting with IRS/Treasury/ NEC to discuss status of regs. and legislation affecting tax exempts.

Action: No action to date.

6) Develop an inventory of current government efforts to support the non-profit community.

Action: A working group is developing a standardized worksheet to capture relevant data. If you would like to participate in this process, please contact Jonathan Silver (DOC).

Distribution:

Doug Hall (NOAA)
Oleta Fitzgerald/Mike Darrian (DOA)
William Blacklow (DoD)
Augusta Kappner (DOE)
Terry Rumsey (Energy)
Sarah Kovner (HHS)
Choco Meza (HUD)
George Latimer (HUD)
Gail Hoffman (DoJ)
Lucia Wyman (DOI)
Nancy Kirshner (DOL)
Tim Wirth (State)
Dick Suisman (DOT)
Joyce Carrier (Treasury)
Mary Lou Keener (VA)
Andrew Barrer (AIDS)
Chuck Supple (Corp for Natl Srv)
Reid Wilson (EPA)
Harvey Ryland (FEMA)
Sandy Crary (NEA)
Arthur Houghton (Natl Drug Control Policy)
Katie Broeren (SBA)
Demetri Boutris (USTR)
Laura Bowman (United Nations)
Tyrone Taylor (NASA)
Deborah Glasgow (NASA)
Steve Silverman
Ann Bartley
Doris Matsui
Bob Schiffer (USIA)

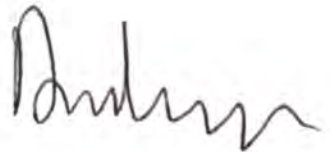
THE WHITE HOUSE
WASHINGTON

April 14, 1994

MEMORANDUM TO ANNE BARTLEY, Office of the First Lady
VIA FAX 456-6244

FROM: Andrew E. Barrer, Ph.D.
Office of the National AIDS Policy Coordinator

SUBJECT: Nonprofit Liaison Network



You did a great job for Tuesday's event.

Please note when you put a final version of the contact/ mailing list together that I can be contacted directly. My Assistant Tanya Dean can serve as a back up. Steve Lee's name should be deleted all together.

Thank you. If questions, 632-1215.

THE WHITE HOUSE
WASHINGTON

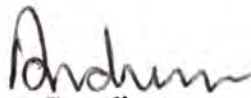
April 26, 1994

MEMORANDUM TO ANNE BARTLEY, Office of the First Lady

VIA FAX: 456-6244

FROM:

Andrew E. Barrer, Ph.D.
Office of the National AIDS Policy Coordinator



SUBJECT:

Council of Foundations meeting

I plan to be in New York City Sunday through Tuesday for part of the meetings and to attend some of the AIDS specific events being planned by Michael Seltzer and Funders Concerned About AIDS.

Will our Nonprofit Liaison Network be putting on any type of reception there? Are there any activities that I can be of assistance with while I am in New York?

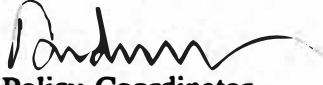
Please give me a call if I can be of any help. My direct line is 632-1215 and my FAX is 632-1096.

Thank you.

THE WHITE HOUSE
WASHINGTON

April 25, 1994

MEMORANDUM TO JONATHAN SILVER via fax: 482-2741

FROM: Andrew E. Barrer, Ph.D. 
Office of the National AIDS Policy Coordinator

SUBJECT: Non-Profit Liaison Network and the Council on Foundations

Are you/we planning anything for New York next week in conjunction with the Council's meetings there? The Funders Concerned About AIDS will be having some events that week and I may go up there for a couple days.

Please let me know if anything is going to be planned.

My direct office number is 632-1215 or FAX: 632-1096.

Thank you.

Reception (Nonprofit Sector) - April 12, 1994

REGRETS

R Ms. Rebecca Adamson
President, First Nations Development Institution

R Hon. Jane Alexander
Chairman, National Endowment for the Arts

R Mr. Manuel Arango
President, Centro Mexicano para la Filantropia

R Mr. Robert H. Atwell
President, American Council on Education

R Hon. Bruce Babbitt
Secretary of the Interior

R Mrs. Marjorie Benton

R Mr. William G. Bowen
President, The Andrew W. Mellon Foundation

R Ms. Laura Bowman
Staff Assistant, Department of State

R Dr. Norman Brown
President, W.K. Kellogg Foundation

R The Reverend (Dr.) Joan B. Campbell
General Secretary, National Council of The Churches of Christ in the USA

R Mr. Colin Campbell
President, Rockefeller Brothers Fund

R Hon. Elaine Chao
President, United Way of America

R Dr. Jane Delgado
President, COSSMHO

R Hon. Elizabeth H. Dole
Chairman, American Red Cross

R Mr. Robert Dunn
Vice President, Levi Strauss Foundation

R Mr. John Echohawk
Executive Director, Native American Rights Fund

R Ms. Marian Wright Edelman
President, Children's Defense Fund

R Hon. Michael Espy
Secretary of Agriculture, Department of Agriculture

R Ms. Anne Farrell
President, The Seattle Foundation

R Mr. Peter Goldmark
President, The Rockefeller Foundation

R Mr. Arnie Graf
Regional Director, Industrial Areas Foundation

R Mr. Paul Grogan
President, Local Initiatives Support Corporation

R Mr. Dudley Hafner
Executive Vice President, American Heart Association

Reception (Nonprofit Sector) - April 12, 1994

R Dr. Samuel Halperin
Director, American Youth Policy Forum

R Mr. Charles Halpern
President, The Nathan Cummings Foundation

R Mr. David Hamburg
President, Carnegie Corporation of New York

R Ms. Antonia Hernandez
President, Mexican American Legal Defense & Educational Fund

R Ms. Frances Hesselbien
President & CEO, Peter F. Drucker Foundation for Nonprofit
Management

R Mr. Ira Hirshfield
President, Evelyn & Walter Haas, Jr. Fund

R Mr. Bob Hussey
Department of Justice

R Hon. (Mayor) Sharpe James
Mayor of Newark

R Ms. Susan Katz
President, National Council of Jewish Women

R Mr. John Kemp
Executive Director, United Cerebral Palsy Associations

R Ms. Reatha King
President & Executive Director, General Mills Foundation

R Mr. Dennis Lalor
Chair, ICWI Group Foundation

R Ms. Judith Lichtman
President, Women's Legal Defense Fund

R Mr. Handy Lindsey, Jr.
Executive Director, The Field Foundation of Illinois

R Monsignor Robert Lynch
General Secretary, United States Catholic Conference

R Mr. Mahlon Martin
President, Winthrop Rockefeller Foundation

R Mr. John Mason
President, Monsanto Fund

R Mr. Charles McTier
President, Robert W. Woodruff Foundation Inc.

R Mr. Steven A. Minter
Executive Director, The Cleveland Foundation

R Mr. Stephen Mittenenthal
President & Executive Director, The Arizona Community Foundation

R Ms. Carol Mollner
National Network of Women's Funds

R Mr. Bruce Newman
Executive Director, The Chicago Community Trust

R Ms. Mary Pickard
Community Affairs Officer, The St. Paul Companies Inc.

Reception (Nonprofit Sector) - April 12, 1994

R Ms. Margaret Riecker
President, The Harry A. & Margaret D. Towsley Foundation

R Hon. Richard W. Riley
Secretary of Education

R Ms. Rebecca W. Rimel
President & Chief of Staff, The Pew Charitable Trusts

R Mr. Donald Ross
Director, Rockefeller Family Fund

R Mr. John Seffrin
National Executive Vice President, American Cancer Society

R Ms. Hildy Simmons
Managing Director, J.P. Morgan & Company Inc.

R Ms. Adele Simmons
President, John D. & Catherine T. MacArthur Foundation

R Ms. Julie Taft
President, InterAction-American Council for Voluntary
International Action

R Ms. Linda Tarr-Whelan
President & Executive Director, Center for Policy Alternatives

R Mr. Franklin Thomas
President, The Ford Foundation

R Mr. Thayer Tutt
President, El Pomar Foundation

R Mr. Valteau Wilke, Jr.
Executive director, Sid W. Richardson Foundation

R Mr. Eugene Wilson
President, ARCO Foundation

R Mr. Raul Yzaguirre
President, National Council of La Raza

REPORT DATE 04/08/94

REPORT TIME 12:40PM

Reception (Nonprofit Sector) - Tuesday, April 12, 1994 - 04:00PM
Contact Social Office X67787

THE PRESIDENT AND MRS. CLINTON

U
A Mr. Edward H. Able
Executive Director, American Association of Museums
A Mr. John Adams
Executive Director, National Resources Defense Council
A Ms. Diane Afes
Executive Director, Multiple Sclerosis Society
A Mr. Drew Altman
President, The Henry J. Kaiser Family Foundation
A Mr. Bruce Anderson
President, The Danforth Foundation
A Ms. Nan Aron
Executive Director, Alliance for Justice
A Mr. George Ayers
Executive Director, Council for Exceptional Children
A Dr. Gwendolyn Baker
President, U.S. Committee for UNICEF
A Ms. Paula Banks
President, The Sears-Roebuck Foundation
A Mr. Andrew Barrer
Senior Advisor, Office of the National AIDS Policy Coordinator
A Ms. Anne Bartley
Personal Assistant to Mrs. Clinton
A Mr. Gary D. Bass
Executive Director, OMB Watch
U Mr. Tom Beech
Director, Burnett Tandy Foundation
A Mr. Peter Bell
President, Edna McConnell Clark Foundation
A R Mr. Charles Benton
Evanston, IL
A Mr. Rick Neustadt
A Mr. Peter Berle
President, National Audubon Society
A Mr. Creed Carter Black
President & CEO, John S. and James L. Knight Foundation
A Ms. Kathleen Bonk
Co-Director, Communications Consortium
A Mr. Robert Bothwell
Executive Director, National Committee for Responsive Philanthropy
A Mr. Demetri Boutris
Executive Director, USTR
U Ms. Margot Brinkley
Director, Foundation Center

Reception (Nonprofit Sector) - April 12, 1994

A Ms. Katherine Broeren
Chief of Staff, Small Business Administration

A Dr. Anne Bryant
Executive Director, American Association of University Women

U Ms. Nancy Duff Campbell
Executive Director, Women's Law Center

A Ms. Joyce Carrier
Deputy Executive Secretary for Public Liaison, Department of the Treasury

A Mr. Michael Casserly
Executive Director, Council for Great City Schools

U Dr. Benjamin Chavis
Executive Director, NAACP

U Hon. Henry Cisneros
Secretary of Housing & Urban Development

A Mr. Sanford Cloud, Jr.
Robinson & Cole

A Mr. David Cohen
Co-Director, Advocacy Institute

A Mr. Dennis Collins
President, The James Irvine Foundation

A Ms. Lauren Cook
Public Policy Council on Foundations

A Mr. Alexander (Sandy) Crary
Director, External Affairs & White House Liaison, National Endowment for the Arts

U Mr. Bob Crow
Director, Ammon Carter Foundation

A Ms. Christine De Vita
President, DeWitt-Wallace Reader's Digest Fund, Inc.

A Dr. Anne Cohn Donnelly
Executive Director, National Committee to Prevent Child Abuse

A Mr. Pablo Eisenberg
Executive Director, Center for Community Change

A Mr. Amos Eno
President, National Fish & Wildlife Foundation

U Mr. Jonathan Farrar
Special Assistant, Office of the Counselor, Department of State

A Mr. Lewis Feldstein
President, New Hampshire Charitable Trust Foundation

A Mr. Juan Figueroa
President & General Counsel, Puerto Rican Legal Defense & Education Fund

A Ms. Oleta Fitzgerald
Director of Intergovernmental Affairs, Department of Agriculture

A Ms. Shirley Fredricks
Trustee & Executive Director, The Lawrence Welk Foundation

Reception (Nonprofit Sector) - April 12, 1994

A Ms. Kathryn Fuller
President & CEO, World Wildlife Fund

A Mr. Barry Gaberman
Deputy Vice President, Program Division, The Ford Foundation

A Hon. John Gardner
Stanford University

A Mr. John Garrison
Managing Director, American Lung Association

A Hon. Kristine M. Gebbie
Director, Office of National AIDS Policy

A Ms. Judith Golub
Executive Director, American Arts Alliance

A Ms. Kristin Goss
Chronicle on Philanthropy

A Mr. John Graham
CEO, American Diabetes Association

U Hon. William Gray III
President, United Negro College Fund

U Ms. Winifred Green
Mississippi Partnership for Children

U Ms. Marsha Greenberger
Executive Director, Women's Law Center

A Mr. Donald R. Greene
President, The Coca-Cola Foundation

A Mr. Colin Greer
President, The New World Foundation

A Hon. (Dr.) Sheldon Hackney
Chairman, National Endowment for the Humanities

A Dr. Jay Dee Hair
President, National Wildlife Federation

A Hon. Douglas Kent Hall
Assistant Secretary for Oceans & Atmosphere & Deputy Director,
NOAA, Department of Commerce

A Mr. John Hammer
Director, National Humanities Alliance

A Mr. Raymond Handlan
Senior Consultant, Atlantic Foundations of New York

A Mr. William B. Hart
President, Foundation for the National Capitol Region

A Ms. Ruby Hearn
Vice President, The Robert Wood Johnson Foundation

A Dr. Dorothy Height
President, National Council of Negro Women

U Mrs. Teresa Heinz
Chairman, Heinz Family Foundation

A Hon. (Ms.) Alexis Herman
Assistant to the President & Director of Public Liaison

Reception (Nonprofit Sector) - April 12, 1994

A Ms. Gracia Hillman
Executive Director, League of Women Voters

A Mr. Kenneth Hodder
National Commander, Salvation Army

A Ms. Gail Hoffman

A Mr. Arthur A. Houghton III
Senior Policy Analyst, Office of National Drug Control Policy

A Dr. Richard Ingram
President, Association of Governing Boards of Universities & Colleges

A Mr. Joseph Isaacs
President, National Health Council

A Mr. John Jacob
President & CEO, National Urban League

A Ms. Sarah Jepsen
Executive Director, AT&T Foundation

A Ms. Dorothy Johnson
President, Council of Michigan Foundation

A Ms. Anna Jones
President & CEO, Boston Foundation

A Ms. Elaine Jones
Director/Counsel, NAACP Legal Defense & Educational Fund, Inc.

A Mr. James A. Joseph
President & CEO, Council on Foundations

A The Reverend Fred Kammer, S.J.
President, Catholic Charities, USA

A Hon. August Kappner
Assistant Secretary for Vocational & Adult Education, Department of Education

A Mr. Gene Karpinski
Executive Director, U.S. PIRG

A Hon. Mary Lou Keener
General Counsel, Department of Veterans Affairs

A Ms. Nancy Kershner
Assistant Director for Intergovernmental Affairs, Department of Labor

A Mr. Calvin R. King, Sr.
President, Arkansas Land & Farm Development Center

A Mr. William H. Kolberg
Chairman, Business Coalition for Education Reform

A Ms. Sarah Kovner
Department of Health & Human Services

A Mr. Larry Kressley
Co-Chairman, National Network of Grant Makers

A Mr. Arthur J. Kropp
President, People for the American Way

A Mr. Fred Krupp
Executive Director, Environmental Defense Fund

Reception (Nonprofit Sector) - April 12, 1994

A Mr. John Kunstadter
President, Albert Kunstadter Family Foundation

A Hon. Philip Lader
Deputy Chief of Staff

A Mr. Thomas W. Lambeth
Executive Director, Z. Smith Reynolds Foundation, Inc.

A Mr. George Lattimer
Director, Special Actions Office, Department of Housing & Urban
Development

A Mr. Thomas Layton
Executive Director, The Wallace Alexander Gerbode Foundation

A Ms. Deborah Leff
President, The Joyce Foundation

A Mr. Dale Lestina
Chairman, Organizations Concerned About Rural Education

A Ms. Patricia Lewis
President & CEO, National Society of Fund Raising Executives

U Ms. Mara Liasson
National Public Radio

A Hon. Michael Lux
Special Assistant to the President for Public Liaison

A Ms. Margaret Mahoney
President, The Commonwealth Fund

A Ms. Mary Main
National Executive Director, Girl Scouts of the USA

A Mr. Paul A. Marchand
Director, Association of Retarded Citizens

A Mr. John Marshall III
The Kresge Foundation

A Dr. Prema Mathai-Davis
National Executive Director, YWCA of the USA

U Mr. David Mathews
President & CEO, The Kettering Family Foundation

A Hon. Sylvia Mathews
Special Assistant to the President for Economic Policy

A Hon. Doris Matsui
Deputy Assistant to the President & Deputy Director of Public
Liaison

A Ms. Cynthia Mayeda
Chairman, Dayton Hudson Foundation

A Mr. Vincent McGee
Executive Director, The Aaron Diamond Foundation

A Hon. Thomas F. "Mack" McLarty
Chief of Staff to the President

A Mr. William McLin
Executive Vice President, Epilepsy Foundation of America

A Mr. Curtis Meadows, Jr.
President & CEO, The Meadows Foundation

Reception (Nonprofit Sector) - April 12, 1994

A Dr. Sara E. Melendez
President, Center for Applied Linguistics

A Ms. Pamela Meraldo
President, Planned Parenthood Federatoin of America

A Mr. David Mercer
National Executive Director, YMCA of the USA

A Ms. Choco Gonzalez Meza
Deputy Assistant Secretary for Intergovernmental Affairs,
Department of Housing and Urban Development

A Ms. Ann Mitchell
Executive Director, National Council of Non-Profit Associations

A Ms. Jennifer Moore
Chronicle on Philanthropy

A Mr. Douglas Nelson
Executive Director, The Annie E. Casey Foundation

A Ms. Mariam Noland
President, Community Foundation for Southeastern Michigan

U Mr. Russell Notar
President, National Cooperative Business Association

A Mr. Brian O'Connell
President, Independent Sector

U Ms. Miyoko Oshima
Co-Chairperson, National Network of Grant Makers

A Mr. Ralph Paige
Federation of Southern Cooperatives

A Dr. Douglas X. Patino
Vice Chancellor, California State University

U Mr. George Penick
Foundation for the MidSouth

U Mr. Neal Pierce
Reporter, National Journal

U Mr. Drummond Pike
President, The Tides foundation

A Mr. Ronald Pollack
Executive Director, Families USA

A Mr. Carl Pope
Executive Director, Sierra Club

A Ms. Wendy O. Puriefoy
President, Public Education Fund Network

U Hon. John M. Quinn
Assistant to the President & Chief of Staff to the Vice
President, Office of the Vice President

A Mr. Gordon Raley
Executive Director, National Assembly of National Voluntary
Health & Social Welfare Organizations

A Hon. (Ms.) Carol Rasco
Assistant to the President for Domestic Policy

Reception (Nonprofit Sector) - April 12, 1994

A Mr. Chuck Supple
Director of Independent Sector Liaison, Corporation for National
& Community Service

A A Mr. & Mrs. David Tatel (Edith)
Chair, The Spencer Foundation

A Ms. Kathleen Teltsch
The New York Times

A Mr. Tom A. Troyer
Caplin & Drysdale

A Mr. Edward Truschlke
President, Alzheimer's Association

A Ms. Jo Uehara
Assistant Executive Director, YWCA of the USA

A Hon. Christine Varney
Deputy Assistant to the President & Cabinet Secretary

A Hon. Melanne Vermeer
Deputy Assistant to the President & Deputy Chief of Staff to the
First Lady

A Mr. William White
Chairman, President & CEO, Charles Stewart Mott Foundation

A Ms. Kathryn Whitfill
President, National PTA

A Mr. Colburn Wilbur
Executive Director, The David & Lucile Packard Foundation

A Mr. Eddie N. Williams
President, Joint Center for Political and Economics Studies

A Mr. Daniel Wilson
Director, Public Liaison Division, Environmental Protection
Agency

U Mr. Art Wilson
Executive Director, Disabled American Veterans

U Ms. Janice Windle
President, El Paso Community Foundation

A Hon. Timothy E. Wirth
Counselor, Department of State

A Ms. Ruth Wooden
President, The Advertising Council

A Ms. Lucia Wyman
Director of External Affairs, Department of the Interior

A Mr. Jamil S. Zainaldin
President, Federation of State Humanities Council

A Ms. Mary Ann Zehr
Associate Editor, Foundation News

Reception (Nonprofit Sector) - April 12, 1994

A Hon. Bruce N. Reed
Deputy Assistant to the President for Domestic Policy

A Mr. Skip Rhodes
Manager, Corporate Cont. & Programs, Chevron Corporation

U U Hon. & Mrs. Richard W. Riley (Ann)
Secretary of Education

A Mr. Larry Rivers
President Elect, Veterans of Foreign Wars

A Mr. Mark Rosenman
Vice President & Director, Union Institute Center for Public Policy

A Mr. James Rouse
Founder, Enterprise Foundation

A Ms. Terry Cornwell Rumsey
Department of Energy

A Mr. Terry Saario
President, Northwest Area Foundation

A Mr. Monte Sahlin
Chairman, NVOAD

A Mr. Steven Schroeder
President, Robert Wood Johnson Foundation

U Ms. Maralee Schwartz
The Washington Post

A Hon. Eli J. Segal
President & CEO, Corporation for National and Community Service

A Ms. Ruth Shack
President, Dade Community Foundation

A Hon. Donna E. Shalala
Secretary of Health & Human Services

A Ms. Audrey Sheppard
Assistant to the Secretary for Protocol, Department of Defense

A Mr. Jonathon Silver
Assistant Deputy Secretary, Department of Commerce

U Hon. Stephen Silverman
Special Assistant to the President & Deputy Cabinet Secretary

U Ms. Holly Sloan
Executive Director, Association of Junior Leagues International

A Ms. Lorie Slutsky
President, New York Community Trust

A Mr. Robert Smucker
Senior Vice President, Independent Sector

A Ms. Isabel Stewart
National Executive Director, Girls Incorporated

A Mr. Richard Suisman
Director of Intergovernmental Affairs, Department of Transportation

U Mr. John Sumner
Executive Director, The American Legion

DRAFT

PLEASE RETURN BY
January 7, 1994

LIAISON NETWORK TO THE NON-PROFIT SECTOR

NAME: ANDREW E. BARRER, Ph.D.
Senior Advisor
ADDRESS: ONAP
PHONE: 750
632-1090
FAX: 632-1096

1. Have you had previous experience with foundations and/or non-profit organizations? If so, could you briefly describe it, naming specific organizations when appropriate?

2. Who in your office would handle the informational calls?

Name:
Position:
Phone:
FAX:
Address:

3. What is your department/agency doing now with non-profits that would be helpful to communicate to the Liaison Network?

4. We are creating a Briefing Book for your use to better understand the Non-Profit Sector. What information would be helpful to you? Here is a tentative Table of Contents. Please comment.

- * the purpose and function of the Liaisons, the history of our administration with the Non-Profit Sector, the President's campaign statements, recent remarks, etc.

- * a description of the infrastructure of the foundation world and the contacts for:

- * Council on Foundations
- * Foundation Center
- * Regional Association of Grantmakers
- * Association of Community foundations
- * Any other Such Organization

- * a description of the infrastructure of the non-profit organizations and the contacts for:

- * Independent Sector
- * Any Other such Organization

- * a list of the publications of the sector
- * other pertinent information

5. What ways do you see this Liaison Network of assistance in your work?

Please return to: Anne Bartley,
Office of the First Lady
FAX: 202-456-6244

by January 7, 1994

DRAFT

**PLEASE RETURN BY
January 7, 1994**

LIAISON NETWORK TO THE NON-PROFIT SECTOR

NAME:

ADDRESS:

PHONE:

FAX:

1. Have you had previous experience with foundations and/or non-profit organizations? If so, could you briefly describe it, naming specific organizations when appropriate?

2. Who in your office would handle the informational calls?

**Name:
Position:
Phone:
FAX:
Address:**

3. What is your department/agency doing now with non-profits that would be helpful to communicate to the Liaison Network?

4. We are creating a Briefing Book for your use to better understand the Non-Profit Sector. What information would be helpful to you? Here is a tentative Table of Contents. Please comment.

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- * Foundation Center
- * Regional Association of Grantmakers
- * Association of Community foundations
- * Any other Such Organization

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- * Independent Sector
- * Any Other such Organization
- * a list of the publications of the sector
- * other pertinent information

5. What ways do you see this Liaison Network of assistance in your work?

Please return to: Anne Bartley,
Office of the First Lady
FAX: 202-456-6244

by January 7, 1994

Liaison Network to the Non-Profit Sector

NAME: Andrew E. Barrer, Ph.D., Senior Advisor
The White House
Office of the National AIDS Policy Coordinator

ADDRESS: 750 17th Street, NW, Suite 1060
Washington, DC 20503

PHONE: 202/ 632-1090

FAX: 632-1096

1. Have you had previous experience with foundations and/or non-profit organizations?

I am a board member of the Gay and Lesbian Victory Fund
I am a founding board member of In The Life (a public Broadcasting non-profit)

Liaison currently with both AIDS and gay/lesbian non-governmental organizations around the country, which includes over 1,000 such community based organizations and 25 national groups.

2. Who in your office would handle the informational calls?

Steve Lee or Tanya Dean
Executive Assistant and Intern
632-1090
FAX: 632-1096
Address: same as above

3. What is your agency doing now with non-profits that would be helpful to communicate to the Liaison Network?

We are involved in two main areas. We work closely with the AIDS specific non-profits to help empower them to be more active and involved in the Administration's AIDS policy program. We also work with non-AIDS non-profits, such as educational and arts foundations, chambers of commerce, and general health organizations to get them more aware and involved about AIDS education, prevention and awareness.

4. Briefing Book content comments:

Could there be a section that explains what the government/ Administration has in the way of assistance and liaison networks already in place in the depts./agencies and the White House to be of help to non-profits. i.e. a government resource guide?

Andrew Barrer, Ph.D.
Liaison Network questions

5. What way do you see this network of assistance in your work?

The Network could help us be in closer contact with the non-AIDS non-profits that we want to network with and get involved in the AIDS initiatives that the President has set as a priority.

Thank you for including me.

Andrew E. Barrer, Ph.D.

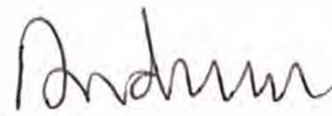
456-6244

THE WHITE HOUSE
WASHINGTON

March 17, 1994

MEMORANDUM TO Anne Bartley ~~or Katie Button~~
OFFICE OF THE FIRST LADY

FROM: Andrew E. Barrer, Ph.D.
Office of the National AIDS Policy Coordinator



SUBJECT: April 12 reception for the Liaison Network to Non Profits

We would like to recommend that you invite two organizations' Executive Directors to the April 12 reception: (in order of preference)

Paul Kawata, Executive Director
National Minority AIDS Council (NMAC)
300 Eye Street, NE, Suite 400
Washington, DC 20002
(202) 544-1076
FAX: 544-0378

NMAC is the voice for people of color with HIV and AIDS. Nearly half of all AIDS cases are of people of color. NMAC was founded in 1987. NMAC's membership are community based organizations that include hospitals, clinics, housing shelters and other related service agencies. 78% of all reported AIDS cases in women and children are of people of color.

William Freeman, Executive Director
National Association of People With AIDS (NAPWA)
1413 K Street, N.W.
Washington, D.C. 20005
(202) 898-0414
FAX: 898-0435

NAPWA was founded in 1983 by a coalition of People with AIDS. It was created to work to improve the lives of people with HIV and AIDS. NAPWA provides nationwide advocacy, disseminates easy-to-understand information about HIV disease and prevention, and educates managers of AIDS service organizations and HIV support groups around the country. Services include: speakers bureau, computer bulletin board, national and regional skills building conferences and training workshops, and publications on HIV and AIDS.

Office of the National AIDS Policy Coordinator



Executive Office of the President
750 17th Street, N.W. Suite 1060
Washington, D.C. 20500

Phone: (202)632-1090

Fax: (202)632-1096



Deliver To:

Anne Bartley

Sent From:

Andrew E. Barrer, Ph.D.
Senior Advisor

Number of pages 2 + cover sheet

Fax Number:

456-6244

Date:

3-17-94

MESSAGE:

Per Katie's request

Andrew

MEMORANDUM

TO: Nonprofit Liaison Network

March 22, 1994

FROM: Anne Bartley^{AB} Office of the First Lady

RE: Some Background Materials for the Nonprofit Network

Enclosed are some background materials to give you a picture of the Clinton Administration's experience with the Nonprofit sector.

I think these materials speak for themselves. I will be sending additional materials for the April 8th meeting and we all look forward to seeing you there.



Contact: Jim Clark
(501) 370-3468

STATEMENT ON THE NON-PROFIT SECTOR

We believe that, as stated in the 1992 Democratic Party Platform, "the wisdom, energy, and resources required to solve our problems are not concentrated in Washington, but can be found throughout our communities, including America's non-profit sector, which has grown rapidly over the last decade."

We note that this extraordinary growth has been largely created by our society's social, cultural, and environmental non-profit entrepreneurs.

We believe that the non-profit sector is one of the primary determining factors in the health and vitality of America's communities, just as we recognize that government at all levels increasingly has relied upon non-profit organizations to provide certain services more efficiently and more effectively than can government bureaucracy.

In this era of constrained government resources facing up against increasingly complex social problems, greater collaboration, more effective government contracting, and a deeper understanding of the consequences of government's actions affecting the non-profit sector are required at all levels of government.

America's public challenges can only be addressed by drawing upon all of the creativity, knowledge, and initiative located across business, government, and the non-profit sector combined. We must leverage the resources of the non-profit sector and the experience of people working in the non-profit sector to help solve problems as part of a larger effort that involves all members and sectors of society.

A Clinton/Gore Administration will work to create further incentives for private investment for the public good. We will explore various ways to



make it easier to donate money to support the work of non-profit organizations, including making full use of the President's "bully pulpit" to underscore the importance of private participation in the non-profit sector.

A Clinton/Gore Administration will work to encourage further the role of the non-profit sector as the primary mechanism for citizen participation and as a force for empowerment of each and every individual.

We will seek to create an environment and set a tone wherein creative, substantive service to our nation and our respective communities are the civic norm rather than the heroic exception. And, we will re-examine and clarify the lobbying restrictions placed upon non-profit organizations.

And, we will strive to ensure full use of the creativity, initiative, and entrepreneurial spirit of the various service corps, conservations corps, and other private, non-profit organizations in our plan to allow participants in the proposed National Service Trust Fund to pay back their loans through community service.

Perhaps, most importantly, a Clinton/Gore Administration will seek to place its relationship with the non-profit sector in the context of a larger effort to strengthen "community" in America. Volunteerism, philanthropy, associational activity, and professional work in the non-profit sector are all integral components of the American democratic experience and public life. Our plan to rebuild America is based around the simple premise that we must put people first... for a change.

THE CHRONICLE OF PHILANTHROPY.

ISSN 1040-676x • Copyright © 1993 by The Chronicle of Philanthropy

The Newspaper of the Non-Profit World

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Brian O'Connell, president of Independent Sector: He says the Clinton Administration has treated non-profit groups "with a degree of indifference and opposition that is disheartening."

Clinton and Non-Profits: a Mixed Record

Administration has asked them for insights on issues from AIDS to urban decay, but President is faulted on broad charity matters

By KRISTIN A. GOSS

WHEN BILL CLINTON was elected President, non-profit leaders jubilantly predicted a new era of cooperation with the federal government. Now, almost a year later, they are sharply divided over how well the President has lived up to their expectations.

Groups that work on specific issues—community development, AIDS, and child-and-family policy, to name just three—say that they have enjoyed access and influence at the highest levels of government and that some of the best ideas developed in the non-profit world are being embraced by federal policy makers. Indeed, at least two senior Administration officials—Secretary of Housing and Urban Development Henry G. Cisneros and AIDS Policy Coordinator Kristine M. Gebbie—have designated top lieutenants to work closely with non-profits and foundations.

But on a broader question—how well the Administration has recognized and supported the non-profit world as a whole—many leaders are bitterly disappointed. They charge that the Administration has failed to articulate how the \$700-billion non-profit world fits into its domestic agenda, notably the plan it announced this month to "re-invent government."

They also complain that the President has support-

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A 'Peace Dividend' of Donations

Gail Pressberg (right) of Americans for Peace Now says the Middle East agreement will be good for her organization. Many American Jewish and Arab organizations expect a "peace dividend" of increased contributions. Story on Page 25.

A Decline in Corporate Giving

Charitable donations by corporations fell in 1992, the first such decline since 1981.



Clinton and Non-Profits: Praise and Criticism

Continued from Page 1

ed—or not forcefully opposed—tax, postal-rate, and other policies that could threaten the health of large numbers of organizations.

Non-profits as an interest group "just seem to be irrelevant," says Brian O'Connell, president of Independent Sector, the charity world's principal voice in Washington.

"It is so discouraging from an Administration that seemed to represent a vastly different approach" from those of the Reagan and Bush Administrations, Mr. O'Connell says. "It is not only the same approach, but with a degree of indifference and opposition that is disheartening."

Mr. O'Connell says he has been under pressure by some of his 850 charity and foundation members to speak out, and he has decided to heed their advice. "We just realized that this Administration only seems to respond to its critics, and we have a lot to be critical about," he says.

Lack of a Liaison Is Called a Big Problem

A big problem, say non-profit leaders, is that the President has not appointed anyone to serve as a liaison with the non-profit world. That task has fallen, by default, to the Office of Public Liaison, which handles political constituency groups not represented elsewhere. Non-profit leaders complain that returning phone calls is not among the office's strengths.

"What you have is a gap," says Gary D. Bass, executive director of OMA Watch, which monitors the White House Office of Management and Budget. "The Administration comes up with an initiative, and there's nobody there to say, 'This is the impact on non-profits.'"

Melanne Verveer, Deputy Assistant to the President and a top adviser to Hillary Clinton, has served as non-profits' unofficial listener and lobbyist within the White House, though she has her hands full with the forthcoming health-care-reform plan. Ms. Verveer, a long-time friend of the Clintons and a former executive vice-president of the non-profit advocacy group People For the American Way, acknowledges that the Administration has not served the non-profit world as well as it might.

But she says the White House is working to "adopt some approaches here that might be more responsive." Two options being considered: assembling a team of people in the White House who would be responsible for hearing non-profits' concerns, and designating a person in each department—as HUD has done—to work with non-profits on different policy questions.

"The government has a lot to learn from non-profits," Ms. Verveer says. "The non-profit community has needs that oftentimes need to be addressed better than they're addressed. It is a two-way street."

Meeting Held With White House Officials

In one step toward improving the relationship, about 20 non-profit leaders met last week with seven representatives of the Administration, including Doris Matsui, deputy director of the public-liaison office; Bruce Reed, Deputy Assistant to the President for domestic policy; Christine Varney, the Cabinet Secretary; and Ms. Verveer.

Non-profits are missing their big chance with Clinton: My View, Page 42.

Part of the problem for the Administration is that the non-profit world has a wide variety of interests and interest groups, officials say, and sometimes its leaders have vague or differing agendas. But over all, Ms. Verveer says, "my guess, and my experience, is that in a number of areas we're working side by side with the non-profit community, both soliciting their views and working on joint policies and programs of interest. But it doesn't scream at you in every instance: Non-Profit Community."

Many non-profit leaders agree, arguing that after less than a year in office, the Administration has given them plenty of cause for optimism.

Among the efforts that charities are applauding: **Community development.** Non-profit officials say the Administration has been nowhere more receptive to their ideas than on the topic of revitalizing inner cities. (See story below.)

"We've not only had access, but frankly it's been a

problem—a welcome one—just in servicing all the demand for consultation and information," says Paul S. Grogan, president of the Local Initiatives Support Corporation, a New York-based group that provides financing and technical assistance to local community-development efforts.

In an interview, HUD Secretary Cisneros said he wanted to work more closely with non-profits.

"I'm looking for an effective relationship—a working relationship—because it is clear that we're not going to be able to perform solely with governmental funds," said the Secretary, who until his appointment served as a trustee of the Rockefeller Foundation and the Enterprise Foundation. (The latter provides financing and technical assistance to community-development efforts.) "The evidence has shown where you get collaboration and more involvement, you get better ideas and you end up with a better product."

To improve his department's ties to non-profits and foundations, Secretary Cisneros has appointed a former Mayor of St. Paul, George Latimer, to serve as director of a new Office of Special Actions in the Office of the Secretary.

Mr. Latimer says that Secretary Cisneros has given him responsibility for "a number of areas that he thought were under-addressed and under-served. Our relationship with non-profits is one of them."

"It's a very significant statement on his part."

AIDS. In the new AIDS-policy office, Ms. Gebbie has

Urban-Development Groups Praise Administration for

CHARITY AND FOUNDATION LEADERS disagree about the Clinton Administration's record on many non-profit issues, but in one field almost everyone is encouraged: community development.

Groups that are working to revitalize inner-city neighborhoods say that the Department of Housing and Urban Development, once considered a backwater of government waste and stagnation, has been eager to reach out to non-profits and foundations for new ideas. Perhaps as importantly, HUD Secretary Henry G. Cisneros and his chief deputies have been willing to provide non-profit groups with money and simplified regulations to make their work easier.

Says Steven A. Minter, executive director of the Cleveland Foundation, who is helping to organize a meeting this month of Administration and foundation officials interested in urban issues: "This kind of cooperation and discussion is not brand new, but it's been accelerated in the Clinton Administration."

Among the moves that have drawn praise:

► The Secretary has asked Congress for \$25-million to invest in the National Community Development Initiative, which was begun in 1991 with \$62.5-million in grants and loans from seven foundations and one corporation to help revitalize inner-city neighborhoods. To receive the full \$25-million, the project would have to raise \$75-million in investments from foundations and corporations in a second round of fund raising. "Here's a guy with a terribly troubled department, with very little money, and he's proposed to reach out to the foundations," says Paul S. Grogan, president of the

Local Initiatives Support Corporation, which provides financing and technical assistance to local community-development groups. "That's extraordinary."

► The President's proposal to strengthen community-development banking, announced in July, would provide \$382-million in new money, mostly through existing non-profit loan funds, credit unions, and other institutions, rather than creating a network of new banks as he had proposed during the campaign.

Working through existing organizations had been a key recommendation in a paper submitted to the White House by a coalition of eight community-development groups. "Ninety per cent of what was in the bill was recommended by people in the field," says Martin Trimble, executive director of the National Association of Community Development Loan Funds. The legislation is still pending.

► Assistant Secretary for Housing Nicolas P. Retsinas has begun a program in two cities—Richmond, Va., and Chicago—through which HUD sells repossessed housing to non-profit groups, rather than to private

investors, who HUD officials said often left the buildings to deteriorate. In a seven-month test phase, the department sold 200 houses, twice its goal, and now plans to spread the program to another 20 cities.

► The White House proposed making permanent the Low-Income Housing Tax Credit, which has helped channel hundreds of millions of dollars in corporate investments into development projects. Congress approved the idea in the tax measure passed last month. The tax credit has been key to the fund-raising success of many community-development groups, such as the Local Initiatives Support Corporation.

"We're not going to be able to accomplish all we want solely with governmental funds, nor is it even correct to do so."

appointed Warren Buckingham, who ran an AIDS service organization in Dallas financed by the Robert Wood Johnson Foundation, as her special assistant. A significant part of his job will be to serve as the liaison to non-profits.

Mr. Buckingham says that when he was hired Ms. Gebbie "made it clear to me that she wanted someone on her staff who had voluntary, community-level background and could be that voice in the office on a day-to-day basis."

Ms. Gebbie wants non-profits to send suggestions to her office as it crafts a cross-departmental AIDS policy and to evaluate that policy as it is put in place locally, Mr. Buckingham says.

The office is also considering asking foundations to support a fellowship program through which people who work for AIDS charities would serve up to one year in the federal AIDS office, as well as other projects to insure that local groups have a voice in Washington. Ms. Gebbie has already held two meetings with about 50 non-profits and one with representatives of Funders Concerned About AIDS, a group of grant makers. "We feel we have an open-door relationship with her office," says Michael Seltzer, who heads the organization.

"There's a very clear recognition on Kristine Gebbie's part that in nearly every community around the country, the heart and soul of the response to AIDS has been in the voluntary non-profit sector," Mr. Buckingham says. "We know for her office to work at this

highest level of the federal government, we need to be in close contact with that community."

National service. The President is scheduled to sign into law this week a \$1.5-billion national-service program, hailed by many charities as a boon both to them and to the communities in which they work.

The Administration has drawn praise for looking to the rapidly growing network of non-profit youth-service groups to carry out the program, rather than creating a new federal youth corps. The national-service program would provide people with education or job-training benefits in exchange for one or two years of service.

This month, Eli J. Segal, Assistant to the President and director of the Office of National Service, attended a five-hour meeting with about two dozen grant makers to discuss their role in everything from training non-profits how to apply for national-service money to financing program evaluation.

Nutrition. Bill Ayres, executive director of World Hunger Year, which assists grassroots poverty groups, says the Department of Agriculture is interested in setting up a national clearinghouse of hunger and nutrition groups to distribute information more quickly to them and to gain an understanding of which programs are successfully promoting self-reliance among the poor.

Tax breaks for gifts of property. The Clinton tax bill, enacted last month, delivered a big victory for the non-profit lobby. It expanded and made permanent a tax

break that enables wealthy donors to take full deductions for gifts of art, stocks, and other property that have increased in value. Previously, wealthy donors had been able to deduct only the purchase price.

'We Believed They Understood the Non-Profit Sector'

Still, many charity leaders say the tax victory and scattered departmental efforts amount to no more than points of light in an otherwise dark sky.

Says Robert M. Kardon, president of the California Association of Nonprofits, which represents more than 2,000 groups: "We believed they understood the non-profit sector better than any recent Administration. But it just hasn't risen very high on their agenda."

Among the Clinton Administration efforts that have drawn criticism:

Re-inventing government. Vice-President Gore this month released the report of his National Performance Review, which assembled recommendations from federal employees—"the people who know government best," in Mr. Gore's words—about how government can be more effective and efficient.

The decision not to consult more broadly did not suit many non-profit officials. They note that the report's recommendations make no mention of reforming the extensive—and, they say, troubled—relationship that has developed over the past two decades between the federal government and local non-profits providing

Continued on Page 36

ledge of Partnership

In an interview, Secretary Cisneros said he hoped to work more closely with national, community, and local foundations to finance community-development efforts.

"We're not going to be able to accomplish all we want solely with governmental funds, nor is it even correct to do so," he said.

In part to look at ways to improve collaboration with non-profit groups, the Secretary has appointed a former Mayor of St. Paul, George Latimer, as director of a new Office of Special Actions.

"His job is to develop the concept, to see what is possible," the Secretary said, "up to the level that we're ready to institutionalize."

Mr. Latimer is familiar with the philanthropic world: As Mayor, he led a major downtown redevelopment project financed in part by the McKnight Foundation in Minneapolis. His wife, Nancy, is a senior program officer there.

'Potential for Collaboration'

Secretary Cisneros said that several foundation efforts nationwide offer "the potential for collaboration."

Among the models he cited: the Cleveland Foundation Commission on Poverty, which issued a report in March calling for a neighborhood-by-neighborhood approach to community development that takes full advantage of strong leaders and institutions, such as libraries, as the centerpiece of reform.

The commission's findings formed the "intellectual basis" for a new federal program, the \$300-million Urban Revitalization Demonstration Program, according to Sen. Barbara Mikulski, the Maryland Democrat who chairs the subcommittee that appropriates money for HUD.

The Secretary visited Cleveland this month to deliver a \$50-million grant under the new program. The money

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Secretary of Housing and Urban Development Henry G. Cisneros (center), in Cleveland this month, says the city won a \$50-million federal public-housing grant in part "because the Cleveland Foundation is a partner with us."

Clinton Administration Draws Mixed Reviews on Issues of Interest to Non-Profits

Continued from Page 31

health, education, job-training, social, and other services under contract.

Says California's Mr. Kardon: "It's a terrible mess."

Non-profits "have to deal with the government day in and day out as outsiders, and would've had a perspective," adds Pablo Eisenberg, president of the Center for Community Change, which works with grassroots groups nationwide. "Nobody asked any of us."

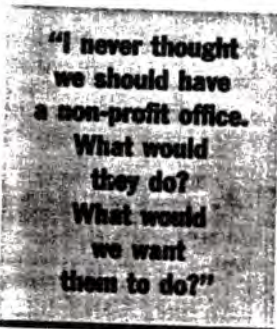
Doug Sauer, who heads the Council of Community Services, which represents more than 300 non-profits in upstate New York, says the government "should look at totally revamping the contractual relationships with community-based non-profits, and the extent to which that relationship actually hinders the social-policy outcomes they're looking for."

This month's report was only "the first step in a long, difficult process," says Elaine Kamarck, Vice-President Gore's senior policy adviser, and was intended to "get our own house in order" before looking at government's external relationships. Reports to be released over the next several months, including those focused on state and local governments and major federal departments, will have greater implications for non-profits, she says.

In the report on state and local governments, for example, non-profits would benefit from proposals that would ease restrictions on how federal dollars earmarked for certain categories of services may be used, Ms. Kamarck says. That would make it easier for cities and states to finance services that non-profit groups, rather than the federal government, see as local priorities. In addition, the report on the federal Department of Health and Human Services will include ideas for "streamlining contracts and procedures," she says.

Presidential recognition. Several organizations have had no success in getting the President to use his bully pulpit to underscore the importance of non-profits in carrying out the nation's business. They

include Independent Sector; the National Council of Nonprofit Associations, which represents more than two dozen statewide coalitions; and the Union Institute, a Cincinnati university that runs a public-policy center in Washington



that arranged last week's White House meeting.

Non-profits have sent several proposals to the White House seeking:

- A high-level liaison to non-profits (as exists for state and local government).

- A White House conference on non-profits.

- An executive order (which non-profit leaders have drafted and given to the White House) requiring all departments to involve non-profits in the planning, implementation, and monitoring of federal programs.

Ms. Verveer says the President is unlikely to fulfill any of those wishes anytime soon, and she herself is doubtful that the answer to non-profits' concerns lies in an executive proclamation. Even some non-profit leaders are skeptical about the suggestions.

"I never thought we should have a non-profit office," says Gerald Kaufman, a consultant to non-profit groups and co-chair of the National Council of Nonprofit Associations. "What would they do? What would we want them to do?"

He has the same questions about a White House conference: "I think we need to do a lot more thinking on our side, and we haven't done that."

Others say that a speech or order by the President would set a tone for a more serious and substantive role for non-profits in shaping public policy.

"Non-profits need to challenge the President and say, Look, if you want to give us more responsibility, there needs to be more access, more inclusion in macro-policy questions, and more resources," says Mr. Ayres of World Hunger Year.

Limits on tax deductions. In spite of heavy lobbying by Independent Sector and other groups, President Clinton proposed in his federal budget blueprint that no changes be made in a law that discounts total tax deductions—those for home-mortgage interest payments, state and local taxes, and charitable gifts, among others—by an amount equal to 3 per cent of family income over \$108,250.

Independent Sector had asked that the charitable deduction be removed from the equation, but Mr. O'Connell says that the White House "wouldn't even entertain" the request, even though the group presented a proposal to make up for any lost revenue.

An official at the Department of the Treasury, who asked not to be named, said the existing law had generally had no effect on charitable giving, and that the Administration saw "no overwhelming policy

justification for distinguishing charities from other important deductions like mortgage interest and medical premiums."

Lobbying and advocacy by non-profits. Some non-profit leaders sense a nervousness at the White House about their attempts to influence policy.

The first alarms sounded with the President's budget, which contained a provision, carried over from the Bush Administration, that would have prohibited non-profits from sending out advocacy mailings at subsidized postal rates. (It was thrown out by Congress.) In meetings with non-profit leaders, senior Administration officials said the provision was an oversight, but Independent Sector officials said they were not so sure.

"They were informed of this immediately," says Bob Smucker, the group's senior vice-president for government relations. "They had three months to take action."

In addition, as it was facing a Republican filibuster on its national-service bill, the Administration agreed to an amendment that would have barred any group that spent more than 20 per cent of its annual budget on influencing public policy from participating in the new service program. After intensive pressure from non-profit groups, the provision was killed. A top Administration official said the

White House had worked to get the provision out of the final bill.

Charity lobbyists also criticize the Administration for not pressuring lawmakers to change a provision in a lobbying-disclosure bill that would create an additional set of reporting and record-keeping requirements for non-profits that lobby.

'Not an Appropriate Activity'

Mr. O'Connell argues that those examples "suggest very clearly that this Administration believes that advocacy by voluntary organizations is not an appropriate activity."

Ms. Verveer, the White House aide, says that is not so. "I think a lot of it has to do with just not recognizing that these are important issues that need to be addressed," she says. "And I do think maybe some of us need to be better educated."

Some non-profit officials argue, however, that a "non-profit policy" cannot be expected to top the Clinton agenda, and that non-profits are largely to blame if they feel ignored.

Says Mr. Kaufman: "We aren't really getting together and forming coalitions, and saying, This is what we want out of the federal government."

"I can't blame them for not responding if we aren't pushing."

AWARDS

The following awards have been presented for work in philanthropy, fund raising, volunteerism, and non-profit management:

Arts. The National Assembly of Local Arts Agencies (Washington) has presented the 1993 Selma Roberts Ottum Award, which honors an individual who has made a meaningful contribution to local arts leadership, to Molly LaBerge, founder and executive director of COMPAS (Community Programs in the Arts) (St. Paul).

Associations. The American Society of Association Executives (Washington) has presented its 1993 International Achievement Awards. The winners in the Top International Programs category are the Packaging Machinery Manufacturers Institute (Washington) and the International Facility Management Association (Houston); the winner in the Trade, Understanding, and Humanitarianism category is the National Telephone Cooperative Association (Washington); and the winner in the Effective International Management category is the Golf Course Superintendents Association (Lawrence, Kan.).

The International Section of the American Society of Association Executives (Washington) and the ASAE Foundation has awarded the 1993 International Fellowship to Kimberly Svevo-Cianci, international director of the Association of Banyan Users International (Chicago). Ms. Svevo-Cianci will use the \$10,000 fellowship to create an international electronic-communications network and to visit association counterparts in Western Europe.

Children and youth. Boys & Girls Clubs of America (New York) has presented the Herbert Hoover Humanitarian Award to Jeremiah Milbank, Jr., president of the JM Foundation (New York) and chairman emeritus of Boys & Girls Clubs, and the Albert L. Cole Distinguished Trustee Award to George V. Grune, chairman and chief executive officer of Reader's Digest Association (Pleasantville, N.Y.) and chairman of the Board of Directors of the

thesda, Md.) has presented its 1993 Kenneth K. King Outstanding Management Award for Executive Excellence to Frank J. McGree, executive director of Goodwill Industries (Omaha), which serves eastern Nebraska and southwest Iowa.

Community and neighborhood development. The Community Development Society (Milwaukee) has presented its Friend of Community Development Award to Robert D. Havener, recently retired president and chief executive officer of Winrock International (Morrilton, Ark.), for his work to strengthen rural communities in Arkansas.

The Neighborhood Reinvestment Corporation (Washington) has presented Dorothy Richardson Awards for Resident Leadership Development to four volunteers for their commitment to revitalizing their neighborhoods. The winners and their organizations: Ruth Henderson of Neighborhood Housing Services (New Haven, Conn.), Ann Kennedy of Scranton Neighborhood Housing Services (Pa.), Rick Rios of Neighborhood Renewal Services (Saginaw, Mich.), and Carol Senoff of San Diego Neighborhood Housing Services.

Community service. The Akron Community Foundation (Ohio) has presented its 1993 Bert A. Polsky Humanitarian Award to William P. Kannel, judge of the Summit County Juvenile Court (Akron), and to the late William S. Parry, former president of Akron Welding and Spring Company.

The Sonoma County Community Foundation (Santa Rosa, Cal.) has presented its first humanitarian award to Jean Forsyth Schultz, wife of Charles M. Schultz, creator of the "Peanuts" comic strip, for her service as a member of various boards and her work to establish the Volunteer Wheels program for the Volunteer Center and the Doula Project for at-risk mothers. The foundation has named the award after Mrs. Schultz.

Corporate community service. The Points of Light Foundation (Washington) has named the recipients of its first Awards for Excellence in Corporate Community Service. The winners:

agencies as the Volunteer Center of the Texas Gulf Coast, and Tampa Electric Company (Fla.) for its employee-volunteer programs, including donations of supplies and labor for Hurricane Andrew clean-up efforts.

For medium-sized companies, Adams and Reese (New Orleans), a law firm that supports a program in which employees work with children, the elderly, and disabled and homeless people, and the Security Benefit Group of Companies (Topeka, Kan.) for its programs related to volunteer recognition, children, community development, and youth development.

For small companies, Farmers Bank & Trust Company (Henderson, Ky.) for its volunteer programs, which include annual events for senior citizens and employee participation in tutoring programs.

The foundation also recognized four companies for their support of employee volunteerism: Allstate Insurance Company (Northbrook, Ill.), Coopers & Lybrand (New York), Ford Motor Company (Dearborn, Mich.), and USAA (San Antonio).

Direct marketing. The Direct Marketing Association (Washington) has presented its 1993 DMA Professional Fund Raising Achievement Award to Carol Enters, founder of Carol Enters List Company (Fairfax, Va.), and its 1993 DMA Non-Profit Organization of the Year Award to Father Flanagan's Boys' Home (Boys Town, Neb.).

Jewish federations. The Council of Jewish Federations (New York) has presented its 1993 CJF Gold Awards for Excellence in Public Relations to the United Jewish Federation of Greater Pittsburgh for its special brochure and poster and to the Jewish Federation of Greater Toronto for its newsletter and an invitation. Special recognition was also given to the Greater Miami Jewish Federation for its special public-relations program to rebuild local communities devastated by Hurricane Andrew.

Volunteerism. Volunteers of America (Metairie, La.) has named Robert D. Haas, chairman and chief executive officer of Levi Strauss & Company (San Francisco),

Housing Secretary Says Foundations Will Be Key to Government's Work

Continued from Page 31

will enable the Cuyahoga Metropolitan Housing Authority to rehabilitate 500 units in two housing developments. In a departure from HUD's typical bricks-and-mortar approach, \$10-million of the grant is earmarked for community-service projects that involve residents in activities such as job training, literacy programs, and day care.

The two housing developments, located in neighborhoods that the commission has picked to test its redevelopment ideas, received the maximum allowable grant "because the Cleveland Foundation is a partner with us in that effort," Secretary Cisneros said.

The poverty commission was fi-

whose board Secretary Cisneros served until joining the Administration. This year it received \$1.5-million from HUD to implement the recommendations, and the Cleveland Foundation has pledged to match that amount.

Mr. Minter says he did not have to push the commission's recommendations on HUD, as he discovered when he received an unsolicited phone call from Mr. Latimer.

Says Mr. Minter: "It's the first time in my experience at the Cleveland Foundation—18 years—that someone has picked up the telephone at his level to say, I've looked at the report and recommendations, and I think there's something significant here, and I'll



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EDITORIAL AND BUSINESS OFFICES

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OPINION

Charities Are Blowing Chance to Get Clinton's Help

BY JAMES P. CLARK

NON-PROFIT ORGANIZATIONS are missing a major chance to re-invent their relationship with government.

This nation has never had a President who was more aware of the potential the non-profit world has to transform our society. Bill Clinton—as well as his wife and trusted adviser Hillary—know that charities and foundations have developed some of the most innovative ways to respond to social problems.

However, little has happened so far to change the relationship between the federal government and the nation's charities. That is mainly because non-profit leaders have not taken aggressive action to put charities on the White House agenda.

The missteps started long before President Clinton took office.

Two years ago, most charity leaders believed George Bush's post-Gulf War popularity ratings would stay high forever. They expected that at least until the mid-1990's they would have to deal with an Administration that thought giving out a daily Point of Light Award sufficed for an official policy on non-profits. Non-profit executives expected that they would spend most of their time protecting the independence of charities and thought it unlikely that any new partnerships with government would be created. Very few thought a new vision was necessary.

Regardless of who won the 1992 election, that was a naive strategy. The fact was that the non-profit world had been changing so rapidly in the past 10 years—particularly in its relationship to government—that there was no status quo.

During the 1980's, Independent Sector, a coalition of grant makers and charities, was created; dozens of statewide non-profit associations were born; academic centers that studied philanthropy were started; basic statistical analyses on the size and scope of the charity world were undertaken for the first time; and trade journals like the *The Chronicle of Philanthropy* were founded and thrived. The number of "independent sector" organizations regis-

tered with the Internal Revenue Service grew by 40 percent in the 1980's. Today the IRS counts 550,000 charities in America. And on top of all that, government—particularly the federal government—was asking foundations and charities to support services and projects the government no longer wished to finance.

The landscape had changed so much in one decade that, by 1991, it was absurd for non-profit groups to continue to concentrate their lobbying efforts almost solely on protecting tax incentives for giving and the freedom to speak out on public-policy matters. A broader vision was required, but it was nowhere to be found.

In the early part of the Presidential campaign, most of the so-called political experts who worked for non-profits didn't think Bill Clinton had any chance to become the next President. Even though there was little active interest in Clinton in the charity world, senior officials of his campaign were frequently talking about non-profits as providing a "social laboratory" for ideas and expertise that could help government do its job better. In fact, Clinton aides who helped craft the party platform were so intrigued by the possibilities of working more closely with non-profits that they mentioned them by name in the document—stating that the non-profit world was where the "wisdom" and "energy" of the nation were concentrated. That

was the first time a Democratic platform ever formally recognized the importance of charities.

In early July, the campaign took another historic action by creating a special position for a liaison to the non-profit sector. I was asked to fill that job and to work out of campaign headquarters in Little Rock, Ark. One of the first things I did was to help arrange a meeting of non-profit officials to coincide with the party's convention in New York. Over 40 charity executives were invited to a meeting to discuss their views with one of the campaign's highest-ranking aides. For a short time, it seemed that non-profit groups were ready to "think big" about their collective future.

In spite of national publicity about the campaign's inter-

VIEWPOINT

We can no longer play the poor cousin of government and be fathered if we occasionally get called to the table to add a little spice and passion.

LETTERS TO THE EDITOR

Unrealistic Standards—and Unfair Criticism—for United Way

TO THE EDITOR:

The unique standard to which *The Chronicle of Philanthropy* and other media hold United Way beggins the mind. "Giving to United Way Falls 4.1%," North Dakota State World War II (August 10) is an example.

In 1992, United Way endured the one-two punch of a national controversy and significant downsizing by companies whose employees are the mainstay of local United Way campaigns. Either condition could be expected to result in dramatic losses to any organization.

Yet United Ways collectively raised a remarkable \$3.04 billion to what should have been a devastating year.

The fact that the United Way movement nationwide only experienced a decrease of 4.1 percent in 1992 is astonishing. In reporting that story, it makes sense to compare the results of local United Way campaigns in 1992 with those of previous years. As Bruce Miller does in his article. Yet one would expect a publication on philanthropy to do deeper—and compare United Ways' 1992 fund-

raising results with those of other non-profits which have experienced similar situations.

While the combination of factors faced by United Ways in 1992 may have been unique, other charities have faced controversy and negative publicity. How did they fare? Were fundraising proceeds down by 4 percent or was it 10 or 20 percent? I suspect that in this light a 4.1 percent decrease would emerge as a very respectable amount.

JOE KATZ
President
United Way of the United States

TO THE EDITOR:

This is written with respect to Robert Bothwell's recent letter to the editor ("Welcome to the 90's, United Way," July 27). My principal concern is with the statements that the United Way generally distributes the funds it raises to "far mainstream nonprofits," and that there are no small United Way member agencies. I believe that those comments do a significant disservice to many agencies who depend on the United Way for a large part of their support.

JOHN H. HANCOCK, President

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PARLO EISENBERG

Here Are 3 Issues All Non-Profits Should Tackle

THE NON-PROFIT WORLD has become so parochial and so dominated by special interests that it has lost much of its ability to push for social change. Common ground, so frequently given lip service, often seems impossible to achieve.

Why has this happened at a time when nonprofits have become increasingly powerful and sophisticated?

Part of the answer is the nature of the beast. Over the last 30 years, as many new issues and causes thrust themselves onto the public agenda, tens of thousands of additional non-profit groups have emerged. Groups that deal with issues affecting women, homosexuals, consumers, health, the environment, rural affairs, homelessness, and many other causes have persevered through hard times with great energy and determination. It is not surprising that, given their enormous diversity of interests, specialization has tended to crowd out broader interests.

This tendency has been reinforced by the intense competition for scarce philanthropic resources and the increasing emphasis that many foundations have put on grants for special projects. As donors have developed their own grant-making priorities, they have funneled money into organizations that are interested in pursuing projects that deal with particular problems. Given that received money to undertake environmental-protection programs, housing projects, consumer-advocacy efforts, and activities that benefit children. General support grants for comprehensive approaches to community problems have become harder to secure. Only a handful of foundations have shown any interest in supporting broad-based coalitions.

The nature of non-profit leadership has also changed. Many single-issue or special-interest organizations have attracted executives with passion about—and commitment to—the narrow missions of their organizations. Their hawkish have held them accountable for their efforts to carry out the charity's goals and have not rewarded those who try to promote change on a whole spectrum of issues. In the past few years, the scarcity of funds and the fight for survival have helped to restrict the horizons of many non-profit professionals.

Although it has become patently clear that our many social, economic, and ecological problems are interrelated, non-profit organizations continue to operate in ways that show little recognition of this complexity.

Environmental groups pay little attention to community-development and social-justice issues. Groups that work on education, health, and housing are frequently out of touch with one another. Urban-oriented organizations ignore the plight of rural groups, despite how rural their work actually is. At the grassroots level, organizing networks can't seem to find the energy and common sense to work together. The list could be extended ad nauseam.

The fragmentation of the sector
Continued on Page 44

not in charities. I received a total of three letters and two phone calls from nonprofit workers interested in helping the campaign work on ways to benefit philanthropy. Both phone callers started out their conversation with something like, "I apologize for taking up your time as I'm sure you are being almost swept away with a tornado of constructive suggestions now that the sector finally has someone to talk to." There was no tornado. In fact, there was hardly a breeze.

NO MATTER HOW MUCH the campaign tried to reach out to charities—such as issuing a statement on its commitment to helping non-profit groups—we got virtually no response. The two most notable exceptions to this seeming failure of imagination and collective action were the National Council of Nonprofit Associations, which represents statewide organizations of non-profit groups, and Independent Sector. Both groups submitted a set of recommendations to all the Presidential candidates.

Millions of people either work for or volunteer at non-profit groups, and all of them had big stakes in the Presidential race. However, very few were taking action on behalf of the entire charity world. Even if we assume that people don't like getting themselves "dirty" with campaign politics, why didn't more happen during the "Presidential transition" period between November and January?

In early December, a senior transition official invited more than three dozen non-profit leaders to a meeting. In a session that lasted more than three hours, terrific ideas were suggested on what the Administration could do in its first 100 days, first year, and first term. Among the proposals:

- Government could draw on the expertise of non-profits and their clients to monitor and evaluate how well government programs served their intended beneficiaries.
- Federal agencies could change the way they develop contract bids and program regulations to emphasize what the "outcomes" of federally financed projects should be instead of just listing what must go into them. The current system gives non-profits little flexibility in design programs that might be more effective.
- Federal aid could be made available to help train non-profits to copy or adapt programs that other groups have proved to be effective and efficient.

A report on this meeting was sent to Mr. Clinton and many of his top advisers. Was the transition office swamped with mail and phone calls from excited non-

profit workers eager to make their case for a new partnership? Hardly. Almost no follow-up action was taken.

Perhaps non-profit leaders were waiting for other people to carry the ball for them. Perhaps they suffered from their perennial inferiority complex: Many seem to believe non-profits aren't taken seriously by government and they exacerbate the situation by not doing anything that will make government officials pay attention to them. However, as organizations that employ one out of every 15 workers in this country, we can no longer play the poor cousin of government and be flattered if we occasionally get called to the table to add a little spice and passion. We must stop whispering "Hello, out there. We're here," and instead start confidently asking, "What would you do without us? And, what more could you do working with us?"

CHAIRTY LEADERS seem to be waiting for a time when the needs of non-profits will come up on the official agenda of the White House. It is true that non-profit coalitions have been pressing the Administration on specific issues, such as children or homelessness or neighborhood development. But the sector as a whole seems to be operating with the same kind of defensiveness that it did during the Reagan-Bush years. Piecemeal attempts to push for policies that deal with single issues and Capitol Hill victories on specific provisions in the tax code are not in and of themselves sufficient.

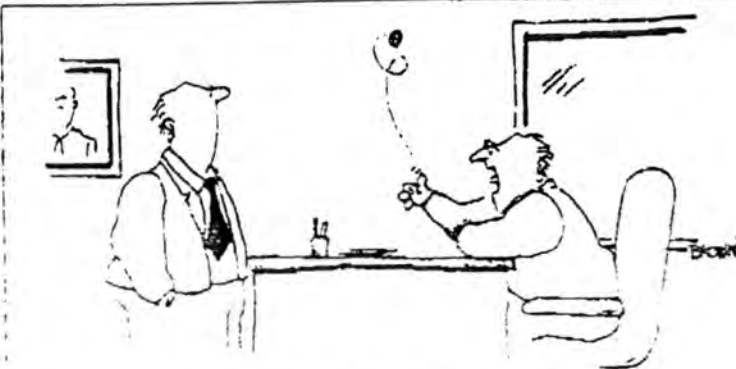
It is not primarily up to the White House to make things happen for non-profit organizations. Administration officials are spending their time worrying about a lot of other issues that the American people explicitly elected them to take on. A new relationship between non-profits and government was not one of those issues. Even so, a new relationship is precisely what might make our governmental leaders better able to tackle the things they were elected to do.

We can re-invent ourselves and transform ourselves from the independent sector to the catalytic sector. It is up to non-profits to make the first moves and show our creative strength. Aren't we supposed to be the ones with the wisdom and energy? What are we waiting for?

James P. Clark is executive director of Access: Networking in the Public Interest, a Boston-based group that links job applicants to charities seeking new employees. During the 1992 Presidential campaign, he served as Bill Clinton's liaison to non-profit groups.

and a board member of Youth and Family Counseling Service, Westfield, N.J. We receive about \$90,000, or 30 per cent of our total support of about \$300,000, from several United Ways. We certainly do not regard this as "a pittance." Nor do I believe that we can be regarded as "fat," given our total assets of about \$100,000 after 75 years of existence and the fact that, for three of the last four years, we have operated at a loss. In fact, we probably qualify as "small." Lately, I doubt that we have much power or influence in the sector community as local we serve.

I do not know what Mr. Bush's agenda is, as this is the first time that I have been made



Deciding who should get our company's donations takes years of experience and careful analysis.

Continued on Page 44

March 22, 1994

CHRONICLE ON PHILANTHROPY

IN BRIEF: Managing

President Clinton to Appoint Aides to Help Charities

President Clinton next month plans to announce the appointment of about two dozen "liaisons" to non-profit groups.

The liaisons will be the federal officials to whom charities take their suggestions about policies affecting the non-profit world. The liaisons also will hear non-profits' proposals for working more closely with federal agencies on social programs.

The liaisons represent every Cabinet department and various other federal bodies, including the Environmental Protection Agency and the Office of National Drug Control Policy.

"We see this network as a forum for the liaisons to communicate both among themselves and with the non-profit world," said Melanne Verveer, a deputy assistant to the President who has been in-

involved in creating the new positions.

President Clinton is scheduled to introduce the liaisons at a ceremony April 12 at the White House. At the gathering, to which some 200 charity and foundation officials have been invited, the President will discuss the "important role that non-profits play in our society," Ms. Verveer said.

The liaisons were named in response to non-profits' calls for better access to the Administration.

organization's rights to freedom of association and speech "take precedence over" state law, and that the Unruh Act "was never intended to coerce private groups like the Boy Scouts into lock-step conformity with the same rules that govern hotels and pizza parlors."

The Scouts said they would appeal the ruling to the California Supreme Court.

MARK ROSENMAN

The Clinton Administration Could Bring Exciting Times for Non-Profits . . .

IF BILL CLINTON'S CAMPAIGN WAS any indication of how the non-profit world will fare under the new Administration, the next four years should be tremendously exciting.

In these days of transition, it is essential that non-profit leaders make clear their hopes and expectations of the new leadership in Washington.

We have many encouraging signs that President-elect Clinton will be receptive. So far he has:

- Made sure that the Democratic Party platform noted that non-profits would be key players in a Clinton Administration's efforts to cure social ills.

- Appointed a campaign adviser to handle non-profit issues and asked senior campaign aides to meet with non-profit leaders.

- Issued a statement promising to "explore various ways to make it easier to donate money to support the work of non-profit organizations, including making full use of the President's 'bully pulpit' to underscore the importance of private participation in the non-profit sector."

While the prospect of increased collaboration between the White House and non-profits is encouraging, we must always remember that government and philanthropy are two very distinct entities with different roles and functions. At times, it is possible for a true partnership, but not always. Non-profits are advocates for those people and causes not fully or well-enough served by our political institutions, and they must always feel free to criticize elected leaders. Non-profit officials should not squelch their advocacy or lower their voices as the assumed price of collaboration with the new Administration.

For meaningful collaboration between government and philanthropy, we must:

- Establish effective mechanisms through which the wisdom and experience of non-profit organiza-

tions can both inform policy making and the implementation of new programs.

- Make it easier for non-profits to support themselves and carry out their programs.

- Find ways to get more people to participate in public life.

While non-profits hold no monopoly on either compassionate concern or direct experience in solving social problems, they quite often have a front-line view of how government actions have affected people. What's more, non-profit organizations deliver more government-supported human services than do governments themselves and employ about 10 per cent of the total work force.

We need to work together to develop mechanisms so that those charged with making government policy can easily get access to the wisdom derived from non-profit experience. This needs to happen not only when policies are first being shaped, but after they are put into operation. By providing government leaders with feedback on the actual operation and impact of government programs, non-profits can assist the nation's leaders to better understand and more effectively serve the public interest.

NON-PROFITS can also help increase public involvement in government by serving as a medium for organized and continuing communication between the President and people from throughout the country. This becomes critically important as the Clinton Administration takes on structural problems beyond the reach of charitable programs.

The federal government can do a great deal to help non-profits be more effective. It can also, by

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Clinton Could Bring Exciting Times for Non-Profits

Continued from Page 35

its example, encourage state and local governments to do the same. To begin, the Clinton Administration can welcome and support non-profit advocacy. It can, with relatively little cost to the government, find ways to increase the amount of money that goes to non-profits. It can do much to reduce growing problems with non-profit and volunteer liability and in obtaining and getting paid for government contracts to provide services. The federal government also can help the charity world become more accountable while minimizing unnecessary regulation and overly burdensome reporting requirements.

For both non-profits and governments to serve the public good, we must have an active and involved populace. While the Presidential campaigns created an animated

and popular public debate, the real fact is that the percentage of the electorate actually casting ballots was still well below the numbers from the 1950's to the early 1970's. As a people, we still are relatively disengaged from public life. We need far more involvement of all this nation's citizens if we are to renew our communities and attend to our social needs effectively.

Non-profits provide the principal infrastructure of public life beyond political processes. Only if the non-profit world is strong can we attend to those needs unmet by business or government. An informed, energized, concerned, and engaged populace must be the most legitimate end of both government and non-profit endeavor. Charities and elected officials can create new ways to help people understand and comment on important

public issues through activities like brown-bag lunches and informal discussion groups, community meetings, and issue forums. That not only will give people easier ways to participate, but will give government leaders a simple way to find out what the citizenry wants.

Perhaps this opportunity represents the greatest challenge to both the Clinton Administration and non-profit leaders. Although we may need to criticize each other at times, it is vital that we commit ourselves to working together on the awesome tasks ahead.

Mark Rosenman is vice-president of the Union Institute in Cincinnati. He directs the Institute's Office for Social Responsibility and its Center for Public Policy in Washington.



UNITED STATES DEPARTMENT OF COMMERCE
The Assistant Deputy Secretary
Washington, D.C. 20230

April 21, 1994

MEMORANDUM FOR: Non-Profit Liaison Network
FROM: Jonathan M. Silver
SUBJECT: Update and Next Steps

Most of you were able to attend last week's ceremony at the White House at which the President announced our appointments as members of the Administration's non-profit liaison network. For those of you who may have missed either the event or the official announcement, however, I am attaching both a copy of the press release put out by the White House and a copy of an article about the event which appeared in the Chronicle of Philanthropy.

We are now beginning to develop an action plan for the network. Your input into this process would be most welcome. **If you would be interested in participating in a brainstorming session, please call my office at (202) 482-5283.**

For now, we would like to ask you to do two things:

1) Those of you who represent larger Departments and agencies should designate internal liaisons for each of your major units. While you will be your agency's or Department's liaison to the network, internal liaisons will facilitate both your capacity to reach out to the non-profit community and your ability to respond to their needs. You will want to have this group meet occasionally to coordinate your non-profit activities. **Please fax me the name, title, address, phone number and fax number for each of your internal liaisons by Friday, April 29th.** As this assignment should not require much direct activity, please help the effort by designating a senior person who knows the unit's programs and constituencies well.

2) Some of your agencies have offices whose function is to encourage volunteer participation by Federal employees in non-profit activity. We do not now have a record of which agencies have this activity in place. If you have such a function in your agency, **please fax me the name, title, address, phone number and fax number of the person who heads this function by Friday, April, 29th.** Please include a brief description of your bureau's full responsibilities. Please also let us know if you do not have such a function.

I appreciate your participation in the network and look forward to working with all of you in this effort.

Attachments

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

April 12, 1994

PRESIDENT CLINTON ANNOUNCES APPOINTMENT OF ADMINISTRATION LIAISONS TO THE NON-PROFIT COMMUNITY

In an effort to strengthen the partnership between government and the non-profit sector, the President today will announce the appointment of 25 Administration liaisons to work with the non-profit sector on common goals. Today's announcement will take place during a meeting at the White House with 200 representatives of non-profit organizations and foundations.

"I have long advocated the role of the non-profit sector. Throughout our history, the non-profit community has helped our nation adapt to a changing world by strengthening the core values that shape American life. Today, that role has never been more important. The Non-Profit Liaison Network will create better collaboration between the Administration and advocacy and service groups in a mutual effort to solve the problems of crime, housing, health care and other pressing national needs," said the President.

The Non-Profit Liaison Network is composed of 25 Administration officials who represent every principal department and most agencies within the Administration. The liaisons will serve as the designated contacts within their department or agency for the non-profit community. They will be responsible for communicating with the non-profit community and collaborating on matters that affect them.

Today's announcement is yet another step in the Administration's effort to support the work of service and advocacy groups. Currently, the Corporation for National Service -- an initiative proposed by President Clinton and passed by Congress last year -- is already working with younger people, students, business and community leaders to reach our common goals.

Today's meeting will include many individuals committed to serving in a non-profit capacity. Among the participants are: James Joseph, President of the Council on Foundations; Brian O'Connell, President of Independent Sector; John Gardner, former Secretary of HEW and respected expert on the non-profit sector; Jim Rouse; Dorothy Height; and the heads of the Coca Cola and Readers Digest foundations.

A fact sheet and list of Administration liaisons are attached.

The Liaison Network to the Nonprofit Sector

The Clinton Administration recognizes the vital role that the nonprofit sector plays in our society.

The Liaison Network to the Nonprofit Sector is an important step in both recognizing the importance of the nonprofit community to the Administration, and to working with it to achieve our many mutual goals.

In this day and time, we all know that government cannot solve America's problems by itself. We need the nonprofit sector. We need its energy, wisdom, and resources.

The President and First Lady are seriously committed to working with the nonprofit community to further the Administration's initiatives and to forge a constructive dialogue with the nonprofit sector.

The Liaison Network to the Nonprofit Sector is:

- the communication vehicle between the Administration and the Nonprofit world;
- an institutionalized Administration mechanism for the nonprofit sector to exchange information and ideas about the policies, programs, and services that affect it;
- a forum for interagency approaches to issues affecting the nonprofit community.

The purpose of this Liaison Network is to establish points of contact in each agency/department for both the Administration and the sector:

- to facilitate regular agency/department nonprofit sector engagement;
- to exchange information and ideas in:
 - policy formation,
 - funding of programs,
 - implementation and service delivery,
 - strategies for accomplishing goals,
 - sharing of information,
 - and other related activities as they emerge to create a working relationship.

LIST OF ADMINISTRATION LIAISONS TO NONPROFIT SECTOR

Departments

Agriculture:

**Oleta Fitzgerald - Office of Inter-Governmental
Affairs
U.S. Department of Agriculture
Office of the Secretary
Room 219 A
14th and Independence Avenue, N.W.
Washington, DC 20250
tel.# 202-720-6643 fax# 202-720-8819
Contact: Mike Derian**

Commerce:

**Jonathan Silver - Assistant Deputy Secretary
Office of the Secretary
U.S. Department of Commerce
14th and Constitution, N.W.
Washington, DC 20230
tel.# 202-482-5283 fax# 202-482-2741
Contact: {Self}**

**Douglas Hall - Assistant Secretary for Oceans &
Atmospheres
National Oceanic and Atmospheric
Administration
Department of Commerce
Room 5804
14th and Constitution, N.W.
Washington, DC 20230
tel.# 202-482-3567 fax# 202-482-6318
Contact: Monica Gonzales**

Defense:

**William Blacklow - Deputy Assistant to the
Secretary for Public Affairs
1000 Defense Pentagon
Washington, DC 20301-1000
tel.# 703-697-6647 fax# 703-695-1149
Contact: Sondra Seba**

Education:

**Augusta Kappner - Assistant Secretary for
Vocational & Adult Education
Department of Education
MES Building, Room 4090
400 Maryland Avenue, S.W.
Washington, DC 20202-7100
tel.# 202-205-5451 fax# 202-205-8748
Contact: Audrey Hutchinson**

Energy:

**Terry Cornwell Rumsey - Office of Science
Education & Technology Information
Room 3F043
1000 Independence Ave., S.W.
Washington, DC 20585
tel.# 202-586-6771 fax# 202-690-7098
Contact: Patricia A. DeVeaux**

HHS:

**Sarah Kovner - Immediate Office of the
Secretary
U.S. Department of Health & Human Services
Room 605F
200 Independence Avenue, S.W.
Washington, D.C.
tel.# 202-690-6347 fax# 202-690-7098
Contact: Alexandra Milonas**

HUD:

**Choco Gonzalez Meza - Deputy Assistant
Secretary for Inter-Governmental Affairs
Department of Housing and Urban Development
Room 10140
Washington, DC 20410
tel.# 202-708-0030 fax# 202-401-3991
Contact: Luis Burguillo**

HUD: George Latimer - Director, Special Actions
Office
Room 10232
HUD Building
451 7th Street, S.W.
Washington, DC 20410
tel.# 202-708-1547 fax# 202-401-6725
Contact: Maureen Warren

Interior: Lucia Wyman - Director of External Affairs
Department of the Interior
1849 C St., N.W.
Washington, DC 20240
tel.# 202-208-6416 fax# 202-208-5133
Contact: {Self}

Justice: Gail Hoffman - Director, Office of Public Liaison
and Intergovernmental Affairs
Room 4256
Department of Justice
10th and Constitution Avenue, N.W.
Washington, DC 20530
tel.# 202-514-3465 fax# 202-514-2504
Contact: Bob Hussey - Civil Issues
Bert Brandenburg - Criminal Issues

Labor: Nancy Kirshner - Associate Director for Inter-
Governmental Affairs
Department of Labor
200 Constitution Avenue, N.W.
Washington, DC 20210
tel.# 202-219-6141 fax# 202-219-7971
Contact: Claudette Tidwell

State: Tim Wirth - Counselor
Department of State
2201 C Street, N.W. Room 7250
Washington, DC 20520
tel.# 202-647-6240 fax# 202-647-0753
Contact: Michael Schneider
tel. # 202-647-9796

Transportation: **Dick Suisman** - Office of the Secretary/Director
of Inter-Governmental Affairs
U.S. Department of Transportation
400 Seventh Street, S.W.
Washington, DC 20590
tel.# 202-366-1524 fax# 202-366-7907
Contact: {Self}

Treasury: **Joyce Carrier** - Deputy Executive Secretary for
Public Liaison
1500 Pennsylvania Avenue, Room 3452
U.S. Treasury
Washington, DC 20220
tel.# 202-622-2970 fax# 202-622-2808
Contact: {Self}

Veterans Affairs: **Mary Lou Keener** - General Counsel
Dept. of Veterans Affairs
810 Vermont Avenue, N.W.
Washington, DC 20420
tel.# 202-273-6659/6660 fax# 202-273-6672
Contact: Mary Wallace

Agencies

AIDS: **Andrew Barrer** - Senior Advisor, Office of the
National AIDS Policy Coordinator
750 17th Street, NW
Suite 1060
Washington, DC 20503
tel.# 202-632-1090 fax# 202-632-1096
Contact: Steve Lee or Tanya Dean

**Corporation for
National Service:** **Chuck Supple** - Director of Independent Sector
Liaison
Corporation for National and Community Service
1100 Vermont Avenue, N.W.
Washington, DC 20525
tel.# 202-606-5000 x219 fax# 202-606-4921
Contact: {Self}

EPA:

**Reid Wilson - Director, Office of Public Liaison
Environmental Protection Agency
401 M Street, S.W., Mail Code 1702
Washington, DC 20460
tel.# 202-260-4454 fax# 202-260-0130
Contact: Elaine Koerner
tel.# 202-260-4454**

FEMA:

**Harvey Ryland - Senior Policy Advisor
Office of the Director
FEMA
500 C Street, SW
Washington, DC 20472
tel.# 202-646-4211**

NEA/NEH/IMS:

**Alexander (Sandy) Crary - Chief of Staff
National Endowment for the Arts
1100 Pennsylvania Avenue, N.W.
Washington, DC 20506
tel.# 202-682-5652 fax# 202-682-5639
Contact: {Self}**

**OFFICE OF
NATIONAL DRUG
CONTROL POLICY:**

**Arthur Houghton - Senior Policy Analyst
Executive Office of the President
Washington, DC 20500
tel.# 202-395-6750 fax# 202-395-6744
Contact: {Self}**

SBA:

**Katie Broeren - Chief of Staff
U.S. Small Business Administration
Office of the Administrator
409 3rd Street, S.W., Suite 7000
Washington, DC 20416
tel.# 202-205-6605 fax# 202-205-6802
Contact: {Self}**

USTR:

Demetri Boutris - Executive Director
US Trade Representative, Room 209
600 17th Street, N.W.
Washington, DC 20506
tel.# 202-395-6850 fax# 202-395-3390
Contact: Amy Aiken

United Nations:

Laura Bowman - Staff Assistant
Department of State, Room 6333
2201 C St., N.W.
Washington, DC 20520
tel.# 202-736-7555 fax# 202-736-7551
Contact: {Self}

April 10, 1994

April 10, 1994

THE CHRONICLE OF PHILANTHROPY

Clinton Seeks Closer Ties With Non-Profits

President appoints 25 'liaisons' to charities and foundations; goal is to give groups greater access to federal departments, agencies

By KRISTIN A. GOSS
and JENNIFER MOORE

CALLING FOR "the beginning of an even better partnership" between the federal government and the non-profit world, President Clinton last week announced the appointment of 25 senior Administration officials to serve as "liaisons" to charities and foundations.

Addressing roughly 200 non-profit leaders at a White House ceremony, the President said he had assembled a "non-profit liaison network" to "emphasize in an organized way how much we value your good work, your input into our policies, your advocacies of things that still need to be done." He has appointed at least one non-profit liaison in each of the 14 Cabinet departments and in several federal agencies, including the Environmental Protection Agency, the Federal Emergency Management Agency, and the Office of National Drug Control Policy.

Among their duties, according to the White House:

► Serving as "points of contact" for non-profit and government officials to exchange ideas on the formulation of policy, the financing of programs, and the delivery of social and other services.

► Acting as a "forum" in which agencies and departments can work together on matters affecting the non-profit world generally.

"I cannot succeed as President unless you succeed, and unless you succeed in mobilizing millions of our countrymen and women for the important tasks that face us," Mr. Clinton told the assembled non-profit leaders.

In a brief interview with *The Chronicle* after the announcement, the President said that having the liaisons in place will help non-profits play a bigger role in his domestic agenda, from overhauling the health-care system to "ending welfare as we know it."

"I think it'll help in two ways," he said of the closer relationship he hopes to forge with non-profits. "I think it will help to pass those things we haven't passed. I also

think it will help to implement things. The government often fails in the implementation stage." Non-profit groups he said, play "a big role" in that.

"We're in it together," said Donna E. Shalala, Secretary of Health and Human Services. "Most of the President's priorities—kids, health care, welfare reform—are also what non-profits are into. We don't have enough money at the federal level, so it's a partnership."

'The Highest Levels Are Listening'

Charity and foundation leaders said that the naming of the officials was an important, if overdue, move toward recognizing the growing role of non-profit groups in influencing government policy and delivering government-financed services.

"For the first time we have an Administration that has acknowledged the importance of the sector to the extent that they have named people to communicate with us," said Dennis Collins, president of the Jumes Irvine Foundation in San Francisco. "I wish that we had had this meeting a year ago, but I'm glad we're having it now rather than not at all."

"This is a gesture that the highest levels are listening," said Joseph C. Isaacs, president of the National Health Council. Whether that will be borne out over the long run "remains to be seen," said Mr. Isaacs, whose Washington-based organization represents health charities and other groups involved in health care.

Jonathan M. Silver, Assistant Deputy Secretary of Commerce, who is charged with coordinating the liaison group, said that the members "hope to use this network as one more way of increasing an already important and successful relationship" with the non-profit world.

Mr. Silver—who has served on the boards of several charities, including Veritas, a residential drug-treatment program in New York—said that the "seniority of the people involved in the network reflects the importance that the President and the First Lady place on this." The liaisons include two Assistant Secretaries and two agency chiefs of staff.

Mr. Silver said that details about the liaison group—such as how often it will meet to discuss charity issues, and what kind of training the liaisons might receive—were still being worked out.

Several Administration officials said that they had already begun taking strides to reach out to non-profit groups, and that the liaison network would strengthen their individual efforts.

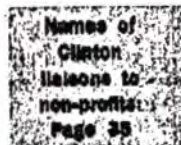
Secretary of Housing and Urban Development Henry G. Cisneros, who early in the Administration appointed an official to work with non-profits and foundations, said that the idea would work in many other departments—from Labor to Defense. He said that, as a result of his early push, HUD was trying to categorize foundations by their areas of interest—from child care to violence prevention—to seek their help in implementing such programs in public-housing developments.

A Role in Global Policy

Timothy E. Wirth, Counselor at the State Department and its non-profit liaison, said that the department "has a desk for every country in the world, except the United States."

"We are making a desk for the United States—which is in this room," he added, referring to the non-profit officials who had come to the White House for the President's announcement. He said that non-governmental organizations had a growing role in global policy

Continued on Page 35



Clinton Seeks Closer Ties With Charities

Continued from Page 20
issues that he works on—from population control to environmental preservation. That means that "we have to understand how to deal with them and understand the knowledge that's there," Mr. Wirth said.

Several liaisons said they hoped they could be of special help to small groups and other charities that may have trouble navigating their way through federal bureaucracies.

"Just the fact that a list of liaisons exists—that the names are here and you can call these people and make an appointment when you have something to discuss—is important," said Colburn S. Wirth, executive director of the David and Lucile Packard Foundation in Los Altos, Cal.

"The departments can be very intimidating, so it's important to have a point of entry," added Bill McLin, executive vice-president of the Epilepsy Foundation of America in Landover, Md.

Michael Selzer, executive director of Funders Concerned About AIDS, said he planned to meet with Mr. Silver, the Commerce Department liaison, to discuss whether the government might finance technical assistance to strengthen non-profits. "They have needs just as small businesses do, and it's a logical thing for the Commerce Department to be involved in," said Mr. Selzer, who is also president of the Nonprofit Management Association.

Several non-profit leaders said they hoped the liaison network was not just a well-meaning gesture that lacked substance and commitment.

Said Robert O. Rothwell, executive director of the National Committee for Responsive Philanthropy in Washington: "The real test will be whether these people have any non-profit experience, whether they have a gutsy feel about what non-profits do and how they work."

AWARDS

The following awards have been presented for work in philanthropy, fund raising, volunteerism, and non-profit management:

Arts. The San Francisco Foundation has been awarded the fifth annual California Governor's Arts Award for Corporate Sponsorship of the Arts. The award honors the foundation for its support of small and mid-sized multicultural arts organizations, innovative grant making, and its work to benefit arts groups throughout California.

Corporations. Columbia University has presented the 1994 Lawrence A. Wein Prize in Corporate Social Responsibility to S.C. Johnson Wax of Racine, Wis., for its global and local philanthropic activities for education and the environment. The company's philanthropy is conducted through the Johnson Wax Fund, a grant-making foundation, and the Johnson Foundation, which operates the Wingspread Conference Center near Racine.

Clinton Administration Liaisons to the Non-Profit World



Jonathan Silver



Douglas Hall



Augusta Kappner



Terry Cornwell Runney



George Leitner

DEPARTMENT OF AGRICULTURE

Agriculture

Olivia Fitzgerald
Office of Inter-Governmental Affairs
U.S. Department of Agriculture
Room 218A
14th and Independence Avenue, N.W.
Washington 20250
Telephone: 202-720-6343
Fax: 202-720-5819
Contact: Mike Derlin

Commerce

Jonathan Silver, Assistant Deputy Secretary
U.S. Department of Commerce
14th and Constitution, N.W.
Washington 20230
Telephone: 202-482-8283
Fax: 202-482-2741

Douglas Hall, Assistant Secretary for
Oceans and Atmosphere
National Oceanic and Atmospheric
Administration
Department of Commerce
Room 8804
14th and Constitution, N.W.
Washington 20230
Telephone: 202-482-3587
Fax: 202-482-8318
Contact: Monica Gonzalez

Defense

William Blacklow, Deputy Assistant to
the Secretary for Public Affairs
1000 Defense Pentagon
Washington 20301-2000
Telephone: 703-697-8847
Fax: 703-696-1148
Contact: Sandra Sebe

Education

Augusta Kappner, Assistant Secretary
for Vocational and Adult Education
Department of Education
MES Building, Room 4090
400 Maryland Avenue, S.W.
Washington 20202-7100
Telephone: 202-305-5451
Fax: 202-305-8748
Contact: Audrey Hutchinson

Energy

Terry Cornwell Runney
Office of Science Education and
Technology Information
Room 3F043
1000 Independence Avenue, S.W.
Washington 20585
Telephone: 202-596-5771
Fax: 202-590-7098
Contact: Patricia A. DeVos

Health and Human Services

Sarah Rovee
Immediate Office of the Secretary
U.S. Department of Health and
Human Services
Room 605F
200 Independence Avenue, S.W.
Washington 20201
Telephone: 202-690-6347
Fax: 202-690-7098
Contact: Alexandra Milonas

Housing and Urban Development

Gloria Gonzalez Moss, Deputy
Assistant
Secretary for Inter-Governmental
Affairs
Department of Housing and Urban
Development
Room 10140
Washington 20410
Telephone: 202-708-0090
Fax: 202-401-3991
Contact: Luis Burgillo

George Leitner, Director, Special
Actions Office
Room 10232
HUD Building
481 Seventh Street, S.W.
Washington 20410
Telephone: 202-708-1547
Fax: 202-401-6726
Contact: Maureen Warren

Interior

Linda Wyman, Director of External
Affairs
Department of the Interior
1849 C Street, N.W.
Washington 20240
Telephone: 202-208-6416
Fax: 202-208-6123

Justice

Gail Hoffman, Director, Office of
Public Liaison and
Intergovernmental Affairs
Room 4258
Department of Justice
10th and Constitution Avenue, N.W.
Washington 20530
Telephone: 202-514-3468
Fax: 202-514-3504
Contact: Bob Hume, Civil Issues
Bert Brandenburg, Criminal Issues

Labor

Nancy Kuehnert, Associate Director for
Inter-Governmental Affairs
Department of Labor
200 Constitution Avenue, N.W.
Washington 20210
Telephone: 202-219-6141
Fax: 202-219-7971
Contact: Claudette Tidwell

State

Tim Wirth, Counselor
Department of State
2201 C Street, N.W., Room 7250
Washington 20520
Telephone: 202-647-6240
Fax: 202-647-0789
Contact: Michael Schneider
Telephone: 202-647-8796

Transportation

Olga Salazar
Office of the Secretary/Director of
Inter-Governmental Affairs
U.S. Department of Transportation
400 Seventh Street, S.W.
Washington 20590
Telephone: 202-366-1524
Fax: 202-368-7907

Treasury

Joyce Carrier, Deputy Executive
Secretary for Public Liaison
1500 Pennsylvania Avenue
Room 3452
U.S. Treasury
Washington 20220
Telephone: 202-622-2870
Fax: 202-622-2808

Veterans Affairs

Mary Lou Keener, General Counsel
Department of Veterans Affairs
610 Vermont Avenue, N.W.
Washington 20420
Telephone: 202-273-6659 or -6660
Fax: 202-273-6672
Contact: Mary Wallace

U.S. DEPARTMENT OF JUSTICE

AIDS

Andrew Bamer, Senior Advisor
Office of the National AIDS Policy
Coordinator
760 17th Street, N.W.
Suite 1080
Washington 20530
Telephone: 202-632-1080
Fax: 202-632-1086
Contact: Steve Lee or Tanya Owen

Corporation for National Service

Chuck Supple, Director of
Independent Sector Liaison
Corporation for National and
Community Service
1100 Vermont Avenue, N.W.
Washington 20525
Telephone: 202-806-5000, ext. 219
Fax: 202-606-4921

Environmental Protection Agency

Reid Wilson, Director, Office of Public
Liaison
Environmental Protection Agency
401 M Street, S.W., Mail Code 1702
Washington 20460
Telephone: 202-380-4464
Fax: 202-280-9130
Contact: Elaine Koerner

Federal Emergency Management Agency

Harvey Ryland, Senior Policy Advisor
Office of the Director
FEMA
800 C Street, S.W.
Washington 20472
Telephone: 202-646-4211
Contact: Elaine Koerner

National Endowment for the Arts, National Endowment for the Humanities, and Institute of Museum Services

Alexander (Sandy) Goss, Chief of Staff
National Endowment for the Arts
1100 Pennsylvania Avenue, N.W.
Washington 20506
Telephone: 202-682-5952
Fax: 202-682-5939

Office of National Drug Control Policy

Arnar Naughton, Senior Policy Analyst
Executive Office of the President
Washington 20500
Telephone: 202-396-6750
Fax: 202-395-6744

Small Business Administration

Kate Broeren, Chief of Staff
U.S. Small Business Administration
Office of the Administrator
409 Third Street, S.W.
Suite 7000
Washington 20416
Telephone: 202-206-5605
Fax: 202-206-6802

U.S. Trade Representative

Demetri Boutsis, Executive Director
U.S. Trade Representative, Room 209
600 17th Street, N.W.
Washington 20506
Telephone: 202-395-6850
Fax: 202-395-3390
Contact: Amy Allen

United Nations

Laura Bowman, Staff Assistant
Department of State, Room 8333
2201 C Street, N.W.
Washington 20520
Telephone: 202-735-7855
Fax: 202-735-7551

SOURCE: The White House



Tim Wirth



Andrew Bamer



Chuck Supple



Harvey Ryland



Kate Broeren

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MANAGING

Governance and Regulation

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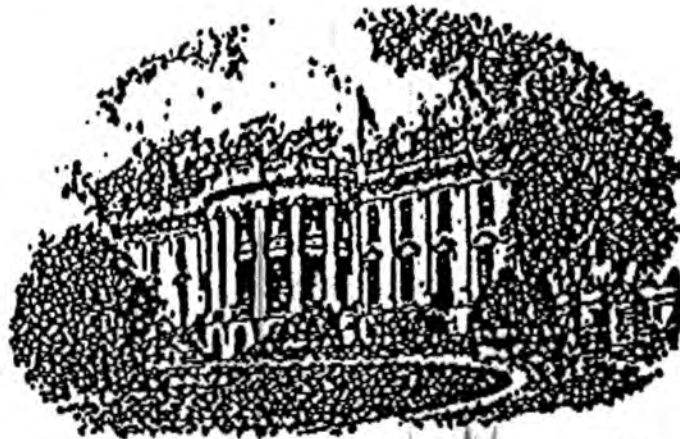


President and Mrs. Clinton, naming 25 representatives to the non-profit world at a White House ceremony last week. He told charity and foundation leaders: "I cannot succeed as President unless you succeed."

MICHAEL VERTESE, FOR THE CHRONICLE

THE WHITE HOUSE
Office of the First Lady

DATE: 3-16-94
TO: Andrew Barrer
FROM: Katy Button
RECEIVER FAX: 632-1096
RECEIVER PHONE: 632-1090
NUMBER OF PAGES (INCLUDING COVER SHEET):



COMMENTS:

Here is the information on
the Nonprofit Liaison
Network. Thank you for
all your help. Can you also
please fill out the enclosed
questionnaire?

MEMORANDUM

March 16, 1994

TO: Andrew Barrer
Senior Advisor
Office of the National AIDS Policy Coordinator

FROM: Melanne Verveer
Deputy Chief of Staff
Office of the First Lady
and
Christine Varney
Deputy Assistant to the President and
Secretary to the Cabinet

RE: White House Meetings on April 8th and April 12th, 1994

We are delighted to announce that the President will officially announce the Nonprofit Liaison Network at a White House reception on April 12, 1994. As a member of this Network, your presence is very important. We expect you to attend this reception at the White House from 4:00-6:00 pm. We are inviting 200 representatives of nonprofit organizations and foundations.

To prepare for this announcement and reception, we are convening the first meeting of the Nonprofit Liaison Network on April 8th at the White House, between 2:00-4:00 pm. We ask that you make sure to attend. James Joseph, President and CEO of the Council of Foundations, and Brian O'Connell, President of the Independent Sector, will both attend.

This first meeting is critical as we begin to bring focus and direction to this new Network. Anne Bartley of the Office of the First Lady will be contacting you and sending background materials on the meetings. If you need to contact her, she can be reached at 456-2398 or 456-6266.

PLEASE PUT ON YOUR CALENDARS

April 8th	2:00-4:00 pm White House Meeting
April 12th	4:00-6:00 pm White House Reception for the Nonprofit Sector with the President and First Lady

THE WHITE HOUSE
WASHINGTON

December 23, 1993

MEMORANDUM FOR LIAISONS TO NON-PROFIT SECTOR

FROM: CHRISTINE A. VARNEY AND MELANNE VERVEER

SUBJECT: NON-PROFIT SECTOR'S WORK WITH THE ADMINISTRATION

We have been advised by your Chief of Staff that you have been appointed as Liaison to the non-profit sector from your Agency or Department.

We are delighted that we will be working together on this important mission. The President and the First Lady believe strongly that non-profit organizations play a vital and increasingly important role in developing and implementing public policy. As President Clinton has said:

We believe that the non-profit sector is one of the primary determining factors in the health and vitality of America's communities, just as we recognize that government at all levels increasingly has relied upon non-profit organizations to provide certain services more efficiently and more effectively than can government bureaucracy."

In this era of constrained government resources facing up against increasingly complex social problems, greater collaboration, more effective government contracting, and a deeper understanding of the consequences of government's actions affecting the non-profit sector are required at all levels of government...We must leverage the resources of the non-profit sector and the experience of people working in the non-profit sector to help solve problems as part of a larger effort that involves all members and sectors of society."

The purpose of this Liaison Network to the non-profit sector is to establish point of contacts in each agency/department for both the Administration and the sector for:

- * information to facilitate regular agency/department non-profit sector engagement
- * assistance in creating partnerships in policy formation, funding of programs, implementation and service

delivery, strategies for accomplishing goals, sharing of information, and other related activities as they emerge to fulfill the President's statement.

This is a critical juncture in the development of non-profit organizations. The last years have seen drastic cuts in federal funding that have resulted in, among other things, an absorption by the non-profit sector of many of the services traditionally performed by government. One of the goals of the Liaison Network is to implement a continuing and efficient system of communication between the agencies and departments of the Clinton Administration so that opportunities and challenges introduced by these new realities can be effectively addressed on a consistent basis.

We envision this Liaison Network as a forum for the Liaisons to communicate with each other about emerging issues, to design gatherings of mutual interests, and to inform the President and the Administration of problems and opportunities relevant to the non-profit world.

Eli Segal introduced the Liaison Network to the public in a speech to the Independent Sector on October 19. Our aim is to implement this Network and to publish a list of appointed Liaisons by mid to late January. In the intervening weeks, we want to accomplish the following:

- * develop information on appropriate contact points and means of communication within your agency
- * create a briefing book for you outlining the non-profit sector, its infrastructure, some of its organizations, etc.
- * hold a Liaison Network meeting with the White House
- * publish in the non-profit sector newsletters and magazines information about the Clinton Administration's Liaison Network, how to utilize it, what to expect, etc.

In order to go forward with the Liaison Network, we need to get information both about you and about how best to design and implement the Network in your specific agency or department. We want to work with you to ensure that the needs of the non-profit sector are met in a comprehensive manner.

As a first step in implementing the Liaison Network, please answer the enclosed questionnaire, and fax it to Anne Bartley, 456-6244, Office of the First Lady at the White House by January 7.

Thank you for your cooperation and prompt response during this holiday season.

DRAFT

**PLEASE RETURN BY
January 7, 1994**

LIAISON NETWORK TO THE NON-PROFIT SECTOR

NAME:

ADDRESS:

PHONE:

FAX:

1. Have you had previous experience with foundations and/or non-profit organizations? If so, could you briefly describe it, naming specific organizations when appropriate?

2. Who in your office would handle the informational calls?

**Name:
Position:
Phone:
FAX:
Address:**

3. What is your department/agency doing now with non-profits that would be helpful to communicate to the Liaison Network?

4. We are creating a Briefing Book for your use to better understand the Non-Profit sector. What information would be helpful to you? Here is a tentative Table of Contents. Please comment.

- * the purpose and function of the Liaisons, the history of our administration with the Non-Profit Sector, the President's campaign statements, recent remarks, etc.

- * a description of the infrastructure of the foundation world and the contacts for:

- * Council on Foundations
- * Foundation Center
- * Regional Association of Grantmakers
- * Association of Community foundations
- * Any other Such Organization

- * a description of the infrastructure of the non-profit organizations and the contacts for:

- * Independent Sector
- * Any Other such Organization
- * a list of the publications of the sector
- * other pertinent information

5. What ways do you see this Liaison Network of assistance in your work?

Please return to: Anne Bartley,
Office of the First Lady
FAX: 202-456-6244

by January 7, 1994

The Liaison Network to the Nonprofit Sector

The President and the First Lady recognize the importance of the nonprofit sector and have worked with nonprofit organizations and foundations for many years. Particularly in recent years, lower government budgets on all levels have meant greater demand for the services and resources of the nonprofit sector.

The Liaison Network to the Nonprofit Sector is an important step in both recognizing the importance of the nonprofit community to the Clinton Administration, and to working with it to achieve our many mutual goals.

In this day and time, we all know that government cannot solve America's problems by itself. We need the nonprofit sector. We need its energy, wisdom, and resources.

The President and First Lady are seriously committed to working with the nonprofit community to further the Administration's initiatives and to forge a constructive dialogue with the nonprofit sector. The President's commitment to the non-profit sector is reflected in his appointment of James Joseph, head of the Council on Foundations, as chair of the Corporation for National and Community Service.

In this era of constrained government resources facing increasingly complex social problems, a deeper understanding of the consequences of government's actions affecting the nonprofit sector is needed.

The Liaison Network to the Nonprofit Sector is:

- * the communication vehicle between the Administration and the Nonprofit world.
- * an institutionalized Administration mechanism for the nonprofit sector to exchange information and ideas about the policies, programs, and services that affect it.
- * a forum for interagency approaches to issues affecting the nonprofit community.

The purpose of this Liaison Network is to establish points of contact in each agency/department for both the Administration and the sector for:

- * information to facilitate regular agency/department nonprofit sector engagement

* exchange information and ideas in:

- policy formation,
- funding of programs,
- implementation and service delivery,
- strategies for accomplishing goals,
- sharing of information,
- and other related activities as they emerge to create a working relationship.

The Liaison Network to the Nonprofit Sector

April 8 Meeting

I. Introductions

II. Welcome and Overview

Christine Varney

III. Overview of the Nonprofit Sector

Foundations

James Joseph, *President*
Council on Foundations

Nonprofit Organizations

Brian O'Connell
Independent Sector

IV. Dialogue

V. Liaisons Meeting

a. April 12th Meeting with the President and the First Lady

List of Attendees and Regrets
Vision and Purpose of Network

4-6 pm
200 groups

b. Regular Communication

Liaison Network Contact

White House Contacts

Doris Matsui, Public Liaison
Anne Bartley, Office of the First Lady

c. Review of List of Liaison Network to be Distributed

d. Possible meeting with Corporate Grantmakers

Non-Profit Liaison Network

**April 8, 1994 Meeting
List of Attendees**

LIAISONS

Jonathan Silver
Commerce, Assistant Deputy Secretary, Office of the Secretary

Douglas Hall
Commerce, Assistant Secretary for Oceans & Atmospheres, NOAA

Audrey Sheppard
Defense, Assistant to the Secretary for Protocol

Augusta Kappner
Education, Assistant Secretary for Vocational & Adult Education

Terry Cornwell Rumsey
Energy, Office of Science Education & Technology Information

Patricia DeVeaux
Energy

Harvey Ryland
Senior Policy Advisor, FEMA

Sarah Kovner
HHS, Immediate Office of the Secretary

Alexandra Milonas
HHS

Choco Gonzalez Meza
HUD, Deputy Assistant Secretary for Intergovernmental Affairs

George Latimer
HUD, Director, Special Actions Office

Lucia Wyman
Interior, Director of External Affairs

Gail Hoffman
Justice, Director, Office of Public Liaison

Bert Brandenburg
Justice, Criminal Issues

Nancy Kirshner
Labor, Assistant Director for Intergovernmental Affairs

Michael Schneider
State

Richard Suisman
Transportation, Office of Secretary, Director of Inter-
Governmental Affairs

Joyce Carrier
Treasury, Deputy Executive Secretary for Public Liaison

Mary Lou Keener
Veterans Affairs, General Counsel

Andrew Barrer
Senior Advisor to the National AIDS Policy Coordinator

Charles Supple
Corporation for National Service, Director of Independent Sector
Liaison

Daniel Reid Wilson
EPA, Director, Public Liaison Division

Alexander Crary
NEA/NEH/IMS, Director, External Affairs & White House Liaison

Sylvia Mathews
National Economic Policy, Special Assistant to President for
Economic Policy

Arthur Houghton
Office of National Drug Policy, Senior Policy Analyst

Katie Broeren
SBA, Chief of Staff

Demetri Boutris
USTR, Executive Director

WHITE HOUSE STAFF

Christine Varney
Deputy Assistant to President and Secretary to the Cabinet

Stephen Silverman
Special Assistant to President and Deputy Secretary to Cabinet

Doris Matsui
Deputy Assistant to President and Deputy Director for Public
Liaison

Anne Bartley
Assistant to Deputy Chief of Staff, Office of First Lady

COUNCIL ON FOUNDATIONS

James Joseph
President

Lauren Cook
Director of Public Policy Initiative

INDEPENDENT SECTOR

Brian O'Connell
President

Robert Smucker
Senior Vice President

THE WHITE HOUSE
WASHINGTON

December 23, 1993

MEMORANDUM FOR LIAISONS TO NON-PROFIT SECTOR

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FACT SHEET

COUNCIL ON FOUNDATIONS

WHAT IS THE COUNCIL ON FOUNDATIONS?

Founded in 1949, the Council on Foundations is a nonprofit membership association of grantmaking foundations and corporations. The Council's mission is to promote responsible and effective philanthropy. Members of the Council include more than 1300 independent, operating, community, public and company-sponsored foundations, corporate giving programs and foundations in other countries. Members of the Council hold \$95.7 billion in assets. In the last year of record, Council members contributed more than \$5.5 billion for programs in such fields as education, human services, health, science and research, environment, the arts, urban planning and economic development. Through their subscription to a set of *Principles and Practices for Effective Grantmaking*, Council members provide leadership in public accountability for the field of organized philanthropy.

PROGRAMS

The Council provides an array of programs and services to assist its members in achieving their charitable goals. Through educational programs, professional development workshops, publications and technical assistance, the Council seeks to help grantmakers become more effective funders. The Council represents grantmakers and their concerns to policymakers, the media and the public through its communications, public affairs and government relations programs. To promote the growth of organized philanthropy, the Council maintains research efforts, support services and special initiatives.

MEETINGS

The Council sponsors an annual conference to focus on political, social and economic issues. The conference provides an unparalleled opportunity for grantmakers to study current issues and their implications for philanthropy, as well as the funding approaches of colleagues from all over the world. Other educational seminars and meetings held throughout the year concentrate on specific program and management issues, tax and regulatory policies, administration and governance, communications and other areas.

PUBLICATIONS

The Council publishes **Foundation News**, a bi-monthly magazine covering the nonprofit sector and current philanthropic issues and activities, and **Council Columns**, a bi-weekly newsletter designed to keep members and subscribers up-to-date on Council activities and late-breaking developments in the field. Every two years, the Council publishes **The Foundation Management Report**, based on a survey of the administrative practices and policies of members and other grantmakers. In addition, the Council publishes books, studies, occasional papers, reports and other surveys on subjects vital to the field of organized philanthropy.

2/93



FACT SHEET

COUNCIL ON FOUNDATIONS

PHILANTHROPY AND THE PUBLIC SECTOR

A Special Project of the Council on Foundations

In response to growing membership interest, the Council on Foundations has launched a special project on philanthropy and the public sector. This initiative will help grantmakers make better informed choices among an expanding array of roles and strategies independent, community and corporate foundations and giving programs are using to improve government policies, service delivery systems, and public policy outcomes in fields such as education, health, economic and community development and the environment. Council members will have an opportunity to learn from successful models, develop clear expectations, and formulate criteria for how and when their own foundation might work with government, within and up to the limits of the law, to achieve its goals.

The objectives of this project are:

1. Increase awareness among Council members of the range of roles they can assume and actions they can take to leverage the public's ability to design and implement sound public policies;
2. Facilitate individual and group efforts by grantmakers to develop or implement strategies to improve government policies and governance processes at the federal, state or local levels;
3. Provide a locus within the philanthropic community for the expression of diverse views and experiences on relationships between foundations and government;
4. Help interpret and disseminate what is learned from new or innovative grantmaker approaches on this topic to support and protect legitimate philanthropic roles and actions.

These objectives will be accomplished through a multifaceted program of educational, training and facilitation services to grantmakers and other key stakeholders in the public policymaking community. Project activities are being developed in consultation with other support organizations such as regional associations of grantmakers and grantmaker affinity groups, and will be consistent with the tenets of other Council membership services. These include supporting members in their program activities, helping members improve their internal operations and grant programs, and the promotion of responsible and effective philanthropy, public understanding and the growth of philanthropy.

For more information, please contact:

Lauren Cook
Director

PHILANTHROPY AND THE PUBLIC SECTOR
Council on Foundations

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Management Group

Lewis Feldstein
New Hampshire Charitable Foundation
Chair

Dennis Collins
James Irvine Foundation

James Hyman
Annie E. Casey Foundation

Sarah Jepsen
AT&T Foundation

Thomas Lambeth
Z. Smith Reynolds Foundation

Karen Menichelli
Benton Foundation

Steven Minter
Cleveland Foundation

Terry Saario
Northwest Area Foundation

Miguel Satut
Kresge Foundation

David Tatel
Spencer Foundation

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NOT TO BE RELEASED

UNTIL APRIL 12, 1994

LIST OF ADMINISTRATION LIAISONS TO NONPROFIT SECTOR

Departments

Agriculture:

Oleta Fitzgerald - Office of Inter-Governmental
Affairs

U.S. Department of Agriculture
Office of the Secretary
Room 219 A

14th and Independence Avenue, N.W.

Washington, DC 20250

tel.# 202-720-6643 fax# 202-720-8819

Contact: Mike Derian

Commerce:

Jonathan Silver - Assistant Deputy Secretary
Office of the Secretary

U.S. Department of Commerce
14th and Constitution, N.W.

Washington, DC 20230

tel.# 202-482-5283 fax# 202-482-2741

Contact: {Self}

Douglas Hall - Assistant Secretary for Oceans &
Atmospheres

National Oceanic and Atmospheric
Administration

Department of Commerce

Room 5804

14th and Constitution, N.W.

Washington, DC 20230

tel.# 202-482-3567 fax# 202-482-6318

Contact: Monica Gonzales

DETERMINED TO BE AN ADMINISTRATIVE

MARKING INITIALS: DB DATE: 6/18/19

Defense:

Audrey Sheppard - Assistant to the Secretary
for Protocol
1000 Defense Pentagon
Washington, DC 20301-1000
tel.# 703-693-4269 fax# 703-697-7319
Contact: Sondra Seba

Education:

Augusta Kappner - Assistant Secretary for
Vocational & Adult Education
DEpartment of Education
MES Building, Room 4090
400 Maryland Avenue, S.W.
Washington, DC 20202-7100
tel.# 202-205-5451 fax# 202-205-8748
Contact: Audrey Hutchinson

Energy:

Terry Cornwell Rumsey - Office of Science
Education & Technology Information
Room 3F043
1000 Independence Ave., S.W.
Washington, DC 20585
tel.# 202-586-6771 fax# 202-690-7098
Contact: Patricia A. DeVeaux

HHS:

Sarah Kovner - Immediate Office of the
Secretary
U.S. Department of Health & Human Services
Room 605F
200 Independence Avenue, S.W.
Washington, D.C.
tel.# 202-690-6347 fax# 202-690-7098
Contact: Alexandra Milonas

HUD:

**Choco Gonzalez Meza - Deputy Assistant
Secretary for Inter-Governmental Affairs
Department of Housing and Urban Development
Room 10140
Washington, DC 20410
tel.# 202-708-0030 fax# 202-401-3991
Contact: Luis Burguillo**

**George Latimer - Director, Special Actions
Office
Room 10232
HUD Building
451 7th Street, S.W.
Washington, DC 20410
tel.# 202-708-1547 fax# 202-401-6725
Contact: Maureen Warren**

Interior:

**Lucia Wyman - Director of External Affairs
Department of the Interior
1849 C St., N.W.
Washington, DC 20240
tel.# 202-208-6416 fax# 202-208-5133
Contact: {Self}**

Justice:

**Gail Hoffman - Director, Office of Public Liaison
and Intergovernmental Affairs
Room 4256
Department of Justice
10th and Constitution Avenue, N.W.
Washington, DC 20530
tel.# 202-514-3465 fax# 202-514-2504
Contact: Bob Hussey - Civil Issues
Bert Brandenburg - Criminal Issues**

Labor: Nancy Kirshner - Assistant Director for Inter-Governmental Affairs
Department of Labor
200 Constitution Avenue, N.W.
Washington, DC 20210
tel.# 202-219-6141 fax# 202-219-7971
Contact: Claudette Tidwell

State: Tim Wirth - Counselor
Department of State
2201 C Street, N.W. Room 7250
Washington, DC 20520
tel.# 202-647-6240 fax# 202-647-0753
Contact: Michael Schneider
tel. # 202-647-9796

Transportation: Dick Suisman - Office of the Secretary/Director
of Inter-Governmental Affairs
U.S. Department of Transportation
400 Seventh Street, S.W.
Washington, DC 20590
tel.# 202-366-1524 fax# 202-366-7907
Contact: {Self}

Treasury: Joyce Carrier - Deputy Executive Secretary for
Public Liaison
1500 Pennsylvania Avenue, Room 3452
U.S. Treasury
Washington, DC 20220
tel.# 202-622-2970 fax# 202-622-2808
Contact: {Self}

Veterans Affairs: Mary Lou Keener - General Counsel
Dept. of Veterans Affairs
810 Vermont Avenue, N.W.
Washington, DC 20420
tel.# 202-535-8111 fax# 202-535-8596
Contact: Mary Wallace

Agencies

AIDS:

Andrew Barrer - Senior Advisor, Office of the
National AIDS Policy Coordinator
750 17th Street, NW
Suite 1060
Washington, DC 20503
tel.# 202-632-1090 fax# 202-632-1096
Contact: Steve Lee or Tanya Dean

Corporation for National Service:

Chuck Supple - Director of Independent Sector
Liaison
Corporation for National and Community Service
1100 Vermont Avenue, N.W.
Washington, DC 20525
tel.# 202-606-5000 x219 fax# 202-606-4921
Contact: {Self}

EPA:

Daniel Reid Wilson - Director, Public Liaison
Division, Environmental Protection Agency
401 M Street, S.W., Mail Code 1702
Washington, DC 20460
tel.# 202-260-2650 fax# 202-260-0130
Contact: Elaine Koerner
tel.# 202-260-4454

FEMA:

Harvey Ryland - Senior Policy Advisor
Office of the Director
FEMA
500 C Street, SW
Washington, DC 20472
tel.# 202-646-4211

NEA/NEH/IMS: Sandy Crary - Director, External Affairs & White House Liaison
National Endowment for the Arts
1100 Pennsylvania Avenue, N.W.
Washington, DC 20506
tel.# 202-682-5652 fax# 202-682-5639
Contact: {Self}

NATIONAL ECONOMIC COUNCIL: Sylvia Mathews - Special Asstant to President for Economic Policy
2nd Floor, West Wing
White House
tel.# 202-456-2174 fax# 202-456-2878
Contact: Linda McLaughlin

OFFICE OF NATIONAL DRUG CONTROL POLICY: Arthur Houghton - Senior Policy Analyst
Executive Office of the President
Washington, DC 20500
tel.# 202-395-6750 fax# 202-395-6744
Contact: {Self}

SBA: Katie Broeren - Chief of Staff
U.S. Small Business Administration
Office of the Administrator
409 3rd Street, S.W., Suite 7000
Washington, DC 20416
tel.# 202-205-6605 fax# 202-205-6802
Contact: {Self}

USTR: Demetri Boutris - Executive Director
USTR, Room 209
600 17th Street, N.W.
Washington, DC 20506
tel.# 202-395-6850 fax# 202-395-3911
Contact: {Self}

United Nations:

Laura Bowman - Staff Assistant
Department of State, Room 6333
2201 C St., N.W.
Washington, DC 20520
tel.# 202-736-7555 fax# 202-736-7551
Contact: {Self}