Withdrawal/Redaction Sheet
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Informal Working Group: Philanthropy and Voluntary Sector (partial) (11 pages)	n.d.	P6/b(6)
002. biography	Re: Jan Cook (partial) (1 page)	05/07/99	P6/b(6)

COLLECTION:
Clinton Presidential Records
First Lady's Office
Mary Ellen McGuire (Subject Files)
OA/Box Number: 17350

FOLDER TITLE:
Philanthropy Advisors [binder]

2013-0238-S
ry1294

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
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]

Philanthropy

Advisors

UPDATE ON "GIFTS TO THE FUTURE," THE WHITE HOUSE CONFERENCE ON PHILANTHROPY.

With summer vacations and the Labor Day weekend now fast becoming distant memories, the tempo for our conference planning is picking up and we have several important details completed. First, as I hope everyone on this mailing list already knows, "The White House Conference on Philanthropy: Gifts to the Future" is now scheduled for Friday, October 22 with a start time of 1:30 EST. The President and the First Lady have confirmed their participation, and in fact, have expressed great interest in the event.

This starting time will make possible a live, coast to coast broadcast by satellite, and many groups on the West Coast and elsewhere have confirmed their intention to sponsor local events or conduct mini-conferences in conjunction with our broadcast. South Carolina Educational Television (SC-ETV) will be our partner for the broadcast, and the Charles S. Mott Foundation has provided major funding to SCETV for the production costs and for a simultaneous cybercast.

We have established a conference "hotline" at 202/395-7112 and this week we are launching a dedicated website with the following internet address: www.giftstothefuture.gov We will update this site regularly, posting more information about the agenda and listing downlink sites as these details are filled in. The WHMC homepage will also point visitors to this new address, and Michael Grantham, our website coordinator, is actively seeking additional links and banners on portals or on widely visited sites to spread news of the conference. Our website already boasts several links to national organizations with an interest in philanthropic giving, fund-raising or the general nonprofit sector.

Although invitations have not yet been mailed, we have hundreds of names or suggestions and we appreciate the lists or names that you have sent us. I expect that invitations will be issued beginning next week, and we are now encouraging callers to look for a downlink site or to organize one themselves. We will soon be issuing press releases and media advisories, and letters announcing the network of downlink sites have been sent to the memberships of such organizations as the American Red Cross, the Forum of Regional Associations of Grantmakers, the National Committee on Planned Giving and many others.

Please check our website and email (or phone if you prefer) any suggestions for improvements or additional links to Michael Grantham at christian_m_grantham@who.eop.gov or (if you prefer) phone him directly at 202/395-7108. Other questions can be directed to me at (202) 395-7105 or to MaryEllen McGuire at (202) 456-2016. Shirley Sagawa, Ellen Lovell, MaryEllen McGuire and I wish to thank you for your patience, good advice and support. All of us hope that "Gifts to the Future" will provide well-deserved recognition to you and your colleagues and a powerful stimulus to the entire field as we enter a new century and a new millennium.

Sincerely,

Malcolm Richardson

Clinton Presidential Records
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This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

Divider Title: Advisors

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Informal Working Group: Philanthropy and Voluntary Sector

[001]

Rebecca Adamson *Attended Meeting 4*
First Nations Development Institute, President
The Stores Building
11917 Main Street
Fredericksburg, VA 22408
540/371-5615 Robin Allen asst
371-3505 fax
rladamson@firstnations.org
ss P6/(b)(6) dob P6/(b)(6)

Clara Apodaca, Director of Protocol *Attended Meeting #5*
Overseas Private Investement Corp
1100 New York Avenue
Washington, DC 20527
202/ 336-8492 or 202/ 244-8825
202/ 336-7949 fax
capodaca@opic.gov
ss P6/(b)(6) dob P6/(b)(6)
-recommended as sub for Diana Campoamoar; Board Member, Hispanics in Philanthropy

Alberta Arthurs *Attended Meeting 1*
MEM Associate
521 Fifth Avenue, Sutie 1810
New York, N.Y. 10175
P6/(b)(6) (home) or 212/297-0500 (w)
212/ 297-2509 fax
aba-memassoc@mindspring.com
- Former foundation official; directed study of foundation sector for American Assembly.

Michael Barr, Deputy Asst Secretary *Attended Meeting 6*
Community Development Policy
U.S. Treasury
1500 Pennsylvania Avenue NW
Room 2412 MT
Washington, DC 20220
622-0016/ Rosa
622-5672 fax
michael.barr@do.treas.gov
ss P6/(b)(6) dob P6/(b)(6)
-Senior Advisor, Melissa Schroeder; Special Assistnat, Clifford Kellogg; Secretary, Irman Tucker, Treasury policy analyst on non-profit/taxation issues

Anne Bartley
Attended Meeting #5

P6/(b)(6)

415/931-0684 or P6/(b)(6) (home)
76373.1463@compuserve.com
ss P6/(b)(6) dob P6/(b)(6)
-Knows non-profit sector, fund-raising etc.

Betty Beene, President
Attended Meeting #6
United Way of America
701 N Fairfax St
Alexandria, VA 22314-2045
703/836-7100/ Rosa O'Neal, asst; Jane Deck, scheduler
683-7846 fax
betty.beene@uwa.unitedway.org
ss P6/(b)(6) dob P6/(b)(6)

Nick Bollman, Senior Program Director
Attended Meeting Two
Sustainable Community
Irvine Foundation
One Market St.
Steuart Tower/Suite 2500
San Francisco, CA 94105
(415) 777-2244
415/ 77-0869 (fax)
nbollman@irvine.org
-Co-chaired Grantmakers Forum for Community and National Service and worked with POTUS on latest Americorps initiative.

Elizabeth Boris, Director
Attended Meeting Three
Center for Philanthropy and Non-Profits
Urban Institute
2100 M. St.
Washington, D.C. 20036
202/833-7200 or 202/691-5770
202/833-6231 fax
eboris@ui.urban.org
dob P6/(b)(6) ss P6/(b)(6)
-Active researcher and leader in study of the non-profit sector.

Carolyn Brody
Attending Meetings 1, 2
Winslow Partners LLC
1300 Connecticut Ave N.W.
Washington, D.C. 20036
202-530-5000

265-8303 (Fax)
brodyc@bellatlantic.net
-Directs own foundation; has done study of funding trends.

Claudine Brown — *Invited 5/declined*
Nathan Cummings Foundation
1926 Broadway/Suite 600
New York, N.Y. 10023
212-787-7300
787-7377 (fax)

Steve D. Bullock, President — *Invited 6/sent sub*
American Red Cross
8111 Gatehouse Road
Falls Church, VA 22042
202/737-8300
783-3432 fx
bullockst@usa.redcross.org

Andrea Camp — ***Attended Meeting #5***
Senior Fellow
Institute for Civil Society
15 North Beaumont Av
Cantonsville, MD 21228
410/719-2309
410/719-2310 fax
icsseven@erols.com
ss P6/(b)(6) dob P6/(b)(6)
-consults with Instit for Civil Society, recommended Jenny Luray

Diana Campoamor — ***Invited #5/sent sub***
Hispanics in Philanthropy
2606 Dwight Way
Berkeley, CA 94704
510/649-1690
510/ 649-1692 (fax)
hip@crl.com

Elizabeth Campbell, Director — ***Invited 5/ sent sub***
Community and Resoucre Development
Ford Foundation
320 East 43rd Street
New York, NY 10017
212/573-5153 Katie Sadowski, asst

351-3659 fax
b.campbell@fordfound.org
ss P6/(b)(6) dob P6/(b)(6)

Emmett Carson, President *Attended Meeting 4*
Minneapolis Foundation
821 Marquetta Avenue South
Minneapolis, MN. 55402
612-672-3838/ Collen Biederman Asst
672-3846 fax
cbiederman@mpls.foundation.org
ss P6/(b)(6) dob P6/(b)(6)
-One of the foremost experts on African American philanthropy and other minority communities.

Jan Cook, Chief of Staff *Attended Meeting #6*
American Red Cross
8111 Gatehouse Road
B Falls Church, VA 22042
202/737-8300
783-3432 fx
cookja@usa.redcross.org
ss P6/(b)(6) dob P6/(b)(6)

Paul DiMaggio, Research Director *Attended Meeting 3*
Center for Cultural Policy
Princeton University
B Princeton, NJ 08544
609/258-1971
609/258-2180 fax
dob P6/(b)(6) ss P6/(b)(6)

Craig Dykstra *Invited 5/sent sub*
Lilly Endowment, Inc
2801 North Meridian St Who from Lilly
B Indianapolis, IN 46208
317/924-5471
317/926-4431 (fax)

Elan Garonzik, Program Officer *Attended Meeting #5*
Mott Foundation
1200 Mott Foundation Bldg
Flint, MI 48502
810/238-5651 phone
766-1748 fax
egaronzik@mott.org

ss P6/(b)(6) dob P6/(b)(6)
-by way of Melanne

Colin Greer
Invited 4,5/declined
New World Foundation
100 East 85th Street
NY, NY 10028
212/249-1023 ext 222 Minette asst
472-0508 fax
minnette@newwf.org

Jane Gruenebaum, Exec Director
Attended Meeting #6
League of Women Voters
1730 M Street NW, Suite 1000
Washington, DC 20036
429-1965
429-0854 fax
JaneG@lwv.org
ss P6/(b)(6) dob P6/(b)(6)

Charlie Halpern
Invited 4/5, declined
Nathan Cummings Foundation
1926 Broadway/Suite 600
New York, N.Y. 10023
212-787-7300
212/ 787-7377 (fax)
ch@cummings.ncf.org

X David Hamberg (MV call)
???
Carnegie Foundation

Peter Hero.President
Europe till 5/11
Community Foundation-Silicon Valley
111 West St. John, Suite 230
San Jose, CA. 95113-1104
408-278-0270
408/ 278-0280 (fax)
phero@cfsv.org
-led Silicon Valley effort to spur more giving by high tech firms; active in national arts advocacy and former member of the National Council on the Arts.

Virginia A. Hodgkinson, Director
Attended Meeting 3
Center for Study of Voluntary Organisations and Service
(and Research Professor of Public Policy)
Georgetown University

Washington, D.C.
202/687-0514
703/660-5929 fax
hodgkinson@gunet.georgetown.edu
dob P6/(b)(6) ss P6/(b)(6)
-Directed Independent Sector's research programs for years; regarded as one of the most knowledgable in volunteering, dimensions of non-profit sector, etc.

Jill Iscol *Attended Meeting 2*

P6/(b)(6)

914/764-5294 fax
iffhummingbird@worldnet.att.net
-HRC suggestion; sociologist who is knowledgable about non-profits and philanthropy and directs family foundation.

Rosabeth Kanter, Professor *Attended Meeting 3*
Graduate School of Business
Harvard Business School
Soldiers Field
Boston, MA 02163
617/495-6053
496-7379 (fax)
rkanter@hbs.edu
-co chair America's Promise; Board Member City Year

Alan Khazei, Co Founder *Attended Meeting 2*
City Year
285 Columbus Avenue
Boston, MA 02116
617/927-2451
927/2510 (fax)
Alan_Khazei@city-year.org

Vanessa Kirsch *Attended Meeting 2*
New Profit Inc.
2 Canal Park
Cambridge, MA 02141
(617) 927-2466
927-2510 (fax)
kspan@earthlink.net
- founder of Public Allies and New Profit Inc. New Profit links business entrepreneurs and social entrepreneurs to promote both philanthropy and social change.

Chris Kwak *met with Shirley*
Program Director
W.K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, MI. 49017
(616) 969-2334
969-2693 (fax)
till 6/21 robin.leonard@wkkf.org
after 6/21 christine.kwak@wkkf.org
-Co-chairs the Grantmakers Forum for Community and National Service. Kellogg is a leader in this field and is actively promoting service learning and other methods of teaching philanthropy.

Luisa Kreisberg *Attended Meeting 2*
1926 Broadway
New York, N.Y. 10023
212/799-5515
212/799-5535 (fax)
kreisbergg@aol.com
-Directs consulting firm; knowledgable about non-profit and foundation community.

Leslie Lenkowsky *Attended Meeting 3*
Professor of Philanthropic Studies and Public Policy
Indiana University Center on Philanthropy
Indianapolis, IN.
317/274-4200 or 317/571-8189 (h)
317/278-2701 (fax)
llenkows@iupui.edu
dob P6/(b)(6) ss P6/(b)(6)
-Think tank director; active with various foundations; writes for Chronicle of Philanthropy.

Paul Lingenfelter *Attended Meeting #5*
VP/ Program on Human and Community Development
McArthur Foundation
140 South Dearborn Street, Suite 1100
Chicago, IL 60603
312/917-3670
312/726-8000
312/917-0330 fax
plingenf@macfdn.org
ss P6/(b)(6) dob P6/(b)(6)

Felicia Lynch *Invited/ her 2 subs unavailable*
Women and Philanthropy
1015 18th St, NW, Suite 202

Washington Dc 20036
861-9660
861-5483 fax

Kathleen McCarthy — ***Attended Meeting 3***
Center for the Study of Philanthropy
CUNY- Graduate Center
33 West 42nd Street
New York, NY 10036
212/642-2130
212/642-2141 fax
kdmccarthy@mindspring.com
ss P6/(b)(6) dob P6/(b)(6)

Sara Melendez, President — Attended #6
Independent Sector
1828 L. St. NW
Washington, DC 20036
202/223-8100
202/467-6101
sara@IndependentSector.org
ss P6/(b)(6) dob P6/(b)(6)
-Heads umbrella org that represents nonprofit sector. IS research office is especially good on voluntary services and philanthropy connection.

David Morse — ***Attended Meeting 4***
Pew Charitable Trusts
2005 Market Street
Suite 1700
Philadelphia, PA 19103-7077
215/575-9050
575-4890 fax
dmorse@pewtrusts.com
ss P6/(b)(6) dob P6/(b)(6)

Katharine Pearson — ***Attended Meeting #5***
Rep. For Eastern Africa
Ford Foundation
320 East 43rd Street
NY, NY 10017
212/573-5032 Monika
212/351-3653 fax
kpearson@ford.found.org
ss P6/(b)(6) dob P6/(b)(6)

Mary Pembroke Perlin
NW Giving Project
1902 North 44th Street
Seattle, WA 98103
206/634-3270
206/547-4750 (fax)
Marype@msn.com

Invited 6/ out of country

Nancy Raybin
Raybin Associates
275 Madison Av, Suite 1811
NY, NY 10016
212/490-0590
986-2731 fax
nraybin@aol.com
ss P6/(b)(6) dob P6/(b)(6)
-AAFRC, big stake holder in philan and Giving USA

Attended Meeting 6

poss speaker

Dorothy Ridings, President
Council on Foundations
1828 L.St. NW Suite 300
Washington, DC 20036
202/466-6512
785-3926 fax
ridid@cof.org
ss P6/(b)(6) dob P6/(b)(6)

Attended Meeting 4

VIP

Rebecca Riley
McArthur Foundation
140 South Dearborn Street, Suite 1100
Chicago, IL 60603
312/726-8000 x302
312/ 917-0330 (fax)
rriley@macfdn.org

Invited 5/sub/ Malcolm Call

X

Lester Salamon
Institute of Policy Studies
Johns Hopkins University
Baltimore, MD. 21218-2688
410/516-7174
410/516-7818 fax
dob P6/(b)(6) ss P6/(b)(6)
-One of the foremost experts on US, international non-profits; writes frequently on impact of federal budget and policies on the independent sector.

Michael Sanchez *Attended Meeting #6*
Do Something
423 West 55th Street, 8th floor
NY, NY 10019
212/523-1103
582-1307 fax
ss P6/(b)(6) dob P6/(b)(6)
msanchez@dosomething.org
Creator of the Kindness and Justice Challenge; founder of "Do Something."

Michael Seltzer ***Attended Meeting #5***
Acting Chair, Nonprofit Management
New School University
80 Fifth Av, 4th Floor
NY, NY 10011
212/229-5950 ph
229-5904 fax
seltzerm@newschool.edu
ss P6/(b)(6) dob P6/(b)(6)

Ann Sheffer *Invited 6/declined*
P6/(b)(6)
227-2767 (fax)
asheffer@tmn.com
- Chairs President's Commission on the Arts and Humanities working group on philanthropy

Moira Shek, Executive Director ***Attended Meeting #5***
Asian American/Pacific Islanders in Philanthropy
225 Bush Street, Suite 580
San Francisco, CA 94104
415/ 273-2760
415/ 273-2765 fax
aapipms@aol.com
ss P6/(b)(6) dob P6/(b)(6)

James A. Smith, Executive Director ***Attended Meeting 1***
Howard Gilman Foundation
212/246-3300
jamesallensmith@worldnet.att.net
-Smith has been a leading scholar of philanthropy, especially funding for public policy think tanks. Gilman Fdn. has provided support for WHMC activities.
-NO longer at Gilman, only email still applies

Marilyn Smith *Attended Meeting 2*
Director, Learn and Serve America program
Corporation for National Service
New York Avenue
Washington, D.C.
202/606-5000 (ph)
565-2742 (fax)
msmith@cns.gov
-Expert on service learning; promotion of voluntary service by youth.

Ralph Smith *Attended Meeting 4*
Annie E. Casey Foundation
701 St. Paul Street
Baltimore, MD 21202
410/223-2936 Kathy
223-2956 fax
ralph@aecf.org
ss P6/(b)(6) dob P6/(b)(6)

Jim Wind *Attended Meeting 4*
Alban Institute
7315 Wisconsin Av, Suite 1250
Bethesda, MD 20814
301/718-4407 x224
718-4247 fx Denise asst
jwind@alban.org
ss P6/(b)(6) dob P6/(b)(6)
-recommended by Dr. Dykstra at Lilly, former Lilly Program Officer on Religion

POSSIBLE
Bob Goodwin/Points of Light
Charlotte Johnson/Women and Philan sub
America's Promise

Religion and Philanthropy
August 4, 1999

Agenda

I. Overview of White House Conference.

II. Discussion: Current Levels of Private Giving to Religion.

Can we go beyond data in *Giving USA*?
Are there significant denominational differences?
Is the religious motivation to give still strong?

III. Religious Motives for Giving to Social Services and Other Causes.

Has religious giving been secularized?
Do faith-based charitable organizations increasingly depend on public sector funding?

IV. New Trends, Demographic Changes and the Future of Religious Giving.

White House Millennium Council
708 Jackson Place, N.W.
Washington, D.C. 20503
Tel: 202-456-2000 Fax: 202-456-2008

e-mail: millennium@whitehouse.gov
http://www.millennium.whitehouse.gov

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Divider Title: Advisor Mtg Sched + Agendas

Meeting #1
Alberta Arthurs/ American Assembly
Carolyn Brody/ Winslow
James Smith/ Gilman Fndtn

Meeting #2
Nick Bollman/ Irvine Fndtn
Carolyn Brody/ Winslow
Jill Iscol/ Iscol Family Fndtn
Vanessa Kirsch/ New Profit Inc
Luisa Kreisberg
Marilyn Smith/ CNS
Alan Khazei/ City Year

Meeting #3- Academics 4/22
Elizabeth Boris/ Urban Instit
Virginia Hodgkinson/ Georgetown
Kathleen McCarthy/ CUNY
Rosabeth Kantor/ Harvard
Paul DiMaggio/ Princeton
Les Lenkowsky/ Indiana U

Meeting #4 Foundation 5/3
Emmet Carson/ Minn Foundation
Ralph Smith/ Casey Fndtn
Dot Ridings/ Council on Fndtns
David Morse/Pew
Rebecca Adamson/First Nations Development Instit
Jim Wind/Alban

Meeting #5 Foundations 5/5
Katharine Pearson/Ford Fndtn
Ann Bartley
Moira Shek/Asian Americans in Philanthropy
Andrea Camp/Instit for Civil Society
Michael Seltzer/New School
Clara Apodaca/Hispanics in Philan
Paul Lingenfelter/McArthur Fndtn
Elan Garonzik/Mott Fndtn

Meeting #6- Non Profits/Misc 5/11
Betty Beene/ United Way (VA)
Jan Cook/ Red Cross (VA)
Sara Melendez/ Indep Sector (DC)
Michael Barr/ US Treasury

Michael Sanchez/Do Something
Jane Gruenebaum/League of Women Voters
Nancy Raybin/AAFRC

<u>Others- People Invited to Past Workgroups but unable to Atttend</u>

Peter Hero/ Community Fndtn	- in Europe
Robert Wuthnow/ Princeton	-never returned calls (3 made)
David Hamburg/Carnegie Fndtn (MV will call)	
Craig Dykstra/Lilly Endowment	-scheduling conflict, sent replacement
Rebecca Riley /McArthur Fndtn	-scheduling conflict, sent sub
Chris Kwak/ Kellogg Fndtn	-scheduling conflict but mtg w/Shirley
Claudine Brown/ Nathan Cummings Fndtn	-left message couldn't come
Colin Greer/New World Fndnt	-scheduling conflict
Felicia Lynch/Women and Philan	-hip surgery, 2 subs couldn't come
Diana Campoamor/Hispanics in Philanthropy	-scheduling conflict, sent replacement
Robert Lynn/Lilly replacement 1	-scheduling conflict, sent sub
Wenda Weeks Moore / Women and Philan replacement 1	-scheduling conflict
Charlie Halpern/Cummings	-
Mary McClymont/Ford	-scheduling conflict, sent sub
Lester Salamon/John Hopkins	-scheduling conflict
Betsy Campbell/Ford	-sick, sent replacement
Mary Pembroke/NW Giving Project	- no response
William Bullock/Red Corss	-sent sub

Not Invited to Any Yet

Elgie Holstein/OMB	spoke to Ellen
Bob Goodwin//Points of Light	mtg with Shirley
America's Promise Rep	

Questions for Discussion
May 11, 1999

I. The State of Philanthropy in America.

What are the most significant changes in philanthropy over the last decade or so?
What are the major challenges to our American philanthropic tradition?
What are the greatest opportunities before us to increase philanthropy?

II. Strategies to sustain the American philanthropic tradition.

What are the best strategies to address the above challenges or to seize the opportunities?
What is the role of institutions in the nonprofit sector in encouraging their members, clients or employees to make gifts and sustain our philanthropic tradition?

What is the best way to engage young people in the tradition?
How do volunteering and service-learning relate to philanthropy?
Who (both individuals and institutions) is doing the best work in this area?

III. The role of philanthropy and government in supporting the nonprofit sector.

How could philanthropic institutions better support civil society and the nonprofit institutions that sustain our democratic society?

What can the federal government do to strengthen American philanthropy?
What are the most pressing public policy issues facing the nonprofit sector?

IV. How might a White House Conference advance philanthropy in America?

How can the White House Conference bring a greater appreciation of philanthropy as a foundation of civil society?
Who is the audience for this conference? Who should attend?

What programs should be featured at the conference? Which philanthropic programs or gifts do you most admire or deem most effective?
What materials or resources do we need to communicate our messages? How should we work with the media on this effort?

Questions for Discussion
May 1999

3,5

I. The State of Philanthropy in America.

What are the most significant changes in philanthropy over the last decade or so?
What are the major challenges to our American philanthropic tradition?
What are the greatest opportunities before us to increase philanthropy?

II. Strategies to sustain the American philanthropic tradition.

What are the best strategies to address the above challenges or to seize the opportunities?
What is the role of institutions -- whether religious, corporate or other -- in encouraging employees, congregants and members to make gifts and sustain our philanthropic tradition?
What is the best way to engage young people in the tradition?
How do volunteering and service-learning relate to philanthropy?
Who (both individuals and institutions) is doing the best work in this area?
What are the most pressing public policy issues concerning philanthropic giving?

III. The role of philanthropy and government in supporting the nonprofit sector.

How does American philanthropy strengthen the nonprofit sector and what more can be done?
Specifically, how do you regard the new "venture philanthropy" and "social entrepreneurship" movements?
What is the role of the federal government in strengthening the nonprofit sector?
What are the most pressing public policy issues facing the nonprofit sector?

IV. How might a White House Conference advance philanthropy in America?

How can the White House Conference bring a greater appreciation of philanthropy as a foundation of civil society?
Who is the audience for this conference? Who should attend?

What programs should be featured at the conference? How should we work with the media on this effort? (For example, should we highlight efforts by specific publications to increase the visibility of philanthropy?)
What materials or resources do we need to communicate our messages?

Questions for Discussion
April 22, 1999

I. The State of Philanthropy in America.

What are the most significant changes in philanthropy over the last decade or so?
Are these changes captured in existing databases and research?
What are the major challenges to our American philanthropic tradition?
What are the greatest opportunities before us to increase philanthropy?
Do existing reports and studies summarize the problems and opportunities?

II. Strategies to sustain the American philanthropic tradition.

What are the best strategies to address the above challenges or to seize the opportunities?
What is the role of institutions -- whether religious, corporate or other -- in encouraging employees, congregants and members to make gifts and sustain our philanthropic tradition?
What is the best way to engage young people in the tradition?
How do volunteering and service-learning relate to philanthropy?
Who (both individuals and institutions) is doing the best work in this area?
What are the most pressing public policy issues concerning philanthropic giving?

III. The role of philanthropy and government in supporting the nonprofit sector.

How does American philanthropy strengthen the nonprofit sector and what more can be done?
Specifically, how do you regard the new "venture philanthropy" and "social entrepreneurship" movements?
What is the role of the federal government in strengthening the nonprofit sector?
What are the most pressing public policy issues facing the nonprofit sector?

IV. How might a White House Conference advance philanthropy in America?

How can the White House Conference bring a greater appreciation of philanthropy as a foundation of civil society?
Who is the audience for this conference? Who should attend?

What programs should be featured at the conference? How should we work with the media on this effort? (For example, should we highlight efforts by specific publications to increase the visibility of philanthropy?)
What materials or resources do we need to communicate our messages?

Questions for Discussion
April 7, 1999

I. The State of Philanthropy in America.

What are the most significant changes in philanthropy over the last decade or so?
What are the major challenges to our American philanthropic tradition?
What are the greatest opportunities before us to increase philanthropy?

II. Strategies to sustain the American philanthropic tradition.

What are the best strategies to address the above challenges or to seize the opportunities?
What is the role of institutions -- whether religious, corporate or other -- in encouraging employees, congregants and members to make gifts and sustain our philanthropic tradition?
What is the best way to engage young people in the tradition?
How do volunteering and service-learning relate to philanthropy?
Who (both individuals and institutions) is doing the best work in this area?
What are the most pressing public policy issues concerning philanthropic giving?

III. The role of philanthropy and government in supporting the nonprofit sector.

How does American philanthropy strengthen the nonprofit sector and what more can be done?
Specifically, how do you regard the new "venture philanthropy" and "social entrepreneurship" movements?

What is the role of the federal government in strengthening the nonprofit sector?
What are the most pressing public policy issues facing the nonprofit sector?

IV. How might a White House Conference advance philanthropy in America?

How can the White House Conference bring a greater appreciation of philanthropy as a foundation of civil society?
Should we focus on public policy issues?

What programs should be featured at the conference? Who should attend? How should we work with the media on this effort? (For example, should we highlight efforts by specific publications to increase the visibility of philanthropy?)

Clinton Presidential Records
Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

Divider Title: Advisor Mtg Notes

Philanthropy Conference Meeting with Affinity Groups Notes

June 10, 1999
11:00 am

I. Introduction

A. Point is to solve social problems and alleviate poverty

II. Goals

A. Giving as an American tradition is the unifying theme
B. Want to encourage people to give more and would like to identify interesting people in the process

III. Content

A. Showing people of socioeconomic, age, and ethnicity diversity that have made a significant philanthropic contribution in our society
B. The focus will be placed on the individual's role in giving
C. A strong emphasis placed on identifying how to pass the tradition of philanthropy on to future generations and how to become involved in a cause one if interested in
D. Want to acknowledge diverse traditions
E. Want to give a tool to motivate groups
F. Determine if it is good that the tradition of giving is changing (i.e.: new wealth)
G. Concentrate mainly on the civic sector's importance on giving

IV. Content Ideas by the panel

A. To focus on individuals and on new alternative philanthropies where individuals gather/organize as a collective group to impact their community
   1. The Women's Fund: young women grouped together that are learning how to set up giving and good standards of money that they are responsible for
   2. Donor Circles
   3. Ethnicity Groups
   4. Gay/Lesbian Groups
A. Cybercast on the web and not to downlink

V. Balance of Powers

A. Want people to understand that it is not just the white, rich men that give; it is estimated that for every person that earns $10000, they donate $400 of that money
B. Want to come up with a list of invitations by categories

VI. Results

A. Would like to reach more people within each community and want to determine if it is feasible

B. Motivation

Katherine Pearson / Ford
Ann Bartley
Moira Shea / AAIP

Andrea Camp / Inst f Civil Society
Michael Seltzer / New School
Clara Apodaca / Hisp in Phil
Paul Lingenfelter / McArthur
Elan Garonzik / Mott

Raw notes/Meeting 5

Significant changes:

Growth in giving!
But number of foundations may be misleading. Very modest growth in number of fdns and amount of wealth invested there compared to overall growth of economy. US tax policy now has many disincentives to creation of foundations.

New forms of giving: workplace giving. Internet cause-related marketing.

Younger givers tend to be more active, involved – strategic and progressive.
Check on Pew study of this age group

WHMC should note that there are already a lot of efforts underway to expand giving.

Leave a Legacy.
Council on Michigan Foundations
National Initiative to Promote Philanthropy (RAGS)

Institute of Civil Society is working with Claude Rosenberg.

Interfaith Funders Alliance
Campaign for Human Development of Catholic Confeence.
Texas church leader at the Getty conference.

Corporate Giving.

Should corporate responsibility be on the table for discussion?
Corporate matching funds are important, especially to Hispanic community projects.

Stress link between volunteering and giving. (Employee-driven programs reinforce this.)

International dimension to topic: 3 largest foundations in world now are outside the US. (Wellcome Trust in the UK, Bertelsmann in Germany, and Banco Popular in Milan).

But cant do every topic …. Focus focus focus

Seltzer: three types of giving:

Horizontal: giving that confers personal benefits to giver
Vertical: giving down the social ladder/handouts

Lateral: giving as empowerment; giving someone else a ladder to move up
There is a strong connection between philanthropy and citizenship. Checkbook citizenship. More people give than vote. Why? Because they feel they can make a difference that way. 80% of the population gives, but less than 40% votes.

Community philanthropy.

Lingenfelter. Giving is not enough. Engagement, involvement are the key goals. Giving also implies collateral relationships. Wealth and giving confers power; manipulation of organizations and institutions by donors occurs. Grant-making can also breed dependence. Goal should be the opposite: to build capacity and self-reliance.

Some debate about how inclusive community foundations really are. Also, successful members of ethnic groups – esp. Asian American businessmen – have larger, mainstream ties – feel powerful pull toward backing established institutions, not neighborhood ones

Garonzik: another potential danger is balkanization. Is there an obligation to give back to one's immediate community or ethnic group? In fact, most giving is not going back to community, and organized philanthropy is perceived as largely white, middle class phenomenon.

Lingenfelter, Camp: Stress community as an antidote to rampant individualism. Involvement, Engagement comes at the community level.

Growth of community foundations reflects emphasis on local needs, ethnic communities needs. Communities are where people care.

Andrea Camp: Conference should frame the various types of giving and *redefine giving for a new millennium.* Conference will become self-fulfilling prophecy. Various new giving in US:

-- ethnic giving
-- community foundations and community building
-- engaged giving

Empower broad-based, decentralized giving.

Seltzer: but make point that community extends beyond the neighborhood or group you live in.

Follow-up

Encourage community foundations to begin exploring these issues.
Work with financial community and interested stake-holders. Go to American Bar Association, American Bankers, Chamber of Commerce, Young Presidents, etc. – get emerging business leadership and established groups that can communicate to bank trust departments, tax and estate attorneys, financial planners, etc.

- Have press kits with camera-ready copy.

Emmet Carson/Minneapolis David Morse/Pew 5/3
Ralph Smith/Casey Rebecca Adamson/First Nations
Dot Ridings/Council on Fndtns Jim Wind/Alban

Notes
Fourth Informal Working Group on Philanthropy Conference

This group quickly agreed that a White House conference on philanthropy would be a good idea and suggested that we should help people see themselves as philanthropists. Like earlier groups, this informal committee thought the word "philanthropy" might better be avoided – the word isn't widely understood and may have very specialized connotations. The message needs to be made simple and inclusive that everyone has a role to play, everyone can give and leave a legacy. The message might be as simple as "leave a legacy" with action steps such as a call for all Americans to create a will with a charitable bequest provision.

Without dwelling on the issues facing nonprofits, the conference should make the point that philanthropy and voluntary action are essential to the fiber of our society. Philanthropy isn't inherently liberal or conservative, but it enhances the public dialogue whatever the point of view.

The role that philanthropy plays in American society is an important point to stress, the working group agreed. Members agreed that our emphasis on this form of support is unique and is an expression of the American spirit. There was considerable discussion about the connection between community and individual giving and individuals and institutional giving. While there were divergent viewpoints, these panelists agreed that we should be able to bridge some of these tensions. For example, individual philanthropists (like the new "venture philanthropists") are more often the risk-takers and are in a better position to act decisively on untested ideas; yet wealthy individuals usually must institutionalize their giving.

While there was agreement that philanthropy should be connected to our larger sense of community, there was some discussion about how best to make this point. Individual giving, one of our guests said, often stems from very personal needs, even self-interested motives, and appeals to community may be too abstract. Yet even highly personal donations tend to reinforce community and volunteering for one cause may lead an individual to see connections to the large issues.

Large donors need special attention according to one suggestion. Bill Gates and Ted Turner deserve some applause – the point to make is that some donors have a unique opportunity to address major problems. Gates, for example, is attempting to do in the digital age what Carnegie did a hundred years ago through bricks and mortar grants for libraries, to make information freely available to the widest public possible. Walter Annenberg is attempting to fix public education and has spent a half a billion dollars on this one cause. We want to encourage thousands of donors to make thousands of small donations toward a big cause, but at the same time we want to challenge the really wealthy to try to solve one big problem or to cure one disease. Other members agreed that this is also part of the American tradition; that no problem is too big for us, and that some individual will eventually step up to the plate to try to solve it.

One of the points that should be made is that Americans believe that they can change things and that they have an obligation to do so. But this applies to ordinary citizens as well as CEOs. The stories that get told at the conference, several advisers argued, should reflect what many average people are doing. We could acknowledge the Ford Motor assembly line worker who donated $1 million or the little boy who collected refundable cans to send a gift to Oklahoma City or the South Carolina school teachers who pooled their funds to create a scholarship program – there are many stories.

Action steps

This working group urged us to think carefully about follow-up and the practical outcomes. Our message and themes can be told through stories and presentations, but if we are to have an impact beyond the conference we must have some call to action. Among the suggestions were resource materials for conference participants and the press. Many people want to do something but do not know how. Just a simple list of resources – where to go to find reliable information or referrals to trustworthy organizations – would be helpful. Web sites and press stories can relay this information. *

As we urge Americans to give and to leave a legacy, a simple strategy would be to recommend or urge everyone to leave a gift in their wills. Information about community foundations as vehicles for giving should be included in the resources. One target audience should be the attorneys and financial advisers who deal with estate planning: if they get the message, they will be in a position to encourage more giving and their professional self-interest will encourage follow-up. [This is a group we can reach through AAFRC.]

In thinking about our next planning steps, the working group suggested we decide whether the conference is primarily educational and motivational or is intended to be an in-depth exploration of structural and policy issues. If we intend to emphasize the latter, we cannot avoid tax issues and such questions as donor intent, the donor-recipient relationship, and the relationship between the public and private sectors. The emphasis on the market at the expense of the public supported sector carries over into any discussion of "venture philanthropy" and any approach to public policy issues will probably lead us back to this impasse. Even a slightly different question – asking which programs are working best today – may lead us straight to an ideological discussion.

Several members thought we should definitely emphasize the next generation of philanthropy. By focusing on the transmission of the tradition, we will carve out a place for religious institutions, for the schools and educators, and for a broad array of nonprofit groups whose own survival and long-term health depend on increasing resources. There is a natural constituency for this kind of conference. But, we shouldn't let the current generations off the hook either: we don't have to wait until the ten trillion dollar transfer of wealth arrives to increase philanthropy.

However, we structure the conference, the working group thought it would be a useful event. They urged us to set a date as soon as possible and get the word out: even in the summer months our target audiences are busy these days. For example, one national organization is planning a meeting of venture philanthropists in Silicon Valley for July 8th.

Raw notes: May 3rd discussion

Set a date as soon as possible. These people are busy.

[Rebecca Anderson] The word "philanthropy" doesn't resonate with the American public. Many people don't know what it means. We need to communicate a message about who the philanthropists are – and help people see themselves as philanthropists.

[Emmett Carson] Three ideas to transmit:

1) Everyone and every generation has a role to play. We can't rest on our laurels or wait for the next set of super-rich. Everybody has a duty to contribute and pay back.

2) Educate the public about the critical role played by philanthropy in our society. No matter what the point of view, private philanthropy enhances dialogue in our democracy.

3) Urge people to create a will that contains a bequest provision. The sad truth is that most people, in all classes of wealth, don't leave anything to good causes.

[Adamson] Philanthropy speaks to who we are as a people and is an expression of the American spirit. Has travelled widely but nothing like our tradition; this is a unique tradition.

[Ridings] Council on Foundations has conducted survey research and finds that the message works best if kept simple. CoF organizing its message around four simple themes:

1) Philanthropy is an American tradition.
2) Philanthropy is essential to the nation.
3) Philanthropy reflects independent action.
4) Philanthropy is good for America.

[Wind] Philanthropy strengthens a sense of community and belonging. The American tradition has a religious dimension that is too often downplayed. Even secular philanthropy is a legacy of this tradition.

[Carson?] Look at the link between individual and institutional giving. Individuals are traditionally the real risk-takers. But even wealthy people tend eventually to institutionalize their giving. Need to recognize that individual giving is not always, maybe not often, motivated by sense of community. Instead, donors are often motivated by a specific, immediate need: their child has a rare disease. Self-interest may dictate first gifts, but giving and volunteering tend to lead to more and wider giving.

[Smith] "Imagine the Future" works for this conference. Need to challenge the big donors to anticipate the challenges of the 21st century, to find solutions to big problems. While he agrees with the democratic aspects of our emphasis on community and everyday giving, need to recognize that some donors have a unique opportunity and that more could step up to the plate if they were challenged in a big enough way. Celebrate the big donors among the very wealthy. Think of the individual donors who are associated with creative solutions to problems: Jim Rouse of Rouse Development who saw poverty situated in inner cities and worked to target redevelopment there; Walter Annenberg who put a half billion dollars into saving public education; etc. Example of Bill Gates: whatever you think of him, he is thinking of his philanthropy on a big scale, attempting to do what Carnegie did for 19th century – to make information available through public libraries – by finding a digital equivalent.

[Carson, Ridings, etc.] But also need to emphasize what average people are doing. Tell their stories, too. Little boy who collected cans to get refunds and give money to Oklahoma City; South Carolina school teachers who gave up their pension money to create a scholarship fund, etc. Council on Foundations has many of these stories. We will get our message out by the stories we tell.

[Morse] Ad council has new director and could be approached for PSAs, etc. *

[Wind, Adamson] Help people find the pathways in their communities. Show people they are the beneficiaries of previous gifts. [Adamson] Success stories: 911 numbers, Big Bird, etc. yellow saftey lines on highways – all grew out of philanthropic support then adopted by public sector.

The public-private partnership idea prompted some intense discussion about difficult issues facing foundations and non-profits generally.

My notes don't show who made these points, but I remember Ralph Smith making some complex points about the relationship as follows: Issue of intermediary institutions. Community/civil society comes together at the intersection of private and public, raises issue of what is the proper role of both the marketplace and the government.

[Morse, others?] Question for foundations: how much maintenance giving do we want to do? Is this really our responsibility?

[Ridings, others] This will get you into a political, ideological debate. Donor-Recipient relations also raise questions about donors' intent, role of professional staff, and payout ratios – all touched upon at American Assembly event. Even asking question about what works will take you where you don't want to go. Tax policy comes into play if we want to stimulate giving by small donors. Hard structural issues facing government vis-à-vis nonprofits.

[Wind] Is this conference primarily motivational or public policy? If our goal is to address youth and the future of giving, don't go to tax policy, etc. – stick to the motivational and civil society themes. Focus on the next generation and address yourselves to churches and religious communities, schools and educators, and nonprofits generally. Natural constituency.

[Carson] but don't let current generation off lightly. We don't have to wait until the baby boomers die to increase philanthropy. Provide some good advice. Because of the sums of money involved, and potential sums, field of philanthropy is now attracting a lot of unscrupulous people. Just a simple list of resources – here's where you can go to find reliable information or people who know this field – would be a big help and would steer would-be donors to honest or disinterested advisers.

Follow-up.

Set a date as soon as possible.
Provide resource list to press.
Target financial advisers, attorneys as well as donors for possible audience: it is in their self-interest to get the word out.

We were also urged to set a date as soon as possible and get word out. Even summer months are busy these days for our target audiences.

Philanthropy Conference
Notes --3rd Advisory Group Meeting
April 22, 1999

Capturing changes in philanthropy. Despite the impressive annual compilations of funding trends among corporations, foundations and total private giving, our third group of advisers warned that the data is imperfect and does not fully capture the changes in behavior among American donors and volunteers. Current data does not capture the giving of ordinary Americans or low-income volunteers well, nor does it differentiate the special roles or concerns of ethnic and minority communities. Despite these limitations, the data is good for large organizations, private foundations, and high-profile individual donors -- the elite of American philanthropy as one participant put it. We need to look beyond the existing data and institutions to try to capture the broad-based changes in American philanthropy, broadly defined as giving both time and money to civic purposes. We need to remember that the economy's strength is responsible for much of the rise in new wealth and increased giving, and that the sheer surge in wealth tends to push down the ratio of giving to the GDP. [A corollary of this, however, is that when the stock market and economy weaken, the surge in giving may reverse directions and leave many non-profits high and dry.]

The Millennium Council's interest in this topic prompted one discussant to paint a broad-brush ccomparison of American giving in 1999 with that of 1899. She detects a shift away from small, close-in organizations, to which individual donors held an intense personal involvement or loyalty, to a mass market and large-scale national organizations. Changes in fund-raising, indeed the growth of the fund-raising industry itself, parallel general changes in American corporate life, where giving is now mediated by workplace giving programs and institutions like the United Way. Finally, both "venture philanthropists" and corporate giving programs tend to stress "outcomes" (as opposed to the intense institutional loyalty of yesterday's donors.) Seen from this long-term perspective, the behavior of American institutional donors has changed and is still moving away from the older charitable organizations and causes.

At the same time research into individual behavior has confirmed several important conclusions. Perhaps the most important is the finding that people who volunteer tend to give more generously than non-volunteers. Involvement in the work of a nonprofit is a key factor in stimulating gifts, and as the experience of fund-raisers testifies, people who are asked personally are more likely to give than those approached only by mailings, advertisements or other impersonal solicitations.

Teaching the tradition: The advisory group urged us to look at the role of philanthropy as a democratic institution. Historically, many groups have participated. Women and minorities contributed time and numbers when they had less control over wealth; indeed for many minority communities, the non-profit voluntary sector was the avenue for achieving power and affecting the larger society. To focus only on those who control wealth would miss the central importance of giving and voluntary action.

At the same time, others argued, there are some interesting changes underway. The wealthiest strata of American society is constantly being renewed, and huge new fortunes are being created that owe nothing to inherited wealth. Women, in particular, will control a greater percentage of the national wealth, and because of longevity, will inherit even more. The entire "boomer" generation, the largest demographic cohort ever, stands collectively to inherit trillions of dollars, and this will mean that hundreds of thousands of Americans will suddenly find themselves disposing of modest wealth. Support groups or informal circles for women philanthropists are among the most interesting new developments and these should be an audience for the conference. We need to spotlight these new donors and identify good role models.

The emphasis on the importance of volunteering and personal experience led one member to suggest that the focus of the conference should be on giving as a form of citizenship. More than one member of the group pointed to the connection between the role of giving and volunteering and support by active citizens of a democratic civil society. Philanthropy, given the broad definition we were urged to use, has been and should continue to be democratic philanthropy.

Policy issues: Government affects the health of this sector in many ways, including not only tax policy but also regulation of charitable behavior and advocacy efforts by the non-profit sector. The government has a responsibility to make better known and better utilize some of the data it collects -- IRS statistics on estate taxes and bequests dates back to 1929 but is poorly known, as one example. The policy issue most likely to affect the size of giving and encourage the broad based democratization of giving concerns the extension of deductions for charitable giving to non-itemizers, a category that includes 75% of the populaton.

Some summary conclusions:

* Philanthropy is (and has long been) practiced by every level of American society.

* American philanthropy is changing rapidly, and demographic changes will mean that it will continue to change dramatically by giving more women and minorities control of greater wealth.

* People learn to give -- and to become active citizens -- more by experiential programs; the young learn habits of civic engagement and giving by doing rather than by formal study. [The best intervention strategy would be to make sure that every child has access to a youth organization before age 10.]

Some models to consider:

National Initiative to Promote the Growth of Philanthropy
Front Porch Initiative/Indianapolis

Chattanooga
Women in Philanthropy

Luisa Kreisberg
Marilyn Smith /CNS
Alan Khazei / City Year

Nick Bollman / Irvine
Carolyn Brody / Winslow
Jill Iscol / Iscol Family
Vanessa Kirsh / New Profit

Philanthropy Conference:
Second Working Group Notes.
April 13, 1999

Definitions. We began by discussing various definitions of "philanthropy." The working group was concerned that we use the term broadly to include volunteering and that we capture the recent changes in giving by new donors. In the new model of "investor-donors" we were told, the donor "does not get separated from the dollars" -- that is, along with the gift, comes personal or organizational involvement.

Conference Rationale. Our working group agreed that there was an opportunity to be seized here. The most recent effort to survey the field failed in many respects to generate new thinking or to capture the implications of changes in the field. Some of the discussants insisted that we should have a sense of urgency about the proposed conference: there is a lot of media interest and interest among potential new donors, coinciding with a growing awareness of the magnitude of the shift in wealth among generations.

A White House conference on philanthropy, according to our guests, should:

* above all, play a leadership role with a strategy for using that leadership.

* influence public opinion and especially educate potential new donors about the responsibilities of wealth and the tremendous opportunity for donors. We should capture "the joy of giving" to use one member's phrase.

* provide recognition to *all* the "faces of philanthropy."

The educational function is important, the group maintained, because there is widespread "philanthropic illiteracy" among the general public and even among influential opinion shapers and leaders. The work of Claude Rosenberg was cited favorably as an example of how good educational work could both increase giving and broaden the notion of who is a philanthropist. Our message should be: your giving can make a difference.

Recognition: Whose stories get told? Many of the new donors associated with "venture philanthropy" and "social entrepreneurship" are quite critical of established foundations and see them as bureaucratic and insular. At the same time there are some "gazelles" in the foundation herd, moving swiftly and gracefully. And, we need to acknowledge new business leadership for its civic engagement -- for example, Jeff Schwartz at Timberland for providing paid released time to employee volunteers or Jim Morgan at Applied Materials for his role in Joint Venture/Silicon Valley. Somehow, we need to balance individuals and organizations, new models with traditional, gifts of time with gifts of money, and so forth. The emphasis should be on spotlighting promising new models and on efforts to teach philanthropic habits to the next generation in family, school, work and social settings.

Notes
First Working Group on the Philanthropy Conference.

Alberta Arthurs/American Assembly
Carolyn Brody/Winslow
James Smith/Gilman Fndtn.

I. Assumptions

Philanthropy:

Is a distinctive American tradition.
Supports civil society and an independent non-profit sector.
Must be taught from generation to generation.

II. Who is the audience?

The working group suggested our audience should be defined as:

Active participants in the field who can make a difference.
The press (who can transmit our message to a wider public and to individual Americans).

We were told we should try to reach younger donors and potential new donors. The ideal audience would include individuals who have the means to make a difference. One suggestion was that we identify and invite all those with net worth over $100 million. But, at the same time, we don't want to make the conference only a rally for the rich. Some speakers and participants should emphasize that the American tradition of giving is broad-based and democratic. The audience should also include individuals who exemplify the diversity of our giving.

III. Conference Themes and Ideas.

Some suggested ideas:

Begin day with film depicting the achievements of philanthropy. Examples: Pew Charitable Trust and the flag or similar efforts to restore Old Ironsides; the Rockefeller Foundation's support for the rescue of Jewish and German refugee intellectuals, etc. [Jim Smith notes that the Ford Foundation paid for/commissioned films on philanthropy for a Council on Foundation meeting in Hawaii two or so years ago. Might contact Michael Selzer at the New School for Social Research.]

It is important to make the point that giving supports the nonprofit sector, but advisers warn that we should stay away entirely from the no-win subject of which fields need money. Focus instead on "new ways of giving" Make it celebratory and deemphasize public policy issues, especially tax policy and minute changes in law. Not worth the effort to focus on small, incremental changes that will only affect philanthropy at the margins.

Four possible topics:

What has been accomplished?
Why should people give?
What are the new trends/what is going on that is innovative, significant?
How can we shape or sustain the best practices?

Themes that need to be stressed:

Explain the symbiotic relationship between private philanthropy and public benefit.
(The conference needs to explain the role the non-profit sector plays in American life and then how philanthropy supports this crucial sector.)

Emphasize the diversity, pluralism of American philanthropy.

Explore the blurring boundaries between nonprofits and forprofits.
Some cautionary notes:

Explain this trend carefully, taking note that it has some disadvantages as well as benefits.
But don't deplore it: this is a train that has left the station.
Unclear legal and regulatory climate: many nonprofits and foundations are looking for guidance.

IV. Follow-up.

We also need to consider what participants leave with, what we announce. Suggestion: end with a challenge from the President. But: don't leave the day ending on a weak appeal that people should just give more. Need some specific ideas: White House Fellows in Philanthropy. A new council on private sector issues? A "Declaration of Giving" with commitments by participants? A successor organization or fund modelled on the old Fund for the Republic -- possibly a Fund for Civil Society? -- to last ten years and dedicate resources to the problem.

Other ideas:

Follow-up might encourage ministers, priests and rabbis to preach on the obligation of giving.
Encourage regional associations of grantmakers (RAGs) to do follow-up conferences.
Parallel sector conferences on culture and philanthropy, environment and philanthropy, etc.

Notes on conversation with Mary Pembroke (Perlin) 6/16/99
NW Giving Project and Social Venture Partners co-founder
Telephone: 206/634-3270.

Mary Pembroke has been a leading figure in Seattle area philanthropy through her work with Microsoft employees and other new donors. Pembroke directed the Microsoft employee giving program and served as an adviser to Bill Gates before leaving the company two years ago. She mentioned four different initiatives with which she is involved:

(1) Along with venture capitalist Paul Brainerd, she was one of the original co-founders of the "venture philanthropy" partnership, **Social Venture Partners** or SVP. Social Venture Partners has been a "tremendous success" she says with 165 donors joining, each pledging a minimum of $5,000 to the common effort.

In addition to SVP, Pembroke cites three other area initiatives of note:

(2) The **Northwest Giving Project** organized by the regional association of grantmakers, the Pacific Northwest Grantmakers Forum (and part of the national initiative to promote philanthropy organized by the Forum of Regional Grantmakers.) Mary Pembroke is actively involved and helped form the local effort because she saw the need for a more systematic effort to educate potential donors, especially as fellow Microsoft employees or other Seattle area entrepreneurs called her for advice.

(3) **Microsoft Alum-Net.** An association of 2,000 former Microsoft employees (from all categories) whose mission is to support "entrepreneurial and philanthropic activities" of the former "Microsofties." Although primarily a social organization, a recent meeting devoted to how to set up foundations (or giving programs at community foundations) attracted 180 attendees.

(4) **Puget Sound Philanthropy Awards**, given in conjunction with National Philanthropy Day. The day we spoke, Pembroke was leaving for a 6 hour meeting with the local organizers – who include the Puget Sound Business Journal and local philanthropic leaders – to talk about selection criteria and 1999 recipients.

In addition, she mentioned several other "donors' circles" in the Seattle area and cited this as a model that is catching on. In particular, she cited the work of ATR, A Territory Resource, a progressive and grass-roots oriented group that also pools money for philanthropic giving, and the Washington Women's Foundation, directed by Colleen Willoughby. [See the recent article on her in *People* magazine, she said.] Finally, she told me a bit about Microsoft's own employee-driven philanthropic giving and suggested I talk to her successor, Emily Heine. In addition to Bill Gates' now substantial giving, the company has long matched employee gifts up to $12,000. (That's not a misprint!) Employees can give to any 501(C)3 in the country and have their gift matched dollar for dollar.

We also spoke about the nature of giving by these new types of donors. Essentially, Pembroke believes that the Northwest lacks a historical tradition of giving and sees itself as a new or young region. She agrees with much of the writing on the new entrepreneurs: they are somewhat alienated from or suspicious of formal philanthropy and mainline foundations, but she qualifies this observation by noting that many of the new donors are just now thinking about how to give – and may well settle into familiar institutional patterns – and she attributes any distrust of foundations and other institutions to a generational attitude rather than business or entrepreneurial backgrounds. The Microsoft alumni are part of the Watergate generation, too, and they grew up distrusting authority and establishments.

I asked about giving preferences and she responded that the priorities are education and children, with all else falling far behind. Despite Paul Brainerd's own focus on environmental causes, the SVP donors and most of the "Microsoft millionaires" do not place the environment (or the arts, for example) very high on their list of priorities. Human services or social welfare issues likewise don't rise very high, although among the SVP group attention to the homeless comes in a distant third behind schools and children.

She characterizes SVP as a sort of United Way for new donors, but it is essentially a pooled fund. The differences (which are substantial of course) are a "higher entry fee" for donors and more demanding criteria for the non-profits that benefit from the pooled funds. She agrees that the venture philanthropist model includes more personal involvement by the donors, an emphasis on rigorous evaluation, and "exacting demands" on management by the nonprofits. In general, however, she thinks this is the wave of the future for nonprofits regardless of the source of donations. We didn't have time to explore this further.

I asked about the Puget Sound Business Journal and the philanthropy awards. Although she is a willing participant – she was leaving for an 8 am meeting that would last for up to six hours – she didn't sound especially enthused about this initiative. Philanthropy Day is especially popular in the Puget Sound area and has strong backing from the local business press – where I picked it up from their web pages – but the event is dominated and organized by the nonprofit recipients. Although sponsored by the PSBJ, the organizing committee is composed largely of development officers from area nonprofits. I would have like to have probed more about the effectiveness of this approach, but time did not permit more questions.

One final note: despite her strong connections to Microsoft, she did not overemphasize its role in the area. But she did tell me that Bill Gates had been strongly supportive of her program all along and that Microsoft continues to be a leader in employee giving. It is also apparent that many – if not most – of the new donors in the Puget Sound area owe their fortunes to their connection to Microsoft.

Beth Brown
Director of Public Policy
Council on Foundations
3/31/99

Beth Brown told me about a COF initiative to make foundations and non-profit work better understood within Washington decision-making circles. The Council hired the Wirthlin polling firm to probe the general climate of opinion concerning philanthropy and public perceptions of foundations within the "influential public" which included in-depth interviews with several dozen lawmakers and key Hill staff on committees concerned with tax legislation and regulation of non-profits. Wirthlin also conducted over 200 telephone interviews with similar Washington-area influentials.

The result probably shouldn't come as a surprise, but most of the interviewees betrayed a great lack of knowledge about the workings of foundations and many did not understand distinctions between grant-makers and the general non-profit community. At the same time, despite some negative perceptions of the foundations as "warehouses of wealth," there was no strong urge to change current legislation.

Policy issues: The COF doesn't think the 5% payout formula is in play, though there are occasional demands that it be increased.

COF is launching its own PR campaign, Communicating Philanthropy, to the same group of opinion leaders. It will be a low-key effort and will focus on helping foundation officials better explain themselves to the public.

Some other useful names at Council: [Telephone= 466-6512]

Karen Green, Director of Family Foundation Services.
Char Mollison, Director, Division of Community Foundations

Beth thinks the most interesting developments within philanthropy are occurring outside the formal, organized sector among the independent and new donors.

Our initiative will be welcomed by the Council if it helps communicate to lawmakers and journalists a sense of the sector's importance and its role in sustaining a thriving nonprofit sector. It will also serve a useful purpose if it can help educate new donors about the tradition and the role of organized foundations.

Notes on Conversation with Jill Iscoll
3/8/99

Jill Iscoll explained that her interest in the WHMC conference on philanthropy stems from two sources: her role as president of a small family foundation and her academic work at Yale and Princeton pursuing a Phd in sociology [with paul Dimaggio] with an emphasis on the study of philanthropy and the non-profit sector. Consequently, she welcomes the initiative and thinks that it could be very useful to the field.

Iscoll sees two very different styles of giving: one, she terms noblesse oblige, is necessary for the relief of immediate needs and suffering; a second style seeks social change and requires a philosophy of social change. In terms of dealing with individual donors, she notes that you can't -- and shouldn't -- try to alter what people care about: each donor or volunteer has specific interests, and you cannot dictate these interests.

Iscoll is somewhat critical of the foundation community, seeing the larger foundations especially as tired and prone to ossification. She believes that some of the issues facing this sector are exactly parallel to those confronting government: questions of evaluation of programs, and changing existing programs when they no longer work, and coordination between many agencies and departments. Foundations have developed their own set of bureaucracies and often pay little attention to the work of their peers.

Dissatisfaction with the slow pace of change within the foundation community may explain the upsurge of interest in "venture philanthropy." While iscoll shares some ideas in common with this movement, and likes the hands-on emphasis that many new donors bring to their work, she notes that the 'venture philanthropists" and "social entrepreneurs" couch their thinking in the framework of the market. This trend also parallels developments in corporate giving, where managers are encouraged to see company giving as one part of an overall strategy and to justify giving in terms of a return on investment to the corporation. But, though they may be useful in some circumstances, market values cannot fully capture either the motives for all donors or the needs of all recipients and the non-profit sector generally.

We discussed the ethic of philanthropy and motives. Ellen Lovell asked if we were in danger of losing the philanthropic motive in America today. We agreed that motives may never have pure and that even the most philanthropic givers may take pleasures in their gifts, but the motivation for many givers does appear to be changing to one more rooted in self-interest. Perhaps our conference can be an occasion to reenergize disinterested giving and can certainly extoll philanthropy as a value. Iscoll suggested that we get an inspiring speaker who can energize an audience and make them see the need for and value of such philanthropy. One of the main purposes of the conference, she said, ought to be to inspire people. {possible speakers: Harvey Cox, Harvard Divinity School]

She also had several useful suggestions about organizing the conference. We need to have one person or speaker exemplify the power of even a small grant or gift can leverage change or accomplish great good by virtue of its being well-thought out. Since the afternoon session is currently conceived as devoted to "best practices," we need to be careful that we have ourselves a clear definition of what "good practices" means and in what field we are focusing our examples.

Notes/Rob Collier interview 2/19/99

Council on Michigan Foundations, a regional association of grantmakers, has 430 members. Administers Kellogg program to stimulate growth of community foundations. Ten years ago Rex Mowbey [check spelling] at Kellogg was eager to expand the comm. fdn.movement; offered challenge grants to Michigan communities to establish comm. fdn. (2-1 matching grant). Number of community foundations grew from 30 to 91.

Mowbey and Kellogg's interest also included a strong desire to teach the next generation about giving and community service. The Kellogg program quickly developed an emphasis on youth training; participating community foundations created Youth Advisory Committees (YACs, pronounced YACKs, staffed, of course, with yackers). High school students take responsibility for directing a fund at the communtiy foundation; YACs first do a needs assessment in their communities and then design a grant program to meet the needs they identify. Access to resources and information sharing is a big issue for most YACs. But many also do mentoring programs for at-risk elementary students, and they have not been afraid to tackle such issues as HIV education and sex education -- in fact, Collier says, they often lead the way and show adults the way to handle a community problem. Although these advisory committees technically do not have the grant-making power, which legally resides in the community foundation, to Collier's knowledge not one of their recommendations has been set aside by the parent foundation. The program's growing popularity is due to its success in solving community problems involving teens -- the kids are great at it once involved.

Kellogg is now looking at a second phase in which school curricular materials would be developed for the full range of K-12 classes. A summer institute for teachers -- not limited to Michigan -- is planned for this summer.

Collier identifies 4 models of youth philanthropy:

1) the community foundation approach he and the CMF direct; this model is the most popular and has spread to 20 states and Canadian provinces.
2) youth philanthropy led by non-profit organizations such as Boys/Girls Club as part of their programming.
3) school-based programs. The Surdna Foundation is providing grants to 20 different sites.
4) Municipal model: city of Oakland, Ca.passed a one-mill tax to create a youth fund directed by youth. Only one to date.

Notes on conversation with Dwight Burlingame re corporate philanthropy.
Burlingame's phone number= 317/274-8490.

Suggests that "philanthropy" is definitely the wrong word to use in connection with corporate giving, but accepts the phrase "corporate citizenship" as useful. Philanthropy is wrong, Burlingame says, because only matching gift and employee volunteering programs are run without an expectation of return to the company.

Ironically, these programs are on the increase: corporate volunteer programs are on the increase because they are popular with employees and boost morale and productivity.

Burlingame also sees a turnaround in the fortunes of corporate giving programs. During the past decade there was a major decline in the number of corporate officials employed in these sections, but now the trend is reversing directions. What happened, B. says, is that corporations found themselves in a catch 22 situation: the new management emphasis on getting returns from giving programs ran into an accountability issue. As corp. contributions staffs were cut, there was no one left to measure the return on company investment; the downsizing conflicted with the simultaneous emphasis on measurement and evaluation of dollars spent.

DB suggested a number of sources for further information:

Jo Anne Scanlan
Corporate Contributions Council
Council on Foundations

Alice Korngold
Business Volunteerism Council
Cleveland

CASE/Council on Advancement and Support of Education.

Hitachi Foundation/Delwin Roy (457-0588)
did an international study of best practices, *Global Corporate Citizenship.*

He also recommends talking with:

Donna J. Wood
Professor of Business Administration
University of Pittsburgh

Archie Carroll
University of Georgia
Athens, GA

Notes on Vanessa Kirsch conversation.
New Profit, inc.

My question: How does "venture philanthropy" differ from other forms of philanthropy?

Kirsch: 1st, current philanthropy doesn't work to get solutions to scale needed. Foundation A creates a model program for city A, Foundation B another good program for city B, but nothing gets done in C and D, etc.

Venture philanthropy intends to get the best ideas and get them up to scale.
Example: Jump Start program. Goal: get every child ready to read by school entry age.

Venture philanthropy sees a marketplace for ideas; seeks measurable results. Venture philantrhopists keep a balance scorecard to assess the health and well-being of non-profit organizations. They insist on accountability in organizations.

Focus groups conducted by New Profit reveals that young philanthropists want results and focus on problem-solving. Interested in working with new start-ups that have ideas and new ways of working; most of the Fortune 400 list of non-profits were founded over a hundred years ago.

Venture philanthropists, like venture capitalists, are in for the long-run. They don't expect quick fixes and 2 year programs to work. Willing to hang in with new groups and grantees.

Mortimer Notes.
Notes on conversation with David Mortimer.
American Assembly

DM thinks we do have an opportunity to do something useful with the proposed WH conference on philanthropy. The American Assembly project which he directed opened but did not resolve some very interesting issues, and left some things unsaid. While there has been a lot of activity in this field -- the Bradley Commission, the Colin Powell Summit on Service, etc. -- much of it has been dominated by vested interests, either the large foundations or ideological groups (as in the case of the Bradley comm.) On the left, Pablo Eisenberg correctly noted that many of these efforts (including the AA conference?) either omitted or underrepresented minorities.

Some of the issues DM suggested we explore:

1) the responsiveness issue: binds smaller foundations with non-profits generally against larger foundations.

2) the payout issue. Foundations also oppose proposals to raise the mandatory pay-out ratio above the current 5% level.

In general, DM argues that you can't discuss philanthropy without discussing the non-profit sector generally. Philanthropy begs the question: giving for what purpose?

Research issues: conversation with Paul Schervish/Boston College Social Welfare Research Institute.

Prof. Schervish, along with his colleague John Havens, is one of the leading experts on individual giving. But Schervish is very critical of the biannual Independent Sector surveys and in particular, he has attacked the oft-repeated claim that the poor give more than the rich.

Schervish thinks much of the popular spin on this issue misses the real point about human behavior when it comes to giving. According to Schervish, generosity and involvement are found in all income categories and that human nature doesn't alter much across income lines. The key to giving, according to Schervish, is connection to community (or to an issue.)

On the specific issue I called about – the relative portion of income given by the poor vis-à-vis the relative percentages given by higher income groups – Schervish explained that the IS survey on which this claim is based is often misinterpreted – including by IS.

The claim, that the poor give more as a percentage of income, is only partially true when you narrow the IS sample only to those who give at all – and among the poorest or lowest income brackets surveyed by IS, the majority give nothing at all. Of the 43% who do give, the portion of income may be as high as 4% -- a figure matched only at the highest ends of the spectrum, where however, giving as a percentage of income has been rising in recent years. (So, even using IS' categories, Schervish says, it's not clear that the poor are more "generous").

The issue is complicated by the limitations of the survey definitions. "Rich" in IS surveys begins and ends at income over $125,000 – a definition that sweeps many middle class couples into the highest category. Schervish thinks that IRS and other data show that the overwhelming majority of really wealthy individuals do typically donate and that the percentage of their income given has been rising to as much as 8-10%.

Another factor is that low income doesn't really mean "poor." Closer investigation of IS's low income donors reveals that many are actually retirees – people who have amassed a lot of assets in many cases but have deliberately (or otherwise) retained only modest income. So, the "low income givers" may not be poor at all.

In general, among givers alone, and not the general population, giving is highest as a percentage of income among the low income donors and the very rich, a U-shaped curve on the graph. The vast middle class may give less because it is hard-pressed with school and family costs, etc.

When I asked him why the myth of the high% poor giver persists, he explains that it is because the data is not simple, the research is too broad, and in general, for ideological or other reasons, it is "just fun to beat up on the rich."

The debate misses the important point that making connections to causes and communities is the key factor across income lines.

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Divider Title: Advisor Letrs Out

May 18, 1999

Ms. Carolyn Brody
Winslow Partners, Ltd.
1300 Connecticut Avenue N.W.
Washington, D.C. 20036

Dear Carolyn:

I want to give you an update on our philanthropy conference and thank you once again for your good advice and willingness to help us with this event. After several weeks of discussions with leaders from the philanthropic community, from nonprofit associations, and academic and other researchers, we are convinced that a conference at the White House could play a useful role in furthering public education about the distinctive, and crucial, role that philanthropy plays in America's civil society.

We realize that this is a very broad subject and one that touches upon a number of important areas such as the health of the nonprofit sector and public policy affecting philanthropic and service organizations. We know, too, that there have been many efforts to examine the role of private foundations and corporate giving. We believe we can make the greatest contribution by focusing our efforts on individual giving and the transmission of our philanthropic tradition to the next generation. We see the purpose of our proposed conference as educational, and we will attempt to find speakers and presenters who will convey the message that American giving is a central part of our tradition and that philanthropy is a form of citizenship that supports crucial work in the private sector and builds community among our diverse population.

We will be back in touch with additional information as our plans progress. While we are making plans for this event, please remember that we have yet to schedule a date, and consequently we would appreciate your discretion in talking about this possible event.

We could use your help now on the following:

* identifying the greatest achievements made possible by philanthropy that will help our audience understand why giving is so important to the health of the nation;
* identifying "heroes" of all backgrounds whose gifts are an example to us all;
* identifying models for efforts to teach philanthropy, especially to the young;
* identifying important research we may have overlooked.

If you have any questions or suggestions, please call Malcolm Richardson at (202) 395-7105 or send a fax to (202) 395-7376 or 395-7383. Email messages can be sent to him at Malcolm_Richardson@who.eop.gov if you prefer.

Again, our sincere thanks for your thoughts and advice.

Sincerely,

Shirley Sagawa Deputy Assistant to the President and Deputy Chief of Staff to the First Lady	Ellen McCulloch-Lovell Deputy Assistant to the President and Advisor to the First Lady for the Millennium Program

X2

Dear :

We want to give you an update on our planning for the forthcoming White House Conference on philanthropy and thank you for the good thinking and cooperation you have already lent us.

First, we have secured a date for the conference, October 21, that will allow us to plan more thoroughly.

This extended planning period means that we will be able to consider several strategies for increasing our outreach and follow-up. For example, we would like to link the conference via satellite downlinks to other sites. Would you, or any of the organizations with which you are affiliated, be willing to organize such a network or serve as a site? Currently, we do not have any funding for this potential component of the conference.

Please continue to think about possible participants and speakers for the event. To ensure that your suggestions get priority and give us sufficient time to talk with potential speakers, we will need these names as soon as possible. Please send names (preferably with addresses and phone numbers) to Malcolm Richardson before July 2.

If you have other thoughts about the conference format or suggestions for background materials, or follow-up activities, please send these to us as well.

Again, our thanks for your interest in this event and your willingness to help us plan what we think will be a very strategic and fruitful conference.

Sincerely,

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Divider Title: Advisor Ltrs In

Affinity Group Bios

Moira S. Shek, Executive Director
Asian American Pacific Islanders in Philanthropy (AAPIP)
225 Bush Street, Suite 580
San Francisco, CA 94104

Moira S. Shek joined Asian Americans and Pacific Islanders in Philanthropy (AAPIP) as the Executive Director in January 1999. She brought to AAPIP 28 years of broad-based and hands-on experiences as a community planner, public funder, program strategist, fund developer and collaborative builder.

Ms. Shek was a private consultant prior to joining AAPIP. Since commencing her consulting practice in 1988, Ms. Shek had worked on multi-sector partnership building, multi-agency collaborative development, strategic planning, program development, fund development, project financing and grants management. Her clients included local and national foundations, community-based and national nonprofit corporations, local, state and federal governments, and institutes of higher education. Representative assignments spanned the areas of affordable housing, community economic development, workforce development, community loan fund, multi-disciplinary family resource center, military base conversion, sustainable community development and community leadership development.

Prior to her consultancy, Ms. Shek was the Executive Director of the San Francisco Mayor's Office of Community Development, directing the allocation and management of $30 million of federal grants and local funds annually for affordable housing, capital development, economic development and human service projects. She also served at the Board of the National Community Development Association and was the Chair of the National Legislative Committee.

Prior to joining the Mayor's Office in 1978, Ms. Shek was the Housing Chief at the San Francisco City Planning Department, managing policies and strategy planning, feasibility studies, housing finance and rehabilitation loan programs and legislative proposals.

Ms. Shek is a long-time volunteer at various community and civic organizations. She is completing her second term as the Chair of the Board of Governors of the YMCA San Francisco and was formerly the (first woman) Chair of the Board of Managers of the Chinatown YMCA. She and her sons were honored by the YMCA San Francisco as 1994 Volunteers of the Year. Ms. Shek serves at the Board of the Pacific Asian American Women Bay Area Coalition and received the Woman Warriors Award in 1994.

Ms. Shek received her Master of Public Policy from the Graduate School of Public Policy at the University of California, Berkeley. She enjoys skiing, hiking and music and she is an ardent learner of Buddhism. She has two grown sons; one is a practicing attorney in San Francisco and the other is attending medical school in New York.

Jeanne Argoff, Ph.D., Executive Director
Disability Funders Network
2529 Kirklyn Street
Falls Church, VA 22043

Dr. Jeanne Argoff is Executive Director of the Disability Funders Network, an affinity group affiliated with the Council on Foundations. She spent 12 years from 1986 to 1998 in increasingly responsible positions with The Dole Foundation for Employment of People with Disabilities in Washington, DC, ranging from Grants Manager to Vice President. For the past six years she has worked with the Council on Foundations, independent funder groups and individual grantmakers to increase knowledge of and attention to disability issues in philanthropy. She coordinated the Funding Partnership for People with Disabilities (a grantmaking collaborative), served on the inclusiveness committee at the Council, is currently a Washington Regional Association of Grantmakers Board Member, and produced a video on disability for grantmakers that is available at all Foundation Center libraries across the country.

Before joining the Dole Foundation, she was involved in research on employment and training issues at the Congressional Office of Technology Assessment and the National Alliance of Business and private research firms in the Washington DC area. She holds a Ph.D. from the National University of Ireland, University College, Dublin.

Christopher M. Cardona (go by "Chris")
Program Director, Hispanics in Philanthropy
2606 Dwight Way
Berkeley, CA 94704-3029
510-649-1690 tel
510-649-1692 fax
hip@crl.com e-mail

Chris Cardona serves as Program Director for Hispanics in Philanthropy, a network of grantmakers that advocates for increased representation of Hispanics on the boards and staffs of foundations, and increased philanthropic investment in Hispanic communities. He is responsible for internal operations and special projects. Prior to joining HIP, he spent a year in Colombia as a Fulbright Scholar, studying a state-run economic development program that attempted to open the Colombian political system to greater participation by poor rural communities. Chris received his B.A. in political science from Williams College, where he was a Ford-Mellon Minority Research Scholar and co-editor of the campus alternative magazine.

Donna Chavis, Executive Director
Native Americans in Philanthropy
PO Drawer 1429
1102 1/2 East Second
Lumberton, NC 28359

Donna Chavis, Executive Director of Native Americans in Philanthropy, an affinity group of the Council on Foundations, resides in Pembroke North Carolina with her husband, Mac Legerton and their three children. Prior to her appointment with Native Americans in Philanthropy she served as the cultural educator/planner for the NC Indian Cultural Center.

Ms. Chavis has a long history in the nonprofit sector including the co-founding of a community based organization in Robeson County North Carolina, the Center for Community Action, with her spouse, Mac Legerton. She currently serves as Chair of the Jessie Smith Noyes Foundation, Co-Chair of the Board of Advisors for the Wildacres Leadership Initiative of the Blumenthal Foundation, Co-Chair of the Council on Foundations Affinity Group Advisory Board, Board Member of the First Image Corporation -- a Transitional Housing Facility of the Robeson Health Care Corporation, and the Board of Directors of the North Carolina ACLU. Previous appointments include Founding Chair of the Southeastern Domestic Violence Center, membership on the Advisory Committee of the Z. Smith Reynolds Foundation, the Board of the NC Rural Economic Development Center, Chair and Director for the North Carolina Center for Nonprofits, Chair and Director for the Fund for Southern Communities, and Director for Robeson Health Care Corporation and Board Member for the National Committee for Responsive Philanthropy. She has served on numerous other boards and committees.

Amanda Eisen, Executive Assistant to the President
Women & Philanthropy
1015 18th St. NW, Suite 202
Washington, DC 20036

Amanda Eisen has been the Executive Assistant to the President of Women & Philanthropy since September 1997. She is responsible for managing the office, coordinating Board meetings and conferences, assisting with development, and maintaining the organization's web site. Amanda's prior non-profit experience includes one year working at the Public Education Network as an Administrative Assistant in the External Relations Division, where she worked on projects including the Annual Conference, web page, strategic alliances, communications, and development. She earned a BA in English from Vassar College in 1996.

Sharon Ramirez, Membership Director
Women's Funding Network
332 Minnesota Street, Suite E-840
St. Paul, MN 55101
651/227-1911 x223
651/227-2213 fax
www.wfnet.org
sramirez@wfnet.org

Sharon Ramirez has been the Membership Director with the Women's Funding Network since February 1996. She oversees WFN membership recruitment, retention, and development, and research on women's funds including financial, management, and grantmaking data gathering and analysis. She also oversees the development and implementation of all membership meetings and conferences, on-line membership services development, and directly provides technical assistance and consultation to members. The part she enjoys most about her work is creating linkages among women's funds and other WFN constituents with various sectors (philanthropic organizations, research and policy organizations, grassroots grantees) in order to catalyze collaborative partnerships for progressive social change within the USA and globally.

As Project Associate for Rainbow Research, Inc., a Minneapolis-based program evaluation consulting organization, Sharon has provided consultation and training to nonprofit, philanthropic, community and government organizations on program evaluation, planning and development in a variety of issue areas including urban neighborhoods and policy; poverty issues; community development; issues of gender, racial and other diversity; community arts; and community capacity building.

Her previous work in philanthropy includes serving as a member of national evaluation teams for the Charles Stewart Mott Foundation's Community Foundation and Neighborhood Small Grants Program; the Ford and MacArthur Foundation Leadership Program for Community Foundations; the Ford Foundation's "Addressing Changing Communities, Diverse Needs" Initiative. She is one of the original members of the Advisory Committee of the Women of Color/Philanthropy Residency Project sponsored by Women and Foundations/Corporate Philanthropy (Minnesota Network). More recently, she worked as part of an independent consulting team to evaluate the St. Paul Foundation's Diversity Endowment Funds, and its Supporting Diversity in Schools Initiative.

Currently, Sharon serves on the board of directors of the Headwaters Fund and is chair of its Capacity Building Committee. She is Co-Chair of the Midwest Chapter of Asian Americans/Pacific Islanders in Philanthropy (AAPIP). Sharon serves on the Asian-Pacific Census 2000 Awareness Committee (in the Twin Cities), is immediate past chair of the Filipino American Women's Network (Minnesota), is a founding member of the Asian-Pacific Policy Roundtable of Minnesota, and was part of the national steering committee that planned and launched the first gathering of the National Asian Pacific

American Women's Forum (in 1996). She has recently been nominated to the board of the National Network of Grantmakers.

Sharon has an M.A. in Public Affairs with concentrations in Community Development and Women and Public Policy from the Humphrey Institute of Public Affairs. In 1990, she was nominated as an "emerging leader" by the Council on Asian Pacific Minnesotans to participate in the inaugural year of the Mondale Public Policy Forum. In 1996, she received the BIHA (Black, Indian, Hispanic, Asian Women in Action) Award of honor for her leadership in the Asian-Pacific American women's communities in Minnesota.

Nancy Cunningham, Executive Director
Working Group on Funding Lesbian and Gay Issues
116 E 16th Street, 7th Floor
New York, NY 10003

Nancy E. Cunningham is founding Executive Director of the Working Group on Funding Lesbian and Gay Issues and the National Lesbian and Gay Community Funding Partnership. Both organizations focus on increasing philanthropic resources (foundation, corporate and individual) for the lesbian, gay, bisexual and transgender communities, and assist these communities in accessing foundation funding.

A long time feminist and community activist, Nancy has served as director of a domestic violence coalition, consultant and organizer on public school reform, and field director for several political campaigns. A past member of the Board of Directors for the Philadelphia Lesbian and Gay Task Force and the Bucks County Women's Fund, she continues to serve on the Women's Fund Allocations Committee. Nancy currently chairs the Zoning Board in her home community of Ringoes, New Jersey.

Joan P. Garner, Co-Director
National Network of Grantmakers
547 Ponce de Leon Ave. , Suite 100
Atlanta, GA 30308-1805
404-874-6703
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joan@nng.org

Joan P. Garner is the Co-Director of the National Network of Grantmakers, an association of individual funders committed to social and economic justice. Ms. Garner has over eight years experience in philanthropy and has provided leadership in funding community grassroots organizations. She joined the Fund for Southern Communities in 1990 as Development Associate responsible for building and coordinating the major fundraising program, and was promoted to Executive Director in 1993.

Ms. Garner is a Washington, D.C. native and an Atlanta resident since 1978. She holds an MA in Organizational Communications from Howard University. Previous positions include Georgia Institute of Technology, Administrative Coordinator, Research Institute; Georgia Pacific Corporation, Shareholder Relations Coordinator; and Phillips College, Department Chair, Travel and Tourism Department.

Ms. Garner has a long-standing record of commitment to community service. Her activities have included, but are not limited to:

Advisor to Atlanta Mayor Maynard Jackson on Gay and Lesbian issues
Advisory Board, Neighborhood Small Grants Program, Metropolitan Atlanta Community Foundation
Founding Board of Directors, Atlanta Lambda Center
Founding Board of Directors, Georgia Task Force on AIDS
Board of Directors, Funding Exchange
Board of Directors, Lambda Legal Defense and Education Fund
Board member, Georgia Shares
Board of Directors, United Way of Atlanta
Board of Trustees, Atlanta-Fulton Public Library and Library Foundation
Board of Directors, Historic District Development Corporation - MLK, Jr. Historic District
Leadership Atlanta, Class of 1997
Recipient, Human Rights Campaign Fund Community Leadership Award
Recipient, National Black Gay and Lesbian Leadership Forum Mable Hampton Award

Paul Leonard Spivey, Vice President
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Biography

Rebecca L. Adamson
President and Founder
First Nations Development Institute

Rebecca Adamson, a Cherokee, is Founder and President of First Nations Development Institute. She has worked directly with grassroots tribal communities, and nationally as an advocate of local tribal issues for over 24 years. Her work established a new field of culturally appropriate, values-driven development which created: the first micro-loan fund in the United States; the first tribal investment model; a national movement for reservation land reform; and legislation that established new standards of accountability regarding federal trust responsibility for Native Americans. In addition, Ms. Adamson launched the only financial instrument whereby mutual fund shareholders and other individual investors can invest in community development loan funds. The Calvert High Social Impact Fund offered October 1992 to date has placed over $5 million in community and micro loan funds throughout the country. Ms. Adamson holds a Master sin Science in Economic Development from New Hampshire College in Manchester, New Hampshire, where she also teaches a graduate course on Indigenous Economics within the Community Economic Development Program. Ms. Adamson is on the Board of Directors for the Calvert Social Investment Fund (the largest socially responsible mutual fund), the Corporation for Enterprise Development, and the Council on Foundations, among others. She was a founding member of Native Americans in Philanthropy. She has served on the President's Council on Sustainable Development/Sustainable Communities Task Force, as an advisor to the International Labor Organization for International Indigenous Rights, and as a consultant for the OECD to Australia on Aboriginal development. She was awarded the 1996 Robert W. Scrivner Award from the Council on Foundations for creative and innovative grantmaking and the National Center for American Indian Enterprise Development's 1996 Jay Silverheels Award. In addition, she was named by Ms. Magazine as one of their seven 'Women of the Year' (1997), and in 1998, she was named as one of the top ten Social Entrepreneurs of the Year by *Who Cares* magazine.

FIRST NATIONS DEVELOPMENT INSTITUTE
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April 30, 1999

Ms. Mary Ellen McGuire
Office of the First Lady
The White House
OEOB RM 101
Washington, D.C. 20500

Dear Ms. McGuire:

Thank you for the invitation to join the Deputy Chief of Staff and others in Monday's planning meeting for the upcoming White House conference on philanthropy. I thought I would take this opportunity to tell you a bit about First Nations Development Institute and our unique and successful approach to philanthropy and grantmaking in Indian Country.

First Nations accepts no federal funding, and never has. It was founded in 1980 to help mobilize the capacity of Native Americans for controlling their own economic assets. With nearly twenty years of success and learning behind us, we are now recognizing that indigenous issues are global issues. Indigenous land rights, managing natural resources, strengthening culture, fostering viable economic development, and building capacity for the control of assets are just a few of the topics we have moved into a global forum. Our First Peoples Worldwide (FPW) office offers the lessons we have learned and our experience in creating solutions locally to a new international audience. I have also included below some brief examples of how philanthropy, the native nonprofit sector, and government can work together to improve the lives of tribal members.

You may be aware that trust fund issues have been receiving heavy media coverage lately. We began our work on trust funds in 1983 when the Saginaw Chippewa Tribe asked First Nations to help them design an investment plan for their $16 million land settlement award. The Bureau of Indian Affairs (BIA) refused to release the Saginaw monies citing the Tribe's lack of investment expertise. Without an inkling of the irony involved, I began to research the BIA office of trust funds management. Well, several investment reports and 18 Government Accounting Office (GAO) studies later it was clear "the BIA was unequivocally in breach of its fiduciary responsibility to Indian people" as noted by Congressman Sydney Yates at the 1989 hearings on tribal trust funds. First Nations formed a trust fund ad hoc committee comprising Sam Goodhope, a former Special Assistant to the Assistant Secretary for Indian Affairs; Nathan Hart, a Native investment advisor; J.D. Colbert, a Native banker, and Elouise Cobell. At the 1989 hearings we had recommended that an oversight committee be established to monitor the BIA. It was not done, so First Nations then hired Ms. Cobell to staff the ad hoc committee. Once the Inter Tribal Monitoring Association was created, she was able to assume its leadership. Three years later the 103rd Congress finally passed the Tribal Trust Fund Reform Act. It was the culmination of ten years of advocacy and the dedicated assistance of such policy makers as the late Congressman Mike Sayner (D-OK), the original champion of Native trust fund issues, and Senator Daniel Inouye (D-HI), who took up the cause after Mike's death. I make this point as a way to illustrate the kind of time it takes to achieve real change in Indian country–and, as the news stories show, still there is work remaining to clean up the mismanagement.

The field of interest among the philanthropic community is wide and varied. Mott Foundation had funded our early direct intervention with the Saginaws. The MacArthur Foundation had funded the major portion of our research and policy work. To build tribal capacity the Surdna Foundation funded a two-year series of tribal trust fund and investment workshops.

Today First Nations has a unique initiative that grew out of our investment training to help tribes create tribal foundations or tribal community foundations. The Saginaw's were the first endowment-like investment model which has led the way for us to work with not just the trust fund tribes but gaming tribes too. Creating tribal foundations is a powerful way to capture their revenues in a vehicle that preserves the principal in perpetuity while providing for the economic and social well being of the tribe.

Another example is the Lakota Fund–the first micro-loan fund in the nation. This was funded by the Ford Foundation. The establishment of this fund also led to two brand new areas of research: the first informal sector study of microenterprises on the reservation and the first reservation flow of funds study, including loan to deposit ratios, that documented the out flow of money to neighboring bordertowns. Once First Nations could document that money was leaving the reservation, we coordinated Community Reinvestment (CRA) policy efforts (which was funded by the MacArthur Foundation) to guarantee that banks were practicing equitable lending to local Native communities. In 1990 Native Action, a Northern Cheyenne nonprofit, used our research methodology to bring a CRA challenge that required the First Interstate Bancsystem of Montana to lend on the reservation. The Department of Justice used some of our findings to file civil charges under the Equal Credit Opportunity Act against Blackpipe State Bank, Martin, S.D., and First National Bank of Gordon (Neb.) in 1993 and 1996 respectively. (Senator Thomas Daschell (D-SD) recently recommended the Lakota Fund director, Elsie Meeks, for appointment to the Presidential Commission on Racism.)

All of these efforts were spearheaded under First Nations Oweesta program, which again was totally funded by foundations. Oweesta was a precursor to the Community Development Financial Intermediary Agency (CDFI). We were working with the full range of reservation financial intermediaries; two microloans, eight revolving loan funds, four credit unions, and three Indian banks. Ten years later, our national Tribes and Bank Lending research documented the borrowing experiences of more than 471 tribes and native groups located in 38 states within the deposit communities of three recent mega bank mergers. Bank of America specifically included Indian Country in their community development banking commitment as a direct result of our work on this effort.

Since our inception, First Nations has achieved a successful history of systemic reform through direct intervention, research and policy. We have not done it alone, but with the welcome assistance of Tribes, Native communities, Indian leadership, progressive foundations, and innovative policy makers. Again, I look forward to meeting everyone on Monday, sharing my ideas, and learning of theirs. Thank you for including me in this exciting group.

Warmest regards,

Rebecca Adamson

Rebecca L. Adamson
President

Enclosures:
- Biography
- *Ford Foundation Report*, "Rebecca Adamson"
- *Who Cares* Magazine, "Social Entrepreneurs of the Year"

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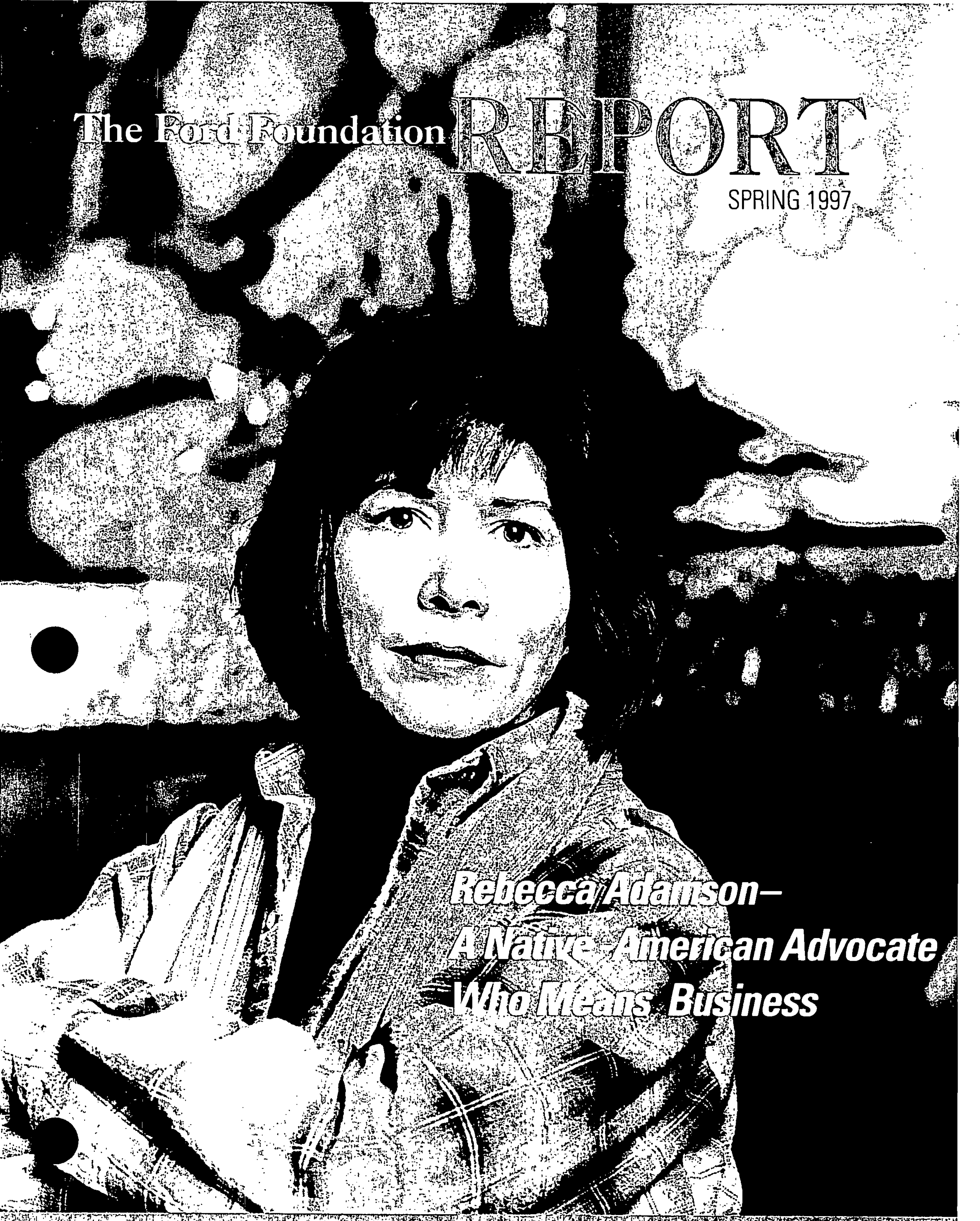

The Ford Foundation REPORT

SPRING 1997

Rebecca Adamson— A Native American Advocate Who Means Business

INSIDE: Work, Welfare, and Where We Go From Here— William Julius Wilson and Samuel Freedman

PROFILE

"Wherever you go across
really listen, you can hear
and the people."

REBECCA ADAMSON

Building entrepreneurship and hope among Native Americans

BY ELENA CABRAL

Rapid City, South Dakota—On a frigid winter morning, Rebecca Adamson revs the engine of her four-wheel drive vehicle, relishing the sound as it shatters the silence blanketing the city. As she drives toward the Pine Ridge reservation, not even subzero temperatures and biting winds can diminish her fascination with the snow-covered Dakota Plains. "Winter brings a stark, brutal beauty to the land out here that just pulls you in," she says. But after a few miles, her mind's eye turns to the spring and she describes in vivid detail the rich hues of green and blue that will soon brighten the landscape. "Wherever you go across Indian country," she says, "if you really listen, you can hear the story of the land and the people."

Here on the Pine Ridge reservation, where 200 Lakota Indians were massacred a century ago at Wounded Knee and where the near-extinction of the buffalo once threatened the end of a people, the story is, in many ways, one of bitter loss that continues to resonate. But it is also a story of the resilience and determination that inspired a young activist years ago.

In her 27-year career as a community organizer and advocate for Native Americans, Adamson has returned again and again to this rugged corner of the country, where poverty is the highest in the nation, to help spur an economic and cultural renewal that is changing lives and strengthening communities. Where others saw desolation, Adamson saw hope.

Born in Akron, Ohio, 47 years ago to a Cherokee mother and a father of Swedish descent, Adamson spent summers as a child in the Smoky Mountains of North Carolina with her maternal grandparents, who introduced her to Indian ways. She first came to Pine Ridge in the early 1970s. After dropping out of the University of Akron and hitchhiking through Indian country, she began working with a movement to help tribes take control of their children's education, which had long been the province of the Bureau of Indian Affairs. Assigned to the Little Wound Elementary School on the reservation, she and others in the movement were determined to reform a system that plucked Indian children from their families, placed them in government-run boarding schools, and forced them to abandon their language and customs. It proved to be a long and contentious effort, and Adamson was arrested three times during protests and demonstrations. Finally, in 1975, Congress passed the Indian Education Self-Determination Act, which gave Indians the legal right to contract for and run their own schools. Considered the most important piece of legislation affecting Native Americans in many years, the law also enabled them to set up a managerial infrastructure that is still used to oversee many other aspects of daily life on the reservations.

Although the new law gave Indian people a measure of educational control, Adamson says, "It became clear that we would not really control anything until we achieved economic independence." Adamson cites the decades of stifling regulation by the Bureau of Indian Affairs and other federal agencies that had denied tribes the right to control their own resources. She recalls the desolate motels and industrial parks that characterized previous attempts to spur economic growth on reservations through large-scale ventures. Since Indians lacked the skills and resources needed to maintain and market them, she says, these projects, though well-intentioned, were destined for failure.

Adamson began to explore the idea

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of creating smaller-scale income-generating projects and applying to them the marketing techniques of the business world. More broadly, she wanted to find a way to move Indians out of debilitating dependency through development projects that were consistent with their culture and values.

With that in mind, in 1980 Adamson founded First Nations Development Institute in Fredericksburg, Va., and took her ideas to major foundations in New York City. At first, she says, her plan to support "culturally appropriate" ventures was met "with amusement" and some skepticism by many in the economic development field. "At best," she says, "even people who liked me referred to it as a development 'boutique,' kind of cute but not part of the serious stuff." But Adamson kept

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knocking on doors until one opened. A $25,000 planning grant from the Ford Foundation first set her dream in motion. In less than a decade, the 'boutique' turned into a shopping mall.

Each year since 1980, First Nations has provided business and technical assistance to some 1,500 tribal groups and individual Native-American entrepreneurs. It operates a $400,000 revolving loan fund and a $7 million grants fund that has made 73 grants affecting more than 225 different tribes in 22 states and American Somoa. First Nations also gives marketing advice and holds an annual conference in which Indian people come together to l[illegible]ow to manage capital and credit a[illegible]plore new business practices. As a national advocate for Native Americans, First Nations has helped several groups, including the Umatilla tribe of Oregon, regain control of tribal lands. It also helped the Saginaw Chippewa of Michigan recover $10 million in trust funds that were tied up in federal red tape.

Among First Nations' earliest triumphs was the creation of the Lakota Fund, the first microenterprise loan fund in the United States. Established in 1985 on the Pine Ridge reservation, the now independent Lakota Fund has made more than 300 loans—totaling more than $1 million—to Indian entrepreneurs ranging from beadwork artisans to video-store owners. Most had never before had access to bank loans or credit.

Although the fund was modeled in part after the Grameen Bank in Bangladesh, Adamson is quick to point out that the project was first and foremost an affirmation of the Lakota people's ability to solve their own problems. According to Robert Friedman, president of the Corporation for Enterprise Development, "The Lakota Fund showed that in what might look like an economic wasteland to an outsider, there were in fact lots of entrepreneurial activities." The Lakota Fund was one of the pioneering programs that helped shape President Clinton's early legislative effort promoting banking and lending to small enterprises in poor communities. There are now some 250 microenterprise loan funds across the United States.

Today Adamson, who earned a master's degree in economic development at New Hampshire College in 1992 and now teaches a course there on indigenous economics, is regarded as a powerful force in both the development and business communities. Says Friedman, "Rebecca has made people listen to a woman in a male-dominated field, to a Native American in a community where there is a longstanding myth that nothing works, and to a non-economist who probably understands the subject better than most economists." She has done all this, adds Friedman, with a sense of humor that has been one of her greatest assets in an immensely difficult line of work. Last year the Council on Foundations gave Adamson its Robert W. Scrivener Award for creative grant making and the Ms. Foundation named her one of its Women of the Year.

Adamson is especially forceful when contradicting conventional thinking about the poor, particularly the view that traditional cultural values are in conflict with modern economic principles. "There is a myth out there that Indian people can't succeed in business because we aren't competitive enough," she says. "The truth is that Indian people have a different view of economic success."

Adamson believes that economies in the 21st century could learn a great deal from the Native-American world view, which values "prosperity of creation," a different way of looking at the balance

between people and nature. "For example," she says, "if you think of energy just in terms of fossil fuels like oil and gas, then yes, we are going to run out of them. But if you consider the ability of humans to create new sources of hydro and solar energy, then all of a sudden you realize that there could be a prosperity of creation that lies within our own ingenuity."

Adamson knows that the country's 2 million Native Americans have a long way to go. According to 1989 statistics of the Bureau of Indian Affairs, only 12 percent earn more than $7,000 annually. Census data in 1990 show unemployment rates of over 50 percent on many reservations, and problems such as alcoholism, drug addiction, and diabetes are rampant.

Just as these ills are linked, Adamson's solutions are broad. "When Rebecca speaks about indigenous economics, she calls it economics with values added," says Gloria Steinem, who profiled Adamson in *Ms. Magazine* last winter. "When she measures success, it's not the bottom line that we're accustomed to. She looks to see if there is less depression, drug addiction, and suicide because people are beginning to feel empowered. She looks to see if the spiritual and cultural values of the group are being preserved and allowed to be part of this advance. It's just a broader and deeper measure of things."

Adamson's vision of economic self-sufficiency is as much about changing attitudes and invigorating the human spirit as it is about banking. "People who have been victims may have the attitude that it was never their fault, so they don't have to take responsibility. That is insidious," she says. "You have to create projects that lock in accountability because the aim is to build a personal efficacy, an 'I-can-do-it' attitude."

First Nations' grant-making vehicle, the Eagle Staff Fund, established in 1993, is designed with these ideas in mind. For example, at the Porcupine Clinic, a community health center on the Pine Ridge reservation, First Nations responded to the clinic's initial proposal for an ambulance with a grant that helped revamp the clinic's financial procedures, which led to a new third-party billing system and a direct-mail fund-raising campaign run jointly with a local public radio station.

© LAKOTA FUND

Robert Hornbeck (right), shown with his sister Connie Two Crow, opened a floral shop and video store on the Pine Ridge Reservation with a small-business loan from the Lakota Fund, one of the first economic development projects started with help from First Nations.

The campaign, which surpassed projections with more than $100,000 raised in the first year, is building a stream of income that will ease the clinic's dependence on foundation grants and help it become more self-sufficient.

The Inter-Tribal Bison Cooperative (ITBC), a group of 40 plains tribes working to restore the buffalo—once a hallmark of the Native American plains culture and economy—is another example of a project that goes beyond a dollars and cents approach. Rejecting the high-tech practices of the modern cattle industry, the cooperative is using the traditions and knowledge of their tribes to raise free-range buffalo with high protein, low-fat meat for the growing health-food market. With support from First Nations, the cooperative is not only providing jobs and financial assets for families and tribes with herds, it is also restoring endangered prairie grass that once fed wild buffalo herds. Tribal land that had been cut up into hundreds of small allotments and leased to non-Indian cattle ranchers has been reunited into a large common range for the use of ITBC members. Communities have also begun to revive Buffalo ceremonies that once helped connect tribal members to each other and to their environment. So far, the cooperative has increased its holdings from 1,500 buffalo to more than 8,000.

"Indian people are natural systems thinkers," Adamson says. "We understand the interrelatedness of problems and can therefore design holistic solutions."

Says Anne Beckett, executive Director of Zuni Publishing, which was launched through a grant from the Eagle Staff Fund and specializes in literature by and about Native American people. "First Nations allows communities to function as they have always functioned by taking tradition and reworking it to be successful in the present. It's a partnership based on two levels of expertise to build something neither could build alone."

Adamson has criss-crossed the United States numerous times. She has worked in all 50 states, advising most of the nation's 234 recognized tribes as well as scores of smaller southwestern pueblos, Alaskan native villages, and non-reservation communities across the country. Today when she visits organizations receiving support from First Nations, Adamson leaves as much information as she takes with her, weaving an ever-wider network of groups to bring tribes closer together and connect them to mainstream foundations and banking institutions.

©SAM MINKLER

A First Nations grant to the Hopi Foundation in Arizona is helping to bring solar-powered electricity to Hopi villages. Project director Debbie Tewa installs photovoltaic panels.

With major changes expected in the country's economic and social policies in the coming years, First Nations, like many organizations, is feeling the pressure to find creative solutions for those who will be hardest hit. Among the ideas Adamson supports is the creation of individual development accounts (IDAs) for low-income families. Under the IDA plan, families would receive tax incentives or matching funds to set up savings accounts, which they could draw upon for such things as education, health, and home ownership. The idea is in keeping with First Nations' approach to promoting economic stability by focusing on building assets, both financial and otherwise. "What moves people out of poverty are assets not income," Adamson says. "Income can change when a company decides to move somewhere else or when an emergency hits a family. The thing that makes the difference is that cushion to fall back on."

"Indian people understand the interrelatedness of problems and can therefore design holistic solutions."

In the past few years, Adamson has broadened the scope of her work to assist indigenous people in other countries who are struggling to hold on to their ancestral lands, develop new systems of self-government, build viable economies, and preserve their cultures. She recently advised aboriginal groups in Australia on how to benefit from the government's use of their culture to market the Olympic games in the year 2000. She notes that corporations in North America have appropriated tribal names like Cherokee, Winnebago, and Oneida, trademarking them for commercial purposes without compensation to the tribes.

Adamson has also been trying to help the Khwe and San people of the Kalahari in southern Africa, who are threatened by the Botswana government with removal from their ancestral lands and transferral to remote settlements.

Gathering a group of like-minded people, including Gloria Steinem, to travel to Botswana in the summer of 1995, Adamson organized an effort to suspend the removal, raising money for Kwhe leaders to travel to the United States and Europe to tell their story. Although the outcome in the Kalahari is still uncertain, says Steinem, "Without Rebecca's actions and hard work, it is more than likely that the forced removal would have happened."

On a recent journey to the Dakotas, Adamson stops at a house she has bought just outside the Badlands National Park, a sprawling stretch of jagged rock and wilderness that seems to embody the "brutal beauty" that draws her to the region and to the people who live there. Near the Black Hills, Adamson visits a small herd of wild buffalo belonging to members of the Inter-Tribal Bison Cooperative. As she approaches the burly creatures, she studies them with a quiet reverence. In them she sees both centuries of a tradition that was nearly wiped out and a vibrant promise for the future. "There's a magnificence to the bison," she says, "in the way they fit the land and can stand there through blizzards and wind and survive." Adamson explains that the Lakota people modeled much of their way of life on the buffalo. "It's the old way," she says. "When you see it, you realize it is all still alive."

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the tool kit for social change

Social Entrepreneurs of the Year

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Social Entrepreneurs of the Year

Who Cares Salutes the Vanguard of Social Change

I don't know about you, but I've been confused about this thing called social entrepreneurship. Not only is it hard to say, it's hard to define. Six months ago, seeking clarity, we at *Who Cares* asked readers to send us the names of their favorite social entrepreneurs in the hopes that we would hear some compelling stories showcasing this new breed of activist in action. We certainly found what we were looking for. But, before you meet our 1998 Social Entrepreneurs of the Year on the following pages, let's step into the classroom for a short theory lesson.

"The term 'entrepreneur' comes from French economics," says J. Gregory Dees, Miriam and Peter Haas Centennial Professor in Public Sevice at Stanford Business School. "In French it means 'someone who undertakes something,' and it was picked up by French economists in the 18th century. Economist Jean Baptiste Say wrote, 'entrepreneurs are economic actors who move resources out of areas of lower productivity into areas of higher productivity.' Then there are a bunch of current folks who've written on it—Peter Drucker focuses on entrepreneurs searching for change, responding to it, exploiting it as an opportunity. Howard Stevenson talks about entrepreneurship as 'the pursuit of opportunity without regard to resources currently controlled.'"

Until recently, "entrepreneur" was a word used only to describe business people with these habits. But, as anyone who's spent a minute in the nonprofit sector knows, taking an entrepreneurial approach is often the only way do-gooders jump over the obstacles standing in the way of positive social change. Hence, the dawn of the social entrepreneur—a social change agent who can make a silk purse out of a sow's ear.

Dees offers the following formal definition of the species: Social entrepreneurs play the role of change agents in the social sector:

- By relentlessly pursuing opportunities to create and sustain social value;
- By applying innovative approaches in their work and their funding;
- By acting boldly without being constrained by the resources currently in hand; and
- By exhibiting a heightened sense of accountability to the various constituencies (communities and investors) they serve, and for the outcomes they create.

That's right: You don't have to run a forprofit business to be considered a social entrepreneur. In fact, Dees points out, "in some areas, earned-income is not very entrepreneurial at all, it's just the normal course of doing things. Think of a theater company that sells tickets, or a university that charges tuition. When people identify the term with starting a business, I think they're making an unfortunate mistake; it dilutes the meaning about finding new ways of doing things, being resourceful, creative, and persistent in putting these new methods into place."

Who Cares' 1998 Social Entrepreneurs of the Year embody Dees' definition to varying degrees. All are entrepreneurs as Jean Baptiste Say defined it: They have demonstrated that they can take inputs of a lesser value—whether they be preteen girls, homeless people, at-risk kids, people with mental retardation, or Native American entrepreneurs—and give them greater value—the skills and opportunities to live a better life.

—Samantha Stainburn, Editor

"Culture is our strength, not this thing that we once in a while practiced."

—*Rebecca Adamson*

Rebecca Adamson

Founder and President, First Nations Development Institute, Fredericksburg, Va.

"I've never been out in the Indian community when I haven't been blown away by genius," says Rebecca Adamson. Adamson, the founder and president of First Nations Development Institute, has spent more than eighteen years helping Native Americans use their genius to become economically and culturally self-sufficient.

First Nations, which Adamson founded in 1980, helps tribes, in the words of its biennial report, "build sound, sustainable reservation economies." It does this by providing money and technical expertise to enterprises that are "reform-minded, culturally suitable and economically doable." In other words, First Nations supports projects that build on assets, like culture and natural resources, already present on the reservations. "Culture is our strength," stresses Adamson, "not this thing that we once in a while practiced."

Adamson conceived the idea for First Nations after Congress finally passed the Indian Education Self-Determination Act in 1975. On the books, the new law granted Native American tribes the control over their kids' schools that they had sought for years. However, Adamson recalls, "we ended up only doing what the federal government said we could do because it was their money [funding the schools]." She realized that true political and educational self-determination required economic independence.

Adamson headed to the Pine Ridge Reservation in South Dakota to research all the different ways that people there make money and discovered 118 small-scale money-making activities, ranging from bronco-breaking to fence-mending. Native Americans don't need ideas, she thought, they just need the dollars and technical expertise to implement those ideas.

To that end, Adamson started the Lakota Fund, the first microenterpise operation in the United States. The Fund loaned small amounts of money to budding entrepreneurs—a woman making star quilts, for example, or a hog farmer—then walked them through the maze of business development. One of Adamson's favorite fund beneficiaries was a guy who ran the Door Store. He didn't sell doors, he fixed tires—but he worked out of a store constructed of used doors.

Like the Door Store entrepreneur, Adamson has always made the most of what she has. A Cherokee raised in Ohio, she cashed her last unemployment check in 1980 to pay for a fundraising trip to New York City. It was rough going at first: People "had rather dim expectations" of Native American business acumen, says Susan Berresford, president of the Ford Foundation. Berresford was instrumental in getting Adamson her first grant, for $25,000. "I was impressed with her... unusual ideas, which were very counterintuitive at the time," she explains.

Eighteen years later, First Nations has a $3 million operating budget and has distributed over $5.8 million in grants. The organization has expanded to include the Eagle Staff Fund, which regrants foundation dollars to Native American organizations, Oweesta, which helps Native Americans access credit and capital, and First Nations Worldwide, which has taken Adamson's philosophy of cultural and economic self-sufficiency to other indigenous peoples.

Adamson's colleagues describe her as an ambassador between Indian Country and the monied world. Fred DuBray, of the Inter-Tribal Bison Cooperative, an organization which reintroduces the buffalo to Native American lands, says her ability to "convey information as to what's taking place out here to her organization and to foundations" is invaluable. It's because she's a "very good listener," explains Marian Quinlan, development director for First Nations. And Adamson measures success not in dollars, but in community impact. "Sense of pride and self-esteem, dignity," says DuBray, "That's the greatest success in the hearts and minds of the people."

—*Rachel Hartigan*

Rebecca Adamson

Founder & President

Rebecca Adamson, a Cherokee, is Founder and President of First Nations Development Institute. She has worked directly with grassroots tribal communities, and nationally as an advocate of local tribal issues for over 24 years. Her work established a new field of culturally appropriate, values-driven development which created: the first reservation-based micro-enterprise loan fund in the United States; the first tribal investment model; a national movement for reservation land reform; and legislation that established new standards of accountability regarding federal trust responsibility for Native Americans. Ms. Adamson is the winner of the Council on Foundation's 1996 Robert W. Scrivner Award for creative and innovative grantmaking and the National Center for American Indian Enterprise Development's 1996 Jay Silverheels Award. Ms. Adamson holds a Masters in Science in Economic Development from New Hampshire College in Manchester, New Hampshire, where she also teaches a graduate course on Indigenous Economics within the Community Economic Development Program. She was a founding member of Native Americans in Philanthropy and Funders Who Fund Native Americans; she currently serves on the President's Council on Sustainable Development/ Sustainable Communities Task Force. Ms. Adamson is on the Board of Directors for the Council on Foundations, Calvert Social Investment Fund (the largest socially responsible mutual fund), the Corporation for Enterprise Development, Independent Sector, the Ms. Foundation for Women and the National Committee for Responsive Philanthropy. She has served as an advisor to the United Nations on Rural Development, U.S. delegate to the United Nations' International

Labor Organization for International Indigenous Rights and advisor to the U.S. Catholic Conference's Campaign for Human Development on strategic planning for economic development. Ms. Adamson was named a Woman of the Year by Ms. Magazine in January 1997 and a Social Entrepreneur of the Year by Who Cares Magazine in 1998.

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back

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+ Hispanics in Philanthropy

CLARA R. APODACA
DIRECTOR OF PROTOCOL

Clara Apodaca is Director of Protocol at the Overseas Private Investment Corporation (OPIC). President Clinton appointed her to the position in October 1998. OPIC is the primary U.S. agency that supports American private sector investment in over 140 countries. She is responsible for implementing procedures on all protocol matters concerning foreign dignitaries and U.S. Ambassadors. She also serves as the liaison to the White House, State Department and embassies.

Prior to her OPIC appointment, Ms. Apodaca served as Senior Advisor to the Assistant Secretary for Management and Chief Financial Officer at the Department of the Treasury from1993 through October 1998.

From 1989-1993, Clara Apodaca served as General Assistant to Chairman Ron Brown at the Democratic National Committee. From 1985-1987, Ms. Apodaca served as Cabinet Secretary for the New Mexico Office of Cultural Affairs where her responsibilities included preserving, presenting and promoting the state's cultural resources. From 1983-1985 she served as Director of Sales and Marketing for the City of Santa Fe.

Her political involvement includes participating in three national campaigns. In 1996 Ms. Apodaca was a volunteer in the Clinton/Gore Re-Elect Campaign organizing the New Mexico Adelante con Clinton/Gore Committee. In 1992, she served as state coordinator for the Clinton/Gore campaign in New Mexico. Immediately following this campaign, Ms. Apodaca was General Assistant to the Chairman of the Presidential Inauguration Committee. In 1988, Ms. Apodaca served as Assistant Deputy National Field Director in the Dukakis Campaign.

Clara Apodaca was First Lady of New Mexico from 1975-1978. Her principle activity as First Lady was promoting the arts in New Mexico. She established the Governor's Art Gallery, a large reception exhibit area dedicated to showcasing New Mexico artists. Georgia O'Keefe, Maria Martinez and R.C. Gorman were among the first artist to dedicate their art to the Gallery.

Clara Apodaca is on the Board of Directors of the Hitachi Foundation, Washington Performing Arts Society, Hispanics in Philanthropy and Chairperson of the National Advisory Board of Cornerstones Community Partnerships in Santa Fe, New Mexico.

She is the mother of five children and has six grandchildren. She resides in Washington, D. C.

United Way of America

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Brief Biographical Information

Betty Stanley Beene
President and CEO
United Way of America

Betty Stanley Beene is the President of United Way of America, the national service and training center of 1,400 member United Ways. In that role, she leads an organization providing services and support to United Ways across the country as they add value to their communities through cost effective fund raising and creative community building initiatives. Together, they raised $3.4 billion in their 1997-98 campaigns, supporting over 44,000 agencies delivering programs and services for millions of people from all walks of life.

Formerly, Ms. Beene was the President and Chief Executive Officer of the United Way of Tri-State, a fund raising organization that worked in collaboration with 30+ local United Ways to serve more than 130 major corporations that operate across the tri-state region of Connecticut, New Jersey and New York. In that position, she gave leadership to the nation's largest United Way campaign that year, with over $96.6 million pledged.

Ms. Beene came to the tri-state area from Houston, Texas, where she began her work in the non-profit sector in the local Girl Scout Council. There she served 15 years, including five years as President, during which she led that Council to become the nation's fastest growing. She was named President of the United Way in Houston in 1984, and led that United Way to double-digit gains in giving in the midst of a regional recession in the late 1980s. She is a past National President of the Association of Girl Scouts Executive Staff, a member of the Young Presidents' Organization and holds the Girl Scouts' highest volunteer honor, the "Thanks Badge."

She holds an undergraduate degree in journalism from Arkansas State University, and an MBA from the University of Houston, and she is a doctoral candidate in human resource development at George Washington University. Currently, she serves as a director of the Center of Strategic and International Studies and is on the Board of Governors of the Wesley Theological Seminary in Washington, DC. She is also on the Board of Governors of American Humanics, Inc. in Kansas City, Missouri.

1/28/99

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Andrea Pamfilis Camp

Andrea is a Senior Fellow at the Institute for Civil Society, a Boston-based think tank and foundation that supports innovative approaches to strengthening communities and civil society. She also is a consultant on communication and legislative strategies. Andrea is the former Senior Legislative Assistant and Press Secretary to Rep. Pat Schroeder and was Schroeder's key staffer on issues affecting women, children, and families, as well as telecommunications and technology issues. Andrea was the Communications Director to the House Select Committee on Children, Youth, and Families and also served as the Executive Director of the Great American Family Tour, an effort by Schroeder, Dr. T. Berry Brazleton, Gary Goldberg, and Diana Meehan to elevate the discussion of family issues in the 1988 presidential campaign.

An Atlanta native, Andrea lives in Baltimore with her husband and two children.

Institute for Civil Society

Institute for Civil Society

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The Institute for Civil Society is a tax-exempt nonprofit organization that seeks and supports innovative, nonpartisan solutions to society's most persistent problems.

Inspired by Eastern European movements that overthrew communism by the sheer force of belief in freedom, ICS holds that joint action by people in communities is more important than the actions of government and business in upholding democracy.

Established in 1995 by Pam Solo, and based in Newton, Massachusetts, ICS focused initially on forging partnerships with grassroots groups to reduce handgun violence and improve the quality of life in Boston. In 1996, it received a $35-million endowment which enabled it to expand its reach, and launched a national New Century/New Solutions project to renew civil society and highlight community perspectives in other parts of the country.

ICS's goal is to forge new relationships between individuals and the larger society, so that people are engaged in activities and institutions that impact their lives; so that businesses act in socially responsible ways; and so that elected officials make policy as if people mattered.

New Century/New Solutions actively encourages creative, nonpartisan approaches to seemingly insurmountable problems by celebrating citizens who are working to strengthen and unify civil society, and by challenging others to join them. It supports creative thinking about serious problems, identifies groups and individuals who are busy creating unconventional, cost-effective programs, and supports them with technical assistance and funding. It also replicates promising programs by linking them to potential collaborators in the business, nonprofit and public sectors, and by helping to make their success stories public.

With the creation of ICS, Solo, who received a 1989 MacArthur Award after leading a campaign to shut down a nuclear facility in Rocky Flats, Colorado, set out to leverage the country's considerable social and economic capital. She does not believe that voter turnouts and volunteerism, often cited as indicators of civic health, tell the whole story. "You also have to look at the sources of non-participation, the obstacles," she says, "the things people would do if the obstacles were removed."

ICS works in four program areas:

Democratic Capitalism
Seeks to bridge the gaps between those who have access to the capital that can make things happen, and those who don't;

Health and Science Policy
Contributes to new ways of thinking about such knotty issues as cloning;

Violence
Works to change the things that make violence possible, and

Culture and Creativity
Identifies ways in which institutions, such as schools, can help to foster innovative thinking.

"We're more like a do tank."

The way ICS goes about its work is unique. "We're not a think tank; we're more like a do tank," Solo says. For example, when it looked like the country was about to embark on a national debate over the morality of cloning, ICS assembled panels of doctors and health advocates to consider the implications for disease research, which led to a more informed debate. To reduce handgun violence in the absence of gun control, ICS supports, among other things, the development of new technologies to make it impossible for a gun to be fired by anyone but its owner. To encourage broader thinking about managed health care, ICS has commissioned a book on policy alternatives.

ICS does not accept unsolicited proposals, but it does actively seek the participation of other funders, who share its concerns and its commitment to the common good.

Withdrawal/Redaction Marker
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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. biography	Re: Jan Cook (partial) (1 page)	05/07/99	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Mary Ellen McGuire (Subject Files)
OA/Box Number: 17350

FOLDER TITLE:

Philanthropy Advisors [binder]

2013-0238-S
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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- **P1 National Security Classified Information [(a)(1) of the PRA]**
- **P2 Relating to the appointment to Federal office [(a)(2) of the PRA]**
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Freedom of Information Act - [5 U.S.C. 552(b)]

- **b(1) National security classified information [(b)(1) of the FOIA]**
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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]**

#6

Jan Cook

[002]

Birth date: P6/(b)(6)
Social Security # P6/(b)(6)

Jan Cook is Chief of Staff to Steve D. Bullock, Acting President of the American Red Cross, one of the world's largest humanitarian and relief organizations. Prior to her current position, Ms. Cook served as speechwriter and communications advisor to Elizabeth Dole, former American Red Cross President, and Norman R. Augustine, Chairman of the American Red Cross Board of Governors.

In addition to her 11-year association with the Red Cross, Ms. Cook has provided communications services to a number of major nonprofit organizations, including the Points of Light Foundation, Common Cause, the U.S. Holocaust Memorial Museum, and Youth for Understanding. She is a former editor with Time-Life Books and a reporter for *The Miami Herald* and for *The St. Petersburg Times*. She edited *Doing the Right Thing*, a biography of Janet Reno published by John Wiley and *Anatomy of the Auschwitz Death Camp* published by Indiana University Press.

* Mott Foundation

Elan Garonzik
Charles Stewart Mott Foundation

Elan Garonzik is a Program Officer for the Civil Society program for the Charles Stewart Mott Foundation in Flint, Michigan. He is handling grantmaking aimed at strengthening the nonprofit sector in the United States and globally.

Gronzik has a rich background in the nonprofit field. Most recently, he was the deputy director of the European Foundation Centre (EFC), a Mott grantee in Brussels, Belgium. While there, he managed two projects: the Orpheus Programme (providing public information on foundations and corporate funders active in Europe) and the Civil Society Project (building the capacities of nonprofit resource centers in Central and Eastern Europe). Garonzik also has served on two subcommittees of the Council on Foundations' International Committee.

The EFC, founded in 1989, is a membership association of 160 private funders. Its mission is to build philanthropy in Europe by promoting foundations and corporate citizenship programs.

Prior to that, Garonzik worked as project director for the grants classification system (1989-1991) and assistant director for publications (1982-1986) at the Foundation Center in New York City. He also has written many articles on the nonprofit sector and philanthropy, for both European and American publications.

He holds an A.A. degree from the American College in Paris, a bachelor's degree from George Washington University in Washington, D.C., and a master's degree from Carnegie-Mellon University in Pittsburgh.

The Mott Foundation, established in 1926, is a private philanthropy committed to supporting projects that promote a just, equitable and sustainable society. It supports nonprofit programs throughout the United States and, on a limited geographic basis, internationally. Grantmaking is focused in four programs: civil society, environment; Flint, Michigan (its home community); and poverty and education. The Foundation, with year-end assets of $1.96 billion (est.), made 461 grants totaling $72 million in 1997.

CHARLES STEWART MOTT FOUNDATION
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The Mott Foundation, founded in Flint, Michigan, in 1926 by a General Motors pioneer, is a private, philanthropic foundation supporting programs for charitable purposes throughout the United States and, on a limited geographic basis, internationally. The mission of the Foundation is to support efforts that promote a just, equitable and sustainable society.

Grantmaking is organized in four programs: Civil Society, Environment, Flint Area and Poverty. In addition, the Foundation maintains the flexibility to investigate new opportunities through Exploratory and Special Projects. These programs, in turn, are divided into focused program areas that serve as the primary arenas for planning and carrying out Foundation grantmaking.

The goal of the Civil Society program is to strengthen citizen and nonprofit sector engagement in support of free and pluralistic democratic societies, with primary geographic focus on the United States, Central/Eastern Europe and Russia, and South Africa. The program is focused in four program areas: Central/Eastern Europe and Russia, South Africa, United States, and Global.

The goal of the Environment program is to support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies, and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world. The program is focused in three program areas: Reform of International Finance and Trade, Conversation of Freshwater Ecosystems in North America, and Special Initiatives. The geographic focus is North America, Western Europe and Japan.

The goal of the Flint Area program is to foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

The goal of the Poverty program is to nurture systemic change, create opportunities that empower people and identify new paradigms for alleviating poverty. The program is focused in five program areas: Building Communities, Expanding Economic Opportunity, Improving Education, Strengthening Families and Cross-Cutting Initiatives. The geographic focus is national.

The goal of the Exploratory and Special Projects program is to support exploratory initiatives and unexpected opportunities that offer opportunities for resolution of significant international and/or national problems or that may or may not lead to a formal program area over time.

The Foundation, with 1998 year-end assets of $2.35 billion, awarded 550 grants totaling $88.2 million in 1998.

THE LEAGUE OF WOMEN VOTERS®
OF THE UNITED STATES

Jane Gruenebaum, Ph.D.

Biography

Dr. Jane Gruenebaum is the Executive Director of the League of Women Voters of the United States (LWVUS) and for the League of Women Voters Education Fund (LWVEF). Both organizations work to increase citizen understanding of major public issues and encourage the informed and active participation of citizens in the democratic process.

As executive director of the League, Dr. Gruenebaum serves as the chief operating officer in accordance with policies established by the Board of Directors (LWVUS) and the Board of Trustees (LWVEF). She is responsible for managing a staff of 50, executing policies and programs, soliciting and cultivating donors, directing grant-funded programs and overseeing a budget of almost $4 million.

Dr. Gruenebaum comes to the League after working as deputy director and senior staff for the Center for Public Policy Education at The Brookings Institution. At Brookings she managed a staff of 30, chaired seminars for corporate and government executives on U.S. political process and policy issues and lectured on U.S. political institutions.

In addition to Brookings, Dr. Gruenebaum's experience includes serving as the executive director at the National Nuclear Weapons Freeze Campaign and as the Director of Public Affairs at the National Abortion Federation. She also has held teaching and consulting positions at institutions such as Columbia University, Sarah Lawrence College and NBC News. Her background includes legislative work for a member of Congress and political work in numerous campaigns.

Also, Dr. Gruenebaum has written on aspects of the American political experience including a chapter in the book *The Power to Govern*, entitled "Women in Politics;" articles in *The Public Manager*; and manuals on civic participation.

Dr. Gruenebaum's exemplary educational history includes a Masters of Science in Politics for the London School of Economics and Political Science, where she passed her final exam in both Russian and English, and a Doctorate in political science and American politics from Columbia University as a President's Fellow.

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2. MR / Shirley / Mary E

Hero blooms in valley

'Repotting' helps nonprofit leader develop vision

BY PETER DELEVETT
Business Journal staff writer

It was a winter day in 1964, a blizzard blowing in Williamstown, Mass., as Peter Hero sat with three Williams College classmates, weighing the kind of decision many college seniors only dream about: whether to accept a spot at Harvard Business School or one at Stanford's Graduate School of Business.

The young Mr. Hero looked out the window at the February snow and said: "I don't know about you guys, but I'm going to California."

It's the kind of pragmatic thinking Mr. Hero has become known for since taking the helm of Community Foundation Silicon Valley in 1989.

"He has a good vision of what can be done in the community," says Cole Wilbur, trustee and former executive director of the David and Lucile Packard Foundation in Los Altos.

Under Mr. Hero's watch, the Community Foundation's assets have grown from $7 million to nearly $300 million, while its staff has tripled from seven to 21.

He modestly refuses much of the credit for that growth. "Anything we've done well has taken the involvement of dozens of people," he says. "Success has many fathers."

One of the primary people to whom Mr. Hero credits his successful tenure is the late Ernie Arbuckle, former dean of Stanford's business school and chairman of Wells Fargo Bank.

It was Mr. Arbuckle who shared with Mr. Hero his theory of "repotting"—that people, like plants, should be repotted every so often to encourage growth.

Mr. Hero took the message to heart a few years after earning his MBA. He'd returned to the East Coast to take an advertising job, then came back to the Bay Area to work as marketing director of Spice Islands Inc., the San Francisco spice company.

Still, something was missing.

"I wanted to bring my interests more in line with how I spent my time," he says. "I'd spent a lot of time working as a volunteer in museums, and I had decided they were among the less well-managed of institutions."

He headed east again and put his business background to work at a Massachusetts art institute. During the same time he entered a Ph.D. program in art history, but the reality of two small children made him rethink his dream.

Back west yet again, he spent a decade as executive director of the Oregon Arts Commission, before returning east to head an arts college in Maine.

Finally, in 1989, Mr. Hero came west once more to become president of Community Foundation. Mr. Arbuckle, then chairman of the foundation, had been trying to woo him for years.

Mr. Hero and his wife, Bonnie, decided the chance to return to Silicon Valley was too good to pass up. "We flew over or drove over the United States quite a few times," Mr. Hero says of his two decades of bicoastal job hopping.

He admits it sometimes feels he's sunk his roots too deeply—into his office floor. The foundation's burgeoning project load keeps him away from his sailboat more often than he'd like.

But it's the excitement of seeing those projects grow that keeps him blooming. "There are a lot more people stepping forward [now] and getting involved in philanthropy," he says.

For proof, he points to the recent financial meltdown at United Way of Santa Clara County and the slew of donors who bailed out the cy.

"I don't think 10 years ago we would have seen that many young entrepreneurs saying, 'Yeah, I'll help.'"

Messrs. Hero and Wilbur both think the increased participation is because of the Community Foundation's role as a facilitator of philanthropy. The charity's war chest is made up of about 400 endowed funds, most of them created by wealthy individuals.

"People are not quite sure where to begin, which agencies are doing the best job, how to measure the results of their investment," Mr. Hero says. "The Community Foundation can provide that bridge role."

Last year the foundation's pooled assets spun off about $20 million in grants to dozens of organizations. Donors back causes ranging from education to neighborhood revitalization to the arts.

Mr. Hero also has found time to help set up community foundations in Germany and the former Czechoslovakia. He's written prolifically on the subject, and spoken about it in Sweden, France and Canada.

He even was invited to serve as an international observer for Slovakia's 1998 national elections.

"He's my hero," says Steve Kirsch, chairman of Infoseek Corp. and a Community Foundation board member. He pauses, reflecting on his unintentional pun, then adds: "That word's appropriate in his case."

Mr. Hero is used to people remarking on his surname. With the exception of a Marine Corps drill instructor who rode him about it, it's never really bothered him.

As for praise such as Mr. Kirsch's, Mr. Hero demurs again. "When people thank me, in effect they're kind of thanking themselves," he says.

Peter Hero

BIO

Title: President
Firm: Community Foundation Silicon Valley
Age: 56
Birthplace: Washington, D.C.
Residence: Palo Alto
Education: Bachelor's degree in American history and literature, Williams College, 1964; MBA, Stanford University, 1966; master's degree in art history, Williams College, 1975
Family: Wife, Bonnie; three grown children

UP CLOSE

Essential business philosophy: Keep the focus on the community.

Best way to keep competitive edge: Flawlessly serve our donors.

Guiding principle: Powerful philanthropy made simple.

Yardstick of success: Silicon Valley's quality of life.

Goal yet to be achieved: Building our endowment to $1 billion.

Word that best describes you: Focused.

Best business decision: Hiring three senior staff members.

Worst business decision: Accepting federal funds for a regional project.

Toughest business decision: Deciding which nonprofit agencies to fund among many first-rate grant proposals.

Most important lesson learned: Stay focused on what is most important.

Happiest day of your professional life: Taking this job in 1989.

Like best about job: The opportunity to help others.

Like least about job: Too few hours in the day.

Pet peeve: Typos of any kind.

Person most interested in meeting: Vaclav Havel.

Mentor: John Gardner, founder of Common Cause (a government watchdog group).

Most influential book: "Regional Advantage," Annalee Saxenian.

Favorite restaurant: Pastis in San Francisco.

Favorite vacation spots: Windward Islands (in the Caribbean).

Favorite way to spend free time: Sailing.

First choice for a new career: Deep-sea archaeologist.

Word that you most overuse: Philanthropy.

Talent you would most like to have: Playing the piano.

What you wanted to do when you were a child: Sail around the world.

Hobbies: Sailing, researching Medieval art.

Automobile: Audi A4.

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THE JOHN D. AND CATHERINE T.

MACARTHUR FOUNDATION

PAUL E. LINGENFELTER

Paul E. Lingenfelter is currently Vice President and heads the Program on Human and Community Development at the John D. and Catherine T. MacArthur Foundation. The Program on Human and Community Development supports integrated approaches to research, policy, and practice in the following areas of focus: Access to Economic Opportunity; Building Community Capacity; and Child and Youth Development. It also includes the Foundation's support of mental health policy and research. Previously he served as Associate Vice President for Planning and Evaluation and Director of Program Related Investments at the Foundation. In his earlier work for the MacArthur Foundation, Lingenfelter was engaged in its international and well as its domestic grantmaking.

Lingenfelter joined the Foundation staff after serving as Deputy Director for Fiscal Affairs for the Illinois Board of Higher Education from 1980 to 1985. From 1968 to 1980 he held other administrative positions with the Board of Higher Education and the University of Michigan. Among other positions at the University of Michigan, he served as Research Associate to the Graduate Dean, with responsibilities for staffing a faculty research grants competition and a University committee on the role of the dissertation in graduate education. Over the years he has been retained as a consultant by the United States Corporation for National Service, the Laidlaw Foundation in Canada, the Education Commission of the States, the New York Board of Regents, and the U.S. Office of Education.

Lingenfelter's educational background includes an A.B. from Wheaton College in Literature, an M.A. from Michigan State University, and a Ph.D. from the University of Michigan in higher education. His graduate work in higher education administration emphasized political science and policy analysis, and he has written numerous policy studies and articles related to his work in higher education and philanthropy.

INDEPENDENT SECTOR

A National Leadership Forum to Encourage Philanthropy, Volunteering, Not-for-Profit Initiative and Citizen Action

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Sara E. Meléndez
President & CEO
INDEPENDENT SECTOR

Sara E. Meléndez is president and CEO of INDEPENDENT SECTOR, a national coalition of nonprofits, foundations, and corporate giving programs working to strengthen giving, volunteering, and not-for-profit initiative in America.

Under Dr. Meléndez's leadership since 1994, INDEPENDENT SECTOR has increased the visibility of the people, organizations, and service of the nonprofit sector; successfully opposed efforts to silence nonprofits' advocacy rights; and promoted collaboration among business, government, and the nonprofit sectors.

Dr. Meléndez has served as a spokesperson on philanthropy and the nonprofit sector for various media, including the New York Times, Washington Post, NPR, NBC News, CNBC, and CNN. She has also testified before Congress on nonprofit issues.

Before assuming the INDEPENDENT SECTOR presidency, her experience included positions as president of the Center for Applied Linguistics, vice provost and dean of arts and humanities at the University of Bridgeport in Connecticut, and director of special minority initiatives at the American Council on Education. She has also served as assistant professor and director of bilingual programs at the University of Hartford in Connecticut.

A native of Puerto Rico, she grew up in Brooklyn, New York. She holds a bachelor's degree in English from Brooklyn College and a doctorate from the Graduate School of Education at Harvard University. She has worked and written extensively on multicultural, diversity and language issues and the importance of education and leadership opportunities for women and minorities in America.

Dr. Meléndez serves as a trustee on the boards of CIVICUS: World Alliance for Citizen Participation, the National Puerto Rican Forum, and Richmond College, the American University in London.

INDEPENDENT SECTOR is a coalition of over 700 organizations including many of the nation's leading foundations, prominent and far-reaching nonprofits of all sizes, and Fortune 500 corporations with strong commitments to community involvement, which represent millions of volunteers, donors, and people served.

Under Dr. Meléndez's leadership, INDEPENDENT SECTOR continues to research and analyze the scope of the nonprofit sector and trends in giving and volunteering; promote a healthy policy and legislative environment for not-for-profit initiative; strengthen accountability and leadership among nonprofit organizations; communicate the value and successes of the American tradition of giving and volunteering; and champion effective collaborations among the business, government, and nonprofit sectors.

GiveFive

* Ford Foundation

PEARSON

Name: Katharine Pearson

Current Assignment: Representative, Nairobi, Kenya

FORD FOUNDATION EXPERIENCE

12/97	Representative, Nairobi, Kenya	Program Division

OTHER MAJOR EXPERIENCE

1985-1997	Founding Director	East Tennessee Foundation
1981-1984	President	Appalshop
1973-1981	Founder and Artistic Director	The Play Group, Inc.

EDUCATION

1972	M.A., Speech and Theater	University of Tennessee
1968	A.B., English	University of Tennessee

OTHER DATA

Member: National Rural LISC Advisory Board; Chairman of the Southeastern Council of Foundations; Vice-Chairman, Council of Foundations International Committee; Women and Foundations/Corporate Philanthropy; National Network of Grantmakers; Winrock International, Board Service.

RAYBIN
ASSOCIATES
Incorporated

Nancy L. Raybin

Nancy L. Raybin, Managing Partner of Raybin Associates, Inc., has over twenty years' experience in fund-raising, strategic planning, and management consulting with philanthropic organizations. She has worked with many gift-supported institutions and guided their efforts to reach out to their constituencies, develop strategic plans, and raise significant annual and capital funds. Under her leadership, the firm has expanded the scope of its work and become known for successfully integrating the various aspects of institutional development.

Before joining the firm in 1987, Ms. Raybin spent eight years with McKinsey & Company working with clients in both the corporate and non-profit sectors on strategic and organizational issues. She began her professional career as an investment banker at Goldman Sachs and her activism as a community organizer in the coal fields of Appalachia, where she established and ran four rural primary-care health clinics.

She currently serves as Chair of the American Association of Fund-Raising Council's Trust for Philanthropy and has been a leader in the publication of the Trust's Giving USA. Ms. Raybin also chaired the 1995 Gurin Forum, leading an effort to examine corporate leadership roles in the philanthropic community. She is a frequent speaker at NSFRE conferences and Fund-Raising Day in New York. As a presenter at CASE District conferences over the past four years, she has explored in-depth the issues which independent educational institutions face in serving their customers, marketing their services, and strengthening their fund-raising programs.

Ms. Raybin holds a Master's Degree in Public and Private Management from Yale University School of Management and a Bachelor of Arts Degree from Vanderbilt University, where she has also served as a Trustee. She lives on a 235-year-old farm near the Chesapeake Bay with her husband, Bill Portlock, a marine biologist, and her two children, Sarah and Nathan.

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Michael Seltzer

Michael Seltzer is well known as a pioneer in the field of nonprofit management and philanthropy.

Michael Seltzer is well known as a pioneer in the field of nonprofit management and philanthropy. Before becoming acting chair of the nonprofit management program at the Milano Graduate School, he served as a program officer for the Ford Foundation, where he was responsible for its efforts to strengthen the nonprofit sector and philanthropy worldwide. In May 1989, he received the first Terry McAdam award from the Nonprofit Management Association for his book, *Securing Your Organization's Future*, which was published by The Foundation Center in 1987. He is a past president of the Nonprofit Management Association and has been active as a consultant to foundations, corporations and nonprofits since 1974. As a consultant, grantmaker, board member, and past executive director, he has a unique vantage point on the nonprofit and philanthropic field. He has written and spoken extensively on how private philanthropy can be more strategic in its grantmaking.

* Asian Americans in Philanthropy

MOIRA S. SHEK

Moira S. Shek brings to Asian Americans/Pacific Islanders in Philanthropy (AAPIP) 28 years of broad-based and hands-on experiences as a community planner, public funder, program strategist, fund developer and collaborative builder.

Since commencing her consulting practice in 1988, Ms. Shek has worked on multi-sector partnership building, multi-agency collaborative development, strategic planning, program developmental fund development, project financing and grants management. Her clients included local and national foundations, community-based and national nonprofit corporations, local, state and federal governments, and institutes of higher education. Representative assignments spanned the areas of affordable housing, community economic development, workforce development, community loan fund, multi-disciplinary family resource center, military base conversion, sustainable community development and community leadership development.

Prior to her consultancy, Ms. Shek was the Executive Director of the San Francisco Mayor's Office of Community Development, directing the allocation and management of $30 million of federal grants and local funds annually for affordable housing, capital development, economic development and human services projects. She also served at the Board of the National Community Development Association and was the Chair of the National Legislative Committee.

Prior to joining the Mayor's Office in 1978, Ms. Shek was the Housing Chief at the San Francisco City Planning Department, managing policies and strategy planning, feasibility studies, housing finance and rehabilitation loan programs and legislative proposals.

Ms. Shek is a long-time volunteer at various community and civic organizations. She is completing her second term as the Chair of the Board of Governors of the YMCA San Francisco and was formerly the (first woman) Chair of the Board of Managers of the Chinatown YMCA. She and her sons were honored by the YMCA San Francisco as 1994 Volunteers of the Year. Ms. Shek serves at the Board of the Pacific Asian American Women Bay Area Coalition and received the Woman Warriors Award in 1994.

Ms. Shek received her Master of Public Policy from the Graduate School of Public Policy at the University of California, Berkeley. She enjoys skiing, hiking and music and she is an ardent learner of Buddhism. She has two grown sons; one is a practicing attorney in San Francisco and the other is attending medical school in New York.

Curriculum Vitae of
The Rev. James P. Wind, Ph.D.

In September 1995, James P. Wind became President of The Alban Institute in Bethesda, Maryland. The Alban Institute is a nonprofit organization serving congregations and denominations across the country and around the world. The Alban Institute engages in research on the practical challenges facing congregations and offers a wide variety of publications and educational programs for lay and clergy leaders.

Prior to coming to The Alban Institute, Dr. Wind served as Program Director, Religion Division, at Lilly Endowment. He directed grant-making efforts related to the Endowment's programs focused on American Congregations, Theological Education and Spiritual Formation of Church Members, and Religion and Public Life.

From 1985-1990, Dr. Wind served as Director of Research and Publications and Senior Associate of the Park Ridge Center for the Study of Health, Faith, and Ethics in Chicago, Illinois, where he directed its overall research program, served as founding editor of its journal, Second Opinion, and edited its Health and Medicine and the Faith Traditions Book Series.

In addition to the work done under Park Ridge Center auspices, he has written three books (The Bible and the University: The Messianic Vision of William Rainey Harper; Places of Worship: Exploring Their History; and Constructing Your Congregation's Story) and co-edited five others (Carriers of Faith: Lessons from Congregational Studies, Clergy Ethics in a Changing Society, New Dimensions in American Religious History, and American Congregations, Volumes 1 and 2). He has also published numerous articles and reviews in a wide variety of journals and magazines.

An ordained minister of the Evangelical Lutheran Church in America, he served as a pastor (full- and part-time) at Grace Lutheran Church, River Forest, Illinois from 1978-90. During those years he also completed his Ph.D. at the Divinity School of the University of Chicago where he worked closely with Martin E. Marty. From 1981 to 1984, Dr. Wind was a Research Associate at the Divinity School's Institute for the Advanced Study of Religion, where he directed a project which evaluated recent efforts to study American congregations.

In 1987 he co-directed a second major research project at the Institute, the Congregational History Project, a multi-year effort involving more than 50 scholars which culminated in the publication in 1994 of two multi-authored volumes from the University of Chicago Press, American Congregations: Volume 1: Portraits of Twelve Religious Communities and American Congregations: Volume 2: New Perspectives in the Study of Congregations. Both research projects were funded by major grants from the Lilly Endowment. In addition to a Ph.D. degree, he holds Master of Divinity and Master of Sacred Theology degrees from Lutheran School of Theology in Chicago.

A member of the Board of Directors of Partners for Sacred Places, a national organization devoted to the preservation of significant church and synagogue buildings, and Chair of the Board of the Children's Chorus of Washington, D.C. Dr. Wind also serves on the Advisory Boards of the Christian Ministry, the Pew Charitable Trusts' Public Religion Project, American Communications Foundation, and Religion Newsweekly, the new PBS weekly news program on religion and ethics which premiered the fall of 1997.

Born in St. Louis, Missouri, he currently resides in Reston, Virginia, with his wife, Kathleen and his two children, Joshua and Rachel.

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THE ALBAN INSTITUTE
CARING ABOUT CONGREGATIONS

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What is the Alban Institute?

Founded in 1974, The Alban Institute works to encourage congregations to be vigorous and faithful so that they may equip the people of God to minister within their faith communities and in the world. To assist those who lead or care for congregations, the Institute gathers, generates, and shares practical knowledge across denominational lines through action research, consulting and training services, publications, and continuing education.

The Alban Institute is an independent nonprofit, nondenominational ministry serving over 37 different denominations. We are a staff of men and women from many denominations who serve or have served congregations as ordained clergy, professional church staff, judicatory executives, or active lay members.

The work of The Alban Institute is supported by revenue from membership dues, programs and services, and donations from friends, members and foundations.

Alban Resources for Congregations ...

Research Program

Alban's ground breaking research into the dynamics and ministry of local congregations is the foundation of all that Alban does. Some Alban firsts — exploration of conflict dynamics in congregations, what makes long pastorates successful, the need for interim ministers, and how conflict is perceived and managed in Asian American and African American churches.

Consulting and Training Services

Alban consultants provide a tailored approach to specific needs within religious organizations. They draw upon their experience in the social sciences and organizational development. Clients include thousands of congregations, judicatories, seminaries, and conference centers throughout the country. Alban consulting and training areas of expertise include:

- Conflict Management
- Clergy Transitions
- Leadership Development
- Assessment and Planning
- Staff Assessment and Team Building

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Membership

Alban offers several membership categories designed to provide resources and benefits to meet the needs of individuals, congregations, and religious institutions.

Publication Program

Alban publishes a minimum of nine books per year and numerous research reports which provide practical help with the challenges and opportunities facing congregations today. Guidelines for authors are available to those interested in submitting manuscripts. Alban also provides a Standing Order program for libraries.

Continuing Education

Alban provides 45 or more workshops each year in areas such as spirituality, church growth, leadership development, conflict management, and congregational systems. Seminars are held at retreat centers or host congregations throughout the country.

Alban continuing education events are well known for their blend of theory and practical applications as well as the diverse mix of participants they draw from all over the country and from many denominations. These workshops encourage experimental learning through leader presentations, small group discussions, and individual assessment.

Making a Difference — A Last Word from Members

" Let me express my thanks to God for the very fine ministry that you and the rest of the Alban Institute provide ..."

"The Institute's visionary and caring staff have been partners and guides with us in a time of great upheaval. I believe that it is safe to say that our work would be seriously impaired, if not impossible, without the presence and the 'products' of The Alban Institute."

"Your articles continually help me to figure out what it means to be the church rather than just come to church."

" ... it amazes me how you can listen, guide, and search out the best ways to help us understand ourselves and our staff."

Want More Information?

The Alban Institute has three different membership categories to suit the diverse needs of our members: individual, congregational, and institutional. To find out more about The Alban Institute, and how you can become a part of our important work, please call us at **1-800-486-1318.**