



Bill Shore

Bill Shore is the founder and executive director of Share Our Strength (SOS), the nation's leading anti-hunger, anti-poverty organization that mobilizes industries and individuals to contribute their talents to fight hunger and poverty. Shore is also chair of Community Wealth Ventures, a for-profit subsidiary of Share Our Strength, that provides consulting services.

Shore founded Share Our Strength in 1984 in response to the Ethiopian famine and renewed concern about hunger in the United States. His vision breaks from traditional fundraising methods because Shore believes it takes more than food to fight hunger, and his formula involves every segment of the community. SOS enlists corporations and professionals – such as chefs, writers, artists, public relations experts and event planners – to help raise millions of dollars annually by holding events such as gourmet dinners, literary benefits and other creative marketing endeavors. Since its founding, SOS has distributed more than \$55 million in grants to more than 1,000 anti-hunger, anti-poverty groups worldwide.

In 1997, Shore launched Community Wealth Ventures, Inc. to provide strategic counsel to corporations, foundations and nonprofit organizations interested in creating community wealth – *resources generated through profitable enterprise to promote social change*.

Shore's experience with corporate relationships led him to be selected as the chair of the task force evaluating private sector commitments for the President's Summit for America's Future, implemented through America's Promise. Shore serves on the board of America's Promise as one of two nonprofit groups represented.

From 1978 through 1987, Shore served on the senatorial and presidential campaign staffs of U.S. Senator Gary Hart (D-Colo.) in a variety of capacities including legislative director and political director. From 1988 to 1991, Shore served as chief of staff for U.S. Senator Robert Kerrey (D-NE) and continues to serve as an informal advisor. His transition from politics to innovative community service and his prescription for community change are documented in his first book *Revolution of the Heart* (Riverhead Press, 1995). Shore's newest book, *The Cathedral Within* (Random House, 1999) profiles a new breed of community leaders who are tapping every sector of society to improve community life.

In 1999, Shore was voted one of *The Nonprofit Times* "Power and Influence Top 50 leaders"; received The James Beard Foundation *D'Artagnan Cervena Who's Who of Food and Beverage in America Award*; and was named *Bon Appetit's Humanitarian of the Year*. In 1995, the Caring Institute honored Shore as one of its top ten caring people of the year and in 1993 *Washingtonian* magazine named Shore *Washingtonian of the Year*. Shore has been a guest lecturer at the John F. Kennedy School of Government at Harvard University and at the Cornell University Hotel School. He frequently contributes articles to newspapers and magazines on issues relating to hunger, poverty and community wealth.

A native of Pittsburgh, Pennsylvania, Shore is 44 years old. He earned his B.A. at the University of Pennsylvania and his law degree from George Washington University in Washington, D.C.

It takes more than food to fight hunger

10/20/99



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ROBERT K. GOODWIN
President and Chief Executive Officer

Robert K. Goodwin has served as President and CEO of the Points of Light Foundation since July 1, 1995. He joined the Foundation in March, 1992 as Executive Vice President and Chief Operating Officer. In that position, he managed every aspect of the Foundation's mission and operations.

Goodwin was instrumental in the development of the 1997 Presidents' Summit for America's Future, which celebrated a commitment to improve the quality of life for this nation's youth. He also created Connect America, a collaborative effort led by the Points of Light Foundation and a diverse group of national and local organizations -- nonprofits, civic associations, local governments, businesses, labor unions, fraternal organizations, news media, etc.-- to engage every American in helping to solve serious social and community problems through volunteering.

Prior to joining the Foundation, Goodwin served as executive director of the U.S. Department of Education's White House Initiative on Historically Black Colleges and Universities (HBCU's). As executive director, he brought together representatives from the Federal government, HBCU's, other institutions of higher education and the private sector to formulate and implement strategies for strengthening the nation's black institutions of higher learning.

Before that, Goodwin was assistant deputy chancellor for external affairs for Texas A&M University. He was responsible for coordinating congressional, legislative, and community outreach activities for the university system. He came to this position after serving as director of public information and then as associate vice president for university relations at Prairie View A&M University.

Earlier in his career, Goodwin was publisher of his family-owned weekly newspaper, the OKLAHOMA EAGLE in Tulsa. While a student, he served as an associate pastor of several churches in Oklahoma and California.

Goodwin received his BA degree from Oral Roberts University in 1970. After completing course work for a MA in Social Psychology at the University of Tulsa, he received a MA in Philosophy (Christian Ethics) from the San Francisco Theological Seminary and did further graduate study at Texas A&M University.

-more-

Goodwin/2

Currently, Goodwin serves on the following boards of directors: Generations United; Independent Sector; Interdenominational Theological Center; National Assembly; National and Community Service Coalition; National Urban Fellows, Inc.; The American Society of Association Executives; The Salvation Army; Washington Center for Internships and Academic Seminars; and Youth for Understanding.

He was selected for three years in a row as one of the 50 most influential people in the nonprofit sector by the NonProfit Times. He received honorary doctorates from LeMoyne Owen College; Ripon College; The University of Maryland-Eastern Shore and The University of Notre Dame. Goodwin and his wife Ruth reside in Fairfax, VA.

August 2000

Markle Foundation

Fax

To: Matthew Nelson **From:** Amy Wolfcale, Markle Public Affairs

Fax: 202-456-6244 **Pages:**

Phone: 202-456-2016 **Date:** 1/10/01

Re: Background information on Markle **CC:** Michelle Thomas, Public Affairs

☒ **Urgent** ☒ **For Review** ☐ **Please Comment** ☐ **Please Reply** ☐ **Please Recycle**

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Dear Matthew:

On attachment, please find a bio of Zoë Baird, President of the Markle Foundation, and also, a profile of the Markle Foundation that appears in the upcoming issue of *Fast Company*. I hope both documents will be helpful in preparing remarks for tomorrow.

Michelle Thomas of my office will phone you in a short while to confirm that you have rec'd this fax, and that there were no transmission problems. Because I will be out of the office this afternoon, I hope you'll feel free to contact Michelle at 212-713-7648 or Barbara Stewart, Assistant to Zoë Baird, at 212-713-7610 if you need additional information.

Thanks!

Amy Wolfcale

Public Affairs, Markle Foundation

MARKLE FOUNDATION

Zoë Baird

Zoë Baird is president of the Markle Foundation, a private philanthropy that works to realize the potential of emerging communications tools to improve people's lives. After joining Markle in 1998, Ms. Baird led an assessment of the foundation's programs and committed Markle to invest up to \$100 million over the next three to five years to help ensure that the Internet and other new media serve public needs.

Under Baird, Markle is working to foster public participation in policy-making, develop interactive media for children, improve health care, and support increased access to technology. Markle's current grantees and partners include ICANN (the Internet Corporation for Assigned Names and Numbers), The Jimmy Carter Center, Common Cause, Oxygen Media, America Online, Internews Network, Thirteen/WNET, the University of Texas, Oxford University, and The Center for Democracy and Technology.

Ms. Baird's career spans business, government and academia. She has been, senior vice president and general counsel at Aetna, Inc., a senior visiting scholar at Yale Law School, counselor and staff executive at General Electric, and a partner in the law firm of O'Melveny & Myers. She was also associate counsel to President Jimmy Carter and attorney in the Office of Legal Counsel of the U.S. Department of Justice. Ms. Baird currently serves on the President's Foreign Intelligence Advisory Board and the International Competition Policy Advisory Committee to the Attorney General. Ms. Baird was President Clinton's initial nominee for Attorney General of the United States.

Ms. Baird founded and chairs Lawyers for Children America, which is concerned with the impact of violence on children. She is a member of the Council on Foreign Relations, the American Law Institute, and serves on the boards of Save the Children, the Mexican American Legal Defense and Education Fund, The Brookings Institution, and Chubb Corporation, among others.

Baird holds a law degree from the University of California at Berkeley's Boalt School of Law, and an undergraduate degree from Berkeley with majors in communications and public policy, and political science. She is married and has two young sons.

MARKLE FOUNDATION

Zoë Baird
President

Zoë Baird

Zoë Baird joined the Markle Foundation in January 1998 as president. Ms. Baird brings with her more than 20 years of experience as a noted lawyer and business executive in both the private and public sectors.

For six years, until the end of 1996, Ms. Baird was Senior Vice President and General Counsel of Aetna, Inc. There she was responsible for all legal and regulatory affairs and a member of the Chairman's management group. During 1997, Ms. Baird was Senior Visiting Scholar and Senior Research Associate at Yale Law School in New Haven, Connecticut, working on governmental and business strategies for dealing with global crime issues and new technologies.

Ms. Baird has held a number of positions in government. She was associate counsel to President Jimmy Carter, attorney/advisor in the Office of Legal Counsel of the U.S. Department of Justice, and law clerk to U.S. District Judge Albert Wollenberg in San Francisco. In 1993, President Clinton appointed her to the President's Foreign Intelligence Advisory Board, on which she still serves, and in 1995 he appointed her to the congressional Commission on the Roles and Capabilities of the U.S. Intelligence Community.

Ms. Baird also presently serves on the International Competition Policy Advisory Committee to the Attorney General and Assistant Attorney General for Antitrust of the U.S. Department of Justice. She was President Clinton's initial nominee for Attorney General of the United States.

In the private sector, she also has worked for General Electric as Counselor and Staff Executive. Previously, she was a partner in the law firm of O'Melveny & Myers, resident in the Washington, D.C. office.

Ms. Baird has served on a number of corporate and non-profit boards of directors. She founded and currently chairs the nonprofit organization Lawyers for Children America, which is concerned with the impact of violence on children. She is a member of the Council on Foreign Relations, the American Law Institute, and on the boards of the Chubb Corporation, the Mexican American Legal Defense and Educational Fund, Save the Children, James A. Baker III Institute for Public Policy, and the Brookings Institution, among others.

Ms. Baird holds a law degree from the University of California at Berkeley's Boalt School of Law, and an undergraduate degree from that university with majors in communications and public policy, and political science. She is married and has two young sons.

FAST FOUNDATION

ZOË BAIRD AND HER COLLEAGUES AT THE MARKLE FOUNDATION HAVE EMBRACED A DARING APPROACH TO THE RISK-AVERSE WORLD OF PHILANTHROPY. FIRST, SPEND SERIOUS MONEY ON SOME OF THE TOUGHEST PROBLEMS IN THE DIGITAL ECONOMY. THEN MAKE LOTS OF SMALL BETS AND ASSEMBLE A NETWORK OF INNOVATORS WHO CAN SUPPORT ONE ANOTHER'S WORK. THE RESULTS HAVE BEEN REMARKABLE—AND CONTROVERSIAL.

By Jennifer Reingold Photographs by Daniela Stallinger



THE OUTSIDE WALLS OF THEIR PRISTINA HEADQUARTERS WERE POKED WITH ARTILLERY-SHELL CRATERS.

INSIDE THE BUILDING, PAUL MEYER AND HIS TWO YOUNG colleagues listened to the sputters of a cheap diesel generator. They knew that those sounds held the key to whether the Internet could return to Kosovo. Power surges had fried their last satellite transmitter, and this Turkish-made generator was the last best hope on that long day back in September 1999. Morale had already been low. Meyer, 30, a former speechwriter for President Clinton, and his two beleaguered partners, Akan Ismaili and Teresa Crawford, had been working nonstop in terrible conditions. "We had announced that we were going to do this system," says Meyer. "It almost got to the point where we didn't want to show our faces."

Out of frustration, Ismaili, a native Kosovar and the technical brains behind the project, defiantly typed in "www.yahoo.com" into his computer. Then he gasped. The page appeared on his screen. The Internet Projekti Kosova (IPKO) was up and running.

"All of us were screaming and dancing around the room," says Crawford, 25, the technical and advocacy director for the Advocacy Project, an organization that uses technology to foster grassroots, civil-society initiatives. The troika had achieved something that no international-relief agency, no high-tech software company, no bent-for-leather military group had accomplished. With a little money and a lot of grit, they had found a way for the war-weary people of Kosovo to reconnect with one another as well as with the world.

Ordinarily, recent graduates of Yale Law School spend more time tinkering with contracts in corporate boardrooms than messing with faulty diesel generators in one of the world's most dangerous places. But Meyer is nothing if not unusual. He has spent the past two years using digital technology to bring together people in desperate straits, getting things done while others were pontificating. Yet Meyer would be the first to admit that his technical creativity would have been impossible without financial support from the suites of New York—namely, from the Markle Foundation. "Markle funded me when I had crazy ideas," says Meyer. "Without that support, I wouldn't have been able to do any of this stuff."

Look closely at the most exciting efforts to link digital technology, public policy, and vexing social problems, and you'll likely see the fingerprints of the Markle Foundation and its president, Zoë Baird. Baird, 48, is the former Aetna senior VP and general counsel who got her first 15 minutes of fame when she was nominated for U.S.



Pristina, 1999

attorney general and then unannounced when she disclosed that she hadn't paid taxes on the salaries of her child's nannies. Markle, a medium-sized foundation (it was established in 1927 and has an endowment of about \$200 million), has long been interested in communications. But Baird, who came on board in 1998, has led a decisive shift to the Internet and its implications.

Markle has defined four main areas of need: interactive media for children; technologies for better health; policies for a networked society; and public engagements through interactive technologies. Current Markle projects include a grant to the Internet Corp. for Assigned Names and Numbers (ICANN) to improve the account-

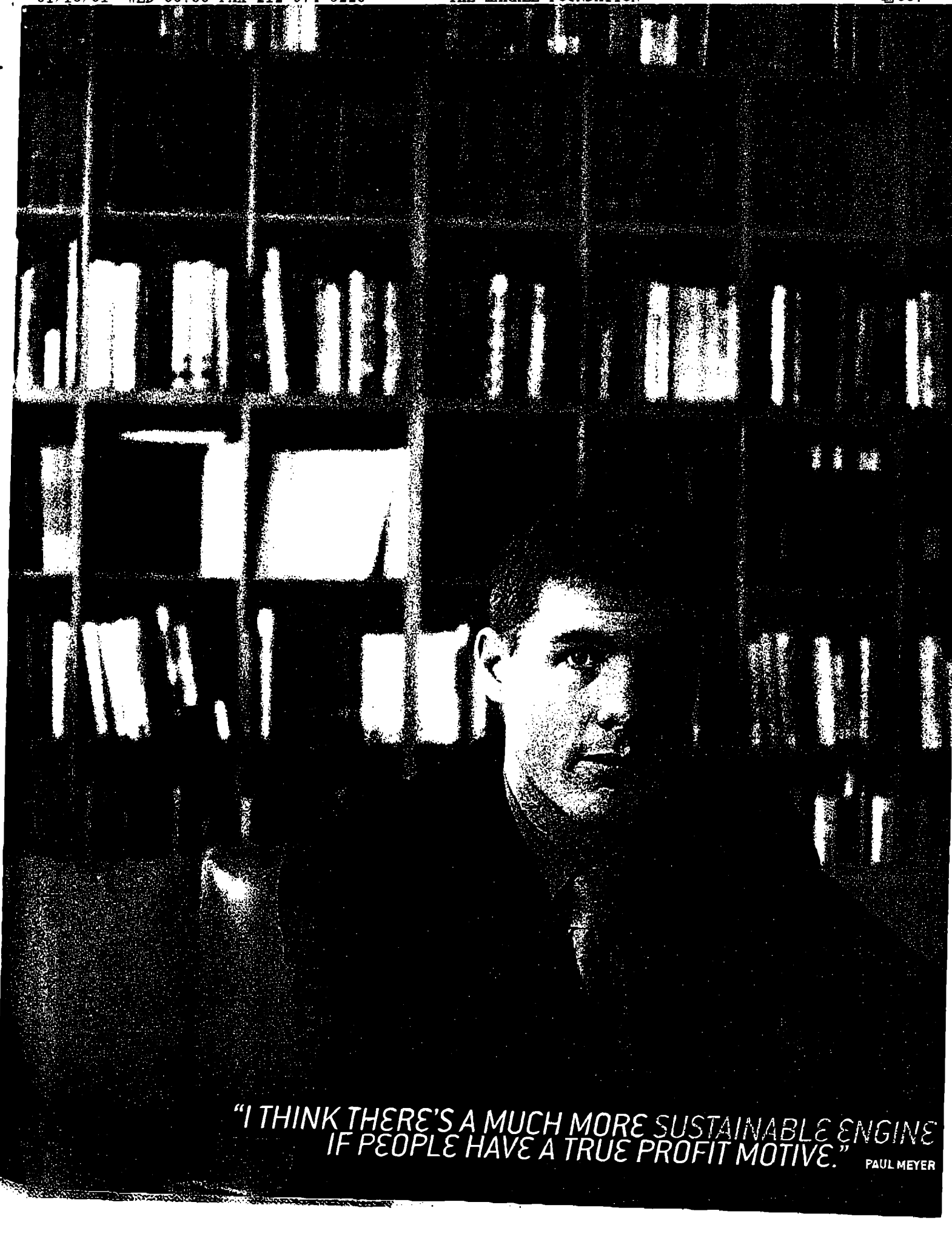
ability of its October Elections and a partnership with IBM and the United Nations Development Programme (UNDP), among others, to help developing countries participate in the information economy. But how Markle works is as interesting as the work that it funds. Baird spends serious money fast. She plans to hand out \$100 million over the next two to four years—far more than is typical for a foundation of Markle's size. "This is a critical time," says Baird. "If we don't build a public voice into technology now, attending to human needs will be much, much harder later. It's the right moment." (See "Foundation for Change," page 132.)

"Zoë is as tough as tacks," says Jerry Berman, executive director of the Washington, DC-based Center for Democracy and Technology, which has worked with Markle. "She is looking at the hard issues at a time when a lot of foundations are doing the squishy stuff."

Indeed, Baird and her colleagues think more like venture capitalists than like traditional foundation executives. Invest just the right amount of money, with just the right people, and big things can happen. "I look at Markle as a place that has intellectual capital and financial capital," says Baird. "We can use money strategically. But don't come to us if you just want money. We're an active partner."

DATABASE OF DESPAIR

Paul Meyer is just the sort of partner that the Markle Foundation is eager to fund. "He is an innovator, the kind of person to help fill our pool of intellectual capital," says Baird. "He sees ways that technology can help with intractable problems. We need to make bets on people like Paul."



*"I THINK THERE'S A MUCH MORE SUSTAINABLE ENGINE
IF PEOPLE HAVE A TRUE PROFIT MOTIVE."*

PAUL MEYER

support from Cisco Systems) will train Kosovars in such technical skills as Web development and network administration.

Although IPKO was originally launched as a nonprofit, Meyer's next project will move him closer to the private sector. "I think there's a much more sustainable engine if people have a true profit motive," he says. "It was only a year ago that we had that first conversation about IPKO. And now it's like we've given birth to something. It's grown far beyond what we'd hoped or imagined. It was so satisfying—and a lot more fun than checking over corporate contracts."

TECHNOLOGY FOR THE (REALLY) MASS MARKET

To understand the mind of Allen Hammond, you have to imagine a world in which Coca-Cola uses its global reach to distribute . . . condoms. Not that Hammond believes that the maker of brown fizzy beverages would actually broaden its product line in that way. But what if it did? "Our condom-availability problem would just disappear," he declares. "I don't know of any developing-country government that can deliver services in a million places at once every day. Coke does that. If we want to solve some of these social problems, one of the best ways we could do it is to hire the right global companies."

Hammond, 57, senior scientist and chief information officer at the World Resources Institute (WRI), an environmental think tank based in Washington, DC, doesn't really expect to merge safe sex and soda pop. As a scientist and an environmentalist, he's most passionate about using advances in digital technology to address pressing issues in the poorest countries. Unlike most policy wonks, however, he thinks that the private sector is best-equipped to address those issues—and can do so to its own advantage. Hence the Coke analogy—and why he spent 18 months putting together a conference called "Creating Digital Dividends," which took place in Seattle last October.

The conference, which was sponsored in part by the Markle Foundation—along with the Bill and Melinda Gates Foundation and others—brought together big-time technology executives such as Jeff Bezos of Amazon.com, Carly Fiorina of Hewlett-Packard (via videotape), and Bill Gates; strategy gurus such as the University of Michigan's C.K. Prahalad; and entrepreneurs with technology-based solutions to development problems. But the event was not your normal parade of egos and platitudes. Hammond's goal was to convince high-tech companies that it is in their interest to treat the digital divide as a business opportunity, rather than merely as a social problem; hence the name of the conference. Hammond wants to

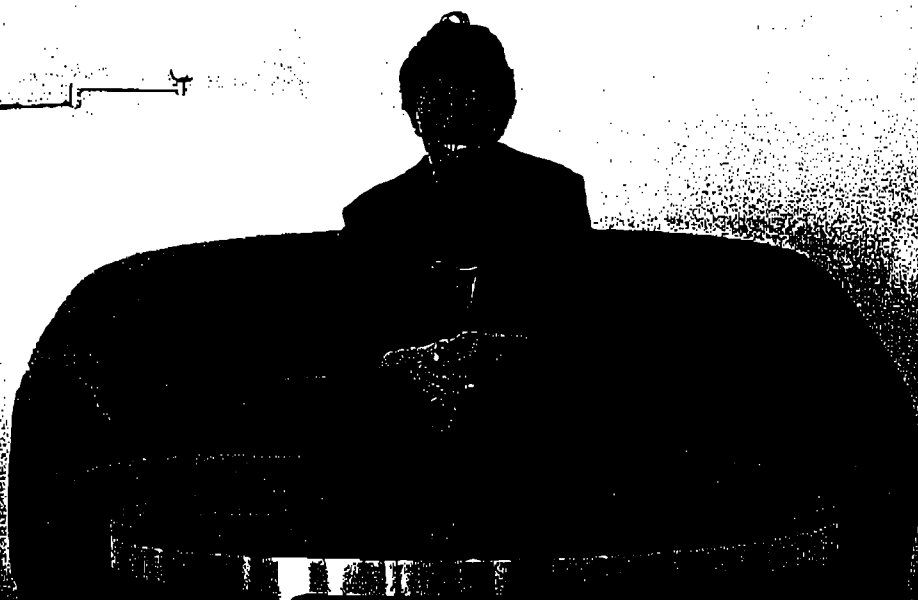
prove that the developing world, contrary to popular opinion, is an enormously underserved market for technology. "If you took the average business executive and said, 'Poor people are an important market for you,' he wouldn't believe it," says Hammond. "Executives have to be shown that these are big markets—that they get to improve their company's bottom line and be a hero at the same time."

Hammond, a Harvard PhD in applied mathematics who grew up in Los Alamos, New Mexico, founded the award-winning magazine *Science 80*. After that magazine closed, Hammond worked as a publishing consultant, then came to the WRI. Although Hammond appears unassuming in person, his agenda is far-reaching. "He is a quiet man with a big vision and, more importantly, he makes things happen in a big way—not through fanfare but through perseverance, persistence, and obvious passion," says Jonathan Campaigne, 57, chairman and founder of Pride Africa, a regional microfinance institution that presented at the conference.

Just listen to Hammond wax rhapsodic on the potential of the MP3 player as a force for social change: "This basically was invented for a market of rich teenagers to download music and walk around with it," he says, digging unsuccessfully through a sheaf of papers for his own device. "The current model costs \$150 and carries an hour's worth of music. So let's envision a world just a year away where we're going to have \$50 devices that can store eight hours' worth of speech. Well, poor villages can afford \$50. So suppose a village bought one of these things and then went to their local NGO to download compressed speech files that provide AIDS information, agricultural information, and so on. Listeners share the player with their neighbors, and then six months later, the village takes it back and downloads a whole new set of files. You would have an affordable information-transmission system that is under the control of the users."

Hammond has scoured the world looking for on-the-ground examples of his businesslike approach to social change. One is TARahaat.com, an Internet startup in India that uses the Web to help create rural marketplaces. TARahaat is a colorful, animated portal (a "haat" is a village market) that can connect villagers to nearly everything that they may need to develop a market or to communicate with the rest of the world. Set up in kiosks to be administered by franchisees, the site enables a sugar-cane farmer to find information about commodity prices, to link directly to large agricultural cooperatives, or to find a place to buy equipment. Spoken information accompanies pictures for users who can't read. The company's profits will come from franchise fees, product sales, and corporate alliances, says founder Ashok Khosla, 60, who points out

"THIS IS AN OPPORTUNITY TO AVOID REPEATING THE MISTAKES
THAT WE MADE WITH CHILDREN'S TELEVISION." ALICE CAHN



that rural India is a market of 750 million people, most of whom have a very high savings rate—some as much as 25% of the family income.

Not every initiative that attracts Hammond's attention comes from the private sector. Another group represented at the conference was Global Forest Watch (GFW), an outgrowth of the WRI that uses digital technology to track the degradation of old-growth forests. GFW is a network of on-site forest-protection groups that are linked to a real-time Web site. Each group receives a digitized satellite map of the forest near them, along with digital-mapping tools. Group members then go to the forest, track how much cutting is being done

compared with what each forest's lease allows, and post the results on the Web—where everyone can see them. For the first time, companies and governments that are cheating can be stopped *before* the forests are cut down. Already, GFW is operating in more than five countries, including Cameroon, where the group discovered that 90% of a protected forest had secretly been leased to be cut—shocking news to the UN and to donor countries that had been paying to protect the forest. That's just the beginning, says Hammond. "It's going to be CNN everywhere, all the time. When I really want to scare a company, I say, 'Imagine a world in which there are two or

three hundred NGOs focusing on your industry.' Think of this as a digital, environmental version of Human Rights Watch."

With the conference over, Hammond is jubilant. "I'm exhausted but delirious," he says. "This helped to get the industry's attention, and we've started a process." Besides working on a follow-up event, Hammond now wants to start an incubator, and he thinks that the WRI has an advantage over traditional VCs in this area because it can translate a nonprofit idea into a business. And look for more partnerships from a man who, like other innovators that Markle has funded, cares more about getting things done than abiding by the old rules. "We're not your grandfather's NGO if we're starting an incubator, operating a global-monitoring network, and helping the leaders of the free market commit themselves to social change."

NEW MEDIA IS CHILD'S PLAY

The Markle Foundation's New York headquarters is austere and minimalist, full of modern doors with no handles and neat offices with sleek furniture. Well, except for where Alice Cahn works. Walk into her office, and, if you're younger than 12, you'll think you've died and gone to heaven. Perched precariously on the window seat is a heap of fuzzy creatures with googly eyes, including Tickle Me Elmo, Cookie Monster, and a couple of Telechubbies. While most foundation bigwigs adorn their

FOUNDATION FOR CHANGE



Zolt Baird, president of the Markle Foundation, has stitched together a web of thinkers and innovators who are wrestling with some of the most vexing problems of the digital economy. Under Baird's leadership, Markle is giving away half of its endowment over the next few years. It also is crossing some once-sacred lines in the foundation world: for example, steering resources to for-profit companies if those companies' products fit Markle's objectives. "Our goal is to pursue the potential of interactive media to improve people's lives," Baird says. "We can use money to be a catalyst."

That's the story of Paul Meyer's Child Connect project to reunite missing children in West African refugee camps with their families. Markle gave Meyer

\$50,000 at the beginning and added more when the effort began to morph into projects in Kosovo. "Everything Paul has done fits perfectly with the Markle approach to projects as the paradigm changes," says Julia Moffett, 32, the foundation's chief strategic officer and a managing director. Although Markle was Meyer's original funder, it wasn't the only one—and that's the way that Markle likes it, says Moffett. "Do we feel proprietary about Paul? No way. We feel like an incubator."

Unlike many foundations, Markle prefers to be part of a team. The power of ideas, Baird and her colleagues believe, is a function of how many people with different approaches you can bring together. "It's a really interesting foundation," says Allen Hammond, chief information officer at the World Resources Institute. "At the core of its coalitions are people who care about making things happen."

Certainly, Baird's strategy is a risky—and controversial—one. Not only is she spending more of the foundation's money than ever, but she's taking chances early, with the full knowledge that some of those projects will fail. Some of Markle's investments, such as \$3.5 million in a partnership with Oxygen Media to create a polling organization on issues of interest to women, could be affected by the dramatic downturn in the financial markets. "Market volatility is part of what we anticipate," says Baird. "Whether we're doing something with a nonprofit or a for-profit, we're in uncharted territory."

offices with framed pictures of themselves hobnobbing with CEOs and cabinet secretaries, Cahn gets fired up by gazing at a glossy of Big Bird.

It's clear that Cahn likes kids. Sometimes she even acts like one, all gangly arms and legs and staccato bursts of laughter, though she's actually 46 years old. Yet when it comes to the business of children and new media, Cahn is as hard-core as they come. "This is a woman who enjoys what she does, who will speak her mind, who knows the seriousness of what the impact of her decisions will be, and who doesn't go through the day with a long face," says Michael Cohen, managing director of Applied Research & Consulting, a market-research and public-policy firm that has worked with Cahn in the past.

Now Cahn has come to the Markle Foundation to head its new Interactive Media for Children program area. Markle has been involved with kids since the late 1960s and was an early funder of *Sesame Street*. As the digital world goes mainstream, Markle wants to play just as pivotal a role in the future. "Our obligation to children requires us to inspire a vision for national media," says Zoë Baird. "There is a whole new opportunity to create interactive content in a way that producers can use it. Alice has an ability to pick winners and an ability to understand how kids might respond."

Cahn hasn't been at Markle for very long (she started last May), but already she's making her presence felt. "For the first time in my career, I'm able to give people money instead of asking for money," she says. "And I'm recognizing that we need to be thinking as an industry in an entirely new way. This is an opportunity to avoid repeating the mistakes that we made with children's television."

It sounds a bit strange to hear Cahn talk about the foibles of children's television, since she's been one of its most prominent players. A Long Island native, Cahn was teaching seventh and eighth grade in the late 1970s when she first realized the power of media to teach. So she went back to school for a master's degree in educational technology. She worked in industrial training before moving to public television, where she became director of children's programming at the Public Broadcasting Service and helped put such hits as *Arthur*, *Teletubbies*, *Where in Time is Carmen Sandiego*, and *Wishbone* on the air. Just before coming to Markle, she spent two years as president of the film, television, and video division of the Children's Television Workshop, home of *Sesame Street*. She has two children: one is 23; the other is 2.

While Cahn thinks that the right kinds of television shows can help children learn, she also believes that TV, as a mass medium, has limitations. "We burdened television with so many agendas that it never really caught on as the educational tool that it has the oppor-

tunity to be," she says. "New media has an opportunity to do something that television never quite accomplished: Offer a seamless blending of education and entertainment." And that's why Cahn has come to Markle. She wants to help the foundation lead the way in figuring out what new media actually does for children. Then she wants to use the foundation's capital as seed funding for products that have the most promise.

For all of the interactive CD-ROMs and Web sites out there, there is little conclusive research on what impact media has on children. That lack of information presents both a problem and an opportunity for Markle, which wants to help create a national research agenda on that topic. Says Cahn: "I don't think that we've scratched the surface as to how helpful technology can be." So she is creating a Web site that will consolidate existing research in a way that enables groups to communicate with one another. The foundation also hosted a conference last October, called "Kids' TV Goes Digital," to bring together people in the online and television businesses to talk about digital media. Markle is also trying to involve parents by getting them to think more about the types of interactive experiences their kids are having. "Parents get a lot of information about what not to let their kids do," Cahn says. "We want to give parents tools to make decisions, rather than to narrow their options."

At the same time, Cahn is getting ready to award grants for new interactive toys and programs that she feels are going to help kids have fun learning. What's most critical, she says, is that the ability of digital technology to personalize a child's experience be handled in the right way. Although a host of products claim to create a custom experience for users, Cahn doesn't think that anyone has unlocked the secret. "That's what changes the creative process," she says, banging the table for emphasis. "Let's say you're a writer of children's material. If you're crafting a narrative, and you're building characters, and you have a message and a story that you want to tell, what does it do to your development process if you know that 7-year-olds have the opportunity to change that story, maybe based on their own inquiry and their own interests and their own needs?"

Whatever Cahn does decide to fund, don't expect her to write a check and go away. "We're annoyingly involved in our people's projects," Cahn says. Annoying for some, perhaps—but lots of fun for a woman to whom work is really play—and for a foundation whose work is to make a difference fast. ★

JENNIFER REINGOLD (JREINGOLD@FASTCOMPANY.COM) IS A FAST COMPANY SENIOR WRITER BASED IN NEW YORK. CONTACT ALICE CAHN (ACAHN@MARKLE.ORG), ALLEN HAMMOND (ALLEN@WNL.ORG), PAUL MEYER (PAUL@PKL.ORG), OR JULIA MOFFETT (JMOFFETT@MARKLE.ORG) BY EMAIL. LEARN MORE ABOUT THE MARKLE FOUNDATION ON THE WEB (WWW.MARKLE.ORG).

THE WHITE HOUSE
WASHINGTON

January 8, 2001

Ms. Jacqueline Novogratz
Manager, Special Projects
Rockefeller Foundation Financial Workshop Program
420 5th Avenue
New York, NY 10018

Dear Jacqueline:

On behalf of the White House, we are writing to invite you to participate in a conference on Partnerships in Philanthropy, focusing on innovative partnerships among federal agencies, nonprofit organizations, and independent, family and corporate foundations. The Conference, which is being organized by the Office of the First Lady, the White House Millennium Council, and the White House Domestic Policy Council, will be held Thursday, January 11, 2001, from 9:30 am to 4 pm, to be followed by a reception. The conference will take place at the United States Chamber of Commerce, 1615 H St. NW, Washington, DC and is sponsored by the National Endowment for the Humanities and the National Trust for the Humanities with support from Merrill Lynch Nonprofit Financial Services, the Iscol Family Foundation, and the Center for Corporate Citizenship of the United States Chamber of Commerce.

The conference will explore the findings of the report of the President's Task Force on Nonprofits and Government, found on our website at www.whitehouse.gov/Initiatives/Millennium/Philan/html/index.html. In addition, the conference will explore innovative partnerships among funders, and will feature remarks by keynote speaker First Lady Hillary Rodham Clinton. A more detailed draft agenda is enclosed.

We would like you to participate in the third panel. We hope you will share information about innovative projects you have been involved with and how they have benefited from a collaborative approach. Because the program is so tight, all speakers are being asked to limit their opening remarks to three minutes. Opening remarks will be followed by a moderated discussion among the panelists, and then with the audience, giving you the opportunity to extend your remarks.

We would appreciate it if you could provide a brief biography, your name and title as it should appear on the program, and contact information, including a phone number where you can be reached the evening of the January 10th. We would also appreciate a draft or outline of your opening remarks, or the three main points you intend to make, so we may cover a lot of material in a short time without excessive duplication. You may submit this information via email to Shirley_S._Sagawa@who.eop.gov, or by fax to (202) 456-6244.

We look forward to seeing you on the 11th. If you have questions, please contact one of us, or Malcolm Richardson of the White House Millennium Council at (202) 395-7105. Thank you for your participation.

Sincerely,



Shirley Sagawa
Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady



Ellen Lovell
Deputy Assistant to the President and
Director of the White House
Millennium Council

THE WHITE HOUSE

WASHINGTON
January 8, 2001

Mr. David Eisner
Vice President, Corporate Relations
AOL Inc.
22000 AOL Way
Dulles, VA 20166-9322

Dear David:

On behalf of the White House, we are writing to invite you to participate in a conference on Partnerships in Philanthropy, focusing on innovative partnerships among federal agencies, nonprofit organizations, and independent, family and corporate foundations. The Conference, which is being organized by the Office of the First Lady, the White House Millennium Council, and the White House Domestic Policy Council, will be held Thursday, January 11, 2001, from 9:30 am to 4 pm, to be followed by a reception. The conference will take place at the United States Chamber of Commerce, 1615 H St. NW, Washington, DC and is sponsored by the National Endowment for the Humanities and the National Trust for the Humanities with support from Merrill Lynch Nonprofit Financial Services, the Iscol Family Foundation, and the Center for Corporate Citizenship of the United States Chamber of Commerce.

The conference will explore the findings of the report of the President's Task Force on Nonprofits and Government, found on our website at www.whitehouse.gov/Initiatives/Millennium/Philan/html/index.html. In addition, the conference will explore innovative partnerships among funders, and will feature remarks by keynote speaker First Lady Hillary Rodham Clinton. A more detailed draft agenda is enclosed.

We would like you to participate in the third panel. We hope you will share information about the Youth Giving Project and Power Up, and discuss the ways that these projects are innovative and benefit from a collaborative approach. Because the program is so tight, all speakers are being asked to limit their opening remarks to three minutes. Opening remarks will be followed by a moderated discussion among the panelists, and then with the audience, giving you the opportunity to extend your remarks.

We would appreciate it if you could provide a brief biography, your name and title as it should appear on the program. We would also appreciate a draft or outline of your opening remarks, or the three main points you intend to make, so we may cover a lot of material in a short time without excessive duplication. You may submit this information via email to Shirley_S._Sagawa@who.eop.gov, or by fax to (202) 456-6244.

We look forward to seeing you on the 11th. If you have questions, please contact one of us, or Malcolm Richardson of the White House Millennium Council at (202) 395-7105. Thank you for your participation.

Sincerely,



Shirley Sagawa
Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady



Ellen Lovell
Deputy Assistant to the President and
Director of the White House
Millennium Council

THE WHITE HOUSE

WASHINGTON

January 8, 2001

Mr. Jim Pitofsky
CEO
SeaChange
215 Leidesdorff Alley
4th Floor
San Francisco, CA 94111

Dear Jim:

On behalf of the White House, we are writing to invite you to participate in a conference on Partnerships in Philanthropy, focusing on innovative partnerships among federal agencies, nonprofit organizations, and independent, family and corporate foundations. The Conference, which is being organized by the Office of the First Lady, the White House Millennium Council, and the White House Domestic Policy Council, will be held Thursday, January 11, 2001, from 9:30 am to 4 pm, to be followed by a reception. The conference will take place at the United States Chamber of Commerce, 1615 H St. NW, Washington, DC and is sponsored by the National Endowment for the Humanities and the National Trust for the Humanities with support from Merrill Lynch Nonprofit Financial Services, the Iscol Family Foundation, and the Center for Corporate Citizenship of the United States Chamber of Commerce.

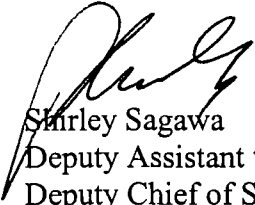
The conference will explore the findings of the report of the President's Task Force on Nonprofits and Government, found on our website at www.whitehouse.gov/Initiatives/Millennium/Philan/html/index.html. In addition, the conference will explore innovative partnerships among funders, and will feature remarks by keynote speaker First Lady Hillary Rodham Clinton. A more detailed draft agenda is enclosed.

We would like you to participate in the third panel. We hope you will share information about the innovative collaboration among foundations and corporations that led to the creation of SeaChange. Because the program is so tight, all speakers are being asked to limit their opening remarks to three minutes. Opening remarks will be followed by a moderated discussion among the panelists, and then with the audience, giving you the opportunity to extend your remarks.

We would appreciate it if you could provide your name and title as it should appear on the program, and contact information, including a phone number where you can be reached the evening of the January 10th. We would also appreciate a draft or outline of your opening remarks, or the three main points you intend to make, so we may cover a lot of material in a short time without excessive duplication. You may submit this information via email to Shirley_S._Sagawa@who.eop.gov, or by fax to (202) 456-6244.

We look forward to seeing you on the 11th. If you have questions, please contact one of us, or Malcolm Richardson of the White House Millennium Council at (202) 395-7105. Thank you for your participation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shirley Sagawa', with a stylized flourish at the end.

Shirley Sagawa
Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady

A handwritten signature in black ink, appearing to read 'Ellen', with a stylized flourish at the end.

Ellen Lovell
Deputy Assistant to the President and
Director of the White House
Millennium Council

THE WHITE HOUSE

WASHINGTON
January 8, 2001

Mr. Bob Goodwin
President
Points of Light Foundation
1400 I Street, NW
Suite 800
Washington, DC 20005

Dear Bob:

On behalf of the White House, we are writing to invite you to participate in a conference on Partnerships in Philanthropy, focusing on innovative partnerships among federal agencies, nonprofit organizations, and independent, family and corporate foundations. The Conference, which is being organized by the Office of the First Lady, the White House Millennium Council, and the White House Domestic Policy Council, will be held Thursday, January 11, 2001, from 9:30 am to 4 pm, to be followed by a reception. The conference will take place at the United States Chamber of Commerce, 1615 H St. NW, Washington, DC and is sponsored by the National Endowment for the Humanities and the National Trust for the Humanities with support from Merrill Lynch Nonprofit Financial Services, the Iscol Family Foundation, and the Center for Corporate Citizenship of the United States Chamber of Commerce.

The conference will explore the findings of the report of the President's Task Force on Nonprofits and Government, found on our website at www.whitehouse.gov/Initiatives/Millennium/Philan/html/index.html. In addition, the conference will explore innovative partnerships among funders, and will feature remarks by keynote speaker First Lady Hillary Rodham Clinton. A more detailed draft agenda is enclosed.

We would like you to moderate the third panel. We hope this panel will introduce innovative projects that have resulted from collaborations among funders, and help participants understand the benefits of collaboration in a private sector context. Because the program is so tight, you and the panelists are being asked to limit opening remarks to three minutes. Prepared remarks will be followed by a moderated discussion among the panelists, and then with the audience.

We would appreciate it if you could provide a brief biography, your name and title as it should appear on the program. We would also appreciate a draft or outline of your opening remarks, or the three main points you intend to make, so we may cover a lot of material in a short time without excessive duplication. You may submit this information via email to Shirley_S._Sagawa@who.eop.gov, or by fax to (202) 456-6244.

We look forward to seeing you on the 11th. If you have questions, please contact one of us, or Malcolm Richardson of the White House Millennium Council at (202) 395-7105. Thank you for your participation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shirley Sagawa', with a stylized, flowing script.

Shirley Sagawa
Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady

A handwritten signature in black ink, appearing to read 'Ellen Lovell', with a stylized, flowing script.

Ellen Lovell
Deputy Assistant to the President and
Director of the White House
Millennium Council

THE WHITE HOUSE
WASHINGTON

January 5, 2001

Mr. Ralph Smith
Vice President for Planning and Development
Annie E. Casey Foundation
701 St. Paul St.
Baltimore, MD 21202

Dear Mr. Smith:

On behalf of the White House, I am writing to invite you to participate in a conference on Partnerships in Philanthropy, focusing on innovative partnerships among federal agencies, nonprofit organizations, and independent, family and corporate foundations. The Conference, which is being organized by the Office of the First Lady, the White House Millennium Council, and the White House Domestic Policy Council, will be held Thursday, January 11, 2001, from 9:30 am to 4 pm, to be followed by a reception. The conference will take place at the United States Chamber of Commerce, 1615 H St. NW, Washington, DC and is sponsored by the National Endowment for the Humanities and the National Trust for the Humanities with support from Merrill Lynch Nonprofit Financial Services, the Iscol Family Foundation, and the Center for Corporate Citizenship of the United States Chamber of Commerce.

The conference will explore the findings of the report of the President's Task Force on Nonprofits and Government, found on our website at www.whitehouse.gov/Initiatives/Millennium/Philan/html/index.html. In addition, the conference will explore innovative partnerships among funders, and will feature remarks by keynote speaker First Lady Hillary Rodham Clinton. A more detailed draft agenda is enclosed.

We would like you to participate in the session on the potential for greater collaboration among smaller and family foundations. Because the program is so tight, all speakers are being asked to limit their opening remarks to three minutes. Opening remarks will be followed by a moderated discussion among the panelists, and then with the audience, giving you the opportunity to extend your remarks.

We would appreciate it if you could provide a brief biography, your name and title as it should appear on the program, and contact information, including a phone number where you can be reached the evening of the January 10th. We would also appreciate a draft or outline of your opening remarks, or the three main points you intend to make, so we may cover a lot of material in a short time without excessive duplication. You may submit this information via email to Shirley_S._Sagawa@who.eop.gov, or by fax to (202) 456-6244.

We look forward to seeing you on the 11th. If you have questions, please contact one of us, or Malcolm Richardson of the White House Millennium Council at (202) 395-7105. Thank you for your participation.

Sincerely,

A handwritten signature in black ink, reading "Shirley Sagawa". The script is fluid and cursive, with a long horizontal flourish at the end.

Shirley Sagawa
Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady

A handwritten signature in black ink, reading "Ellen Lovell". The script is fluid and cursive, with a long horizontal flourish at the end.

Ellen Lovell
Deputy Assistant to the President and
Director of the White House
Millennium Council