

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. bio	re: Adam Simons [partial] (1 page)	n.d.	P6/b(6)
002. fax	Lia Shipman to James Sakai re: SSN [partial] (1 page)	10/01/1999	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
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FOLDER TITLE:

Invites - Other

2013-0124-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]
- 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.

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RR. Document will be reviewed upon request.

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

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- 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]

RUBINGER ASSOCIATES

15 Breckenridge Road
Chappaqua, NY 10514
(914) 238-3081
karlasr@aol.com

September 25, 1999

Mary Ellen McGuire
Office of the First Lady
The White House
1600 Pennsylvania Avenue
Washington, D.C.

Dear Mary Ellen,

Thanks so much for taking the time to speak with me yesterday about the upcoming conference on philanthropy. As you suggested, I have put in calls to Senator Moynihan's office and also Congresswoman Lowey's office in order to obtain letters from them. In the meantime I have attached a short bio to provide a sense of the breadth and depth of my experience in the world of philanthropy.

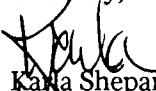
Although I have been on the staff and boards of several foundations and nonprofits, my current work is primarily as a consultant to both. My client list includes the Pew Charitable Trusts, the Robert Wood Johnson Foundation, the GTE Foundation, the Bristol-Myers Squibb Foundation, the SmithKline Beecham Foundation, Grantmakers in Health, and major nonprofits such as Wellstart International, Children's Defense Fund, and Independent Sector. For foundation clients, our work is primarily in the area of program development; helping grantmakers find the cutting-edge of strategic philanthropy. Driven by current research and on-the-ground analysis of current need, we have worked with foundations and nonprofits to develop targeted, well-funded initiatives fostering results and ongoing partnerships. (Two recent program announcements will be included with an express-mail copy of this letter.)

Because I know how very important this upcoming meeting will be, and because I believe my track record and expertise will add to its effectiveness and tangible outcomes, I hope there is a way for me to be included on October 22. Having participated in past White House conferences (such as the one focused on comprehensive school-based programs developed by Bill Galston and Gaynor McGowan), I am well aware of their potential! Through our work with the Pew Charitable Trusts, we were also at the White House for the initial screening of Ken Burns' *Baseball*. Most importantly, that event provided the opportunity for pictures of my children with the President, the First Lady, and Chelsea.

Mary Ellen, I appreciate whatever you can do to facilitate this request. I know my contributions to the meeting will be effective and also lay the groundwork for any assistance we might provide to the First Lady in her work in New York State, and as my neighbor in Chappaqua!

With thanks.

Sincerely,


Kara Shepard Rubinger
Partner

KSR:tf

RUBINGER ASSOCIATES

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KARLA SHEPARD RUBINGER

Karla Shepard Rubinger, founding partner of Rubinger Associates, combines a substantive background in research with an applied career in management consulting. She provides expertise in child and human development, health and philanthropy, particularly as these apply to minorities and the economically disadvantaged. Her expertise grows out of twelve years of research at the Institute for Research in Human Development at Educational Testing Service. In addition to basic research in cognitive development, she was involved in issues related to child care and public policy, as well as education and public policy. Her publications have appeared in *Child Development*, *Journal of Personality & Social Psychology*, *SRCD Monographs*, and *Business & Health*. She has held senior positions at major foundations and done significant work in program development and evaluation. From 1989 to 1996 she was with The Conservation Company where she was the partner in charge of the practice relating to children and families.

In addition to working with many national and local philanthropies, she directed a two-year analysis of the nation's largest foundations over a twenty-five year period, and has worked as both staff and consultant to many foundations. While senior program officer at The Commonwealth Fund, she was responsible for programs dealing with substance abuse, at-risk adolescents, minority medical education, and the evaluation of completed grants. Coming to the Juvenile Diabetes Foundation International as the Director of Research, she was responsible for what is now a \$15.0 million grant budget, then becoming the organization's Executive Director. For the Interagency Task Force on AIDS, she drafted *AIDS in New York City*, a report to the Mayor in April 1987 as the epidemic began.

In her recent work, she has helped both corporate and private foundations assess their current grantmaking and establish more strategic directions for the future. She has also worked with major nonprofit organizations, particularly in health and education, to better serve the needs of children, youth, and families. Working with the National Health / Education Consortium and several national foundations, she completed a feasibility study on the development of school-based clinics in elementary schools. The study led to the design of a prototype for a comprehensive elementary school-based clinic and its related financing. In addition, this led to work with the Surgeon General, the Institute of Medicine, and participation in a White House conference on comprehensive strategies for children, families, and communities. Related to this work, she continues to work with school systems, medical centers, and community-based organizations.

For one of the nation's largest foundations, she helped to conceptualize and implement an ongoing competitive grants program for local community-based health and human service organizations. As a result of this initiative, a review of technical assistance needs and resources was undertaken culminating in recommendations for a comprehensive city-wide approach. For an international corporate funder, she developed an annual multi-million dollar awards program to recognize excellence in health and health-related service delivery. Through this work and similar assignments for other foundations, she has helped to address the technical assistance and capacity-building needs of both nonprofit and public agencies.

In addition to her professional work with nonprofit organizations, she sits on the boards of several organizations in areas relating to education, child development, public policy and the arts.

Her graduate work with an emphasis on evaluation and research includes a Masters of Science from the London School of Economics and graduate work in the Ph.D. program at Princeton University, both in sociology.

09/16/99 02:41 FAX



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COMMUNITY
MEDIA**

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acm@alliancecm.org

Caprica Marshall
White House Social Secretary
White House
Washington, DC 20500

September 15, 1999

Dear Ms. Marshall,

The Alliance for Community Media, a non profit organization representing Public, Educational and Governmental access centers, would like for your office to extend an invitation to the Millennium Project's Conference on Philanthropy to Mr. Alan Dachman, executive director of the Little City Foundation. We have been working with the Millennium Project on this and past events to encourage our members to broadcast the conference on their channels with much success.

Alan Dachman, a member of the Alliance for several years and our fund raising chair, will be in town on that day for the National Society of Fund Raising Executives conference. As the executive director of the Little City Foundation, a non profit group that works with individuals with developmental and mental disabilities, he pioneered a program to involve participants in his programs as producers of cable access programming.

I understand the scale of planning that goes into an event of this nature, and recognize that decisions regarding invitations were made several weeks ago. However, we feel that Mr. Dachman's dedication to community media engenders recognition, and his entrepreneurial and innovative spirit in creating fund raising programs for both the Alliance as well as Little City lead me to believe that he not only provide an interesting perspective as a spectator, but would also enjoy the program immensely.

We would greatly appreciate it if an invitation could be made to Mr. Dachman. Please let me know if there is any further information that you might need regarding this matter. Thank you for your attention to this matter and I look forward to working with the White House in the future.

Sincerely,

Margaret Juliano

Senior Associate, Communications and Government Relations

*File to
Ellen + family
for approval or not
e -*

OFFICE OF THE SPECIAL ASST. TO THE
PRESIDENT FOR GOVERNMENT AND
COMMUNITY RELATIONS



NORTHWESTERN UNIVERSITY

FAX: (847) 491-7942

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FACSIMILE TRANSMITTAL SHEET

TO:

Ms. Patti Solis-Doyle

ORGANIZATION:

The White House, Scheduling Office

FAX NUMBER:

202-456-2461

PHONE NUMBER:

202-456-7560

DOCUMENT TITLE:

TOTAL NUMBER OF PAGES (INCLUDING COVER):

nine

FROM:

C. Grier Davis Jr.

DATE:

September 2, 1999

NOTES/COMMENTS:

N O R T H W E S T E R N

U N I V E R S I T Y

**SPECIAL ASSISTANT TO THE PRESIDENT FOR
GOVERNMENT AND COMMUNITY RELATIONS**

September 2, 1999

*Mani Ellen -
if there is
anything to
be done -
The 1 and
my alma
mater.
Patti*

Ms. Patti Solis-Doyle, Department Assistant to the President
The White House, Scheduling Office
Old Executive Office Building, Room 185
17th Street and Pennsylvania Avenue, Northwestern University
Washington, D.C. 20593-0002

Dear Ms. Solis-Doyle:

I am sending you a copy of the letter from President Bienen to Ms. McGuire regarding Northwestern's nomination of Ms. Ann Lurie to participate in the White House Conference on Philanthropy. Because Ms. McGuire told me that there were more than 500 nominations for 150 slots, I would appreciate it if you, as an alumna, would do what you can to make sure that Northwestern's nomination does not get overlooked in the review of the nominees that, I understand, will begin today.

Sincerely,



C. Grier Davis Jr.

Enclosure

NORTHWESTERN
UNIVERSITY

OFFICE OF THE PRESIDENT

September 1, 1999

**Ms. Mary Ellen McGuire
Assistant to the Deputy Chief of Staff
Office of the First Lady
1600 Pennsylvania Avenue, Northwest
Washington, D.C. 20500**

via fax

**Re: Nomination of Mrs. Ann Lurie to the
White House Conference on Philanthropy
October 22, 1999**

Dear Ms. McGuire:

With this letter I am pleased to nominate Mrs. Ann Lurie to participate in the White House Conference on Philanthropy scheduled for October 22. Mrs. Lurie is a Northwestern University trustee, benefactor and friend, whose giving places her among the most generous philanthropists in the country at the close of the millenium. I believe Ann is especially qualified to attend this important conference for the following reasons:

First, Ann is a woman who manages her own family foundation and charitable giving. Her profile fits the description of the conference agenda to address new types of donors. Ann Lurie is at the forefront of women philanthropists today.

Second, Ann's young age sets her apart from traditional women philanthropists. She is results oriented, believes passionately in the institutions and initiatives she supports, and makes an investment of herself as well as her resources. She is a sophisticated donor who will listen to new ideas like venture philanthropy but will also seek advice when necessary to educate herself on issues. She values the power of publicity to raise public awareness of causes she supports and played a key role in the 1997 visit of Diana, the Princess of Wales, to Chicago.

Third, Ann's giving spans a very broad range and increasingly includes international initiatives. Consequently, she has built relationships with many and varied charitable institutions. Her experience uniquely informs her to address all aspects of philanthropy.

Ms. Mary Ellen McGuire
Office of the First Lady
Page 2

Among these charitable institutions are the Robert H. Lurie Comprehensive Cancer Center at Northwestern, the University of Michigan, the Wharton School of Business, Children's Memorial Hospital, the Chicago Food Depository, and Gilda's Club, to name just a few. She is involved in the preservation of African rock art as well as alternative k-12 teaching methods. She has supported programs in medical research, social work, business and community outreach, while at the same time building and/or renovating facilities.

Fourth, and most relevant to Ann and to the topic at hand, is the fact that she is the mother of six children ranging from grade school age to young adult. Above all, Ann is a mother who gets herself from the board meeting to the school play. If this conference is to address the handing-down of the philanthropic mantle to the next generation, it should include those individuals who face the issue squarely like Ann Lurie.

Lastly, I have attached for your review a copy of the Chicago Tribune article about Ann Lurie, entitled *Giving Back*, that appeared on February 8, 1998. It captures the essence of Ann's personality and style far better than the above.

Thank you for considering this nomination of Ann Lurie to the *Gifts to America's Future* conference. Please know that I have done so with her consent, so you should feel free to contact either me or Ann directly at 1547 North Dearborn Parkway, Chicago, Illinois 60610. I look forward to learning the outcome of this important event.

Sincerely,



Henry S. Bienen

HSB/an

Enclosure

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Chicago Tribune

February 8, 1998 Sunday, CHICAGOLAND FINAL EDITION

SECTION: WOMANEWS; Pg. 3; ZONE: N; HIGH PROFILE: Ann Lurie.

LENGTH: 1559 words

HEADLINE: GIVING BACK;
PHILANTHROPIST PROVIDES CLUBHOUSE FOR CANCER FAMILIES

BYLINE: By Marya Smith. Special to the Tribune.

BODY:

What does a philanthropist look like? If you imagine a dowdy dowager or tight-lipped do-gooder, you'll pass right by Ann Lurie, hip and wholesome. If your image is an egocentric mogul or flighty society matron, you'll still miss the reflective, idealistic Lurie.

Perhaps it's her path from pediatric nursing to philanthropy that makes Lurie remarkably down to earth and personally concerned with others, from the workmen at the renovation project she is funding for Gilda's Club Chicago to the men, women and children who will use the club after it opens Saturday. The free facility will be a meeting place for people living with cancer.

Lurie, who is in her mid-50s, grew up in a single-parent family in Miami and graduated from the University of Florida with financial help from a scholarship. She worked as a pediatric nurse in a county hospital in her home state and then at Children's Memorial Hospital when she moved to Chicago in 1973. She met Robert Lurie that same year, and after their marriage put most of her energies into raising their six children, now ages 12 to 23.

Robert H. Lurie, who died of colon cancer in 1990 at age 48, was one of Chicago's preeminent investment entrepreneurs and a part owner and member of the board of directors of the Chicago Bulls and White Sox. His myriad business successes earned him a place on Fortune magazine's list of America's 400 most affluent people.

"Before he died, Bob and I established a template for our charitable giving for the coming years," says Lurie. "He didn't spell out entities, except for his alma mater, the University of Michigan. Rather, we came up with categories that were important to us, and I've kept those as guidelines."

In the past 7 1/2 years, Ann Lurie has striven to keep this shared vision, and the memory of her husband, alive. In the process, she has quietly grown into a leadership role in the Midwest's philanthropic community, particularly in Chicago.

"I had never of heard of Gilda's Club before," says Lurie. But when she discovered that the organization's outlook matched her own, she immersed herself in the effort to bring Gilda's Club to Chicago. "There's nothing like it in the city, no place that takes the patient and family members and gives each what they need the most to help them cope," explains Lurie. "With 15,000 to 20,000 new cases of cancer diagnosed each year in Cook County, there is a definite need here.

"One of Bob's favorite expressions was, 'smell the roses,' " says Lurie. "That's the same philosophy as Gilda's Club: to maximize the living part of life so the illness part doesn't become the main point. You have to savor every moment. Bob was good at that before his illness, and even better after."

The original Gilda's Club in New York was spearheaded by another devoted spouse, Gene Wilder, in memory of Gilda Radner, the beloved comedian of "Saturday Night Live" fame. After his wife lost her battle to ovarian cancer in 1989, Wilder developed the club with the help of Radner's friends and her cancer psychotherapist, Joanna Bull, now executive director of the national Gilda's Club movement and the New York facility.

Gilda's Club Chicago, a free non-residential facility at 537 N. Wells St., provides a home-like atmosphere where men, women and children with cancer, as well as their families and friends, can meet for education, friendship and support in a non-medical setting.

"When I was a nurse, I found that people are very creative in finding their own ways to deal with their illness," says Lurie. "If a person can sit down and talk to someone who has also had what they have -- not a person on the bus, but in a more social setting -- people can learn from each other.

"Also, my kids and I participate in the Lurie Cancer Center's Survivors Walk every summer, when thousands of cancer survivors and their friends and family walk up the lakefront in celebration. I've observed over the years how excited these people are to come together and talk, and I saw Gilda's Club as a way for people to have that supportive experience every day," adds Lurie, who purchased the building that houses the club and has worked to secure additional funding, furnishings and donated professional work.

Gilda's Club is for those recently diagnosed with cancer as well as those who have been dealing with it for years. Members can attend lectures, support

groups, workshops and social events, including cooking classes and potluck dinners.

"Sometimes people diagnosed with cancer want to pull up the covers and never participate in life again," Lurie says. "One purpose of Gilda's Club is to re-establish people's comfort levels, help them get over the hump, so they can establish a social life again in the outside world."

And then there's Noogieland, a play space and rest area in Gilda's Club where kids can unwind, a place dear to Lurie's heart.

"When people have cancer, it isolates their children. Here it's kids talking to other kids, about things like, what a bummer it is that Mom can't do the things she used to do," Lurie explains. "When my husband was sick, there were no resources available for my kids. They were isolated from their peers and they struggled."

"Losing a parent is a painful lesson, something I would never wish on anyone, but my kids have developed their own resources," says Lurie. "They're stronger than their peers in the sense that they can step back from a situation and say, 'It's not a big deal.' It's a lesson learned through hardship."

"The only thing that really distressed my husband (about his cancer diagnosis) was the impact his death would have on the kids," recalls Lurie. "His own father died when he was 11, and Bob would say, 'I can't imagine I'm going to put my children through what I went through.'"

"Then he would sit me down and say, 'This is what I suggest you do.' I had had no interest in investment, but we had the 2 1/2 years of Bob's illness for him to teach me. I felt it was definitely my responsibility to carry out our philanthropic goals."

"Bob was a brilliant man and a good teacher. And now, although I'm cognizant of very complex business dealings, I just bought 'Accounting for Dummies' because I never learned the basics," she adds with a laugh.

Lurie, who lives in Chicago with her six children and three Labrador retrievers, has mastered a great many skills and is a woman at ease with herself and her demanding life role.

"Over the last decade I've come to know Ann on many levels, first as a supportive and loving caregiver to her husband and children and more recently as one of our major benefactors," says Dr. Steven Rosen, director of the Robert H. Lurie Comprehensive Cancer Center and other cancer programs at Northwestern University.

"Ann has always been a strong person, but I've seen her evolve from someone

knowledgeable to someone in leadership who has been instrumental in helping to transform many projects," says Rosen. "Few Chicagoans are aware of the dramatic impact she has made on the well-being of the city and the region through her generosity and commitment."

"I've had to change hats," Lurie admits, closing her eyes as if searching inwardly. "Women are better at that than men, moving from the work force to staying at home with babies and then moving back into the work force but often a little behind. Doing what I've done comes more readily to females; our personal worlds are in constant evolution."

Lurie, who is known for her informed giving, explains how she does it: "My philosophy of philanthropy has been influenced by the writings of Peter Drucker (author of more than two dozen books on business management). One of his ideas is that, rather than create something new, it's more prudent to identify some entity that does something well and then help them do it even better. My responsibility is to do my homework -- gather information -- to identify those entities, places like the Cancer Center at Northwestern.

Lurie is paring rather than expanding her list of charitable recipients.

"I'm consolidating, putting more of my eggs into fewer baskets," she explains. "I'm focusing primarily on Chicago. I could search the world over, but there's lots of need right here.

Chicago Tribune, February 8, 1998

"Volunteering is part of my nature, probably part of that old maternal instinct, and I feel lucky to be able to exercise that part of myself," says Lurie, who began doing volunteer work in high school. "I never thought I would be in a position to do any charity helping on the financial side.

"I don't want to be portrayed as a major do-gooder because so many people are doing so much good, but it's not public. For instance, when I visit Children's Memorial, I see moms quietly caring for kids with severe disabilities. Moms just do that.

"We all should stop and look to see what we can do to help other people. There are a lot of opportunities to give, whether it's time, money or skill. Helping others who are less fortunate is what it's all about."

"What stands out to me over the eight years I've worked with Ann is her great capacity for decency and love," says Brad Canale, executive director of college relations at the University of Michigan College of Engineering. "Ann thinks things through and then adds a bit of her heart."

GRAPHIC: PHOTOS 2PHOTO: HIGH PROFILE: Ann Lurie; 'Sometimes people diagnosed with cancer want to pull up the covers and never participate in life again. One purpose of Gilda's Club is to re-establish people's comfort levels, help them get over the hump, so they can establish a social life again in the outside world.'; PHOTO: Ann Lurie surveys work on Gilda's Club Chicago, 537 N. Wells St., which is scheduled to open Saturday. Tribune photos by Bill Hogan.

LANGUAGE: ENGLISH

LOAD-DATE: February 8, 1998



ALLIANCE FOR JUSTICE

*Copy to
Malcolm*

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National Law Center on Homelessness & Poverty
National Legal Aid & Defender Association
NOW Legal Defense and Education Fund
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National Veterans Legal Services Program
National Women's Law Center
Native American Rights Fund
Natural Resources Defense Council
New York Lawyers for the Public Interest
Planned Parenthood Federation of America, Inc.
Public Advocates, Inc.
Public Justice Center
The Tides Center
University of Pennsylvania
Public Service Program
Violence Policy Center
The Wilderness Society
Welfare Law Center
Women's Law Project
Youth Law Center

September 29, 1999

NAN ARON
PRESIDENT

JAMES D. WEILL
CHAIR

Ms. Shirley Sagawa
Office of the First Lady
The White House
Washington, DC

Dear Shirley:

Thank you again for taking time out of your busy schedule to meet with my colleagues and me.

We will be following up with you shortly with some names of people that you might want to consider for the philanthropy conference on October 22nd. We hope that you will be able to include them in the event

We would also like to follow up with you about linking WebSites to the WebSite for the conference so that people can easily find related resource materials on advocacy issues. How do we go about doing that? Can you let me know who I should call?

Malcolm

The best of health to you and your soon to be born son. I hope that you will be able to spend as much time as you need with him after he is born.

Thanks again.

Sincerely,

Doug Harbit
Deputy Director

*May Ellen -
tell Doug Harbit
that Malcolm is the
contact -*

1700 Lincoln, Suite 3950
Denver, CO 80203-4539
(303) 839-4620
Fax (303) 839-4619

Chambers Family Fund

Shirley Sagawa

Company	The White House	From	Letty Bass
Fax #	(202) 456-6244	# of Pages	18 including cover
Phone #	(202) 456-2583	Date	August 24, 1999

Comments:

Dear Shirley,

This is probably much more than you wanted or anticipated receiving, but these attachments should give you a feel for Merle's impact as a philanthropist. In the Rocky Mountain region, all philanthropic roads lead to Merle.

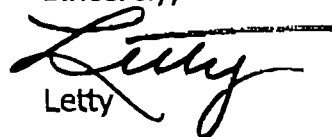
As you described the conference theme, innovative ways to reach out to new givers, I thought about the work Merle has done. Using her experience as a founder of the Women's Foundation of Colorado, she has created Women's Foundations in Wyoming and Montana, encouraging women as philanthropists in those states.

It would be good to have different geographic perspectives represented at the conference. Philanthropy in the Rocky Mountain region presents different challenges than in either the East or West Coast. Philanthropy here is a rather new concept. In the Rocky Mountains, the philanthropic movement grew at the same time as the women's movement, and hasn't had decades to be as institutionalized. As a result, women tend to be more involved in philanthropy.

In addition to her grantmaking in the Rocky Mountain region, Merle funds national organizations such as the Democracy Funding Circle at the Ms. Foundation, Save America's Treasures, the Women and Public Policy Program at Harvard's Kennedy School of Government and NARAL. She also established and contributes to the Women's Studies Awareness Fund at Harvard Divinity School.

I could go on and on. Thanks so much for considering Merle as a participant at the philanthropy conference. She is extremely knowledgeable about women's philanthropic giving and would be a great addition. If you have any questions, please do not hesitate to call. You can reach me at (303) 839-4602, and Merle at (303) 839-4606.

Sincerely,


Letty

MONTANA WOMEN'S FOUNDATION

The Montana Community Foundation's newest challenge is the Montana Women's Foundation, an exciting opportunity to improve the economic status of women and create a brighter economic future for girls in Montana, through the creation of a permanent endowment and an active network of women philanthropists.

Initial funding for this endowment fund comes from the Denver-based Chambers Family Fund, formerly known as the Axem Foundation, founded in 1983 by Merle Chambers and her mother, Evelyn Chambers, because of the woman's personal commitments to community and as a result of many years of successful oil, gas and transportation ventures.

A successful business leader, Merle serves on the Committee of 200, an international organization of notable businesswomen representing more than 70 industries and personifying the spirit of entrepreneurship and business leadership. She is on the board of the Independent Petroleum Association of Mountain States. An active philanthropist outside her own family foundation, she serves on the boards of colleges and other foundations, and is past President of the Women's Foundation of Colorado.

Why is the Montana Women's Foundation so important to our state? These are tough financial times for many Montanans, especially in our more rural areas, and particularly for women. As the national news points out frequently, we are at the bottom of the barrel in per capita income, while our agricultural and natural resource economy continues to suffer.

With the country's lowest per capita income, it is no surprise that Montana ranks number two nationally for children living in poverty. Many of these children are in single-parent households, headed primarily by women. Philanthropic resources are equally low in our state, where we rank 48th in foundation assets and 49th in foundation giving.

But Montanans have a strong pioneer spirit, and a tradition of neighbor helping neighbor. With the Montana Community Foundation serving as catalyst and convener, government, the private sector and the state's non-profits are joining together to strengthen Montana's philanthropic infrastructure with collaborative projects and tax incentives. The Montana Women's Foundation will play a significant role; providing an enduring resource - both human and financial - to make a positive difference in the lives of women and girls.

Montana Community Foundation ♦ 101 N. Last Chance Gulch, Suite 211 ♦ Helena, MT 59601
phone 406.443.8313 ♦ toll free 800.443.8314 ♦ fax 406.442.0482 ♦ email mtcf@mt.net



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TRUST FOR ALL TIME

SUMMER 1999

NEW PARTNERSHIP WITH CHAMBERS FAMILY FUND

Wyoming's Women and Girls to Benefit

When Merle Chambers, president of the Chambers Family Fund, wanted to launch a program in Wyoming, she called on the Wyoming Community Foundation for support. Established as a means for giving back to four states including Wyoming, where the Chambers family had maintained significant oil and gas operations, the private foundation reached the WCF to help found a new statewide initiative. The result, after several months of planning, is a major new effort to increase philanthropic support of organizations serving women and girls. "The program will increase the philanthropic capacity for women in walks of life across the state," says WCF's Freeman.

The Chambers Family Fund - Wyoming Community Foundation partnership has three

1. Chambers Family Fund will match up to \$50,000 as a challenge to the WCF to raise an additional \$500,000 for the Wyoming Women's Initiative, a field-of-interest endowment fund established at the WCF. This will allow for a

minimum of \$50,000 in annual grantmaking, although the fund is expected to grow well beyond its first \$1 million.

2. Chambers Family Fund will award \$25,000 annually, for up to five years, to the WCF for the Chambers Women's Initiative, a project to research community and statewide needs in the areas of early care and education of children, girls' futures and expanding opportunities for women. It will also provide funding to help with fundraising for the new endowment fund.

3. Chambers Family Fund will make available up to \$50,000 annually in grants, for up to five years, to organizations in Wyoming that respond to community and statewide needs as identified by the Chambers Women's Initiative.

The partnership between the Chambers Family Fund and the Wyoming Community Foundation is characteristic of partnerships between private and community foundations nationwide. Private foundations provide added grantmaking dollars while community foundations provide local grantmaking expertise. "The WCF is delighted to be a partner in this exciting new initiative," states Freeman. **W**

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2ND BIENNIAL
WYOMING PHILANTHROPY DAYS
SHERIDAN, WYOMING
JUNE 14-15, 2000

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MERLE CHAMBERS

Merle Chambers' innovation in philanthropy touches many lives. Her special leadership and generosity has made the **Women's Foundation of Colorado** the second largest endowed women's fund in the country, second only to the Ms. Foundation. Merle has served on the board of the Women's Foundation since it was founded in 1987, was President in 1992 and continues to share her expertise in grant making by serving on the Grant Selection Committee. Merle recently established a \$1million challenge fund that has built support for the Women's Foundation and provided an incentive for hundreds of women to become philanthropists.

Merle created the **Chambers Family Fund** to support organizations that increase opportunities for women and girls and address early care and education of children. Under Merle's leadership, the Chambers Family Fund is making grants of \$1.3 million in 1999 and will make grants exceeding \$2 million in 2000. One of Merle's priorities is for her foundation to contribute to those states where her oil companies had significant production - Wyoming and Montana. Her goal in these states is to increase philanthropic support of organizations serving women, girls, and children, build the capacity of women in these states as philanthropists and promote democratic values and social justice. Chambers Family Fund has worked closely with community foundations to create initiatives within these states that research community and statewide needs in girls' early care and education, girls' futures, and expanding opportunities for them. Most importantly, to support lasting change, Chambers Family Fund is creating Women's Funds within the community foundations of each state. To help speed growth, Merle is challenging others to give by matching their contributions. Mr. John Freeman of the **Wyoming Women's Foundation** (an endowed fund of the Wyoming Community Fund) reports that "Merle Chambers gave us the strategic impetus to increase funding for women and girls in Wyoming. She provided the concept, the challenge and the funding to create this new Wyoming Women's Foundation." Clearly, Merle is combining her experience as a philanthropist in Colorado with the unmet needs in other states to increase philanthropic funding in support of women and girls throughout the Rocky Mountain region.

Merle has also been instrumental in bringing about the success of **Family Loan Program** in Denver, an innovative program that fosters family self-sufficiency by making low-cost loans available to low-income families to help them overcome barriers to keeping a job or staying in school. According to Ms. Noreen Keleshian of Human Services Inc., "The Chambers Family Fund played a leadership role in bringing the Family Loan Program to the Denver metropolitan area. The \$25,000 grant from the Chambers Family Fund was a significant gift that helped start this program in Denver."

Merle's extremely generous endowments to educational institutions such as **Regis University** and the **University of California's Hastings Colleges of Law** have allowed students to have an education that otherwise would have been impossible. Merle established the **Chambers-Hemmings Scholarship Fund** at Regis University in 1985 to

honor her grandmothers and to help traditional as well as non-traditional students. One such recipient had received her Associate of Science Degree in 1979-fourteen years after her high school graduation. Twenty years later Merle's scholarship has given her the opportunity to complete her B.A. Merle also established the **Women's Studies Awareness Fund** to benefit the **Women's Studies in Religion Program at Harvard Divinity School**. She provided funding to establish a web site as part of the program because of her commitment to disseminating information to increase women's participation in society.

Merle's early substantial funding and continuing commitment of resources allowed the establishment and successful growth of **Transformations**, a 14-week program which develops a foundation of technical knowledge and practical skills necessary for women to advance in their technical education or obtain entry-level employment in manufacturing and telecommunications. Transformations' Executive Director remarks that looking for funding for entrepreneurial projects such as this is like looking for venture capital, but the investment is in people - people whose lives have been changed by Merle Chambers.

Merle's leadership and generosity was critical to the formation of **Educare**-an enterprising alliance between business, early childhood education, philanthropic and religious leaders dedicated to improving the lives of all of Colorado's children. Educare's CEO, Mandy O'Neill, states that the success of the alliance was due to Merle Chambers' determined entrepreneurial streak and skills. "Merle Chambers provided "seed" leadership to secure funding of the development of a business plan to improve early childhood care and education in an unprecedented statewide effort. She shaped the entire project through the dedication of her personal time, influence, resources and staff. The success of the project, which in the past year has raised \$10 million in private funds for the education and care of young children, is due in no small part to Merle's skill in building a pro early education consensus among diverse partners. Her commitment to a community-driven effort resulted in over 250 community-based individuals helping to construct a quality education model that deeply involves parents and helps children state school ready and able to learn. Her public and enduring commitment to Educare established the high water mark for other Colorado business leaders, educators, and funders to match. Simply put, Educare simply would not exist if it were not for Merle's behind-the-scenes and public support."

Merle devotes considerable time to philanthropy outside of her own foundation. As a **C200 Foundation Board member**, Merle assisted the Foundation in its charge to support the development of continuing education programs for entrepreneurial women. Merle is the only woman on the **Temple Hoyne Buell Foundation Board of Trustees**, one of the largest foundations in Colorado, where she chairs the Grant Committee and devotes many hours to researching the needs of children and addressing those needs with grant dollars. Merle is a member of the **Women's Donors Network**, a national organization of women philanthropists, and is a member of the **Democracy Funding Circle of the Ms Foundation** that makes grants to national organizations devoted to social justice and democratic values. In addition to the many philanthropic boards on which she has served and the civic duties she has performed (see enclosed resume),

Merle works tirelessly to encourage and convince women that they have a voice in their government and the national political arena and they should use it. To this end, she has funded and hosted numerous opportunities for women to meet and discuss issues with political leaders at the community, state and national level.

Merle's commitment to her own and other foundations results in the donation of millions of dollars each year to nonprofit organizations assisting women and children. Merle brings a unique capacity to blend precise, concrete thought with an expansive view to each of these efforts. By giving not only substantial financial contributions, but also her time, devotion and expertise, Merle has made a tremendous difference to these organizations and to the lives of the many women and girls that they serve.

Merle is a woman of distinguished accomplishment. Her perseverance in the pursuit of excellence and leadership in innovative ways of giving benefit us all. She would honor us as the recipient of the C200 Luminary Award for Philanthropic Innovator.

MERLE C. CHAMBERS**BIOGRAPHY****President and CEO****Leith Ventures, LLC****1700 Lincoln St., Suite 3950****Denver, Colorado 80203-4539****Phone: (303) 839-4600 Fax: (303) 839-4619**

Merle Catherine Chambers is president and chief executive officer of Leith Ventures, LLC, a private investment company that manages various investments for the Chambers family including real estate holdings, oil and gas properties, and a privately-funded charitable foundation, Chambers Family Fund. In 1997, Merle sold her successful oil and gas exploration and production company, Axem Resources Incorporated, after being involved with Axem for more than 20 years. Ms. Chambers also sold Clipper Exxpress Co. in 1994, a Chicago-based multimodal transportation company. Clipper was a Chambers family-owned business for more than 50 years.

Merle received her B.A. from the University of California at Berkeley, her J.D. from the University of California's Hastings College of Law, and an L.L.M. tax law degree from the University of Denver.

Ms. Chambers serves on the board of the Temple Hoyne Buell Foundation, and is a board member and treasurer of the Aspen Music Festival and School. Merle actively participates in the Committee of 200, an international organization of notable businesswomen representing more than 70 industries, serving on the Committee of 200's Foundation Board from 1994-1997. Merle was selected by the Committee of 200 in 1999 to receive their Philanthropic Innovator Award. As past President and past Vice President for Development of the Women's Foundation of Colorado, Merle continues to play a major role in the commitment of the Foundation to reflect the economic, social and racial diversity of the women of Colorado. She was on the board of the Independent Petroleum Association of Mountain States from 1994-1999, serving as Vice President in 1997. Merle served on the National Petroleum Council and the SEAB (Secretary of Energy Advisory Board) from 1993-1998. She was appointed by Denver's Mayor, Wellington Webb, to the Denver Health and Hospitals Authority Board, where she served from 1995-1997. Ms. Chambers served on the Cherry Hills Village, Colorado, City Council from 1982-1992 and was Mayor pro tem from 1988-1992. She also served on the Board of Trustees of the University of California, Berkeley Foundation from 1986-1992 and the Loretto Heights College Board of Trustees from 1986-1992. Ms. Chambers is a member of several other organizations including International Women's Forum, the Ms. Foundation's Democracy Funding Circle, and Emily's List. She also serves as Colorado Chair for the Women's Leadership Forum of the Democratic National Committee. Merle was instrumental in bringing together over 300 women during the 1992 presidential campaign through her co-chairmanship of a first-of-its-kind issues symposium in Denver, "Million Dollar Day With Hillary and Tipper". She successfully encouraged women, nationally, to take a bigger role in political campaigns.

Merle enjoys bicycling, needlepoint, cross-country skiing and reading. She and her husband, Hugh Grant, President and curator of the Vance Kirkland Museum and Foundation, enjoy traveling and are avid supporters of artistic and cultural events locally and nationally.

RESUME

NAME: **MERLE CATHERINE CHAMBERS**

HOME: 4750 South Dahlia Street
Littleton, Colorado 80121
(303) 770-2183 (303) 220-5066 Fax

BUSINESS: Leith Ventures, LLC
1700 Lincoln Street, Suite 3950
Denver, Colorado 80203-4539
(303) 839-4600 (303) 839-4619 Fax

EMPLOYMENT:

Present President and Chief Executive Officer
LEITH VENTURES, LLC
Denver, Colorado

Leith Ventures, LLC is a private investment company that manages various investments for the Chambers family including real estate holdings, oil and gas properties, and a privately-funded foundation, the Chambers Family Fund.

12/97 President and Chief Executive Officer
AXEM RESOURCES INCORPORATED
Denver, Colorado

Axem Resources Incorporated, a Chambers family-owned company which was engaged in oil and gas exploration, development and acquisition, participated in some of the Rocky Mountain Region's most spectacular industry successes. As a 25-year-old debt-free company, Axem managed its own production and exploration activities as well as the oil and gas investments of various individuals, partnerships, and corporations.

Duties: Directed all aspects of Company operations. Developed and implemented long-term business plans and organizational policies which resulted in successful oil and gas exploration and acquisition.

12/86 Executive Vice President and General Counsel

Duties: Responsible for corporate legal matters, firm administration, financial planning and budgeting, and long-range planning.

1 Catherine Chambers

2 9/94

Chairman of the Executive Committee

CLIPPER EXXPRESS CO.

Chicago, Illinois

Clipper Exxpress Co., with 220 employees was a Chambers family-owned transportation business for more than 50 years. The company was sold in September, 1994, to Arkansas Best Company. Clipper, a premier multimodal transportation company, is recognized as a specialist in door-to-door cross-country LTL (less than trailerload) and TL (trailerload) service.

3 6/80

Attorney

WELLER, FRIEDRICH, HICKISCH & HAZLITT

Denver, Colorado

Duties: Emphasis on estate planning, tax planning, real estate.

4 5/77

Law Clerk

HALL, HENRY, OLIVER & McREAVY

San Francisco, California

Duties: Emphasis on litigation, drafting, real estate.

5 EDUCATION:

UNIVERSITY OF DENVER, GRADUATE TAX PROGRAM

Denver, Colorado

L.L.M. - June, 1984

UNIVERSITY OF CALIFORNIA, HASTINGS COLLEGE OF THE LAW

San Francisco, California

J.D. - May, 1977

SAN FRANCISCO STATE UNIVERSITY

M.A. candidate in political science 1968-1970

UNIVERSITY OF CALIFORNIA, BERKELEY

Berkeley, California

B.A. - June, 1968

Admitted to practice:

Colorado 1978

California 1977

11 Catherine Chambers

ACTIVITIES:

BOARD MEMBER, TEMPLE HOYNE BUELL FOUNDATION

9/95 - presently

BOARD MEMBER, ASPEN MUSIC FESTIVAL AND SCHOOL

Treasurer 1997 - presently

WOMEN'S FOUNDATION OF COLORADO

President 1992 ; Member of the Board of Trustees since 1987

Member of the Executive Committee since 1989

The Women's Foundation of Colorado is a grant-making foundation contributing to non-profit organizations promoting the economic, social, physical, psychological, educational and artistic endeavors of women and girls to ensure their full participation in society.

COMMITTEE OF 200

Member since 1987; Elected to Committee of 200 Foundation Board 10/94, served on this board through 12/97. The Committee of 200 is an international organization of businesswomen who represent more than 70 industries and personify the spirit of entrepreneurship and business leadership. The Committee of 200 selected Merle to receive their Philanthropic Innovator Award in October, 1999.

COLORADO CHAIR, WOMEN'S LEADERSHIP FORUM OF THE DEMOCRATIC NATIONAL COMMITTEE 1996- presently

WOMEN'S FORUM OF COLORADO, INC.

Member since 1993; Board of Directors 1995

The Women's Forum affords influential women who have significant and diverse accomplishments a forum for the exchange of ideas and experiences. Affiliated with the **INTERNATIONAL WOMEN'S FORUM.**

INDEPENDENT PETROLEUM ASSOCIATION OF MOUNTAIN STATES

Member of Board of Directors 1994 - 1999, Board Vice President 1997

SECRETARY OF ENERGY ADVISORY BOARD

Appointed 1997 - 1998

The Board is made up of experts in the Department of Energy's mission areas. These areas include energy resources, national security, environmental quality, science and technology, and corporate management.

NATIONAL PETROLEUM COUNCIL

Appointed 1993 - 1998

The Council, made up of oil and gas executives, advises the U.S. Secretary of Energy on issues concerning the oil and gas industry.

Catherine Chambers

BOARD MEMBER, DENVER HEALTH AND HOSPITALS AUTHORITY

Appointed by Denver Mayor Wellington Webb 11/95 - 11/97

WHITE HOUSE CONFERENCE ON SMALL BUSINESS COMMISSION

Appointed 1993-1996

The 11-member Commission, named by President Bill Clinton, is charged with the preparation and conduct of the National White House Conference on Small Business, focusing on small business and its role as the nation's job creator.

ROMER/SCHOETTLE FUND-RAISER

Sponsored dinner to support the Romer/Schoettler ticket for Colorado Governor with featured speaker Tipper Gore; August, 1994

WHITE HOUSE FELLOWS REGIONAL SELECTION PANEL

Appointed in 1993 to select outstanding citizens to serve as White House Fellows.

MILLION DOLLAR DAY WITH HILLARY AND TIPPER

Co-chaired Issues Symposium in Denver, 1992. Raised \$1 million for Democratic National Committee. Featured speakers included Hillary Rodham Clinton, Tipper Gore, Kathleen Kennedy Townsend, Kathleen Brown and other national and local leaders.

UNIVERSITY OF CALIFORNIA, BERKELEY FOUNDATION

Board of Trustees 1986-1992

The Foundation was established to attract private support to the University for academic programs and faculty research.

CHERRY HILLS VILLAGE

City Council 1982-1992. Mayor pro tem 1988-1992

Cherry Hills Village has 5000 people.

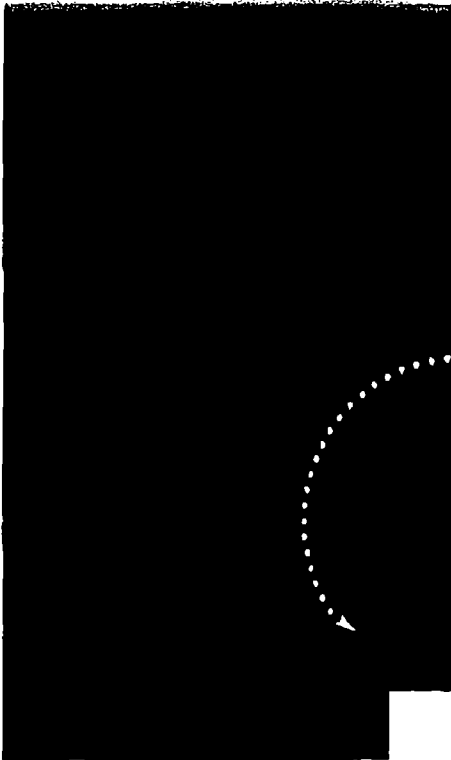
LORETTO HEIGHTS COLLEGE

Board of Trustees 1981-1990

MEMBER: Economic Club of Denver
Ms. Foundation - Democracy Funding Circle
Colorado Bar Association
California Bar Association

Chambers Family Fund

1700 Lincoln, Suite 3950
Denver, CO 80203-4539



Chambers Family Fund

Program Guidelines
Effective July 1, 1998

Chambers Family Fund, formerly known as Axem Foundation, was founded in 1983 by Merle Catherine Chambers and her mother, Evelyn Hemmings Chambers. The Foundation was created because of their personal commitments to community and as a result of many years of successful oil and gas and transportation ventures. Merle Chambers, president of Chambers Family Fund, is a business woman actively involved in civic, cultural and philanthropic affairs in Colorado. Evelyn Chambers was actively involved in managing the family businesses for many years and currently focuses on cultural and philanthropic endeavors. The mission of the foundation is to assist people and organizations to improve the quality and circumstances of life for themselves and future generations. Chambers Family Fund is based in Denver and primarily supports non-profit organizations in Colorado and national organizations with programs and activities reflecting the family's values and interests.

Chambers Family Fund

What is the Foundation's approach to grant making?

We are committed to supporting the instruments of positive change in a challenging world by seeking programs that:

- offer constructive new ways for institutions and systems to respond to human and community needs.
- foster communication and understanding among people of different backgrounds and viewpoints.
- improve public policy and promote public awareness to build community support.
- have a significant and continuing impact.

Who is eligible for a Chambers Family Fund grant?

Most grants are made to organizations classified as tax-exempt under section 501(c)(3) of the Internal Revenue Code and as public charities under section 509(a) of that code. Individuals and for-profit organizations are not eligible for funding.

What are our primary areas of interest?

We are especially interested in supporting programs and organizations that benefit women or that prepare our children for productive and meaningful lives. Currently, most Foundation grants support nonprofit organizations that provide services or develop initiatives in two areas:

1. Expanding opportunities for women and girls to help them realize their full potential by:
 - providing access to education and training to participate in the work force of the future.
 - building economic opportunity and access to information and resources to attain self-sufficiency.
 - removing systemic barriers that limit the potential of women and girls.
 - increasing our community's ability to address needs of adolescent girls.
2. Addressing early care and education of children by:
 - improving the quality of child care and early education for children from birth through age five.

• building community support of young children and their families.

- investing in family support programs, especially for teens and new parents.
- increasing parents' knowledge about raising children.

How do we make grants?

Chambers Family Fund makes grants in three ways.

- We solicit proposals from organizations providing high-quality programs and services identified by the Foundation.
- Our board members designate grants to organizations that are of particular interest.
- We identify organizations and projects for funding through internal research and in collaboration with other grantmakers and colleagues in the nonprofit and philanthropic community.

The Foundation does not accept unsolicited proposals.

K did this happen?" and "What can we do to prevent it from happening again?" Another headline, while not as tragic, is also distressing: "One in three Colorado third-graders reading below state standard." This means 17,000 kids in Colorado require special literacy education this year alone.

What do these headlines have in common besides a school setting? It is more important than ever that we support families in building a foundation for learning and tolerance before children reach age 5. Early nurturing, loving and educational support are vital to ensure that children can cope with anger, interact in a civil manner and develop a large vocabulary and good language skills. These occur long before a child enters kindergarten, much less third grade.



Chambers

how to provide the best for their children. But even the most loving parent may not know how best to prepare their children for school.

Scientists confirm on an almost daily basis that a child's educational and character blueprint is permanently inked by the time a child is 5. Reversing a bad start is an expensive proposition. Many studies have examined the immediate

foundation on which our communities are built. This foundation depends on how well we nurture and educate our children. Most of us want to believe parents instinctively know

One study, conducted for the past 30 years, actually quantified the cost savings of investing in early education for disadvantaged children at \$7.16 for every \$1 invested. The savings result from less special education, higher academic performance, less involvement with crime and juvenile justice, and ultimately a better workplace candidate.

Disadvantaged children aren't the only ones failing to read. Some schools in low-income areas did better than schools in high-income areas. Almost every neighborhood, community and school district is struggling with academic performance. Many children enter kindergarten without the skills needed to learn to read. Remedial work begins immediately and likely never ends. Even the best teachers can't compensate for children who arrive

in the poorest districts of the state, and Child Outcomes Study. Scientists tracked children from age 3 through second grade. The results for kids in Colorado, as well as other states, showed children who had a higher quality of early care scored higher in mathematics and language, were more considerate and were more able to work and play cooperatively with other children.

In light of this, how do we provide for

Please see **CHAMBERS** on 2J

Merle Chambers is president and CEO of Leith Ventures LLC and serves on the boards of three foundations that provide funds to improve the lives of children and families. She is a board trustee for Educare Colorado, a partnership of families, businesses, foundations and local governments working to improve early education in Colorado.

Preschool years need emphasis

CHAMBERS from Page 1

high-quality education? Parents are the key. We need to support parents by:

- Educating them to help their children at an early enough age to make a lasting impression;
- Improving the quality of child care for those under age 6 cared for outside of their homes;
- Encouraging all adults to spend time reading and playing with children — even if they are not their own; and
- Using private and public resources to invest in good early-education programs.

If we want our children to thrive, we must be bold enough to re-engineer our thinking about early education. The 17,000 kids failing this year join 17,000 from last year and will be joined by 17,000 next year, and so on. Remedial education won't work without parental involvement long before school starts. Parents must model appropriate behavior and nurture language skills early for children to start school ready to succeed.

Working to achieve school readiness of young children and cultivating nonviolent means of coping with anger requires a full-fledged partnership among families, businesses, foundations and government. Successful outcomes for children depend on our commitment to their early care and education. Colorado's future depends on it.

THE DENVER POST
JUNE 13, 1999



Merle Chambers, daughter of the late Jerry Chambers; Aaron Gellman; and Clipper President Andy Sze.

NEW BUILDING NAMED IN HONOR of Chambers Family

In recognition of a generous gift from Evelyn and Merle Chambers and Northwestern graduate Andy Sze (MSIE '74), the Transportation Center's new building will bear the name of the family of the late Jerry Chambers.

Chambers, a former member of the Center's Business Advisory Committee, founded Clipper Carloading (later Clipper Exxpress) in 1938, after borrowing \$16,000 from relatives. Since his passing in 1987, Clipper has been guided by his wife Evelyn, their daughter Merle, and current company president Andy Sze.

Since its earliest days, Clipper Exxpress has been a leader in marketing, service, and pricing innovations in its field. In 1972, it led the departure from commodity-specific freight rates to freight-all-kinds ("FAK") rates. Chambers commissioned the design of a double-stack container car a dozen years before the concept was accepted by railroads in the United States. In the pre-deregulatory era, Clipper was actively engaged in providing rate and service alternatives for its customers and led numerous battles for rate equity before the Interstate Commerce Commission. Clipper Exxpress was acquired by Arkansas Best Corporation in 1994.

This gift to the Transportation Center was dedicated to the memory of Jerry Chambers. The new Chambers Hall will provide inspiration for students, faculty, and staff and will encourage the spirit of innovation and enterprise exemplified by Chambers, his family, and Clipper Exxpress.

Officials Gather for Groundbreaking

On May 29, 1998, the former parking lot at Sheridan Road and Foster Street was officially transformed into a construction zone. University President Henry Bienen, Vice President for Research and Graduate Studies Lydia Villa-Komaroff, and Evanston Mayor Lorraine Morton joined Transportation Center Director Aaron Gellman (right) in turning over symbolic shovels of dirt in a groundbreaking ceremony for the Center's new building.

The ceremony, which capped two years of planning and negotiations with the City of Evanston, was the first public event promoting the project. It included representatives from Northwestern and Evanston, members of the Center's Business Advisory Committee, faculty, alumni, students, and staff.

Gellman described the new building as an opportunity to advance the Center's reputation as a leader



HASTINGS PROFILE PHILANTHROPY

Erle Catherine Chambers

Former Chief Executive in Oil and Gas Industry

Manager of Investment Company

Trust Foundation Leader

Professor of Higher Education and 1977 UC Hastings Law Grad

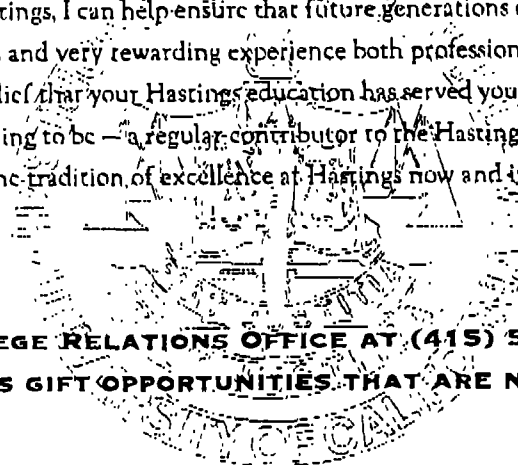


Erle C. Chambers previously served as the President and CEO of Denver-based Axem Resources, Inc., until its sale in 1997. She subsequently launched Leith Ventures, L.L.C., to manage investments and pursue interesting business opportunities. Additionally, Ms. Chambers is active in her family's foundation, Chambers Family Fund. Despite this busy schedule, she always has found time to serve her alma mater. She was an underwriter of the law school's Attorneys' Forum, a past Board member of the Hastings 1066 Foundation, the first person to have served as the National Chair of the Hastings Annual Campaign, and, more recently, a key supporter of her Class of 1977's campaign to endow a Distinguished Scholarship. When asked why she chose to become a major benefactor at Hastings, Ms. Chambers replied:

"I have also attended another law school to secure an LL.M. in Taxation, I can unreservedly tell you that a Hastings education is second-to-none! The level of instruction was incomparably high when I attended Hastings, and I know that faculty continue to command great respect. This year, each of the major national legal professional associations has had a Hastings faculty member on its governing board, making our law school unique in providing that kind of high visibility and national leadership within the profession. My Hastings experience taught me to think analytically and to look at all sides of a problem. These skills have served me well in all of my business ventures and will help me make an important difference in the non-profit arena, too. In short, my experience at Hastings was a most positive and serviceable one — one that I would like to share. By contributing to Hastings, I can help ensure that future generations of students will have the opportunity to be exposed to an intellectually rigorous and very rewarding experience both professionally and personally."

If you share Ms. Chambers' belief that your Hastings education has served you well and has been most rewarding, then consider becoming — or continuing to be — a regular contributor to the Hastings Annual Campaign. Your contribution, with others, will help maintain the tradition of excellence at Hastings now and in the future.

**PLEASE CALL THE COLLEGE RELATIONS OFFICE AT (415) 565-4615 TO LEARN MORE
ABOUT VARIOUS GIFT OPPORTUNITIES THAT ARE NOW AVAILABLE.**



The Campaign for Tradition & Innovation

Merle Chambers '64 Leads the Way in Gift to Young Scholars Fund

North Shore alumna Merle Chambers '64 has made a pledge to the Young Scholars Fund of the Campaign that will support scholarships for African American and Hispanic students in the Upper School. The gift of the endowment, and each year will provide full tuition for a student selected by the admission committee. The Merle C. Chambers Scholarship's gift leads the way for the Young Scholars Fund and will make the college experience accessible to all ambitious, talented students who otherwise could not afford tuition. The commitment to North Shore will ease the racial, socioeconomic

and cultural diversity of the School, another goal of the Campaign.

Head of School, Julie Hall, is especially pleased to have received this commitment to the Campaign, because she knows that the impact on the lives of girls will be lasting. "Merle believes in supporting girls who can make a difference in the world because of the education they receive. Knowing how much North Shore did for her, she is anxious to provide the opportunity of a North Shore education for other young women. She will touch many lives with this generous gift to the Young Scholars Fund."



Merle Chambers '64

Committee

Darrow '65
Steering Committee
Rogers '74
Steering Committee
DeYoung, Chair, Board of Trustees
Hall, Head of School
S. Lane, Chair, Leadership Dinner
Colman
B. Galvin
Hafroth
Stamm

Committee
Mer C. Avery '87
Clark Blair '45
Golden '70
Favill Marshall '46
D. Moore '31
Levering Shotwell '60
Mey Woods '37

y Chairs
S. Avery
Ming
on Advisor
Emrich

information or answers to questions,
contact: Tom Doar III, Director of
Development, at 847-441-3308 or the
Development Office at 847-441-3320.

Campaign Meets With Enthusiastic Response from Parents

The Parent Committee, put in place last spring as the Campaign went public, continues to volunteer time and energy to secure gifts from current parents. Since April, current parents have given a record-breaking \$418,000 in cash and pledges for a total parent contribution of \$847,919. Without question, strong support of current parents speaks volumes to the strength of the School today. Parent Co-Chair Jeff Colman states, "I have been impressed not only by the Parent Committee's devotion to the School, but the very generous interest of those parents whom we have called upon to support this Campaign." Jeff continues by saying, "one of the many wonderful things about this Campaign is that it gives current parents a larger, more global, vision of North Shore and a clear sense of what is in store for the exciting future of the School." In a determined effort to reach the Campaign goal of \$10.5 million, solicitation of the current parent body is continuing. Parent Co-Chair Ronna Stamm says, "A key element of the Campaign is to give all parents in the School the opportunity to participate." If any current parents are interested in learning more about North Shore's Campaign giving opportunities, please don't hesitate to contact Parent Chairs Jeff Colman, Susan Gaud or Ronna Stamm or call the Development Office at 847-441-3320.

The Campaign for Tradition & Innovation Parent Committee

Lower School Campaign Chair: Jeff Colman
Class of 2011: Andy Heytow '78
Class of 2010: Robert Parker
Class of 2009: Ann Amboian
Class of 2008: Bruce & Susan Blehart
Class of 2007: Jeff Colman
Class of 2006: John Andersen
Class of 2005: Robert Parker & Jeff Colman
Middle School Campaign Chair: Susan Gaud
Class of 2004: Pete Wentz
Class of 2003: Richard Morris
Class of 2002: Jim & Susan Breece
Upper School Campaign Chair: Ronna Stamm
Class of 2001: Tom & Sandra Ullmann
Class of 2000: Louis '69 & Sally Brown
Class of 1999: Michael Cavanaugh
Class of 1998: Bill & Tina Escamilla

Alumni Committee

Chair: Molly Shotwell '87
(Alumni Association President)
Chris Avery '87
Onnie Straub Darrow '38
Bill Hinchliff '64
Harley Hutchins '60
Suzanne Folds McCullagh '69
Development Office
Tom Doar III,
Director of Development & Admissions
Betsy Lockwood,
Associate Director of Development
Molly Ingram McDowell '80,
Associate Director of Development
for Alumni Relations
Jill Kirk, Development Assistant
Cheryl Grauberger,
Director of Public Relations

MICHAEL F. BREWER

2700 VIRGINIA AVENUE, NW
APARTMENT 1211
WASHINGTON, DC 20037

Put on list

August 27, 1999

Ms. Melanne Verveer
Chief of Staff
Office of the First Lady of the United States
The White House
Washington, DC 20500

Dear Melanne:

I applaud the First Lady and you and your colleagues for convening a conference on philanthropy in late October. Your conference will give this subject the high level attention it deserves.

You probably already have on your list of invitees, Mr. Leonard Silverstein, Senior Partner, Silverstein and Mullens, Washington, DC. I would not be surprised to learn that he already has been playing a role in your planning, but in the event he is not, unprompted, I strongly recommend his inclusion.

As a leading national practitioner of the law of philanthropic and nonprofit activity, Mr. Silverstein would merit an invitation. More important, he was in the early 1970's the Executive Director and Chief Operating Officer of the Filer Commission, the most recent, and perhaps best ever, comprehensive study and analysis of philanthropy in the U.S. and elsewhere in the world. Because of his leadership and experience on the Filer Commission and in many areas of philanthropy both before and since then, he would, I am certain, contribute immeasurably and uniquely to the conference.

With appreciation and both wishes I remain

Yours sincerely,



Michael F. Brewer

Lia Shipman
International Affairs
103 PGA TOUR Boulevard
Ponte Vedra Beach, FL 32082
Ph: 904 273 7685
Fax: 904 273 3205
lia@pgatourhq.com



Via Fax: 202 456 6244

August 31, 1999

Ms. Mary Ellen McGuire
Office of the First Lady
Room 100
O.E.O.B.
Washington, D.C. 20500

Re: Conference on American Philanthropy, October 22, 1999

Dear Ms. McGuire,

It was a pleasure to speak with you this morning. As you are aware, I am very interested in attending the First Lady's conference regarding American philanthropy.

A strong conscience about helping others is a personal trait I developed during my youth by fundraising for Aloha United Way, "trick-or-treating" for UNICEF during Halloween, volunteering at the Hawaii Special Olympics and being a teacher's aide at the local Shriner's Hospital for children.

In college, through the Joint Educational Project (J.E.P.) at the University of Southern California, I volunteered in South Central Los Angeles classrooms, using my Spanish to translate between teacher and student and becoming a mentor to several latinas, like myself. Part of my college education was funded by grants from the Los Angeles Philanthropic Foundation.

While at USC I was a member of the Trojan Democrats and interned for Willie Brown during his last term as Speaker of the Assembly for California. After college I returned home to Hawaii and worked in the state capitol as an aide to Senator Milton Holt.

Donating my time and energy to improve my community has continued during my career at the PGA TOUR. Here in Jacksonville I volunteer with The Children's Home Society, help run an all-women's surf contest whose proceeds go to Komen's "Race for the Cure" and am gearing up for the fall start of a new mentoring program at the high school near my home.

Much of the reason why I accepted a position with the TOUR was because of this company's commitment to charity. Currently I am a coordinator with International Affairs, working to develop tournaments around the world whose proceeds go to local charitable organizations.

Next fall, I look forward to attending business school, focusing on international aspects with close attention to emerging economies. Some career goals are to work for the World Bank after receiving my MBA and later become an Executive Director of a well-respected international philanthropic organization (exactly which one, I'm not sure!).

I would very much like to attend Mrs. Clinton's conference to hear about new ideas and perhaps meet some role models which may help focus my career objectives and personal goals. Here in Jacksonville, despite all my volunteer hours, I don't meet like-minded young people and dearly wish to learn what other youth are doing around the country to promote "Generation X" helpfulness. I want to be exposed to the latest ideas in philanthropy, learn what is being done - and what goes undone.

I cannot express enough how much I admire and respect Mrs. Clinton and hold her as a role model. To hear her speak in person about a subject that is so close to my heart would be a dream come true. I appreciate your time and hope to speak with you again soon. Please let me know if I should send a resume, letters of recommendation, I'm not sure what else... I am relying on you for this opportunity and hope you recognize that I have potential in this field and deserve the chance to learn from the best. Thank you and best regards.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lia Shipman". The signature is fluid and stylized, with the first name "Lia" being more prominent.

Karen Kaimalie "Lia" Shipman

Mark Fabry
405 East 54th Street
New York, NY 10022
212-750-6541

July 21, 1999

Ms. Mary Ellen McGuire
Office of the First Lady
OEOB Room 101
Washington, D.C. 20500

Dear Mary Ellen:

I hope this letter finds you well. At your suggestion I send this letter of introduction in hope that I may be included in the "Gifts to the Future" event in Washington to be held in October. As I have never been a great self-promoter, I humbly express my desire to be included as one of the "regular folks" who will make up a portion of the attendees.

My interest in philanthropy began before my understanding the word, when as a small boy, I noted my grandmother's service to the local church arranging flowers for the altar. She also made a point of sharing vegetables with neighbors and had a general concern for other's welfare, especially those in need. Most extraordinary was her care for her husband who was stricken with MS at my current age of 35, and who lived completely paralyzed for another 26 years. She chose to accept her hardships and even found the capacity to give back. My desire is to do the same.

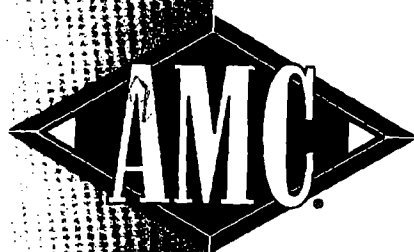
My own service has been manifest in various ways; rather dramatically in Calcutta working at Mother Theresa's Home for the Dying and Destitute and rather humbly as a volunteer at The Mary Manning Walsh Home where I ran the coffee shop on Monday nights at this home for the elderly. At present I am affiliated with a mentorship program at Columbia University (HEOPs) and have served on an advisory board for CASA the anti substance abuse organization run by Joseph Califano former Health Secretary under President Carter.

As an entrepreneurial businessman I am currently looking for ways to organize my business involvements such that there are charitable ties ins. There are other such thoughts and activities but suffice it to say I am more than desirous to service those in need and would very much appreciate the opportunity to attend your conference. I send my thanks in advance for your consideration.

Sincerely yours,



Mark Fabry



American Movie Classics

September 1, 1999

MaryEllen,

I am writing on behalf of Carolyn Buchanan. Carolyn is Senior Vice President of National Accounts and New Media Development at American Movie Classics. Carolyn also oversees all International Development. She has traveled extensively throughout the world. Her own personal journey coupled with her business acumen, together, combine to make her an ideal advocate for *Charitable Giving*.

Carolyn is very passionate in her beliefs. With every intention of dedicating the coming years of her career, and her own personal life, to giving, Carolyn believes that this conference is vital, and alive with what she believes in and cares about, and would find it a valuable resource for her lifetime goal of giving.

I have enclosed a press release, promoting Carolyn in 1998. I'm sorry, this is all that I have for the time being. I would certainly be able to forward a Bio on Carolyn next week if you would like.

Carolyn would especially honor the opportunity to attend and take part in Hillary Rodham Clinton's "Gift to the Future" conference on philanthropy.

We most certainly thank you in advance for your consideration.

Sincerely,

Shakira Chun
Executive Assistant

International

n Center,

1380

Michigan

075

357-5226

357-5375

of Rainbow

Holdings, Inc.

The logo for American Movie Classics is a diamond-shaped emblem. Inside the diamond, the words "AMERICAN", "MOVIE", and "CLASSICS" are stacked vertically in a bold, serif font. The diamond has a textured, slightly distressed appearance.

Contacts: Dina White
(516) 396-4352

Lynn Weiss
(310) 998-9307

CAROLYN BUCHANAN PROMOTED AT AMC NETWORKS

September 3, 1998 – Woodbury, NY – Carolyn Buchanan has been named Senior Vice President/General Manager, International Development, it was announced today by President Kate McEnroe. In her new position, Buchanan will be responsible for overseeing all international development for AMC networks, which include American Movie Classics, Romance Classics and American Pop. Her responsibilities will include determining which markets to enter and supervising those launch efforts as they occur.

Buchanan has been with AMC since 1990, with concentrated efforts on domestic distribution and marketing for MSOs, as well as managing regional activity.

"We are pleased to have an executive with Carolyn's broad knowledge of the cable industry lead AMC into new territories," noted Kate McEnroe. "The challenges of international expansion require tenacity, commitment and a pioneering spirit, and AMC Networks is committed to exploring the expanding global appetite for American entertainment."

Buchanan graduated from Michigan State University in 1985 with a B.A. in Advertising.

AMC Networks is comprised of AMC, the premier 24-hour movie network featuring award-winning original productions about the world of American film. Romance Classics, the 24 hour channel devoted entirely to romantic programming, and American Pop, the first multi-platformed interactive entertainment network. AMC is available in 68 million homes. Romance Classics is available in 17 million. American Pop will launch in late 1998.

150 Crossways Park West

Woodbury, New York

11797

516 396-3000

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Helping to Create Families Through Adoption

September 1, 1999

Ms. Mary Ellen McGuire
Assistant to the Deputy Chief of Staff
Office of the First Lady
The White House
Washington, DC 20500

Dear Ms. McGuire:

As we discussed yesterday by telephone, I have a great interest in being invited to the October 22nd "White House Conference on Philanthropy: Gifts to the Future." The First Lady's acknowledgment of the importance of giving to not-for-profit institutions in this country will no doubt produce many positive outcomes, most notably an increase in donations, but equally important will be an increase in the number of individuals making donations, and a better understanding by the populace regarding the importance of philanthropy in this country, both today and from a historical perspective.

I believe that I would bring a unique perspective to the conference based on my professional knowledge of, and long tenure with, not-for-profit organizations where I have held leadership positions in fund-raising during the past 20 years.

Issues that I believe should be addressed which would help promote philanthropy include youth education and involvement, particularly in public schools since many private schools already do an admirable job of training students to give; the establishment of an ongoing national philanthropy awareness campaign much like the National Negro College Fund's "The Mind is a Terrible Thing to Waste" collaborative effort with the National Ad Council, only with an identifiable spokesperson(s); and a message to all not-for-profit organizations that by working together in their home communities to promote philanthropy they would actually boost giving for all participants. Charities should embrace collaboration and idea sharing as a means for showing donors and prospective donors that their dollars are being used wisely and effectively. Currently, there is a great deal of fragmentation in the not-for-profit community.

Mary Ellen McGuire
Page Two

I would also like to promote the idea of having an annual White House awards program which would regularly bring to the public's attention the wonderful aspects of philanthropy. The ceremony could be held each November as part of the existing National Philanthropy Day observance, and recognize a select number of Americans whose contributions to philanthropy were outstanding.

In addition, I believe that it is important for small and medium-sized organizations like ours to be represented. Many conferences emphasize large organizations such as United Way, or advocacy and professional groups like NSFRE, AHP, and Independent Sector, but fail to bring into the fold those entities who are independent and non-government supported. I would contend that independent organizations are responsible for raising more philanthropic support through grass roots efforts than large organizations.

And I would heartily endorse the concept that *everyone can be a philanthropist* which we discussed briefly. Statistics consistently show that the majority of gifts given in this country are from individuals with average or below average incomes, yet the media tends to focus on mega gifts and mega givers. I would venture to guess that very few donors think of themselves as philanthropists, only because the term is only applied to the very wealthy in this world. I would hope that if you have a chance you will access the National Society of Fund Raising Executives' library in Alexandria, Virginia, for a video tape they produced a few years ago which promoted a similar philosophy.

As you had suggested, I am enclosing my curriculum vitae. Thank you for your consideration.

Sincerely,



Ed Crane
President

EDC/

enclosures

ED CRANE
1999 Curriculum Vitae

Home Address: 1603 Trailridge Drive Arlington, Texas 76012
Home Telephone: 817-860-3943

Business Address: 2300 Hemphill Street Fort Worth, Texas 76110
Business Telephone: 817-922-6034

Career Synopsis

This year I am celebrating my 20th anniversary as a professional fund raiser. During my career, I have been associated with and led fund-raising programs which produced \$70 million for the institutions for which I was affiliated, including \$25 million during the last eight years. Concurrently, I have served as a fund-raising volunteer with several organizations including YMCA, Chambers of Commerce, Arts Councils and Professional Organizations, and counseled other organizations about fund-raising.

Professional Fund-Raising Positions

President, The Gladney Fund
Fort Worth, Texas
1991- present

Responsible for raising funds and managing the \$18.5 million endowment of a 501(c)(3) not-for-profit support organization whose role is to provide funding to The Gladney Center, America's preeminent non-sectarian private adoption and maternity services agency.

Utilizing various fund-raising methods, including direct mail, personal solicitation, special events and planned giving, we are able to assist The Gladney Center in placing more than 350 children each year with families from throughout the U.S. Gifts also enable the agency to provide quality maternity services, such as pre- and post-natal medical care, counseling, job skills training and housing to at-risk women seeking to make an adoption plan for their children. Recent major gifts ranging from \$250,000 to \$1,000,000, have made it possible for the agency to launch human service initiatives to find homes for special needs children and African American and bi-racial infants and youths.

**Executive Director, Dallas/Fort Worth Medical Center Foundation
Grand Prairie, Texas
1983-1991**

Organized the first foundation for this 297-bed not-for-profit suburban community hospital. Established several annual fund-raising special events, and led the effort to raise \$1 million to establish *The Pavilion*, a multi-purpose meetings and conference center which was made accessible to hundreds of community and professional groups.

**Director of Development, Presbyterian Medical Center
Dallas, Texas
1980-1983**

Established the first development office for this 888-bed health care institution. Director during the \$11 million *Margot Perot Women's and Children's Hospital* capital campaign which was led by civic volunteers from Dallas.

**Campaign Coordinator, Centre College of Kentucky
Danville, Kentucky
1979-1980**

Assisted with the coordination of the statewide efforts to successfully raise \$32 million for this private college. Gifts provided annual operating support and scholarship endowments. My role in the campaign was to recruit, train and service volunteers in the region who were asked to solicit peers for the effort.

Recent Professional Affiliations/Activities

National Society of Fund Raising Executives (NSFRE)

Member & Immediate Past President, Fort Worth Metro Chapter, 1999
Board of Directors, 1996-present
Delegate, National Assembly of Delegates, Washington, DC, 1997
National Philanthropy Day Luncheon, Chairman, 1995, 1996

Delta Upsilon Fraternity Educational Foundation

Trustee, 1999-2002
Member, *Quarterly Review Committee*, 1999

The National Conference for Community & Justice

Camp Advisor, *Anytown USA*, 1999

Philanthropy in Texas Magazine

Executive Advisory Board Member, 1997-present

Honors

National Society of Fund Raising Executives (NSFRE)
Fort Worth Metro Chapter

Ben Franklin Award for Outstanding Fund Raising Executive, 1997

Grand Prairie Chamber of Commerce

Public Servant of the Year, 1986
Member of the Year, 1985

Education

University of Arkansas, Fayetteville

Bachelor of Arts, 1976



Office of Government Affairs
1901 L Street, NW Suite 200
Washington, DC 20036
Telephone (202) 659-1800
Fax (202) 296-2964



March of Dimes Office of Government Affairs

OUR FAX NUMBER: 202-296-2964

OUR PHONE NUMBER: 202-659-1800

DATE: August 3, 1999 PAGES: 2
TO: Mary Ellen McGuire
FAX NUMBER: 456-6244
FROM: Jo Merrill

Attached is information on Daniel Rosenblum. I asked the chapter director to send any articles etc. but was told that Mr. Rosenblum is "publicity reticent." In any case, we think he would be able to make an contribution to the conference and hope you will consider inviting him. He can be reached at his office in New York City at 212-566-9097. Thanks for your help.

March of Dimes nomination for White House Conference on Philanthropy

Daniel Rosenblum, known to friends and associates as Danny, is President of E.D. & F. Man, Inc., a privately-held commodities trading company headquartered in New York City with offices in London and Singapore. The company primarily deals in sugar and cocoa products.

Danny is in his early 50's. He was born in Brooklyn and attended Brooklyn College. As a child, Danny contracted polio and the March of Dimes provided him with the equipment and physical therapy he needed at that time. With the Foundation's help, Danny was able to recover sufficiently to walk unaided, although he has a slight limp to this day.

After making a fortune in commodities trading in the 1980's, Danny decided he wanted to give back to those who had helped him and his family when they needed it. During the March of Dimes 50th anniversary year in 1988, Danny made a \$1 million contribution to the Foundation in recognition of its victory over polio and newer efforts to combat birth defects.

In addition to making the donation, Danny became an active volunteer for the March of Dimes joining the Board of the Greater New York Chapter. Thus began Danny's active interest in the March of Dimes mission to improve the health of infants. (He takes particular interest in our community programs to get poor women into prenatal care. He also has an intellectual curiosity concerning our research into gene therapy.)

Impressed with the March of Dimes work to save babies lives, Danny, over that past decade, has made annual donations in the \$50,000 to \$100,000 range. During the March of Dimes 60th anniversary year in 1998, Danny made another \$1 million pledge to the Foundation. His total contributions to date are \$1.6 million, his total pledges and contributions are \$2.6 million.

Aside from the March of Dimes, Danny is an active volunteer in New York Finest (a Police Department charity) and is a Member of the Army Navy Club as well as the Sugar Club.

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. bio	re: Adam Simons [partial] (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 24342

FOLDER TITLE:

Invites - Other

2013-0124-S
rc1158

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]



Adam Simons <aip@charitywatch.org>

08/02/99 04:17:47 PM

Record Type: Record

To: MaryEllen C. McGuire/WHO/EOP

cc:

Subject: Short Bio For Conference on Philanthropy

MaryEllen,

Hello. After having a brief meeting within the office, we have decided just to submit my name and bio to your list for the Conference on Philanthropy (lucky me!). So, as per your request I have pulled together a brief bio and description of my capacity here at the American Institute of Philanthropy. I hope that you and your colleagues will find this information to be useful. As for contact information on me, I will be at AIP through August 13th. However, you can always e-mail me (from today on) at: ajs61@cornell.edu

I'm attaching the bio in Word format. If you need it in another format, just let me know.

Sincerely,

Adam Simons
Young Philanthropist
AIP



- YoungPhilanthropist.doc

So Who Is He And Why Do We Want Him?
The Bio For Young Philanthropist Adam Simons

Originally from [REDACTED] I graduated in 1998 from T.C. Williams High [001] School and moved on to this past year to study communication at Cornell University in Ithaca, NY. Returning in the fall as a sophomore, I will be a varsity member of the Cornell Forensics Society (speech and debate). While competing for Cornell last year I was elected the Vice President of the DSR-TKA National Speech and Debate Honor Society. The duty of this position is to coordinate the volunteer and charity efforts of teams around the nation. As a result of this, I wanted to spend my summer learning more about philanthropy and not for profit organizations around the country.

Enter the American Institute of Philanthropy. Since June, I have been working as an intern in the Bethesda, MD based office doing public relations, journalism, and some lobbying work. Specifically, I have obtained press coverage for AIP in publications from New York to California. Recently, I wrote a series of articles about AIP that I hope many newspapers around the nation will paste-up and include in otherwise "dead space". Just last week, AIP unveiled its newly designed website (www.charitywatch.org), which I played a key role in updating. Personally and beyond my capacity at AIP, I am interested in the relationship between for-profit companies and charities within the nonprofit sector.

As a young philanthropist, I have learned that charity is for everyone. AIP has a membership base that breaks through the traditional barriers of race, socioeconomic class, and age. By attending the upcoming conference on philanthropy, I hope to listen and engage in a meaningful dialogue with leaders throughout the philanthropic world.

Alexander Ogilvy

PUBLIC RELATIONS WORLDWIDE

FAX

To: Mary Ellen McGeyre
Company: First Lady's Scheduling Office
Fax Number: 202.456.6244 Phone Number: 202.456.6266
Date: September 21, 1999 Pages to Follow: 4

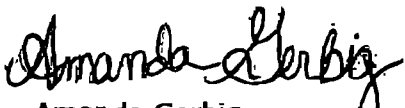
From: Amanda Gerbig
Alexander Ogilvy, Denver
303.615.5070
303.615.5075 (fax)
agerbig@alexanderogilvy.com

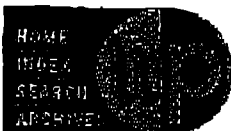
Dear Mary Ellen,

On September 10th I sent you information on KickStart.com in regards to the First Lady's October 22nd philanthropy conference. I thought you may find interest in a related story that ran in the *Washington Post* September 20th concerning "Charity Online." I have attached a copy of the article, as well as the executive summary from the study on "Socially Engaged Internet Users: Prospects for Online Philanthropy and Activism."

As you can see, online fundraising is a hot topic and is growing in visibility among the philanthropy world. KickStart.com addresses many of the challenges and concerns outlined in the executive summary, and setting the paces as a leader in this industry. I would be happy to send you a copy of the full report and discuss this with you further. Thank you for your time!

Regards,


Amanda Gerbig

**we have****jobs!**

WASHINGTON POST **STYLE** **SPORTS** **CLASSIFIEDS** **MARKETPLACE**
PRINT EDITION **TOP NEWS** **WORLD** **NATION** **POLITICS** **METRO** **BUSINESS & TECH** **HEALTH** **OPINION** **WEATHER**

**Large
Stocks:
How high
can they go?**

BYTES

Monday, September 20, 1999; Page F05

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Charity Online

The Internet can spur social change. So says a new study on the Internet and charitable activity by CMS Interactive, a division of the consulting firm of Craver, Mathews, Smith and Co.

The researchers concluded that the Internet represents a vast -- but largely untapped -- means of doing good. They identified a core group of 7.5 million Americans -- dubbed "progressive pace-setters" -- that has embraced advocacy and charitable giving online; another 7.3 million (called "thresholders") appear close to following suit.

Still, the Internet is unlikely to replace traditional avenues to charity, the study concludes. Privacy and security are big issues: Nearly 90 percent of activists, or would-be activists, said they would never share their credit card information with a philanthropic group. Also, most Internet users say they are more likely to visit the Web site of a group they know of already rather than organizations they came across online.

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**Improve your
outlook on life.**

patio
ENCLOSURES, INC.

Executive Summary

The Potential For Online Activism And Fundraising Is Vast, Bringing A New And Diverse Generation To The Effort

- Internet use is expanding at an unprecedented rate
- The potential universe of socially-engaged Internet users is as large, or larger, than the direct mail universe
- While the direct mail universe is aged, online activists are young
- While the direct mail universe is comprised mostly of liberal Democrats, the socially-engaged online universe displays much greater diversity

Most Of This Potential Is Yet Untapped

- Two-thirds of socially-engaged Internet users remain unaware of opportunities to take action
- Few of them have utilized the web's potential for contribution, activism or communication
- Even these online activists are more likely to have used traditional methods

The Web Is Seen Primarily A Tool For Communications, Information Gathering, And Efficiency, Not Community

- Community is a somewhat less common use

Driving Traffic To Sites Requires A Variety Of Approaches, Including Off-Line Advertising, PR, Word Of Mouth, And Getting On Search Engines

- Hunting is more common than surfing
- Focus group participants name a myriad of sources of information about a charity's website
- Word of mouth, search engines, off-line advertising and PR are the top methods of directing traffic to sites

Content Needs To Communicate Mission, Success Stories, And Financial Responsibility In A Simple, Credible, Uncluttered Environment

- Web information is no less credible than that from other sources
- Information about how money is spent, privacy assurances, mission statements, success stories and information about how to take action are deemed must-haves for group websites
- Merchandise, opportunities for personalization, chat, and a way to contribute are deemed least important
- These socially-engaged Internet users want accountability and demonstrated progress toward their goal, in exchange for their loyalty
- They are much more likely than direct mail donors to require groups to demonstrate progress and somewhat less likely to be concerned about the volume of donation requests
- When visiting sites during the focus groups, participants revealed a need for sites to balance simplicity with information

Privacy Concerns Remain An Important Impediment To Fundraising And The Sharing Of Other Personal Information, But Doing It The First Time, Shopping, Reputation, And Security Statements All Help Overcome The Reticence

- Most are quite concerned about maintaining their privacy when sharing personal information online
- Socially-engaged Internet users are willing to provide information about their interests and background, but reluctant to provide credit card and home data
- But never say never, as many of those who have purchased online say they would never give credit card or email information which are usually required for such transactions
- Making online purchases goes some distance toward allaying privacy concerns
- Doing it once makes one more inclined to do it again
- Having a strong institutional reputation and a clear security statement also help alleviate concerns

While The Web Is Seen As Having A Variety Of Important Roles For Groups, Convenience And Reduced Organizational Overhead Are Compelling Reasons For Online Contributions

- Activists see an important role for the Internet in helping groups be more accountable, demonstrate progress and educate the public, exactly those functions they deem most important

- The convenience of quick transactions and email notifications, along with reduced overhead, are the most compelling reasons to contribute online

Online Activism Implies Permission To Groups For A Variety Of Followup

- Focus group participants expect to be contacted by groups to which they have given information or money
- Taking an online action gives permission for future contact, on or off line

Cluster Analysis Reveals Five Segments Among Socially-Engaged Internet Users About A Third Of Whom Are, Or Are About To Be, Fully Engaged

- This is not the medium for everybody

AlexanderOgilvy

PUBLIC RELATIONS WORLDWIDE

September 10, 1999

Dear Mary Ellen:

As a follow up to our recent conversation, we are writing to recommend Janice Grissom Scott, president of KickStart.com for an invitation to the philanthropy conference on October 22, 1999.

KickStart.com brings a new perspective to any discussion of philanthropy by speaking with the voice of the new millennium. The Internet is a growing force in America, and the world today. According to the *Industry Standard*, worldwide Internet users will reach 504.2 million by 2003. KickStart.com harnesses the power of this exploding medium and is pioneering a new form of philanthropy.

The recently founded company plans to turn the World Wide Web into the earth's largest ongoing grassroots fund-raiser by bringing people together in the name of community and commitment. KickStart.com's unique combination of philanthropy, capitalism and technology benefits everyone who participates. Local and national affinity groups, educational, community, religious and others, are able to raise money through KickStart.com.

By establishing a KickStart.com "start page," organizations create a customized Web page that contains information on the charity while providing an Internet portal through which group members and supporters can shop, access a search engine and view news, calendars, weather updates and other information. Individuals can select a KickStart.com cause to support and customize the way their start page looks. Each time users view, conduct an Internet search from, or make an e-commerce purchase through their start page, the designated organization raises money.

A view of the not-for-profits and charities that KickStart.com is currently helping includes:

- National Cancer Prevention Fund (NCPF) – Founded in 1997, the NCPF's primary mission is to raise funds for cancer prevention and control. In support of that mission, NCPF also organizes community outreach events to increase public awareness.
- Project New Urban Arts – Based in Providence, RI, Project New Urban Arts' mission is to enable teens to use the arts as a context for personal development and as a tool to improve the urban environment.
- Union Gospel Mission – Founded in 1932, the Union Gospel Mission is committed to serving the hungry, hurting and homeless in the Greater Seattle Area – 24 hours a day, 365 days a year.

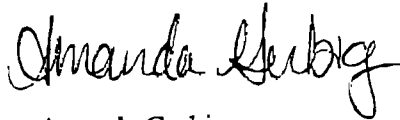
By nature of the Internet, KickStart.com is both grassroots and global – and is involved with giving across every sector. If invited to the October 22 philanthropy conference, Ms. Scott can contribute her knowledge of and experience with the new philanthropic tools offered by today's (and tomorrow's) technology.

Ms. Scott can be reached at the following address, phone and fax numbers:

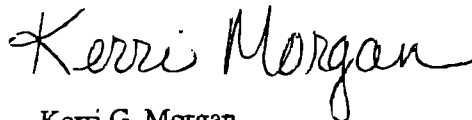
Janice Grissom Scott, president
KickStart.com
6060 Greenwood Plaza Blvd., Suite 110
Greenwood Village, CO 80111
Phone: 303-967-2258
Fax: 303-694-9491

We also will be happy to answer any questions you may have and to help coordinate Ms. Scott's participation. As a former press secretary for US Secretary of Education Richard Riley, Kerri Morgan has helped coordinate many White House conferences in the past and is located in Washington. Amanda Gerbig works directly with KickStart and is the best source of information about the organization and its president. For additional information on KickStart.com, please refer to the enclosed press clippings from the *Rocky Mountain News* and *dbusiness.com*. Thank you.

Sincerely,



Amanda Gerbig
Account Manager
Denver, CO
Alexander Ogilvy PR
(303) 615-5070



Kerri G. Morgan
VP/General Manager
Washington, DC
Alexander Ogilvy PR
(202) 466-6852

**WEB SITE HELPS KIDS RAISE FUNDS FOR SCHOOL COMPANY PROVIDES
ONLINE ALTERNATIVE TO CAR WASHES, CANDY SALES**

Lisa Greim Everitt News Staff Writer

09/04/1999

Denver Rocky Mountain News

FINAL

Page 2B

(Copyright 1999)

They're coming for you, bearing M&Ms.

Gift wrap. Raffle tickets. Coupon books.

As school starts, so also does the fall fund-raising season, as kids and parents hit the streets to raise money for soccer equipment, Scout camping trips or beakers for the chemistry lab.

In search of a better way, KickStart.com aims to combine Internet commerce with fund raising.

The Greenwood Village company unveiled its Web site Tuesday at www.Kickstart.com.

It's inviting any organization or cause to create a free "start page" that can include schedules, information about the group and a photo. Supporters who visit the site can generate revenue for groups when they click merchant or advertising links, use the search engine or buy online.

"Any group can come in and start raising money," said Janice Grissom Scott, who runs KickStart.

Current participants include the Evergreen Animal Protective League and the Cherry Creek High Touchdown Club.

The revenue model is the online equivalent of supermarket certificates many groups and schools sell. The scrip is bought by the consumer and redeemed by the store at full face value, but the group buys the certificates at a discount and pockets the difference.

People support causes "just by doing what they were already doing" - surfing the Web and buying online, Scott said.

KickStart is a spinoff from another Arapahoe County Internet company, eBags.com, which a group of former Samsonite executives launched in May to sell luggage and other items over the Net.

Jon Nordmark, founder of eBags, got the idea for KickStart last summer when he came upon a group of high school cheerleaders washing cars in a parking lot.

As they worked, Nordmark discovered that the group needed to raise \$5,500 for uniforms, travel and supplies.

"He thought students could be great ambassadors for eBags," Scott said. "We could commission them on sales and build a page for them."

Then the entrepreneurial wheels began to turn. Cheerleaders and high school athletes require duffel bags for their gear. They buy purses and backpacks. They'll need luggage for college.

KickStart was born.

Nordmark used existing e-commerce contacts from his young company, which appears on travel and shopping sites on America Online, Preview Travel, Microsoft Expedia and elsewhere. More than 150 merchants signed on, including Dell Computer, Swiss Army, Borders, Reel.com and Staples.

Persuading groups to use the site was easy, Scott said. It answers the biggest objections to fund raising: the time and effort it takes, the upfront costs for perishable inventory like chocolate bars and coupon books, and the often piddling amounts of money that result.

According to Scott, early promotion of the site will concentrate on reaching national organizations and group leaders, such as ministers and coaches.

Web shop SpireMedia designed the site. Scott and a few employees are getting it off the ground. "It was seven yesterday," she said Monday, "but we hired two more today."

KickStart's not the only such enterprise to collect donations on the Web. Schoolpop.com of Menlo Park, Calif., launched in June with a similar program. More than 100 online merchants offer rebates up to 20 percent on purchases through the site at www.schoolpop.com.

Its search engine revealed schools all over Colorado, including Aspen Country Day School and the Denver Street School. Snap.com provides the Web search engine and kicks in a penny for every search to the school of one's choice.

Photo; Caption: KickStart.com launched its Web site Friday at www.KickStart.com. The Greenwood Village company aims to combine Internet commerce with fund raising.

September 1, 1999 8:00am

KickStart.com plans to rev up fund-raisers

DENVER, Colo., Sept. 1 (dbusiness.com)--Last summer, the chief executive officer of eBags Inc., a Denver-based company that sells luggage via Internet, spotted a squad of high-school cheerleaders washing cars outside his health club. He stopped and asked how it was going.

He walked away from the low-tech fund-raiser with an idea for a high-tech business startup. Jon Nordmark, the eBags CEO, called the new company KickStart.com. This week, KickStart came out kicking. The privately held company and its nine employees announced plans to help groups ranging in size from local cheerleading squads to international charitable organizations stage online fund-raisers.

"We have just started putting forth the effort to get (fund-raising) groups signed up," said Janice Grissom Scott, director of KickStart. She joined the company in April, when Nordmark and eBags were trying to figure out what to do with the startup.

They eventually decided to spin it off, a move that officially took place last Friday. Although eBags no longer controls KickStart, eBags investors took an equity stake in the smaller company. KickStart also received an undisclosed amount of angel funding-money from wealthy individual investors-this summer, helping cover expenses until revenues start rolling in.

KickStart has established ties to 160 companies such as eBags, J.C. Penney and the Swiss Army Store, all of which sell merchandise online. This week, the company started establishing ties to nonprofit groups such as Girl Scout troops, high-school bands, large nonprofit organizations and others that regularly stage fund-raising events.

The objective is to persuade the various nonprofit groups to set up Web sites that will drive Web surfers to designated e-commerce sites. Each time one of the groups sends a customer to one of the e-commerce sites and the customer buys something, the group receives a fee, which it splits 50-50 with KickStart. Fees also will be generated through advertisements on the groups' Web sites and through Web surfers' use of a paid search engine available at the sites.

"We see growth taking place exponentially between now and the end of the year," Scott said in an interview with dbusiness.com. "The growth will be a steep hockey-stick growth."

She declined to say how much capital KickStart has raised, but said the company has adequate funds to get by for the time being. The company eventually may seek a round of venture-capital investments, Scott said.

She declined to release revenue projections, but said a typical small fundraising group such as a Scout troop might regularly draw 90 people to the group's Web site. If each person spends \$25 a year on e-commerce merchandise and periodically uses the site's search engine and other features, the group might bring in revenue of \$1,500 to \$2,000 of its own and send an equal amount to KickStart.

"There's pretty nice revenue there," Scott said. She declined to say how many fund-raising groups are expected to use the sites linked to KickStart and its e-commerce

partners. KickStart is a for-profit company, though its clients generally are expected to be nonprofit groups.

The company expects to have 50 to 100 employees within a year, Scott said.

David Algeo <<mailto:dalgeo@dbusiness.com>> covers the Denver region for dbusiness.com. E-mail him with story ideas or comments.

Alexander Ogilvy

PUBLIC RELATIONS WORLDWIDE

FAX

To: Mary Ellen McGeyre
Company: First Lady's Scheduling Office
Fax Number: 202-456-6244 Phone Number: 202-456-6266
Date: October 12, 1999 Pages to Follow: 4

Dear Mary Ellen:

Last month, I forwarded you a suggestion that KickStart.com be invited to the "Gifts to the Future" conference on October 22, 1999. Since our last correspondence (which I've attached), KickStart.com has garnered further media coverage and has begun helping several more not-for-profits in their fund-raising efforts. In addition, KickStart.com is currently exploring the possibility of hosting a satellite downlink of the conference in both Denver and Boulder, Colorado.

Excerpts from *Direct Marketing News* and the *Industry Standard* are attached, as well as a brief from the *Washington Post* that underscores the potential of Internet philanthropy. As mentioned above, KickStart.com has also recently begun helping:

- D.A.R.E America
- GirlSports International
- I Have a Dream Foundation of Boulder County

I would like to reiterate that KickStart.com brings a new perspective to any discussion of philanthropy by speaking with the voice of the new millennium. By nature of the Internet, KickStart.com is both grassroots and global – and is involved with giving across every sector. If invited to the October 22 philanthropy conference, Ms. Scott can contribute her knowledge of and experience with the new philanthropic tools offered by today's (and tomorrow's) technology.

Please let us know if we can provide you with any further information to aid in your decision.

Sincerely,

Amanda Gerbig
Account Manager
Denver, CO
Alexander Ogilvy PR
(303) 615-5070

Kerri G. Morgan
VP/General Manager
Washington, DC
Alexander Ogilvy PR
(202) 466-6852

The Washington Post

Monday, September 20, 1999; Page F05

Charity Online

The Internet can spur social change. So says a new study on the Internet and charitable activity by CMS Interactive, a division of the consulting firm of Craver, Mathews, Smith and Co.

The researchers concluded that the Internet represents a vast -- but largely untapped -- means of doing good. They identified a core group of 7.5 million Americans -- dubbed "progressive pace-setters" -- that has embraced advocacy and charitable giving online; another 7.3 million (called "thresholders") appear close to following suit.

Still, the Internet is unlikely to replace traditional avenues to charity, the study concludes. Privacy and security are big issues: Nearly 90 percent of activists, or would-be activists, said they would never share their credit card information with a philanthropic group. Also, most Internet users say they are more likely to visit the Web site of a group they know of already rather than organizations they came across online.

KickStart.com Jump-Starts Online Funds

Consumers donate money through simple searches, page views

By Michael Bush

KickStart.com, Denver, will launch a plan this month that allows online consumers to make donations automatically to as many nonprofit organizations as they want by simply calling up their browser, conducting searches or making purchases.

KickStart.com (www.KickStart.com) enables consumers to create a personalized KickStart.com start-page free of charge containing art and updated information from a

selected nonprofit, as well as ads from participating merchants, search-engine capabilities and links to numerous online retailers. Currently, it has 45 nonprofit organizations and 160 merchants signed on. It also is working with search engine GoTo.com.

"We wanted to create a portal site, not a destination site," said Janice Scott, director of KickStart.com.

The organization chosen by the user will get its graphic displayed on the page along with a history about the organization and

updated news and events. Users can choose a number of organizations to donate to, but they must hit the Change KickStart button to get a new organization posted.

"Not every group they choose gets a donation each time they call up the page,"

Scott said. "It's only the group they pick to be on the first page.

And they can change that as frequently as they want."

The program is set up so that consumers

and Web users can make donations in one of three ways: every time a user calls up the start-page (1 cent), every search conducted (1.5 cents) and each purchase made (amount determined by the retailer).

Scott estimates that 90 percent of donations will be raised through page views and searches. The start page also will contain national news, weather, horoscopes and stock information.

"Eventually, we are going to be able to provide marketers with the ability to deliver

highly targeted ads and announcements to our users," Scott said. "In

October, we will be giving

retailers who are not linked to our site the ability to place ads on the start-pages."

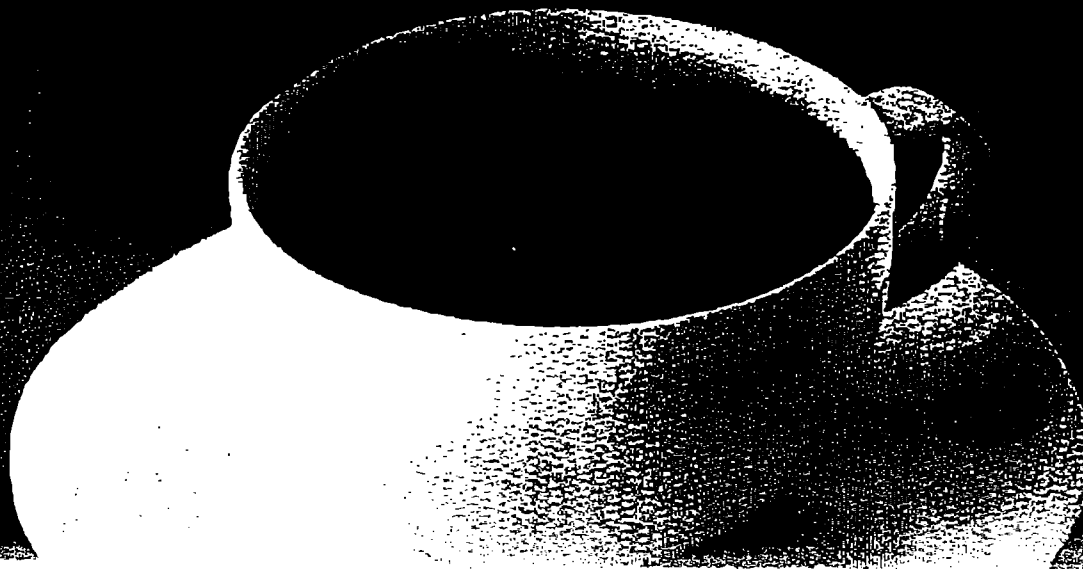
Also on the site will be access to the GoTo.com search engine. After clicking on a choice, the user will be provided with a list and a link to all of the participating retailers in each category.

For now, KickStart is concentrating on marketing the program to nonprofit groups.

"Over the next couple of months, we are going to be promoting it at a number of fundraising events, and nonprofit and technology events," Scott said. "And we are going to be partnering with major nonprofits from 10 different cities that will be giving us access to their lists so that we can send out mail pieces to their donors about the program." ■

KickStart.com

Got Java?



True North Integrates FCB With Key Bozell Properties

Advertising agency True North Communications, Chicago, announced this month that it was folding together its FCB Worldwide operation, its Bozell Worldwide international offices and Bozell domestic properties in Detroit and Costa



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THE NEWSMAGAZINE OF THE INTERNET ECONOMY

Media

October 04, 1999

Online Do-Gooders

Philanthropists have found several ways to get donations online, including merchant malls that route money to good causes and charity auctions. Here's a quick rundown of the players in the giving game.

By Kathi Black

COMPANY	PRODUCTS	PRICING	CUSTOMERS
<u>4Charity.com</u> San Francisco, CA	Hosts a charity mall that includes 31 nonprofits.	100 percent of the donations go to charity.	55 merchants participate.
<u>Charitableway.com</u> Palo Alto, CA	Will soon launch a charity mall that features 1,500 nonprofits.	About 90 percent of donations go to charities.	Will use affiliate programs to sign up merchants for the mall.
<u>CharityMall.com</u> Ann Arbor, MI	Offers a personalized set of merchants to every charity it signs up.	100 percent of donations go to charity.	Approximately 15 merchants participate.
<u>CharityWeb</u> Mountain View, CA	Offers credit card processing for online donations to 73 charities that visitors can donate to while shopping; shoppers can nominate new charities to be added.	90 percent.	Has six affiliates: Amazon.com, ArtisanGifts.com, Chipshot.com, Dell Computer, eToys and Penguin Computing.
<u>Cybergold</u> Oakland, CA	Offers nine charities for members to contribute to.	Not applicable.	Not applicable.
<u>GreaterGood.com</u> Seattle, WA	Donates a portion of purchases to nonprofits; has a subsidiary called YourSchoolShop that generates funds for more than 300 K-12 schools through customized sites.	Gives at least 5 percent of total annual purchases to nonprofits.	Has 50 merchants now, but expects to have 100 by the holiday season.
<u>IGive.com</u> Evanston, IL	Will donate a percentage of purchases to any charity customers choose; so far, 5,700 different charities have been donated to.	Gives half of the affiliate commission to the desired charity.	Expects to have 103 merchant partners by October.

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<u>KickStart.com</u> Greenwood Village, CO	A fundraising portal that gives nonprofits their own personalized homepages and e-mail. Hosts a charity mall where visitors can choose to donate to 31 charities.	Charities receive 50 percent of ad revenues sold on their pages, 50 percent of collections through affiliate links (minus a \$100 handling fee); 100 percent of contributions go to charity, and 1 cent for every clickthrough to a charity's homepage.	Plans to have 145 merchants by the holidays; will sign exclusive deals with merchants who agree to bigger donations.
<u>Schoolpop</u> Menlo Park, CA	Raises money for 5,500 schools; also coordinates local merchant fundraising efforts.	75 percent of collected funds go to the chosen school.	Has over 100 merchant affiliates, including Qwest and Cisco.
<u>ShopForChange.com</u> San Francisco, CA	Part of Working Assets, ShopForChange.com collects money in a merchant mall and distributes it among 50 groups. The choice of charities and method of distribution is based on customer feedback and nominations.	5 percent of each total purchase goes to nonprofits.	Has signed up 63 merchants.
<u>ShopforSchool</u> Edina, MN	A charity mall directing funds to 500 schools; ShopforSchool assigns a sales representative to each school. It also negotiates exclusive deals with merchants and plans to add content about children.	Approximately 50 percent to 70 percent of funds collected from merchants goes back to schools.	ShopforSchool has 53 merchant partners, and plans to promote focused groups of merchants to particular demographics.
<u>WebCharity</u> Branford, CT	Hosts online auctions and an online thrift store; proceeds go to 700 nonprofits.	WebCharity takes an additional 10 percent of the transaction price: For example, someone who wins a \$100 bid would pay \$110, with \$10 going to the selected charity.	Not applicable.

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FACSIMILE TRANSMITTAL

DATE: October 13, 1999
TO: Mary Ellen McGuire
FROM: Charles Terry
**SUBJECT: White House Philanthropy Conference
Invitation for Eileen Rockefeller Growald**

SENDING 1 PAGE/S INCLUDING THIS COVER SHEET

Mary Ellen:

Thanks for your help re: Eileen Rockefeller Growald. She will be an excellent addition to the White House Philanthropy Conference. Not only is she a substantial philanthropist in her own right, she is the Chair of the Rockefeller Family Philanthropy Committee, and is very knowledgeable about philanthropy in general.

Eileen is a daughter of David Rockefeller (Sr.), is a member of numerous boards and is engaged in a wide spectrum of philanthropic and nonprofit activities. She is strongly interested in helping to expand philanthropy in the U.S. and in sharing the Rockefeller family's philanthropic traditions with other interested families and individuals.

You can send an invitation to her at the following address:

Eileen Rockefeller Growald
Shelburne Farms
1911 Harbor Road
Shelburne, VT 05482
Phone: 802-985-3475

Thank you again for your thoughtful assistance.

October 15, 1999

To: Mary Ellen McQuire
White House
Office of the First Lady

From: Demetrius Stevenson 
Greater Los Angeles Combined Federal Campaign

Via Fax: 202/456-6244
1 page

Re: Mary J. Grayson
White House Conference on Philanthropy

Hello Mary. I am the current Manager of the Greater Los Angeles CFC and was referred to you by Gayle Davis of OPM.

First, let me say thank you for providing the opportunity for Mary Grayson, a long term CFC supporter, to travel to the White House for the upcoming conference on October 22, 1999. When I was contacted by OPM, we were more than pleased to recommend several CFC supporters.

Secondly, I have had a few inquiries from individuals as well as our local FEB regarding the possibility of Mary being accompanied by another CFC representative from the FEB, LFCC or staff. Would this be possible and or appropriate? If so, what would be our next steps regarding obtaining clearance, registering for the conference and other activities that may be available?

Thanks for your time and I look forward to your response. I can be reached by phone at 213/630-2352 or by fax at 213/630-2369.



GREATER LOS ANGELES COMBINED FEDERAL CAMPAIGN

523 West 6th Street • Los Angeles, CA 90014 • PHONE (213) 630-2362 • FAX (213) 630-2369

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October 5, 1999

Ms. Mary Ellen McGuire
Assistant to Deputy Chief of Staff
Office of the First Lady
Old Executive Office Building, Room 100
Washington, DC 20500

Dear Ms. McGuire:

At her request, I am forwarding herewith for your consideration a request from Ms. Lia Shipman, a former constituent now living in Florida, for an invitation to attend the First Lady's White House Conference on Philanthropy to be held on October 22, 1999. I would appreciate any consideration that you can give to her.

Thank you very much.

Aloha pumehana,



DANIEL K. AKAKA
U.S. Senator

Enclosure

10/01/99 PRI 10:50 FAX 904 273 3205 CHAMP MGMT 002
Lia Shipman
International Affairs
103 PGA TOUR Boulevard
Ponte Vedra Beach, FL 32082
Ph: 904 273 7685
Fax: 904 273 3205
lia@pgatourhq.com



Via Fax: 202 456 6244

August 31, 1999

Ms. Mary Ellen McGuire
Office of the First Lady
Room 100
O.E.O.B.
Washington, D.C. 20500

Re: Conference on American Philanthropy, October 22, 1999

Dear Ms. McGuire,

It was pleasure to speak with you this morning. As you are aware, I am very interested in attending the First Lady's conference regarding American philanthropy.

A strong conscience about helping others is a personal trait I developed during my youth by fundraising for Aloha United Way, "trick-or-treating" for UNICEF during Halloween, volunteering at the Hawaii Special Olympics and being a teacher's aide at the local Shriner's Hospital for children.

In college, through the Joint Educational Project (J.E.P.) at the University of Southern California, I volunteered in South Central Los Angeles classrooms, using my Spanish to translate between teacher and student and becoming a mentor to several latinas, like myself. Part of my college education was funded by grants from the Los Angeles Philanthropic Foundation.

While at USC I was a member of the Trojan Democrats and interned for Willic Brown during his last term as Speaker of the Assembly for California. After college I returned home to Hawaii and worked in the state capitol as an aide to Senator Milton Holt.

Donating my time and energy to improve my community has continued during my career at the PGA TOUR. Here in Jacksonville I volunteer with The Children's Home Society, help run an all-women's surf contest whose proceeds go to Komen's "Race for the Cure" and am gearing up for the fall start of a new mentoring program at the high school near my home.

Much of the reason why I accepted a position with the TOUR was because of this company's commitment to charity. Currently I am a coordinator with International Affairs, working to develop tournaments around the world whose proceeds go to local charitable organizations.

Next fall, I look forward to attending business school, focusing on international aspects with close attention to emerging economies. Some career goals are to work for the World Bank after receiving my MBA and later become an Executive Director of a well-respected international philanthropic organization (exactly which one, I'm not sure!).

I would very much like to attend Mrs. Clinton's conference to hear about new ideas and perhaps meet some role models which may help focus my career objectives and personal goals. Here in Jacksonville, despite all my volunteer hours, I don't meet like-minded young people and dearly wish to learn what other youth are doing around the country to promote "Generation X" helpfulness. I want to be exposed to the latest ideas in philanthropy, learn what is being done - and what goes undone.

I cannot express enough how much I admire and respect Mrs. Clinton and hold her as a role model. To hear her speak in person about a subject that is so close to my heart would be a dream come true. I appreciate your time and hope to speak with you again soon. Please let me know if I should send a resume, letters of recommendation, I'm not sure what else... I am relying on you for this opportunity and hope you recognize that I have potential in this field and deserve the chance to learn from the best. Thank you and best regards.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lia Shipman". The signature is fluid and stylized, with a large initial "L" and a long, sweeping underline.

Karen Kaimalie "Lia" Shipman

Karen Kaimalie "Lia" Shipman

103 PGA TOUR Boulevard
Ponte Vedra Beach, FL 32082
lia@pgatourhq.com

(904) 273-7685 (day) (904) 246-7746 (night)

OBJECTIVE

To learn and develop international business skills which will help me realize my goal of working for and leading others within a global non-governmental organization such as the World Bank or the Carter Center, etc.

WORK EXPERIENCE**Marketing Assistant, International Affairs, PGA TOUR, November 1997 - present**

Research prospective sponsors and host venues (with a focus on local political and economic situations), translate teleconferences and business documents, prepare collateral, reports and presentations for the world's top international golf tournaments.

Other experiences at the TOUR include media relations (organized and managed media centers at several top golf tournaments in the U.S., wrote press releases and tournament program articles and worked extensively with international media) and client services (organized corporate hospitality programs and was the main liaison between title sponsors and the TOUR)

Project Manager, 1997 Ryder Cup, January - October 1997

Managed a multi-million dollar private accommodations program in Sotogrande, Spain. Contracted and rented inventory, managed multi-currency accounts and developed budgets and operation plans. Also performed translation services at many high level Ryder Cup organizational meetings and, during the event, supervised specific on-course hospitality programs.

Contest Administration, Triple Crown and other international surfing competitions, 1986-1996

Organized events, contracted and worked with sponsors, athlete, public and media relations, scoring, etc. Highlights include interviewing competitors for international television and print media as well as writing articles for the news wire.

Event Coordinator, Professional Expositions, June - November 1996.

Organized and promoted cultural and sporting events. Prepared budget, created sales and media collateral, worked with the Hawaii State Government and the media, managed event staff, reserved/decorated promotional space and translated for the Cuban national volleyball team.

Legislative Aide, Hawaii State Senator Milton Holt, January - June 1996

Fielded constituent phone calls, legal research, prepared legislative materials, assisted on the Senate floor, responded to constituent letters and worked with the media.

Karen Kaimalie "Lia" Shipman (continued)

EDUCATION

- Attended Punahou School, one of the top private schools in the nation, from kindergarten through 12th grade
- B.A. University of Southern California, May 1995 (double major in Broadcast Journalism and Anthropology) 3.35 GPA
- Fluent in Spanish

ADDITIONAL POSITIONS OR EXPERIENCES

- Production assistant to NBC Sports (pre-Ryder Cup '97 shoot)
- Writer and photographer for "Ka Nupepa" a Hawaii community publication
- Head water polo coach for girls (won Hawaii State Championships) and boys for PAC-5 high schools as well as for boys at Moanalua High School)
- Interned for California State Speaker of the Assembly Willie Brown
- Managed the Sports Information Desk at the IX Water Polo World Cup in Atlanta (an Olympic Test Event)
- Professional surfer (Ranked 75th out of 500 in the world in 1996)
- Played varsity water polo for USC women's team, third in Nationals 1995
- USC Program Board Director of Special Events
- Lifeguard at USC and in Hawaii
- Ocean recreation specialist with the Dept. of Parks and Recreation - Hawaii
- Camp counselor in Hawaii and Atlanta, Georgia
- Mentor with the Joint Educational Project at USC (translated in South Central, Los Angeles classrooms and was a mentor to several teenage girls)
- Floral Designer at USC
- Administrative assistant at Elissa Josephson Public Relations - Hawaii
- Gas station attendant/auto mechanic, Sunset Beach Chevron - Hawaii
- Television extra - California and Hawaii

PERSONAL

Positive, ambitious, outgoing, organized, timely, responsible, possess above average computer and writing skills. Able to work independently and/or with teams. Strong sports orientation, a love of surfing, all water sports, running, soccer, dancing and golf. Personally compelled to volunteer in the community. Special interest in international travel, meeting new people, sharing ideas and working cross-culturally.

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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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]
- 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.

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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]

PGA TOUR



[002]

Fax Cover This is a confidential message, intended solely for the person to whom it is addressed. If you receive this message in error, please forward it to the correct person, or mail it back to us. Thank you.

To Mr. James Sakai
Fax No. 202 224 2126
From Lia Shipman
Date/Time October 1, 1999
Subject First Lady's conference on philanthropy
Pages 5, including this one

Dear Mr. Sakai,

Thank you for kindly returning my phone call. As you know, I am very interested in attending the First Lady's conference on American philanthropy to be held October 22 at the White House. I hope to gain Senator Akaka's support in my efforts to attend the event. Mr. Sam Callejo of Governor Cayetano's office has already phoned the Office of the First Lady on my behalf, but any help Senator Akaka can give would be very much appreciated.

Please find attached a letter to Ms. McGuire, of the Office of the First Lady, detailing why I would like to participate in the conference. My resume is also attached so you will know a little more about me.

Basically, I am a local girl with big dreams. My aloha spirit is very strong and I always am involved with organizations that help to improve the lives of others, wherever I live. To me, this is a special trait, one I wish to expand upon and develop. I would like to hear what the experts have to say on the state of philanthropy in our nation and the world. It is my hope that one day, I too, will become an expert on giving, encouraging others to do so as well.

Thank you for your time and consideration of my request.

Aloha,


Lia Shipman



112 PGA TOUR Blvd.
Ponte Vedra Bch. FL 32082
904/273-7688
904/273-3205 Fax
lia@pga.com

TONY P. HALL

THIRD DISTRICT, OHIO

COMMITTEES:

HOUSE COMMITTEE ON RULES

RANKING MINORITY MEMBER

SUBCOMMITTEE ON RULES AND
ORGANIZATION OF THE HOUSE

CHAIRMAN

DEMOCRATIC TASK FORCE ON HUNGER

1432 LONGWORTH HOUSE OFFICE

BUILDING

WASHINGTON, DC 20515-3503
(202) 225-6465

DISTRICT OFFICE:

501 FEDERAL BUILDING
200 WEST SECOND STREET
DAYTON, OH 45402
(937) 225-2843

Congress of the United States

House of Representatives

Washington, DC 20515

October 7, 1999

Mary Allen

First Lady Hillary Rodham Clinton
The White House
Washington D.C. 20500

Dear First Lady Hillary Rodham Clinton:

I am writing in an effort to assist a very good friend, Dr. Sanford M. Shapero. Dr. Shapero has expressed a keen interest in the upcoming **White House Conference on Philanthropy: *Gifts to the Future***. I have enclosed a copy of his note to me and resume for your use.

Dr. Shapero has had a distinguished career in philanthropy and community leadership. His service has ranged from being one of our nations leading Rabbis to directing a premier health care organization. He now shares his skill and knowledge with organizations across America and abroad. Dr. Shapero has been an innovator over time and would greatly contribute to your goal of preserving and enhancing the unparalleled American tradition of philanthropy into the next millennium.

As you finalize the conference plans, I would encourage you to involve and utilize Dr. Shapero in any appropriate way to further the effectiveness and success of this historic event. Thank you and best wishes.

Sincerely,



Tony P. Hall
Member of Congress

Dr. Sanford M. Shapero
1801 Century Park East, 23rd floor
Los Angeles, CA 90067
310.553-3230; Fax 310.551-0796

September 29, 1999

Congressman Tony P. Hall
1432 Longworth Building
Washington, D.C. 20515

Dear Tony:

I have heard of the Conference on Philanthropy sponsored by the White House to be held October 22nd.

I spent (as you know) many years directing a major philanthropy. Many of the innovative ideas we pioneered are now used by charities across the nation. To raise philanthropic dollars, one must have a great and honest cause, individuals of ethical caliber and integrity to deliver the message and a mission that strives to touch mankind's higher instincts, and in doing so, brings more peace, harmony, health and spiritual well being to our needy world.

I now address such issues in keynote addresses in this country and overseas. Hopefully, I can be included in this important conference. Perhaps you can refer my request to the appropriate person. For that I am most appreciative.

Keep up your good and noble work. I read of your caring ways in a variety of press stories I see during my travels.

As always, cordial best wishes and blessings,



Dr. Sanford M. Shapero

P.S. I enclose a bio if you wish to review it.

DR. SANFORD M. SHAPERO

**1801 Century Park East
23rd Floor**

Los Angeles, CA 90067-2320

Office: 310-553-3230 o Fax: 310-551-0796

Residence: 310-274-4698 o Fax: 310-275-5216

SUMMARY

Executive with a diverse background in leading volunteer/non-profit organizations in fundraising, development, community programs, team building and creation of new strategies for communicating with a variety of donor groups. An excellent communicator with strong problem solving and interpersonal skills. A high energy leader, inspirational style.

EXPERIENCE

1997 - Present THE SANFORD GROUP
Consulting firm specializing in organizational growth, fund-raising and strategic planning.

Representative clients:

- o Orthopaedic Hospital Foundation, Los Angeles, CA.
Fundraising and Strategic Planning
- o The University of Southern California, Los Angeles, CA.
Development and Fundraising Consultation / Adjunct Professor of Gerontology.
- o Taipai and Kaohsiung Departments of Health: Leadership Training, Taiwan.
- o I-Shou University, Taiwan
Leadership and Biotech Development.
- o GGB Biology Corporation, Taiwan.
Foundation Organization and Development, Marketing and Public Relations.

1979 - 1996 CITY OF HOPE NATIONAL MEDICAL CENTER, Los Angeles, CA
\$400M NCI comprehensive cancer center, national medical center and the Beckman Research Institute. International network of philanthropy generating \$150M in giving per year.

President and Chief Executive Officer

1985 - 96

- o Led successful turnaround of institution from annual losses of \$20M to profitability and growth.
- o Established City of Hope as a preeminent tertiary care center and research institution, created one of the first cancer "carve outs."
- o Completely redesigned fundraising, increasing giving from \$12M to \$150M in 7 years:

Created planning giving department / Directed mail campaign generating \$10M a year / Organized fund raising team generating \$ 79M a year with 10% admin. cost / Created a "cause related" marketing program with major industry groups and intergenerational groups / Orchestrated innovative outreach to financial planners, CPAs, attorneys, referring clients to City of Hope.

- o Founded the Institute for Applied Health Care Ethics.
- o Established PH.D. granting Graduate School.
- o Created corporate strategic alliances which generate multi-million dollar recurring revenue to the institution annually.

Associate Executive Director 1983 - 85 / National Director of Communications 1979 - 83

1970 - UNION OF AMERICAN HEBREW CONGREGATIONS, Miami, Florida
1979 Regional Director

1969 - NORTH AMERICAN BIOLOGICALS (NABI)
1970 Vice President
 Development of new product lines, marketing, community relations and recruitment of scientific staff.

1968 - ALLIANCE MEDICAL INDUSTRIES, Stratford, Connecticut
1969 National nursing home chain.
Vice President
 Developed all marketing and PR materials. Supervised staff across U.S.

EDUCATION

Hebrew Union College - Cincinnati, OH	DHL Education
Hebrew Union College - Cincinnati, OH	MHL Literature
University of Dayton - Ohio	BA Psych./Soc.

HONORARY DEGREES

Hebrew Union College - Cincinnati, OH	DHL Humane Letters
Hebrew Union College - Cincinnati, OH	DD Divinity

CONGREGATIONS

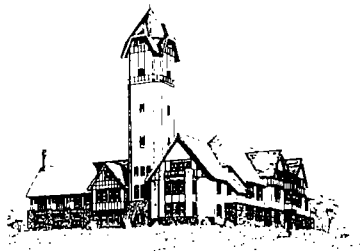
Chaplain - United States Navy / Rabbi - Elmira, New York
 Senior Rabbi - Bridgeport, Connecticut / Senior Rabbi - Beverly Hills, CA

PROFESSIONAL CERTIFICATION

Academy of Nursing Home Administrators \\ Gerontology, University of Georgia, Duke University, Univ. of Michigan \\ Finance & Corporate Strategy, Harvard Univ. Grad. School of Business \\ Nursing Home Administration, Northeastern University

SPECIAL APPOINTMENTS

Presidential appointment (4 year term) to National Advisory Council on Aging of the National Institutes of Health (NIH), Washington, DC.



The Union Institute

Office for Social Responsibility
Center for Public Policy
Center for Women

1710 Rhode Island Avenue, N.W. ♦ Suite 1100
Washington, D.C. 20036-3007
202/496-1630 ♦ 800/969-6676
TDD 800/486-9968 ♦ FAX 202/496-1635

August 12, 1999

Ms. Mary Ellen McGuire
Office of the First Lady
Old Executive Office Building, Suite 101
The White House
Washington, D.C. 20500

Dear Mary Ellen McGuire:

Thank you for having taken the time to chat with me about the philanthropy conference. While both Melanne and Shirley are aware of our work, I thought it might be helpful to enclose a brief overview of some of our past formal nonprofit/philanthropic sector efforts. Perhaps most relevant to the conference, we are supported by a number of foundations to help keep philanthropic leaders apprised of new developments and emerging issues of consequence to charitable endeavor.

I am writing to provide you with a copy of the 1988 report I mentioned in our telephone conversation. In addition to the tabbed ideas for "inculcating philanthropy," you might be interested in the first two chapters. The discussion in chapter two is even more pressing today – it has been extended in other work that we have done. Still further, I am enclosing one of my earliest Opinion pieces from *The Chronicle of Philanthropy* which speaks to some of the issues that might concern you today.

Please let me know if I might be of assistance.

Sincerely,

Mark Rosenman
Vice President, Social Responsibility

Enclosures



The Union Institute

Office for Social Responsibility
Center for Public Policy
Center for Women

1710 Rhode Island Avenue, N.W. ♦ Suite 1100
Washington, D.C. 20036-3007
202/496-1630 ♦ 800/969-6676
TDD 800/486-9968 ♦ FAX 202/496-1635

Center for Public Policy

The mission of the Center for Public Policy (CPP) is to advance the formulation of quality public policy by promoting equal access to, and encouraging full participation in, the policy-making process. The Center promotes this goal through applied academic research which expands the boundaries of the domestic policy debate by advocating a mix of voices, examining the status quo, and seeking alternative models and practices. Our work aims to be useful, reliable, and forward-thinking; we are recognized experts in nonprofit policy and related topics.

The Center links the academic and practitioner worlds by providing accessible scholarship and opportunities to share ideas and information. We undertake work which is collaborative in nature, values process as an important outcome, and promotes change in action or thought. All of our projects have social transformation as an underlying principle; they are listed below.

The Exploratory Project on Financing the Nonprofit Sector was the Center's first major endeavor, begun in 1987. This project was funded by the Aetna, Ford, Hitachi, Joyce, Primerica, Prudential, and Warner-Lambert Foundations, and the Rockefeller Brothers Fund.

- ▶ A major report listing financing recommendations, *Part of the Solution: Innovative Approaches to Nonprofit Funding*, was published in 1988. Several of the report's recommendations have been the focus of continuing initiatives.

In 1989 the Center expanded upon an Exploratory Project recommendation by undertaking the **Statewide Nonprofit Associations Project**, a research survey of statewide (and other) associations of nonprofit organizations. The ARCO, Ford, and Charles Stewart Mott Foundations, the Rockefeller Brothers Fund, and an anonymous donor provided support for this project. Apple Community Affairs contributed hardware and software to enable the project to computerize and establish a telecommunications network; the Caere Corporation also contributed software.

- ▶ In conjunction with The National Council of Nonprofit Associations, this project developed six new state associations of nonprofits and provided capacity-building assistance to 12 existing associations.
- ▶ Three reports were produced: *Survey of Associations of Nonprofit Organizations* in 1990, *Building Our Might: Establishing a Statewide Nonprofit Association* in 1991, and *A Place at the Table: A Study of the Statewide Nonprofit Association Movement* in 1992.

The Forum on Public/Private Social Concern was a three year initiative begun in 1990, which brought together people in government, (federal, state, and local levels), foundations, and corporations, as well as policy-makers and analysts, to create an informal, neutral ground on which to explore collaboration around important social needs. Support for the Forum was provided by the Ford and W.K. Kellogg Foundations.

- ▶ During the first year, the Forum focused on problems faced by inner-city young men in low-income families. This work produced four documents: *Structural Impediments to Success: A Look at Disadvantaged Young Men in Urban Areas*, *Long-Term Investments in Youth: The Need for Comprehensive Programs for Disadvantaged Young Men in Urban Areas*, *A Call for Culturally Sensitive Programs to Serve Disadvantaged Youth*, and an *Annotated Bibliography on Disadvantaged Young Men*. All of these documents were combined in 1991 into a single report, *Disadvantaged Young Men in Urban Areas*.
- ▶ During the second year, the Forum produced *Public Will*, accompanied by an *Annotated Bibliography on Public Will*, which considered the relationship between public will, public policy, and philanthropy.
- ▶ In its third year, 1993, the Forum produced *Public Will: Its Connection to Public Policy and Philanthropy* to assist funders and policy makers in helping to facilitate the development of public will.

A second phase of **The Forum on Public/Private Social Concern**, funded by the W.K. Kellogg Foundation, was begun in 1995 and is scheduled to run to early 1998. Modeled on the previous Forum, this project brings together the government, corporate, foundation, and nonprofit sectors to focus on each's roles and responsibilities in community problem-solving, and to identify substantive ways of collaborating with each other.

- ▶ Four sector-specific meetings took place in Spring 1996, followed by a conference in September 1996 at which all sectors were represented.
- ▶ Plans are underway to explore sector roles and responsibilities within a specific subject area in two test states.

The Center, concerned that the capacity of nonprofit organizations to advocate in the public interest was not being sufficiently developed, initiated a study on **Nonprofit Advocacy**. The Aetna, AT&T, Bauman, Joyce, and Prudential Foundations, and an anonymous donor, provided support for this effort.

- ▶ Published in 1995, this project's report, *Understanding Nonprofit Advocacy: Defining, Celebrating, and Defending an American Tradition*, defines advocacy, chronicles the history and importance to democracy of nonprofit advocacy, and outlines why nonprofit advocacy organizations are necessary.

The **Nonprofit Policy Agenda Project**, begun in 1991, was designed to develop a comprehensive, affirmative public policy agenda for the benefit of the nonprofit sector. The project was supported by the AT&T, Johnson, W.K. Kellogg, and Charles Stewart Mott Foundations, and an anonymous donor.

- ▶ *The Nonprofit Policy Agenda: Recommendations for State and Local Action*, published in 1992, defined specific government actions which could help develop a policy climate and context more supportive of voluntary, charitable initiative.

The **State-Level Nonprofit Policy Agenda Project**, an outgrowth of the Nonprofit Policy Agenda Project, worked with the established nonprofit infrastructure in five demonstration states in the development and implementation of a nonprofit policy agenda which addressed sectorwide issues in their states. This project was funded by the Johnson, W.K. Kellogg, and Charles Stewart Mott Foundations, the Rockefeller Brothers Fund, and an anonymous donor.

- ▶ Four pieces of nonprofit-specific legislation were introduced in the state of Maryland.
- ▶ Efforts to impose payments-in-lieu-of-taxes on nonprofit organizations in Wilmington, Delaware were stopped.
- ▶ Nonprofit organizations in Washington were included in the Secretary of State's deliberations about the state's nonprofit incorporation act and related matters.
- ▶ Plans to alter procurement policy in the state of Delaware were halted to allow for nonprofit input.
- ▶ A statewide nonprofit association executive director was appointed to the Maryland Governor's Council on Management and Productivity.
- ▶ Nonprofit Days, attended by hundreds of nonprofits, were held in the state capitals of Delaware and Maryland.
- ▶ Meetings at which nonprofit organizations gathered to discuss policy matters were held in four states. In California alone, nearly 1,000 people attended eight regional meetings.
- ▶ A comprehensive nonprofit library, available to other scholars, was created.
- ▶ Two reports will be released in November 1996 with the intent of advancing similar activities in other states: *Promoting Policy Partnerships: Creating a State Nonprofit Policy Agenda*, and *Organizing the Nonprofit Sector: A Replication Guide for Crafting a State Nonprofit Policy Agenda*.

The **Neighborhood Assistance Program (NAP) Project** began in 1992, following through on a recommendation from the Exploratory Project. The Center for Public Policy was invited by officials from several states to extend its work in support of Neighborhood Assistance Programs, which offer tax credits to businesses making contributions to community-based nonprofits. Support for Phase I & II of the project was provided by the Aetna, Dunn Family, Prudential, Surdna, and Tasty Baking Foundations, Emerson Electric Company, the Philadelphia Urban Coalition, United Missouri Bank, and Union Electric. Support in Phase III of this project was provided by Surdna Foundation, CoreStates Bank, Fortis Benefits, and the Sun Company.

- ▶ *Neighbors Building Community: A Report on the Neighborhood Assistance Act*, a comparative study of state NAPs, was originally published in 1992 and revised in 1995 with the inclusion of model legislation and a replication guide to promote the creation of NAPs in other states.
- ▶ A conference of NAP state officials and representatives of national organizations concerned with housing and community development was held in 1992.
- ▶ Four regional NAP workshops, drawing over 100 people from 25 states, were held in 1994 and 1995 to assist state administrators with information-sharing and provide peer-to-peer technical assistance.
- ▶ NAPs were established in two states, Illinois and Kansas, and program modification, including increased funding, occurred in states with existing programs.
- ▶ NAP legislation was introduced in three states, Maryland, West Virginia, and Oregon.
- ▶ Project staff testified about NAPs, by invitation, before the Maryland state legislature.

Government and Nonprofits: The Impact and Efficacy of Contracting provided an array of viewpoints of the government-private sector contracting relationship by examining current literature, questioning current arrangements, conducting on-site case studies, and bringing together some of the best thinkers on the subject. This project was funded by the Ford Foundation and an anonymous donor.

- ▶ An invitational Roundtable with representatives from nonprofit organizations (both staff and volunteers), government, public service labor unions, taxpayers, and human service clients in attendance was held in March 1994. Other entities were inspired to model activity after this effort, such as the Connecticut's Office of Policy and Management, which held a Purchase of Service Conference in December 1994 using four of the speakers and many of the ideas from the project's Roundtable conference.
- ▶ Four documents were published: *Who is Delivering The Goods in a Changing Economy: An Opportunity to Redefine the Social Contract*, *The Mix-of-Voices in Human Services Contracting, A Means to an End: The Role of Nonprofit-Government Contracting in Sustaining the Social Contract*, and *Nonprofit/Government Contracting and Sectoral Relationships: An Annotated Bibliography*.

The **Nonprofit Sector Infrastructure Project** began in 1994 to assess, through a literature search, surveys, interviews, focus groups, and a conference, the sector's current self-help capacity. The project identified strategies for addressing current gaps in the provision of managerial, technical, and capacity-building services to nonprofits, and categorized ways to build sector expertise and solidify sector viability. This project was funded by the Charles Stewart Mott Foundation and the Rockefeller Brothers Fund.

- ▶ An invitational conference was held at the Rockefeller Brothers Fund Pocantico Conference Center with representatives from foundations and regional associations of grantmakers, state associations of nonprofits, Points of Light, universities, United Way, management support organizations, and frontline nonprofit organizations.
- ▶ A report highlighting specific strategies for action, *Mission Possible: 200 Ways to Strengthen the Nonprofit Sector's Infrastructure*, was published in Spring 1996.

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OPINION

We Need to Cultivate a Tradition of Social Responsibility

By MARK ROSENMAN

WHEN MY OLDER CHILD recognized his discomfort with the school he attended and sought an alternative, I was struck by something: the new one he picked. At the old school our children were taught that there were many people less fortunate than they, and they were encouraged to bring gifts of food to school for holiday distribution to the needy. They taught that those of privilege ought to think of poor people at traditional of giving. They were taught to compassion. But there was no attempt to help them learn more, to understand the conditions and causes of poverty and other needs. In effect, they taught largesse.

What struck me about the new school something said by a teacher. He explained that the school involved its students with those of greater need and required community service. He also told us that teachers would help students to from these caring experiences, that they would be embedded in examination of the problems confronted. I understood that my children have an opportunity to learn social responsibility.

It to me that this dichotomy by largesse and social responsibility deserves thought as we consider the to increase the philanthropy of our population, especially the young. I am

afraid that largesse, the Lady Bountiful syndrome, characterizes too much of beneficent behavior. I believe that our individual and national sense of social responsibility is too low.

This issue goes beyond compassion. It cuts to the heart of how we see ourselves in the world, how we act in our daily lives, what we want our children to learn, and how we want our non-profit institutions and government to operate.

Many of us benefit from social systems that manifest gross inequities, systems that create need as much as they do the privileges some of us enjoy. And those inequities are growing: The rich are richer and the poor are poorer than at any time since we began to keep such data. The middle class also is in decline.

Other problems affecting all of us abound, grow worse, and seem more intractable. The environment is despoiled and toxic substances poison us. Health and the need for long-term care outstrip private resources. Neighborhoods and schools deteriorate. Crime becomes epidemic. Working parents are without decent child care. Reasonably well-paying jobs disappear. The homeless and hungry populate our streets. Racial and ethnic violence reemerge. And on and on.

Those problems are not without cause. They reflect the ways our social systems and institutions are organized and operate. They are a consequence,

albeit unintended, of public policy. Yet those same institutions and policies benefit many of us.

I would contend that those of us who achieve a reasonable quality of life (or better) ought no longer think of ourselves as the benign beneficiaries of blameless circumstance. Given the inequities that permeate our society, we cannot simply applaud ourselves for hard work and accomplishment, inferentially blaming the victims for their own poor lot.

SIMPLY PUT, if we profit from inequitable and malfunctioning systems, we hold some responsibility for those systems themselves. We can no longer afford to act as if our social systems are an immutable given, that what is simply is, and that much is the random luck of the draw. To do so is to operate against our own self-interest and in disservice to a multitude of others.

Our society, our economy, have a very short-range focus. We are so oriented to tomorrow's implications of today's actions that we fail to fully understand the true dimensions of self-interest.

Too frequently, corporate decisions that might be contrary to a business's long-term development interests (not to mention the public's) are made by people whose principal concern seems to be

Continued on Page 32

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We Need to Cultivate a Tradition of Social Responsibility

Continued from Page 31

how soon an improved bottom line will enhance their own marketability. Action that might make them look good in the short term is taken with the expectation that it will get them a better job well before the long-range pitfalls are ever seen.

OUR ELECTED OFFICIALS are not always much different. Too often their principal concern seems to be their constituencies (which, beyond their particular electorate, include the special corporate interests determined by committee assignments). Only finally comes the national interest. Even then, many seem to operate without a full appreciation of the long term. Today's exigencies determine tomorrow's agenda. They sometimes seem to have little critical sense of the full implications of their decisions or of responsibility for their actions: This is the solution today; someone else may face the new problems it creates later.

Corporate America, however, is becoming painfully aware of slippage in the international marketplace because of its failure to invest in the future, and to reward those who act as if they have some responsibility for that future. Perhaps a redefinition of corporate self-interest might emerge.

Unfortunately, some politicians are lagging behind corporations in such reconsideration. However, since so many elected officials seem so sensitive to the needs of corporations, perhaps a redefinition of business interest will filter through to national policy.

These short-range approaches to individual, corporate, and national self-interest do not serve us well. Even if we are that decreasing portion of our population that reaps immediate benefit, we

to rethink and expand these equations.

It is time to ask ourselves how long we can perpetuate these myths. How long can we think that any of us is insulated from the consequences of short-range definitions of self-interest? How long can we sustain erosion in the quality of life before it starts to affect us directly?

We cannot respond to these problems and challenges with largesse. Lady Bountiful's mansion is crumbling at the foundation. And besides, compassion and cans of food are not enough.

Philanthropy and charity, acts based on love of humankind, need to be understood with regard for ourselves as well as others. They need to originate in a sense of long-range interest embracing ourselves and others. It is the commonwealth that must inform our concern and motivate new action.

WE NEED to find ways to better inculcate true philanthropy among the young and to expand our own charitable behavior. Many philanthropies themselves need to move beyond sophisticated versions of largesse toward support for initiatives which can bring substantive change. Business and government need to operate with concern for long-range development and consequence.

However, most critical to the very heart of philanthropy, we need to hold ourselves, our schools, and our leaders accountable for imbuing daily decisions and actions with the imperative of social responsibility.

Mark Rosenman is director of the U. S. Institute's Center for Public Policy.



American Institute of Philanthropy
Helping You Give Wisely

July 21, 1999

Mary Ellen McGuire
Office of the First Lady
OEOB 101
Washington, DC 20500

Dear Ms. McGuire:

I'm writing this letter to officially request that the American Institute of Philanthropy be included in the October conference on philanthropy at the White House. Our organization has been working since 1992 to help Americans to maximize the effectiveness of every dollar they send to charity. Enclosed with this letter you will not only find press clippings about AIP, but you will also find a copy of our Charity Rating Guide and Watchdog Report.

AIP is a public service organization with over 5,000 members from all sides of the political spectrum. Our membership consists of charitable donors who rely on AIP to identify efficient, ethical, and accountable charities to support.

Many of the press clippings detail the work of our president, Daniel Borochoff. Mr. Borochoff has been quoted in countless newspapers and interviewed on scores of radio and television programs around the country. Last month he spoke at a conference in New York City, convened by seventeen Attorney Generals' offices, concerning business/non-profit partnerships. Because of his expertise in the world of philanthropy, he will make a fine speaker at your conference.

Beyond offering Mr. Borochoff as a speaker to your conference, we are also pleased to suggest that you include a handful of our "young philanthropists" in your conference. These college students have spent this summer dedicating their time and energy to the study and advocacy of wise philanthropy and would make fine additions to the meeting. Among the young philanthropists are: myself (Adam Simons), Lanette Stamper, Aliza Rand, and other staff members Shelby Heard, Ashley Lauren, and Jessica Krivan. By including Mr. Borochoff, as well as any or all of these students and staff you will truly serve to diversify your gathering and prove that philanthropy is for everyone.

We at AIP would like to thank you and the Office of the First Lady for planning such a commendable event. Hopefully out of the exchange of ideas in October will come a renewed spirit of giving for all Americans.

Respectfully,

Adam Simons
Young Philanthropist

American Institute of Philanthropy

Goals and Accomplishments

IMPROVING PHILANTHROPY

- AIP works to make charities more accountable. AIP shines light on charities and motivates them to clearly describe and explain their activities. AIP educates donors so that they are better equipped to ask questions of and judge charities that are aggressively seeking their dollars.
- AIP helps to increase charitable giving. In light of the many recent charity scandals, people are more willing to give (and give in larger amounts) when they have evaluative information from an independent source.

DONOR SERVICES

- AIP's mission is to help donors make informed giving decisions
- AIP is a nonprofit charity watchdog and information service that conducts research, writes articles and publishes its findings in the quarterly *Charity Rating Guide and Watchdog Report* and a website at www.charitywatch.org
- With Americans donating over \$150 Billion dollars annually to charities, the nonprofit sector is too important to go largely unscrutinized. There are 1.4 million nonprofit organizations in the United States and 30,000 new ones are formed every year. The public is hungry for information on the charities that are flooding their mail with appeals.
- AIP helps you to select the charities that are making efficient use of your contributions and also warns you about groups that are spending too little on real charitable programs. AIP also offers specialized consulting and evaluation.
- AIP provides important donor alerts notifying donors of problems and patterns of abuse to be on the lookout for.
- Many donors have told us that they refer to the guide on a weekly basis; some say that they refer to it daily.

MEDIA

- AIP serves as a spokesperson for charitable donors. AIP plays a major role in forming and shaping the important issues of the nonprofit sector.

maybe
for
packet
or too
controversial?

- AIP serves as an important source of information to journalists as well as to government officials and the public by providing background on the nonprofit field and on specific organizations. It has developed the reputation as the *first one to call for information* when a new development breaks in the nonprofit world.
- Media coverage of AIP has been tremendous in many areas: general news, personal finance, consumer affairs, and senior news.
- AIP has been quoted authoritatively in newspapers such as: *The Wall Street Journal*, *The New York Times*, *USA Today*, and *The Christian Science Monitor*.
- AIP has been covered in various magazines including *Kiplinger's Personal Finance Magazine*, *AARP's Modern Maturity*, and *Woman's Day*.
- AIP has received television coverage on **ABC's Good Morning America**, **CNN**, **CBS's Money Talks**, **NET**, and several major network affiliates. AIP has worked on TV segments with CBS's 60 minutes, ABC World News, and NBC Nightly News, among others. AIP's president has been interviewed on numerous radio networks and individual stations, including AP Broadcast News, Monitor Radio, and Business Radio Network.

GOVERNMENT

- AIP is listed as a source in state pamphlets on giving to charities. Government organizations refer the media as well as individuals with questions concerning charitable giving to AIP. Referrals have come from New York, Texas, California, West Virginia, South Carolina, and Florida, among others. AIP has developed a working relationship with many states.
- AIP has been called upon for advice by numerous state governments, the FTC, the SEC, and the IRS on proposed legislation and on regulations regarding the nonprofit industry.

RATINGS AND EVALUATIONS

- AIP is the only charity "watchdog" to evaluate and grade charities nationwide.
- AIP is not afraid to take a strong stand about the practices of specific charities. We carefully review each charity's finances, cross-checking information from state and federal filings.
- AIP's mission is to maximize the effectiveness of every dollar contributed to charity. While the media and other charity giving guides often repeat a nonprofit's data or fail to examine noncooperative groups, AIP conducts

specialized research to determine how each charity really spends its funds.

- The Guide will help you to: 1) Choose between charities sending as much as 98% or as little as 3% of their funds on direct charitable programs, 2) Determine how much a charity spends to raise \$100 (nothing in the best cases and up to \$96 in the worst), 3) Recognize which charities already have large available reserves that they are not spending (One group has net assets of over 7.6 billion and could continue to operate at current levels for 17 years without any additional fundraising.).

Word from the Press

"The American Institute of Philanthropy is the pit bull of watchdogs. Its staff members dig deeper than most other overseers, going to state and federal records to get information that charities do not volunteer, honing in on program efficiency and exposing abuses."

- *The New York Times*

AIP "isn't afraid to give charities a flunking grade if they spend too much on fundraising or have accumulated eye-popping reserves."

- *The Philadelphia Inquirer*

"In the small universe of publications that evaluate national charities, there's a new kid on the block. With grades and easy-to-digest dollar figures for each charity, it's, well, friendlier than the others."

- *Kiplinger's Personal Finance Magazine*

"As a watchdog, [...AIP] is like a dachshund- small but with keen eyesight and a sharp bite."

- *St. Louis Post-Dispatch*

"He [Daniel Borochoff] is often referred to as the Ralph Nader of the philanthropic world."

- *Christian Science Monitor*

Public Praise

"Your *Rating Guide* is a valuable public service!"

- Mark L. Kahn, Detroit, MI

"I have been looking for something like this! I work hard for my money and want my charity dollars to be effective."

- Constance Jordan, Lexington, KY

"I receive so many mailings that it's frustrating to see such a large portion of donations simply go to added solicitations."

- G.M. Owen, Kure Beach, NC

"This type of study is long overdue. I hope you will expand it in the future. We need some truth in charity."

- Carl Goldsmith, M.D., Miami, FL

Business

THE BOSTON GLOBE • MONDAY, APRIL 19, 1999



GLOBE STAFF PHOTO: BARRY CHIL

Robert D. Mitchell of Westerly, R.I., finds the information distributed by charity watchdog groups invaluable when making contributions.

Charity checkups

Watchdog groups stress importance of becoming educated contributor

Second of two parts on giving wisely to charity.

By Marci Bailey
GLOBE CORRESPONDENT

FEW CONSUMERS BUY BIG-TICKET ITEMS without shopping around. But when charities come knocking, Americans open their wallets quickly, often without knowing much about who is asking for money.

"For most donors, [the appeal for money] is the only contact they will have with the charity," says Bennett Weiner, a vice president at the Council of Better Business Bureaus and director of its Philanthropic Advisory Service. "Unfortunately, the vast majority don't go to outside sources [for information]."

Becoming an educated contributor can help ensure your money is going to legitimate charities that will use the bulk of your donation directly for their cause, rather than toward other expenses such as fund-raising or overhead. To help donors scrutinize appeals for money and how that money will be used, charity watchdog groups make it their business to make sure

charities meet strict standards.

Robert D. Mitchell of Westerly, R.I., finds the information distributed by such groups invaluable when making contributions to national charities.

"I've often wanted something that showed I was giving to a valid charitable outfit," says Mitchell, who gives small contributions to more than 60 charities, both local and national, each year.

While Mitchell says he is comfortable giving to "certain [charities] that I know of" locally without a great deal of scrutiny, he is uneasy donating to national organizations without knowing how they spend his contributions.

About five years ago, Mitchell, the retired president of a small Connecticut bank, turned to the American Institute of Philanthropy, a charity watchdog group based in Bethesda, Md., for guidance.

AIP grades several hundred national philanthropies quarterly from "A" to "F," based on such criteria as percent spent on charitable purpose, the cost to raise \$100, and whether the group is forthcoming with the information AIP requests.

Other watchdogs, including the National Charities Information Bureau and the BBB's Philanthropic Advisory Service, also

GIVING, Page B6

Checking up on charities before giving

■ GIVING

Continued from Page B5

scrutinize charities' records. It is possible to research charities yourself, but watchdogs can do it for you — sometimes for free and sometimes for a modest tax-deductible donation — making them attractive assistants in the quest to give wisely.

Giving to charity is "really a matter of knowing exactly who you are giving to and why you are giving to a specific charity," says Daniel Langan, director of public information for the New York City-based NCIB. Langan suggests finding out about a program's governance, accountability, and track record before giving.

Watchdog organizations recommend how much a charity should spend on programs — the organization's mission — vs. fund-raising and administration. AIP and NCIB both suggest that 60 percent of total expenses be spent on a charity's programs.

Langan stresses that the 60 percent threshold is designed to account for newer charities that have to spend more on raising money than do well-known organizations. For established charities, "70 percent of every dollar is more like it," Langan says.

The BBB's Philanthropic Advisory Service uses a different measure. The PAS recommends 50 percent of total income, not 60 percent of total expenses. Fund-raising costs shouldn't exceed 35 percent of contributions raised, not total income, which can include other sources of funds such as sales, royalties, and investment income, Weiner says.

Charities themselves should be open in responding to potential donors who request financial information. If they are not forthcoming, think twice about giving. In general, there are three possible pieces of financial information to request: an IRS form 990, a complex and often lengthy tax form that most charitable organizations are required to file; audited financial statements; or the charity's annual report, generally the easiest to decipher.

States also have their own reporting requirements. Most charities doing business in Massachusetts are required to file a form PC with the

FYI

■ To receive the Better Business Bureau's newsletter "Give But Give Wisely" for \$12 a year, write: Council of Better Business Bureaus, 4200 Wilson Blvd., Suite 800, Arlington, VA 22203, or call (800) 575-GIVE.

Information and free reports on charities are available at the BBB's Web site at www.bbb.org. The Better Business Bureau of Eastern Massachusetts, Maine, and Vermont, at www.bosbbb.org, also provides links to the IRS's Web site, where you can check out whether charities are registered.

■ For copies of the Attorney General's Report on Telemarketing for Charity or brochures on charitable giving, write: Attorney General's Public Charities Division, Room 1413, One Ashburton Place, Boston, MA 02108, or call

attorney general's office, outlining the charity's annual income and outflow, including the salaries of top officers.

"While it is possible to contact the IRS as well as the state ... to get information, most accountable organizations will provide you with information," Weiner says.

From events to direct mail, charities rely on various methods for fund-raising. Among several donors interviewed, all said they do not respond to requests via phone.

"We don't like to be called," says Nathan Keyfitz of Cambridge. "We speak quite firmly to people who call."

When you receive a phone solicitation you wish to consider, ask the group to send you written information.

"For those that are reluctant to, you may want to take your contribution elsewhere," Weiner says. Also, beware of giving your credit card number over the phone.

In Massachusetts, the annual "Attorney General's Report on Telemarketing for Charity" released last November analyzes the results of

(617) 727-2200, ext. 2101

■ To become a member of AIP and receive its quarterly Charity Rating Guide & Watchdog Report, write: American Institute of Philanthropy, 4905 Del Ray Ave., Suite 300, Bethesda, MD 20814, or call (301) 913-5200.

Annual membership is \$35. AIP's Web site is www.charitywatch.org.

■ The National Charities Information Bureau publishes a quarterly Wise Giving Guide. Individual annual membership to NCIB is \$35, for which you will receive the guide. Write: NCIB, 19 Union Square West, New York, NY 10003, or call (212) 929-6300, ext. 4003, to request an introductory free report, or ext. 4004 to request a report on a specific charity. NCIB also has a Web site at www.give.org.

405 fund-raising campaigns conducted in 1997 by telemarketers operating in the state.

The report shows that of the total dollars raised in all campaigns using commercial telemarketers, 37 percent went to charity after fund-raising expenses were deducted. Only 15 percent of commercial telemarketing campaigns passed along 50 percent or more of the funds raised to the charity. The report does not include charity fund-raising campaigns handled by charity volunteers or staff without commercial telemarketers.

The report, available to the public, also shows that in some cases telemarketing firms charged charities more than they actually raised during the phone campaign.

"We go after telemarketing firms all the time. An active minority will stretch the truth, especially for police campaigns," Eric Carriker, acting director of the Massachusetts attorney general's Public Charities Division.

While experts counsel to request appeals in writing, scrutinizing brochures and letters for specifics about how your donation will be used is a critical component of making an educated decision.

With about 650,000 tax-exempt organizations registered under IRS code 501c3, according to Weiner, and 25,000 to 30,000 new charities registering each year, one charity can easily be mistaken for another with a similar mission.

Don't give in to excessive pressure in an appeal, especially if the charity gives a deadline. Your donation should be as welcome tomorrow as it is today. Also, Weiner advises to be alert for appeals that tug at your emotions.

"Sometimes that's a means to get you to give without checking further," he warns.

Also, look for specific descriptions of what the organization will do with your donation. For example, exactly how will an organization help the homeless?

Not everyone soliciting for funds is a charity under IRS code 501c3. It could be a lobbying group under IRS code 501c4 or a fraternal group under 501c8, by which the organization may be tax exempt but the donation

not. I feel like I've been duped," said Dawoodjee, who spends 12 hours a day surfing on the net.

Such enthusiasm, says Netscape senior programmer Chris Tolle, makes the Open Directory similar to the "free software" movement that allows programmers to comment on and contribute to the development of new programs such as Linux, which many see as a threat to Microsoft's proprietary Windows operating system.

Just as backers of Linux say they have used the process of peer review to create a superior operating system, participants in the Open Directory Project say they are building superior participation in organizing content on the Web.

"People making contributions to the DNA of the Internet," Tolle said. No money will change hands.

Merger of plan

■ PERSONAL FINANCE

Continued from Page B5

than planning finances.

(And while the wider acceptance of the CFP mark will be a good thing, it leaves planners with other respected designations in the field.)

By now, your head is spinning with acronyms and the various financial planning

Therein lies the problem. No matter their actual designation, members of the new group will trumpet this association. They will say they are members of the Financial Planning Association, and the public will have no idea what that really means. More dangerous still is the possibility that the public will greet the letters FPA as if it is some sort of seal of approval.

"Ultimately, I think the consolidation strengthens the profession because the CFP designation becomes the primary way for planners to identify themselves," says Robert N. Veres, who writes the Inside Information newsletter, which tracks the financial planning business.

"In the meantime, however, I think that the group will impress on the public that membership in this or any organization does not make you credible."

In other words, the merger

Mid-cap value

■ MONEY MANAGERS

Continued from Page B5

to their internal value, with measures such as cash flow, book value and assets. Often, they are down-and-out stocks that have been overlooked or punished too severely because of bad news.

Eventually, says Siedler, these stocks will recover when the market recognizes a company's problems as temporary. Alternatively, a financial or corporate buyer may acquire a company by buying up its stock. Acquirors like undervalued firms because the market value of the shares they buy is less than the underlying value of the company's assets.

But the deep value stock investing he favors puts shareholders in the stock market's bargain basement at a time when investors seem willing to pay ever-higher prices for boutique Internet companies and



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NCE. Page E7



A Red Cross worker distributes bread to Kosovo refugees earlier this month in Albania.

AFP PHOTO

Make the most of giving

First of two parts on giving wisely to charity.

By Marci Bailey
GLOBE CORRESPONDENT

THE IMAGES OF Kosovo refugees suffering amid horrifying conditions tug at the heartstrings of Americans. Many also find the crisis pulling at their purse strings, as international relief organizations plead for donations to aid the refugees.

The confusing questions are: Where best to send your donation? Is one organization more efficient than another? Exactly how will each use your contribution to help the refugees?

Such questions are at the forefront of giving wisely. But when the need is immediate and the appeal emotional, a few minutes of research and careful thought before succumbing to high-pressure phone appeals can help ensure your contribution makes a difference.

"While the majority of charities are ethical, there are unscrupulous operators who will seek to take advantage of the tragedy," says Bennett Weiner, a vice president at the Council of Better Business Bureaus and director of the BBB's Philanthropic Advisory Service.

Beware of giving out credit card numbers or cash during an appeal. That said, don't clean out your attic and send old coats and blankets. Monetary donations - by check - are still best.

"Keep in mind that relief organizations prefer cash gifts so they can purchase the most-needed items closer to the area," Weiner adds. "You may not necessarily know what's important."

A little research can help ensure your contribution makes a difference

Weiner also says donors can specify that they wish their donations be used specifically to help the Kosovo refugees by sending a letter with their check or making a notation on the check itself.

While the recent crisis brings charitable giving into the headlines, charities need donations year-round, and you should choose recipients no less carefully than you do during an emergency.

Individuals gave more than \$100 billion to charity in 1997, according to the American Association of Fund-Raising Counsel Trust for Philanthropy. But charity watchdog groups say when Americans

open their wallets, they are not as discriminating as they should be.

"The number one reason people give is because they are asked," says Daniel Borochoff, president of the American Institute of Philanthropy, a charity watchdog group based in Bethesda, Md. "It's a shame that Americans are so darn passive."

AIP and groups like it want donors to scrutinize how charities use contributions before writing a check. For some charities, expenses for overhead and the fund-raising itself can eat up an inordinate

GIVING. Page E6



Catholic Relief Services volunteer Viora Dragusha of Pristina, Kosovo, aids 99-year-old Hazfe Salhi at a refugee camp in Macedonia.

STAFF PHOTO / BILL GREENE

CEO v hinde Elsevi

Unit sales, pos-
off until chief

PHOTO

LONDON - To avoid making any strategy - including until a new chief executive familiar with Reed Elsevier. Analysts say the six months.

The world's top market value is tied with Dutch publisher. Yesterday, the reported Reed Elsevier, a £6.4 billion publishing and exhibition help clear the path for Kluwer. The paper could include Emap Media PLC.

Reed Elsevier's management.

The process of executive is the night the people said. Reed Elsevier's overall strategy possible sales of an logically wait until the company is in place, the

"This company is CEO," David Adams, securities, said earlier has been without a past eight months.

On Thursday, citing a source of the council, reported the discussing a \$24.3 billion Elsevier. The work any of its important

Reed Elsevier has already been during its search the speculation is fully after the company its leading CEO in consideration and signed in protest.

Finance Director the time the failure to date, whom the company not involve started search.

Both Reed Elsevier declined to comment story. Wolters Kluwer be reached yesterday.

On Friday, AMV's shares closed percent, at 13.15 euro. Reed Elsevier closed at 11.5 pence, 589.5p. Wolters Kluwer closed up 0.8 euro, euros.

Emap declined to regarded as market spokesman said. Emap & Media could not be

Making the most of charitable contributions

■ GIVING

Continued from Page E1

chunk of income, with only a small part of donations making their way to programs. While the IRS and state agencies have reporting requirements for charities, they don't regulate how charities spend their money.

"One thing that is not well known ... is that government agencies can not dictate how much a charity spends on its fund-raising," Weiner says. "The public sometimes assumes the government agencies are overseeing that. That's simply not true."

In its quarterly Charity Rating Guide, AIP grades several hundred national philanthropies from "A" to "F" based on such criteria as percent spent on charitable purpose, the cost to raise \$100, and whether the group is forthcoming with the information AIP requests.

Other watchdog groups, including the National Charities Information Bureau and the BBB's Philanthropic Advisory Service, don't issue grades. Instead, they measure charities by their own set of standards, publishing lists of which charities measure up and which don't.

While it is not always easy to ascertain whether a charity is using your contribution the way you see fit, the watchdog groups offer a wealth of information and advice to help you give wisely. Charities themselves should also make financial information available to donors upon request.

Grading relief agencies

The American Institute of Philanthropy, a charity watchdog group, assigns letter grades to charities based on several criteria, including how they spend their money and executive salaries.

The following are grades AIP assigns to a few of the many agencies seeking to help the Kosovo refugees:

American Red Cross
285 Columbus Ave., Boston, MA 02116; 800-564-1234

AIP Grade: A

CARE
151 Ellis St. NE, Atlanta, GA 30303-2426; 800-521-2273

AIP Grade: B+

Catholic Relief Services
P.O. Box 17090, Baltimore, MD 21203-7090; 800-736-3467

AIP Grade: A

Doctors Without Borders
6 East 39th St., 8th Floor, New York, NY 10016; 888-392-0392

AIP Grade: A

Oxfam America
Kosovo Relief Fund, 26 West St., Boston, MA 02111; 800-77-0XFAM

AIP Grade: A

Save the Children
P.O. Box 975, 54 Wilton Road, Westport, CT 06880; 800-243-5075

AIP Grade: B

US Committee for UNICEF
333 East 38th St., New York, NY 10016; 800-FOR-KIDS

AIP Grade: B

ibility, ask the charity directly or check with the IRS.

The limit on charitable deductions is 50 percent of adjusted gross income for cash contributions, according to Wehrwein. For donations of \$250 or more, the charity should provide you with a receipt. Gifts of stock - known in IRS lingo as capital gain property - are generally subject to a 30 percent limit.

Another popular means of giving is donations of goods, such as clothing or furniture. However, most organizations won't place a value on such items. Instead, "you're on your honor," says Wehrwein. "The advice would be to be realistic with respect to valuation."

For items such as cars, you can check the Blue Book value. However, if you intend your car for use by the charity, do some legwork. Some charities may resell the car, with a very small amount ultimately going to the cause, Borochoff says.

"Call up your United Way and find out which social and humanitarian programs [actually] use cars," he advises.

Finally, if you attended a benefit or bought an item on behalf of a charity, only the part of your donation exceeding the goods' fair market value is deductible. For example, if you pay \$50 to attend a charity dinner and the food itself would cost \$30 if you bought it yourself, only the remaining \$20 is deductible as a donation.

Next Monday: Researching how your donations will be used, and scrutinizing phone and written appeals for money.

Tax-time advantages

As important as it is to choose a charity carefully, it is equally important to individuals at tax time to maximize the benefits of giving. With tax returns due Thursday, knowing an organization's tax status and other IRS rules of charitable giving can limit surprises when you complete your return.

First, just because an organization's name sounds like a charity, it doesn't mean your donation is tax deductible.

"You can finger a lot of police organizations as tax-exempt, but they

are not charitable organizations," says Glen Wehrwein, a Newton-based certified public accountant.

In general, you can deduct contributions made only to charitable organizations registered with the IRS.

Religious organizations are an exception to the rule: Donations to such organizations are tax deductible, but religious groups are not required to register with the IRS.

Donations to some organizations, such as fraternal societies, vary in whether they are deductible, depending on how they use your donation. When in doubt about deduct-

Getting connected

Several watchdog organizations rate national charities. Washington-based InterAction specializes in international aid, and sets standards for its members - 160 voluntary humanitarian and development organizations that work overseas.

A hotline - 800-872-4373 - set up by the US Agency for International Development will yield the name of an InterAction member organization specifically helping the Kosovo Al-

banians. InterAction's Web site, www.interaction.org, also will guide you to member organizations directly aiding the refugees.

Other Web sites:
■ The US Agency for International Development provides information at www.info.usaid.gov.

■ www.disasterrelief.org - a cooperative effort of the American Red Cross, CNN Interactive, and IBM - provides information and links to in-

ternational relief agencies.

■ The American Institute of Philanthropy's Web site, www.charitywatch.org, (AIP ratings do not appear on its Web site.) To become a member of AIP and receive its quarterly Charity Rating Guide & Watchdog Report, write to the American Institute of Philanthropy, 4905 Del Ray Avenue, Suite 300, Bethesda, MD 20814. Annual membership is \$35.

LEARNING-SCHOOLS

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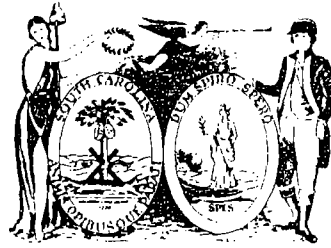
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October 2, 1998

Mr. Daniel Borochoff
American Institute of Philanthropy
4905 Del Ray Avenue, Suite 300
Bethesda, MD 20814

Dear Mr. Borochoff,

Thank you very much for your generous donation of newsletters. Your organization is so helpful and worthwhile and your publication so useful, we are certainly excited to be able to add it to our attendee portfolio.

Thank you again for your generosity. Please do not hesitate to contact me if I can be of assistance in the future.

With warm regards, I am

Sincerely,

Jim Miles
Secretary of State

JM/mh

THE SUN

August 6, 1998

Baltimore, Maryland

10 cents

'Retirees' share Microsoft riches

■ **Charity.** *By granting stock to his employees, Bill Gates has created a new class of millionaires, many of whom leave the company before age 40 to focus on philanthropy.*

By JOE MATHEWS
SUN STAFF

SEATTLE — Steve Albertson has dedicated his nest egg, and time, to the environment. Tina Podlodowski put her considerable resources into gay issues and the city council. Trish Millines spent more than \$100,000 of her own money to teach technology to minority children.

All three consider themselves retirees. All three are philanthropists. And all three were under 40 when they left Microsoft, graduates of an employee shareholder plan that has made them winners of the biggest lottery in the digital age.

The financial success of the software giant, whose stock has increased nearly 5,000 percent in a decade, has heralded a new era in philanthropy in Washington state, fueled by a geographically concentrated group of young donors with few precedents in U.S. history.

"The only thing that may compare are the young people making big bonuses in Wall Street, and even that is spread out, money from different companies," says Daniel Borochoff, president of the American Institute of



BARRY WONG : SEATTLE TIMES

Philanthropist: *Scott Oki, 49, a former senior vice president, is often cited as the model Microsoft millionaire.*

Philanthropy in Bethesda, Md. "I can't think of any situation like the new philanthropy in Seattle."

By granting thousands of shares to each of his employees, Bill Gates has created a new class of millionaires: programmers, analysts and marketers still in their 30s who love computers, grew up middle class and never imagined having so much money so young. Together, these estimated 4,000 "Microsoft millionaires" give the Seattle area more millionaires per capita than any other U.S. city. [See *Charities*, 5A]

'Microsoft millionaires' share their riches by creating their own community charities

[Charities, from Page 1A]

While about 30 percent of these use their Microsoft money to launch high-tech companies, most of the rest have decided to give up their high-intensity, 100-hour-a-week jobs and "retire," starting families and devoting themselves to philanthropy.

"My 10 years at Microsoft is like 40 years at any other company," says Richard Tait, who retired in May 1997 at 34 and now has his own foundation. "The money you make gives you a unique opportunity, at an age where you have plenty of energy to make a difference on issues that interest you."

Indeed, there is nothing retiring about these donors, who have attacked the nonprofit world with the ferocity they once saved for a new version of Windows.

Hundreds have started their own foundations. Most insist on a management role in the charities they support. Nearly all of them bring a hard-headed, bottom-line attitude that has rankled some nonprofit officials who have never before been ordered to produce detailed business plans and update their software.

A substantial number of the ex-Microsofties have focused their charities on making computers and software accessible to children and the disadvantaged. But the reach of the Microsoft millionaires can be seen throughout the Seattle area: baby blankets in Bellevue, a restored Beaux Arts theater downtown and children's books about gay-headed households that have begun appearing in local libraries.

More than tax shelters

"The real culture of Microsoft expresses itself after people leave," says Scott Oki, 49, who was the company's senior vice president for sales and services. "When you're working there, you have no time for your family, much less to do philanthropy. Now, I do nonprofit work from a venture capitalist's perspective."

Oki, once considered a candidate for Microsoft top management, is often cited as the model Microsoft millionaire by other retirees. A Seattle native born into a

working-class, Japanese-American family, he quit Microsoft in 1991 to play golf and spend time with his family. His foundation was, at first, "just a tax shelter."

But soon he grew bored. Oki joined the University of Washington Board of Regents, unnerving administrators there with detailed financial questions. He helped found Social Venture Partners, a group of philanthropists who donate at least \$5,000 each and pool their money to make "investments" in education and children's programs.

In the suburb of Bellevue, Oki and his wife started businesses, with profits going to their foundation, which funds human services nonprofits. Among these firms are a baby blanket maker, the Seattle Sounders professional soccer team, a golf course, and a Japanese restaurant — "Whatever strikes my fancy," he says.

"Having a plan for giving is a necessity. Microsoft people are such targets (for charities seeking donations) that if you're just sitting there, holding onto your cash, you become a sitting duck."

Commitment to nonprofits

Oki's philosophy, while often repeated in elite circles here, has only recently become conventional wisdom. Many current Microsoft workers, and retirees who continue to toil in the high-tech world, have long been reluctant to give too much money while they are young. Gates, 42, has been heavily criticized for saying he will run his company for another 10 years before turning to charity.

But in recent years, Gates has begun to boost his company's commitment to nonprofits — Microsoft donated \$14 million in cash and \$45 million in software last year alone — while pushing his workers to give. The company matches any employee's contribution up to \$12,000.

One Microsoft technology analyst, Aaron Controner, has even designed a computer program that, depending on how his stock options rise in value, tells him and other employees exactly when to give their money away.

But retirees remain the backbone of the local philanthropic community. Ida Cole, former head

of international products and marketing, quit at age 34 and saved the Paramount Theater, which was to be torn down for a convention center expansion. Cole reportedly donated at least \$2 million herself and raised \$20 million for the 1995 renovation of the 70-year-old theater, a 3,000-seat marvel often compared to Kubla Khan's pleasure dome.

When not seeking Microsoft money, several nonprofits have tapped retirees for their management skills. Within a week of quitting Microsoft in 1995, Steve Albertson, now 34, began a job as director of ONE/Northwest, a nonprofit that services the technology needs of Pacific Northwest environmental advocates. Even Seattle voters have looked to Microsoft, by electing Tina Podlodowski, former director of Microsoft University, the company's worldwide training business, to the city council.

Podlodowski, the council's first openly gay member, used some of her Microsoft money to create a fund to support gay and lesbian families with children. On the council, she is best known as a hard-nosed stickler for financial details.

"It's funny sometimes," she says in her municipal office, which includes Microsoft mementos and a guitar signed by Melissa Etheridge. "People don't know whether I'm supposed to be the crazy lesbian or the rich, humorless financial woman from Microsoft."

Boon to community

However they are perceived, former employees of Microsoft, headquartered in the eastern suburb of Redmond, have been a boon to Seattle. Most retirees, including the Connecticut-born Podlodowski, grew up elsewhere but settled here.

Trish Millines, who was raised by her mother in New Jersey, quit Microsoft after an eight-year career to start the Technology Access Foundation in 1996. Her goal is to open a technology school. But for now, she has Technical Teens, a four-year internship program that allows 40 teens to take after-school computer classes, work summers in software companies and receive up to \$4,000 in college



SEATTLE TIMES

Restoration: Ida Cole, a former Microsoft executive, quit at 34 and saved the Paramount Theater, which was to be torn down

scholarships.

"Companies like Microsoft have made computers, and knowing how to use them is vital to education and financial success," says Millines, who is African-American. "But children of color don't have the same access. My idea is to bridge that gap my old company helped create."

That said, her foundation would have been impossible without Microsoft's generosity. Millines financed the start-up costs with \$150,000 of the money she made during eight years there. The company donated more than \$300,000 in software to TAF. The 12-member board of directors includes five current and five former Microsoft employees.

Millines, who works only 10 hours a week at TAF, admits to missing the Microsoft life.

"I'd love to stay retired and help people forever," says Millines, 41. "But you never know. Microsoft stock could lose its value, and all of us might have to go out and work again."

This Associated Press article was carried in newspapers across the country.

SUNDAY, DECEMBER 8, 1996

ST. LOUIS POST-DISPATCH

Giving Grades

Watchdog Firm Aims To Keep Charities Honest

By Jim Salter

Associated Press Writer

It's a \$144 billion industry with little government oversight. Financial reporting requirements are lax, although millions of Americans are affected by it.

Is this any way to run a business?

No, but it's the American way to operate a charity. And a small watchdog group working out of a cramped St. Louis office is trying to do something about it.

"There is a vacuum out there for good evaluative information on charities," said Daniel Borochoff, president of the group, the American Institute of Philanthropy. "Most people feel they don't have enough information to make a well-informed giving decision."

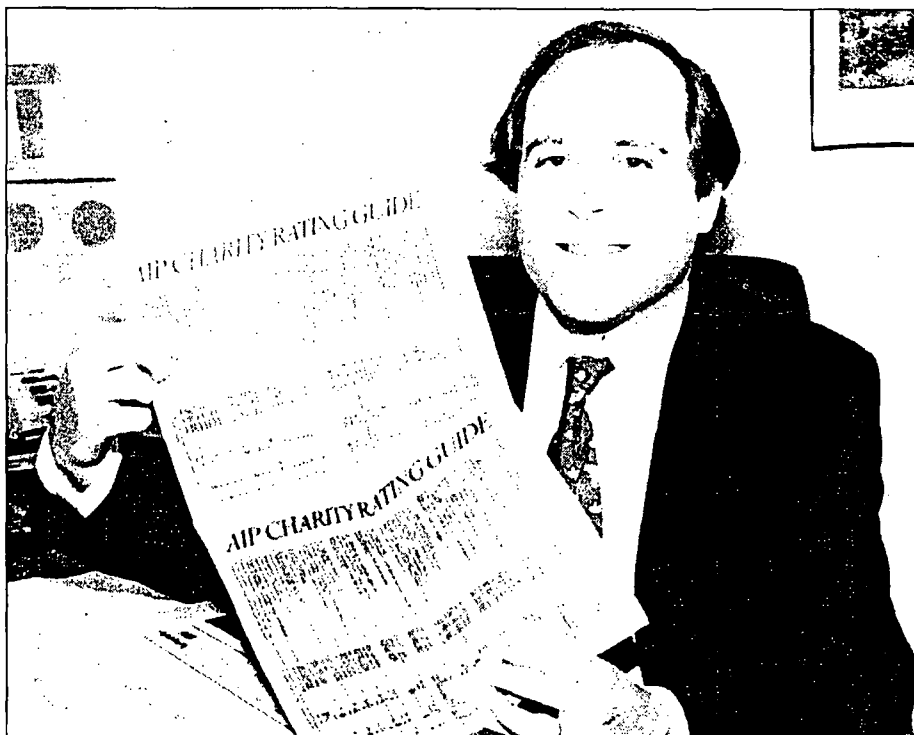
No wonder. The growth of non-profit organizations has been tremendous. This year, about 30,000 new ones joined the 1.2 million existing charities.

"There are over 400 [charitable] organizations with cancer in their name," said John R. Seffrin, chief executive of the American Cancer Society.

"One value of the AIP's service is to sometimes separate the wheat from the chaff," Seffrin said. "You can probably make a more intelligent decision and feel more comfortable that the money you give will make a difference."

The average family gives over \$1,000 each year to non-profit groups, including churches and other religious organizations. About a third of all giving takes place during the holiday season.

Yet aside from meeting fairly minimal requirements, the government requires little of the charities. Financial reports are hard to come by, and contain broad categories that make it difficult for givers to know if their money is being spent appropriately.



Associated Press

Daniel Borochoff, president of the American Institute of Philanthropy here, with a copy of the Institute's watchdog report.

Tips For Getting The Most For Your Giving

By The Associated Press

Research your charity. "Never give to a charity you know nothing about," advises Daniel Borochoff, president of the American Institute of Philanthropy. "Request written literature and a copy of the charity's latest annual report."

Find out where your money goes. Borochoff suggests asking how much of your donation goes for general administrative costs and fund raising expenses, and how much is left for the program services you want to support. The AIP recommends that at least 60 percent should go to program services.

Do not respond to pressure. "No legitimate organization will pressure you to give immediately," Borochoff said.

Keep records of your donations. The AIP recommends giving only through a check or money order, NOT a credit card number.

Remember that "tax exempt" does not always mean "tax deductible." "Tax exempt" means the organization does not have to pay taxes. "Tax deductible" means you can deduct contributions on your federal tax return.

Don't be misled by a familiar name. Some questionable charities use a name that closely resembles the name of a respected, legitimate organization.

Ask if the charity is registered with federal, state and/or local authorities.

The main way Americans give is simple, Borochoff said — they're asked.

"Why limit yourself to only those organizations asking you?" Borochoff said. "The ones that are doing the best fund raising aren't necessarily the ones doing the best work."

"The burden is on the donor to find out

group with reserves amounting to five years or more of its annual budget.

"Not to say that they're bad, but most charities are poor," Borochoff said, defending the grading system. "Would you want to see a soup kitchen close down because you'd rather give to a charity that has five years of available assets?"

COMMUNITY

Charity Watchdog Grades Fund-Raising

Philanthropy guide rates charities on need, performance

By Laurel Shaper Walters

Staff writer of The Christian Science Monitor

ST. LOUIS

THE holidays herald the season for charitable giving. Requests from every direction flood mailboxes, and the Salvation Army rings in donations at busy street corners and mall entrances.

Americans contributed \$126 billion last year to the nation's 1 million nonprofit organizations, according to the American Association of Fund-Raising Counsel. But these generous givers often know little about how their money is used once the check is cashed.

"Donor beware," warns Daniel Borochoff, president of the American Institute of Philanthropy (AIP), which analyzes charity finances. "The biggest advertisers get the most money, but they may not be the groups that are doing the best work," he says during an interview at his spare office in the Central West End of St. Louis. "People need to keep in mind that these organizations may spend your money well, they may waste it, or they may pocket it."

Recent scandals involving such large charities as the United Way and the NAACP have raised public awareness on the topic. A 1993 Gallup poll found that 50 percent of those surveyed viewed charities as less trustworthy today than a decade ago. But nonprofit organizations remain largely free from scrutiny, Mr. Borochoff says.

To help donors make informed decisions, AIP publishes a quarterly Charity Rating Guide. It analyzes about 300 charities in 37 categories ranging from "Abortion & Family Planning" to the "Environment," "Literacy," and "Youth Development."

The guide gives each charity a letter grade and answers three basic questions about its financial practices:

■ What percent of donations are spent on charitable programs? At least 60 percent of total expenses should be spent for charitable purposes, according to AIP standards. The remainder is used for fund-raising and general administration.

"What's really gotten out of hand is charities calling their solicitations a public-education program," Borochoff says. "They're certainly free to do that. But what the donor has to decide is: Do I want to fund this? If you would prefer your dollars went directly to the cause rather than toward fund-raising, look for charities with high percentages in this category."

■ How much is spent to raise each \$100 donation? In this category, the AIP standard is \$35 or less.

More and more professional fund-

raisers take a share of each donation. "Charities are hard up for money, and there's a lot of competition out there," Borochoff says. In some cases, professional fund-raisers keep up to 90 percent of what they raise for a charity. State regulators have tried to require professional fund-raisers to reveal their cut when they solicit donations. But the United States Supreme Court has overturned the regulations three times, holding that such a requirement violates free-speech rights.

■ How much does the charity have in reserve assets? This category indicates how long a nonprofit organization could operate at current levels without additional fund-raising. A reserve of less than three years is reasonable, according to AIP. It considers a group with more than five years of available assets "least needy" and gives it an F, regardless of the group's rating in the other categories.

'We'll get information out whether or not a charity wants us to.'

- Daniel Borochoff, fund-raising analyst

"Most people give money away with the expectation that it will be spent for the intended purpose within a few years," Borochoff says. "It doesn't seem right to me to be sitting on all this money when there

are so many needs out there."

This standard has angered several of the charitable groups AIP ranks in its guide. After Boys Town received an F for having enough assets to operate for nearly six years, the residential home for troubled youths filed a lawsuit against AIP and Borochoff this year. Boys Town accuses AIP of publishing "false and defamatory statements" about the charity's finances.

"The watchdog has become an attack dog," Boys Town officials say. "Somebody has to muzzle it."

Borochoff is fighting to keep the muzzle off. "This is important public information, and we have every right in the world to get it out," he says.

In addition to AIP, the Better Business Bureau publishes an Annual Charity Index and the National Charities Information Bureau in New York puts out its own guide. But these sources depend more on the charities to provide financial information rather than digging it up themselves, Borochoff says.

Tracking down financial records filed with state governments and the IRS often leads to hidden information about nonprofit groups, AIP has found. "We'll get information out whether or not a charity wants us to," Borochoff says. "The public is owed answers to basic questions about the accountability and accomplishments of charities that are taking its money."

■ To obtain the American Institute of Philanthropy's "Charity Rating Guide" send \$3 to 4579 Laclede Avenue, Suite 136, St. Louis, MO 63108.

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Los Angeles Times

TUESDAY, OCTOBER 18, 1994

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unding: The latest
bles stem from charges
its board chairman
nted on expenses. He
ies the allegations and
s for an audit.

AM FULWOOD III
S STAFF WRITER

ALTIMORE—As the NAACP struggles to recover from the monious firing of its executive director, the organization is confronting unexpected financial problems that are overshadowing immediate need to find new leadership and a new direction. The challenges are not met according to NAACP supporters and outside experts, the financial burdens will snowball and threaten the existence of the organization itself. Recent financial troubles stem from published allegations by syndicated columnist Carl Rowan suggesting that Board Chairman William F. Gibson may have "double-dipped" on as much as \$600 on his expense account in 1986, when he assumed his post as chairman. Gibson has denied any impropriety and called for an independent audit of the organization's top officers to clear the NAACP members who pay dues. More importantly, the philanthropic groups that make large gifts now express anxiety about whether their money will go toward advancing the organization's grant work—or be used foolishly or squandered by careless leaders. Some individuals and groups are withholding donations, creating a serious problem for an organization with more than \$3.5 million in

New Financial Questions Worsen NAACP Problems

"It is rather unfortunate that this large, respected and national organization doesn't take its financial responsibilities more seriously," said Dan Borochoff, president of the American Institute of Philanthropy, a charity watchdog organization based in St. Louis.

The NAACP's sterling image as a crusading civil rights organization may have prevented members and donors from demanding that the organization manage money in accordance with strict financial accountability, he said.

"The problem in this field is that image counts for too much," Borochoff said. "Everyone should ask questions of these groups—be it the NAACP, the United Way or the Boy Scouts—because all of them have a responsibility to be accountable for the money that people give them."

Borochoff said that the philanthropy institute has attempted for the last three years to verify and rate the financial stability of more than 300 charities. He said that the NAACP received an A, the highest mark, in 1992. But since then, the institute discovered \$3 million in expenses reported to the New York State Office of Charities Registration that did not appear in its federal tax returns.

At best, he said, NAACP accountants were sloppy in their bookkeeping or, at worst, were deliberately misreporting expenses. "Otherwise, they would have reported their information accurately, and we wouldn't have found these rather large discrepancies," Borochoff said.

In a quarterly ranking issued last month, the institute rated the

NAACP with a "question mark," indicating that it had not provided adequate or consistent records to the various monitoring agencies, including the Internal Revenue Service, state charities registration offices and other private auditing concerns that check records kept by charities. Borochoff said that NAACP executives have ignored the institute's requests for additional information or clarification.

Recent allegations of financial misdeeds have coincided with the gravest financial crisis in the NAACP's 85-year history. The group's debt now concerns long-time corporate and philanthropic donors so much that some have stopped giving money until they are satisfied that the NAACP has put in place stricter accounting controls.

For example, the Ford Foundation, which helped ease the NAACP's last financial crisis in 1992 with a large donation, is withholding payment of a two-year \$500,000 grant it promised the group. Julio Nunez, a spokesman at the Ford Foundation, declined to comment except to acknowledge that the grant has not been forwarded.

Top NAACP officials convened here last week, in part to plot a course aimed at reassuring the organization's supporters. Those supporters—ranging from thousands of individual members who pay \$15 annual dues to dozens of corporate and philanthropic foundations that contribute millions in grants—provide the bulk of the organization's estimated \$15-million annual budget.

Interviews with some NAACP officials attending the board meeting found no sense of panic concerning the financial problems and a belief that these troubles will pass as have others in the past.

"We will do what is necessary to insure the NAACP's survival," said Larry Carter, a board member and vice president of Northwest Financial Inc. in Des Moines, Iowa. "This is not the first time we've been in financial difficulty, and I doubt it will be the last."

In August, the NAACP voted to dismiss Benjamin F. Chavis Jr. as its executive director after many of its directors learned through media accounts that he had approved spending up to \$333,000 of the organization's money to settle a threatened sexual harassment and wrongful discharge suit.

Since then, Rowan, a longtime NAACP member, has rocked the organization in a series of columns that have included calls for Gibson's resignation. Rowan wrote that documents he obtained suggest Gibson had "double-dipped" since 1986 on his expense reports by requesting reimbursements of more than \$500,000 in charges on his association-provided American Express card, including business-related airline travel, hotel expenses, car rentals and personal items.

So far, the NAACP has not announced any major reforms. Rather, the organization has announced new fund-raising programs with longstanding allies.

The board concluded business last weekend without passing judgment on Gibson, who had received an earlier vote of confidence from the board's executive committee and voted to conduct the independent audit. Some NAACP leaders including board members long opposed to Gibson's leadership, said that is not enough to restore confidence in the NAACP.

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Donors Are Easy Prey for Fraudulent Solicitors

In a recent survey on the attitudes and behaviors of charitable donors, 57% of the respondents never asked how their donation would be spent, although 67% were suspicious of the caller and 40%, "not at all confident" that the caller was even legitimate! It is estimated that over a billion dollars are misused or taken by fraudulent charity solicitors in America every year. The AARP (American Association of Retired People) survey found that the types of charities that people are most likely to donate to in response to mail or phone solicitations are firefighters, police, veterans and disaster relief (see chart on back page). It also found a preference for giving to local charities. Past articles by AIP indicate that these survey findings are nothing new to "charity" con artists.

When an unknown person calls to solicit for charity, 48% of the respondents in the survey "cut the conversation short" and 11% just "hang up." On the other hand, the survey

(Continued on page 4)

"Operation Missed Giving" Is on Target

Recently AIP joined the FTC, 40 states, AARP, National Sheriffs' Association and other organizations at a press conference that announced a national law enforcement and education campaign to close down "deceptive fund-raisers" and to make the public aware of fraudulent telephone solicitations. The press conference included a victim of a scam involving a fund-raiser for a charity called "MVVA" or "Massachusetts Vietnam Veterans Aid Foundation" based in Crawfordville, Florida. The group's paid fundraiser was operating under an expired fund-raising certificate in Massachusetts. The fundraiser was being paid at least 80% of the donations raised which is technically legal; however, its methods were unethical. This particular campaign canvassed areas by using telephone and courier service (to retrieve

(Continued on page 4)

Health Charity Poses Risks for Potential Conflicts of Interest

by Daniel Borochoff, President

AIP members may want to take the letter (shown on page 2) from President Clinton to the **American Health Assistance Foundation (AHAF)** with a grain of salt. In the opinion of AIP, the president's staff may not have done enough homework before allowing his name to be used to praise AHAF for "a job well done" and reflecting "America's fundamental values."

AHAF raises money under the following names: **Alzheimer's Disease Research, National Glaucoma Research, National Heart Foundation, Alzheimer's Family Relief Program and Macular Degeneration Research.** In fiscal 1998, 63% of AHAF's cash budget was spent on solicitations that include educational messages about age-related and degenerative diseases, 15% was spent on funding research on these diseases and 1% was spent on direct patient aid. This charity receives an "F" grade from AIP because in our opinion they spend far too much on fundraising/education campaigns and too little on program services that are not conducted in conjunction with fundraising.

Should AHAF wish to do so, reducing the group's large direct mail/telemarketing expenditures is not made any easier by the fact that it has paid over \$14 million over the last five years (\$3.35 million in fiscal 1998 alone) to firms owned and operated in part by relatives of AHAF's husband and wife team, Eugene Michaels, President, and Janet Michaels, Executive Director. In fiscal 1998, 93% of total expenses for fund-raising consulting and 96% of total expenses for list brokerage were paid to Response Development Corporation and All American List, respectively. Both of these firms, located at

(Continued on page 2)

IRS Can't Strip Tax-Exempt Status of Poorly Run Charity Regulator's Power to Protect Donors Is Diminished by Court

If a charity agrees to receive over a six-year period only \$2.3 million out of \$28.8 million raised for it by a fund-raising company and also gives up control of its donor list to the same company, shouldn't the IRS revoke the charity's tax-exempt status? Not according to a United States Court of Appeals in Chicago. The Appeals Court ruled that the IRS can not yank the tax-exempt status of the **United Cancer Council (UCC)** simply for agreeing to a highly unfavorable fund-raising contract without also demonstrating that insiders at the charity had benefited personally from the donations.

UCC, a now defunct charity that advocated cancer prevention primarily through the mail, lost its tax-exempt status in 1990, which was made retroactive to 1984. With an annual budget of \$35,000 and on the verge of bankruptcy in 1984, the charity hired **Watson & Hughes (W&H)**, a professional fund-raising firm now called the Direct Response Consulting Company. Between 1984 to 1989 the firm sent 80 million letters that raised \$28.8 million, but the charity only received about 8% of this amount. UCC claims that \$12.2 million of its solicitation costs were educational expenditures and that 70% or approximately 56 million of its letters offered a chance to win a sweepstake. UCC also granted W&H co-ownership of its list of supporters obtained during this period and contractually agreed to not sell or lease its donor files to other groups, even after its fund-raising contract with W&H was over. Yet W&H was free to sell or lease the names of UCC donors

(Continued on page 2)

(M) non-taxable
lobbying



Put on list
THE WASHINGTON INSTITUTE for Near East Policy

Barbi Weinberg
Founding President / Chairman

August 25, 1999

To: Melanie Verveer
Assistant to the President and
Chief of Staff to First Lady Hillary Rodham Clinton

Dear Ms Verveer,

I am writing to recommend that Mr Charles Schusterman of Tulsa, Oklahoma, a Trustee of The Washington Institute, be invited to participate in the White House Conference on Philanthropy scheduled for October 22nd of this year.

Charles and his wife Lynn are two of the most generous individuals I know. I would recommend that both of them be invited, but have been told that only one member of any philanthropic foundation can participate.

A highly successful businessman Mr Schusterman now devotes the lion's share of his time and his intellect to creative philanthropy. Just a *few* examples:

They support Parent Child Centers in Tulsa which focus on eliminating the tragedy of child abuse.

They provide school supplies for disadvantaged children...and,

They have an initiated unusual and creative program of advertising for low-income families to come to special centers at which they are assisted in filling out their income tax forms to show them how to apply for the earned income tax credits to which they are entitled.

I believe that Charles will make a valuable, creative contribution to the discussion and would likely participate in any philanthropic endeavors which may be the resultant recommended outcome of the conference's deliberations.

Sincerely,

Barbi Weinberg

THE JOHN D. AND CATHERINE T.

MACARTHUR FOUNDATION

August 6, 1999

First Lady Hillary Clinton
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Mrs. Clinton:

I was pleased to learn that you and President Clinton are proposing to convene a White House Conference on Family Foundations in October 1999. I am writing to encourage the participation of the Chicago-based Steans Family Foundation at this important gathering.

The Steans Family Foundation concentrates its annual grantmaking of approximately \$2.5 million in North Lawndale on Chicago's west side. Like other communities most likely to benefit from the President's New Markets, Empowerment Zone, and Welfare-to-Work initiatives, North Lawndale is an economically impoverished neighborhood. Nearly half the families have annual incomes below the poverty line. It is also a community likely to benefit from the administration's efforts to improve the quality of life for the nation's children. About 43% of the population are under the age of 21, and 45% of its households are headed by single mothers with minor children.

For the past two years, the John D. and Catherine T. MacArthur Foundation has partnered with the Steans Family Foundation to help revitalize North Lawndale. We have made nearly \$1 million in grants through the Steans Family Foundation. We have also benefited from the counsel of family and staff members when awarding an additional \$1 million directly to nonprofits in North Lawndale. Among other accomplishments over the past few years, the Steans Family Foundation has helped:

- mobilize residents, block clubs, church groups, and other local associations to sponsor gardening and cleanup activities, teen-led pee wee baseball, arts festivals, and similar community-building activities;
- organize a network of principals, teachers, and parents to strengthen twelve public schools and establish a charter school;

-create an alliance among local businesses, service providers, residents, and local and state agencies to match residents with good employment opportunities and to administer an outcomes-based welfare-to-work program; and

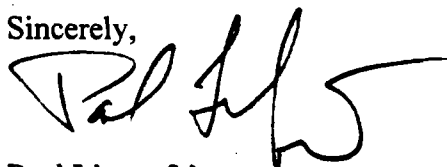
-initiate an intensive after-school program in several elementary schools that integrates the arts with academics to improve school achievement.

We believe that the approach of the Steans Family Foundation, which builds on community strengths and provides the link for residents and local groups to connect with external resources, is having a positive impact on the neighborhood. It also contributes in significant ways to the practice of organized philanthropy. The active, personal involvement of investment banker, Harrison Steans, and of his three adult daughters, in community improvement efforts is truly distinctive. Every family foundation can learn from their willingness to gather knowledge from neighborhood residents, and from their willingness to activate networks of individual and institutional relationships to assist North Lawndale families.

We know that the Steans Family Foundation has attracted other funders to North Lawndale. It has helped to leverage over \$6 million in annual funds for efforts to increase access to educational and economic opportunity and to improve circumstances and outcomes for children, youth, and families. As importantly, it has generated optimism and hope among neighborhood residents, as well as energy and commitment among its local and national supporters.

At the MacArthur Foundation, we recognize the multiple contributions that family foundations can make to improve conditions in poor communities in this country. We applaud your proposed conference and hope that the Steans Family Foundation will be among its participants. If I can provide additional information or assistance, please do not hesitate to contact me at (312) 917-0307.

Sincerely,



Paul Lingenfelter
Vice President
Program on Human and Community Development

P.S. Although I'm sure the experience has faded in your mind, I remember with great pleasure our long conversation on an airplane from Little Rock to Chicago in 1988 after I visited Southern Development Bancorporation with Jan Piercy.

bcc: Malcolm Richardson



CHARLES STEWART
MOTT FOUNDATION

FACSIMILE

Mott Foundation Building • Flint, MI 48502-1851 • Phone (810) 238-5651 • FAX (810) 766-1753

** - Dr. Dyson
Andrea
Camp*

*- US Appeal
- Black Churches*

To: Shirley Sagawa

Fax #: 202-456-6244

Firm: The White House

cc:

From: Elan Garonzik

Sent by: eg

Date: May 6, 1999

Number of pages including cover: 1

Shirley -

Thank you for the opportunity to meet yesterday.

Ellen asked for the names of individuals particularly thoughtful on the topic of religion and philanthropy.

I've asked around Mott, and have the following: Fr. Robert Vittali (Exec. Dir. of Catholic Campaign for Human Development) or Fr. Fred Kammer, S.J. (a personal friend of Bill & Hillary Clinton's (they went to law school together) Exec. Dir of Catholic Charities USA. Both are accomplished speakers and highly thoughtful people. They've also written extensively, though mainly in Catholic circles, about giving and the need for social change.

Also, I thought of an important topic I did not mention yesterday. I would advise you to consider having gift recipients be part of the mix and tell their stories. If it's just donors at your meeting, if it's just giver of gifts, the meeting could get a bit too mushy & "aren't-we-wonderful." What really affects people are the stories of how other people have been empowered and enabled by having Andrew Carnegie's ladder extended to them.

Mott ran the community foundation small grants program for years. One great story is of the leader of a garden group from a low-income neighborhood coming into a community foundation, all smiles and beaming. "We got a grant," she said, "We got a *grant!*" (This notes that the best fundraiser is not the intermediary, but specifically the individual who has benefited from support.)

Many thanks again,

Elan

Please call (810) 238-5651, if you do not receive the complete transmittal.

Deborah Szekely

Put on list to discuss

August 24, 1999

TO: Esther Coopersmith

FR: Deborah Szekely

I would appreciate anything you can do to have me invited as a participant.

Thanks

Attachment

Deborah Szekely

Deborah Szekely
3232 Dove Street
San Diego, California 92103
(619) 295-2372
(619) 295-8927 - FAX

Professional Experience

Current

Eureka Communities
Washington, DC/Detroit/San Diego/
Los Angeles/ San Francisco Bay Area/
Boston
Founder/Chairman of the Board

Eureka Communities believes that when the leaders of community-based organizations across the country learn to work with one another, implement "best practices" and involve clients more directly in the development process, their goals of self sufficiency and independence for people in need will be most effectively realized.

Through two-year, 200-hour Fellowships, Eureka establishes peer and mentor support systems that facilitate leadership development and foster cooperation. Nonprofit directors gain new perspectives as they visit model problem-solving programs in other cities; then, through monthly workshops, they acquire an on-the-job understanding of "best practices" and forge new partnerships for creating constructive change in the lives of their clients.

Past

1984-1990
Inter-American Foundation
Rosslyn, Virginia
President/CEO

IAF, an independent agency of the United States government created by Congress in 1969 to support self-help efforts of the poor throughout Latin America and the Caribbean. Bore full fiduciary responsibility over a six-year period. Authored important program innovations to increase both their yield and cost effectiveness. New programs included project-evaluation system; information management systems; "in country service" programs to increase on-site management capacity and "in country" funds for rapid disbursements to grantees. Also initiated an expanded academic fellowship program refocused on grassroots development themes as well as international replication methods.

1982-1984
United States Information Agency
Washington, DC

Advised the Director on program policy. Responsible for the management of 15 private-sector committees. Coordinated volunteer efforts of over 200 private sector CEOs.

1940-1982
Golden Door, Escondido, California
Rancho La Puerta, Tecate, Baja California, Mexico
Founder/Chairman

Pioneered the fitness spa as a major service industry. The two internationally-known resort spas offer a wide variety of mind-body-fitness programs.

International Boards

U.S.-Mexico Commission for Educational and Cultural Exchange (Fulbright)
Mexico, D.F., Mexico
Co-President, Board of Directors

Represented United States on binational commission to accelerate scholarly and cultural exchanges between the two countries. This Fulbright program is administered binationally.

Organization of American States
Washington, DC

United States delegate to the Inter-American Commission on Women (CIM). Established in 1928 as the first international organization focusing on women's issues. Works to extend the civil, political, economic, social and cultural rights of women in the hemisphere.

Official observer of elections – El Salvador

Chairman, International Volunteer Association (IVA)

Present Boards (partial listing)

The Aspen Institute, Nonprofit Sector Strategy Group
Center for Science in the Public Interest
Children's Defense Fund National Council
Claremont Graduate University
The Committee of 200 Foundation
Ford's Theatre
The Menninger Foundation
National Academy of Sciences Presidents' Circle
National Council of La Raza
Old Globe Theatre Honorary Board
Partners for Livable Communities
Partners of the Americas Foundation
Race for the Cure – Research and Medical Grants Committee
San Diego Performing Arts League
Youth Service America

Women's Organizations

Charter 100
Committee of 200
International Women's Forum

Recognition and Awards (partial listing)

- 1999 San Diego Press Club
 Headliner of the Year for Philanthropy
- 1998 Philanthropist Volunteer of the Year, San Diego Chapter of
 National Society of Fund-Raising Executives
- Community Service Award (first recipient), San Diego
 Greater San Diego Chamber of Commerce Women's Forum
- 1997 "A Celebration of a Life of Service", San Diego
 Luncheon to benefit Eureka Communities Endowment Fund
 Co-Sponsored by San Diego Foundation
- United Seniors Health Cooperative, Washington, DC
 Distinguished Seniors Award
- Heart of Los Angeles Youth, Los Angeles
 "Heart of Los Angeles Award" recognizing contribution toward improving
 quality of life for the children of Los Angeles and throughout our nation

- 1996 Partners for Livable Communities, Washington, DC
Recognized for Promoting Community Livability
- The Union of Pan Asian Communities, San Diego
Honored for "Innovative Solutions: Strengthening Youth, Families and Communities" through founding of Eureka Communities
- YWCA, San Diego
Spirit of Commitment Award recognizing commitment to the community
- 1990 Women Together Honoree, San Diego
- Living Legacy Award, Women's International Center, San Diego
- Participant. U.N. Secretary General Perez de Cuellar's Meeting of Eminent Persons, Paris, France
- Delegate, World Conference on Education for All, Jomtien, Thailand
- 1988 Women of Vision Award, League of Women Voters, San Diego
- 1987 Woman of the Year, Women in Management, San Diego
- Amiga de Baja California, Mexican and American Foundation, San Diego
- 1983 Distinguished Citizen, Boy Scout Council, San Diego
- Distinguished Woman, Northwood University, Midland, Michigan
- Benefactor of the Year, Travelers Aid Society, San Diego
- 1982 Woman of the Year, The President's Council of Women's Service, Business and Professional Clubs of San Diego
- 1981 Chancellor's Award, University of California San Diego
- Renaissance Woman, City of San Diego
- 1979 Woman of the Year, San Diego City Club/Charter 100
- Volunteer of the Year, National Society of Fund-Raising Executives, San Diego Chapter
- 1976 Small Businessperson of the Year for California (National runner-up), Small Business Administration
- Honorary Doctorate, California School of Professional Psychology, San Francisco

Public Service (partial listing)

- 1983 Bipartisan Congressional Management Project conceived by Deborah Szekely and carried out with support of American University, Washington, DC. *Setting Course A Congressional Management Manual*, currently in its sixth edition, is sent to newly-elected members of the Senate and House of Representatives by their respective parties.
- Women Business Owners Conference, Advisory Board, Small Business Administration
- 1982-1984 United States Olympic Committee, San Diego County
- Small Business Administration Advisory Council
- LEAD San Diego, Inc., Board of Directors

- 1975- San Diego Stadium Authority, Chairman of Board of Governors
- 1978 President Ford's Council on Physical Fitness and Sports
- 1971- Cities of San Diego and Carlsbad, Parks and Recreation Departments. Created Free Family Fitness
1978 and Fun Centers in 15 public gyms. Served 40,000 persons
- 1970- President Nixon's Conference on Physical Fitness and Sports
1974
- 1965- Francis W. Parker School, San Diego. Board of Directors; Chairman, Long-Range Planning
1975
- 1960- Children to Children: Founded a cooperative effort between
1963 California and Baja California, Mexico, involving school districts of San Diego, Los Angeles,
Redlands. Also Marine Corps, San Diego Fire Department, Junior League, etc. Collected, cleaned,
mended, sorted and distributed childrens' clothing
- 1959- Seniors in Philanthropic Service, Inc. Vice Chairman, Board of Trustees
1961
- 1955 Founded and funded first public library in Tecate, Baja California, Mexico
- 1952 Founded first school for deaf and deaf-mute children in Baja California, Mexico. Located in Tecate

Media

Developmental Editor, PERSONA. Supplement produced by Conde Nast Publishing for inclusion in several of their high-end magazines such as ARCHITECTURAL DIGEST, CONDE NAST TRAVELER, etc.

Several books on lifestyle change, as well as numerous magazine articles. Many television and radio appearances

Member, American Federation of Television & Radio Artists (AFTRA), Hollywood, California

BOSTON AGING CONCERNS
YOUNG & OLD UNITED, INC.

Sarah A. Wenig

Director of Fundraising & Public Relations

67 NEWBURY STREET, BOSTON, MA 02116
TEL. (617) 266-2257 EXT. 212
FAX (617) 266-9341

BOSTON AGING CONCERNS YOUNG & OLD UNITED, INC.

Our mission is to provide the highest quality intergenerational housing and related services to assist people in need, especially elders.

Chair
William Elsbree
Vice Chair & Treasurer
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Rev. Barbara Groover
Keith Gwin
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Kathleen O'Connor
Jai G. Parekh, M.D.
Karen E. Smith
Augustine Ugbohue, Ph.D.
Abby C. von der Hyde
Margaret Voss
Edwem J. Will
Barbara Williams

Executive Director
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Mrs. Hillary Rodham Clinton
The White House
Washington DC

September 9, 1999

Dear Mrs. Clinton,

I am writing to nominate Boston Aging Concerns-Young & Old United, Inc. (BAC-YOU) to be invited to the White House Conference on Philanthropy on October 22, 1999.

I know the organization well as I am one of the Founders and a former member of it's Board of Directors. BAC-YOU started as a neighborhood organization of volunteers. It is now a city-wide agency employing 20 people, a United Way affiliate and I am very proud of its accomplishments.

Boston Aging Concerns-Young & Old United, Inc. is the developer of GrandFamilies House in the Dorchester neighborhood of Boston. It is the first, and remains the only, housing specifically built to meet the needs of this growing category of family – one made up of grandparents raising their children's children. There are nearly 4 million children in the United States living in households headed by grandparents. They live in urban, suburban and rural communities and are of all socioeconomic groups. Of those, 1.5 million children have lost their parents to drugs, incarceration, AIDS, mental illness or other unfortunate circumstances. In Greater Boston, we estimate that there are about 10,000 children being raised solely by elder kin.

BAC-YOU has received a deluge of requests for help from officials and public servants all over the country where GrandFamilies Houses are desperately needed. BAC-YOU is working on replication plans now and it would serve their efforts well to be included at the White House Conference on Philanthropy. It would have a great impact on their ability to help more GrandFamilies if you would help expose this wonderful non-profit organization to the important philanthropies and individuals that I know will be in there.

Furthermore, I think you will agree that it is important that your Conference on Philanthropy focus on the wonderful work being done at the local level that need the help of philanthropic funds to bring their programs to all people. BAC-YOU is a great



example of such an organization – one that is ready to grow but needs help to do so. They are championing the great gifts that elders have to give to the youngest generation which is a resource we must make more use of in the 21st Century.

I know that President Clinton knows from personal experience how much the country needs GrandFamilies. I know that I am certainly grateful, as are all Americans, for the time and care his grandparents gave to him.

Please invite Janet Van Zandt, Executive Director and Sarah Wenig, Director of Fund Raising and Public Relations of BAC-YOU to the White House. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Elsie Frank". The signature is written in dark ink and is positioned above the printed name and title.

Elsie Frank
Founder

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Ms. Mary Ellen McGuire
Office of the First Lady
OEOB - Room 101
Washington, D.C. 20500

September 9, 1999

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Janet Van Zandt

Dear Ms. McGuire,

Thank you very much for the time you spent on the phone with me and your kind counsel on how to get to Mrs. Clinton's Conference on Philanthropy.

Enclosed are print and video examples of the national and local coverage the GrandFamilies House has attracted.

It would be a tremendous boost to Boston Aging Concern-Young & Old United, Inc.'s (BAC-YOU) effort to get more GrandFamilies Houses built to be included in the conference on October 22, 1999. Janet Van Zandt, our Executive Director, our Board of Directors, and myself have just begun to implement the strategic plan to bring this housing model to the attention of federal agencies and fund sources, as well as philanthropic groups and individuals working on a national level.

The three videos includes will serve you in presenting us to the decision makers in various ways. The Today Show clip is short in length but introduces BAC-YOU, the GrandFamilies House, and a grandparent and child. The NightLine with Barbara Walters presents a national picture of the issue but includes significant time on the GrandFamilies House as the only tangible help being offered to GrandFamilies at this time. The PBS Basic Black video was locally produced and offers a very personal introduction to two GrandFamilies, coverage of our opening day with Mayor Menino's remarks, and the construction of our playground by United Way Community Care Day volunteers.

Call if I can help you with anything else. We would be very grateful for two places at the conference. One for Janet Van Zandt and one for me.

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Sarah A. Wenig
Director of Fund Raising
and Public Relations



UNITED WAY
117 MASSACHUSETTS BLVD.



EQUAL HOUSING
OPPORTUNITY

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Founder

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Sarah A. Wenig
Director of Fund Raising
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THE GRANDFAMILIES¹ PROGRAM

Introduction

Charles Collier

Rev. Barbara Crooner

Keith Green

Elizabeth Haddad

Lisa M. Hahn

Bernard K. Hooper, Esq.

Rev. Lorraine McLean

Kathleen O'Connor

Joe G. Parelli, M.D.

Susan E. Smith

Augustine T. Spolue, Ph.D.

Arby C. Vander Hyde

Margaret Weiss

Robert J. Will

Barbara Williams

GrandFamilies House, co-developed by Boston Aging Concerns - Young & Old United and the Women's Institute for Housing and Economic Development, is the first housing in the nation specifically designed to meet the physical and social needs of a growing family type: grandparents who are raising grandchildren without parents present in the home.

The opening of GrandFamilies House is also part of a larger vision created by a collaboration of agencies and individuals in support, and with the advice, of grandparents who are raising their grandchildren. The following have been the notable outcomes of this collaboration:

- BAC-YOU's survey report in 1994, *Raising the Next Generation: A Study of Grandparents Raising Grandchildren in Boston*.
- The development of GrandFamilies House.
- The development by the YWCA Boston -- a leading creator of programs for women and children -- of Generations Learning Together, a preschool, after-school, and computer lab specifically designed for children and seniors and of Senior Strength, an exercise program for the grandparents.
- Proposed research by UMass Boston and Abt Associates into the effects of the Program on grandparents.
- With critical help from consultants at Housing Investments and the Women's Institute, the BAC-YOU-driven creation of a demonstration program of 100 HUD Section 8 rental certificates by the Mass. Department of Housing and Community Development and the Boston Housing Authority for GrandFamilies.
- The GrandFamilies Task Force, a gathering of grandparent caretakers and interested professionals, staffed by BAC-YOU's GrandFamilies Coordinator, which has provided advice and leadership on design, programming and policy changes.
- The collaboration of the YWCA Boston, Parents and Children's Services and BAC-YOU on expanded services, advocacy and programs in a Vision for a GrandFamilies Community.
- The growing awareness of the need for policy and regulatory changes in

Executive Director

Jane Van Zandt



UNITED WAY
OF THE COMMONWEALTH OF MASSACHUSETTS



¹ GrandFamilies is a registered service mark of Boston Aging Concerns - Young and Old United, Inc.

67 NEWBURY STREET, BOSTON, MASSACHUSETTS 02116 (617) 266-2257 FAX: (617) 266-9341

government and private programs affecting these families, partially as a result of GrandFamilies House.

Because the GrandFamilies Program is meeting a clear need and we are approached regularly for information and advice, we are working to create appropriate data to facilitate replication of the Program across the country.

Background

The growing phenomenon of grandparents raising grandchildren on their own became especially evident at BAC-YOU several years ago. Our Housing Resource Services staff noted that an increasing number of elderly clients, presumed to be living alone, were in fact caring for young children full time.

Some elders were about to be evicted from elderly housing because they had taken in young children; others were living in apartments which were overcrowded, unsafe, substandard or inaccessible. The advent of the children into the grandparents living situation made some apartments which had been acceptable become overcrowded, or, due to the extra expenses and effort of raising the children, inaccessible or unaffordable. It caused other families to lose their apartments and become homeless.

We studied the problem by conducting a survey of 50 grandparent-headed households in Boston. Interviews with the grandparents, overwhelmingly African-American women ranging in age from 50 to 86, showed significant health problems and low family income (typically \$5,000-\$15,000). They were raising their grandchildren because of substance abuse, death, incarceration, AIDS and other illnesses, or immaturity of the parents.

Grandparent-headed families also ran into policy and regulatory problems: schools and health centers not recognizing grandparents as primary caretakers; non-DSS (Department of Social Services) kinship care placements leaving them with less financial support than DSS placements; elder housing disallowing children and family housing accommodating at best, younger and more physically fit parents - and often too violent for either; preschool and after-school voucher programs not prioritizing grandparent-headed families; and elder meals programs disallowing children.

Statistically, between 1980 and 1990 there had been a 44 percent increase in the number of children being raised by grandparents. By 1996, there were approximately 2.1 million children being raised exclusively by their grandparents or other relatives. We estimate that in the Boston area, there are 10,000 such children.

GrandFamilies Task Force

The GrandFamilies Task Force is comprised of local grandparents raising grandchildren, along with community activists and service providers. These grandparents are often the pillars of their families and communities. As they provide stability to their grandchildren, they represent strong role models to younger families and contribute to the health of the larger community. In the forum of the Task Force, they educate themselves on the issues, design effective advocacy strategies and support each other. The task force members have participated every step of the way. From attending heated community meetings to marching down to the zoning board in support of the GrandFamilies House, from organizing field trips to helping to construct the playground, the Task Force members have worked tirelessly to represent GrandFamilies' concerns.

GrandFamilies House

When asked in which areas of their lives they needed the most help, 75 percent of the surveyed grandparents listed "housing." The problems, as listed above, included affordability and accessibility, but they also noted feelings of isolation both for the grandparents and the grandchildren and the need for additional services such as respite care and transportation. When asked to choose the type of housing they would like, 50% chose grandparent housing, defined as housing specifically designed for grandparents who are raising their grandchildren with on-site support services.

In October 1998, four years after the survey, following a highly interactive community planning process led by a special GrandFamilies Task Force, we opened the doors to the first-in-the nation housing for grandparents raising grandchildren. Co-developed by BAC-YOU and the Women's Institute for Housing and Economic Development, it is owned and managed by BAC-YOU.

Twenty-six two-, three-, and four-bedroom apartments offer architectural and programmatic elements for elders and children. Examples of the former include an elevator, grab bars in the bathrooms, child-proof features and a playground within view of grandparents watching out of bay windows. A GrandFamilies van is available for shopping, medical and field trips.

Programs

On site at the GrandFamilies House, the YWCA Boston offers the Generations Learning Together (GLT) programs. GLT includes a preschool, after-school and computer learning center, all innovatively designed to include the grandparents in the learning experience of the grandchildren. The special emphasis on math, science and computer skills, starting in the pre-school classrooms, is designed to help the generally lower income residents of the GrandFamilies House to catch up with their middle class peers in school. Off site, the YWCA will include teens in their Youth Voice Collaborative program, which teaches young people to express their interests through video and other presentation media. The YWCA operates a day care center for infants which will prioritize referrals from the GrandFamilies House.

In addition, the YWCA will offer an exercise program for the grandparents called Senior Strength. Senior Strength is designed to tone muscles, relieve tension, provide a respite from the responsibilities of grandparenting and mitigate some of the effects of aging, such as osteoporosis. All the YWCA programs serve, first, residents from the GFH; second, other GrandFamilies from the community; and third, other low income residents.

BAC-YOU has on staff a GrandFamilies Resident Services Coordinator who is available to the tenants for information and referrals to service programs as needed. The Coordinator also helps organize activities and events in the GFH and mitigates problems and conflicts. A live-in House Manager provides a first-response to emergencies on evenings and weekends.

Section 8 Rent Subsidies

Massachusetts is the first state to create a demonstration program which provides 100 Section 8 certificates specifically designed for elders raising children. The Commonwealth's Department of Housing and Community Development helped BAC-YOU create the demonstration program for grandparent-headed families by converting 50 HUD Section 8 rent subsidies for use by GrandFamilies. Called Raising the Next Generation, the program provides tenant-based Section 8 certificates to grandparents who are raising their

grandchildren. The grandparents are required to have permanent custody of the grandchildren and can prove this arrangement in a variety of ways. First priority goes to elderly grandparents aged 62 and older; second priority is for the "near-elderly" aged 50 - 61. Eligible grandparents pay no more than 30 percent of household income for rent. The Boston Housing Authority created a similar program with an additional 50 certificates. BAC-YOU is providing outreach, eligibility screening, housing counseling and referral to support services for this statewide project.

Although the certificate holders were entitled to live anywhere they chose, most of the first recipients chose to live in the GrandFamilies House. They cited the newness of the building, the promise of community with others in similar situations and the on-site support services as factors in their decision.

Ongoing Education and Advocacy for All GrandFamilies

There is a growing awareness that grandparent-headed families are increasing in number. In rapidly increasing numbers, the grandparents are providing family stability when the parents are unable to raise their children. Despite this, many policies and regulations do not yet allow GrandFamilies to get the services and resources they need. Rules are unclear or contradictory. Access to information and decision making rights are denied. The result may be isolation and frustration for grandparents and inadequate support and assistance for children.

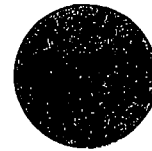
BAC-YOU will continue to provide a GrandFamilies Coordinator to organize meetings of the GrandFamilies Task Force. She will also arrange educational sessions on legal, housing, economic and child care issues, work with grandparents on policy and regulatory issues that affect their lives, help build coalitions of those with similar concerns, and serve as liaison to other agencies who want to replicate all or part of the GrandFamilies House or Program. We will work with the grandparents to become effective advocates for the children in schools and health centers.

BAC-YOU is also collaborating with the YWCA Boston and Parents and Children's Services to expand the programs and services available. The YWCA will provide a Health Coordinator to study the role of exercise in promoting the health of the grandparents and grandchildren. Parents and Children's Services will provide family advocacy. Collectively, we are working toward creating a body of knowledge that will support the replication of the project and the development of a resource center for the GrandFamilies.

National Attention and Replication

We are receiving extensive national and international media attention, as well as inquiries from providers wanting to serve grandparent-headed families elsewhere in the U.S., especially by adding a housing component to their work. Abt Associates and the UMass Gerontology Department are working jointly to develop an evaluation methodology for the GrandFamilies Program with an eye toward producing replication materials.

THE WHITE HOUSE
WASHINGTON



September 28, 1999

MEMORANDUM TO MARY ELLEN MCGUIRE, ASSISTANT TO DEPUTY CHIEF OF
STAFF TO THE FIRST LADY

FROM: BOB J. NASH, ASSISTANT TO THE PRESIDENT AND DIRECTOR OF
PRESIDENTIAL PERSONNEL

SUBJECT: PHILANTHROPY CONFERENCE RECOMMENDATIONS

BN

Enclosed is the resume of the Chair of Freddie Mac Corporation and Foundation. He is a friend of mine (Dwight Robinson, Senior Vice President at Freddie Mac). Please ask if his boss could be invited to the conference. He says their foundation is larger than Fannie Mae.

Is there anyone included in the list from Freddie Mac at this point. If not, we not should consider it. Thanks.

703-903-3000

ASH. Ella Lee

BJN:las

12:15 10/14

Per:

Bob Nash

(Lauren Skryzowski)

66602

* Here is the correct # for

Dwight Robinson's office?

CORPORATE RELATIONS DEPARTMENT
FAX COVER SHEET

TO: Bob Nash COMPANY: _____

PHONE NO.: (202) 456-5286 FAX NO.: (202) 456-2259

FROM: Dwight Robinson PHONE NO: (703) 903-2000
Senior Vice President
Corporate Relations

FAX NO.: (703) 918-8895

DATE: 9/20/99 NO. OF PAGES: 2
INCLUDING COVER PAGE

COMMENTS: Per our conversation at the Congressional Black Caucus event this weekend, attached is the bio for Leland Brendsel, chairman and CEO of Freddie Mac and Chairman of the Board of the Freddie Mac Foundation. It is important to me that he be invited to the October 22 philanthropy event at the White House. Thank you.

Philanthropy File

If you experience transmission problems with this document, please call:

NAME: Becky Blair PHONE NO.: (703) 918-8137

This fax is intended for the exclusive use of the addressee named above, and may contain legally privileged and confidential information. If you are not the intended recipient of this fax, you are hereby notified that any dissemination, distribution, or copying of this fax is strictly prohibited.

STAFF CONTACT

**8200 Jones Branch
McLean, VA.**

Ella Lee
- 202-2001

202102

**Leland C. Brendsel
Chairman and Chief Executive Officer
Freddie Mac**

Leland C. Brendsel is chairman and chief executive officer of Freddie Mac, a position he has held since November 1989. Before being elected chairman, Brendsel served as president and chief executive officer of Freddie Mac for four years. He joined Freddie Mac in 1982 as executive vice president and chief financial officer.

Brendsel has been a leader in the development of the secondary mortgage market, championing innovative ways to attract investors to housing, improve lending practices and expand homeownership opportunities.

Freddie Mac was chartered in 1970 to create a continuous flow of funds to mortgage lenders. Under Brendsel's leadership, Freddie Mac has been consistently profitable and has evolved into a publicly held corporation with a shareholder-elected Board of Directors. Earnings-per-share growth has averaged 16 percent over the past ten years as Brendsel has led the company; return on equity has exceeded 20 percent each year. Today, Freddie Mac's more than \$750 billion in mortgage assets finance homes for eight million families. Its \$40 billion market capitalization puts it 65th in the S&P 500.

Freddie Mac has helped make America's housing finance system the best in the world. Because of Freddie Mac, mortgage rates are lower and mortgage money is readily available. Freddie Mac's continual innovation spans the introduction of conventional mortgage-backed securities in 1971, multiclass mortgage securities in 1983 and automated underwriting in 1995.

As Chairman of the Board of the Freddie Mac Foundation, Brendsel is the guiding force behind the Foundation's efforts to brighten the future for children and their families. Brendsel runs several times each year in Freddie Mac's Reach Out to a Child 5K walk/runs, which have become an industry-wide effort to raise money for foster care and adoption programs. He also is a leading advocate for Healthy Families America, a program of the National Committee to Prevent Child Abuse that prevents child abuse by offering intensive home visitation to new parents.

Brendsel has received numerous awards for his commitment to children, including: Washingtonian of the Year (1991), the Washington UNICEF Council Children's Champion (1992), the National Black Child Development Institute's Corporate Citizen of the Year (1993), the New York Council on Adoptable Children's Award (1993), the Child Welfare League of America's Corporate Advocate of the Year (1995) and the Volunteer Emergency Families for Children's Give Your Heart to a Child Award (1997).

Brendsel serves on the Board of Trustees of the National Urban League, a nonprofit, community-based social service and civil rights organization with 115 affiliates in 34 states and the District of Columbia.

Brendsel received his doctorate in finance from Northwestern University after completing undergraduate studies at the University of Colorado. He remains active with Northwestern, serving on the Advisory Board of the J.L. Kellogg Graduate School of Management.