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THE CASEY FAMILY PROGRAM

MARKLE FOUNDATION

ZOË BAIRD

President, Markle Foundation

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

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

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

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

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

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

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



MARKLE FOUNDATION

SELECT PAST PROJECTS

The Aspen Institute

Communications and Society Seminars

Markle began supporting the Aspen Institute's communications program seminars in 1994. The roundtable seminars consider timely issues in national and international telecommunications policy.

Amount: \$952,821

CNN

'Democracy in America' Television Series

During the 1992 election cycle, a unique collaboration between Markle and CNN resulted in the award winning weekly "Democracy in America" series, which focused on key issues, candidate backgrounds, and their platforms.

Amount: \$3,500,000

California Institute of Technology

Hyperforums – Using the World Wide Web as a Vehicle for Deliberative Discourse of Policy Issues

Beginning in 1992, Markle supported exploration into the way in which evolving communication technology could influence collective decision-making and individual behavior. Subsequent grants went to the development and application of "hyperforums," computer software that allows many people to participate in an online discussion of a complex policy problem.

Amount: \$618,000

Carnegie Mellon University

HomeNet Study of the Sociological Effects of Internet Use

In 1997, Markle funded the HomeNet interdisciplinary research project which aimed to understand the social aspects of Internet use in the home. In addition, grants to Carnegie Mellon University in 1990 and 1992 supported research on computer-based models of human recognition and learning.

Amount: \$787,190



Crossover Technologies*Development of the Interactive Game 'Reinventing America'*

In 1994 and 1995, Markle and Crossover technologies co-developed two multi-player games that ran on the Internet during the 1996 presidential campaign. "Reinventing America" allowed tens of thousands of citizens to come together weekly to decide how to spend the federal budget, and "President '96" let players develop platforms for fictional candidates.

Amount: \$2,187,400

Center for Governmental Studies*The Democracy Network Web Site*

A 1996 grant to the Center for Governmental Studies supported creating and operating a Web site that helps citizens learn about elections and politics. A 1998 grant supported the development of a strategic plan for Democracy Net to become a self-sustaining, independent, nonprofit election web site.

Amount: \$367,493

Duke University/Emory University*Program to Monitor and Analyze Soviet Communications Systems and Public Opinion*

Since 1991, Markle has underwritten the research of Ellen Mickiewicz and the Carter Commission on Radio and Television Policy. A forum for broadcasters and government leaders in the U.S. and the states of the former Soviet Union, the Commission explores options for media law and policy in those countries.

Amount: \$1,602,286

Infonautics Corporation*Educational Program-Related Investment*

A program-related investment (PRI) in 1993 supported the development of Homework Helper, a powerful natural-language search engine for students, and the basis for Electric Library.

Amount: \$ 750,000

Markle Foundation/ University of Texas at Austin*Markle 1996 Presidential Election Watch*

This project issued regular reports to the press during the campaign about their performance and coverage of candidates. The result is a solid research foundation for improving coverage of campaigns through traditional and new media. (Markle had been conducting research on media coverage of elections since 1987 under the name Markle Commission on the Media and the Electorate.)

Amount: \$750,000

Markle Foundation/Henry Geller*Research on Telecommunications Policy Issues*

A series of grants over the last decade has supported continuing research on telecommunications policy issues. Geller has directed the Markle-supported Washington Center for Policy Research. Previously, he held high positions in the National Telecommunications and Information Administration, and the FCC.

Amount: \$615,000

Markle Foundation*Universal Access to E-mail*

Two grants went towards the creation of ongoing debate among leaders in government, business, and nonprofits about universal access to e-mail.

Amount: \$950,000

Markle Foundation/Massachusetts Institute of Technology*Media in Transition Project*

Begun in 1997, the Markle/MIT Media in Transition project created a two-year series of conferences, reports, and events to consider the past and future social impact of communications media.

Amount: \$525,125

MultiMedia Corporation*Program-Related Investment*

In 1989, Markle made a program-related investment to create an independent company that would develop multimedia software in the areas of education, entertainment and information. This BBC offshoot built authoring tools for innovative educational products on laser disc and CD-ROM. Their first software product was 3-D Atlas, an award-winning bestseller.

Amount: \$1,068,100

Northwestern University*Development of New Educational Software*

Markle has made three grants since 1996 to Northwestern's Institute for Learning Sciences to develop educational consumer software products based on Professor Roger Schank's theories of learning.

Amount: \$835,339

The Public Agenda Foundation*Public Agenda Online – Policy and Information Web Site*

Through a series of grants beginning in 1995, Markle funded the development of Public Agenda Online, an Internet service providing opinion, research, policy analysis and information to the working press, policymakers and journalism students.

Amount: \$1,791,366

RAND Corporation*Universal Access to E-mail*

Beginning in 1993, three grants went to RAND to explore secure electronic communications between government agencies and citizens, the extent to which e-mail can facilitate such communication, and to examine the potential for providing universal e-mail access across the U.S.

Amount: \$1,695,159

SeniorNet*Web Site and Related Programming for Senior Citizens*

A series of grants begun in 1990 went to the creation and development of this online service for senior citizens. The project enabled this growing population to converse and organize, provided access to information on a variety of pertinent subjects, and continues to be a powerful tool allowing seniors to act on issues of interest.

Amount: \$3,605,000

SimHealth*Health Care Policy Software*

In 1993, Markle worked with software companies Maxis and Thinking Tools to produce SimHealth, a computer-based simulation of the issues involved in health care policy discussion in the United States.

Amount: \$1,210,000

Stanford University, Center for Economic Policy Research*Support for the Center's Graduate Training and Research Program*

Beginning in 1990, Markle supported Roger G. Noll's program of research and study on communications policy. The Center is a major training ground for policy analysts with a social science orientation and has consistently attracted students of the highest caliber in economics, law, and political science.

Amount: \$690,000

University of Massachusetts, Amherst & The University of Texas, Austin*Study of Long-term Effects of Television Viewing on Motivation and Educational Attainment*

In 1995, Markle funded the first studies to measure the effects of watching different types of television programs during early childhood. The studies examined viewing with respect to later academic performance and other outcomes.

Amount: \$614,950

Web White & Blue*Portal for Political Information on the Web*

In 1998, in collaboration with America Online, Harvard's John F. Kennedy School of Government and others, Markle created "Web White & Blue," a campaign promoting easy Internet access to election-related information. More than 1,300 commercial and non-profit Web sites participated, and hundreds of thousands used it as a gateway to information on voting, candidates, issues and platforms.

Amount: \$220,000

MARKLE FOUNDATION

MARKLE HISTORY

Early History and Initial Focus

The John and Mary R. Markle Foundation, Inc. was established in 1927 "to promote the advancement and diffusion of knowledge. . . and the general good of mankind." The first foundation to name both husband and wife in its title, it was started with an initial endowment of \$3 million.

Pennsylvania-born John Markle was the son of a coal business owner, inventor, and financier. He was called on to manage the family enterprises when his father became ill, serving as director of George B. Markle and Company for nearly fifty years. When he and Mrs. Mary Robinson Markle moved to New York City in 1902, he devoted himself to philanthropy as well as to his business interests. The Markles became deeply involved in the connections which bound the city's — and in many cases the nation's — elite and their social, financial, industrial, and charitable interests.

The Markle Foundation's first major interest was in traditional social welfare. Its second program, begun in 1936, centered on medicine and provided small grants-in-aid for individual research projects. In 1947, the Foundation created the Markle Scholars-in-Medicine program in response to a need for more teachers, researchers, and administrators in the nation's medical schools. This program awarded grants to gifted practitioners planning to further their careers in academic medicine.

Focus on Communications Media

The Foundation began seeking new approaches to "the advancement and diffusion of knowledge" in 1969 when Lloyd Morrisett became Markle's President. Morrisett, who co-founded the Children's Television Workshop the year before, changed Markle's focus to mass communications in a democratic society. The program subsequently expanded to include information technology and concentrated in three program areas: Media and Political Participation, Interactive Technologies, and Communications Policy.

In recent years, Markle has supported major policy conferences, on-line policy simulations and debates, and research on subjects as varied as political advertising, effective interactive learning and international media law. It has helped establish beneficial new services on the Internet, invested in companies creating educational multimedia products, and spearheaded a broad investigation of the potential for universal e-mail in the United States.



Markle grant recipients and partners have included CNN, The Children's Television Workshop, Infonautics, Crossover Technologies, M.I.T., The RAND Corporation, Carnegie-Mellon University, and The Brookings Institution.

After becoming Markle's president in 1998, Zoë Baird led a reassessment of its programs and activities in the rapidly changing field of communications media and information technologies. As a result of this review, Markle has adopted the following program areas: Public Engagement through Interactive Technologies, Policy for a Networked Society, Interactive Media for Children and Information Technologies for Better Health.

MARKLE FOUNDATION

BOARD OF DIRECTORS

Zoë Baird

President of the Markle Foundation, Baird was most recently Senior Visiting Scholar and Senior Research Associate at Yale Law School. She has served as Senior Vice President and General Counsel of Aetna, Inc., Counselor and Staff Executive at General Electric, and as a partner in the law firm of O'Melveny & Myers.

Baird was associate counsel to President Jimmy Carter and advisor in the Office of Legal Counsel of the U.S. Department of Justice. She serves on the President's Foreign Intelligence Advisory Board and the International Competition Policy Advisory Committee to the Attorney General.

Baird founded and chairs Lawyers for Children America, which is concerned with the impact of violence on children. She is a member of the Council on Foreign Relations, the American Law Institute, and serves on the boards of the Mexican American Legal Defense and Education Fund, The Brookings Institution, and Chubb Corporation, among others. She received her undergraduate and law degree from the University of California at Berkeley.

Lewis W. Bernard

Chairman of the Board of the Markle Foundation, Bernard also serves as Chairman of Classroom, Inc., an educational not-for-profit corporation. Classroom, Inc. creates interactive learning tools for adolescents which are designed to develop critical thinking and collaborative learning skills; it also provides professional development for teachers who use digital technology in the classroom.

Bernard serves on the boards of the American Museum of Natural History, The Commonwealth Fund, and the Harvard Management Company. He is a trustee of the J. Paul Getty Trust and John D. Rockefeller, Jr. trusts.

In 1991, Mr. Bernard retired from Morgan Stanley & Co., where he had held a number of positions including chief administrative and financial officer with responsibilities for strategic planning. He is a director of Acacia Capital Corporation and the Marsh and McLennan Companies.



Raymond C. Clevenger III

Judge of the U.S. Court of Appeals for the Federal Circuit, Clevenger was formerly a partner in the law firm of Wilmer, Cutler & Pickering. His bar affiliations include the District of Columbia Bar, Bar of U.S. Customs Court, American Bar Association, and the Bar of the Supreme Court of the United States. Judge Clevenger received his law degree from Yale University in 1966.

Before attending law school, he was an instructor in European history at Yale, and a specialist in international commodity financing at Morgan Guaranty. Born in Topeka, Kansas, Judge Clevenger now resides in Washington, D.C.

D. Ronald Daniel

Daniel is a director of McKinsey & Company, Inc., and was for 12 years its managing director. He has been a management consultant for 40 years, with extensive experience in commercial banking, the petroleum and chemical industries, consumer products companies, international trading and commodity ventures, publishing, and technology-based enterprises.

Daniel is a member of the Harvard Corporation and the Board of Overseers of Harvard University, serves as Treasurer of Harvard University, Chairman of the Harvard Management Company, and Chairman of the Board of Fellows of the Harvard Medical School. He is on the Boards of The Brookings Institution, Rockefeller University, Thirteen/WNET, National Trust for Historic Preservation, and National Geographic Ventures. Daniel is a graduate of Wesleyan University and holds an M.B.A. from Harvard Graduate School of Business Administration.

Stephen W. Fillo

President of the venture-banking firm, Fillo & Co., Fillo entered the investment business with DLJ after five years in management consulting with McKinsey & Company. At DLJ, he helped found Sprout Capital, now one of the country's largest venture and LBO funds. In 1974, he co-founded Quidnet Company, which provided equity capital and financial advisory services to small- and medium-sized companies. Fillo has also been a partner at Warburg, Pincus.

Fillo is trustee emeritus of Cornell University, and continues to serve on its Development and Investment Committees. He is also national co-chair of Cornell's Special Gifts Campaign Committee. Mr. Fillo holds a B.S. from Cornell University and an M.B.A with high distinction from Harvard Business School.

In addition, Mr. Fillo plays double bass with the Chamber Symphony of Princeton and other professional ensembles in central New Jersey.

Joel L. Fleishman

Fleishman is president of Atlantic Philanthropic Service Company, Inc. Formerly first senior vice president of Duke University, he continues at Duke as professor of law & public policy and director of the Center for Ethics at the Terry Sanford Institute of Public Policy. He founded and was director of the Institute of Policy Sciences and Public Affairs, a post in which he served until 1982. He was co-director of the Center for the Study of Communications and Journalism from 1985 until 1993.

Fleishman has written and lectured often on ethics and public policy, and has written a book on that subject. He serves on numerous boards and committees. He attended the University of North Carolina, Chapel Hill, where he earned a Bachelor's degree as well as a J.D. and an M.A. in drama. He received his Master's degree in law from Yale and is now associate fellow of Ezra Stiles College at Yale.

Stephen Friedman

Friedman is currently a senior principal at Marsh & McLennan Capital, Inc., and a limited partner of Goldman, Sachs & Co. New York. He was senior chairman of Goldman, Sachs from 1994 to 1997, co-chairman or sole Chairman from 1990 to 1994, and co-chief operating officer from 1987 to 1990. He joined Goldman, Sachs in 1966 after serving as a law clerk to a Federal District Judge and as an attorney in New York. He attended Cornell University and Columbia Law School.

Friedman is the chairman of the board of trustees of Columbia University, the chairman of the executive committee of The Brookings Institution, and a member of the National Bureau of Economic Research and the Concord Coalition. He also serves on the executive committee of the board of managers at Memorial Sloan-Kettering Cancer Center and as a member of the Council on Foreign Relations and The Trilateral Commission. In addition, Friedman is a director of FannieMae, Wal-Mart and Risk Capitol Holdings.

Randall L. Kennedy

A professor at Harvard Law School, Kennedy teaches courses on contracts, freedom of expression, and race relations. He is a member of the American Law Institute, the founder of Reconstruction magazine, a member of the editorial boards of *The Nation*, *Dissent* and *The American Prospect* and a trustee of Princeton University.

Kennedy is the author of *Race, Crime and the Law* and *Blacks at Harvard: A Documentary History of African-American Experience at Harvard and Radcliffe*. He has published numerous articles in publications such as *Media Studies Journal*, *The Atlantic Monthly*, *The New Republic*, *The Wall Street Journal*, *The Washington Post* and *The New York Times*. Born in Columbia, South Carolina, Kennedy was educated at Princeton University, Oxford University as a Rhodes Scholar, and Yale Law School.

Ellen Condliffe Lagemann

Lagemann is on the faculty of New York University where she is professor of history and education, and serves as director of the Center for the Study of American Culture and Education. She was previously associated with Teachers College, Columbia University, and the Bank Street School for Children. She also was for several years executive director of WMCA's Call for Action, a project of the National Urban Coalition, and produced "The Barry Gray Show" for WMCA Radio.

Lagemann is the author of a variety of books and articles on education, culture, women, and the nonprofit sector. She received a Bachelor's degree at Smith College, an M.A. from Teachers College, and a Ph.D. in history and education at Columbia University.

Diana T. Murray

Murray is president of Tisbury Partners, Inc., in New York. Previously, she was vice president for business and product development at NYLCare Health Plans, Inc., a division of the New York Life Insurance Company serving over 2.5 million people. She has served as vice president, treasurer, and chief financial officer of the Metropolitan Museum of Art, and vice president of budget and financial planning at Columbia University.

Murray has also been a financial planner in the health care field at various levels of the city and state government of New York, as well as at the federal level. She is founder of Iris House, an inner city center for HIV-positive women and their children. She is a trustee of Lehigh University, vice chairman of The Metropolitan Museum Business Committee, and treasurer of the Academy of Political Science.

Murray holds a B.A. in political science from Cornell University and a Master's degree in urban planning from the Columbia University School of Architecture.

Stanley S. Shuman

Shuman is managing director and executive vice president of Allen & Company Incorporated, the investment banking firm. He was appointed by President Clinton to the President's Foreign Intelligence Advisory Board and is a member of the Council on Foreign Relations.

He serves on numerous boards, including Carnegie Hall, WNET/Channel 13, the Museum of Television and Radio, National Public Radio Foundation, the Advisory Board of the Bertelsmann Foundation's Media Workshop, and the DeWitt Wallace Center for Communications and Journalism. He is also on the Board of Visitors of the Institute of Public Policy Science and Public Affairs at Duke University where he was Chairman from 1992 to 1996.

Schuman is chairman of the Center for New York City Law and served 19 years as a member of the Financial Control Board for the City of New York. Shuman holds a B.A. from Harvard, a J.D. from the Harvard Law School and an M.B.A from the Harvard Business School. He is a member of the Bar of the Commonwealth of Massachusetts, and the Bar of the State of New York.

MARKLE FOUNDATION

Zoë Baird
President

September 1, 1999

First Lady Hillary Rodham Clinton
The White House
Office of the First Lady
Old Executive Office Building
Washington, DC 20500

Dear Hillary:

I noticed the *Wall Street Journal* item on your upcoming conference on philanthropy and would like to offer any assistance or involvement that would be helpful as you put it together.

At Markle, we have just announced our plans to invest \$100 million over the next three to five years to build the public interest into the Internet. Our focus is on developing constructive content for children, using information technology to improve health care outcomes, engaging people in public issues through interactive media, and developing policy to govern the Internet. This is being received in both the foundation community and the commercial Internet sector as a bold move and many are stepping forward as partners. I am sending you a packet that includes the new program focus of the Markle Foundation as well as recent press coverage of our activities.

Do not hesitate to call on us to be involved in any manner. You may remember that Julia Moffett is with the foundation and would be available to help, as well as other staff members who have significant expertise in leading-edge issues in the foundation world today.

This sounds like an exciting and well-timed event! I hope to see you soon.

Sincerely,



cc: Melanne Verveer



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[Mar kle Foundation]

MARKLE FOUNDATION

**Improving Life in the
Information Age**

Zoë Baird, President
July 1999



MARKLE FOUNDATION

RECENT GRANTS & PROJECTS

July 1999

Public Engagement through Interactive Technologies

Internews: A New Model for an Interactive Global TV Channel

This \$500,000 grant assists Internews Network, Inc., in developing a license application and strategy for an innovative, interactive 24-hour live channel dedicated to quality, international affairs programming on two major Direct Broadcast Satellite (DBS) systems. The opportunity to compete for such a channel is the result of a recent FCC ruling that the DBS operators must set aside four percent of their channel capacity for public-interest programming. The channel aims to use digital, interactive technology to inform and engage individuals in new ways. The Internews channel can become a model for convergent media that combine the wide audience of broadcast television with the individual choices of the Web.

Web White & Blue 2000: Planning and Development

This \$200,000 grant to the Markle Foundation goes to planning for its Web White & Blue (WWB) activities for the 2000 election. In 1998, the WWB campaign gave the Web-using public easy access to election information on the Internet. Created in partnership with Harvard's John F. Kennedy School of Government, America Online and numerous other commercial and noncommercial sites, it consisted of a central WWB site that carried links to nonprofit and commercial sites providing non-partisan information on issues, candidates and platforms. Over 1300 commercial, nonprofit and government Internet sites displayed the WWB icon, and over half a million people accessed the site. Markle and America Online will partner again to help citizens find election information through Web White & Blue 2000.

Markle Foundation/ Oxygen Media, Inc.: Research and Experimentation for Converging Media

This project has two components: First, Markle has made a Program-Related Investment of \$3,538,000 over three years to form a partnership with Oxygen Media called the *Oxygen / Markle Pulse*. The *Pulse* will conduct and make public the results of broad longitudinal and topical research on information needs and attitudes of women, and will create a new kind of "feedback loop" in which the audience research and input can directly influence the online and cable programming. This project will experiment with interactivity to increase individuals' access to information and to empower them to influence public issues they care about. Second, a grant of \$1,000,000 has been made to



the Markle Foundation to create a “seed fund” for experimental programming or other activity in collaboration with Oxygen Media that supports topics of important public needs, or explores opportunities to use cross-platform media in innovative ways.

Policy for A Networked Society

Oxford University: Programme on Comparative Media Law and Policy

This \$76,500 grant continues Markle’s support of the Programme, which studies various policy and regulation strategies that nation-states have undertaken in response to media globalization, and the implications of these strategies for democracy and human rights. The Programme aims to facilitate regional, national and local debate on the relationships among information flow, regulation, culture and governance.

Markle Foundation/ Chinese Academy of Social Sciences: Development of Mass Communications Law in China

This \$157,000 grant (over two years) will lay the groundwork for future discussions and activities around the reform of Chinese media law. The first phase will be the identification, translation and publication in Chinese of preeminent western books addressing issues of free speech and communications law. The focus will be on Western legal development of free speech and press, developments in international communications law, and comparative research on American, European, and Asian systems of media law. The second phase of the grant provides support for an international symposium on the topic of media and the courts.

Interactive Media for Children

Markle Foundation / University Of Texas: Research Agenda on Effects of Interactive Media on Children

This \$140,000 grant supports the creation of a research agenda addressing the potential for interactive technology to meet children’s cognitive, social, emotional and physical needs. Dr. Wartella, Dean of Communications at the University of Texas at Austin, will oversee a core team of researchers to conduct an academic literature review, and the Foundation and Dr. Wartella will then hold an experts’ conference to help outline the key issues for future research. From this, Dr. Wartella will develop a broad research agenda to help academics, producers, parents, and the press to address crucial issues in children’s use of interactive technologies, including social development, learning, safety, and consumer awareness. Ultimately, this forward-looking agenda will lay out the main questions and areas of inquiry deserving of further study and funding.

Markle Foundation/ WNET / New York: Learning Adventures in Citizenship

This \$400,000 grant funds *New York: Learning Adventures in Citizenship*, a curriculum-based Internet project that will use the Web to teach children about their responsibility in the community and ability to act on it. Created to tie in with Ric Burns’s “New York,” an upcoming five-part documentary on the history of New York City, this interactive

experience will reside on the web sites of both PBS and Channel Thirteen/WNET. Middle and secondary school participants will have access to a Multimedia Knowledge Base containing the vast archive of photographs, film, interviews, and primary texts assembled for the TV series, plus much original material. Inquiry-based projects have been included to stimulate students to conduct research and examine their own communities.

The Opportunity Fund

International Rescue Committee: Child Connect and Kosovar Family Finder

This \$50,000 grant to the International Rescue Committee (IRC) has been used to develop and implement the Child Connect tracing program for refugees in west Africa and the Kosovar Family Finder, a project that provides Kosovar Albanian refugees with location information for displaced family and friends. Child Connect is a software-based system designed to assist humanitarian agencies in their efforts to reunify separated children with their families. The Kosovar Family Finder Project consolidated all family location information that had been made public into a database-driven directory and was distributed in mid-June in Albania, Macedonia, Montenegro and Kosovo.

Making Opportunities for Upgrading Schools (MOUSE): Web-Based Resource for Teachers

In May 1999, the Markle Foundation provided Making Opportunities for Upgrading Schools (MOUSE) of New York City with a discretionary grant in the amount of \$25,000. The grant supports the development of a web-based online resource for teachers, administrators, and educators to help them best utilize technology in schools and share their expertise and experiences with others in the field. The Web site will serve as a best-practices model, allowing teachers to share examples of outstanding curriculum projects that effectively integrate technology into curricula; helping administrators design and implement technology plans; and providing a volunteer-staffed online resource for educators needing technical support.

Business Day

The New York Times

MONDAY, AUGUST 30, 1999

Democracy Tugs at Internet Agency

By JERI CLAUSING

SANTIAGO, Chile, Aug. 29 — The Internet may be a one-man, one-mouse world without borders or kings. But that doesn't mean it is yet a democracy.

Equal representation seems to be the big challenge for Icann, the experimental body that met here for three days last week as part of its continuing effort to create a new system for global Internet governance.

Even as it was taking its first step toward substantive policy making, Icann — the Internet Corporation for Assigned Names and Numbers — was hearing criticism that its structure and orientation so far has favored business and government interests at the expense of nonprofit groups and individuals.

"This is a very difficult world for new players to break into," said one in attendance, Alan Davidson, policy analyst of the Center for Democracy and Technology, an on-line civil libertarian group based in Washington. "Icann is clearly addressing issues that will have tremendous long-

term impact on the shape of the Internet, but very few consumer or public interest groups have been involved."

During a public session that the board held on Wednesday, Esther Dyson, an American who is the board's interim chairwoman, responded to Icann's critics. "With all due respect," she told the audience, "we are less interested in complaints about process" and more interested in "doing real work and moving forward."

The next day, in its first open board meeting, Icann's interim board, which consists of 10 members from seven nations, approved draft rules meant to resolve so-called cybersquatting disputes between parties with competing claims to the use of trademarks in Internet addresses.

The move was applauded by many of the 200 people from around the world who came to monitor the board's activities. And yet the action also raised questions about how soon Icann will insure that every Internet user has a voice in the policy making process.

Icann was chosen last year by the United States Department of Commerce to take over the administrative functions of the Internet and introduce competition into the business of registering Internet addresses in the domains



Helen Hughes for The New York Times

Andrew Shapiro, left, of Markle Foundation, Alan Davidson and Joanne Padrón-Carney during a break.

of .com, .net and .org. That business until recently has been run exclusively by a Herndon, Va., company, Network Solutions, under a Government contract.

Until now, the process for moving administration of the Internet from American Federal contractors to pri-

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Continued From First Business Page

vate, international oversight, has been driven largely by Government agencies and by business interests and trade associations with a financial stake in the outcome — and with the resources to attend and influence the four main meetings Icann has held around the world.

So far, Icann has recognized membership bodies that represent companies that register domain names, Internet service providers and the groups that set technical standards. Before Icann's next meeting, in Los Angeles in November, those constituencies are expected to elect nine of what will be 18 permanent board members.

But the interim board is still grappling with the more complex issue of creating the structure for an at-large membership, one that Icann has de-

cided should have at least 5,000 members and would have the power to elect the other nine members of the board. And questions remain about whether even that at-large group will be sufficient to represent the interests of nonbusiness and individual Internet users.

A small core of representatives of consumer and nonprofit interests made the trip to Santiago, both to monitor the controversial board and to begin planning an outreach effort to rally other nonprofit groups to get involved in Icann.

"There is a huge gap" in representation at the Icann meetings to date, said Mr. Davidson, contending that Icann's oversight of domain names and other Internet policy issues has the potential to "chill speech on the Internet."

Andrew L. Shapiro, a senior adviser to the Markle Foundation, a New York-based organization that under-

writes projects it deems to be in the public interest, said his group coordinated the trip for nonprofits groups, as part of Markle's recently announced five-year, \$100 million commitment to become more involved in digital communication issues. Other groups attending under Markle's aegis included representatives from the American Library Association and the American Association for the Advancement of Science.

"Ultimately, the domain name system is about your ability to be seen and heard in the digital age," Mr. Shapiro said.

Nonprofit and individual interests, however, were largely absent from the process that drafted the cybersquatting rules that Icann adopted on Thursday. Those rules, which will be written into all domain name registration contracts, call for all disputes involving the use of trademarks to be arbitrated by Icann-accredited me-

diation bodies, with the loser paying.

Heeding criticism that a key voice was left out of the process, Icann did request that the definition of cybersquatting be more narrowly defined and that new language be added to protect individuals and others from having legitimately registered domain names wrested away from them by large companies.

The board's action, however, takes the final drafting process out of the hands of Icann's members, giving it instead to a small group that will be appointed by Icann's interim president, Mike Roberts.

Mr. Shapiro said that he and others were concerned that the "train is leaving the station before everyone could get on board."

"If this is the constitutional convention for cyberspace," he said, "it's as if they started the talks in Philadelphia without half the colonies."

The New York Times

MONDAY, July 26, 1999

TECHNOLOGY

For Zoë Baird, a New Opportunity for Public Service

By AMY HARMON

The invitation was "the kind of thing that makes your eyes glaze over," as one attendee put it — a meeting to discuss the dispensation of Internet addresses.

But perhaps because they scented resources or perhaps because the summons came from Zoë Baird, representatives of several nonprofit groups gathered in Washington on Thursday to hear why they should care that the Internet's first governing body was being formed without their input.

The gathering marked the beginning of a new crusade for Ms. Baird, President Clinton's onetime nominee for Attorney General, who has served as the president of the Markle Foundation the last year and a half. Though she has long advocated public representation in decisions about technology, Ms. Baird is now starting to act — and to spend a lot of money in the process.

Today, the New York-based Markle Foundation will announce plans to give away \$100 million — more than half of its \$187 million endowment — over the next three to five years to carve out a place for the public good amid the frenzied commercialization of the Internet. The idea is to make a difference in areas from governmental policy to health care to children's media before it is too late.

"We've concluded that this is a critical time to build things that benefit the public into the development of communications media," Ms. Baird said. "The forces that are driving the growth of all this won't do that. We have to consciously attend to making it happen."

The move is significant both because of the scope of the spending and the singularity of the goal. Markle plans to give away

its assets at least twice as fast as the 5 percent required by law. The average for the nation's foundations is only slightly more than the minimum.

"They're eroding their assets, and they're doing it on purpose," said Sara Engelhardt, president of the Foundation Center, a New York-based group that tracks foundation giving. "Their interest in technology has obviously led them to believe that this is a pivotal moment and spending now is as important as investing and having more money in the future."

Heading a foundation that strives for a public role in the Internet.

In another departure from conventional grant-giving, the donations will not be limited to nonprofit groups. Markle's first major commitment is to a joint venture with **Oxygen Media**, an Internet start-up working to develop women's programming across different media platforms. Markle and Oxygen will spend a combined \$8.5 million the next three years to conduct research on the information needs of women. Markle has pledged an additional \$1 million to finance programming based on the study's findings.

Markle's new mission also reflects a turning point for Ms. Baird, who has kept a relatively low profile since 1993, when the Clinton Administration withdrew her nomination to serve as the nation's first

female Attorney General. Ms. Baird faced a storm of criticism over having hired illegal immigrants to take care of her children and her failure to make Social Security payments for them.

But she has not been resting. After returning to her job as corporate counsel for Aetna Inc., Ms. Baird spent a year at Yale Law School as a visiting scholar before joining Markle in January 1998. She has served for six years on the President's Foreign Intelligence Advisory Board, and sits on the boards of several nonprofit organizations.

Despite all this involvement by Ms. Baird, some associates say they sensed that she was casting about for a more meaningful challenge. Jimmy Carter, who brought Ms. Baird into the White House as his associate counsel and whose Carter Center is now receiving a Markle grant, says he remembers seeing Ms. Baird at the Clinton inaugural gala shortly after her nomination was withdrawn.

"She was sober and very disappointed but was determined to find another place to utilize her talents," Mr. Carter said. "I don't think she was ever quite satisfied with being a lawyer that would research land titles and things like that. I think she saw herself doing great things."

Perhaps still bearing the scars of that intense public scrutiny, Ms. Baird, 47, was guarded and careful to be accompanied by Markle's public relations specialist in several interviews last week. On a hot afternoon, she wore a black suit and stockings, softened by a pink scarf loosely tied around her neck. She declined to say where she lives in Connecticut or much about her personal life.

But once she started to speak about the urgency of the task at hand, it was hard to mistake the light in Ms. Baird's eyes for anything but passion for her cause.



Andrea Mohr/The New York Times

As president of the Markle Foundation, Zoë Baird has shifted its focus.

The foundation, which was established in 1927 by John Markle and Mary R. Markle, whose families made their fortunes in coal mining and finance, has a broad goal of promoting "the advancement and diffusion of knowledge" and the "general good of mankind." Over the years, its focus has ranged from medical research to the role of mass communications in a democratic society.

The decision to dedicate Markle's resources to information technology — the foundation is perhaps best known for seeding "Sesame Street" in its early days, and has tended to focus on more traditional media grants — emerged from many months of consultation and research.

At a time the Internet industry is almost entirely preoccupied with its own growth and the Clinton Administration has for the most part seen fit to leave well enough alone, "I was really struck by how little public discussion there is in the field," Ms. Baird said. "I think people need to see a way for themselves to be influential and to speak for the public interest, and I hope we can help them find paths to do that."

To Stephen M. Case, chief executive of **America Online**, which is working with Markle for a second year on an effort to provide in-depth election information over the Internet, Ms. Baird's willingness to work with the for-profit sector will be key to determining Markle's effectiveness.

"The notion of a private-public partnership is very critical," said Mr. Case, who invited Ms. Baird to speak at his home recently on the subject. "It's clear that Markle got it; they've recognized that the Internet is a social force, and they're figuring out where nonprofits, governments and companies can work together in new ways."

Although Ms. Baird's business experience is rooted in bigger, more traditional companies, staff members say she is already beginning to run Markle more like an Internet company, distributing authority in a decentralized fashion among the 20-person staff.

Still, it seems some of the attributes that qualified her to be nominated for Attorney General apply to her role as foundation president, too.

"Being with her is part cross-examination, part enthusiasm and willingness to think outside the box," said Kim Spencer, executive director of Internews, a Markle grantee. He credits Ms. Baird with pushing his organization to come up with new ways of generating revenue. "But you can always see the lawyer in her."

Net Investing for The Good of Mankind

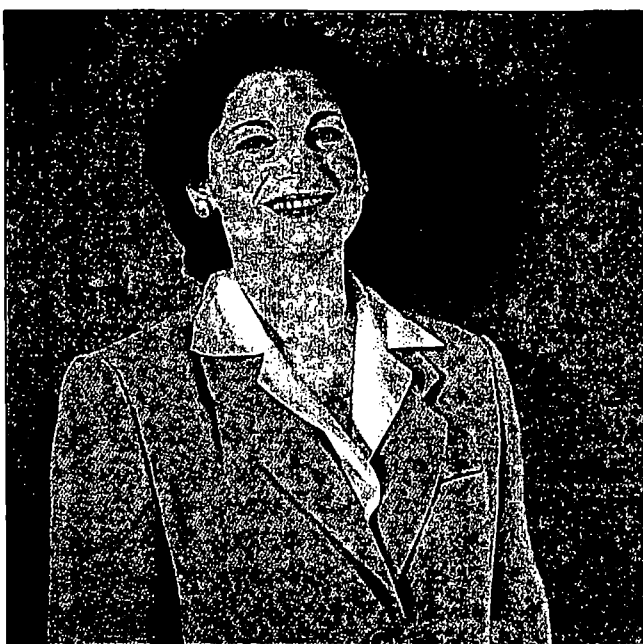
The Markle Foundation, headed by Zoe Baird, is spending \$100 million on Net projects. Who says AOL doesn't need the money? **BY JAMES LEDBETTER NEW YORK**

IT HAS BEEN SAID THAT A celebrity is someone who is famous simply for being famous. While that category of fame remains crowded, most famous Americans are famous for having done something, even if it was trivial and happened decades ago.

But a tiny fraction of people became famous because they didn't do something. That's where one must classify Zoe Baird, who for the last year has run the Markle Foundation, a philanthropic organization that for the last 30 years has specialized in grants that link communications with public needs.

Baird is an accomplished attorney and corporate executive, but to the extent that anyone outside her field recognizes her name, it's because in 1993 she did not become the attorney general of the United States.

Baird introduced the Clinton administration (and the country) to the embarrassing but all-too-common "nanny problem," and became a headline queen in the process. In the sometimes sleepy world of philanthropy, that brief moment in the spotlight made her a star (quick: Name another foundation president!). Now Baird is using her brand name to help Markle take the lead in foundation Internet investments.



Baird: What's wrong with doing good and making money?

"Everyone talks about how the Internet has the potential to influence society, from human rights to social services, global economics, business, community, storytelling," Baird says. "But the Internet business right now isn't looking at the whole picture. We want to help it do that."

To that end, Markle announced on July 26 that it will spend an astounding \$100 million on various Internet ventures over the next three to five years. That's about 10 times faster than Markle has typically given away money. Moreover, it will seriously deplete the foundation's coffers, which currently hold about \$180 million. "We considered a range of options," Baird says, "including spending the foundation out of existence." The entire organiza-

tion is now devoted to funding Net projects – that's how important Markle thinks the medium is.

Many of Markle's Internet investments have the aura of do-gooder high-mindedness associated with traditional foundation grants. But a good chunk of the \$100 million that Markle wants to spend will be invested in Internet companies with a nakedly capitalist agenda. Of the awards announced, the largest by far – \$4.5 million – will go to Oxygen Media, headed by another famous woman, Geraldine Laybourne.

The money is not simply a grant. Markle and Oxygen are creating a separate business together, Oxygen-Markle Pulse, in which Markle has a 38 percent stake. "We think that's the right way to do business in this environment," Baird explains. Many of her counterparts at other foundations agree.

There have been hundreds, probably thousands, of predictions made about how the Internet will change the world. But who would have predicted that it would transform a philanthropic foundation into a Net venture-capital fund?

MARKLE'S METAMORPHOSIS IS NOT quite wholesale. The foundation, formed in 1927 with money from a Pennsylvania coal family, has for several decades funded mass-media projects and was one of the key early supporters of American public television. Even now, the usual group of worthy research subjects has been rounded up and handed a public-TV-type grant with a Net spin. Oxford University, for example, is getting \$76,500 to support the Programme on Comparative Media and Law, which looks at the policy and regulation of media in different countries and tries to measure their effects on democracy and human rights. The University of Texas' College of Communications will receive \$140,000 to examine how interactive technology can meet children's "cognitive, social, emotional and physical needs."

But Baird makes the compelling point that **CONTINUED ON PAGE 52**

because the Internet industry is awash in capital, it is unlikely to be moved solely by five-figure grants from non-profits and think tanks. Markle intends to act as a bridge between such academic research and the commercial companies hoping to turn it into a marketplace reality.

It may seem strange that a nonprofit foundation is creating a for-profit business. But it is simply exploiting a section of the tax code (little understood outside the world of philanthropy) that allows a foundation such as Markle to make a "program-related investment" (PRI) in a commercial venture.

To qualify, a PRI must meet two criteria. First, its stated purpose must be in line with one of the charitable or educational purposes of the foundation. Thus, an investment with a company creating educational Web content for children would appear to stay within the law; a joint venture with a company that makes soda probably wouldn't.

Second, as a Markle document puts it, "the realization of profit cannot be a significant purpose of the investment." If the investment did somehow manage to make a profit anyway, it would go back into the foundation's endowment.

Markle is launching its Internet investments with a significant high-tech precedent in mind. In 1989, the foundation invested \$1 million in the British-based software and CD-ROM publisher MultiMedia Corp., a joint venture with the British Broadcasting Corp. The firm flourished, published some widely used software and later went public.

But the MultiMedia precedent has a darker side: The company fell on hard times in the mid-'90s and lost money for several quarters running (although it recently made a minuscule profit). The company's chairman told a British newspaper earlier this year that MultiMedia would be turned into a shell company bent on acquiring another. He boasted that MultiMedia is "now surely one of the cleanest and least complicated small public companies quoted on the stock market, having no

full-time employees, no committed premises, virtually no fixed assets and a very simple balance sheet."

By that time, however, Markle had already sold its shares and recouped more than its original million-dollar investment – pretty shrewd timing for a nonprofit.

MARKLE IS NOT THE ONLY – OR EVEN the largest – foundation interested in helping to grow the Internet space. The Ford, Rockefeller and MacArthur foundations all are attempting to harness the Internet beast and push it in the direction of serving the public interest. Generally speaking, they give Markle's efforts high grades.

"It seems highly unlikely that we will see any federal funding role in promoting public interest on the Web," says Santos.

"We think it's really important that Markle has taken this first step," says John Santos, a program officer in the Ford Foundation's media division. According to Santos, many of the Internet-related proposals that have flowed into his foundation since last fall have envisioned some commercial component, whether that means a private-sector distribution deal or what he calls "progressive e-commerce."

Santos contrasted this time of foundation-giving to Internet ventures with the period in the early and mid-1960s when foundations became heavy donors to educational public television and radio. "When the foundations got involved in public broadcasting, it was with a reasonable expectation that, within a few years, the federal government would step forward," Santos says. "That doesn't really exist now. It seems highly unlikely that we will see any federal funding role in promoting public interest on the Web. Therefore, we must think about what are the long-term sustainability prospects for the ventures

that are being proposed."

Not everyone is comfortable with the foundation-corporation hybrid model of funding Internet projects. "Commercial entities are organized to make a profit," argues Gigi Sohn, a colleague of Santos' at the Ford Foundation. "I think it's naive to say that by throwing some public money at them, they're going to change into organizations that want to do good. If they start to lose money, they want to get out."

EVEN ASSUMING THAT IT IS LEGITIMATE for foundations to be involved in commercial ventures, there's the question of why Markle has chosen to enter the commercial arenas it has. In one instance, Markle is giving \$500,000 to help the nonprofit Internets Network compete in the cutthroat world of direct broadcast satellite – the familiar public-TV model. But it's not as if AOL or Oxygen are financially strapped. AOL's stock may have stumbled in recent months, but the company still has a market capitalization of more than \$100 billion. Oxygen has yet to produce a blockbuster property, but it has attracted some \$200 million in private investment capital and will almost certainly have a market value in the billions should it go public.

Paradoxically, Baird says it's precisely the big Internet firms that most need the infusion of foundation money, because they are the ones that can reach the masses. "If I wanted to go out and encourage people to read books, what's the best way to do it? [Oxygen partner] Oprah Winfrey can go on TV and bring books to a huge number of women, who in turn set an example for their children. I've seen the trailer of Oprah's program showing women how to use the Internet, and it's pretty impressive," says Baird, having obviously learned the lessons of fame. "We're setting some goals for Oxygen that they just couldn't justify for themselves."

Most of the Markle money going to Oxygen – \$3.5 million out of the total \$4.5 million – is to start Oxygen-Markle Pulse, an entity that says it "aims to enhance the influence of the

audience over the creation of content." Pulse sounds like an open-source market research firm: It will gather audience feedback from Oxygen's Web and cable properties, and the data "will be widely distributed to the public," according to Markle's press announcement. A benchmark study of 3,000 respondents will get under way this summer, to be spearheaded by the firm of Penn-Schoen & Berland (which, among other things, has been a prominent pollster for Zoe Baird's old friend Bill Clinton).

Geraldine Laybourne acknowledges that the Markle project amounts to doing market research for her competitors, an arrangement she calls "highly unusual." But Laybourne insists Oxygen will benefit anyway.

"It helps establish us as the experts," Laybourne says. "It will change the way that people think of the audience. If everybody is smarter about women, then the world's in better shape."

Not surprisingly, Oxygen's rivals see the situation a bit differently. Ellen Pack, founder of Women.com, says she approved of the project's stated goals but couldn't offer an opinion about whether it's appropriate for a nonprofit foundation to enter into business with a commercial company. "It depends if they're able to keep separate the foundation's objectives from the commercial interests," Pack says. As for Oxygen's pledge to make publicly available the kind of research that Women.com's advertisers pay for, Pack says simply: "We'll see."

It's too early to judge whether Markle's sweeping vision of forcing the Internet to work for the public good will work, but calls and proposals from Net companies have swamped Markle since it revealed these projects. Somebody's going to get the rest of that \$100 million, and soon.

"It doesn't make sense not to front-load your capital," explains Baird. "What are you saving it for?" That goes for the capital of fame, as well: If you've got it, you might as well use it to get more, and this time for something you're actually doing. ■

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Zoe Baird, president of the John and Mary R. Markle Foundation: "If we are creating a new digital society, then we need to make sure it is a strengthened society: a society made up of citizens as well as consumers."

Taming the New Frontier

*Markle to focus most of its resources
on information-technology issues*

By MEG SOMMERFELD

NEW YORK
FROM ZOE BAIRD'S OFFICE 18 floors above the bustling international business and media capital that is Manhattan's Rockefeller Plaza, it is a little hard to understand why this foundation president feels like she's in the "wild West."

But after she explains how she has spent the past year overhauling the John and Mary R. Markle Foundation's grant-making programs to focus on the Internet revolution, her metaphor becomes clearer. This week Ms. Baird, who has presided over the fund for more than a year, is announcing that the foundation plans to spend about \$100-million of its \$180-million in assets over the next three to five years on projects related to the Internet and information technology.

The one-time Attorney General hopeful, who withdrew her nomination in the wake of the controversy that erupted because she failed to pay Social Security taxes for her child's nanny, says the infusion of money is essential at a time when the Internet operates like a free-for-all, relatively uncontrolled arena, with few rules or policies guiding its use.

As in the Gold Rush era of the late 1840s and early

1850s, when thousands of pioneers stampeded westward in search of fortune, Ms. Baird sees the current era as a modern-day Information Rush. From California's Silicon Valley to New York City's Silicon Alley and elsewhere around the globe, "people are rushing to make their fortunes," she observes. But in this new frontier, like in the old one, a certain amount of chaos still reigns, whether it's over how to protect individual privacy or halt fraud.

As the communications landscape—including the Internet, cable, television, and telephone industries—is about to enter a critical period of consolidation and stabilization, she says, foundations like Markle have a limited time to act to insure that public interests don't take a back seat to commercial ones.

"If we are creating a new digital society, then we need to make sure it is a strengthened society: a society made up of citizens as well as consumers," she says. "We need to try to insure that no one is excluded from its benefits and that everyone is protected from its possible harms."

Ms. Baird is also announcing four new grant-making programs designed to carry out those objectives. They will focus on communications and technology.

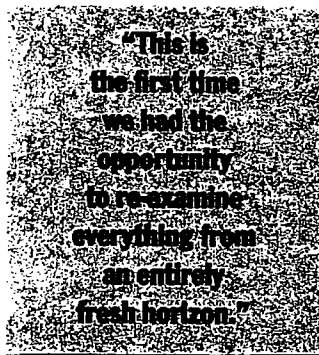
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Markle Fund Seeks to Have an Influence on Internet Policy and Practice

Continued from Page 7

policy, the effects of interactive media on children, the use of information technology in health care, and ways that interactive communications tools can draw the public into civic affairs.

Ms. Baird says the foundation will become a "hybrid" organization. "We will look sometimes like a grant maker, sometimes like an operating foundation running our



own non-profit programs, sometimes like a think tank or laboratory, sometimes like a business, and sometimes like a public-information firm running an educational campaign," Ms. Baird writes in a public letter announcing the changes at the foundation.

Increasing Giving

While Markle's assets place it among the 250 largest of the nation's more than 44,000 foundations, its grant-making capacity is still limited relative to some of the major players in philanthropy.

For example, while Markle has typically awarded about \$10-million in grants each year, the Ford Foundation gives away nearly \$400-million.

To make a difference, Ms. Baird felt, the foundation needed not only to change the scope of its giving, but to significantly increase the amount as well.

Larry Kirkman, executive director of the Benton Foundation, a Washington organization that focuses on communications policy, calls the \$100-million commitment "enormous" and says it puts the Markle foundation on the map as one of the important leaders in the field.

While few foundations other than Markle focus solely on information-technology and communications issues, Mr. Kirkman notes that it is not alone in its commitment to helping society cope with the Internet and other new technological forces.

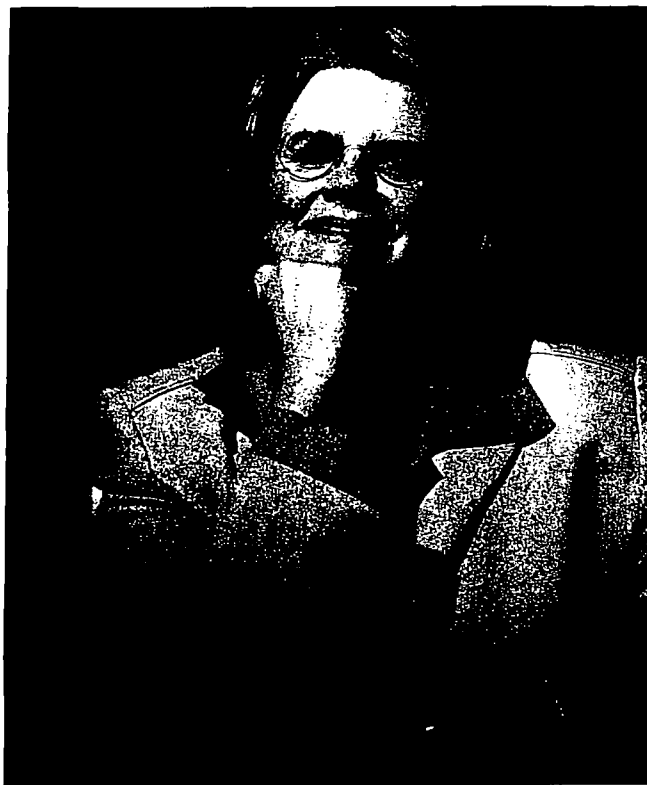
"There is now a critical mass of foundation resources, and a shared vision and passion for taking advantage of this window of opportunity to make the Internet more than tv by another name," Mr. Kirkman observes. "There is a lot of new blood out there, and it is very exciting."

Among the other foundations that are working on Internet-related topics, or expect to make grants soon:

► The Ford Foundation, in New York, is considering a new program to make grants for communications-policy projects. It has already made grants to groups such as the Media Access Project, the Center for Media Education, and the Benton Foundation. It has also awarded research grants to institutions studying communications policy, including the University of Wisconsin at Madison and Pennsylvania State University.

► The Pew Charitable Trusts, in Philadelphia, has been increasing its grants to organizations that use information technology to stimulate interest in politics and civic life, especially among young people, and to promote more-effective communication between candidates for public office and voters.

► The Robert Wood Johnson Foundation, in Princeton, N.J., conducted an extensive study of



JOHN ABBOTT

Geraldine Laybourne's new Internet site will publish data on women's issues with \$3.5-million from the Markle Foundation, a partial owner in the venture: "It's a perfect partnership."

how technology could improve its grant making, which focuses largely on health. It is now using those results to make grants for projects that use technology to distribute information, educate the public about health-related issues, improve medical decision making, and improve the efficiency and management of health-care systems.

Extensive Review

The Markle Foundation's shift follows an extensive period of self-examination undertaken at Ms. Baird's behest. While interviewing

for the president's job, Ms. Baird told the trustees that if she were offered the position, she would expect to take a thorough look at Markle's grant-making priorities to determine if they needed to be updated to deal with the needs of the next century.

The board agreed, and over the past 18 months, foundation staff members and trustees have met with consultants, commissioned papers, and gathered small groups of experts to discuss communications issues.

Joel L. Fleishman, a professor of law and public policy at Duke Uni-

versity and a long-time Markle board member, describes the process as "one of the best" ever undertaken by the 15 to 20 non-profit boards on which he serves.

"It has been genuinely exciting and exhilarating," says Mr. Fleishman, who has served on the Markle board for about 20 years. "This is the first time we had the opportunity to reexamine everything from an entirely fresh horizon."

In fact, he says, few of the other non-profit boards he serves on have ever undertaken such serious reflection on their long-term mission and goals.

"It is not anywhere near often enough that foundation boards have the opportunity to participate in an extensive process of this sort, where the board members are involved from Day One," he says.

New Programs

Over the course of the past year and a half, the board considered as many as 10 or 12 possible new grant-making programs before narrowing the number of new ones to four.

The foundation says it has not yet decided exactly how much each program will receive, but here is what each one expects to support:

► Public Engagement Through Interactive Technologies will support programs and research that use technology to improve the quality of and level of participation in elections and political debate; help citizens obtain information about important issues; and demonstrate different approaches to providing news through the Internet and other new media, as well as new economic models of how to finance those approaches.

► Policy for a Networked Society will support efforts to help non-profit, business, and government leaders develop principles for regulating technology and communications that keep the public interest

Continued on Page 10

Markle Fund's Leader Revamps Grant Making

Continued from Page 8

in mind. Specific priorities include protecting "democratic values, individual liberties, universal access, and consumer interests."

► **Interactive Media for Children** will support research to determine the influence of interactive media on the way that children learn and develop, and encourage technology companies to use those findings to come up with products that better serve children. It will also support projects that help parents understand how their children are using technology.

► **Information Technologies for Better Health** will support efforts to use technology to provide individuals with information about their health-care needs.

The foundation will also earmark some of the money for what it calls an opportunity fund—making grants for projects when a special need arises.

Helping Women

In addition to making grants, the foundation expects to continue its tradition of making loans and other so-called program-related investments. In one of the new projects it announced along with its new program areas, the foundation plans to provide \$3.5-million over three years to a new corporation being created by Oxygen Media, the high-profile Internet and cable company created by Geraldine Laybourne, a former executive at Nickelodeon; the talk show host Oprah Winfrey; and the television producer Marcy Carsey.

In exchange for the money, the foundation will receive a 38-percent equity stake in the new entity, which is known as "The Pulse."

The Pulse, an Internet site that will be accessible through Oxygen's World-Wide Web site (<http://www.oxygen.com>) will provide polling data and other research about women's opinions on public-policy issues. It will also include general information about the state of women in America.

Oxygen Media will use that information to improve the overall quality of its Internet and cable programming, as well as to make it more responsive to what women say they want to read and watch, according to Julia Moffett, Markle's vice-president for public affairs.

"It's a perfect partnership," says Ms. Laybourne of Oxygen. She says that if it were not for the Markle Foundation's support, her company would have had to sell the information, rather than make it available to the public free, or not develop the site at all—even though Oxygen has already raised at least \$200-million in venture capital.

New Leader's Influence

In many ways, the new Markle programs are an evolution from its previous programs, and not a radical departure. In recent years, the foundation has supported numerous projects that focus on technology and its use in politics and learning—and many of those awards will continue, even under the new program areas.

Nonetheless, the newly announced program areas reflect Ms. Baird's influence—and her professional and personal expertise as a corporate lawyer in the health-insurance business, a children's advocate, and a savvy individual who

is well-connected in political circles.

While the presidency of Markle is the first time that Ms. Baird has held a full-time job at a non-profit organization, she does have experience in the field.

In 1994 Ms. Baird, Lesley Mara, and other members of her legal department at Aetna Life & Casualty insurance company helped establish the non-profit organization Lawyers for Children America. She currently chairs the group's board, while Ms. Mara is its executive director.

The group provides free legal assistance to abused and neglected children in three Connecticut cities, as well as in Miami and Washington. In addition, it operates programs in which lawyers teach schoolchildren to resolve conflicts peacefully.

As the group's co-founder, Ms. Baird was one of its primary fund raisers. She says the experience provided valuable insights—even when her requests were turned down.

"There were so many times where I thought our program fit squarely in someone's guidelines, and I couldn't understand why it didn't," she notes. But she found it helpful when foundation presidents still took the time to help her identify other grant makers who might support the program. Based on that experience, she hopes to be able to do the same for applicants to the Markle Foundation.

Ms. Baird also brings experience as a non-profit trustee. She has

served as a board member for more than two dozen non-profit organizations, including the Brookings Institution, Save the Children, and the Mexican American Legal and Educational Defense Fund.

While Ms. Baird is still in the process of getting to know the organizations that Markle supports, one grantee says his long-time association with her makes him sure that she will excel as a foundation leader.

Corporate Interests

President Jimmy Carter, whose international center received money from Markle to promote broadcasting enterprises in the former Soviet Union and other new democracies, says he has had much respect for Ms. Baird ever since she worked for him as a White House associate counsel. She "was very self-assured and not afraid to put forth her ideas, sometimes when they were innovative and even controversial," Mr. Carter recalls.

But some other non-profit officials are worried that Ms. Baird's background may hinder her abilities to promote the public's interest in telecommunications. They say that her years as a corporate lawyer—at Aetna and previously for General Electric—may bias her decision making in favor of corporate rather than public interests.

"Public-interest advocates who know how to affect what business does and who devote their energies to transforming the business climate to meet public needs are some of the most effective," says

Ms. Baird in response. "I am fully committed to doing exactly that."

While Ms. Baird does not have a long history of dealing with communications or technology issues, Lloyd Morrisett, whom Ms. Baird replaced after he retired, says his successor has been a quick study. And while Ms. Baird may not be a technology whiz herself, she knows how to hire such people, he says.

Her recent hires, for example, include Andrew Blau, a well-regarded communications-policy expert who previously worked for the Benton Foundation and the Electronic Frontier Foundation.

This fall, another respected expert will join the staff: Andrew L. Shapiro, a writer and lawyer who has served as the director of the Aspen Institute's Internet Policy Project. Mr. Shapiro, who has also held a number of fellowships—including a recent stint at Harvard Law School's Berkman Center for Internet and Society—is the author of a new book, *The Control Revolution: How the Internet is Putting Individuals in Charge and Changing the World We Know*.

Mr. Morrisett says he has been very impressed by the way Ms. Baird has taken over the foundation that he led for nearly 30 years. She has been well served by "her ability to learn quickly, her energy, her intelligence, her questioning mind," he says. "Zoë has been very careful about her examination of the field and setting her priorities in an orderly and sensible way. From what I see, everything is going well."

The John and Mary R. Markle Foundation

History: Established in 1927 in New York by John Markle, the head of George B. Markle and Company, a coal-mining company, and his wife, Mary Robinson Markle.

Purpose and areas of support: The foundation has recently announced that it will make grants in four areas: communications and technology policy, the effects of interactive media on children, the use of technology in health care, and the use of interactive communications tools to increase citizen participation in elections and civic affairs. The foundation also operates an "opportunity fund," a discretionary fund for projects that fall outside the four program areas, but it does not accept unsolicited proposals for that fund.

Assets: \$187,648,000 as of June 30, 1999.

Grants and operating programs: The foundation distributed \$2,547,154 from March 1998 to June 1999. Over the next three to five years, it plans to spend \$100-million on grants, program-related investments, and its own charitable programs.

Key officials: Zoë Baird, president; Lewis W. Bernard, chairman of the board.

Application procedures: Applicants should send a two- to three-page inquiry stating the purpose of the project, an explanation of how the project meets the objectives of a specific foundation program, a project budget, and other details. The Markle Foundation staff reviews proposals throughout the year. The foundation's board of directors meets at least three times a year to review proposals.

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World-Wide Web site: <http://www.markle.org>

THURSDAY, JULY 15, 1999

For Kosovars, an On-Line Phone Directory of a People in Exile

By DAVID S. BENNAHUM

AGRON SHALA, 17, hadn't seen or heard from his uncle since March, when Agron fled his home in Prizren, Kosovo. Serb forces had driven his family out of its home and over the border to Albania. Three days later, after a difficult overland trip, Agron and his mother, father and sister found themselves in Tirana, living with 2,000 other refugees in a camp in a former public park. Like many refugees, the members of Agron's family — especially the men — had been scattered by Serbs. Many of their fates were unknown.

Agron was handed a yellow book by Paul Meyer, an American worker with the International Rescue Committee, that listed the names of Kosovar Albanians, their hometowns and current locations, and he was thrilled to find his uncle listed in a seaside camp near the Albanian port town of Durrës, an hour's drive away.

"That is him," Agron said. "He is alive. I could only hope this would be true." His family, standing beside him, resolved to send a message to Agron's uncle.

They had found him through what was essentially a phone book of an entire region on the move. For refugees cut off from the rest of the world, this information was precious, a first step toward retracing the bonds of family and friendship.

Compiled in two weeks, the Kosovar Yellow Pages, as Mr. Meyer called it, is both a Web site and a printed book. "It works both ways," explained Mr. Meyer, the book's publisher. "Kosovars overseas with Internet access can read the book on line and add their names and location to it. And those in the Balkans without access can get a printed version."

Mr. Meyer, 28, a native of New York City and a former speechwriter in the Clinton White House, decided to leave politics for a career in international refugee relief. His focus is on using new media like the Internet to aid refugees.

In previous refugee crises — in Lebanon, for instance, or West Africa — families found each other through word-of-mouth, or by luck as their names were read on television or radio. But with nearly 900,000 Kosovar refugees, Mr. Meyer figured that these traditional means would be ineffective. In addition, unlike in some other crises, families in Kosovo had been split up.

That, combined with the pace of the exodus, made it extremely difficult for traditional media to keep up with the movements. In an 11-day period in April, for example, 310,000 refugees left Kosovo, according to a United Nations report, and a



Refugees searched for names in the printed version of the Kosovar directory at a camp in Tirana, Albania, last month.

total of 657,600 have returned in the past month, according to the United States Agency for International Development.

An array of relief agencies, philanthropies and corporations worked to help reunify families. The International Committee for the Red Cross broadcast radio messages from families with missing people and placed 6,000 names on its Web site.

Additional Web sites emerged, including one run by the Association for Democratic Initiatives in Macedonia, which placed more than 70,000 names on line. Local Albanian television, radio and newspapers listed names of families daily.

Microsoft, in conjunction with several sponsors, including Compaq and Hewlett-Packard, tried to create a system for reun-

Kosovar Family Finder, with 120,000 names, helps reunite refugees.

ing Kosovar refugees and issuing new identity cards for families without them. But keeping up with the movement of people was difficult. Either the technological structures were too complex to implement quickly or getting permission from individual refugees to list their names was too time-consuming. In addition, the various lists of names weren't combined into one database, making it difficult to know which organization to approach first.



June 1999 for The New York Times

The phone directory, known as the Kosovo Family Finder, became the most effective solution, through its blend of high and low technology. The names were culled from the various relief databases.

Mr. Meyer printed 10,000 copies of the book in Albania in mid-June. Four thousand made their way into Kosovo, delivered by NATO and relief convoys. The remaining 6,000 were distributed throughout Albania, Macedonia and Montenegro by cooperating relief agencies, to Kosovar refugees living with host families and in refugee camps. Each copy is meant to be passed around and shared by dozens of people.

Meanwhile, the Kosovar Family Finder Web site (www.kosovofamilyfinder.org) has logged 1,000 hits a day, and several hundred copies of the book have been downloaded by Kosovars overseas.

The directory contains the names of 19,638 Kosovar families, representing an estimated 120,000 refugees dispersed in 23 countries.

"The whole idea of the Family Finder is to cut out the middle man," Mr. Meyer said. "Give the information to the people and let them run with it themselves."

This isn't the first time Mr. Meyer has used computer networks to reunify families. Before arriving in Albania, he worked in West Africa with the International Rescue Committee building a system called Child Connect, which used Lotus Notes, to reunify orphans from the civil wars in Liberia and Sierra Leone.

Mr. Meyer said he came to Albania with

the committee in late May thinking that he would build a similar system to connect orphaned Kosovars with their families. In this crisis, however, there were few orphans: children tended to stay with one or more relatives. Reuniting extended families was the foremost need.

The idea of creating a refugee phone book came to Mr. Meyer after he spoke with an 18-year-old refugee who had lost track of her parents. "She had no radio, no TV, no Internet," Mr. Meyer recalled. "They were so cut off from any information, and I realized that the best solution would be to bring the information to them."

With help from budding Albanian Internet entrepreneurs, including the founder of Adanet, an Albanian Internet provider, Mr. Meyer, in conjunction with refugee organizations like the Red Cross and Catholic Relief Services, culled lists of refugees and assembled them into a single, standard format. Then the book was put on line, using Adanet's server and a second server in Florida. "We were up night after night trying to get all these different lists together," Mr. Meyer said.

Supported by the International Rescue Committee and a grant from the Markle Foundation — a New York-based philanthropy that works to use information technology for public benefit — the project cost \$50,000.

"Technologies like the Internet allow us to rapidly deliver solutions to public needs without huge infrastructure costs," said Zoë Baird, the Markle Foundation's president.

"It changes the way we address social problems by enabling people to take action in a decentralized way."

To date, Mr. Meyer is uncertain how many people have found one another through the directory. In his own experience, he said, every time he has entered a camp with books, within minutes people have found families or friends. Moments after Agron Shala found his uncle, another refugee, Leonard Zhaveli, found a friend who was listed as staying in a private residence in Macedonia. It included a phone number. "This is the first time I've known that he is alive," Mr. Zhaveli said, grinning.

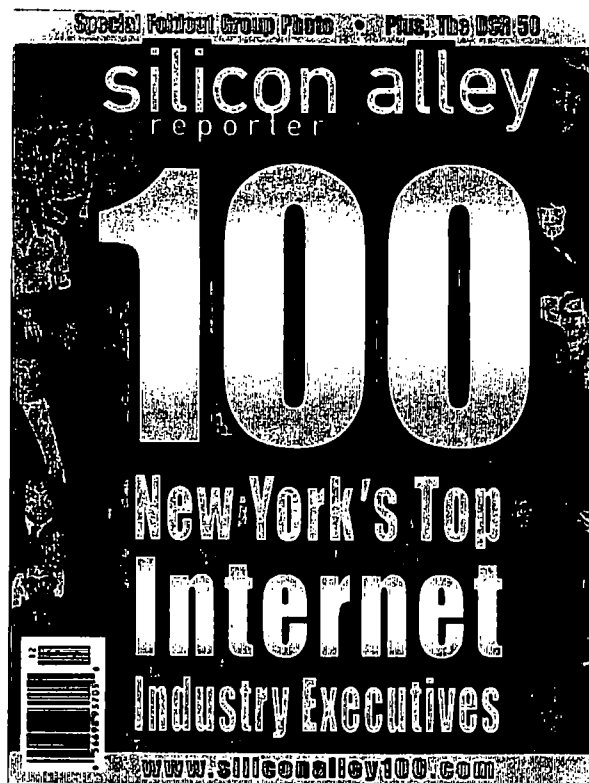
Thanks to his local volunteers, Mr. Meyer was able to produce in two weeks what other relief agencies and corporations — including Microsoft and Compaq — had tried to do over three months. Microsoft came to the Balkans with a \$2.6 million project to take digital photographs of 400,000 refugees, using them to produce new Kosovar identity cards, necessary after the Serbs stripped fleeing refugees of all identification.

Twenty Microsoft volunteers, with laptops donated by Hewlett-Packard and Compaq, have fanned out to refugee camps in Macedonia, which are quickly emptying as Kosovars return home. By late June, Microsoft was ready to begin registering refugees. It estimates that 400,000 were entered into its database and that 50,000 ID cards were issued. By then, however, it was too late to use the names for family reunification on any large scale.

"It's a lesson because it is the first time we've ever tried anything of this nature," said Erin Brewer, a Microsoft spokeswoman, when asked about the program's ability to keep pace with the refugees' movements. "We wish we could have moved faster, but this was the best we could do."

The speed of refugee movements has also caught up with Mr. Meyer. A second edition of the Family Finder, with 250,000 family names, awaits publication, based on information gathered when blank registration forms were passed out in June and July with Red Cross food deliveries in Albanian and Macedonian refugee camps. People living with host families picked up copies of the book and forms for listing themselves from a yellow kiosk in central Tirana. Completed forms were sent back to an International Rescue Committee office in Tirana.

"We're not making final decisions on what happens to the book," Mr. Meyer said, when asked about its future as thousands of refugees return home daily. "People will go back to their hometowns, so this could grow into the phone book of Kosovo. It could help speed up the rebuilding of the country."



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#50 MARKLE FOUNDATION

Zoë Baird, who was thrown into the national spotlight when President Clinton nominated her for Attorney General of the United States, was named president of the Markle Foundation in 1998. Founded in 1927, the foundation has assets of over \$180 million. It has been funding technology, communications and media projects to help better society for the past 30 years.

The foundation has an impressive track record of working within the Alley. Last year, it awarded former Voyager president Bob Stein \$756,800 to form Night Kitchen, which will create

tools to make producing multimedia content more affordable for artists and educators. In 1996, the firm awarded Eric Goldberg's Crossover Technology (see #61), \$480,000 to create Reinventing America II, an "online interactive game that will teach people about important public policy issues involved in the federal budget."

More recently, the firm received kudos for its Web, White, & Blue program, which helped promote the Web as a source of election-related information. Project partners included over 1,200 sites—America Online (see #40), Yahoo!, Microsoft, and

iVillage (see #3) were among the sponsors. A survey of Web, White & Blue users showed that 84 percent were seeking election information for the first time, and that 61 percent planned to use the Internet as their primary source of information for the 2000 elections.

However, Baird is not satisfied with where the foundation is today. She hopes to reinvent it as an Internet-driven brain trust, that will conduct "cyber-research" and finance new media projects that support the foundation's noble goal: encouraging education and civic involvement.

Ups

HELPING REFOCUS THE MISSION OF THE HIGH-PROFILE ORGANIZATION

Downs

HOW MANY CONS ARE THERE IN PHILANTHROPIC WORK?

BOTTOM LINE

MARKLE IS SAVVY ENOUGH TO REALIZE, AND UTILIZE, THE POWER OF THE NET.

PREDICTION

MARKLE FUNDS A LARGE NUMBER OF HIGH-PROFILE NET-FOCUSED PROJECTS, INCLUDING MOUSE (SEE #54).

Opinion

Posted at 8:57 p.m. PDT Friday, June 4, 1999

ZOË BAIRD

We must work to understand our children's new media world

BY ZOË BAIRD

The shooting had barely stopped at Columbine High School when the debate began. Littleton was about guns, or it wasn't. It was about violence in movies and on television, or it wasn't. It was about the push-button carnage of interactive video games, or it wasn't. As President Clinton observed last week on the one-month anniversary of the tragedy, "There are some things we may never understand." But we can't quit before we try.

Actually, we do understand quite a bit about the relationship between gun violence and gun availability, and about the connections between media violence and those who carry it out in real life. When it comes to the impact of interactive media on our children, however, the lesson of Littleton is just how little we know.

Whether or not this tragedy had anything to do with the Internet or interactive games, we need to recognize that we are going through a societal transformation of enormous proportions, and we need to work to understand its many implications, both good and bad. We certainly must try to identify any possible relationship between new media and violence, but to react too narrowly is to do wrong by the children who were affected by Columbine. We must go beyond that to try to identify more subtle forms of harm as well. We must also try to understand, and then fully realize, the ability of interactive technology to help our children grow, learn and prosper.

It has become something of a cliché to say that the new communications media and information technology are changing the world in which we live. Yet this is a reality and it is one most deeply manifested in the lives of our children. While television still dominates their waking hours, hand-held video games, computer games and programs, and even stuffed animals that "talk" to preschoolers, are competing heavily for their time. In many instances, children now spend more hours steeped in interactive media than they do in school or with their families.

Many children today are on the Internet before they ever enter a classroom. According to a recent survey, one in six children on-line today is five or younger. Children aged ten and younger won't remember a time when the Internet wasn't an important fixture in their lives. A healthy portion of their learning, playing, and general growing up will have been done on-line or in another interactive environment.

These children will be different. They already have different expectations about the world around them. "My son is only six but he had gotten this present and looked at it and was wondering what it did," one parent recalled recently. "He was asking, 'Where are the buttons? What do you push? How does it work? Is there an on and off button?' I said, 'No. It's a truck and you roll it and make believe. It's a regular toy.' He's expecting this thing to do something to entertain him."

In a series of recent focus groups we began to conduct before Littleton, parents said they were confused about how to expose their children to the vast benefits of interactive technology while keeping them from harm. Parents recognize the unprecedented educational value that comes from access to information and the new ability to communicate with others. But parents also have legitimate fears. They worry about chat room predators and pornography, and they wonder if their kids are getting enough social interaction, exercise or basic training in things like penmanship. They worry that children have become the teachers and they have become the students.

Parents feel responsible for providing guidance to their children, but almost unanimously said they lack the resources to help them do so. They want to know what interactive experiences should be avoided, in what way, and at what ages. And they want established, reliable guideposts for steering their kids safely into the open global community of the Internet.

But we don't have the body of knowledge to give parents the tools they need. And we don't have the body of knowledge that could help software developers and game designers create interactive products that fully tap the educational potential of the technology.

Instead, we have lots and lots of unanswered questions about the cognitive, social and emotional effects of this new media on our children: Can they really learn more in an interactive environment than in a passive media environment – and why? How can interactive technology foster cooperative teamwork, problem-solving ability and other valuable skills? What skills are left undeveloped by constant exposure to interactive environments? What effect does heavy use of these new media have on the imagination? What is the real impact of sexual content and violence in video games? Are children aware of the safety issues, and how do they conceptualize safety concerns at different ages? Can interactive exposure to the other cultures and peoples help combat the forces of hate, apathy and indifference?

We need to invest in extensive, expensive research to answer these questions. Once we do, we can begin to give parents the guidance they want so desperately, and the new media industry can begin to integrate critical findings into the development of innovative, truly beneficial products. This initiative must come from leaders in both the public and private sectors – leaders who understand how much we have to learn and how much opportunity our children stand to lose.

Yes, a number of actions have been taken in the aftermath of Littleton. The President held a one-day summit. Congress ordered the Surgeon General to spend a year, but not much money, studying the causes of youth violence. The Vice President and industry representatives announced a new service that will help parents protect their children from inappropriate material on the Internet and help guide them to quality sites.

These actions are right and good, but they are also limited in the way that such reactions tend to be. We can't just react to terrible events. There is no short cut for doing the work that has to be done. The need to study the implications of new media existed long before the shootings in Littleton, and the hard work needs to continue long after all the attention subsides.

Let's encourage government and the private sector to invest in the research that's required. Let's truly understand the new technology – both what's beneficial and what's harmful – and then let's use the information to help create a safe and prosperous future for our children.

Zoë Baird is president of the Markle Foundation, which works to improve people's lives through communications media and information technology and to help ensure that emerging communications industries develop with public needs in mind.



Wired NEWS

updated 8:10 a.m. 14.Jul.99.PDT

Fund Gap for Public-Interest Net

by Steve Silberman

3:00 a.m. 29.Jan.99.PST

In 1961, Newton Minnow, then-chairman of the Federal Communications Commission, accused television broadcasters of strip mining the public airwaves, creating a "vast wasteland" of vacuous commercial programming.

Flash forward to 2061. Welcome to the World Wide Web of the future, where AOLscape, YahooCities, and MicroBucks fight for your eyeballs with wide-screen video portals and product placements in your palmtop.

Marc Weiss, the founder of the Silicon Alley-based Web Lab, took up arms against that way-new wasteland last year. Building on his track record as the man who brought the vision of independent filmmakers to the home screen with the public-TV showcase POV, Weiss launched the Web Development Fund as a Web Lab project to nurture sites emphasizing community building and complex social issues.

For 12 years, the John D. and Catherine T. MacArthur Foundation gave substantial grants to Weiss' POV, allowing him to broadcast the kind of programming that changed lives -- like Marlon Riggs' *Tongues Untied*, a candid autobiography of a black gay man that outraged the religious right.

When Weiss went to the foundation to ask for US\$600,000 for three years of Web Lab funding, however, he was turned down.

The rejection came as an unpleasant surprise. PBS Online is still in for \$50,000 backing for the WDF, but now Weiss, who pilots the project from a crowded warren in Manhattan's SoHo district, will have to downscale this year's round of funding. That's bad news for over 200 aspiring Net visionaries pitching for WDF support.

One proposal outlines a visually inventive site that would teach kids about the ecological systems of the human body. Another lays the blueprints for an online forum to discuss the ethical implications of genetic research.

"This is a critical moment for Web Lab. We needed that money. The future of the WDF is up for grabs," he admits.

There's more at stake than the WDF. Weiss was hoping to use MacArthur backing to help get out Web Lab's message: Web sites can be cost-effective agents of change, streambeds for new kinds of discourse between individuals who might otherwise never have occasion to exchange ideas.

The problem is larger than one man's war.

The MacArthur Foundation has been a major player in bringing public-interest programming to the airwaves. When the Rockefeller Foundation put its old-money clout behind portable video, news gathering was reinvented for the age of on-the-spot reporting.

But even the big-ticket benefactors who have thrown their weight behind innovative and progressive programming in other media have been slow to embrace the digital revolution.

"All the scrappy Internet freaks who came in looking for community have laid the groundwork for e-commerce," observes Weiss. "But the Internet can't live by e-commerce alone. Who's going to fund the next wave of R&D?"

One pool of potential angels, he suggests, are those already reaping windfalls in the digital domain.

Weiss points out that if Microsoft, Intel, Cisco, Dell, Compaq, and Charles Schwab had put 1 percent of their after-tax profits for 1997 alone into a fund for socially beneficial Web sites, that fund would have been worth \$135 million.

In the world of high-tech finance, \$135 million is a footnote on a prospectus. A site as powerful as the WDF-funded Living with Suicide was put online for a mere \$12,500.

Last year, the MacArthur Foundation gave a Los Angeles filmmaker \$300,000 to make a documentary about war crimes in Yugoslavia for *Frontline*; earmarked \$1.3 million for educational and international programming at National Public Radio; awarded poet Linda Bierds \$320,000 for her "clear, efficient, and elegant verse"; and made Tim Berners-Lee, the father of the Web, a MacArthur fellow, for "pioneer[ing] a revolutionary communications system requiring minimal technical understanding."

Though the foundation has given money to organizations that have Web sites, organizations designed specifically to create socially potent applications for the Web are not on the list.

"We aren't supporting Web or Internet projects per se," says Tim Chen, the foundation's general program officer.

Chen says that although Weiss has a long-standing positive relationship with the foundation because of *POV*, most webmasters wouldn't have a prayer seeking funding for their sites.

"We haven't put up our periscope to go searching for those projects," Chen says. "It isn't a priority for us. It's like asking why we don't go fund in Greenland or Alaska."

Public affairs vice president Woody Wickham says the foundation's emphasis in the digital world has been on giving money to groups working to ensure universal access to the technology. The Center for Media Education landed a grant. The Media Access Project snared another.

Wickham holds a very high opinion of Weiss' first major online project, Regarding Vietnam.

"That site represented a case in point of how nuanced and humane exchange can occur in a medium that can be otherwise," Wickham said.

He wouldn't comment, however, on why the Web Lab proposal was nixed.

Calls to the Rockefeller and Ford Foundations for this article were not returned.

The Web Lab's struggles to bring some of its promising projects to fruition and keep them thriving are also cases in point, shedding light on the difficulty of finding and executing ideas on the scale of Weiss' ambitions for the new medium.

Living with Suicide is clearly one of the most emotionally affecting personal testimonies on the Web. Reality Check, an in-house Web Lab project launched in November, has lived up to its potential, with more than 10,000 posts in its forums from those who feel alienated by the media meltdown around the White House sex scandal.

Another WDF initiative, however, the Dark Museum, may never see the light of day. Proposed as an online archive of "the toxic effects of the Cold War on American culture" by San Francisco writer and editor Bob Callahan, the Dark Museum foundered in disputes between Callahan, Silicon Alley designers Funny Garbage, and the Web Lab.

Funny Garbage founder Peter Girardi says his firm pulled out several months into the project because "there were too many cooks in the kitchen."

Co-owner J. J. Gifford says that, after months of testy phone calls back and forth, the Web Lab wouldn't grant Callahan and his designers enough autonomy to "get to the point where we could just start building something and let it evolve."

- Gifford claims that while the Web Lab positions itself as a funding organization and a greenhouse of ideas, "they were styling themselves more as an editorial-control organization."
- ¶ In a medium where turf wars flare daily between editorial, advertising, and business departments, it's not surprising that the Web Lab, in its attempt to carve out a new niche in online publishing, occasionally has trouble figuring out which hat to wear.

Privately, Weiss confesses that some of the other WDF projects -- such as Working Stiff, a webzine for exploring issues in the workplace -- weren't as successful in modeling new ways of interacting on the Web as he hoped they would be. Working Stiff has already ceased publication, a direct casualty of the MacArthur bid being turned down.

One group that backs up its pro-tech boosterism with hard cash is the New York-based John and Mary R. Markle Foundation.

The Markle Foundation funded SeniorNet for a full decade, from its germination as an academic research project by Third Age founder Mary Furlong to its mature phase as a Web site and network of computer-learning centers for seniors all over the country.

In 1994, the foundation gave the RAND Corporation nearly \$1 million to study the feasibility of providing universal access to email. Two years later, the foundation gave \$315,000 to the Center for Governmental Studies to create the Democracy Network, an online voter information resource.

Program director Cathy Clark sees Net-targeted grant giving as a natural extension of the foundation's traditional role of supporting media that provide information access to groups that are often marginalized -- such as children and seniors. Former Markle Foundation president Lloyd Morrisett founded the Children's Television Workshop, producers of *Sesame Street*.

"When we first got involved in multimedia, everyone thought we were crazy, just crazy," she recalls. "But now, a lot of people at the foundations are getting curious about [the Internet]."

Like the Web Lab, the Markle Foundation is most interested in technology that changes the way people interact.

"We're not promoting the technology. We're promoting what people can do with the technology," Clark says.

Vice president of public affairs Julia Moffett affirms that online projects "will be a huge priority" in the years to come, under the guidance of Zoe Baird, the foundation's new president.

"Look for Baird to turn the foundation into a leading cyber-research group, new-media financing organization, and force in shaping the Internet culture with an eye toward the public interest," she says.

Whether that financing will take the form of blockbuster sums for costly efforts like the RAND study or Reinventing America -- a multiplayer game about the federal budget developed for Time-Warner's Pathfinder Network, backed with over a million Markle dollars -- or leaner, community-based online projects remains to be seen.

With 228 proposals in Weiss' database, there's a lot of public interest out there.

Related Wired Links:

Unspinning the Media

5.Nov.98

Web Lab's Weiss on Vision

7.Aug.98

The Washington Post

MONDAY, NOVEMBER 9, 1998

Web White & Blue

EVERY CAMPAIGN season, cyber-enthusiasts predict that this will be the election that unlocks the political potential of the Internet. This year, as in 1996 and 1994, e-mail and Web sites could in fact be seen making progress: More Web sites offered voters information on candidates and their issues beforehand, and more people logged on during election night in search of quicker or more comprehensive results. A nonpartisan, foundation-funded site called Web White & Blue with links to hundreds of political databases reported half a million visitors, 84 percent of whom said they had never before sought election information on the Web. The competition has nudged TV news to present more numbers on-screen rather than make viewers wait for their races to be announced.

But that steady logical progress increasingly undercuts the more dramatic—and persistent—claims that the Net will produce revolutionary changes in civic life and direct citizen

involvement. The ease and speed with which people can communicate over the Net gave rise to all sorts of dreams about cost-free mailings and painless “interactive” campaigns conducted by e-mail or over the Web. Hardly any of that has materialized. If anything, successful drives for turnout in this election seemed to share hallmarks of the most traditional, door-to-door, yard-sign types of campaigning, with voters demonstrating a positively old-fashioned appreciation for personal contact on the stump.

The Net’s speed in conveying information often is assumed to be its most revolutionary quality, even in settings in which the systems already in place tend to deliver results as quickly as they can be delivered. The Net’s strength, rather, is in its ability to present information unfiltered and in bulk—to serve those already looking for more serious, in-depth research than the current channels can provide.

Los Angeles Times

October 26, 1998

High-Tech Heroes Who Work for the Public Good

DIGITAL NATION
GARY CHAPMAN

It's time—overdue, actually—to celebrate some heroes and heroines of the Information Age.

In this column, I have repeatedly taken the high-tech industry to task for its lack of vision, leadership and engagement with difficult public issues.

But there are many technically gifted people in the U.S. who are dealing with important national and international problems, and most of them get insufficient credit. The list below is intended as a counterweight to the overabundant and tired lists of the cyber-elite, such as Time magazine's "Cyber 50" published two weeks ago, and Vanity Fair's annual list of the "New Establishment." The people below are the unsung heroes of the digital era.

• **The Benton Foundation and the John and Mary Markle Foundation.**

These two organizations, Benton in Washington and Markle in New York, have shaped the agenda for public-interest media in the telecommunications field for the last 30 years. They publish reports, advocate for things such as universal e-mail and phone service, and, in the case of Markle, fund projects that have transformed the nation. Markle's past president, Lloyd Morrisett, has been one of the most influential figures in U.S. communications in modern times, pioneering public television, educational TV for kids and political participation through new media.

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Three cheers for the Web White & Blue

Site offers access to candidates and issues at the click of a mouse

October 6, 1998

Web posted at: 9:44 p.m. EDT (0144 GMT)

(CNN) -- Every election year brings the same struggle: How do you decide who to vote for when you don't know either the candidates or the issues well enough?

Negative political ads may be all you get on some candidates or issues. But starting Wednesday and running through November 3, a new nonprofit Web site called Web White & Blue -- a public service project of the Markle Foundation -- can help you find out more.

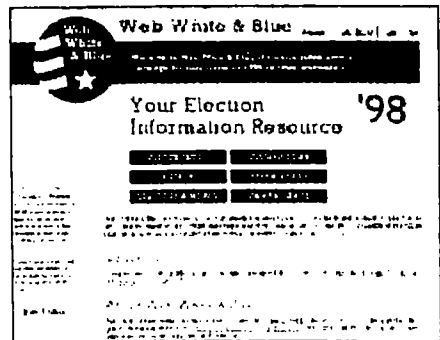
The Web White & Blue icon appears at popular Web sites like Yahoo, AOL and CNN.com. Click on that icon, and you're heading to Web White & Blue, a site that links you to dozens of other Web sites, some with information about local, state and national candidates and issues.

"If what you want is information on the New York Senate race, you click onto New York, you get the Senate race and you can get all the information you want about that race," explains Markle Foundation President Zoe Baird. "One of my favorite features is the fact you can enter your address or your ZIP code and through that find out who represents you in these different races."

But Web White & Blue may not benefit everyone. According to political scientist Michael Rich of Atlanta's Emory University, people with higher income and education likely will have Internet access to this information while others may not.

And that could result in "further polarizing those that have information and those who don't, if we can't find ways to provide Web site access to people in inner-city communities and rural areas and places like that," Rich says.

But the site's creators have high hopes. They hope by putting the icon on a broad spectrum of Web sites -- from ESPN SportsZone to Hispanic Online -- it will jump-start nonvoters to get out and vote.



www.webwhiteblue.com

Correspondent Ann Kellan contributed to this report.

MARKLE FOUNDATION

THE MARKLE FOUNDATION

Improving Life in the Information Age

Emerging communications media and information technology create unprecedented opportunity to improve people's lives. The Markle Foundation works to realize this potential and to promote the development of communications industries that address public needs.

Some of the most promising areas for Markle's work are in the following programs: Public Engagement through Interactive Technologies, Policy for a Networked Society, Interactive Media for Children, and Information Technologies for Better Health. To capture opportunities in our rapidly changing world that fall outside these priorities, Markle also maintains an Opportunity Fund.

Markle pursues its goals through a range of activities including analysis, research, public information and the development of innovative media products and services. We create and operate many of our own projects – using not only grants but also investments and strategic alliances with non-profits and businesses.

Public Engagement through Interactive Technologies

The emerging interactive media give individuals unprecedented access to a vast array of information and the ability to act on it. These technologies, combined with the power of traditional media to attract people, have the potential to support a culture of exploration and awareness of ideas and perspectives that can be richer, broader and more genuinely engaging than what we have seen before. They also have the ability to change dramatically the ways in which individuals participate in our democracy.

The Public Engagement through Interactive Technologies program encourages the use of communications technology to help people actively pursue knowledge and participate in democratic society.

The program supports research, applications and experimentation that: improve the quality and level of participation in elections and public issues; increase access to information in ways that empower people to influence matters of importance to them; and create new models of news or information services that are sustainable in the new information marketplace.



Policy for a Networked Society

As emerging communications technologies cause unprecedented change in our lives, core aspects of our social, political, economic and legal systems are in flux as a result of ever-expanding computing power, convergence, and the rise of a networked world. Decision-making control is shifting in ways that are both hopeful and troubling. Individuals and communities are more empowered than ever before to look after their own interests. Yet as government retrenches and the policies that impact our lives are increasingly shaped in the private sector, there is less clarity about it where and how the public interest will be represented as the next generation of communications policies evolve.

The Policy for a Networked Society program addresses these questions and works to enhance the public voice in the consideration and resolution of domestic and international policies that are surfacing in this new communications environment.

The program is creating a body of research and a global policy network of leaders from the academy, nonprofit community, industry and government to develop principles of regulation on critical policy issues and to address the public interest as policies are developed and debated. The protection of democratic values, individual liberties, universal access and consumer interests are priorities of the program's activities.

Interactive Media for Children

Today's children are growing up in an environment heavily influenced by interactive media. Although television still dominates children's leisure hours, hand-held video games, computer games and programs, and even interactive stuffed animals, are now staples in their lives. Many children are on the Internet before they start school. And in school, too, they are increasingly using interactive technologies as tools of learning. As they live in this media-saturated world, children and parents are faced with new challenges: What products and experiences can enhance their lives by capturing their interest in learning and in being informed about the world around them? Which ones will help them grow, learn and develop important skills? Which ones should be avoided, in what way, and at what ages?

The Interactive Media for Children program aims to enhance the potential for children to benefit from using interactive technologies. The program also aims to expand public expectations for what these technologies can do to enhance children's lives.

Specifically, the program is: pursuing a broad research agenda on the cognitive, emotional, physical and developmental needs of children and the potential of interactive technologies to meet them; developing means for parents to guide children's experiences; and, working with content producers and distribution channels to integrate this knowledge into the creation of innovative products and services.

Information Technologies for Better Health

Medical research has made tremendous strides in the discovery of means to prevent illness, and in effective treatments. One of the important challenges we now face is how to spread medical knowledge and empower people to use that information to improve their own health care. The future development and deployment of information technology has the potential to put this information in the hands of patients and consumers and to transform their role on our health care system.

The Information Technologies for Better Health program works to improve the ability of patients and consumers, and those who treat them, to make use of information technology to improve their health and health care.

The program aims to provide people with: access to technology that gives them greater control over their health data; expanded access to established health research; and the means to use such information interactively in their daily lives. The program also is exploring the potential for health care information technology to narrow the divide in the quality of health care for underserved populations.

The Opportunity Fund

In order to effectively address public needs, it is important that the Foundation be positioned to move as quickly and opportunistically as the world we seek to influence. It is also critical that we be open to new ideas and opportunities that were not anticipated.

As a result, the Opportunity Fund supports public interest initiatives that fall outside of the Foundation's primary program areas. While all of Markle's work is characterized by an ability to act quickly and to take risks, the Opportunity Fund ensures that intellectual and financial resources are available for unanticipated projects. We will not accept unsolicited proposals for grants from this fund.



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**OXYGEN MEDIA AND THE MARKLE FOUNDATION
PARTNER TO CREATE *THE OXYGEN/MARKLE PULSE***

A far-reaching, ongoing research initiative designed to strengthen women's influence on
public debate and media content

The Oxygen/Markle Pulse will be the definitive source of information about, and for,
women; research findings to be available through Oxygen.com
and will inform Oxygen's online and TV programming

Innovative joint initiative
also includes The Experimental Fund for Converging Media to develop new programming
and tools to meet public needs

New York, NY, July 26, 1999 – Oxygen Media and the Markle Foundation together will undertake a far-reaching, ongoing research initiative to create the definitive source of publicly available information about – and for – women, it was announced today by Geraldine Laybourne, Chairman and CEO of Oxygen Media, and Zoë Baird, President of The Markle Foundation.

Funded by both Oxygen and the Markle Foundation, the innovative research initiative – to be called the *Oxygen/Markle Pulse* – will comprehensively track and measure women's opinions, attitudes, needs and values. Starting this fall, the research will be conducted by Penn-Schoen & Berland, one of the leading opinion research firms in the United States, and will be made available through Oxygen.com.

In addition, the Markle Foundation will fund a new *Experimental Fund for Converging Media* that will support experimental programming and innovative uses of cross-platform media to meet public needs. These investments are part of the Markle Foundation's plan to invest \$100 million over the next three to five years to help ensure that public needs are served by emerging communications media and information technologies.

Said Geraldine Laybourne, "The mission of the *Oxygen/Markle Pulse* is to change the way the world sees women and the way women see themselves. Oxygen shares Markle's goal of encouraging the development of media that improves lives and meets needs. Zoë Baird and I

believe that the implications of this exhaustive research effort will be profound – having a powerful impact on everything from women’s expectations about the media to government policy on vital issues to women.”

Said Zoë Baird, “The next few years are critical in the evolution of the Internet and other new media. We have a chance, while the industry is still in development, to help drive them to benefit the public as media have never done before. Our initiative with Oxygen will provide us with an invaluable platform to create a dialogue with women about social and political issues of greatest interest to them – such as education, health care, human rights and the role of media in a democracy. I believe it will help empower women to engage actively in public issues.”

The Oxygen/Markle Pulse’s continuous tracking will make it a definitive source of information about women – tracking long-term trends as well as reactions to current events. It will utilize standard research techniques: online and telephone surveys; focus groups; in-depth interviews with opinion leaders; benchmark surveys; and econometric and trend data. It will reference relevant academic research. The Oxygen/Markle Pulse also will experiment with new methods of online research. There will be on-going analysis of demographic, geographic and economic information to give context to what is learned. The Oxygen/Markle Pulse will be guided by an Advisory Board comprised of accomplished individuals from all fields of endeavor who are concerned about women and women’s issues.

This information will be publicly available through Oxygen.com in a searchable database, complemented by editorial commentary, daily/weekly polls and regular research reports. By delivering this important information to women, the Oxygen/Markle Pulse will help women understand their place and power in the world.

The Oxygen/Markle Pulse’s findings also will inform Oxygen's online and television programming, forming the basis for TV specials and ongoing reports. Because it represents the results of this ongoing dialogue with women, the Oxygen/Markle Pulse will enable Oxygen to offer informative and entertaining programming for women.

The *Pulse* will develop a benchmark survey this summer for over 3,000 respondents. Results will be available in the fall. In addition, Oxygen will take advantage of various local initiatives to engage women throughout the country in the Oxygen/Markle Pulse.

The Experimental Fund for Converging Media will explore ideas that serve the public good and meet public needs, such as engaging the Oxygen audience in election issues in 2000; incorporating public opinion into innovative public affairs programming, and; using television to inform and guide viewers on vital public policy and other issues.

Oxygen Media will contribute at least \$5.3 million to this initiative. The Markle Foundation’s support will total up to \$4.5 million over three years (up to \$3.5 million for the *Pulse*, and up to \$1 million for the *Experimental Fund*).

About the Markle Foundation

A private, nonprofit philanthropy, the Markle Foundation (www.markle.org) is the largest grantmaking foundation concentrating exclusively on the field of communications media and information technology. The Foundation will invest up to \$100 million over the next three-

to-five years to help ensure that public needs are served by these emerging communications tools.

Markle focuses its work in four key areas: Public Engagement through Interactive Technologies, Policy for a Networked Society, Interactive Media for Children, and Information Technologies for Better Health. The Foundation pursues its goals through a range of activities, including analysis, research, public information and the development of innovative media products and services. Current partners include Oxford University, America Online, Internews Network, Thirteen/WNET, University of Texas, and the International Rescue Committee.

Established in 1927 by John and Mary R. Markle, the Foundation concentrated on traditional social welfare and academic medicine until 1969, when it changed its focus to communications media.

About Oxygen Media

Oxygen Media is an integrated media brand that supersedes modern women by combining the best qualities of the Internet and cable television. Founded in 1998 by Geraldine Laybourne and in partnership with Marcy Carsey, Tom Werner, Caryn Mandabach and Oprah Winfrey, Oxygen consists of a growing network of popular websites and is launching a 24-hour cable network on O2/O2/2000.

Oxygen's online properties include *Thrive*, the #1 healthy living site on the web (www.thriveonline.com, Keyword: thrive); *Moms Online*, the #1 parenting site on AOL (www.momsonline.com, Keyword: momsonline); *Electra*, a full service site (www.electra.com, Keyword: electra); *ka-Ching*, information on personal finance and careers (www.ka-ching.com, Keyword: kaching); *thelab*, cutting-edge technology (www.oxygen.com/lab/); and *O2 live*, live chats with influential women (www.oxygen.com/live/, Keyword: oxygen live). *Oprah Online* (www.oprah.com, Keyword: oprah), will join the network in August 1999. The cable network will offer original and diverse programming 24-hours-a-day, 7-days-a-week, including *The Hive*, featuring live info, insights and opinions on parenting, business, health, style, home and entertainment; *Oxygen.comedy*, laugh-out loud comedy; and a block of programming that celebrates teen girl power. The network will also feature shows hosted by Candice Bergen and Oprah Winfrey.

Investors in Oxygen include: America Online; ABC; CWM LLC, an entity formed by Marcy Carsey, Tom Werner, and Caryn Mandabach; Oprah Winfrey's HARPO Entertainment Group; and Paul Allen's Vulcan Ventures.

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EDITOR'S NOTE:

THE MARKLE FOUNDATION TODAY ISSUED A RELATED PRESS RELEASE
REGARDING ITS INITIATIVE TO INVEST \$100 MILLION
TO HELP ENSURE THAT PUBLIC NEEDS ARE SERVED BY EMERGING MEDIA AND
TECHNOLOGIES

MARKLE FOUNDATION

MARKLE FOUNDATION ANNOUNCES 5-YEAR, \$100 MILLION INITIATIVE AIMED AT USING THE INTERNET AND OTHER NEW MEDIA FOR PUBLIC BENEFIT

**Led by Zoë Baird, The Markle Foundation
Will Make Grants and Investments in Four Key Areas: Children's Interactive
Media, Health Care Information Technologies, Policy Development, and Interactive
Public Engagement**

**Initial Partners Include Oxygen Media, Thirteen/WNET, Oxford University,
America Online, Internews Network, University of Texas,
and International Rescue Committee**

New York, NY, July 26, 1999 – The Markle Foundation will invest up to \$100 million over the next three-to-five years to help ensure that public needs are served by emerging communications media and information technologies, it was announced today by Zoë Baird, Markle's President. Emphasizing the potential of the Internet and other new media to improve people's lives, Baird unveiled plans for a significant increase in Markle's spending as well as four new areas of focus for the Foundation, and initial partnerships with several nonprofit, academic and commercial entities.

"New communications media are shaping the future of our politics, our culture and our economic relationships. The next few years represent a unique opportunity to develop these emerging tools for the public's benefit," said Baird. "This is a critical time, while the industry is still in flux, to try to realize the potential of new media to meet public needs. We intend to operate with a sense of urgency, working in collaboration with other nonprofits, academic institutions, government and the industry itself."

The announcement is the result of a comprehensive review of the current communications landscape begun when Ms. Baird became Markle's president in 1998.



The examination has led the New York-based Foundation to identify four key areas of public need in which it will concentrate:

- *Public Engagement through Interactive Technologies*, which will encourage the use of communications technology to help people actively pursue knowledge and participate in democratic society.
- *Policy for a Networked Society*, which will work to enhance the public voice in the consideration and resolution of domestic and international policies that are surfacing in this new communications environment.
- *Interactive Media for Children*, which aims to enhance the potential for children to benefit from using interactive technologies. The program also aims to expand public expectations for what these technologies can do to enhance children's lives.
- *Information Technologies for Better Health*, which will work to improve the ability of patients and consumers, and those who treat them, to make use of information technology to improve their health and health care.

In addition, the Foundation announced the creation of an *Opportunity Fund* to support public interest initiatives that fall outside these primary program areas and to ensure that intellectual and financial resources are available for unanticipated projects.

“Zoë Baird and the terrific Markle Foundation team have an opportunity to have a significant impact on the role communications technologies will play in our lives,” said Lewis W. Bernard, the Chairman of the Board of Directors at the Foundation. “This is an important time in the evolution of the industry, and we are therefore making a serious commitment to provide the resources necessary for the course the Foundation has charted.”

A private, nonprofit philanthropy, the Markle Foundation is the largest grantmaking foundation concentrating exclusively on the field of communications media and information technology. According to the announcement, Markle will pursue its goals through a range of activities, including analysis, research, public information and the development of innovative media products and services. The Foundation will also create

and operate many of its own projects – using not only grants but also investments and strategic alliances with non-profits and businesses.

Among the grants and investments announced today:

- **A \$4.5 million investment in a project with Oxygen Media** for research and experimentation in converging media. Markle has made a program-related investment of \$3.5 million to create a partnership with Oxygen Media for the development of the *Oxygen/Markle Pulse*, which aims to enhance the influence of the audience over the creation of content. The *Oxygen/Markle Pulse* will track and measure women's attitudes, needs and values to engage them as active partners in informing Oxygen's content online and on cable television. This information will also be widely distributed to the public. In addition, Markle is creating a \$1 million Experimental Fund for Converging Media with Oxygen for the creation of new programming, tools and technologies that might not otherwise be developed on a strictly commercial basis.
- **A \$200,000 grant for Web White & Blue**, for the Markle Foundation and partners to broaden access to national and local election information during the 2000 elections. Markle created the Internet-based Web White & Blue campaign in 1998 with Harvard's John F. Kennedy School of Government, America Online and numerous other commercial and noncommercial sites. Markle and America Online and others will partner again to help citizens find election information through Web White & Blue 2000.
- **A \$400,000 grant for Thirteen/WNET** to support *New York: Learning Adventures in Citizenship*, a curriculum-based Internet project that will use the Web to teach children about their responsibility in the community and the ability to act on it. The project is being created to tie in with filmmaker Ric Burns' "New York," an upcoming five-part documentary on PBS.
- **A \$140,000 grant for the College of Communications, University of Texas at Austin** to create a research agenda addressing the potential for interactive technology to meet children's cognitive, social, emotional, and physical needs.
- **A \$76,500 grant for Oxford University** to support the Programme on Comparative Media and Law. The Programme studies policy and regulation strategies that nation-states create in response to media globalization, and the implications of these strategies for democracy and human rights.
- **A \$157,000 grant for the Chinese Academy of Social Sciences** to lay the groundwork for dialogue and development of Chinese media law, including the publication in Chinese of Western legal scholarship on free speech and communications law, and support for an international symposium on these issues in China.

- **A \$50,000 grant for the International Rescue Committee** to develop and implement Child Connect, a software-based program to reconnect refugee children with their parents, and the Kosovar Family Finder, which uses database technology to provide refugees with location information of displaced family and friends.
- **A \$500,000 grant for Internews Network** to develop and apply for a license for an interactive, 24-hour live television channel on two major Direct Broadcast Satellite (DBS) systems. It will be integrated with the Internet and dedicated to quality international affairs programming. The opportunity to pursue such a channel is the result of a recent FCC ruling that DBS operators must make available four percent of their channel capacity to public interest programming.

The Markle Foundation (www.markle.org) was established in 1927 by John and Mary R. Markle. After concentrating on traditional social welfare and academic medicine, the Foundation changed its focus to mass communications in 1969. In recent years, Markle has supported major policy conferences, on-line policy simulations and debates, and research on subjects as varied as political advertising, effective interactive learning and international media law. It has helped establish beneficial new services on the Internet, invested in companies creating educational multimedia products, and spearheaded a broad investigation of the potential for universal online e-mail access in the United States. Previous Markle grant recipients and partners have included CNN, The Children's Television Workshop, Infonautics, Crossover Technologies, M.I.T., The RAND Corporation, Carnegie-Mellon University and The Brookings Institution.

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