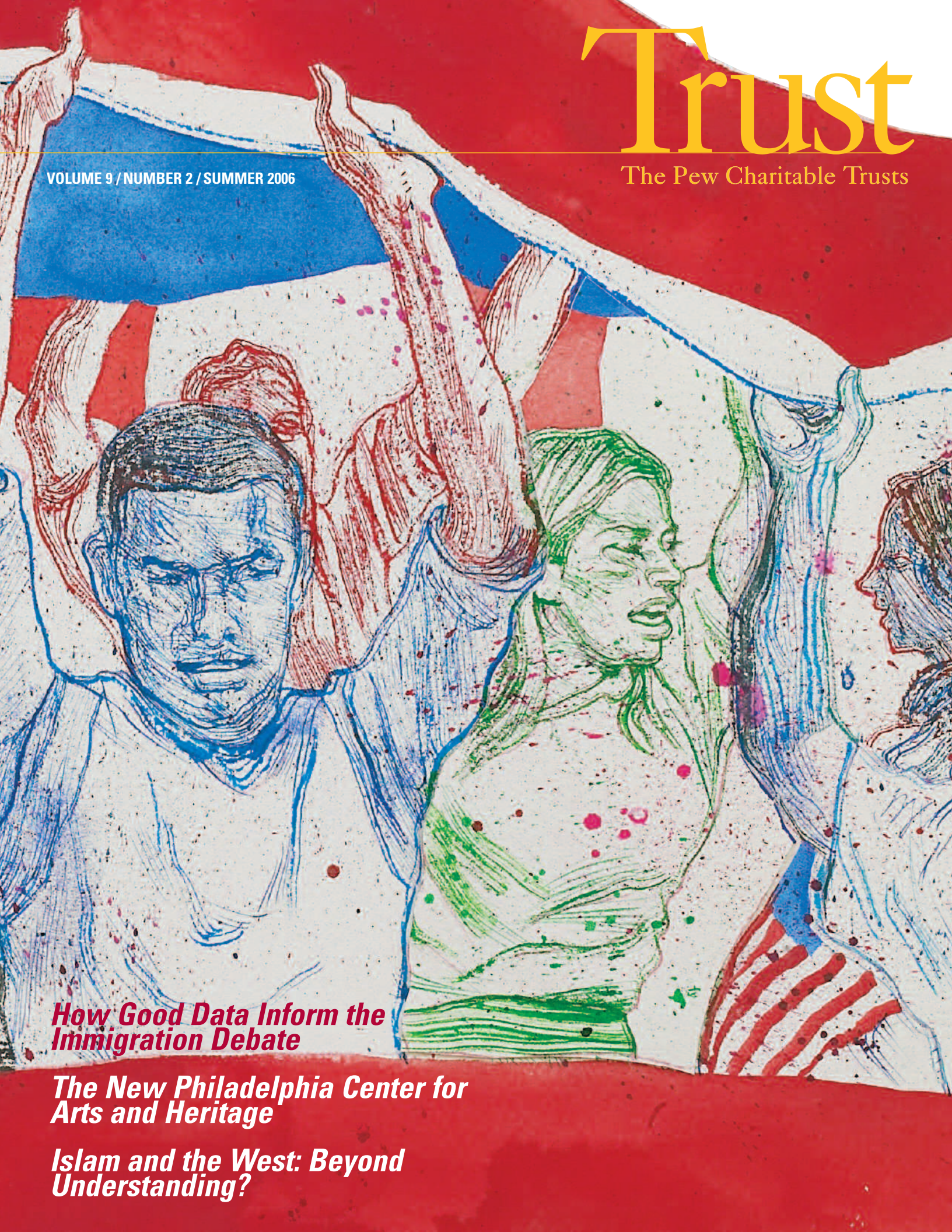


Trust

The Pew Charitable Trusts

VOLUME 9 / NUMBER 2 / SUMMER 2006



***How Good Data Inform the
Immigration Debate***

***The New Philadelphia Center for
Arts and Heritage***

***Islam and the West: Beyond
Understanding?***



The Public Pulse

Law students are advised to be cautious when asking a witness in the courtroom a question to which they do not already know the answer. With the fate of their clients at stake, they want no surprises.

Quite the opposite approach applies in making sense of our everyday world—whether we are seeking to understand the values and attitudes of our neighbors or those of people in other countries and cultures. If we are truly to get beyond conjecture, stereotype or simply the inevitable limitations of our individual opinions, we have to be open to surprises. It is how we learn.

Since 2001, the Pew Hispanic Center, a project of the Pew Research Center, has been providing detailed information about Latinos in the United States, whether citizens, permanent residents or immigrants, legal and illegal. The research—especially its often-cited estimates of the illegal population—has helped focus the immigration debate on facts, so that policy discussions might be more informed and productive.

But studies of Latinos constitute only part of the center's contribution to informing the policy debate. It has also taken the pulse of non-Latino citizens, whose points of view will be vital to any policy decision. Unsurprisingly, the center has found American public opinion to be confused and concerned.

In the midst of such perplexity, good data that are nonpartisan, gathered through a clear and publicly shared methodology and made universally available, make an invaluable contribution to public discourse and decision-making. The facts do not lessen the controversy, but transparency and clarity may reduce the contentious-

ness—providing us all with a more informed set of choices, a more fruitful debate and, ultimately, better public policy.

The pulse of America demonstrates that we are increasingly bewildered—and not well informed—about Islam. We generally are unaware of motivations and opinions in the Middle East, and have relatively recently realized that we ought to be more mindful of the driving forces and values in that part of the world and in Islam more broadly.

The question is how this can best be accomplished. The Trusts has launched some innovative efforts to better understand the public attitudes of Muslims, their actions and the implications for the future.

Started in 2001, the Pew Research Center's Global Attitudes Survey has been tracking (among other topics) the extent of anti-Americanism in many countries. The results, plus those of other polling organizations, have been analyzed in the center's just-published book *America Against the World: How We Are Different and Why We Are Disliked* by Andrew Kohut, the center's director, and Bruce Stokes, international economics columnist for the *National Journal*. They give us a cogent, up-to-date—and anything but complacent—description of American values and attitudes and explain how our national identity has effects we may not appreciate when we interact with people of other nations.

In another effort, the World Affairs Council, with support from the Trusts and The Glenmede Trust Company, organized a discussion in May among international experts on the complex relationship between Islam and the West. The discussion focused on whether the two cultures are headed toward a “clash of civilizations” or whether our differences are resolvable.

If we are to come to accord, the participants agreed, it will only happen if Americans have an understanding of the many, admittedly intricate and contentious issues involved.

The public pulse in the Philadelphia region toward arts and culture has quickened. The combination of blockbuster exhibitions and the offerings of niche museums and theaters have added significantly to civic life in the region, entertaining and educating visitors and residents of all ages and strengthening our sense of community—and our local pride: *National Geographic Traveler* magazine recently named Philadelphia as “America's Next Great City.”

The Trusts has always had an abiding interest in the vigor of our local arts community. Our significant investments have contributed to a robust arts scene, and Philadelphia has shown the world that when artistic creativity and the preservation of heritage are encouraged, positive things happen for the region's citizens and the economy.

To maintain and enhance this momentum, the Trusts has created the Philadelphia Center for Arts and Heritage as the new home of our Artistic Initiatives. In addition to the practical benefits, being under one roof will foster interdisciplinary collaboration among diverse artists and artistic genres. The center is also an important component in the Trusts' three-part strategy to unite artistic creativity with organizational effectiveness and greater audience access.

The public pulse is a powerful indicator. Locally, we can sense its more rapid beat, making us proud of our past and optimistic and energized about our future. The public's pulse is essential in informing and driving policy in a democracy such as ours, and as a nation we are obliged to understand the pulse that animates other cultures if we are to live productively together on the small planet we all call home. Only by understanding our diversity of opinion and appreciating our common concerns can we hope to deal with the differences that divide us and foster the ties that bind.

Rebecca W. Rimel
President and CEO

Trust

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One Commerce Square
2005 Market Street, Ste. 1700
Philadelphia, PA 19103-7077
Phone 215.575.9050

On the Internet:
www.pewtrusts.org

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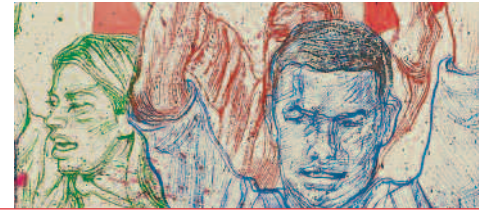
Cover art: David Noyes

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Its Heart Belongs to Data

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What's most in the national interest in the immigration debate? Credible, unbiased information—and that's the work of the Pew Hispanic Center.



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The Pew Charitable Trusts serves the public interest by providing information, advancing policy solutions and supporting civic life. Based in Philadelphia, with an office in Washington, D.C., the Trusts will invest \$248 million in fiscal year 2007 to provide organizations and citizens with fact-based research and practical solutions for challenging issues.

The Trusts, an independent nonprofit, is the sole beneficiary of seven individual charitable funds established between 1948 and 1979 by two sons and two daughters of Sun Oil Company founder Joseph N. Pew and his wife, Mary Anderson Pew.

The official registration and financial information of The Pew Charitable Trusts may be obtained from the Pennsylvania Department of State by calling toll-free, within Pennsylvania, 1.800.732.0999. Registration does not imply endorsement.

ITS HEART BELONG



STO DATA

By Marshall A. Ledger



People on all sides of the immigration debate can rely on the same set of facts, thanks to the Pew Hispanic Center.

May 1—when more than a million people nationwide stayed away from their jobs or school to influence the direction of immigration reform—was called the Day Without Immigrants.

Roberto Suro never has a day without immigrants. He directs the Pew Hispanic Center, which, throughout the nation's extended and highly-charged debate on illegal immigration, has emerged as one of the most-cited sources for facts about Latino immigrants.

Take, for instance, the April 10 issue of *Newsweek*. The week's focus, "Illegals Under Fire," featured a cluster of articles on the immigrant question. The lead story cited the center five times for its research on:

- the percent of U.S.-born children of unauthorized immigrants (64);
- the percent of U.S.-born Latinos who "consider illegals a burden on the country" (28);
- their reasons;
- the public's view on sending illegal immigrants home (53 percent say yes) and on granting "some form of legal status" (40 percent are in favor); and
- the size of the U.S. illegal population (as many as 12 million, up from 5 million in 1996).

The group of articles also referenced data first produced by the center and now so commonly repeated that they effectively belong in the public domain.

Multiple appearances in a single article are one measure of success, yet the center more typically finds its work cited in a broad array of media.

Art by David Noyes



Roberto Suro

On the days surrounding the Day Without Immigrants, the center was cited in at least 100 media—including newspapers in Brazil, Canada, Germany, Mexico, the Netherlands, Portugal and Spain.

Its research finds its way into trade journals (“Mutual Funds Should Heed Hispanic Market,” *Money Management Executive*), the Voice of America and, of course, the U.S. mainstream press. For instance, the day of and the day following President George W. Bush’s Oval Office address to the nation on the immigrant question in May, the *Austin American-Statesman*, *The Christian Science Monitor*, CNN, *The Dallas Morning News*, the *Los Angeles Times* (in two articles), *The New York Times*, the *San Francisco Chronicle* and *The Wichita Eagle* made use of the center’s data.

This attention would lead you to think that the Pew Hispanic Center studies immigration exclusively. Hardly. It also produces reports on the demography, economics and education of Latinos, most of whom are citizens or legal immigrants; on their identity—how they see themselves and their place in U.S. society; on their status in the labor force; on

their politics—participation in elections, their partisan loyalties and views on policy issues; and on remittances—the billions of dollars immigrants send back to their country of origin, how the money is sent and how it is spent.

At the same time, the issue of the moment is undoubtedly immigration—or, more pertinently, illegal immigration, most of it from Mexico and other Latin American countries. Americans “are increasingly concerned about immigration,” noted the study “America’s Immigration Quandary,” conducted nationally and in five cities by the center in conjunction with the Pew Research Center for People and the Press and released in March.

It continued: “A growing number believe that immigrants are a burden to the country, taking jobs and housing and creating strains on the health care system. Yet the public remains largely divided in its views of the overall effect of immigration. Roughly as many believe that newcomers to the U.S. strengthen American society as say they threaten traditional American values, and over the longer term, positive views of Latin American immigrants, in particular, have improved dramatically. Reflecting this ambivalence, the public is split over many of the policy proposals aimed at dealing” with unauthorized migrants.

In acknowledging the divisions and high emotions that the matter engenders, President Bush, in his Oval Office talk, stated that “America needs to conduct this debate on immigration in a reasoned and respectful tone.”

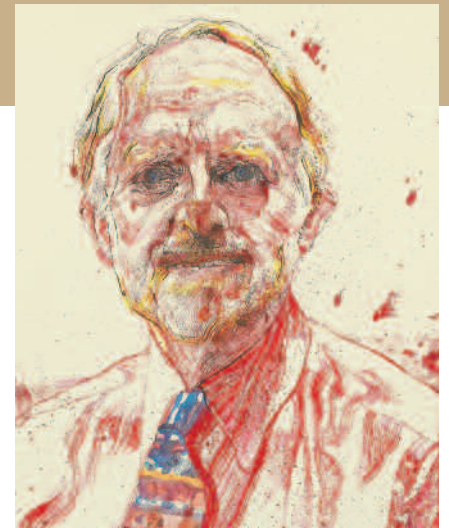
The information from the Pew Hispanic Center—factual, nonpartisan, unbiased, balanced—allows for the possibility of a rational discussion of a highly emotional topic. Its immigration studies focus specifically on trends in migration flows, the characteristics of the foreign-born population and attitudes toward immigration policy issues.

In addition, its research, regardless

of topic, generally tabulates data for U.S.-born and foreign-born Hispanics separately, so any of the information can be particularly relevant in understanding this highly diverse minority group.

“We have provided basic numbers and key understandings of the demographic trends, which all the parties to the debate have accepted,” says Suro. “There’s been a debate over what to do about the numbers, and there’s a very bitter, multi-sided argument over what policy should be, but the debate has basically operated on a common set of facts. People generally agree on the dimensions of the problem and several of its key characteristics.”

THE WORLD THROUGH A



Jeffrey Passel

“Sometimes,” says Roberto Suro, director of the Pew Hispanic Center, when he hears the center’s data quoted, “I feel like raising my hand and saying, ‘Well, just remember they’re estimates—we did the best we could.’”

The estimates, and the continual improvement of the demographic



DEMOGRAPHER'S EYES

methodology, are the province of Jeffrey Passel, senior research associate. The American Statistical Association chose him as a fellow last year “for outstanding contributions to the measurement of population composition and change, with special focus on immigrants and immigration; for the use of data to inform public policy; and for insightful contributions to the understanding of census data.”

The center’s widely-accepted methodology is called the “residual method.” First, the team seeks to determine the legal foreign-born population. The government provides a number, but a demographer has to look farther. The government’s figures do not account for those who become legal immigrants after they are already in the country—for instance, foreign students who gain permission to stay or illegal immigrants who obtain a green card and become legal. Other variables include the number of legal immigrants who die (easy data

to collect), or those who leave the country (Passel and colleagues describe improvements on this measure in the journal *Demography*).

“So,” Passel says, “there’s a little bit of art and a little bit of estimation in matching the demographic concept with the original government number.”

After obtaining a figure for the legal foreign-born group, Passel will subtract it from census or other large-survey data that measure the overall immigrant population in the United States. “That difference, or that residual, is our first estimate of the undocumented population,” he says. He makes adjustments for those who are left out of the surveys, draws on other studies that aim to measure the total U.S. population, and “triangulates” the results against data from Mexico (the home country of most illegal immigrants to this country). “Demographic expertise comes into play in filling in the gaps,” he says.

M.A.L.

“That’s facilitated the discussion,” he continues. “The focus has been more on the actual policy options and alternatives for approaches to the problem rather than the dimensions of the phenomenon itself.”

The center was created at the Trusts’ initiation in 2001, well before the current debate on immigration. “We were responding to a major demographic trend—Hispanics were about to officially overtake African Americans as the nation’s largest minority group,” says Donald Kimelman, the Trusts’ managing director of Information and Civic Initiatives. “Hispanics were clearly going to be a big part of the story of America in the 21st century, and yet the nation was woefully uninformed about the complex nature of the Hispanic population and how it was affecting the larger society.”

In the course of their due diligence on the subject, Kimelman and several of his colleagues interviewed Roberto Suro, who was then a reporter at *The Washington Post*. “We were looking for feedback on the notion of creating a nonpartisan center to study Hispanics: ‘Is this a good idea? What topics should we be covering?’” Kimelman recalls. “Roberto surprised us. He said, ‘Not only is this a good idea, but I’m the guy to make it happen.’”

Suro, who is of Puerto Rican and Ecuadorian descent, is a veteran observer of previous immigration debates. He first wrote extensively about illegal immigration in the United States in the spring of 1976, when he was a reporter for *The Chicago Sun-Times*. He covered the congressional debates on immigration in the 1980s and 1990s for *The New York Times* and *The Washington Post*, and in the ‘90s wrote three books on the immigration phenomenon.

Nothing derailed a potentially substantive discussion faster, he

learned, than the absence of an accepted set of numbers—for instance, the size of the unauthorized population. “People were arguing about the facts before they even got to arguing about the politics,” he recalls.

And too often, the debate never advanced, or political will failed to be converted into law that reflected a coherent, durable strategy. “Now, we’re back looking at the same questions that have been around, really, for 30 years.”

This time around, he says, “the center has hopefully allowed the policy process to leapfrog one stage.”

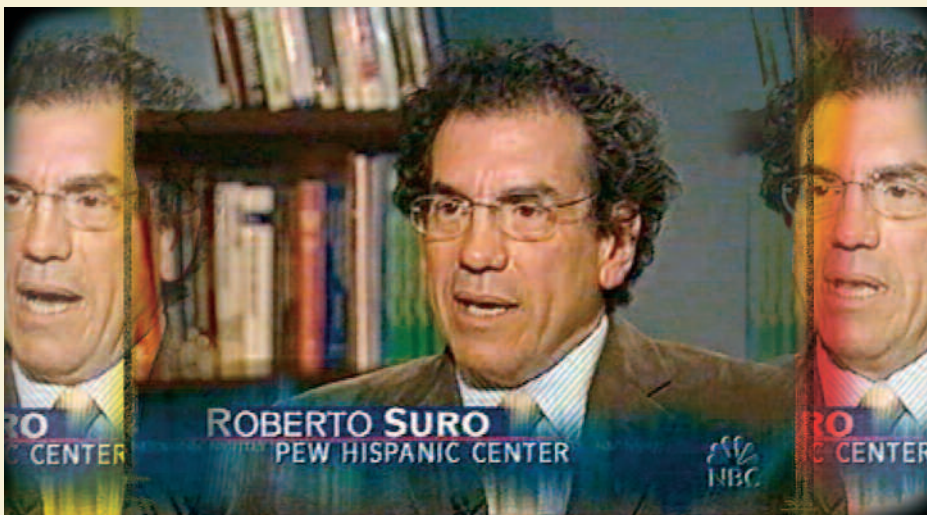
Here’s why:

Results. A few examples: The center’s reports on remittances influenced the decisions of some major multinational banks to expand marketing efforts directed at Latinos. Its report on Hispanic student retention helped lead the President’s Advisory Commission on Educational Excellence for Hispanic Americans to designate the issue as a high priority.

News stories—more than 1,000 last year—cited the center’s data on subjects as diverse as standardized testing, Social Security reform, the war in Iraq, high-school dropout rates, the nature of racial identity and tax cuts.

On immigration, advocates on all sides use the figures. Significantly, the U.S. Senate bill that provided different options for immigrants who had been in the United States for more than five years, from two to five years, and less than two years, based those phases on a center study of largely unauthorized Mexican immigrants who reported distinctive intentions about remaining in the country according to those time periods.

Experience. Says Suro: “We’ve been laboring at it for a long time and gotten some credibility, so when the debate took off, people readily accepted our data as at least a basic starting point.”



Suro on *Nightly News* the day after the Day Without Immigrants: “What elective leaders are going to be watching is how non-Hispanics react. Are they persuaded, are they moved to think more sympathetically, or was it just a blip on the screen?”

Expertise, which is hardly limited to Suro’s. For instance, Jeffery S. Passel, who is a senior research associate at the center, is a nationally known expert on immigration to the United States and the demography of racial and ethnic groups. Last year, he was elected a fellow of the American Statistical Association. (See box on pages 4-5.)

Transparency. “We go to great lengths to publish our methodology,” Suro notes. Passel’s articles have appeared in academic journals, including the current issue of *Demography*, the field’s leading periodical. He can analyze the work “in more wonkish detail than anybody other than a specialist would want to look at,” Suro says with a smile.

“But in the field, among other people who work with these numbers, they know exactly what he’s done and how he came to his conclusions. He presents the methodology at conferences and collaborates with others, so there’s a lot of contact with other experts in the field to make sure that we’re doing the right thing, to let them know what we’re doing, so they can critique it. It’s all done out in the open. And we reference it in all of our papers.”

Staying out of the fray. “We scrupulously avoid any kind of advocacy,” says Suro. “Time and again, when we release a number, people on very different sides will all cite our work and draw completely different conclusions. And even when, at times, people on any side of this debate find fault with some aspect of our work, they will then go ahead and cite other aspects of it.”

Suro is often asked to take part in panels or broadcast-media debates. He usually avoids appearances if advocates are also invited, although, in that case, he offers to speak first “to lay out the landscape,” he says. “Then the advocates come in and argue about what it means. That’s the typical formula.”

Outreach. The center’s experts have been invited to present their reports to, among others, the White House, those on Capitol Hill, agencies such as the Department of State and the Department of Homeland Security, and to branches of the Mexican government. “We describe our range of findings, how we went about the research and what we think it means—statistical analyses, that is, not policy analyses,” says Suro.

“We do tabulations that help explain

the numbers and put them in context. For instance, sometimes you've got to take two numbers and sort of hold them against each other—it's in the comparison of two numbers that you get the meaning.

"We don't do policy analysis per se that would, for example, argue that if you adopted policy solution X, Y would be the result, or that policy solution Z won't work because of the following demographic factors. That self-imposed limitation, I think, has added to our credibility."

In asking questions, audiences typically want more specifics, especially something to bolster a point of view. "These are all people who are involved in the policy process, and they're smart folks," says Suro. "They're looking for data that either support or counter a specific policy position, so they'll ask factual questions but specifically related to policy issues. For instance, 'Say you're going to have a temporary worker program that would require people

to go back after six years—what does your research say about that kind of possibility?' We can present the findings without entering into the argument, even though the questions are often pointed."

Sometimes, the center learns that the data are being used very selectively to make a partisan point, but it keeps hands off as long as the data are being cited accurately and not being manipulated or misused. If that were the case, Suro's team might offer to explain the numbers again. But if it is simply a matter of interpretation, "it's none of my business," says Suro. "There's very little on this subject that's unambiguous. People will then find clarity for their own purposes. But we can't try to edit that.

"It works out fine," he adds, "because, at this point, people on both sides are doing it. And it's more than both sides. There are about five different sides to this thing now."

Strict neutrality gives the center a pivotal role—much closer to the action of the debate than a reporter can enjoy. As Suro points out, a reporter is in the press box, not on the playing field. The center is on the playing field, but participating in a controlled way by simply providing facts.

"It's a unique role played by a Pew information project," he continues, alluding to the Pew Research Center, of which the Pew Hispanic Center is a part. "I mean, there's really no other body, not just on this debate but in general, that has taken this approach to public policy issues. It seems marvelously common-sensical and obvious, but, remarkably enough, there's no one else who does it."

Many research organizations, he adds, explicitly promote one avenue of policy solutions; many university-based scholars, even though they analyze their data scrupulously and rigorously, offer specific policy recom-

mendations, choosing to become associated with a point of view. And others may have a sub-text of seeking further funding, which might affect impartiality.

To exemplify the importance of agreement on facts, consider the number of illegal immigrants. Researchers at Bear Stearns Asset Management, Inc., estimated 20 million as of January 2005. The Office of Immigration Statistics of the U.S. Citizenship and Immigration Services (formerly Immigration and Naturalization Services) estimated 7 million as of January 2000 (it has not updated this figure of January 2003). Yet the number mentioned by President Bush, members of Congress and media of all sorts, not to mention Jay Leno, is the center's estimated 11.5-12 million. (The report that released this figure was prepared for the Independent Task Force on Immigration and America's Future, a bipartisan commission co-chaired by former Senator Spencer Abraham, R-Mich., and former Congressman Lee Hamilton, D-Ind., and convened by the Migration Policy Institute, in partnership with the Manhattan Institute and the Woodrow Wilson International Center for Scholars.)

Most often, the source of the number is not cited. "They don't say 'the Pew estimates' or 'the Pew Hispanic Center' anymore," says Suro. "They've just kind of been accepted—which is totally fine by us. We're not looking for credit. We're just out there saying, 'We're just trying to give you the best information available, so that when you try to form policy, you're doing it on the basis of good research.'" ■

For all of the Pew Hispanic Center's research, surveys, datasets and publications, go to its Web site at <http://pewhispanic.org>. The center is located at 1615 L Street, NW, Suite 700, Washington, DC 20036-5610, and its phone number is 202.419.3600.

Marshall Ledger is editor of Trust.





Suite on Arts and Heritage

By Denise Portner



The artwork on pages 8 and 10-11 was done by Pew fellows in the arts and is on display in the main public spaces at the Philadelphia Center for Arts and Heritage.

Top:

In the center's Panel Room: Eileen Neff (fellow, 1994), *Night Falls*, 2001. C-print, 40" x 110 3/4".
Courtesy of the artist and Locks Gallery, Philadelphia.

Bottom:

In the reception area: Stuart Netsky (fellow, 1995), *Heat Lightning*, 2005. Sign enamel and resin on aluminum, 60" x 60".
Courtesy of the artist and Locks Gallery, Philadelphia.

The new center housing the Trusts' Artistic Initiatives expands possibilities for creativity and organizational effectiveness.

In the arts, more is not necessarily better—but more has only served to improve the Trusts' Artistic Initiatives.

Begun with a single entity, a music project in 1989, the program has grown to include other discipline-focused projects in dance, history, theater and the visual arts as well as a fellowship program in diverse art fields. The initiatives support dozens of performances, exhibitions and other public programs, and encourage high levels of artistic and management capacity through seminars, publications and other activities.

Several external evaluations have concluded that the initiatives have been individually successful and that collectively they have helped reinvigorate the Philadelphia arts scene. Artists, arts organizations, the various disciplines, local audiences—all have benefited, as has the city.

To help take the region's cultural community to even greater heights, the Trusts combined the operations of the Artistic Initiatives into a single, comprehensive Philadelphia Center for Arts and Heritage, which opened in Center City last fall.

Administered by the University of the Arts, the center pools the individual strengths of the initiatives and bridges the barriers between their respective disciplines. It also includes a project that helps strengthen the management and operations of cultural organizations in the region.

As Marian Godfrey, managing director of Culture and Civic Initiatives at the Trusts, notes, the center will enjoy modest administrative efficiencies, but “these projects have already been run so incredibly leanly that this is not about cost-cutting. The center will certainly take advantage of economies of scale. More importantly, it's about freeing up the intellectual

capital of the people who work in these initiatives, as well as the artists and organizations they fund.

“It's about creating an environment where there's more human capacity to explore the kinds of high-quality, adventurous projects that the initiatives have always stimulated—and, in addition, to inspire new kinds of interdisciplinary collaboration.”

Trust asked Godfrey to elaborate.

Godfrey: We were looking to refresh our investment in the local arts and culture community with new approaches. We've seen that some of the most important new work is in crossing boundaries and challenging established forms and expectations. We therefore wanted to create an administrative center whose culture is designed to promote partnering and sharing ideas.

Trust: Are you referring to interdisciplinary collaborations?

Godfrey: Yes, and there's another realm, too, and that is the flowering of artists and organizations that, in their own work, are more cross-cutting in the forms they use.

Some examples are Pig Iron Theater, Headlong Dance Theatre, New Paradise Laboratories and the individual artist Thaddeus Phillips, all supported by the Trusts' Artistic Initiatives. Their productions can best be described as performance incorporating theater, dance, music, sound and visual expression—all brought together by artists using tools from various disciplines to make one piece of work.

This is different from one organization collaborating with another. The piece itself is increasingly likely to cross boundaries. It can't be easily defined as either theater or dance or visual arts.

Trust: Is this a relatively recent direction for artists?

Godfrey: More and more of this work is emerging, and we want to make it easier to fund it through our programs. A project should not have to be bound by traditional definitions of music or dance to be eligible for support.

We have already been cultivating these interdisciplinary categories through the Pew Fellowships in the Arts, but we want to find even more ways of fostering work that doesn't fit neatly into conventional descriptions of what art is.

Trust: How might this apply to specific Artistic Initiatives?

Godfrey: Well, the Heritage Philadelphia Program is in the midst of a really interesting conversation involving several directors about how interpretation of history as well as historic sites and buildings could be enlivened by music, dance, theater or visual art—how our collective history could be more compelling if multiple formats were used to tell it.

Trust: At the sites?

Godfrey: At the sites or in the streets. We've talked a lot recently about how to activate the city as a museum and at the same time how to bring more creative ferment into these individual sites. That's something we're just beginning to explore.

Dance Advance has grown in similar ways. With its second grant from the Trust for Mutual Understanding, the company is developing projects in which Polish and Romanian choreographers work with the Philadelphia dancers. They perform in all three countries.

Collaborations like these are so

stimulating to the artists involved. The audiences love them, too—who doesn't enjoy seeing variations on a theme they think they know so well? The arts are precisely about seeing and interpreting life in new ways. We need to be constantly feeding that spirit by funding the artist's vision in the conceptual stage.

Trust: Artistic life isn't always gregarious.

Godfrey: It can be a solitary endeavor, and the steps to success are not defined or assured as they are in some professions. Because of that, the more infrastructure we can offer, the more helpful we can be.

Trust: The initiative directors benefit as well, no doubt.

Godfrey: Well, being housed in one place definitely makes it easier for them to share information about what they're up to. In the corridors and at lunch—if they want to try to figure out more ways to work together, it's just easier to set up the conversation.

The administrators get to literally see the work that one another is doing because they can go into the panel room and watch the slides or the work samples or whatever. They will be stimulated by one another's ideas on a daily basis, and actually that's already happening.

They're talking with one another in a different way than they ever did when they had to either pick up the phone or walk across town. That's just human nature, I think. And it's working.

Trust: What have been the noticeable benefits so far?

Godfrey: Paula Marincola, the director of the Philadelphia Exhibitions Initiative, and Matt Levy, the director of the Philadelphia Music Project, are

working together to develop guidelines for a new program that would provide technical assistance and professional development for interdisciplinary projects or people who want to work on those kinds of projects.

So we're implementing a kind of framework for people to be able to explore planning projects.

Trust: We notice that the center is not merely about artists.

Godfrey: It was natural to include the Philadelphia Cultural Management Initiative there. Although clearly it's not an artistic effort, it allows for more holistic thinking about providing professional growth to artists and arts organizations.

Up until now, our work with this initiative has been partly about management technical assistance, and our work with the artistic initiatives has been partly about artistic technical assistance. In reality—just as with artistic disciplines—there's not such a clear distinction between the two, particularly for a small company where everybody does everything and every administrative decision has a direct impact on the art and vice versa.

And so to be able to think more comprehensively about technical assistance and professional development and not have to make a distinction of "Is this art?" or "Is this management?"—this, I think, is going to be very helpful to the organizations and to our own thinking about how we continue to support our programs.

Trust: Again, conventional distinctions fall by the wayside.

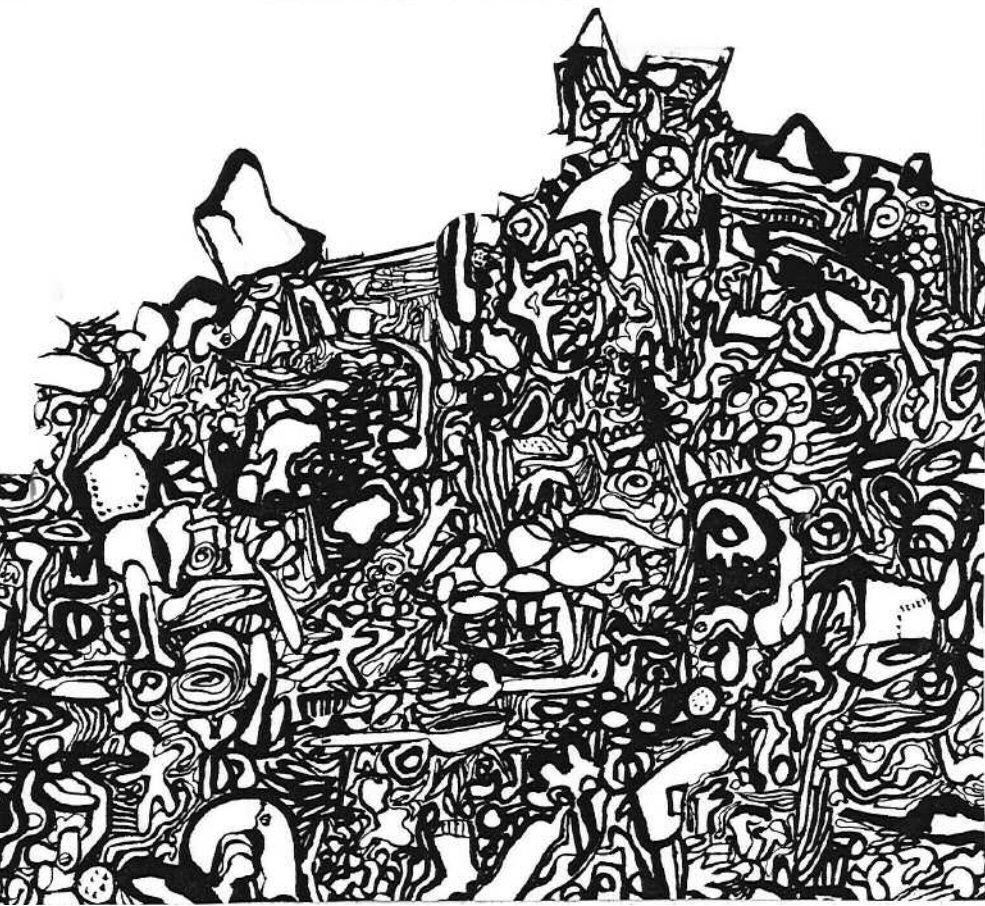
Godfrey: Yes. Here's an example. Martin Cohen, the cultural management initiative's director, is working on a legacy project with about 20 long-time leaders of local cultural organizations, artists as well as managers.

In Conference Room A: Astrid Bowlby (fellow, 2005), *Untitled*, 2006. Ink on cut paper, variable dimensions, installed on a wall 114" x 170". Courtesy of the artist and Gallery Joe, Philadelphia.



The Constellation at the

- **Dance Advance** (begun in 1993), directed by Bill Bissell, promotes projects in dance in the five-county region of Pennsylvania surrounding, and including, the city of Philadelphia.
- **The Heritage Philadelphia Program** (1999), led by interim director Paula Marincola, supports history programs and the historic preservation of buildings in the Philadelphia region by encouraging and enhancing humanities-based programming grounded in contemporary scholarship.
- **The Pew Fellowships in the Arts** (1991), directed by Melissa Franklin, awards grants of \$50,000 to artists working in a wide variety of performing, visual and literary disciplines so that they may have the oppor-



Philadelphia Center for Arts and Heritage

tunity to dedicate themselves to creative pursuits exclusively.

- The *Philadelphia Cultural Management Initiative* (2002), directed by Martin Cohen, offers access to knowledge and resources to strengthen the management and operations of cultural organizations in the five-county Philadelphia metropolitan area.
- The *Philadelphia Exhibitions Initiative* (1997), directed by Paula Marincola, stimulates artistic development in the regional visual-arts community by supporting public visual-arts exhibitions and accompanying publications of high artistic caliber and cultural significance as they are relevant to the missions of the participating organizations.
- The *Philadelphia Music Project* (1989), directed by Matt Levy, fosters artistic excellence and innovation in the region's nonprofit music community by supporting adventurous programming that contributes to the advancement of participating organizations and by maintaining a comprehensive professional development program.
- The *Philadelphia Theatre Initiative* (1996), directed by Fran Kumin, provides theater professionals with the resources to create or present projects of the highest standards, expand the programming range and develop a sense of community through the exchange of ideas, information and resources.

Discussions focus on the way they have been thinking about transitioning either within their organizations or out of them into retirement and what they want to leave behind, if they are thinking of moving on.

Martin has addressed this in a way that does not separate management issues from artistic concerns. They all involve the legacy of these people who are leading these organizations, so that the discussion takes on both the artistic and management questions of what it takes to lead an organization, and then also what it takes to make sure the organization is in good hands if you decide to leave.

Here is another example. There is a conversation going on in the community now on how individual artists, or artists who are leaders of small, artist-founded organizations, learn to be better managers of their own professional lives, meaning not only their careers as individual artists but also their organizations. Melissa Franklin, who directs both the center and the fellowships program, has been involved with this.

Previously, this kind of conversation always happened from the point of view of the manager. Now the artists are picking up on it, and I think that's going to be a very fruitful area of development that these projects can help with.

Collaboration, discussion of areas of concern for artists and organizations—these are very hard even with everything going for it. We want to reduce the barriers to make it more likely that these types of efforts will be feasible. ■

The Philadelphia Center for Arts and Heritage is located at 1608 Walnut Street, 18th Floor, Philadelphia, PA 19103. Its phone number is 267.350.4900, and its Web site is www.pcah.us.

Denise Portner is a vice president of Tierney Communications in Philadelphia.

The Muslim
Awakening
of
the
West



By Sandra Salmans

**A CONFERENCE AT THE WORLD AFFAIRS COUNCIL
OF PHILADELPHIA RAISES IDEAS THAT MAY BE THE
BASIS OF FUTURE FOREIGN POLICY.**

9/11. Iraq. Iran. Hamas.

For many people, these summon up a flood of images of radical Islam, *jihad*, nuclear weapons, suicide bombers—in a word, terror. It is the stuff of headlines—and, throughout much of the West, of fear.

In an effort to get beyond the headlines and the fear, the World Affairs Council of Philadelphia, in partnership with the Trusts, sponsored a conference this spring on Islam and the West.

The occasion was also an opportunity to honor Bernard Lewis, the doyen of Middle East historians who for decades has interpreted the world of Islam for the West. Dick Cheney, in luncheon remarks honoring Lewis, called him “always objective, thoroughly candid and completely independent” as well as steeped in knowledge and rigorously disciplined of mind.

And so it was appropriate that Lewis, in his remarks, made one of the most incisive comments. The conference’s title was oddly discrepant, he noted, because “Islam is a religion, a civilization, while the West is a compass

A Synopsis of the Day

The World Affairs Council of Philadelphia conference “Islam and the West,” co-sponsored by The Glenmede Trust Company and The Pew Charitable Trusts, was held on the occasion of the 90th birthday of Bernard Lewis, Ph.D., the Princeton University professor emeritus and leading scholar of the history of Islam, particularly in the Middle East. (His publications include *The Muslim Awakening of Europe* and *What Went Wrong? The Clash Between Islam and Modernity in the Middle East*.) The event was moderated by PBS journalist Judy Woodruff.

Guest speakers in the morning included Vice President Dick Cheney, who spoke briefly to honor Lewis; Senator Joseph R. Biden Jr. of Delaware, who offered a peace plan for Iraq that he said would attempt to head off civil war by dividing the country into three largely autonomous provinces—Sunni, Shiite and Kurdish—under a limited central government; and former Secretary of State Henry A. Kissinger, Ph.D., who offered his thoughts on Iraq and Iran.

The afternoon offered two panels. The first, on American interests and the Middle East, featured Francis Fukuyama, Ph.D., the Bernard L. Schwartz Professor of International Political Economy at Johns Hopkins University; Walter Russell Mead, the Henry A. Kissinger Senior Fellow for U.S. Foreign Policy at the Council on Foreign Relations in New York as well as project director of religion and foreign policy at the Pew Forum on Religion & Public Life; and Akbar Ahmed, Ph.D., the Ibn Khaldun Chair of Islamic Studies at American University.

The second panel, “Europe: A Fracturing Union?” included Josef Joffe, Ph.D., publisher and editor of the German newspaper *Die Zeit*; Fouad Ajami, Ph.D., professor and director of Middle East studies at Johns Hopkins; and Somali-born Ayaan Hirsi Ali, then a member of Parliament in the Netherlands. Shortly after the conference, Hirsi Ali, who has been subjected to death threats by Islamic extremists and was protected by armed guards, yielded to pressure from the Dutch government and announced she would be leaving the country to join the American Enterprise Institute in the United States.

point—vague, imprecise and ill-defined”—which accurately expresses “the self-perception of the Western world at the present time.

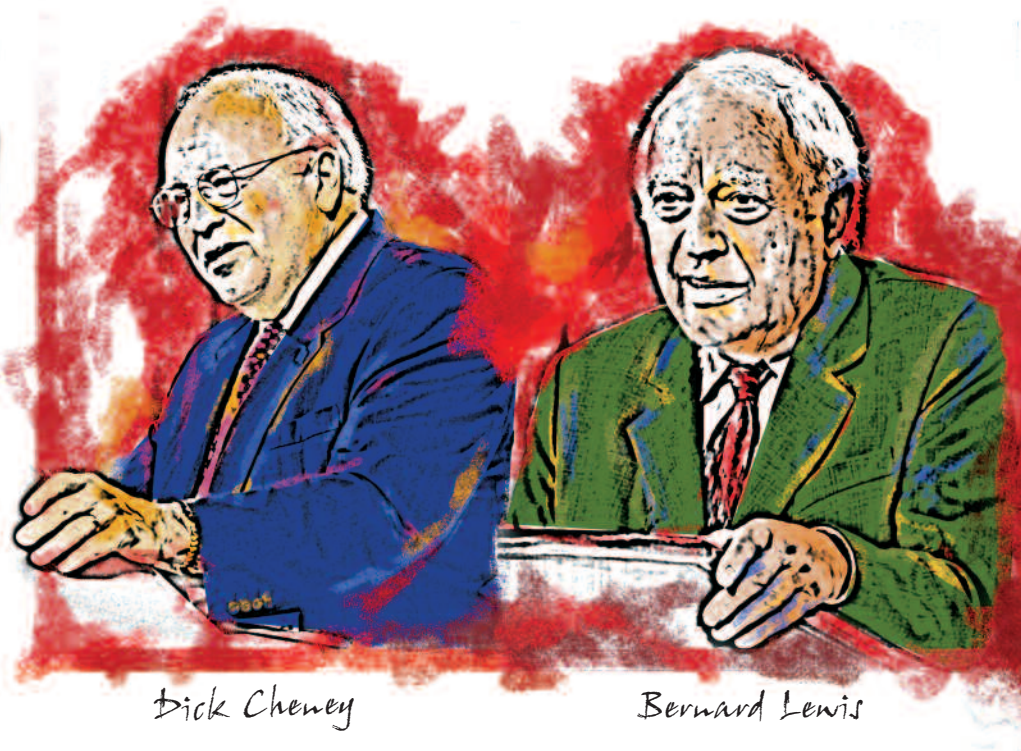
“We really don’t know who we are or what we stand for . . . in confrontation with the various adversaries we from time to time identify,” he said, pointing out that, over the centuries, roughly the same geographic area has been known as the Free World, Europe and, in the remote past, Christendom. Religion and state have been disjoined in the West, he noted, while they are united in the Islamic world.

Lewis spoke at the end of a day filled with such acute and wry observations, as academics and politicians explored the reasons for the many challenges that Islam poses for the West and offered possible solutions. Some speakers portrayed a gloomy vision of an apocalyptic “clash of civilizations,” the now-famous phrase coined by Lewis in a prescient article in *The Atlantic Monthly* in 1990.

Most described angst over how best to save the situation in Iraq and generally agreed that a precipitous withdrawal would be a disaster not only for that country but also for the entire world.

“Neighboring countries would rush in to fill the vacuum,” Henry Kissinger predicted. Iran would be “sorely tempted” to take over the southern, Shiite part of Iraq, and Turkey might face the rise of a Kurdish state within its borders. “Jihadists would achieve a greater voice” in Southeast Asian countries with large Muslim populations as well as within Europe, he said. All told, the result would bring the United States back to the region in some manner, possibly as part of an international coalition.

Some speakers expressed even greater concern over Iran’s potential emergence as a nuclear power. While a few presenters sounded encourag-



Dick Cheney

Bernard Lewis

ing notes, the consensus was that, at best, conflict with Islam was a condition that the West will likely confront for years to come.

Islam and the United States

The good news, according to the three academics on the morning panel, was that the United States was not the sole focus of the wrath of radical Islamists.

The bad news: The “clash of civilizations”—the collision between capitalism and modernity on the one hand, and a society circumscribed by fundamental Islam on the other—was not going to end anytime soon. In fact, warned Walter Russell Mead, the “better we are”—the more sophisticated our science, the stronger our economy—the more difficult it becomes for the more restricted and rule-bound Islamic nations to accept.

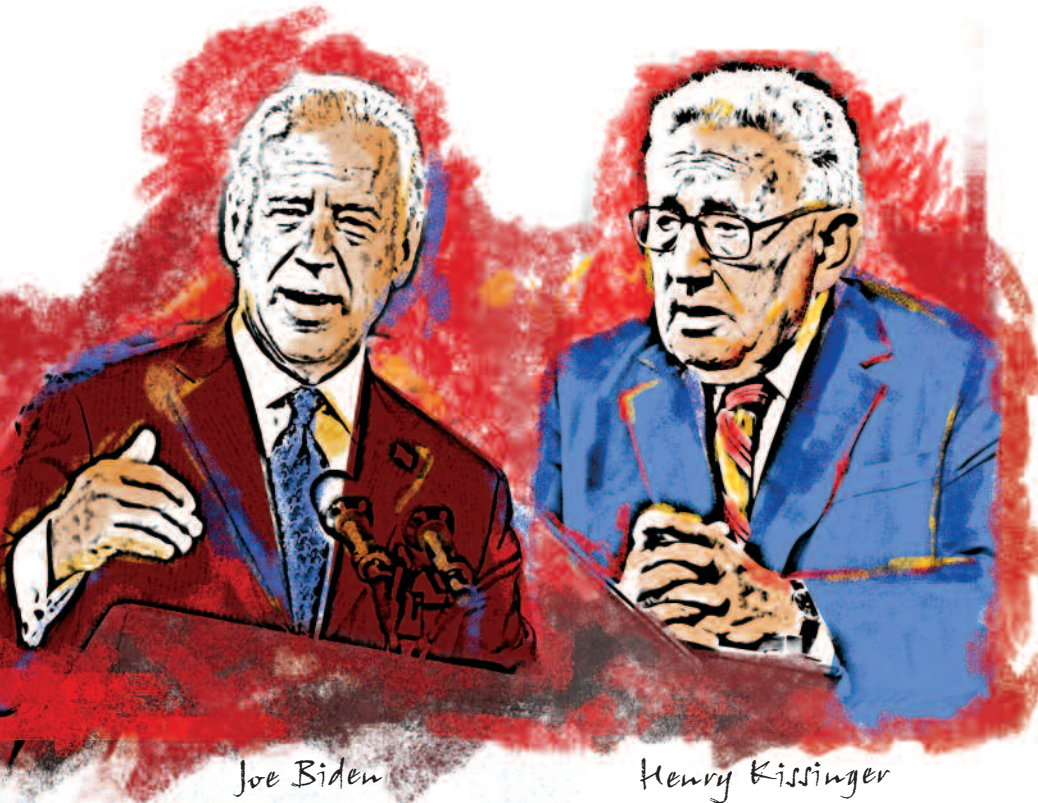
It is that confrontation between Islamic and Western civilizations that produces the hatred of people such as Mohammed Atta, the most recognized of the suicide terrorists who flew

planes into the World Trade Center, noted Francis Fukuyama, who pointed out that Atta did not learn to hate the West at a *madrasa*, or religious school, in his native Saudi Arabia, but while studying engineering in Hamburg, Germany.

“The human species is facing a huge historical, culture problem, and we’re as much a part of it as anyone,” said Mead. “For reasons that have very little to do with the U.S., we need to face the fact that we’ll be living with this for a very long time.”

At one time, he said, the Arab world looked upon the U.S. more favorably than on other Western powers because—unlike the British and the French, for example—it did not have the legacy of colonization.

But now the United States has been reviled, and not only by Arabs. As Akbar Ahmed observed, Arabs represent less than 20 percent of the world’s Muslims. “The problem is global—Indonesia, Iran,” he said. “It’s not an Arab world anymore, it’s an Islamic world. If you don’t understand this, you’re deluding yourself.”



Joe Biden

Henry Kissinger

The solution, in part, is to try to bridge the gap between the U.S. and the Muslim world, particularly by reaching out to the friendly nations. Americans need to recognize that the Arab world is heterogeneous. “I hear words like *Islamist*, *jihadi*,” Ahmed said. “What is this? Most of the Islamic world is mainstream.”

While some Muslim countries are the greatest terrorist states in the world, he said, other Muslim countries are the U.S.’s greatest allies. He recommended that the United States develop economic ties to more countries in the Middle East and encourage Saudi Arabia—among the richest and friendliest nations—to nurture the economic development of its neighbors.

According to Ahmed, the United States was also overlooking an important resource within its own borders. “Why don’t you use your friends?” he asked. “For the last five years, the greatest ally of America is the American Muslim community.” Yet, he added, it has been demonized and marginal-

ized. He repeatedly stressed the need for Americans—who, even living abroad, are hidden behind high walls—to get out and meet Muslims, at home and elsewhere.

Islam and Europe

Immediately after 9/11, said Fouad Ajami, Europeans thought that it was the Americans who had a crisis. Then came Madrid—the coordinated bombings against commuter trains in March 2004 that killed 192 people; Amsterdam—the murder of Dutch filmmaker Theo van Gogh in November 2004 after the screening of his film *Submission*, about violence against women in Islamic societies; London—the suicide bombs planted on subways and buses in July 2005 by individuals living in England; Paris and numerous other cities in France—three weeks of arson and scattered rioting last fall by angry young immigrants, most of them Muslim, after the accidental slaying of two North African youths; and Denmark, where the publication of cartoons mocking the Prophet Muhammad touched off a tidal wave

of fury that swept over much of the Muslim world earlier this year.

With these events, said Ajami, “Europeans now understand that they have their own war with radical Islam.”

A key difference between the United States and Europe is that, as Josef Joffe observed, Europe’s terrorists were “homegrown.” Although several million Muslims live in the United States, they have assimilated far more than those in Europe.

In fact, some of the speakers said, Muslim immigrants to Europe were more likely to be radical Islamists than Muslims who had remained in their own countries. When he listens to call-in shows on Al Jazeera, the Arab news network based in Qatar, Ajami said, the callers from Yemen and Damascus sound comparatively moderate. By contrast, the radicals phone in from Europe—“I’m calling from the land of unbelievers.”

Why has Europe become a breeding ground for radical Islam while the United States has not?

One reason, the panelists agreed, is that Europe’s economies are relatively stagnant, offering few opportunities for immigrants to move ahead. While the welfare states of Europe offer a soft landing for immigrants, they also deprive them of the motivation to make something of themselves through education and hard work.

Indeed, the situation has become more critical over time: Statistically, noted Joffe, the third generation of Turks living in Germany is faring worse than their grandparents.

Secondly, assimilation is more difficult in Europe. While America may not be truly a melting pot, it is easier to blend in. “You buy an SUV, shop ’til you drop, eat turkey on Thanksgiving—there are a number of ways to go up the ladder of integration in America,” suggested Joffe, only partly in jest.

More seriously, he added, American nationality “is a matter of documents—the Declaration of Independence, the Constitution.” But in Europe, where the nation-state was invented, the sense of what it means to be Dutch or French or British is more complex.

“You can become British, but it takes a generation to become English,” interjected Lewis, who was born in England and arrived in the United States in 1974. More pointedly, he added, “In 1,000 years, Germans couldn’t accept 6 million Jews. What hope is there to accept 2 million Turks?”

In fact, the panelists agreed, the Holocaust itself offered another explanation of why Europe has nurtured radical Islamists.

Exhausted by its own two world wars, horrified by Nazi genocide, Europe has sought to appease rather than confront.

“The fight got kicked out of Europe in the 20th century,” said Joffe. After the Holocaust, “We said, ‘Never again, we will never be racist again, we will not draw distinctions between us and the other.’ In the process, we went overboard.”

The legacy of World War II, Ayaan Hirsi Ali concurred, was that Europe refused to keep records that classified people by religion or ethnic group. “In Europe,” she said, “we’ve forgotten how to draw the line.”

But it is precisely that line that needs to be drawn, the panelists agreed. “There’s nothing wrong with people seeking new lives and new lands, as long as they show respect for the new lives and new lands,” said Ajami—who, like many of the speakers, was an immigrant himself, having left Lebanon for the United States. “You should not apologize for asking people to be Danish or Dutch.”

In fact, several speakers said, there was a moral imperative to not apologize. “We fought bloody wars to separate church from state,” said



Ayaan Hirsi Ali

Akbar Ahmed

Clash of Perceptions

Do people in the West generally see those in predominantly Muslim countries in a rather one-sided way? Yes—and the narrow perceptions are reciprocated. Many in the West see Muslims as fanatical, violent, and as lacking tolerance. Meanwhile, Muslims in the Middle East and Asia generally see Westerners as selfish, immoral and greedy as well as violent and fanatical.

This considerable divide has been documented in the latest survey of the Pew Global Attitudes Project, an effort of the Pew Research Center. Conducted among some 14,000 people in 13 nations, the survey finds that publics of predominantly Muslim nations have an aggrieved view of the West, and they feel much more embittered toward people in the West than vice versa.

In one of the survey’s most striking findings, majorities in Indonesia, Turkey, Egypt and Jordan say that they do not believe groups of Arabs carried out the 9/11 terrorist attacks. In addition, anti-Jewish sentiment remains overwhelming in predominantly Muslim countries.

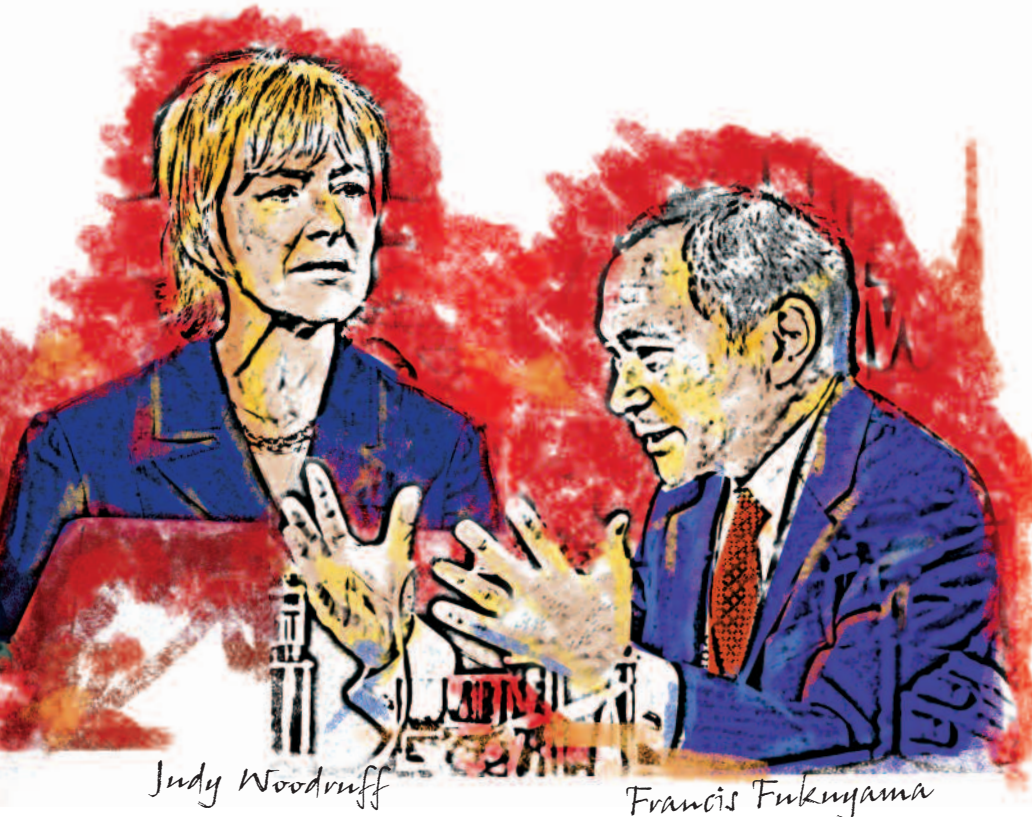
For their part, Westerners are broadly skeptical of Muslim values. Many Westerners, including solid majorities of the general publics in Germany and Spain, say that there is a conflict between being a devout Muslim and living in a modern society. And Westerners are less optimistic about the prospects for democracy in the Muslim world than are Muslims themselves.

In a rare point of agreement, Westerners and Muslims both believe that Muslim nations should be more economically prosperous than they are today.

But they gauge the problem quite differently. Muslim publics are much more likely than Americans or Western Europeans to blame Western policies for their own lack of prosperity. For their part, Western publics point to government corruption, lack of education and Islamic fundamentalism as the biggest obstacles to Muslim prosperity.

Other key findings include:

- *European Muslims’ more moderate outlook.* For the first time, the Global Attitudes Project conducted interviews with Muslim minorities in



Judy Woodruff

Francis Fukuyama

four Western European countries—Great Britain, Spain, Germany and France.

While Europe's Muslim minorities are about as likely as Muslims elsewhere to see relations between Westerners and Muslims as generally bad, they more often associate positive attributes to Westerners, including tolerance, generosity and respect for women. European Muslims also are less likely than non-Muslims in Europe to believe that there is a conflict between modernity and being a devout Muslim.

- *Decline in Muslim support for terrorism.* In Jordan, Pakistan and Indonesia, there have been substantial declines in the percentages saying suicide bombings and other forms of violence against civilian targets can be justified to defend Islam against its enemies.

The shift has been especially dramatic in Jordan, likely in response to the devastating terrorist attack in Amman last year; 29 percent of Jordanians view suicide attacks as often or sometimes

justified, down from 57 percent in May 2005.

- *Flashpoints in relations.* Western publics, by lopsided margins, do not think of Muslims as “respectful of women.” In turn, Muslims in predominantly Muslim countries say the same about Westerners.

And perhaps no issue highlights the divide between Muslims and the West more clearly than their responses to the uproar this past winter over cartoon depictions of Muhammad. Muslim publics blame the controversy on Western nations' disrespect for the Islamic religion. In contrast, majorities of Americans and Western Europeans more often say Muslims' intolerance to different points of view is more to blame.

The full survey is available at the Pew Global Attitude's Web site, <http://pewglobal.org>. See page 27 for a description of the new book *America Against the World*, an analysis of the rise in anti-Americanism drawn largely from the work of the Pew Global Attitudes Project.

Joffe. “It would behoove us to say, ‘These are our values, we need to stand up for them.’”

In doing otherwise, said Hirs Ali, “I see condescension.” At the same time, she added, to insist on Western mores in the West is “explosive but unavoidable.”

For Hirs Ali, who had written the van Gogh film *Submission*, women's rights represent the single most important issue facing the West in coming to terms with Islam. According to her, the West has been too tolerant of Islam's subjugation of women—a principle that, she maintained, is embedded in the Koran.

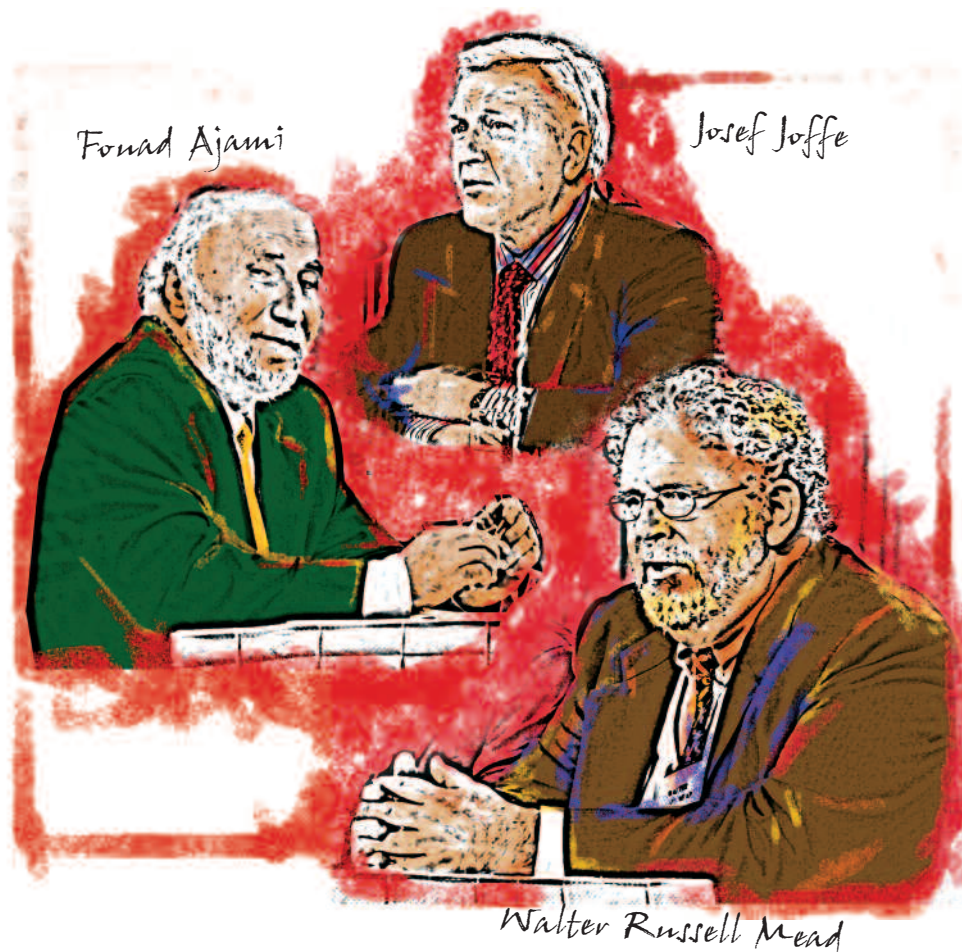
The West has tried to steer an impossible course between radical Islam's treatment of women and its own value system, she asserted: “To say, ‘respect human rights and also have *sharia* [Islamic law]’—that's not going to work.”

As an example, she cited the new Iraqi constitution, which includes an “according to their choice” provision stating that Iraqis are free to choose their family laws according to their own religion. Washington hailed this compromise. That, said Hirs Ali, “shows that people in the West don't understand.”

Bernard Lewis

Like the Islamic societies he has studied for more than 60 years, Bernard Lewis takes a long view of history. Almost as if it occurred the other day, he conjured up the ancient clash between medieval Islam and the Christian crusaders.

Despite—or perhaps because of—their longstanding warfare, he said, Islam and Christendom were “as alike as peas in a pod.” In both cases, worshippers believed that they were the unique recipients of God's word, and that they had a God-given mission to spread that word; they also believed in the apocalypse. The result: “the



Crusades and *jihad*, conquest and reconquest.”

For the West, this is ancient history—and, as Lewis noted, “In our society, *history* means ‘over.’”

In Islamic society, however, what happened centuries ago still shapes how Muslims see themselves and the rest of the world, he said. Osama bin Laden relied on that historical sense when he said, in one of his pronouncements, “For more than 80 years, we [the Muslim world] have been suffering humiliation.” He was referring, Lewis explained, to the suppression of the caliphate by the Turkish Republic in 1924, the partitioning of the last of the great Muslim empires.

To understand Muslims, the West needs to understand that history, Lewis noted. It is simplistic merely to state, as the U.S. Government frequently does, that the West is fighting terror, because terror is not an enemy but a tactic, he said, adding, “It is useful to know the issues and the enemy. We

have shown surprising reluctance to identify either.”

A similar kind of ignorance seems to afflict the West in its attempt to graft Western-style democracy onto Islamic countries through immediate elections. Lewis said it was “absurd” to believe that Jeffersonian democracy could be transplanted. Free elections, he added, should be the end-point, not the start, of the process.

Still, he said, the concept of democracy is not entirely alien: Historically, “the traditional Islamic government was authoritative but not despotic. Consultation is mandated in the Koran. There are precedents for limited, consensual and contractual governments.”

Ironically, Lewis said, it is Europe that can be blamed for the spread of despotism in the Middle East.

In his view, the problem began in the 19th century, when Middle Eastern

rulers became aware that they were falling behind the modern world and so, desperate to catch up, they adopted European systems such as strengthening the power of the state. Then, in 1940, when France fell to the Nazis, much of the colonial empire chose to side with Vichy France rather than de Gaulle, a choice that left many countries in the Middle East open to the Nazi ideology and style of government.

A strong advocate of invading Iraq, Lewis admitted that he had not foreseen the current crisis there. His worst-case scenario, he said, foresees the continuation of a bitter struggle between Christendom and Islam, leading to racial and religious wars “throughout Europe and beyond” and mutual destruction, with the future—“if there is one”—left to China and India, the “undoubted superpowers of the late 21st century.”

His best-case scenario anticipates the development of open, democratic societies in the Middle East.

Lewis said he is hopeful that the latter scenario will prevail, based on signs of nascent democratic movements in Iraq, Iran, Syria, Egypt and other countries, and particularly the way Iraqis embraced free elections last year. Islamic countries could either “return to their older, better traditions” of government or “adopt the Western model” of democracy, he said.

Artfully dodging a prediction, Lewis concluded, “I leave it to you to work out all the intermediate steps.” ■

The Web site of the World Affairs Council of Philadelphia is www.wacphila.org, where materials on the conference can be found.

Sandra Salmans is an officer in the Trusts' Executive Office.

Evaluating a Project That Measures Effectiveness

By Nichole S. Rowles and Marshall A. Ledger

THE GOVERNMENT PERFORMANCE PROJECT BECOMES A COMPONENT OF THE PEW CENTER ON THE STATES, AND BOTH BENEFIT.



Justice Louis Brandeis's 1932 description of states as the laboratories of democracy—trying out innovative approaches to the country's most pressing problems—has become a common way to think about the work that the states do.

It's a useful image—not least because it suggests that policy could take 50 different forms. Leaders, whether in politics, business, advocacy or other areas, know this, and they often look across state lines to see how their neighbors are handling the same concerns.

The Pew Center on the States (PCS) was designed to enable states to benefit from the experience of other states. In December 2004, the Trusts launched PCS, which helps the Trusts and its partners examine effective policy approaches to critical issues facing states.

Based at the Trusts' Washington, D.C., office, PCS supports credible research, brings together diverse perspectives, analyzes states' practices to determine what works and what doesn't, and collaborates with other funders and organizations to advance nonpartisan, pragmatic solutions grounded in thorough research.

In developing PCS's core capacities, program staff were faced with an important question with respect to a long-standing project of the Trusts, the Government Performance Project (GPP), a research-based initiative that since 1996 has assessed how well, or how poorly, state governments manage their money, employees, infrastructure and information.

Program staff asked themselves: What role might GPP play in contributing to the goals of PCS? What are GPP's assets, and what value would they bring to PCS? What synergies, if any, exist between GPP's focus on management capacity and PCS's emphasis on effective policy solutions?

These questions prompted program staff to commission an evaluation of GPP that sought to examine the project's impact (in particular, that of its report cards) and to inform the Trusts' deliberations about whether the project should continue and how it could be usefully integrated into PCS.

GPP's Background

Over its 10-year history, the objective of GPP has been consistent—improving government management. As part of its assessment, GPP evaluates whether and to what extent states are measuring for results—e.g., undertaking strategic planning, tracking agencies' progress toward meeting their goals, and evaluating not just outputs, but also outcomes. The findings are produced in a 50-state report card, which represents the culmination of rigorous methodology and collaboration among a team of academic experts and journalists.

GPP issued grades to the 50 states in 1999, 2001 and 2005. In 1999 and 2001 it covered fiscal management, capital management, human resources management, information technology management and managing for results. These reports were completed by a team of academic researchers at the Maxwell School of Citizenship and Public Affairs at Syracuse University, in partnership with *Governing* magazine.

In 2005, GPP reorganized the report card into four areas: money, people, infrastructure and information. This most recent iteration was compiled by a new team consisting of a project

director and assistant based at the University of Richmond, four academic teams at other institutions and an overall academic coordinator, plus two journalists and a team of editors at *Governing* magazine. The results were published in *Governing* in February 2005 and also made available through the project Web site (www.gpponline.org).

GPP Evaluated

In 2004, the Trusts, seeking a better understanding of GPP's strengths and weaknesses in informing states about their assessments, sponsored an evaluation by Lawrence Jacobs, Ph.D., the Walter F. and Joan Mondale Chair for Political Studies at the Humphrey Institute of Political Science at the University of Minnesota.

His study drew upon three data sources: internal Trusts documents and interviews with Trusts staff and GPP staff; interviews with 92 state government officials, their senior staff and experts in state government; and case studies of management reform in five states.

Summary of Findings

According to Jacobs's evaluation, GPP gathers a tremendous amount of data from the 50 states through interviews, an online survey and extensive document review; it analyzes the data; and it publishes its findings in an easily understood format.

Among its target audience of officials and experts in state government, GPP is visible, respected and connected to their work. Some 66 percent of those interviewed reported that they considered the quality of GPP's report card "very" or "somewhat" strong, and 55 percent credited GPP with motivating states to take an interest in public management.

In a small number of states, GPP appeared to affect government



management by playing a supportive role for officials who were already committed to management reforms. GPP provided these reformers with credible and independent measures of their success, which they used to garner recognition and support for their efforts within state government and with the public.

A significant number of state officials said they would welcome an even larger GPP role through targeted outreach and technical assistance to willing recipients.

Recommendations

In considering whether GPP could play a useful role in the newly formed PCS, the evaluation identified four assets that GPP offers PCS: data collection and reporting infrastructure; widespread regard for GPP and recognition of its credibility; a role in demonstrating the importance of effective government; and a role in affirming the link between management and policy development.

Given these assets, Jacobs recommended that GPP's grading be continued and integrated into PCS and accompanied by a strengthened outreach program that would help states apply the effective practices and lessons learned identified through the project's report card.

He found that the comparative ratings in GPP's report card are valued by a

core audience of PCS, and state influencers see effective management as an important ingredient in developing new policy—a critical focus of PCS.

State officials are eager to learn from the practices of other states and from the expertise that GPP has to offer; and PCS could help the project disseminate its information to broader audiences, strengthen partnerships with national associations of state officials and work more closely with individual states that want assistance in improving their practices.

Result

Informed by the evaluation and staff's analyses, the Trusts' board in June decided to integrate the Government Performance Project into the Pew Center on the States.

The project will publish its next 50-state report card in February 2008. The areas studied by GPP are critical to successful policy implementation across a wide range of issues, so the data collected will be useful to PCS in its efforts to inform and advance effective state policy more broadly.

At the same time, GPP will expand its outreach efforts by sponsoring multi-state meetings, responding to requests for tailored information and assistance from individual states interested in improving their systems, and building a network of peer advisors and practitioners with expertise and extensive experience.

Finally, GPP's profile in tracking and assessing state performance should amplify PCS's message that it matters where you live—and enhance PCS's ability to encourage states to pursue data-driven solutions that have proven effective and efficient elsewhere. ■

Nichole Rowles is an officer in Planning and Evaluation at the Trusts, and Marshall Ledger is editor of Trust.

Uwe Kils



Antarctic krill, a key food to the region's ecosystem, is threatened.

ADVANCING POLICY SOLUTIONS

Environment

Conservation of Living Marine Resources

American Littoral Society
Highlands, NJ

I. For the Marine Fish Conservation Network to prevent the erosion of existing fisheries conservation policies, \$305,000, 1 yr. Contact: Lee R. Crockett 202.543.5509

II. For the Regional Marine Fish Conservation project to support a series of activities designed to monitor, assess and influence the administrative actions of federal fisheries managers in five regions, \$700,000, 1 yr. Contact: Tim Dillingham 732.291.0055
www.littoralsociety.org

National Coalition for Marine Conservation, Inc.

Leesburg, VA, \$200,000, 1 yr. For the Chesapeake Bay Menhaden Conservation project to ensure that a new regulatory cap on the industrial harvest of Atlantic menhaden is implemented and enforced.

Contact: Kenneth Hinman
703.777.0037
www.savethefish.org

Oceana, Inc.

Washington, DC, \$4,500,000, 1 yr. General operating support for an international marine advocacy organization.
Contact: Andrew Sharpless
202.833.3900
www.oceana.org

The Pew Charitable Trusts for the Antarctic krill project
Philadelphia, PA, up to \$1,350,000, 1 yr.

To protect the food chain of the southern ocean marine environment

by securing precautionary, enforceable and ecosystem-based management of Antarctic krill. This project of the Trusts is made possible, in part, through a generous contribution of The Lenfest Foundation.
Contact: Clif Curtis 202.552.2171
www.pewtrusts.org

The Pew Charitable Trusts for the high-seas bottom-trawl ban project
Philadelphia, PA

I. \$160,000, 3 mos., II. Up to \$1,200,000, 9 mos.

To support an ongoing campaign to secure a resolution from the United Nations General Assembly establishing a moratorium on bottom-trawl fishing on the high seas. This phase of the project of the Trusts is made possible, in part, through generous contributions from the J.M. Kaplan Fund. Additional funding partners to the overall project include The Lenfest Foundation, the Oak Foundation and the Sandler Family Supporting Foundation.

Contact: J. Charles Fox
202.552.2140
www.pewtrusts.org

The Pew Charitable Trusts for the Northwest Hawaiian Islands project
Philadelphia, PA, up to \$500,000, 1 yr. To continue support for the regulatory prohibition and restriction of activities harmful to the Northwest Hawaiian Islands marine environment. This project of the Trusts is made possible, in part, through a generous contribution of The Lenfest Foundation.
Contact: Jay W. Nelson
907.632.1733
www.pewtrusts.org

The Pew Charitable Trusts for the shark-finning project
Philadelphia, PA, up to \$1,500,000, 1 yr.

Contact: J. Charles Fox
202.552.2140
www.pewtrusts.org

The Trusts will operate a campaign to strengthen existing shark-finning regulations of the European Union. Shark-finning is a lucrative, wasteful and brutal practice that involves the at-sea removal of shark fins and the subsequent discard of live sharks and shark carcasses. An existing EU regulation prohibits shark finning but includes significant loopholes that undermine its effectiveness. Worldwide, shark populations have declined so extensively that many species are threatened with extinction.

The campaign will have two principal objectives. First, it will seek a formal commitment from the European Commission to reconsider the current regulation. Second, it will seek to strengthen the regulations by eliminating loopholes and adding biannual review requirements.

This project of the Trusts is made possible, in part, through a generous contribution of The Lenfest Foundation.

Save Our Wild Salmon Coalition
Seattle, WA, \$1,000,000, 1 yr. For general operating support.

Contact: James P. Ford
208.345.9067
www.wildsalmon.org

Woods Hole Oceanographic Institution

Woods Hole, MA, \$285,000, 1 yr. For the Marine Aquaculture Task Force to develop a model suite of protective environmental standards for marine aquaculture to inform the policy debate at federal and state levels.

Contact: Judith McDowell
508.289.2436
www.whoi.edu

Global Warming and Climate Change

Keystone Center

Keystone, CO, \$100,000, 9 mos. To support a joint fact-finding process among stakeholders aimed at developing agreement on an acceptable range of scientific, economic and technical data to use in evaluating the benefits and risks of a future expansion of nuclear power in the United States.
Contact: Catherine Morris
970.513.5800
www.keystone.org

National Commission on Energy Policy, Inc.

Washington, DC, \$2,200,000, 1 yr. To support the efforts of the National Commission on Energy Policy to educate and engage key sectors in the climate change and energy debate.

Contact: Lisel Loy 202.637.0400 x13
www.energycommission.org

Pace University

New York, NY, \$4,700,000, 1 yr. For the Clear the Air Campaign to support efforts to promote a mandatory national regulatory program to reduce greenhouse gas emissions.

Contact: Angela Ledford
202.887.1715
www.cleartheair.org

Strategies for the Global Environment

Arlington, VA, \$7,400,000, 2 yrs. For general operating support.
Contact: Eileen Claussen
703.516.4146

www.pewclimate.org

Old-Growth Forests and Wilderness Protection

American Chestnut Foundation
Bennington, VT, \$345,000, 3 yrs.

To strengthen the scientific and technical capacity of the American Chestnut Foundation to restore the American chestnut tree in the eastern United States.

Contact: Marshal T. Case
802.447.0110
www.acf.org



John Exley, produced for The American Chestnut Foundation.

The Pew Charitable Trusts for the Boreal Conservation Campaign
Philadelphia, PA, up to \$7,600,000, 1 yr.

In support of the Trusts' efforts to protect Canada's boreal forest. This project of the Trusts is made possible, in part, through generous contributions from The Lenfest Foundation and the William and Flora Hewlett Foundation.

Contact: Steve Kallick
215.575.4747
www.pewtrusts.org

The Pew Charitable Trusts for the Northeast Land Trust Consortium Philadelphia, PA, up to \$6,780,000, 1 yr.

To create a pilot project testing the viability and utility of a consortium of regional and local land trusts that would cooperate to conserve important wilderness and wildlife areas in the northeastern states. The NLTC is working with donors and organizations who are completing four vital conservation projects: the Downeast Lakes area in Maine, the Katahdin Iron Works property and related parcels, also in Maine, the Squam Range in New Hampshire and the Allen's Neck area of Massachusetts. Contact: Thomas S. Curren 603.768.3192 www.pewtrusts.org

Trout Unlimited National Office Arlington, VA, \$1,000,000, 1 yr. For the Theodore Roosevelt Conservation Partnership to more fully and effectively engage America's 40 million hunters and anglers in an effort to protect critical wildlife and fish habitat. Contact: Matthew B. Connelly 202.508.3449 www.trcp.org

United States Public Interest Research Group Education Fund Washington, DC, \$1,250,000, 1 yr. For the Heritage Forest Campaign to provide meaningful, long-term administrative protection to the 58.6 million acres of national forest roadless areas. Contact: Gene Karpinski 202.546.9707 www.ourforests.org

Health and Human Services

National Program

Generations United Washington, DC, \$400,000, 1 yr. For Uniting Generations to Support Children in Foster Care to raise awareness of the Pew Commission on Children in Foster Care's recommendations that would help older Americans raising children in foster care. Contact: Donna M. Butts 202.289.3979 www.gu.org

Georgetown University Washington, DC, \$1,500,000, 1 yr. For the Retirement Security Project to support research that will help inform and improve retirement savings policies. Contact: Peter Orszag, Ph.D. 202.483.1370 www.retirementsecurityproject.org

North American Council on Adoptable Children St. Paul, MN, \$400,000, 1 yr. For the Adoptive Family Engagement Project to involve adoptive families in activities that raise awareness of the recommendations of the Pew Commission on Children in Foster Care to provide foster children with safe, permanent homes. Contact: Joe Kroll 651.644.3036 www.nacac.org

Trust for America's Health Washington, DC, \$1,500,000, 2 yrs. For the Pandemic Preparedness Initiative to ensure that decision-makers in the public and private sectors are taking appropriate steps to protect the public and the economy against a potential avian flu pandemic. Contact: Kim Elliott 202.223.9870 www.healthyamericans.org

Biomedical Research and Training

Regents of the University of California, San Francisco San Francisco, CA, \$2,220,000, 2 yrs. For continued funding of the administration of the Pew Scholars in the Biomedical Sciences and the Pew Latin American Fellows programs. Contact: Edward H. O'Neil, Ph.D. 415.476.9486 www.pewscholars.com

Other Projects

Easter Seals of Southeastern Pennsylvania Philadelphia, PA, \$150,000, 3 yrs. For continued support of the summer camp program for children and young adults with disabilities in Philadelphia, Bucks, Chester, Delaware and Montgomery counties. Contact: Janet Rubien 215.879.1000 www.easterseals-sepa.org

Fox Chase Cancer Center Philadelphia, PA, \$3,000,000, 3 yrs. To support the construction of a new, five-story cancer research pavilion to meet the growing needs of cancer patients. Contact: Sandra W. Weckesser 215.728.2745 www.fccc.edu

The Philadelphia Health Management Corporation Philadelphia, PA, \$1,160,000, 4 yrs. For continued support of the Community Health Data Base, an information resource on the health and social service needs of the Philadelphia region. Contact: Lynne Kotranski, Ph.D. 215.985.2552 www.phmc.org

Resources for Human Development, Inc. Philadelphia, PA, \$20,000, 2 yrs. For support of Community Accountants to provide technical assistance to small nonprofit organizations in the Philadelphia area. Contact: Debra H. Colligan 215.951.0330 www.rhd.org

United Way of Southeastern Pennsylvania Philadelphia, PA, \$1,040,000, 1 yr. For the 2005 Annual Campaign to assist agencies providing services to low-income individuals and families, to build agencies' capacity and mobilize community support for their efforts, and to support the Jewish Federation of Greater Philadelphia. Contact: Susan Forman 215.665.2568 www.uwsepa.org

United Way of Southeastern Pennsylvania Philadelphia, PA, \$750,000, 2 yrs. For continued support of the Philadelphia Neighborhood Development Collaborative, which provides financial and technical resources to select community development corporations in Philadelphia. Contact: Beverly Coleman 215.665.2644 www.pndc.net

University of Pittsburgh Pittsburgh, PA, \$750,000, 2 yrs. Contact: Judith R. Lave, Ph.D. 412.624.0898

The Medicaid Policy Center, to be based at the University of Pittsburgh's Graduate School of Public Health, will be a nonpartisan, independent source of information and analysis regarding Pennsylvania's medical-assistance program. This program provides critical health insurance coverage to 1.8 million low-income individuals and vitally important financing for some 68,000 providers in the state.

The center's mission will be to increase the understanding of medical assistance and its role in

the health care system in Pennsylvania and to promote the development of cost-effective policy solutions and long-term strategies that will best serve the program's constituents and taxpayers.

To achieve its mission, the center will establish a high-level advisory group, develop in-depth reports and engage the Commonwealth's policy makers, advocates, providers and consumers.

State Policy Initiatives

Corrections

The Council of State Governments Lexington, KY, \$1,638,000, 2 yrs. For the Initiative on Public Safety and Corrections to support public and policy-maker education to help states convert research and best practices into cost-effective sentencing and corrections policies that maintain public safety. Contact: Michael Thompson 212.482.2320 www.csg.org

The Pew Charitable Trusts for the Initiative on Public Safety and Corrections Philadelphia, PA, up to \$4,560,000, 3 yrs. Contact: Lori Grange 215.575.4801 www.pewtrusts.org

The Initiative on Public Safety and Corrections will work with national and state partners to help states make data-supported decisions in sentencing and corrections policy that increase public safety, control spending and hold offenders accountable.

The project will engage in three key activities in a number of states: (1) making credible information about what works available and accessible; (2) along with grantee partners the Council of State Governments and the Vera Institute of Justice, providing technical assistance to policy makers and corrections officials to help them apply that information; and (3) educating the public and influential constituencies about the benefits of certain policies and practices.

Vera Institute of Justice, Inc. New York, NY, \$1,638,000, 2 yrs. For the Initiative on Public Safety and Corrections to support public and policy-maker education to help states convert research and best practices into cost-effective sentencing and corrections policies that maintain public safety. Contact: Daniel F. Wilhelm 212.376.3073 www.vera.org

Death Penalty Reform

The Justice Project Education Fund, Inc.
Washington, DC, \$2,000,000, 2 yrs.
For the Death Penalty Reform Initiative's efforts to educate the public, media and policy makers about the need for reforms to ensure fairness and accuracy in states' administration of the death penalty.
Contact: John F. Terzano
202.557.7501
www.cjedefund.org

Early Education

Fight Crime: Invest in Kids
Washington, DC, \$1,500,000, 2 yrs.
Engaging Law Enforcement For Officials in Supporting Investments in Prekindergarten to educate the public, the media and policy makers at the state, national and federal levels about the crime-prevention impact and other benefits of expanding access to high-quality early-learning opportunities for all three- and four-year-olds.
Contact: David S. Kass
202.776.0027 x119
www.fightcrime.org

Principals as Champions for Preschool, a project to educate elementary school principals about the benefits of voluntary, high-quality prekindergarten for all children and engage them as public supporters of early education.
Contact: Sally N. McConnell, Ph.D. 703.518.6263
www.naesf.org

The Pew Charitable Trusts for the Partnership for America's Economic Success
Philadelphia, PA, up to \$3,000,000, 2 yrs.

To develop research on the economic benefits of effective investments in children. This project of the Trusts is made possible, in part, through generous contributions from The Buffett Early Childhood Fund, Robert H. Dugger, the George Gund Foundation, the Horace Hagedorn Foundation, Paul Tudor Jones, the Ohio Children's Foundation, Scholastic, Inc., and The Schott Foundation for Public Education.
Contact: Sara D. Watson
202.552.2134
www.pewtrusts.org

Historical Interest

Grove City College
Grove City, PA, \$1,500,000, 4 yrs.
For the renovation and addition to the Carnegie Alumni Center to provide adequate space for alumni programs and office space for staff.
Contact: Thomas W. Gregg
724.458.3795
www.gcc.edu

Other Policy Projects

Improving Elections

Brigham Young University
Provo, UT, \$400,000, 2 yrs.
For the Center for the Study of Elections and Democracy to support objective monitoring of the role of donors, candidates, party committees and independent groups in the 2006 elections.
Contact: David Magleby, Ph.D.
801.422.5462
<http://csed.byu.edu>

Campaign Finance Institute
Washington, DC, \$600,000, 1 yr.
For the Emerging Issues of

Center for Responsive Politics
Washington, DC, \$900,000, 2 yrs.
For general operating support.
Contact: Sheila Krumholz
202.354.0108
www.opensecrets.org

Committee for Economic Development
Washington, DC, \$500,000, 1 yr.
For the Money in Politics project to build support in the business community for implementation and enforcement of the Bipartisan Campaign Reform Act of 2002 and to educate the sector about the need for additional reforms.
Contact: Michael J. Petro
202.296.5860 x15
www.ced.org

Democracy 21 Education Fund
Washington, DC, \$700,000, 2 yrs.
Contact: Fred Wertheimer
202.429.2008
www.democracy21.org

The mission of the Democracy 21 Education Fund is to ensure the integrity and fairness of democratic elections in the United States.

Led by Fred Wertheimer, Democracy 21 will rely on proven strategies to solidify the gains made under the Bipartisan Campaign Reform Act. Through constant monitoring of the Federal Election Commission, courts and Congress, Democracy 21 will use the regulatory and judicial systems to enforce laws and draw public attention to areas where existing federal rules and enforcement mechanisms are inadequate.

With this grant, the organization will focus its efforts on ensuring that the act is effectively implemented and enforced.

National Institute on Money in State Politics
Helena, MT, \$450,000, 2 yrs.
For general operating support.
Contact: Edwin Bender
406.449.2480
www.followthemoney.org

The Pew Charitable Trusts for the Pew Center on the States Campaign Finance Research Initiative
Philadelphia, PA, up to \$400,000, 1 yr.
To support research and analysis of state campaign-finance policies that seek to enhance competitiveness and expand the role of small donors in campaigns. This project of the Trusts is made possible, in part, through a generous contribution of the JEHT Foundation.
Contact: Michael Caudell-Feagan
202.552.2142
www.pewtrusts.org



Figure by Kiamesso Da Silva, color art by Anita Borgstede. Both children participate in a holistic program of early childhood education conducted by visual artist Jacqueline Unanue in Philadelphia.

The Institute for Educational Leadership, Inc.
Washington, DC, \$4,500,000, 1 yr.
For Pre-K Now to support state public-education campaigns as well as inform national debates on the benefits of and need for voluntary, high-quality prekindergarten for all.
Contact: Libby Doggett
202.862.9865
www.preknow.org

National Association of Elementary School Principals Foundation
Alexandria, VA, \$200,000, 1 yr.
For Leading Early Learning:

Rutgers University Foundation
New Brunswick, NJ, \$3,150,000, 1 yr.
For the National Institute for Early Education Research to provide timely, objective research that informs the state and national public debate on advancing voluntary, high-quality prekindergarten for all three- and four-year-olds.
Contact: W. Steven Barnett, Ph.D.
732.932.4350 x238
<http://nieer.org>

Campaign Finance Policy project to allow the institute to continue its research, evaluation and education efforts on the effectiveness of the Bipartisan Campaign Reform Act and other emerging federal and state campaign-finance issues.
Contact: Michael J. Malbin, Ph.D.
202.969.8890 x15
www.cfnst.org

Campaign Legal Center, Inc.
Washington, DC, \$2,200,000, 2 yrs.
For general operating support.
Contact: Trevor Potter, Esq.
202.736.2200
www.campaignlegalcenter.org



Free Speech: Jim Lehrer with Ben Bradlee aired in June, with the former editor of *The Washington Post* commenting about his career, the landmark events that occurred on his watch and current issues facing journalism.

INFORMING THE PUBLIC

Information

The Pew Research Center

The Pew Internet & American Life Project
Washington, DC, \$4,300,000, 30 mos.
To conduct research on the social impact of information and communication technology with a particular emphasis on how people's Internet use affects families, communities, health care, education, civic and political life and workplaces.
Contact: Harrison M. Rainie III
202.419.4510
www.pewinternet.org

The Pew Research Center for the Muslim Americans project
Washington, DC, \$1,150,000, 1 yr.
Contact: Scott Keeter 202.419.4300
www.pewresearch.org

The Pew Research Center will undertake the most authoritative study to date on Muslim Americans. Because the census does not collect information on religion, very little is known about the basic characteristics of this important segment of our society. This one-year project will provide a comprehensive view of the demographic characteristics of Muslim Americans and examine their experiences, attitudes and opinions on issues.

The PRC will develop community and national surveys, drawing on insights from focus groups in four major metropolitan areas with high concentrations of Muslims: Chicago, Detroit, Los

Angeles and New York City. This multilayered study will also compare views of Muslim Americans with Muslims in Europe and in majority-Muslim countries. Through a comprehensive report, publications and presentations, key findings will be widely disseminated to policy makers, the media, academics and leaders within the Muslim community.

The Project for Excellence in Journalism
Washington, DC, \$3,770,000, 2 yrs.
To conduct systematic research on media content, performance and the powerful trends reshaping the news business.
Contact: Tom Rosenstiel
202.293.7394
www.journalism.org

Other Projects

The Greater Washington Educational Telecommunications Association, Inc.
Arlington, VA, \$75,000, 1 yr.
In support of a PBS prime-time broadcast featuring legendary *Washington Post* editor Ben Bradlee's perspective on the issues, dilemmas and values that have shaped and continue to define modern American journalism and to make this programming available to working journalists, schools of journalism and a concerned public.
Contact: Susan Mills 703.998.2176
www.weta.org

CIVIC LIFE

Culture

Nonprofit Finance Fund
New York, NY, \$524,000, 2 yrs.
For the Advisory Services program, a suite of complementary activities designed to help arts institutions in southeastern Pennsylvania achieve greater financial stability.
Contact: Kevin Howley
215.546.9426
www.nonprofitfinancefund.org

The Pew Charitable Trusts for the Tessitura Consortium
Philadelphia, PA, up to \$594,300, 1 yr.
Contact: Gregory T. Rowe
215.575.9050
www.pewtrusts.org

The Tessitura Consortium will significantly strengthen the marketing capacity of the Philadelphia region's nonprofit theater community through the installation of shared patron-management software.

The project takes its name from a highly-regarded suite of programs developed by the Metropolitan Opera Company, which fully integrates all sales and fund-raising functions and provides extraordinary opportunities to analyze the buying patterns of customers.

Customer information will be shared among participating theaters, offering an exciting opportunity to increase the region's theatergoing audience and entice

more frequent attendance by ticket buyers. Tessitura will offer other significant advantages for arts professionals, including online ticketing, a continually updated inventory of available tickets and a reliable audit trail for bookkeeping purposes.

The project is a collaboration of the Trusts, the William Penn Foundation, the Philadelphia Cultural Management Initiative and the Theatre Alliance of Greater Philadelphia.

Philadelphia Museum of Art
Philadelphia, PA, \$5,000,000, 5 yrs.
In support of the museum's masterplan capital campaign for renovation and expansion.
Contact: Gail Harrity 215.684.7702
www.philamuseum.org

The University of the Arts
Philadelphia, PA, \$249,000, 6 mos.
In support of a national conference of arts journalists in Philadelphia.
Contact: Andras Szanto
347.715.3904
www.uarts.edu



The Arthur Ashe Youth Tennis and Education Center. *Upper photo:* Head Pro Lance Lee works with children from Ferko Playground Day Camp. *Lower:* Junior Instructor Branford Jones serves it up to a youngster in ready position.

Civic Initiatives

Arthur Ashe Youth Tennis and Education, Inc.
Philadelphia, PA, \$250,000, 1 yr.
I. For the construction of the new Arthur Ashe Youth Tennis Center in Philadelphia, \$250,000, 1 yr.
II. For Tennis 'n' Tutoring, a Philadelphia-based after-school tutoring and tennis-instruction program for elementary and middle-school children, \$65,000, 1 yr.
Contact: Scott Tharp 215.487.2477
www.ashetennis.org

Delaware Valley Grantmakers Philadelphia, PA, \$54,000, 2 yrs.
For general operating support.
Contact: Nancy Lanham 215.790.9700 x4
www.dvg.org

Fairmount Park Conservancy Philadelphia, PA, \$750,000, 1 yr.
To complete the restoration of the Fairmount Water Works' South Garden and Cliffside paths as the final phase of the 30-year Water Works restoration.
Contact: Mary C. Ferrell 215.790.3653
www.fairmountparkconservancy.org

contain downloadable, printable maps pinpointing stops along the route and photographs of key buildings and places. Users will be able to custom-design their own personal tours using different audio segments.

Since its founding in 1996, the corporation has developed tourism marketing campaigns that have led to significant increases in leisure travel to Philadelphia and has received national attention for its creative approach to destination advertising. It views this project as the first phase in a larger effort to bring the city's rich history to life for visitors, and even residents, using new technology.

Horatio Alger Association of Distinguished Americans, Inc. Alexandria, VA, \$862,000, 3 yrs.
In support of the Franklin Scholars program to promote the development of entrepreneurship skills and personal achievement in high school graduates in Pennsylvania.
Contact: Terrence J. Giroux 703.684.9444
www.horatioalger.com

Library of Congress Millennium Foundation, Inc. Washington, DC, \$71,000, 18 mos.
To support the Congressional Research Service's orientation seminar for incoming members of the U.S. House of Representatives, 110th Congress.
Contact: Kent M. Ronhovde 202.707.7090
www.loc.gov

Philadelphia Museum of Art Philadelphia, PA, \$450,000, 9 mos.
In support of the restoration of eight monumental bronze sculptures (representing the new republic's founding principles) by Alexander Milne Calder, on City Hall's tower.
Contact: Andrew Lins 215.684.7540
www.philamuseum.org

Religion

Religion and Academic Life

University of Missouri Columbia, MO, \$1,500,000, 2 yrs.
To support the work of the Center for Religion, the Professions and the Public, which seeks to enhance professional education through research and curriculum development on Americans' varied religious traditions and describe how these influence the ways the professions serve the public.
Contact: Edmund B. Lambeth, Ph.D. 573.884.6295
<http://rpp.missouri.edu>

Religion and Social Welfare

Public/Private Ventures Philadelphia, PA, \$250,000, 2 yrs.
In support of the Amachi Training Institute, which provides technical assistance and information to churches, volunteers and project directors on mentoring programs for children of incarcerated parents.
Contact: W. Wilson Goode, Sr. 215.557.4400
www.ppv.org

The Pew Fund for Health and Human Services in Philadelphia

Adult Care of Chester County, Inc. Exton, PA, \$100,000, 3 yrs.
For continued operating support to provide adult day-care services for elderly people living with chronic illnesses as well as respite and educational programs for their caregivers.
Contact: Patricia A. Shull 610.363.8044
www.adultcareofchestercounty.org

Aid for Friends Philadelphia, PA, \$162,000, 3 yrs.
For continued operating support to provide home-cooked meals to low-income, homebound elderly people in the five-county Philadelphia area.
Contact: Rita Ungaro-Schiavone 215.464.2224
www.aidforfriends.org

American Cancer Society, Pennsylvania Division, Inc. Philadelphia, PA, \$165,000, 3 yrs.
For continued support to provide homemaker and home health-aide services to low-income elderly cancer patients.
Contact: Mandy Blake-German 215.985.5333
www.cancer.org

Center for Advocacy for the Rights and Interests of the Elderly Philadelphia, PA, \$189,000, 3 yrs.
For continued support of the CARIE Line, a free telephone service providing information and consultation to vulnerable elderly people.
Contact: Diane A. Menio 215.545.5728 x244
www.carie.org

Center in the Park, Inc. Philadelphia, PA, \$120,000, 3 yrs.
For operating support to provide comprehensive services to older adults, primarily in Philadelphia's northwestern region.
Contact: Renee Cunningham-Ginchereau 215.849.5100 x302
www.centerinthepark.org



The Aspen Institute, Inc. Washington, DC, \$600,000, 3 yrs.
For the Aspen Institute's Congressional Program Breakfast Series, a nonpartisan educational initiative designed to foster dialogue and leadership among members of Congress on key public policy challenges.
Contact: Dick Clark 202.736.5825
www.aspeninstitute.org

Colonial Williamsburg Foundation Williamsburg, VA, \$250,000, 2 yrs.
For the Colonial Williamsburg Foundation to equip Philadelphia-area teachers with techniques that would enable them to offer high-quality, interactive American history and civics education.
Contact: Teresa Ann Broyles 757.220.7975
www.cwf.org

George Washington University Washington, DC, \$3,000,000, 2 yrs.
For the Young Voter Competition to identify, utilize and disseminate a wide range of creative, nonpartisan methods for encouraging young people to register to vote.
Contact: F. Christopher Arterton, Ph.D. 202.994.5843
www.gwu.edu

Greater Philadelphia Tourism Marketing Corporation Philadelphia, PA, \$350,000, 1 yr.
Contact: Ted Sikorski 215.599.0776
www.gophila.com

The Greater Philadelphia Tourism Marketing Corporation will create seven free audio walking tours of Philadelphia that can be downloaded onto MP3 players, commonly known by the brand name iPod. The project will have a unique Web site that will host the tours and

Central Montgomery Mental Health/Mental Retardation Center Norristown, PA, \$137,000, 3 yrs. For continued support of the Senior Outreach Service program to provide in-home mental health assessments and treatment to elderly people and support to their caregivers.
Contact: David Wilkinson
610.277.4600
www.centralmhmhr.org

Co-Mhar Philadelphia, PA, \$168,000, 3 yrs. For continued support to provide mental health services to elderly people, with an emphasis on the Latino population.
Contact: Gary Schoenberg
215.203.3085
www.comhar.org

Community Legal Services, Inc. Philadelphia, PA, \$150,000, 3 yrs. To provide legal assistance to low-income elderly to help them secure financial and medical benefits as well as home-based services.
Contact: Catherine C. Carr, Esq.
215.981.3712
www.clsphila.org

Congreso de Latinos Unidos, Inc. Philadelphia, PA, \$150,000, 3 yrs. For support of the Elderly Services project to provide case management, social activities and caregiver support to elderly Latinos and their families.
Contact: Sybille Damas
215.763.8870 x1405
www.congreso.net

CONTACT Bucks County, Inc. Richboro, PA, \$50,000, 3 yrs. For continued support of the Reassurance CONTACT program providing daily contact, referrals and crisis-intervention assistance to frail, isolated elderly people.
Contact: Karen A. Rosenberg
215.355.6611
www.contactgreaterphiladelphia.org

ElderNet of Lower Merion and Narberth Bryn Mawr, PA, \$45,000, 3 yrs. For continued operating support to provide education, referral and a range of in-home services to elderly people.
Contact: Ruth M. Sperber
610.525.0706
www.eldernetonline.org

Episcopal Community Services of the Diocese of Pennsylvania Philadelphia, PA, \$110,000, 3 yrs. To support the expansion of its

home care services for elderly residents of lower Northeast Philadelphia.
Contact: Almeter Davis, RN
215.351.1414
www.ecs1870.org

Family Service Association of Bucks County Langhorne, PA, \$140,000, 3 yrs. To enhance the SeniorReach program by helping low-income elderly with mental-health or substance-abuse problems to obtain needed support services.
Contact: Audrey J. Tucker
215.757.6916 x119
www.fsabc.org

Family Service of Montgomery County, PA Eagleville, PA, \$120,000, 3 yrs. For continued support of Project Hearth to provide in-home mental health counseling and support services to frail elderly people in the Pottstown and North Penn areas of Montgomery County.
Contact: Larry A. Fiebert
610.630.2111 x223
www.fsmontco.org

Golden Slipper Center for Seniors Philadelphia, PA, \$130,000, 3 yrs. For continued support to assist needy elderly, with a focus on those who are Russian immigrants.
Contact: Marcia E. Garrell
215.877.6667
www.goldenslipperclub.org

Intercommunity Action, Inc. Philadelphia, PA, \$150,000, 3 yrs. To offer peer-led therapeutic support groups to elderly who are at risk of or experiencing depression.
Contact: Cynthia B. Wishkovsky
215.487.1750
www.intercommunityaction.org

Jewish Family and Children's Service of Greater Philadelphia Philadelphia, PA, \$242,000, 3 yrs. For continued support of the Enhanced Home Services project, which provides social services to frail elderly in Philadelphia.
Contact: Lenore Wasserman Scola
215.496.9700 x143
www.jfcsphil.org

Jewish Federation of Greater Philadelphia Philadelphia, PA, \$145,000, 3 yrs. To ensure the provision of needed support services to elderly residents of Northeast Philadelphia.
Contact: Mary Ann Stover
215.832.0851
www.jewishphilly.org

The Lincoln Center for Family and Youth Bridgeport, PA, \$165,000, 3 yrs. For continued support of counseling to reduce the incidence of depression among low-income elderly people.
Contact: Frederick de Long, Ph.D.
610.277.3715 x243

Little Brothers - Friends of the Elderly Philadelphia, PA, \$115,000, 3 yrs. For support of friendly visiting services to isolated homebound elderly in Philadelphia.
Contact: Virginia G. Pope-Eagan
215.765.8118
www.littlebrothers.org/philadelphia

Madlyn and Leonard Abramson Center for Jewish Life North Wales, PA, \$252,000, 3 yrs. For continued support of Counseling for Caregivers, to provide assistance to families caring for frail, elderly relatives.
Contact: Kathleen Lavanchy
215.371.1351
www.abramsoncenter.org

Mid-County Senior Services Newtown Square, PA, \$135,000, 3 yrs. For operating support to assist older adults through its home-support services, senior centers and adult day-care programs.
Contact: Lesa M. Sulimay
610.353.6642
www.mainlinehealth.org

Montgomery County Association for the Blind, Inc. North Wales, PA, \$81,000, 3 yrs. For continued support to offer training and social services to low-income blind and visually impaired elderly people.
Contact: Douglas A. Yingling
215.661.9800
www.mcab.org

Oxford Area Neighborhood Services Center, Inc. Oxford, PA, \$24,000, 3 yrs. For continued support of the Adopt A Friend program, which uses volunteers to assist isolated elderly residents of southern Chester County.
Contact: Cheryl McConnell
610.932.8557

Pennsylvania Health Law Project Philadelphia, PA, \$120,000, 3 yrs. For continued support to ensure access to health care and long-term care services for low-income elderly.
Contact: Alisha Halperin, Esq.
215.625.3897
www.phlp.org

Philadelphia Senior Center, Inc. Philadelphia, PA, \$120,000, 3 yrs. For operating support to provide services to elderly Philadelphia residents, including home and personal care, financial-management assistance and a resource center for Asian elderly.
Contact: Victoria Lynam
215.546.5879
www.philaseniorcenter.org

Senior Community Services, Inc. Folsom, PA, \$155,000, 3 yrs. For continued support of Senior Center at Home, a recreational therapy program that maintains and improves the mental health of low-income homebound elderly residents of Delaware County.
Contact: Barbara Caso
610.237.8100 x28
www.scs-delco.org

SeniorLAW Center Philadelphia, PA, \$150,000, 3 yrs. For support of the Homeowners Assistance program to provide low-income elderly in Philadelphia with housing-related legal assistance.
Contact: Karen C. Buck, Esq.
215.701.3201
www.seniorlawcenter.org

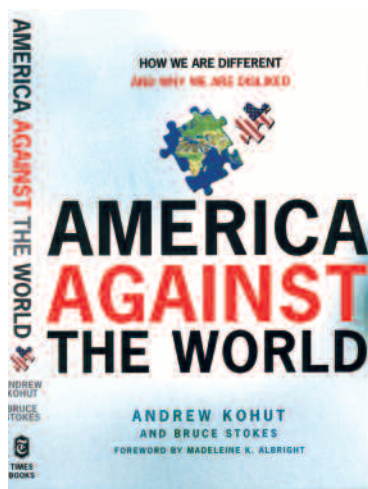
Supportive Older Women's Network, Inc. Philadelphia, PA, \$115,000, 3 yrs. For continued operating support to maintain and establish support groups to reduce the incidence of depression among low-income elderly women.
Contact: Merle Drake
215.477.6000
www.sown.org

Temple University Philadelphia, PA, \$175,000, 3 yrs. For continued support of the Time Out program to place college students as providers of respite care.
Contact: Nancy Z. Henkin, Ph.D.
215.204.6836
www.templecil.org

VNA Community Services, Inc. Abington, PA, \$128,000, 3 yrs. For continued support of the In-Home Care program to provide homemaker services to low-income elderly people.
Contact: Denise T. Frattara
215.572.7880
www.vnacs.org

America's image around the world has deteriorated over the past few years, and even the American people are less well regarded by their counterparts in other countries. It is a disturbing trend that has been documented in numerous public opinion surveys, most notably those of the Pew Global Attitudes Project.

The project, an initiative of the Pew Research Center under the direction of Andrew Kohut, has undertaken an



unprecedented series of global opinion surveys, reaching more than 91,000 respondents in 50 nations, to discover, in part, how the world views America and its people.

In their new book *America Against the World: How We Are Different and Why We Are Disliked*, Kohut and Bruce Stokes, the international economics columnist for the *National Journal* and a consultant to the project, examine the data for the role played by U.S. attitudes and values in the startling rise of anti-Americanism.

Here is a taste of the differences between Americans and others:

- Most people around the world believe that America ignores their interests in making foreign policy, yet 67 percent of Americans feel that the United States pays attention

to the interests of other countries—a disconnect of a major order, according to Kohut and Stokes.

- Americans take enormous pride in their way of doing business and practicing democracy, but citizens of other nations rank Australia, Britain and Canada higher than the United States as places of economic opportunity and freedom.
- Ninety-four percent of Americans believe in God—compared to 60 percent of the British, 56 percent of the French and 50 percent of Germans. Spiritually, the authors conclude, America has more in common with Muslim countries like Egypt and Pakistan than with its European allies.

Originally, Kohut and Stokes thought that they would write about America's image problem, which has been affected by a range of recent policy decisions, such as the war in Iraq. But they noticed that scant attention had been paid to the role of American values in affecting the reaction of people elsewhere.

Looking beyond the headlines, they posed these questions: “How different are American values and attitudes from those held by people in other countries? Is there an American way of thinking about things? In particular, are American values different in significant ways from those of Europeans, with whom many Americans share ancestry and who live at a comparable level of economic development? Where are the biggest attitudinal gaps between Americans and the rest of the world? Are these differences growing? How could that be in this age of globalization that some say is molding a common culture?

“And, most important,” they go on to ask, “to the extent that these differences between Americans and other people exist, in what ways are they shaping the United States' image in

the new century? Are the values and attitudes of the American public fueling much of the anti-Americanism in the world?”

Then, because much of the world enjoys American exports, they ask: “What is it about American culture and products that make them so attractive, yet at the same time raise such alarm about Americanization and the spread of American power?”

Underlying the values and attitudes of people in the United States, Kohut and Stokes write, is a sense of “American exceptionalism”—coined by Alexis de Tocqueville to distinguish the United States from other nations and centered in the notion of individualism and go-it-alone independence, which these authors re-examine and re-evaluate for this era. Through these characteristics, the authors show “the manner in which American values and attitudes differ from others, the degree to which these differences are central to U.S. foreign-policy formulation and execution, and the degree of global discontent about the way the United States plays its role in the world.

“The objective,” they state, “is not to hold Americans accountable for the way people around the world see them and their country, but to describe in detail how Americans stand out in this crowded world and how and why this matters in a world with fewer warm friends and more deadly enemies than perhaps ever before.”

America Against the World is published by Times Books/Henry Holt and Company.

The relocation of **The Barnes Foundation's** world-renowned art collection from Merion, a Philadelphia suburb, to the city's Benjamin Franklin Parkway took a step forward in May when the Annenberg Foundation, The Lenfest Foundation and The Pew Charitable Trusts announced the completion of a \$150-million-dollar

campaign: \$100 million will be devoted to the construction of a new gallery on the parkway, a thoroughfare that has been called the “Museum Mile” because of its many cultural institutions; and \$50 million will establish an endowment to provide a secure financial future for the Barnes.

Sixty-five donors from across the Philadelphia region—corporations, foundations and private citizens—pledged their support. The Commonwealth of Pennsylvania contributed \$25 million, and the City of Philadelphia donated the land at 21st Street and the parkway for the site of the new gallery.

For a full list of donors to the campaign, go to www.pewtrusts.org/newsroom/pressreleases.

“The Barnes Foundation is truly grateful for this unprecedented show

of support from a diverse, committed and exciting group of donors,” said Dr. Bernard C. Watson, chairman of the Barnes. “Dr. Albert Barnes established his foundation to promote education and art appreciation for all. Now we can be sure that residents and visitors alike will find it much, much easier to view the Barnes collection and learn from it.”

Read about the Barnes in “The Importance of Place,” winter ’05-’06 *Trust*.

The Pew Initiative on Food and Biotechnology was recently named by *Nature Biotechnology* as one of the past decade’s most important influences in biotechnology. As part of the publication’s 10th anniversary, readers were asked to nominate and vote on key players in nine categories. PIFB was

voted one of two honorable mentions in the Society and Ethics category.

Specifically, the initiative and its executive director, Michael Fernandez, Ph.D., were honored for their efforts to “stimulate and showcase diverse viewpoints on the applications of agbiotech.” Bill and Melinda Gates were given the highest award for their remarkable achievements in global health. The other honorable mention was given to the late Christopher Reeve for his foundation’s tireless advocacy of stem cell research.

An independent and objective source of information on agricultural biotechnology for the public, media and policy makers since it was started in 2001, the initiative can be found on the Web at <http://pewagbiotech.org> and in the spring/summer 2002 issue of *Trust*.

LETTERS

Cover to Cover

Congratulations on the spring 2006 edition of *Trust*.

When it arrived, I had no intention of reading it from cover to cover. In fact, I was just going to place it in the Pew Charitable Trusts file along with all the other publications we’ve collected over the last 10 years or so in pursuit of a grant, all of which have served to reinforce that, although the work we do here at Deborah on behalf of the medically indigent is admirable, it does not match the Trusts’ focus and funding priorities.

Once I jumped that mental hurdle, I was able to take a few moments and read about some of the important and life-altering initiatives that drive the Trusts, and I must admit that I am duly impressed.

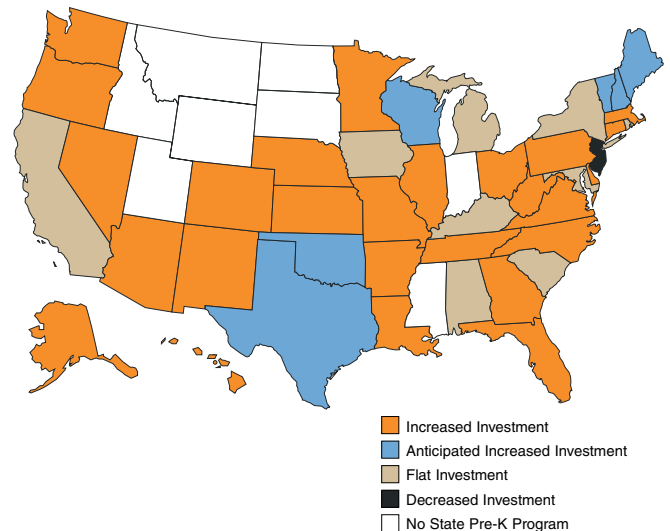
From Rebecca Rimel’s opening notes to the back inside cover highlighting the Samuel S. Fleisher Art Memorial fund-raiser, I found myself so riveted by the content of *Trust* that I was compelled to write this letter of appreciation to you, your staff and all the folks at the Trusts for their mission, vision and empowered, principled grantmaking to improve the infrastructure of American society one issue at a time. That investment of time, energy and resources will have positive benefits for generations to come.

As a development officer for a nonprofit, 161-bed teaching hospital in the pinelands of New Jersey, it is gratifying to know how much thought, research, planning and effort go into your goals and objectives. But to see it in action as outlined in this issue of *Trust*—well, that is priceless. Thank you for putting together a publication worthy of my time and energy that is powerful, provocative and profound.

Best wishes for continued success.

PATRICIA A. MECCA
Officer, Corporate/Foundation Relations
Deborah Hospital Foundation
Browns Mills, N.J.

Correction: The map used to indicate legislative action on pre-kindergarten budgets in “The Trillion-Dollar Edge” (spring 2006 *Trust*) should have been colored like this one, showing an anticipated increased investment in Vermont.



We welcome readers’ comments on stories as well as address changes and requests for back issues. Simply contact the editor at 2005 Market Street, Suite 1700, Philadelphia PA 19103; or transmit your message by fax to him at 215.575.4890; or through e-mail to mledger@pewtrusts.org. The text of *Trust* is always available at www.pewtrusts.org.

In a dramatic gesture underscoring the unexpected possibilities that art may bring to public spaces, the monumental bronze sculpture *Crouching Spider* is on view through April 2007 on the East Terrace of the Philadelphia Museum of Art.

On loan to the museum from a private collection, the large-scale sculpture, with its globular body and eight long spindly legs, was created by the internationally renowned artist Louise Bourgeois and is one of a celebrated series of works that she began producing in the early 1990s. It measures nearly nine feet high and more than 27 feet wide. Variations on the spider have been installed at the State Hermitage Museum in St. Petersburg, Russia, the Tate Modern in London,



the Guggenheim Bilbao in Spain and at Rockefeller Center in New York, among other indoor and outdoor sites.

At once threatening and playful, it's said to be, in part, a reference to the artist's mother, who was a tapestry weaver described by the artist as being industrious and protecting.

The Trusts-supported installation of *Crouching Spider* on the East Terrace coincides with a Trusts-supported Louise Bourgeois exhibition at The Fabric Workshop and Museum in Philadelphia through September 16. It presents recent sculptures, multiples and the artist's book *Ode à l'Oubli*, together with the costumes and video documentation from Bourgeois's 1992 performance *She Lost It*, created in collaboration with The Fabric Workshop and Museum. A video of the performance will also be on view, plus a film by Brigitte Cornand on the artist.



Islam and the West: Can we reason together?

The Pew Charitable Trusts
One Commerce Square
2005 Market Street, Suite 1700
Philadelphia, PA 19103-7077

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