

Trust

The Pew Charitable Trusts

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Reforming Foster Care
America's Newest Voters
The Information Subsidiary



Potential

Casey Stengel had a way of seeing life in its simplest terms. Asked about the potential of a particular 20-year-old rookie, he replied, “Well, in 10 years he has a good chance of being 30.”

In truth, it is easier to talk about sure things—like an individual’s age at a given date in the future—than about what that person might accomplish from now until then, and that’s what the canny baseball manager was pointing out to his interviewer. For achievement is not merely a matter of making the most of our potential. It’s also about having a solid structure that supports our drive to turn potential into accomplishment.

The Trusts has always believed that potential exists to be fulfilled—in individuals and in institutions. Idealistic, perhaps, but feasible when each of us can apply our talents, energy and intellect within supportive systems.

Nothing more cruelly defeats our optimism than to see potential crushed in our children, but the sad fact is that many children in foster care have bleak life prospects. Indeed, the very system intended as a *temporary* safe haven too often becomes a way of life.

Our studies have identified two bottlenecks in the foster care system: federal financing incentives and local court accountability. The Pew Commission on Children in Foster Care—with bipartisan leadership and membership—addressed these problems over the past year, and its recom-

mendations, issued this spring, have been praised by members of Congress, judicial associations and the media. Our partners are carrying the commission’s work forward with projects conducting nonpartisan research and education activities to encourage policy action on the recommendations.

There is, in our nation, a gaping, unrealized potential among young adults who dissociate themselves from any form of civic engagement. These civic slackers—now more than 50 percent of the 24 million 18-to-24-year-olds often referred to as Generation Y—do not contribute to community activities or volunteer for anything. Nor do they go to the polls.

It turns out, however, that young people register to vote if they are asked, especially by people in their own age group. And that’s the premise of the Trusts-supported, nonpartisan New Voters Project, with canvassers in six states going where young people live, work and play.

The Trusts has invested some \$23 million over the last 10 years on voting research and outreach efforts, all of it nonpartisan and issue-neutral. Voting, our studies show, is a habit, and registration is the first step in encouraging lifelong participation in the democratic process and awakening the potential of an engaged citizenry.

Institutions have potential, too—which our board had in mind three years ago when it charged us to position the Trusts for the future, just as, in 1948, our founders established an organization that could effectively address issues that matter most to the American public. The current board, which contains members of the Pew family, wants the Trusts to be equally able to address today’s concerns, many of which did not exist 56 years ago. Board members directed us to determine the best possible structure to support our work in serving the public interest.

We conducted a thorough and diligent process that resulted in the Trusts’ receiving all of the regulatory and

legal approvals to become a public charity, which took effect at the start of this year. This transformation gives us more flexibility to perform our work, including the capacity to operate our own programs for maximum effectiveness and efficiency. It also enables us to work with new partners in raising additional resources to accomplish our shared public interest goals.

Some changes are already evident. As the new design of this publication indicates, our programmatic work is now clustered into three distinct areas: informing the public, advancing policy solutions and supporting civic life. Our principal information projects are now housed in a subsidiary, the Pew Research Center, and the advantages of that structure are discussed in this issue. In July the Lenfest Ocean Program, the first of our innovative partnerships under our new status, was launched; the program, which is described inside, is funded by a six-year, \$20-million grant from The Lenfest Foundation, Inc., and managed by the Trusts.

Many aspects of the Trusts have not changed. We continue to hold ourselves to the highest standards of conduct and transparency. Our focus remains sharply defined. Our information projects are valued as credible sources for polling data and independent, nonpartisan research on key topics and trends. On issues where the facts are clear, we are a forceful advocate for policy solutions and positive change. And we maintain our commitment in support of the arts, heritage, health and well-being of our diverse citizenry and civic life, especially in the Philadelphia area.

Where do we want to be in a decade? Not simply “10 years older.” Our transformation into a public charity enhances our ability to serve the public interest with even greater impact than before. We intend to fulfill that new potential with the stewardship, innovation and accountability that have guided us from the start.

*Rebecca W. Rimel
President and CEO*

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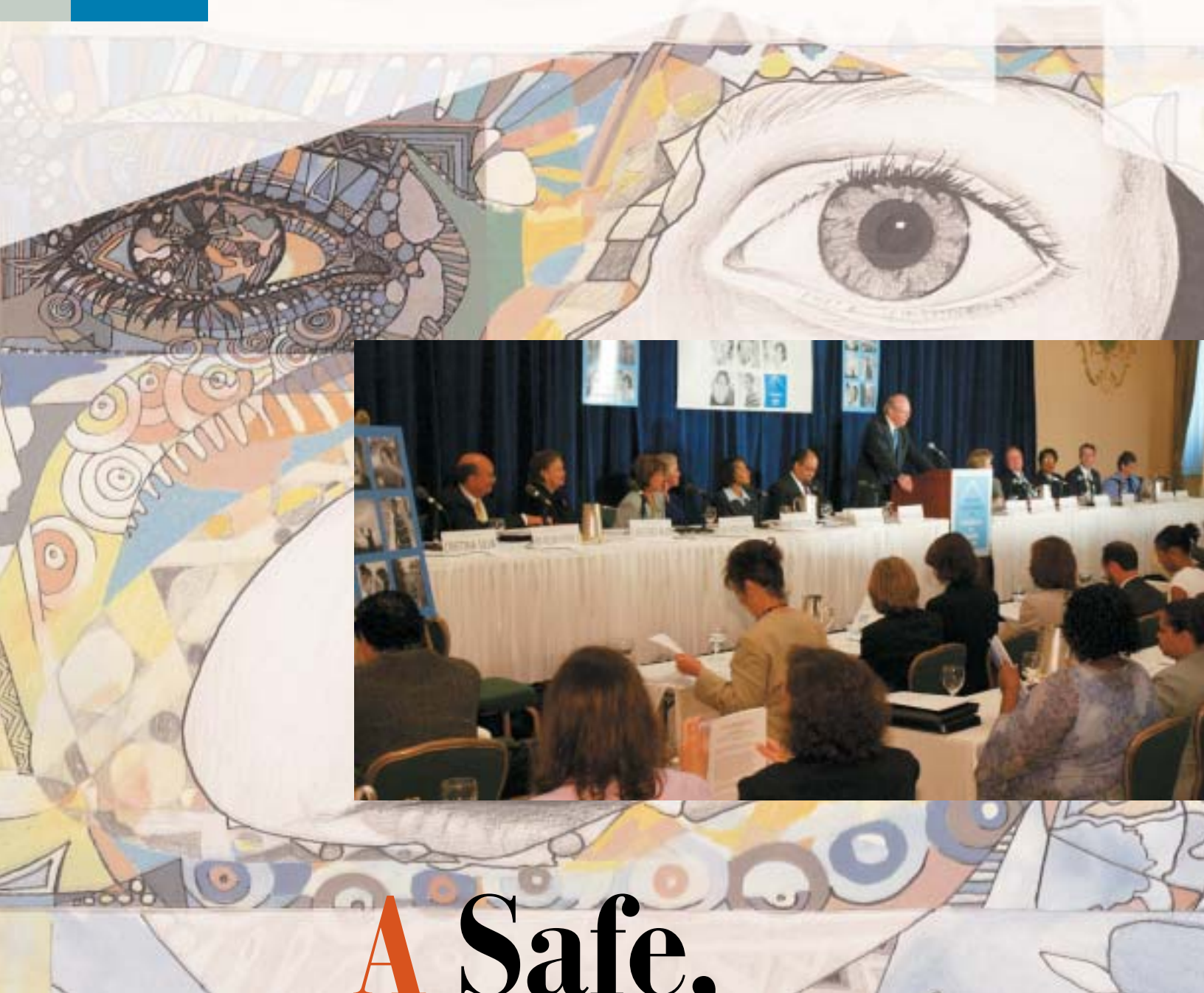
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The Pew Charitable Trusts serves the public interest in three major areas of work: advancing policy solutions on important issues facing the American people; informing the public on key issues and trends as a highly credible source of independent, nonpartisan research and polling information; and supporting the arts, heritage, health and well-being of our diverse citizenry and civic life, with particular emphasis on Philadelphia.

Based in Philadelphia, with an office in Washington, D.C., the Trusts makes investments to provide organizations and citizens with fact-based research and practical solutions for challenging issues.

An independent nonprofit, the Trusts 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.



"Children deserve more," said Chairman Bill Frenzel (at the podium) when the commission announced its recommendations at a press conference in May.

A Safe, Permanent Home of One's Own

By Sarah Madsen

A Trusts-supported commission gives a broken foster-care system an infusion of reform ideas.

"Boxed In" (fragment) by Kathleen Ogilvie.
Courtesy of Artuz Gallery, Philadelphia, Pa.



David Hartcox



me
Hardy

THE PEW
COMMISSION
ON
Children
in
Foster
Care

Even before Cristina Silva entered foster care, she hadn't had a safe and stable home for years. Her mother had a substance abuse problem and often "just disappeared," Silva explains, so at age 11 she started staying with the families of her friends. When she was 14, her father was released from prison. She tried living with him, but he abused her. After six months, taking an action that was as difficult as it was brave, she reported him to a social worker at her Miami high school. Silva was "swooshed away" into the foster care system by the end of the school day.

Foster care can literally save a child's life in cases where the child has been abused or severely neglected. Indeed, in such situations, foster care may be the child's first experience in a safe and nurturing environment.

But that's not what happened in Silva's case. An honor-roll student with plans for college, Silva was placed in a residential home "where they send the 'bad kids'"—kids who have been in and out of juvenile detention centers. "I was terrified," Silva recalls. She left messages for her caseworker every day begging to be moved but never heard back.

When she was finally assigned a foster home three months later, Silva gladly accepted the placement—despite the fact that the neighborhood was crime-ridden and her foster mother expressed little interest in her or the other girls she had taken in. "She never acknowledged birthdays or holidays, never asked about school," says Silva. "And she treated her grandchildren so differently from us. That was hard to see." She lived in this foster home for three years, until she reached the age of legal majority.

Every few months during this time, Silva was assigned a new caseworker, and she says each one ignored her: "I felt that many people who were responsible for me didn't really care about my welfare. There was no communication. I personally had to tell the judge or the lawyer when something was going wrong.

"Most children don't know enough to be their own advocates," adds Silva. "They end up slipping through the cracks."

Every one of the approximately half-million children in foster care in the United States has a singular story. Foster care often provides a needed safe haven, but too many children languish for years in a system designed as an emergency, short-term measure—unsure who, if anyone, to consider their permanent family. Children who enter foster care spend an average of nearly three years there and move through an average of three placements. Some remain in this legal and emotional limbo much longer and may stay with 10 or more families. After the trauma of being neglected or abused, these long and indefinite stays all too often leave children with the impression that nobody wants them.

It is the duty of child welfare agencies and the courts to ensure that children find safe, permanent homes in a timely manner. In a system with high case-loads and limited resources, the appropriate authorities must take on the huge responsibility of deciding whether it is in a child's best interest to return her or him to the birth family or to terminate the birth parents' parental rights and free the child for adoption. Given the frequently con-

flicting accounts from parents, children, lawyers and social workers, it can take the wisdom of Solomon to determine what action is truly in the best interest of a child.

The question of whether the courts and child welfare agencies are too quick or too slow to separate children from their homes, terminate parental rights and have the children adopted is the subject of vigorous debate among child welfare experts. But there is no debate on this: Children want and need safe, permanent families of their own, and the current foster-care system fails to achieve this outcome for far too many of them.

A few years ago, Cristina Silva was a foster child advocating for herself in a Miami courtroom. Last May, she was in Washington, D.C., advocating for major changes to the foster care system. Silva, a senior at New York University, was named to the Pew Commission on Children in Foster Care, a nonpartisan, independent group formed to recommend policies to prevent children from languishing in foster care. It was established with support from the Trusts through the Georgetown University Public Policy Institute last year.

The commission is chaired by Bill Frenzel, a former Republican congressman from Minnesota and current guest scholar at the Brookings Institution, and its vice chair is William H. Gray III, a former Democratic congressman from Pennsylvania and past president and CEO of the United Negro College Fund. This pairing sent a strong signal about the commission's nonpartisan nature, which was also reflected in the commission's membership.

The commission's leaders also brought credibility on Capitol Hill. At a hearing on foster care last January, U.S. Rep. Benjamin L. Cardin, D-Md., ranking member of the Subcom-

mittee on Human Resources of the House Ways and Means Committee, said, "If we can get Bill Frenzel and Bill Gray together on a report, I know it is going to be fiscally responsible, accountable and compassionate."

In addition to Silva, who offers the first-hand perspective of a former foster child, the commission is made up of leading child-welfare experts, including judges, social workers, administrators of child welfare agencies, a state legislator, a child psychologist and foster and adoptive parents—"the most extraordinary group of people I have ever been associated with," says Frenzel.

Foster care has long been an issue of bipartisan interest. In fact, last year on *USA Today's* op-ed page, Sen. Hillary Rodham Clinton, D-N.Y., and House Majority Leader Tom DeLay, R-Texas, jointly called for reform of the federal financing of foster care in order to reduce the number of children in the foster care system and the length of time they stay there. "If a public-policy dilemma can bring the two of us together," they wrote, "it clearly deserves a hard look from everyone." Yet, despite policymakers' willingness to reach across party lines to tackle the problem, policy solutions seemed elusive.

In 2003, the Trusts launched an initiative to advance policies to help prevent children from languishing in foster care. Maureen Byrnes, director of the Trusts' Health and Human Services program, explains: "After extensive research and consultation with child welfare experts, stakeholders and policymakers, we designed the initiative to focus on two issues that underlie many of the reasons children languish in foster care. First, federal financing incentives favor foster care over other services and options. Second, state and local courts frequently lack the tools and information needed to effectively oversee foster care cases." The Pew Commis-

sion was the first part of the Trusts' three-part strategy to address these key issues.

The current federal-financing system creates perverse incentives that favor placing and keeping children in foster care. States receive federal matching funds for each eligible foster child, funding that is guaranteed as long as the child remains in foster care. The federal dollars grow as the number of children in a state's foster care system grows.

Conversely, federal funding for services to help the birth parents address the problems—frequently involving substance abuse, inadequate housing, poor child-care or insufficient food or medical care—that led to their children being neglected and removed from home in the first place is limited and capped. Federal dollars to help identify and recruit potential adoptive parents and match them with children awaiting adoption are also limited. And while there is federal adoption assistance once an adoption is finalized, there is no similar guaranteed federal support when a child in foster care moves to a permanent home with a legal guardian, such as a grandparent or other relative.

Figures tell the story: Together, states receive almost \$5 billion in federal money annually for maintaining children in foster care but receive less than \$700 million in capped funding for the broad range of services required to prevent unnecessary placement in foster care or to swiftly and safely move children from foster care to permanent families.

A second root cause of why children languish in foster care is that state and local courts that oversee the cases of children in foster care struggle to make timely, appropriate decisions about them. "Judges are rightfully trained to look at one case

at a time. They often don't have the time or the systems support to look at their caseload in the aggregate to identify problem areas," notes Nancy Salyers, a former judge who, during her tenure as presiding judge of the Cook County, Ill., Juvenile Court, helped her court become a model for foster care reform. This "case-tracking" data about all of the children under a judge's supervision—for instance, how many of the judge's cases have been in foster care for how long—are often not available. Without such information, judges can't see patterns and practices that lead to bottlenecks, causing children to remain in foster care unnecessarily.

To frame their deliberations, the members of the Pew Commission established a set of principles identifying what they wanted for children:

- Children must be physically and emotionally safe and protected wherever they live. When children are removed from their homes, public authorities have an obligation to ensure that they are safer in out-of-home care than they would have been at home.
- Children must have their needs met in a timely manner at every stage of their development and every stage of public decision-making about their futures.
- Children must have continuity and consistency in care-giving and relationships, including healthy ties to siblings and extended family.
- Children must have equal protection and care, including attention to meeting their needs in the context of their community and culture.
- Children and their families must have an informed voice in decisions that are made about their lives.

The commissioners revisited these principles at each meeting. "When the discussions got difficult," says

Carol Emig, the commission's executive director, "it was very helpful to go back to them and link the policy debate to what it really means for children."

At the commission's early meetings, held across the country, people directly affected by the foster care system were invited to share their experiences—problems and successes—and suggestions for reform. Commissioners heard from youth currently in foster care who spoke about the pain of being separated from siblings



Commissioner Maura Corrigan brought her experience as an innovative state chief justice to the commission's deliberations.

and the trauma of moving from one foster family to another.

They heard from foster and adoptive parents about how their children changed their lives for the better, as well as how they labored to navigate the court system and obtain the services their children desperately needed.

And the commissioners heard from social workers, judges and child-welfare agency directors, who described the stresses of their jobs and their efforts to identify and provide the services foster children and their families need.

Personal accounts—which formed the core of a report issued by the commission called *Voices from the Inside*—served as constant reminders, commission Chairman Frenzel suggests, that the deliberations on federal financing and court management were really discussions about people's lives.

As the commission was conducting its work, in June 2003 the Trusts initiated the second part of its strategy by creating Fostering Results, a public education and outreach project of the University of Illinois at Urbana-Champaign. Fostering Results is working nationally and in selected states to raise awareness of the need to improve the federal financing and court oversight of child welfare cases.

"When you talk to social workers, judges, advocates and others in the field, what you hear are the problems their communities face in helping children in foster care—the lack of substance-abuse treatment services, the lack of post-adoption services to help adoptive families," notes the Trusts' HHS Director Byrnes. "But when you peel back the layers, there is something of a common thread that can be traced back to how the federal government funds foster care and how courts manage the progression of the cases. Fostering Results is helping stakeholders, policymakers and the media make those connections and understand the role federal financing and courts play in the local problems people are grappling with." (See box on page 7.)

This past May, the commission released its recommendations, which aim to change the federal financing structure to facilitate the timely and safe movement of children from foster care to permanent homes and reduce the need to place children in foster care in the first place; and to provide courts with tools and information to facilitate better and more timely

decisions to help ensure children's safety and move them to permanent homes more promptly. (See below.)

"We wanted to align incentives with the goal of helping to give every child a safe, permanent family," says Frenzel. "Our recommendations give states the flexibility to achieve that goal and a federal-state funding partnership they can depend on. And they give courts the tools, information and training they need to fulfill their responsibilities to children. We also call for greater accountability from both child welfare agencies and courts for the results."

As Frenzel notes, often the debate on financing issues is framed as either maintaining the status quo of entitle-

ments that guarantee dollars but limit flexibility, or dispensing block grants that offer flexibility but limit dollars. Many state and county managers of foster care want more flexibility in the use of federal funding to meet the variety of needs of abused and neglected children, but are reluctant to risk losing federal foster care entitlement money that would grow if the number of cases surged, as it did with the crack-cocaine epidemic of the 1980s.

In proposing its recommendations, Frenzel points out, the commission has identified common-ground solutions. For example, it recommends preserving federal foster-care maintenance and adoption assistance as

an uncapped entitlement and expanding it to all children, yet also creating a Safe Children, Strong Families grant that would give states the flexibility to develop an array of services to help keep children safely at home or move them more quickly to safe, permanent families.

As Commissioner Helen Jones-Kelley, executive director of Montgomery County, Ohio, Children's Services, has said: "The flexibility of the new indexed Safe Children, Strong Families grant would allow me to frontload my system so that more children can remain safely in their own homes. You know, as the system is now, we end up removing children when they could remain

The commission's financing recommendations involve:

- Preserving federal foster-care maintenance and adoption assistance as an entitlement and expanding it to all children, regardless of their birth families' income and including Indian children and children in the U.S. territories.
- Providing federal guardianship assistance to all children who leave foster care to live with a permanent legal guardian when a court has explicitly determined that neither reunification nor adoption are feasible permanence options.
- Helping states build a range of services from prevention to treatment to post-permanence by (1) creating a flexible, indexed Safe Children, Strong Families grant from what is currently included in Title IV-B and the administration and training components of Title IV-E; and (2) allowing states to "reinvest" federal and state foster-care dollars into other child welfare services if they safely reduce their use of foster care.



Commissioner Carol Wilson Spigner answered a reporter's question upon the release of the report.

- Encouraging innovation by expanding and simplifying the waiver process and providing incentives to states that (1) make and maintain improvements in their child welfare workforce and (2) increase all forms of safe permanence.
- Strengthening the current Child and Family Services Review process to increase states' accountability for improving outcomes for children.

The commission's court recommendations call for:

- Adoption of court performance measures by every dependency court to ensure that they can track and analyze their caseloads, increase accountability for improved outcomes for children and inform decisions about the allocation of court resources.
- Incentives and requirements for effective collaboration between courts and child-welfare agencies on behalf of children in foster care.
- A strong voice for children and parents in court and effective representation by better-trained attorneys and volunteer advocates.
- Leadership from chief justices and other state court leaders in organizing their court systems to better serve children, provide training for judges and promote more effective standards for dependency courts, judges and attorneys.

Getting the Point Across: Public Education and Outreach

As presiding judge of the Juvenile Court in Cook County, Ill., Nancy S. Salyers once had 6,000 cases on her docket. “How much time could I have spent with each individual child?” she told a *Washington Times* reporter in July.

The occasion was the release of *View from the Bench*, a national survey of judges on what they see as the barriers to finding safe, permanent homes for children in foster care. The 2,200 judges who responded to the survey (of 5,100 polled) reported that they were most hampered by the lack of services for children and families and by overcrowded court dockets. Among judges with dockets comprising more than three-quarters abuse and neglect cases, nearly two-thirds said overcrowded dockets delay finding safe, permanent homes for children in foster care.

The survey was sponsored by Fostering Results, which Salyers co-directs. This nonpartisan outreach initiative is a Trusts-supported project of the Children and Family Research Center at the School of Social Work at the University of Illinois at Urbana-Champaign. Mark Testa, Ph.D., a noted child welfare researcher, is the principal investigator for the project.

Fostering Results was created last year to help highlight the ways federal financing and court issues contribute to children languishing in foster care and to engage the media and stakeholders on the need to address these issues. To support its nonpartisan research and education activities, the project works with organizations in selected states—Arizona, California,

Connecticut, Iowa, Missouri, New York, Ohio, Tennessee, Texas and Wisconsin—and with national organizations.

Fostering Results, which represents the second part of the Trusts’ foster care strategy, began its work shortly after the Pew Commission on Children in Foster Care was launched. It immediately helped raise the profile of how financing and court issues affect children in foster care. *View from the Bench* is typical of the project’s work, linking particular issues within the child welfare system to the root problems examined by the commission.

The project’s other research efforts have included *The Foster Care Straitjacket*, a report that demonstrated the ways current federal foster-care financing mechanisms limit states’ ability to find safe, permanent families for children; and a report looking at states’ success in doubling the number of adoptions from foster care after the federal government created an adoption incentive program—documenting the value of aligning federal financial incentives with desired policy outcomes.

Working with its state partners, Fostering Results regularly makes presentations at national and regional conferences, meets with editorial boards to discuss federal financing and court oversight issues and engages state and local child-welfare agency and judicial leaders on key issues confronting their communities.

S.M.H.

safely at home if we had the appropriate services to offer them. We often intervene with a sword when a scalpel would do.”

Also, as children move to permanent homes, allowing states to redi-

rect the funds that would have been used for their foster care placement to this flexible indexed grant creates an additional incentive to move children to permanent families without penalizing the states if they succeed,

Frenzel notes. Such flexibility, he adds, will give all states the option to implement the proven best-practices that states have developed through federally approved “waivers.”

Indeed, through waivers, a few states have dramatically and safely reduced their foster care rolls by creating a range of innovative pilot programs—for example, using federal foster-care entitlement funding to subsidize permanent legal guardianship. As Vice Chair Gray says: “There is tremendous progress in individual



states, communities and courts across the country to help children leave foster care safely or to stay safely with their own families in the first place. It’s time for their successes to be the rule, not the exception.”

In considering court oversight of child welfare cases, the commission has recommended the adoption of court performance measures developed jointly by the American Bar Association, the National Center for State Courts and the National Council of Juvenile and Family Court Judges to help judges better understand the dynamics of their caseloads. It calls for some new funds to implement this recommendation without necessarily entailing an expensive technology infrastructure or a new bureaucracy.

When she was on the bench, Judge Salyers began collecting her jurisdiction's figures with pencil and paper, charted them with a simple spreadsheet and held meetings to discuss bottlenecks. Aggregate data have helped some courts with tight budgets to do a better job than others with greater resources. "It is human nature," says Salyers. "Once you know that your activity is being measured, you pay more attention to the goals."

The commission also calls on chief justices and other state court leaders to organize their court systems in ways that better serve children. As the chief justice of the Michigan Supreme Court, Commissioner Maura Corrigan has created a task force to overhaul the dependency courts in her state. She says bluntly, "The buck stops here, with the states' highest courts."

Newspapers across the country weighed in with editorials praising the commission's recommendations and calling on Congress and state judicial leaders to adopt them. The San Jose, Calif., *Mercury-News*: "It's time to fix the system. The Pew Commission has provided the tools to get the job done." *The Kansas City (Mo.) Star*: "Every word in the recent Pew Commission report on problems in foster care systems should be read by legislators and judges who handle children's cases." The Cleveland *Plain Dealer*: "This is a report that policymakers dare not ignore." The *Detroit Free Press*: "Following the Pew recommendations would reap huge benefits for children—and society—far into the future." *The Washington Post*: "If the Pew report can help jump-start a serious effort to fix a broken system, that in itself will be a worthy achievement."

Others whose support would be crucial for instituting reforms wel-

comed the report. The Conference of Chief Justices, the association of the highest judicial officers in the states, endorsed the commission's recommendations. The Judicial Council of California, the policy-making body of the California state courts, which are responsible for one-fifth of the nation's children in foster care, issued a resolution commending the commission's "groundbreaking" work and committed itself to acting on the recommendations. And the Texas Supreme Court Task Force on Foster Care also commended the commission and "urge[d] careful consideration" of its court recommendations.

Go to www.pewtrusts.org for related information on this story:

- *Voices from the Inside: Foster Care*
- *View from the Bench: Obstacles to Safety & Permanency for Children in Foster Care*
- Results of a national survey of voters on behalf of the Pew Commission on Children in Foster Care
- *Fostering the Future: Safety, Permanence and Well-Being for Children in Foster Care*

Congressional leaders of both parties also embraced the commission's efforts. The leaders of the House of Representatives subcommittee with jurisdiction over foster care, representatives Wally Herger, R-Calif., and Benjamin Cardin, D-Md., each commended the commission for its thoughtful work. In fact, soon after the recommendations were released, the subcommittee held a hearing on federal child-welfare financing at which commission Chairman Frenzel was invited to testify.

Subcommittee Chairman Herger subsequently introduced legisla-

tion—the Child Safety, Adoption and Family Enhancement Act of 2004—which incorporated several of the commission's recommendations. The bill is the first of what are likely to be many steps by policymakers which draw on the commission's work to address the problems in the foster care system.

"I am very proud of our recommendations," says Chief Justice Corrigan. "I've been involved in government for 30 years. I wish government could function the way this commission functioned."

Christina Silva also valued the experience. "As a kid you want an immediate response. The public is like that, too. When they hear about a terrible case where a foster kid is murdered, they want an immediate response—fire the director of an agency. But it's not that simple," she reflects. "As a commissioner, I realized there is a certain process that we need to go through. You have to work within the system and think in the long term to make things change."

The Trusts is working to accelerate that change. With the release of the commission's recommendations, the Trusts has begun collaborating with other funders and organizations on the third and final part of its strategy, which is to raise awareness of the commission's recommendations and encourage support for action on them to help the thousands of children languishing in foster care find a permanent home. ■

To see the commission's full report and supportive materials, visit its Web site at pewfostercare.org. The commission is located at 2233 Wisconsin Avenue NW, Suite 535, Washington, DC 20007, and its phone number is 202.687.0948. Fostering Results is located at the Children & Family Research Center, 2 N. LaSalle St., Suite 1700, Chicago, IL 60602. Its phone number is 312.641.2505, and its Web site is www.fosteringresults.org.

Sarah Madsen Hardy, of Somerville, Mass., previously wrote on the Genetics and Public Policy Center for Trust.

In Good Company

By Marshall A. Ledger

The Trusts' information projects are now united in a subsidiary—with no change in objective.



In August, the Pew Research Center for the People and the Press released a survey showing that, for the first time since the Vietnam era, foreign affairs and national security issues were looming larger than economic concerns in a presidential election and that Americans were concerned about eroding respect for the United States.

And a poll by the Pew Forum on Religion and Public Life and the Pew Research Center for the People and the Press found that voters see the GOP as the more religion-friendly of the two major political parties but increasingly support embryonic stem-cell research, a religiously linked issue.

Also in August, the Pew Internet and American Life Project released its survey of which day-to-day activities—communicating, transacting affairs, getting information and entertaining themselves—people do online and which they prefer to do in traditional offline ways. The nation's press was reporting on the third annual national survey of Latinos (this one focused on politics and civic participation) by the Pew Hispanic Center and the Kaiser Family Foundation. And Stateline.org delivered its daily menu of the top stories in the 50 states.

In other words, it was an ordinary period of activity for these projects, which have developed a reputation for generating impartial, substantive, topical and timely information on a range of important and often polarizing subjects.

The difference was that, starting August 1, they were all operating under the umbrella of the Pew Research Center, a newly formed subsidiary of The Pew Charitable Trusts.

Andrew Kohut, director of the Pew Research Center for the People and the Press, is the PRC's president, and Paul Taylor, a veteran journalist who most recently was assistant director of Information Initiatives at the Trusts, is its executive vice president. The PRC is located in Washington, D.C.

"These Trusts-funded projects are among the most cited resources by the media and by audiences inside the Beltway, in statehouses and beyond," says Donald Kimelman, the Trusts' director of Information Initiatives and chair of the research center's board. "They have helped to inform the public debate on cutting-edge issues. The time has come to both preserve and build upon this important mission, and the new subsidiary will help accomplish that."

Trust asked Kimelman to elaborate:

Q. What are the immediate gains?

Kimelman: Consolidation provides some modest administrative economies, but that's not the driving force. Programmatically, the Trusts can launch new information projects and, when appropriate, wind down mature projects more quickly and efficiently than is possible now.

I should back up and say that while these projects are quite distinct, they have developed similar skill sets that play out in some mix of public-oriented activities: opinion survey research, behavioral survey research, data analysis, media content analysis, news and information clearinghouse, convening, broad public education and targeted audience education.

The projects are led by former senior journalists or academics who have the same instinct for news and share a broad-gauged curiosity that ranges

across the realms of technology, demography, politics, economics, international affairs, religion and civic life.

Moreover, several of the projects are in the process of expanding their field of vision. Given all these affinities, the possibilities for even closer collaborations are promising.

In the new subsidiary, these projects will now have greater capacity and flexibility to move more nimbly into and out of research areas. Start-up periods for new initiatives will be sharply reduced, for the PRC would already have the infrastructure to conceive of, incubate, launch and house new research projects. It'll be easier for existing projects to broaden their ambit—or to narrow them, or to conduct short-term investigations that do not justify the multiyear commitment that the Trusts typically makes to its information projects.

Issues change rapidly. The new PRC is well positioned to adapt to the ever-evolving terrain.

Q. Does the PRC have a defined niche?

Kimelman: Oddly, in this "information era," the world seems even more susceptible to misinformation, propaganda and half-truths—all fueled by great passions that both animate and divide us.

There was a time when the press could serve as a referee for factual disputes. But in many newsrooms, the norm of objectivity has taken a back seat to the snappier sound bites and seductive market shares offered by the shouting-head culture of opinion journalism.

Universities, academies and institutes remain our most credible sources of fact-based research, but they are organized for thoroughness rather than timeliness and often lack the metabolism to inform fast-moving policy debates. Think tanks are capable of quicker turnaround times, but most



Under the PRC Umbrella

The *Pew Forum on Religion and Public Life* seeks to promote a deeper understanding of issues at the intersection of religion and public affairs by delivering timely, impartial information to national opinion leaders, including federal government officials, journalists, policy analysts and national advocacy organizations, without taking a position on policy debates. pewforum.org

The *Pew Global Attitudes Project* is a series of worldwide public opinion surveys that currently covers 50 populations (49 countries plus the Palestinian Authority). The project encompasses a broad array of subjects ranging from people's assessments of their own lives to their views about the current state of the world and important issues of the day. people-press.org/pgap

The *Pew Hispanic Center* aims to improve understanding of the diverse Hispanic population and its experience in the United States and to chronicle Latinos' growing impact on the nation. The center informs debate on critical issues through dissemination of its research to policymakers, business leaders, academic institutions and the media. www.pewhispanic.org

of them promote ideological agendas.

So there is a vacuum that we hope the Pew Research Center can help fill.

Q. Obviously the projects differ in subject area, and they have a slightly different, if often overlapping, array of research instruments, dissemination strategies and target audiences. What are their similarities?

Kimelman: An evaluation the Trusts commissioned in 2001 noted that they have earned a strong re-

The *Pew Internet and American Life Project* explores the impact of the Internet on families, communities, work and home, daily life, education, health care and civic and political life. It aims to be an authoritative source on the evolution of the Internet through collection of essential, relevant data and timely discussions of real-world developments as they affect the virtual world. www.pewinternet.org

The *Pew Research Center for the People and the Press* is an independent opinion-research group that studies attitudes toward the press, politics and public policy issues. It is best known for regular national surveys that measure public attentiveness to major news stories and for polling that charts trends in values and fundamental political and social attitudes. people-press.org

Stateline.org is a nonpartisan, nonprofit online news publication that reports each weekday on state government. It provides information about political activity in the 50 state capitols and helps fill the coverage gap in an era of declining news media presence in statehouses. www.stateline.org

putation for themselves and for the Trusts because they share these characteristics (let me read them to you):

- A nose for emerging, newsworthy trends and issues.
- A capacity for conducting complex research and explaining it in plain language.
- An ability to turn around research quickly enough to keep pace with the flow of news.
- A dissemination strategy that relies on news media coverage to “broadcast” findings to the public and policymakers and also relies on appearances before committees, commissions and conferences to “narrowcast” findings to relevant policy communities and other influential audiences.
- A rigid commitment to nonpartisanship, neutrality and independence, with no policy agendas.

Q. A “subsidiary” means what?

Kimelman: Subsidiaries are familiar structures in the corporate world. Not to get too technical, they are their own legal entities that have some common interest with the parent organization, which doesn’t exercise day-to-day operating control. They are less familiar in the nonprofit world, but the same legal relationships and strategic calculations apply.

The PRC is a “wholly-owned subsidiary” of the Trusts. It has its own bylaws and articles of incorporation as a nonprofit organization. It has its own governing board (with a majority of its members appointed by the Trusts’ board), which has oversight of the center’s operations, including setting policies and approving budgets (including employee compensation and benefits).

The Trusts supports the subsidiary through its normal grantmaking process, and the projects retain the independence in their work that they

have always had. The subsidiary gives these projects a cohesive and common identity.

Q. You previously mentioned partnerships.

Kimelman: The primary funder of the PRC remains, of course, the Trusts. But it is not the sole funder. Even now, two of the projects have generated money from other sources: The Pew Hispanic Center has raised both grant money and in-kind support from the Kaiser Family Foundation to jointly conduct annual surveys of the Latino population. The Global Attitudes Project has raised money from the Hewlett Foundation to expand the number of countries surveyed.

The PRC will seek to expand upon that trend, leveraging its reputation and expertise to bring in additional resources.

But because of its sturdy base of support from the Trusts (which currently totals upwards of \$15 million annually)—and its close identification with the Trusts—the PRC will not allow itself to go off-mission or its research agenda to be distorted or its reputation for impartiality to be weakened in any way by other demands. It will always set its own agenda and, where appropriate, seek financial and intellectual collaborations with foundations, think tanks, universities, organizations and others that have an interest in its kind of research.

Q. What’s next?

Kimelman: In December, the PRC will move into new offices at 1615 L Street NW in Washington, and in January the Trusts and the center will jointly hold an event to formally launch the new enterprise. ■

The Pew Research Center can be found on the Web at www.pewresearch.org.

Marshall Ledger is editor of Trust.



How do you register hundreds of thousands of new voters? By contacting the unregistered—one by one.

By Marshall A. Ledger

Jon Krause



One hundred and five million Americans are likely to vote on November 2, but will a significant number of Generation Y will be included? Over the past 30 years, voters of every age have increasingly elected to stay home on Election Day, the youngest emphatically so. In 2000 only 36 percent of more than 20 million 18-to-24-year-olds voted, compared to the 52 percent who voted in 1972—and to the 59.5 percent of citizens 25 and older who voted in 2000.

The disaffection from the system is troubling in itself, and it has a nasty rebound effect: Party officials, candidates and political consultants, all of whom are out to win races, don't see young people as an important and reachable political constituency, and so they ignore them. Most problematic in the long haul is that voting—or not voting—is habitual, so the participation of young people in the democratic process is essential. So the question of starting the good habit boils down to: If not now, when?

The New Voters Project, a Trusts-supported, nonpartisan, get-out-the-vote effort of George Washington University and state Public Interest Research Groups, aims to help turn the tide of civic apathy by registering 265,000 young people in six states (a goal met by press time in late September) and, by November 2, encouraging some 600,000 to get out and vote. The project is face to face, peers talking to peers: 1+1. (The theme of “+1” started at Oregon State University with buttons provided by the school's president's office and given to those who register. By wearing them, the new voters don't keep getting asked—and they let it be known how un-cool it is to be unbuttoned.)

The effectiveness of the personal approach has been validated by a new book, *Get Out the Vote! How to Increase Voter Turnout* by Donald P. Green and Alan S. Gerber (Brookings Institution Press, 2004; the grassroots work was supported by the Trusts through the League of Women Voters Education Fund to the Youth Vote Coalition and the research, in part, through the Center for Information and Research on Civic Learning and Engagement). Their findings: Door-to-door canvassing is more effective and less costly than leaflets and direct mail and even the newer technology of e-mail and robotic phone calling.

Journalists in the six states tested the waters stirred by the New Voters Project, and here are their reports.

Go to www.pewtrusts.org for related information on this story:

- “A Briefing on Young Voters 2004: Motivating Younger People to Vote”
- “Throwing a Better Party: Local Mobilizing Institutions & the Youth Vote”
- Findings from a national survey of 15-to-25-year-olds

Iowa:

The State Fair and Student Orientation

By Rachael Seravalli

This year's Iowa State Fair was its sesquicentennial, and even after 150 years, there was a new wrinkle to be found on the fairgrounds. At the secretary of state's booth, and across the fair, New Voters Project canvassers and volunteers were registering people to vote.

The fair is a good venue since it attracts more than a million people in 11 days in August. In addition, the activity had been endorsed by the secretary of state, who put in a good word for registering voters when he spoke at the project's kick-off in 2003.

The state as a whole might be good stomping grounds for the New Voters Project, since its target audience is 18-to-24-year-olds, and according to census data, a significantly higher percentage than average—almost 47 percent—of that age group voted in the state's 2000 election. The problem is that only 60 percent of the 320,000 Iowa residents in this age range are registered.

The project is seeing just what it takes to get even more young people involved. It aims to register 50,000.

Forty percent of the project's target audience attend college, the highest percentage of the six states participating in the effort. That makes the cooperation of universities and colleges important if the strategy is to succeed.

Administrator support at academic institutions across the state has made that task seem downright doable. At Iowa State University, for example, administrators have incorporated the project's message into their new-student orientation curriculum. Students also hear about the project in their classrooms and dormitories, where discussion leaders have received training in talking to students about the impor-

The New Voters Project, based at 1533 Market St., 2nd Floor, Denver, CO 80202, can be found on the Web at www.newvotersproject.org.

Marshall Ledger is editor of Trust.

tance of civic engagement.

“Of course, when students leave ISU, we want them to be well-rounded,” says Todd Holcomb, vice president of student affairs there. “But we also want them to be able to understand and debate the issues and cast a vote based on that.”

For young potential voters who are not college students, canvassers stake out sporting events, night clubs or other hangouts favored by young people.

Every four years, Iowa finds itself on the country’s political viewfinder early because it’s the home of the caucuses, which signal the official beginning of the presidential election season. This year, young people showed up. In the Democratic presidential caucuses, people younger than 30 reportedly cast 17 percent of the vote, compared to 9 percent four years ago. It remains to be seen, of course, if that success has bounce.

The state also has some laws that are conducive to the project’s goals. For instance, its voter registration law gives anyone the authority to register another voter in person. And the state has a poll-watching law, which allows citizens to keep tabs on who has shown up. On Election Day, project organizers plan to track younger voters who have cast a ballot on Election Day and contact those who haven’t.

Rachael Seravalli, a news-editorial graduate student at the University of Nebraska, interned this summer at The Des Moines (Iowa) Register.

Nevada: The Biology of Voting

By Erin Neff

Kristina Miles walks into the biology classroom on the campus of the University of Nevada at Las Vegas with an experiment that has little to do with the curriculum.

“I’m here to talk about voting,” she says.



But these being science and not political science students, Miles starts with statistics.

Just 31 percent of Nevada youth participated in the last presidential election, she says. That’s lower than the rate for every other age demographic in the state and lower than the 36 percent of 18-to-24-year-olds who voted nationally.

“The politicians are not paying attention to us because we’re not voting,” says Miles, who, at 25, appears younger than some of the students in the class. “More than 70 percent of old people vote. It’s no wonder the candidates are talking about prescription drugs and Social Security.”

Moments later the students are asking her for voter registration forms, and Miles is collecting information from prospective volunteers.

Peer-to-peer contact like that is how the New Voters Project in Nevada is focusing on its goal of registering young voters.

Aaron Coffeen, 18, was sitting in his political science class at the Community College of Southern Nevada when he heard Miles’s pitch. Ever since, he’s been walking around his campus with voter registration forms.

“Young people really do have issues, and they really do care,” says Coffeen, a recent graduate of Durango High School. “I go out there with a clipboard, wave it in the air, and within moments I have a flock of people around me.”

Coffeen not only gets satisfaction from registering first-time voters. He is interning with the New Voters Project and writing a paper about the

experience for college credit.

The peer-to-peer aspect of the New Voters Project in Nevada is focused primarily on the state’s college campuses and also reaches out to high school students.

Augustin Orsi, deputy superintendent of the Clark County School District, embraces the program for what he says would “help spark civic interest among students.” As a result, New Voters Project staff attended each of the high school graduation rehearsals last spring to discuss voter registration.

The message was simple: Before you go out in the world to study or work, your first responsibility is to get out and vote.

Katie Selenski, New Voters Project state director, says her organization has registered about 500 high school students in Las Vegas, Reno and Carson City.

The teens have concerns about politics, ranging from politicians who ignore them to corruption and a feeling that one vote doesn’t matter.

“We address each of those concerns and turn them inside out,” Selenski says. “I explain that we could actually become a powerful voting bloc that politicians will listen to.”

Secretary of State Dean Heller, Nevada’s top election official, has endorsed the New Voters Project as a key part in increasing youth participation in government. “After this election, young voters won’t need to be saying that politicians don’t listen to them,” Heller says.

Erin Neff is a political reporter for the Las Vegas Review-Journal.

New Mexico: It’s Albuquerque’s Business

By Jim Belshaw

At a salad bar in an Albuquerque restaurant, Mary Beth King-Stokes stood next to two young women who



wore T-shirts emblazoned with a message: “I Can Register You To Vote.” A self-described “hard-core voter,” King-Stokes congratulated them.

“Good for you,” she said. “I’m glad you’re doing this. At the office, I’ve been doing some stuff to help out the New Voters Project.”

One of the young women said, “That’s us. That’s what we’re doing. We’re with the New Voters Project.”

King-Stokes said she was impressed.

“I heard them talking to the restaurant manager and asking if they could talk to employees about registering to vote,” she recalls. “So even while they were eating dinner, they were on the job.”

James Moore, New Mexico director of the New Voters Project, says the project has registered a total of more than 13,000 new voters with 7,000 of those in the 18-to-24-year-old target demographic. The business community in New Mexico has been receptive to the project’s presentations and enthusiastic about participating, he adds.

King-Stokes, a marketing specialist at New Mexico Educators Federal Credit Union in Albuquerque, says serendipity played a role in her employer’s readiness to be involved.

“In April, credit unions have National Credit Union Youth Day, which we kind of extend to National Credit Union Youth Week,” she explains. “Because of the New Voters Project’s target age group and our idea of serving youth, we matched up well. We had to ask our branch staff to keep an eye on things with the registration materials, and they were amazing. I was blown away at how enthusiastic they were. It was an extra project that really wasn’t a part of the day-to-day business, and they took it on enthusiastically.”

Moore reported the same kind of excitement at several venues catering to young people—a water park where canvassers registered employees and patrons of the park; night clubs, downtown Albuquerque entertainment

venues, zoo concerts and a wide array of independent businesses supportive of efforts to register customers and employees.

Six of seven Chambers of Commerce contacted around the state offered their support to the project.

“The Chamber is pleased to partner with the nonpartisan New Voters Project,” Terri Cole, president of the Greater Albuquerque Chamber of Commerce, says. “Participation in the election process is an important responsibility of every citizen. Unfortunately, many individuals fail to vote, with that number significantly higher among eligible youth.”

In one of the more successful, ongoing cooperative ventures, the Defined Fitness health clubs in Albuquerque have invited canvassers into the four clubs around the city.

General Manager Andee Wright-Brown welcomes the opportunity to work with the New Voters Project. “We just can’t take our liberties for granted,” she says. “For far too long we’ve done that, and it’s been an awakening for me as well. I’m 35, not quite a Gen X-er. It needs to be put out to young America that they have so much opportunity to make a difference in the world—and not just with voting but with anything they might do.

“I think this project goes against the grain of cynicism. I think maybe people are tired of that cynicism. I know I am. We have an ongoing relationship with the New Voters Project and continue to welcome them.”

Jim Belshaw is a columnist with the Albuquerque (N.M.) Journal.

Colorado: The Parties Find a Common Cause

By Jim Tankersley

The party was typical for the trendy young Denver set: swank downtown loft, chicken satay appetizers, beer and wine flowing freely. But the purpose was anything but casual—it was to encourage prominent Colorado leaders to cross party lines to support the New Voters Project in Colorado in its drive to register 55,000 young voters.

Based on the project’s successful outreach, elected officials have lent the group legitimacy and given registration workers entrée to sites that otherwise would have excluded them. “It’s the start,” says Ben Prochazka, the project’s director in Colorado, “to getting the politicians and their campaigns to care about young people.”

Evidence suggests they haven’t cared enough in the past. A study commissioned by the Center for Information and Research on Civic Learning and Engagement, released in April, concluded local political parties don’t do enough to get young people to vote—and what they do isn’t cool enough to make a difference.

To push 18-to-24-year-olds to the polls, it found, local leaders “have to get hip.”

In Colorado, hip starts in LoDo, the downtown loft district where politicians of many ideological stripes pump the project on a cold night to a room packed with 20- and 30-something lawyers, entrepreneurs and politicians.

Hip, it turns out, is just the half of it. The project has also prompted prominent politicians to help the project with some good old-fashioned leadership. Lola Spradley, Colorado’s Republican speaker of the House, and Joan Fitzgerald, the Democratic leader in the State Senate, have pushed colleagues to reach out to more young voters in legislative campaigns.

Other leaders encouraged busi-

nesses to drop bans on registration drives on their property. The secretary of state's office helped facilitate a deal with leaders from nearly 25 college and university campuses, who agreed to appoint officials to oversee nonpartisan campus voting drives and involve top administrators in creating a system to register student voters.

"We need to teach them to be involved in government," Drew Durham, a lieutenant in the secretary of state's



office, said at a reception announcing the agreement, "because if they aren't, they lose anything worth living for."

Fitz-Gerald, 56, says she felt welcomed into politics when she began phoning voters as a campaign volunteer for Robert Kennedy in 1964. It's different now, she says. Candidates aren't connecting with young adults hard-wired into the Internet, and too many campaigns write them off entirely. "We really haven't gotten them into the system where [voting] is a habit," she says, "where they feel it's part of their democratic responsibilities."

Maybe that's changing. The New Voters Project has registered 20,000 young Coloradans and expects to add 30,000 more when college classes begin this fall. A project-sponsored voter drive in Denver public schools snagged 1,000 new teens in the spring. It's impossible to cruise Denver's 16th Street Mall—the gateway to LoDo—without hearing "Are you registered to vote?"

These days, the hip answer is "yes."

Jim Tankersley covers politics for the Rocky Mountain News in Denver.

Oregon: Hoopla That's One on One

By Tara McLain

Fortunately for Anthony Fusaro, his mission is written in red letters on his light blue T-shirt.

Strangers read it when they lean toward him, heads cocking an ear to hear what the shy young man is saying above the urban hits pumping from speakers along the street.

"Huh?" they'll say. "Yeah, I'm registered."

Fusaro has been at the Hoopla, Oregon's largest three-on-three basketball tournament, for two hours. He has registered seven young people to vote.

Jeremy Livingston, 19, takes Fusaro's clipboard after deciphering what it is the lanky 18-year-old wants.

"Am I going to be charged for this later?" he jokes, setting the board on his long legs.

"A charge?" Fusaro says, nearly yelling over "Funky Cold Medina."

"Just kidding," Livingston says, quickly filling the blanks. He stops where many do: party affiliation.

"What's a good one to pick if you were me?" he asks.

"I don't know; you're you," Fusaro replies, adding that the New Voters Project doesn't pick sides.

Livingston completes the short

form, and Fusaro shuffles off.

Fusaro had been a high school graduate for just a few weeks before joining the New Voters Project.

His first registration was his own. "I was, like, might as well," he says between registrants.

He says the job is rewarding, and it's helping with his "personal skills"—including talking to strangers.

Fusaro returns to the New Voters Project tent location, where he finds Gena Goodman-Campbell connecting tent poles near the Oregon State Capitol steps.

Behind her, a marble sculpture of Sacagewea leads Lewis and Clark westward, toward the New Balance tent.

He's been on his own while Gena walked two miles to the library to print a makeshift sign: "REGISTER 2 VOTE." The normal banner was missing, so she printed each letter on a letter-sized paper and is taping them to the tent.

A political science major at Colorado College, Goodman-Campbell wants to work in an Oregon congressional office while she spends a semester in Washington, D.C., in the fall.

She swigs her water bottle. It's 3 p.m. and pushing 103 degrees. She sets off into the crowd, studying faces.

She moves methodically through the crowd, warmly engaging every potential young voter.

But the Hoopla-goers are getting cranky.

Goodman-Campbell approaches a group of young women.

"Are you registered to vote?" she asks in a chipper voice.

"No," a coiffed girl says flatly.

"Would you like to register?"

"No."

"It will take 30 seconds."

"No," the teen says, finally adding that she's not old enough.

Goodman-Campbell pushes on, undiscouraged, and finds Tiffany Kimball, a 20-year-old Boys and Girls Club staff member.

"I feel bad voting if I don't know anything about it," Kimball says.

Goodman-Campbell soothes her: "It's really important for girls our age to vote. Kids our age especially don't vote, and politicians don't pay attention to us."

"It's so nerve-wracking," Kimball says. "I feel so much pressure. If I vote and things go wrong, it's all my fault."

Then she takes the form, fills it and signs it.

Tara McLain is a reporter with the Statesman Journal in Salem, Ore.

Wisconsin: Less Than a Minute to Join the Local Tradition

By Bill Novak

Madison has a long-standing tradition of student activism and political action.

This city of 200,000 is both the state capital and home to the University of Wisconsin, but for many of the 40,000



college students here, the buzz words could be "Get Out the Keg," not "Get Out the Vote."

The New Voters Project has added a new buzz.

Nine young adults working out of a basement office on Regent Street are registering 1,200 college-aged (or older) voters a week, with a Madison goal of 20,000, 85,000 statewide.

Josh Tulkin is Madison's canvass director. Clad in light blue "Register to Vote" T-shirts, he gives his crew direction, encouragement and a healthy dose of cheerleading.

The registrars work five-hour shifts, standing in front of supermarkets or walking high-volume foot-traffic streets such as State Street or the Capitol Square, clipboards loaded with copies of the state's registration form. "It takes about 45-60 seconds to fill out," says volunteer Nate Schimelpfenig, 21, a Wisconsin-Superior student.

New registrants only have to fill in seven spaces on the form (name, address, etc.), but Tulkin and his crew have added a sticky note to the bottom so the registrants can jot down their cell-phone numbers.

"We'll call a day or two before the election to remind them to vote and to give directions on where their polling place is," Tulkin says. "Many young people rely on cell phones; we will too."

Ryan Beld talks to shoppers in front of Cub Foods supermarket on Madison's far East Side on a Thursday afternoon. "I'm on course for 45 today, a real good day," Beld says, as he approaches two young people heading into Cub. The young man signing up just moved to Madison from DeForest, a small town north of the city. He's voted before but didn't know he had to register again since he has moved.

"I had one woman, a 58-year-old, sign up earlier today. She never voted before. She said no one ever asked her."

Later he heads over to Warner Park for a Madison Mallards baseball game.

The pre-game crowd is in a good mood, mingling outside the gates. Easy pickings for Beld and Schimelpfenig working in tandem.

"This is the first time I'm voting," says 24-year-old Keirsten Knutson of Madison. "My husband, Curt, is going to Iraq; he's in the Marine Corps."

On Friday night, Tulkin, Will Webb and James Grainger, clipboards in hand, hit the bars and street corners of State Street, Madison's celebrated strip for nightlife, partying and just hanging out.

It's a warm night, so State Street is teeming with people out for a good time. Many are in a hurry to get to the next hot club, so they don't stop, but there are plenty who do. "Can we do this, guys?" one young woman says to her friends as she reaches for Grainger's clipboard. "I really need to do this."

Four Madison police officers are leaning on their squad cars, chatting. Webb shouts, "Are you all registered to vote?" All four nod or give a thumbs up.

The three registrars strike gold in The Pub, a big, crowded bar. Young people put their beer glasses and cigarettes aside to sign up to vote.

"This is something I've been meaning to do, but I didn't know how," says Blake Asmussen, 21.

"I don't think I would have registered if I didn't have a chance to do it tonight," says Joe Kramer, 21.

With the start of fall classes, the New Voters Project's big push on eight University of Wisconsin campuses is on. Jessy Tolkan, 23, the initiative's statewide campus director, expects "an amazing feeling of triumph" on Election Day with the number of new voters: "Young people are beginning to realize in order to make politicians listen to us, they need to vote. Politicians will then be forced to listen to the issues that matter to us." ■

Bill Novak is a writer based in Madison, Wisc.

Art Museums in Transformation

By Bonnie Pitman and Ellen Hirzy

A new and imaginative 21st-century museum environment is taking shape. All over the country, art museums are becoming less event-driven and more focused on enlarging their audiences and providing them deeper, richer services—and on becoming places where all people, not simply those who are knowledgeable about art, gather to learn, discuss and debate, share experiences, socialize and be entertained.

This transformation is part of a movement to expand the vision of museums' purposes and possibilities and connect them with their communities. Museums no longer simply present objects; they actively engage their audiences with the collections and the institutions themselves. The story of how a diverse group of 11 art museums underwent this transformation is the substance of the book *New Forums: Art Museums and Communities*, published by the American Association of Museums, which describes the results of the Trusts-supported Program for Art Museums and Communities.

This project, administered by the Bay Area Discovery Museum, gave 11 museums (see page 19) up to four years of funding between 1995 and 2002 so that they could pursue stronger connections to their communities through art and artists. They aimed for sustained engagement with their visitors, rather than short-term interest in specific exhibitions, and created infrastructures for successful visitor experiences.

The Program for Art Museums and Communities arose from the core principles of *Excellence and Equity: Education and the Public Dimension of Museums*, the 1992 report by the American Association of Museums



that emphasized the importance of working with collections *and* the public. *Excellence and Equity* encouraged support for public service in all facets of the museum—from mission to programs to services—and emphasized the need to involve board, staff and volunteers. The concept was a simple one, but the implementation required the convergence of a complex set of circumstances, including board and staff leadership to create change, resources to implement change and time to assess its effectiveness.

The museums created programs that strengthened partnerships, heightened community visibility and extended service to a broader audience. Over time they found that, to be a reliable, accessible bridge between people and art, they had to change how visitors experience art in a museum setting; they had to guide that experience and then sustain it.

Each of the participating museums is a product of its context—size, loca-

tion, mission, audience and founder's vision. Though the routes they took were different, all sought to learn more about that context. And all were committed to becoming institutions where learning, flexibility and change are integral and valued parts of the organizational culture. Ultimately, they transformed their individual philosophies and practices and, in the process, revitalized their dual dedication to their collections and the public.

A Visitor-Centered Focus

To engage audiences successfully, museums must do more than set goals and develop programs. They must communicate clearly that the museum is accessible, reliable and responsive to visitors, who must feel as welcome (in the words of one curator) “as a precious commodity, as precious as a work of art, as precious as an artistic experience.”

Some participating institutions

identified specific target audiences—for instance, families, students and educators, teens or seniors—and conducted extensive research to learn about these audiences' perceptions and motivations. They learned that teens, for instance, would be attracted by small-scale programs that emphasize quality, depth and the life-changing potential of art. To reach across generations, they learned to think about experienced-based learning formats. To reach families, they had to look hard at a museum environment that is typically designed for adults.

From this research, many of the museums developed strategic plans that made visitor focus a priority. The museums also had to open their collections to various approaches and inter-

pretations—"making the opportunities for engagement clear," as one curator put it. In teens, for instance, works of art might evoke sometimes-emotional dialogues. Other audiences might be interested in cross-cultural exhibitions or programs that bridge the historical and the contemporary.

Balancing potentially competing interests was not always easy. Artists doing their work right in the museum while the visitors watched, for example, may be more concerned with the creative process, while the museum may be more interested in engaging the public in that process.

Because the program began in 1995, only a few of the museums were initially wired technologically. The first advances were bilingual

handheld audio guides to the collections and tapes or videos of artists' first-person commentaries on their work. Today, interactive technology in different formats is a resource in all of the museums, with artists participating by allowing their voices and images to be reproduced in electronic media as well as in print.

Many of the Web sites reflect the visitor-focus approach. At the Rhode Island School of Design, the Museum of Art's Art ConText contains documentary videos of artists-in-residence. The Whitney Museum's Youth2Youth site was designed by teens for teens, with "talk back" features, bulletin boards, biographies of program participants and news of museum events. The Seattle Art Museum has an online (and in-person) Teacher Resource Center for the professional development of educators. The Denver Art Museum's Wackykids site, designed for 8-to-10-year-olds, promotes creative hands-on learning with art activities that can be printed out. The Art Institute of Chicago's Web site has a "Kids & Families" section.

Creative Cultures and Organizational Change

Instead of acting solely as service providers, the art museums now work with the community for the benefit of the public. Their own organizational patterns have changed as a result, generally led by boards that provided the vision, leadership and resources. Some museums updated their organizational structures and created new staff positions—often community liaisons—that were incorporated into their missions and future plans. Taking advantage of its unique constituency, for instance, the university-based Berkeley Art Museum and Pacific Film Archive created an academic liaison and a faculty advisory committee.

Some museums gave staff the authority to implement change and began to hold staff meetings focused

Participating Museums, Focus and Web Site

- *Art Institute of Chicago* (family visitors programs). www.artic.edu
- *Carnegie Museum of Art* (community involvement). www.cmoa.org
- *Denver Art Museum* (family learning and after-school programs with neighboring public libraries). www.denverartmuseum.org
- *Isabella Stewart Gardner Museum* (artist residencies and school partnership programs). www.gardnermuseum.org
- *Minneapolis Institute of Arts* (customer-oriented focus). www.artsmia.org
- *Museum of Contemporary Art San Diego* (equal emphasis on art and community, especially its San Diego-Tijuana border neighbors). www.mcasd.org
- *Museum of Art, Rhode Island School of Design* (public library workshops where artists created works in full public view). www.risd.edu
- *Seattle Art Museum* (new educational resources for students and teachers in local schools). www.seattleartmuseum.org
- *University of California, Berkeley Art Museum and Pacific Film Archive* (programs for transient university students and resources for enabling faculty to use artists-in-residence, exhibitions and collections as teaching resources). www.bampfa.berkeley.edu
- *Walker Art Center* (interdisciplinary artist residencies in partnership with community organizations). www.walkerart.org
- *Whitney Museum of American Art* (intergenerational programs involving teens). www.whitney.org



on visitor service in order to encourage greater flexibility, honesty and receptiveness to diverse points of view across the museum. The Denver Art Museum formed interdepartmental teams of marketing, curatorial and education staff to develop and implement new family programs. The Carnegie Museum of Art and the Museum of Contemporary Art San Diego used cross-institutional exhibition-planning teams that helped move thinking away from simply the installation and interpretation of objects and toward the types of experiences they wanted to offer visitors.

Like research and development in a business setting, the museums' willingness to experiment encouraged greater creativity, as ideas were generated, tested, refined, evaluated and learned from. Evaluation tools included visitor surveys, focus groups, quantitative analysis and what the Denver Art Museum calls "structured listening." The long-term funding helped the evolution toward better ideas and successful implementation, and the overall experience proved that a learning environment reinforces what works well and supports ongoing change.

Most of the museums incorporated the research results into their mission statements, departmental and institutional plans, budgets and core programs. Some initiatives led to the development of endowments; other initiatives have permanent physical spaces for visitor-focused activities. The museums also shared the conclusions with other institutions in the project and with the museum field at large.

Relationships based on mutual interest, parallel goals, clear expectations and collaborative decision-making have the best chance at success, but there are no set formulas. Each of the participating museums had previously established some form of community relationship, so partnerships were not a new concept. The chal-

lenge was to capture the potential of those partnerships by deepening and expanding the relationships between visitors and the museum.

Many of the museums initially described their project goals in terms of partnerships with schools, universities, libraries and other community organizations. Over time, those partnerships became not ends in themselves, but important ways of making the museum a more welcoming and accessible place and enhancing the quality of the visitor experience.

Moving Forward

Simple, consistent actions—rather than dramatic steps or major upheavals—transformed the museums in the project. Each institution had a working environment that supported change. More important, museum leadership at the board, director and staff levels was willing to take risks and eager to share experiences, successful and otherwise, with colleagues.

Here is a short list of results:

- Revised mission statements reflect the importance of visitors and communities. Strategic plans incorporate goals and strategies for excellence in both the artistic program and audience engagement.
- Permanent spaces and resources—including new resources in the galleries and on the Web, such as gallery activities, print and audio guides to the collection and interactive materials and special family centers—make it comfortable and rewarding to engage with the collection.
- New staff positions and organizational structures introduce new perspectives and increase the museum's capacity for satisfying visitors.
- Staff training and communication stress meeting visitors' needs and build team environments within the institutions to support the

shared goals of providing programs and services to the visitors.

- New programs and formats, including artist residencies, reflect visitor-centered goals.
- Community alliances help reach neighbors and people who do not traditionally visit museums.
- New audiences, especially families and teens, help shape program formats, museum spaces and staff attitudes toward visitors.
- Technology aids efforts at communication, information-sharing and public access.
- Funding from new endowments or from annual operating budgets is sustaining the programs started as Trusts-supported initiatives.
- In planning for expansion, the visitor experience is of strategic importance.

Ongoing success is possible because the museums incorporated their community-focused work into their core missions and programs. They understand the importance of allocating enough time to integrate the consequences of change into structures, processes and facilities. And they know that a museum's community relationships are not about delivering a product, but about human interactions and experiences with works of art that have real and lasting value. ■

Bonnie Pitman and Ellen Hirzy collaborated on New Forums: Art Museums and Communities; this piece is a shortened form of a chapter from the book. Pitman, the deputy director of the Dallas Museum of Art, served as project director of the Program for Art Museums and Communities, to which Hirzy was a consultant.

Hirzy, an independent editor and writer based in Washington, D.C., was the principal writer of Excellence and Equity: Education and the Public Dimension of Museums, which was produced by an American Association of Museums committee that Pitman chaired.

New Forums is available through the association's Web site at www.aam-us.org.



Two trawl doors and chain can weigh 10 tons.

ADVANCING POLICY SOLUTIONS

Environment

Conservation of Living Marine Resources

The Pew Charitable Trusts
Philadelphia, PA, \$2,200,000, 18 mos.
For the High Seas Bottom Trawl Ban project.
Contact: Charles Fox 215.575.9050
www.pewtrusts.org

This international campaign will attempt to secure the adoption of a United Nations General Assembly resolution imposing a moratorium on all bottom-trawl fishing on the high seas, the area of ocean extending beyond the 200-mile jurisdiction of coastal countries. In particular, the campaign seeks the protection of elevated areas called seamounts and deep-sea coral gardens, both of which are highly diverse and biologically productive, and contain large numbers of species that are not found elsewhere.

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

Consultative Group on Biological Diversity
San Francisco, CA, \$70,000, 2 yrs.
To promote collaboration and cooperation among foundations and other nonprofits to strategically address the loss of biodiversity.
Contact: Lynn Lohr 415.561.6576
www.cgbd.org

United States Public Interest Research Group Education Fund
Washington, DC, \$1,020,000, 1 yr.

For a public education campaign on the importance of conservation-based federal fisheries management.
Contact: Gene Karpinski
202.546.9707
uspirg.org/uspirgeducationfund.html

Global Warming and Climate Change

Natural Resources Defense Council, Inc.
New York, NY, \$550,000, 1 yr.
To support implementation of the northeast Regional Greenhouse Gas Initiative and the Governors' West Coast Global Warming Initiative through research and analysis, public and policymaker education and outreach.
Contact: Dale S. Bryk
212.727.4480
www.nrdc.org

Health and Human Services

National Program

George Washington University
Washington, DC, \$1,900,000, 2 yrs.
For the Ensuring Solutions to Alcohol Problems project.
Contact: Eric Goplerud, Ph.D.
202.530.2302
www.ensuringsolutions.org

Ensuring Solutions to Alcohol Problems is working with public and private sector decision-makers to improve access to alcohol treatment services by identifying the obstacles that prevent people from receiving needed treatment and working to remove these barriers.

Over the next two years, Ensuring Solutions will document the impact of untreated employee alcohol problems on employers' bottom lines, assess how well businesses' health benefits are meeting employees' alcohol

treatment needs and help create incentives for improved access to alcohol treatment services. It also will work to address insurance rules that limit access to alcohol treatment and to focus the attention of policymakers and decision-makers on alcohol abuse and dependence issues.

Biomedical Research and Training

Regents of the University of California at San Francisco
San Francisco, CA
I. To support the research activities of the 2005 class of the Pew Scholars Program in the Biomedical Sciences, \$3,600,000, 4 yrs.
II. To support the research activities of the 2005 class of the Pew Latin American Fellows Program in the Biomedical Sciences, \$595,000, 3 yrs.
Contact: Edward H. O'Neil, Ph.D.
415.476.9486
futurehealth.ucsf.edu

Other

Children's Country Week Association
Downingtown, PA, \$63,000, 2 yrs.
For food costs for residential summer camp programs for low-income children and families.
Contact: Greg Thornton
610.269.9111 x203
www.paradisefarmcamps.org

Ralston House
Philadelphia, PA, \$100,000, 3 yrs.
For the restoration of the exterior of Ralston House.
Contact: Priscilla Bradshaw
215.386.2984
www.ralstoncenter.org

Retired Senior Volunteer Program - RSVP
Plymouth Meeting, PA, \$30,000, 2 yrs.
For the Volunteer Executive Consultants program, providing technical assistance to small nonprofit organizations in Montgomery County.
Contact: Marcia Cook
610.834.1040 x11
www.rsvpmc.org

Other

Improving Elections

Campaign Finance Institute
Washington, DC, \$600,000, 1 yr.
For the Campaign Finance Institute Project to research, evaluate and educate the public on the effectiveness of the Bipartisan Campaign Reform Act and other

emerging campaign finance issues.
Contact: Michael J. Malbin, Ph.D.
202.969.8890
www.cfnst.org

Center for Responsive Politics
Washington, DC, \$500,000, 15 mos.
To track and analyze campaign activities and organizations in the first election cycle operating under the Bipartisan Campaign Reform Act.
Contact: Lawrence M. Noble
202.857.0108
www.opensecrets.org

INFORMING THE PUBLIC

Information

The Pew Research Center

Pew Global Attitudes Project
Washington, DC, \$4,939,000, 3 yrs.
Contact: Andrew Kohut
202.293.3126

Since 2001, The Pew Global Attitudes Project, launched by the Pew Research Center, has conducted international surveys that have helped frame and enrich the international dialogue on the role of America in the world; on attitudes in Muslim societies; and on issues such as terrorism, global interconnectedness and democratization.

This grant will support the project's continuing efforts to provide timely information on public attitudes toward major international issues. Over the next three years, the project will release two surveys on topical issues and a broader, more comprehensive survey encompassing 35 nations. The latter survey will repeat many of the questions asked in the same nations in 2002 in order to develop trend lines on key issues.

As with all Pew research activities, the results of these surveys will be made widely available to the public, press, academics and interested parties.

Pew Hispanic Center
Washington, DC, \$4,960,000, 3 yrs.
To study the economic, social and political realities of America's fast-growing Hispanic population, as well as the impact Hispanics are having on American civic, political and economic life.
Contact: Roberto A. Suro
202.452.1703
www.pewhispanic.org

The Pew Research Center
Washington, DC, \$4,855,000, 1 yr.
To support the core costs of The
Pew Research Center, a subsidiary
of The Pew Charitable Trusts dedi-
cated to informing citizens, journal-
ists and policymakers about con-
temporary issues and trends.
Contact: Andrew Kohut
202.293.3126
www.people-press.org

Stateline.org
Washington, DC, \$2,964,000, 2 yrs.
For a Web-based news organization
that tracks and analyzes important
policy developments and trends in
the nation's 50 states.
Contact: Gene Gibbons
202.965.5035
www.stateline.org

Other

The Greater Washington
Educational Telecommunications
Association, Inc.
Arlington, VA, \$500,000, 6 mos.
For the *NewsHour with Jim
Lehrer*, the award-winning PBS
nightly news program.
Contact: Dan Werner 703.998.2847
www.weta.org

Religion

Religion and Public Life

National Public Radio, Inc.
Washington, DC, \$250,000, 1 yr.
For news coverage of religion and
public life issues.
Contact: Melissa Gill 202.513.3261
www.npr.org

National Public Radio's Religion
Unit tracks and explores trends,
developments and issues involv-
ing religion and public life domes-
tically as well as internationally.
It has examined such subjects
as the multiple meanings of
jihad among Muslims and the
growth of faith-based initiatives
nationwide.

With this grant, NPR will
increase its coverage of religion
on its various newsmagazines,
including *Morning Edition*,
Weekend Edition and *All Things
Considered*, in order to educate
a growing number of listeners
about the importance of religion
as a key element in American
culture and global events. Over
the next year, NPR will produce
at least 125 religion and public-
life stories; develop at least two
multipart series investigating



Auguste Rodin's *Danaiid* (1902, also known as *The Source*) is the focus of a special exhibition at Philadelphia's Rodin Museum, which celebrates its 75th anniversary this year; see www.rodinmuseum.org. The museum is administered by the Philadelphia Museum of Art.

religious issues in greater depth
than individual news reports;
and expand reporting of religion
on NPR's Web site.

CIVIC LIFE

Culture

*The Philadelphia Program:
Philadelphia Cultural Leadership
Program*

The Philadelphia Cultural
Leadership Program rewards
nonprofit arts and cultural groups
in the five-county area for excel-
lence in their programming, op-
erations and fiscal management.
Some of these groups involve the
performing arts, others offer
exhibitions, and others provide
services to the arts. The program's
goal is to stimulate leadership
and sound organizational de-
velopment, helping institutions
provide the public with high-
quality arts and cultural activities
on a sustained basis.

Twelve organizations in the
latest round of the program
have been awarded grants total-
ing \$6.6 million. Since its begin-
ning in 1997, the program has
awarded more than \$43 million
to 53 arts and cultural groups.

Brandywine Conservancy, Inc.
Chadds Ford, PA, \$311,000, 3 yrs.
Contact: James H. Duff
610.388.8334
www.brandywinemuseum.org

The Clay Studio
Philadelphia, PA, \$162,000, 3 yrs.
Contact: Amy Sarner Williams
215.925.3453 x12
www.theclaystudio.org

Fabric Workshop, Inc.
Philadelphia, PA, \$203,000, 3 yrs.
Contact: Ellen Napier
215.568.1111 x26
www.fabricworkshopandmuseum.org

The Franklin Institute
Philadelphia, PA, \$810,000, 3 yrs.
Contact: Dennis M. Wint, Ph.D.
215.448.1146
www.fi.edu

Arts & Business Council of the
Greater Philadelphia Chamber of
Commerce Regional Foundation
Philadelphia, PA, \$48,000, 3 yrs.
Contact: Virginia Maroun
215.790.3674
www.artsbusiness.org

Interact, Inc.
Philadelphia, PA, \$68,000, 3 yrs.
Contact: Seth Rozin 215.568.8077
www.InterActTheatre.org

Philadelphia Museum of Art
Philadelphia, PA, \$2,160,000, 3 yrs.
Contact: Anne d'Harnoncourt
215.684.7701
www.philamuseum.org

The Philadelphia Orchestra
Association
Philadelphia, PA, \$1,080,000, 3 yrs.
Contact: Julie Diaz 215.893.3143
www.philorch.org

Taller Puertorriqueño, Inc.
Philadelphia, PA, \$135,000, 3 yrs.
Contact: Carmen Febo San
Miguel, M.D. 215.426.3311
www.tallerpr.org

Trustees of the University of
Pennsylvania - Morris Arboretum
Philadelphia, PA, \$284,000, 3 yrs.
Contact: Paul W. Meyer
215.247.5777 x106
www.morrisarboretum.org

Trustees of the University of
Pennsylvania - Museum of
Archeology and Anthropology
Philadelphia, PA, \$608,000, 3 yrs.
Contact: Richard M. Leventhal,
Ph.D. 215.898.4050
www.upenn.edu/museum

Zoological Society of Philadelphia
Philadelphia, PA, \$743,000, 3 yrs.
Contact: Alexander L. Hoskins
215.243.5202
www.philadelphiazoo.org

Other Projects

Drexel University
Philadelphia, PA, \$220,000, 1 yr.
For the Philadelphia Cultural Data Project, which will generate standardized financial and operating data on local arts and cultural organizations.
Contact: Cecelia Fitzgibbon
215.895.2453
www.drexel.edu/depts/artsadm

American Composers Forum
St. Paul, MN, \$60,000, 18 mos.
Benjamin Franklin Orchestral Commission
For a new musical work celebrating the 300th anniversary of Benjamin Franklin's birth in 2006. The commission is made possible through the generous support of the Neubauer Family Foundation and the Trusts.
Contact: Katy Clark 215.243.2098
www.composersforum.org

The Pew Fund for Health and Human Services in Philadelphia

Action AIDS, Inc.
Philadelphia, PA
I. To provide specialized case management and life-skills support to at-risk youth affected by HIV/AIDS, \$126,000, 2 yrs.
II. For modifications to its computerized case-management system, \$46,000, 1 yr.
Contact: Kevin R. Conare
215.981.3314
www.actionaids.org

Albert Einstein Healthcare Network
Philadelphia, PA, \$109,000, 2 yrs.
For the Therapeutic Bridge program, connecting at-risk teens to behavioral health-care services.
Contact: Michael A. DeStefano, Ph.D. 215.581.5412
www.einstein.edu

The Attic Youth Center
Philadelphia, PA
I. For continued general operating support to provide services to lesbian and gay youth, \$130,000, 2 yrs.
II. To improve the agency's communication and information systems, \$30,000, 2 yrs.
Contact: Carrie Jacobs, Ph.D.
215.545.4331 x11
www.atticyouthcenter.org



On site with the Eleventh Street Family Health Services Center of Drexel University. Its functions focus on after-school health activities, including a fitness program, for children in North Philadelphia.

Big Brothers Big Sisters
Southeastern Pennsylvania
Philadelphia, PA, \$125,000, 2 yrs.
For the Big STEP truancy-prevention program for at-risk high school students in Philadelphia, Chester and Delaware counties.
Contact: Marlene L. Olshan
215.557.8600
www.bbbssepa.org

Big Picture Alliance
Philadelphia, PA, \$90,000, 2 yrs.
For filmmaking workshops for at-risk teens.
Contact: Jared Martin
215.735.5750
www.bigpicturealliance.org

Central Montgomery Mental Health/Mental Retardation Center
Norristown, PA, \$84,000, 2 yrs.
For continued support to provide assistance to Norristown kindergartners with emotional and behavioral problems, and their families.
Contact: Kathleen Walsh
610.279.9270
www.centralmhmr.org

Chester Education Foundation
Chester, PA, \$100,000, 2 yrs.
To provide after-school tutoring, life skills and career-exploration opportunities to Chester Upland School District students.
Contact: Cheryl F. Cunningham
610.364.1212
www.chestereducation.org

Children's Village
Philadelphia, PA, \$80,000, 2 yrs.
To provide developmental assessments, referrals and follow-up for young children.
Contact: Mary E. Graham
215.931.0197
www.childrensvillagechildcare.com

The Corporate Alliance for Drug Education
Bala Cynwyd, PA, \$150,000, 2 yrs.
To provide violence-prevention education and training to students in Philadelphia middle schools with high levels of student violence.
Contact: Ruth DuBois
610.668.5920
www.cadekids.org

Dawn Staley Foundation
Philadelphia, PA, \$80,000, 2 yrs.
To provide an after-school program in North Philadelphia for at-risk girls.
Contact: Angelia Denise Nelson, Ph.D. 215.753.9076
www.dawnstaley5.com



Children's Aid Society of Pennsylvania
Philadelphia, PA, \$120,000, 2 yrs.
To expand the Time Out for Teens and Tots program, offering counseling, mentoring and career guidance to teenage mothers.
Contact: Louise Liebowitz
215.546.2990 x14
www.caspa.org

The Children's Hospital Foundation
Philadelphia, PA, \$140,000, 2 yrs.
For continued support of the Safe Place Follow-Up program, improving the continuity of care for abused and neglected children.
Contact: Cindy Christian, M.D.
215.590.2058
www.chop.edu

Day Care Association of Montgomery County, Inc.
Narberth, PA
I. For the Keys to Quality Early Childhood Program, increasing the quality of early learning and care in Bucks, Chester and Montgomery counties, \$147,000, 2 yrs.
II. To enhance the financial sustainability of the agency and allow for expanded services to low-income children and families, \$76,000, 2 yrs.
Contact: Diane P. Barber
610.617.4550 or Fred Citron
610.617.4550
www.melc.org

Delaware Valley Association for the Education of Young Children Philadelphia, PA

I. To increase the number of accredited child care centers by providing support and training to preschool center directors, \$148,000, 2 yrs.

II. To develop and implement a financial plan to achieve greater organizational stability, \$58,000, 2 yrs.
Contact: Janet Umble
215.963.0094 or Sharon K. Easterling 215.963.0094
www.dvaeyc.org

Delaware Valley Council for Early Care and Learning Philadelphia, PA

I. For the Family Child Care Mentoring and Accreditation Project, improving the quality of home-based child care, \$135,000, 2 yrs.

II. To strengthen its financial management and information systems, \$58,000, 2 yrs.

Contact: Susan Lundy
215.922.7526 or Lee Ann Sullivan
215.922.7526
www.earlylearningcouncil.com

Delco Memorial Foundation Drexel Hill, PA, \$128,000, 2 yrs.

To improve the access of immigrant and refugee children in Upper Darby to behavioral health services.

Contact: Valerie Voluntad
610.284.8373
www.crozer.org



Drexel University Philadelphia, PA

I. For the Adolescent Health Initiative, providing after-school health activities for young people living in North Philadelphia, \$120,000, 2 yrs.

II. To enhance patient care by improving communication among four nurse-managed health centers, \$85,000, 2 yrs.

Contact: Patricia Gerrity, Ph.D.
215.762.4215
www.drexel.edu

Family and Community Service of Delaware County Media, PA, \$135,000, 2 yrs.

For continued support of the Overcoming Barriers to Opportunity program, providing services to children at risk of school failure and their families in the Chester Upland School District.

Contact: Alan L. Edelstein
610.566.7540 x222
www.fcsdc.org

Family Service Association of Bucks County Langhorne, PA

I. To improve coordination of care for children and adolescents with behavioral health problems, \$120,000, 2 yrs.

II. To improve the child and adolescent client-data management system, \$67,000, 2 yrs.

Contact: Kathleen M. DeCato
215.757.6916 or Jeannette Rosen
215.757.6916
www.fsabc.org

Family Service of Montgomery County, PA

Eagleville, PA, \$115,000, 2 yrs.
For continued support of the Families and Schools Together project, providing services for at-risk elementary and middle school children in Norristown.

Contact: Kelly Brown
610.630.2111
www.fsmontco.org

First United Methodist Church of Germantown Philadelphia, PA, \$100,000, 2 yrs.

For continued support of an after-school program.

Contact: Melody Porter
215.438.3677
www.FUMCOG.org

The Free Library of Philadelphia Philadelphia, PA, \$140,000, 2 yrs.
For the Philadelphia Young Library Leaders Initiative, providing mentoring, career awareness and college preparatory activities to disadvantaged youth.

Contact: Linda R. Jacobs
215.567.7710
www.library.phila.gov

Healthier Babies, Healthier Futures

Philadelphia, PA, \$80,000, 2 yrs.
To develop a financial sustainability plan for the Child Asthma Link Line.

Contact: Katherine Lupton
215.985.2669
www.phmc.org/subsidiaries/hb.html

Juvenile Law Center of Philadelphia

Philadelphia, PA, \$120,000, 2 yrs.
To improve access to behavioral health services for children and adolescents involved with the child welfare and juvenile justice systems.

Contact: Lourdes Rosado, Esq.
215.625.0551
www.jlc.org

Kardon Institute for Arts Therapy Philadelphia, PA, \$61,000, 2 yrs.

For continued support of Safe Expressions for adolescents at risk of delinquency.

Contact: Paul E. Macks
215.637.2077 x106
www.kardoninstitute.org

Lutheran Children and Family Service of Eastern Pennsylvania Philadelphia, PA, \$87,000, 2 yrs.

To improve the utilization of behavioral health services by refugee and immigrant children and youth.

Contact: Denise Michultka, Ph.D.
215.747.7500 x249
www.lcfs.net

Mental Health Association of Southeastern Pennsylvania Philadelphia, PA, \$130,000, 2 yrs.

For continued support of the Parent Empowerment for Advocacy through Knowledge program, assisting parents and other caregivers of children with emotional and behavioral disorders.

Contact: Glenda Fine 215.751.1800 x214
www.mhasp.org

Metropolitan AIDS Neighborhood Nutrition Alliance, Inc.

Philadelphia, PA, \$85,000, 2 yrs.
To develop and implement an integrated information-management system.

Contact: Greg H. Goldman
215.496.2662 x111
www.manna.org

Montgomery County Big Brothers/Big Sisters Association Norristown, PA, \$160,000, 2 yrs.



The Million Calorie March was one of the activities of the Eleventh Street Family Health Services Center of Drexel University.

Girls Inc. of Greater Philadelphia & Southern New Jersey Philadelphia, PA, \$100,000, 2 yrs.

For continued support of mentoring and school-based services for at-risk girls.

Contact: Nancy McCullar
215.735.7775
www.girlsincpa-nj.org

The Greater Philadelphia Urban Affairs Coalition Philadelphia, PA, \$90,000, 2 yrs.

For the Gay and Lesbian Latino AIDS Education Initiative, providing HIV/AIDS prevention and education for African-American and Latino youth in Philadelphia.

Contact: Gloria A. Casarez
215.985.3382
www.gpuac.org

For the SISTERS & BROTHERS program, preventing negative behaviors among at-risk youth in Norristown.

Contact: Jeannie Gustafson
610.277.2200 x204
www.bbbsmontcopa.org

Norris Square Neighborhood Project Philadelphia, PA, \$70,000, 2 yrs. For operating support to provide services for children and youth in the Norris Square community. Contact: Carol Keck 215.634.2227
www.nsnp.org

Northwest Interfaith Movement, Inc. Philadelphia, PA, \$120,000, 2 yrs. To provide child-development associate training to child-care providers in northwest Philadelphia.

Contact: Leslie Eslinger
215.843.5600 x223
www.nim-phila.org

PathWays PA, Inc. Swarthmore, PA, \$100,000, 2 yrs. For the For Kids' Sake Project, helping formerly homeless children and youth obtain behavioral health services. Contact: Lisa Rivers 610.543.5022
www.pathwayspa.org

Philadelphia Citizens for Children and Youth Philadelphia, PA, \$180,000, 2 yrs. To increase the ability of child-care providers to respond to young children's behavioral health needs. Contact: Alisha Simon, Esq. 215.563.5848
www.pccy.org



In the Big Picture Alliance program, instructor Heng Han gives filmmaking tips to students at Dobbins High School in North Philadelphia.

Philadelphia Early Childhood Collaborative Philadelphia, PA, \$250,000, 2 yrs. To help child-care providers make quality improvements. Contact: Beth Joseph 215.634.3325 x119
www.pecc.info



A Girls Inc. project: Students from the Pierce Middle School enjoy the annual Girls in Technology Day at the University of Pennsylvania, sponsored by the Society of Women Engineers.

Philadelphia Futures for Youth Philadelphia, PA, \$175,000, 2 yrs. For the Sponsor-A-Scholar program for at-risk high school students in Philadelphia. Contact: Joan C. Mazzotti 215.790.1666 x18
www.philadelphiafutures.org

Philadelphia Mural Arts Advocates Philadelphia, PA
I. For continued support of the Big Picture project, an arts education program offered after school and in the summer, \$150,000, 2 yrs.
II. To improve internal communication and information systems, \$65,000, 2 yrs. Contact: Jane Golden 215.685.0750
www.muralarts.org

Philadelphia Society for Services to Children Philadelphia, PA, \$135,000, 2 yrs.



School Sisters of Girls Inc.: Students and their mentors from Bryn Mawr College, Temple University and the University of Pennsylvania.

For the Families and Schools Together project, providing services for at-risk elementary school children in Philadelphia. Contact: Carla Neal 215.875.3400
www.psscids.org

Planned Parenthood of Southeastern Pennsylvania Philadelphia, PA, \$240,000, 2 yrs. For continuation of Youth First, a comprehensive sexuality-education and youth-development program. Contact: Karen Fitchette-Gordon 215.351.5504
www.ppsp.org

The Preschool Project: An Early Childhood Resource Center Philadelphia, PA, \$63,000, 2 yrs. To strengthen the agency's financial management systems. Contact: Anne D. Rahn 215.634.3325
www.thepreschoolproject.org



A youngster from the Beeber Middle School receives mentoring from a Temple University student volunteer of Girls Inc.

Retired Senior Volunteer Program - RSVP Plymouth Meeting, PA, \$40,000, 2 yrs. For continued support of Protégé, matching senior volunteers as mentors to elementary, middle and high school students. Contact: Lynne Shepsman 610.834.1040
www.rsvpmc.org

St. Philips United Methodist Church Philadelphia, PA, \$50,000, 2 yrs. To support after-school programs for children and youth living in Kensington. Contact: William J. Wolfe 215.634.5222
www.delawarevalley.org/urbantech/stphilips

Trevor's Campaign, Inc. Newtown Square, PA, \$115,000, 2 yrs. For the Discover program for homeless and formerly homeless children in North Philadelphia. Contact: Kate Mullen 610.325.0640
www.trevorscampaign.org

Woodrock Philadelphia, PA, \$120,000, 2 yrs. For continued operating support to provide services to at-risk youth in the Kensington/Lower North Philadelphia community. Contact: Carol A. Smith, Ph.D. 215.231.9810
www.woodrock.org

YMCA of Philadelphia and Vicinity Philadelphia, PA, \$172,000, 2 yrs. For continued support of the Family Child Care Network to improve the quality of family child care. Contact: Lola M. Rooney 215.963.3791
www.philaymca.org

Other

Local Initiatives Support Corporation New York, NY, \$500,000, 2 yrs. For the Rural Pennsylvania Initiative, strengthening the capacity of community development corporations that serve rural Pennsylvania and helping them provide additional housing and jobs for their regions. Contact: Sandra Rosenblith 202.785.2908
www.liscnet.org

Yale University New Haven, CT, \$500,000, 3 yrs. For editing and publication of the final 10 volumes of the Benjamin Franklin papers. Contact: Ellen Cohn 203.432.2550
www.yale.edu



The Lenfest Foundation, Inc., announced in August the establishment of the **Lenfest Ocean Program**, a six-year, \$20 million applied-research initiative to further understanding of the causes, consequences and solutions to problems affecting the sea and to promote the sustainable management of ocean resources. The program has been established at The Pew Charitable Trusts.

This collaboration between the Lenfest Foundation and the Trusts is made possible by the Trusts' change, as of this year, to a public charity, which gives the institution flexibility in a host of ways, including engaging in new types of ventures and partnerships.

The creation of the Lenfest Ocean Program coincides with heightened interest in the health of the oceans and conservation of ocean wildlife. Two national commissions—the Pew Oceans Commission (a project of Strategies for the Global Environment) and the U.S. Commission on Ocean Policy—have recently called for national policies to reverse the decline in the health of ocean habitat and wildlife (see “Saving the Seas,” spring/summer 2003). In particular, both commissions recommended increased support for ocean research. At \$755 million, government support for ocean research is less than four percent of the government's annual expenditure for basic scientific research.

The program has four objectives:

- Furthering scientific understanding of the changing dynamics of ocean systems and life in the sea.
- Providing the public and policy-makers with information that is new, compelling and helpful in formulating solutions to ocean problems, and shedding further light on areas that have been characterized by controversy and lack of clarity.

- Recruiting world-class researchers and technical experts to ensure that the information, insights and recommendations emanating from the work are of the highest scientific caliber.
- Communicating research findings in ways that are accessible to policy-makers, resource managers, the media and the public.

The program's areas of immediate focus are:

- *Ecosystem impacts of fishing.* Little is known about the fish species that are taken from the oceans. Only one third of all commercially fished stocks in U.S. waters have even been assessed, and nearly one third of these populations are overexploited to some extent. Further research is needed to understand the impact to date of fishing on marine ecosystems, its effect on these systems and the likely future consequences to these systems if present trends continue.
- *Ecosystem-based management of marine systems.* Over the past five years marine scientists have shifted from a single-species approach to fisheries management to an one that considers the entire ecosystem. New management techniques, accordingly, need to be developed and evaluated.
- *Socio-economic impacts of current and proposed fishing regimes.* Informed decision-making about fishing policy and the broader management of ocean resources must take into account both the biological and the socio-economic consequences of policy alternatives. Just as there is a need for better ecosystem data, there is a striking paucity of reliable information on the economic and social impacts of current policies and practices and on the future consequences of different management approaches.

Margaret B. Bowman, most recently vice president of conservation at American Rivers, a nonprofit conservation organization, is director of the Lenfest Ocean Program, which is located at 1425 K Street NW, Suite 900, Washington, DC 20005-3674. For more information, visit www.lenfestocean.org.

After the punch-card problems in Florida's 2000 presidential election, the \$3.86-billion Help America Vote Act was intended to help counties and cities across the country replace older voting technologies—punch cards, optical scanner ballots and, of course, paper ballots—with new, direct-recording electronic systems. The so-called DREs eliminate the middleman, since they display the ballot, store the vote and generate the tally. Thanks to the interest in avoiding the problems of the past, millions of voters will cast electronic ballots this year, many for the first time.

But the switch from the older and maligned systems to electronic systems has itself been controversial and divisive. Like many industries and unions that deal with the federal government, election companies are politically active. The difference with the election industry is that it deals with the most important exercise of democracy. The investment in DREs was intended to make voting easier, more accurate and more accessible—and above all, to restore voter confidence in the electoral process. As **electionline.org** notes, however, “the voting machine industry as a whole has faced questions that seem to have done the opposite.”

Originally produced by the Election Reform Information Project, a Trusts-supported initiative of the University of Richmond, electionline.org is a non-partisan, non-advocacy Web site with up-to-the-minute news and analysis on election reform (it is now the name of the project, too). Its new briefing *The Business of Elections* looks at the

process by which state and local election officials buy goods and services from election companies (there's also a history of the election business from the late-19th century to today). At issue are campaign donations and lobbying expenditures by the companies and the security and accuracy of

the DREs. Some doubters have called for a voter-verified paper audit trail to back up the electronic results.

Also available at electionline.org are the latest election-reform news; a resource library with previous reports and analysis; a repository of newsletters and e-mail alerts on key

election-reform topics (and a way to sign up for future issues); and an interactive map of demographic voting data. In addition, electionline.org sponsors conferences where policymakers, journalists and other interested parties gather to discuss the ideas, successes and failures of election reform.

Clockwise from top left: the Philadelphia Museum of Art, the Rodin Museum (with Auguste Rodin's *The Thinker*), Family Court, the parkway's outer lanes, the George Washington Statue, the parkway from its central lanes.



Philadelphia's Benjamin Franklin Parkway was designed, in the late 1800s, on a grand scale. Despite some fine civic buildings, sculpture and lovely vistas, however, it became more like a Grand Prix. Traffic has ruled, with little to welcome pedestrians to this major urban street. The lighting symbolized its use: mostly highway "cobrahead" and 1960s-era "shoebox" fixtures.

In a major step to help rethink the Parkway, the Trusts committed \$3 million to the Central Philadelphia Development Corporation for the design and installation of new street, sidewalk, façade and monument lighting. This past July 4, the switch was thrown, illuminating eight buildings, 12 statues and the walkways, a start in realizing the ambitions of the Parkway's original planners.



LETTERS



Pre-K and the seasoned educator
The following letter was directed to Rebecca W. Rimel, president and CEO of the Trusts.

I was going through some material today and came up on your issue of volume 5/number 4/fall 2002. This is a very good publication, which I read when I first got it and couldn't put it down again until I had read it all. This is one of the best publications I have ever read on early learning ["Starting Early, Starting Strong"].

I was the assistant superintendent for curriculum and instruction for a suburban district in St. Louis County. We had a certified teaching consultant for each subject area in my department. These individuals did a superb job working with teachers, students and parents. I was also involved in the desegregation program in the metropolitan area. The program implementation was very successful.

I am now retired but contribute my time to school districts, at no charge, to work on various activities and to write grant applications for districts to receive grants to upgrade education. Over the years I have had grants funded for school districts, a community college and some small rural cities that equal well over \$200 million.

I am going to keep your publication and lend it to educators I work with, so they can profit from the data. Thanks again for such a great publication.

COLLINS M. HENSON, Ph.D.
Potosi, Mo.

Containing the paulownia

I just finished reading the summer 2004 *Trust* publication and noticed something that I found rather disturbing.

On page 23 is a synopsis of the grant awarded to the Pennsylvania Horticultural

Society. What I found disturbing is that the restoration of Logan Circle will include planting new paulownia trees. These are not good trees to plant because they are highly invasive.

The information below is from the Plant Conservation Alliance's Web page:

Paulownia tomentosa (Princess tree):
ECOLOGICAL THREAT: Princess tree is an aggressive ornamental tree that grows rapidly in disturbed natural areas, including forests, stream banks and steep rocky slopes.

HABITAT IN THE UNITED STATES: Princess tree can be found along roadsides, stream banks and forest edges. It tolerates infertile and acid soils and drought conditions. It easily adapts to disturbed habitats, including previously burned areas, forests defoliated by pests (such as the gypsy moth) and landslides and can colonize rocky cliffs and scoured riparian zones, where it may compete with rare plants in these marginal habitats. Its ability to sprout prolifically from adventitious buds on stems and roots allows it to survive fire, cutting and even bulldozing in construction areas.

And yet on page 24-25 there is an article about the extinction of two bird species which makes the Trusts sound like a concerned, ecologically-minded organization.

In my opinion, these two pieces of information send conflicting messages. I'm hoping PHS will rethink the decision to plant extremely invasive trees at Logan Circle or anywhere else. When the public sees these trees planted in a landscape, they will undoubtedly want to plant the same.

SUSAN FORDYCE
Schuylkill River National & State
Heritage Area
Pottstown, Pa.

Timothy J. Durkin, program associate at the Trusts, replies:

You raise a good issue, and I asked the folks at the Pennsylvania Horticultural Society to shed some light on the issue of the paulownia tree. They point out that paulownias have a strong historic link to

several landscapes in Philadelphia, including the Art Museum and Logan Circle, where close to a dozen are currently located. They have become the signature trees of these locations, enjoyed by many. Some of the trees, however, are in pretty bad shape, and PHS is retaining an arborist to assess their health. The neighboring institutions, civic groups and residents near the circle have been assured that the bad trees will be replaced with healthy paulownias.

As you note, paulownias are listed as exotic and invasive trees. In the context of a managed landscape in the urban environment, however, their ability to invade is significantly reduced by regular weeding and other landscape-management practices. Their seed pods are heavy and tend to drop directly to the ground below the tree canopy; sprouts can be easily weeded out and controlled. PHS will be giving the area this level of attention and care.

Given the concern you have raised, however, PHS is going to consider some signage in the new landscape that speaks to the historical connection of the paulownia to Philadelphia and also mentions its invasive nature in order to dissuade people from planting these trees in their own gardens.

Where on the Web?

I currently receive your *Trust* publication and love it. I am moving and would like to submit a change of address, but I do not see a form on your Web site where I can do this.

VALERIE CRAIG
New Haven, Conn.

The editor replies: Currently you can't do so from our Web site, other than to submit a publication request form (reachable from the site's Publications page, but that doesn't offer a way to drop an address). Typically readers send us an e-mail to change an address, but you've identified an omission, and we'll fix it. Thanks.

To comment on articles, receive back copies as available or, pending the fix, change an address, contact the editor at 2005 Market Street, Suite 1700, Philadelphia PA 19103; or transmit by fax to him at 215.575.4890; or through e-mail at mledger@pewtrusts.org. The text of Trust is always available at www.pewtrusts.org.

Philadelphia Mural Arts Advocates offers an after-school and summer arts education program; it receives support from the Pew Fund for Health and Human Services in Philadelphia.



Clockwise from top: High school student Antoine Johnson learns how to paint a self-portrait using a method of mapping values from light to dark. After the students learn how to paint in small scale, they apply the same lessons to painting large-scale murals in their schools and communities.

Students at the William Gideon School lend a hand during the Philadelphia Eagles Day of Service, painting alongside members of the professional football team.

Tonita Torres, Lydell Hudson and Rahmek Murphy work on *Passing Through*, a major mural project with 20 inter-related sites (here, the Ledge Wall above Interstate 76 where the road passes through Philadelphia).

For the picture titled *When Life Imitates Art . . .*, Nathan Garrett and Terrell McLamb proudly display their art—self-portraits.

Mural conservation: rejuvenating *Point Breeze Musicians* at the Point Breeze Performing Arts Center in South Philadelphia. Teams of youths and professional artists restore murals that are fading or peeling due to weather damage.



and the agenda changes,” said Oregon’s secretary of state to reporter Tara McLain. Young adults all over enjoy the civic possibilities.

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