

Trust

The Pew Charitable Trusts

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The Novelty of Religious Studies
Pew Biomedical Scholar Wins Nobel
Nonprofits Try for Profits

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The Sages and the Spirit

2

Religion has not, as secularists predicted, disappeared from human activity—it is stronger than ever. A number of universities are explaining why.



Audacious

10

Basic-scientist Rod MacKinnon wanted to visualize ion channels. Impossible, some said. Nice work, said the Nobel Committee.



In Search of (Business Plan) Excellence

14

Nonprofits are experimenting with business tools and concepts for profits. They can do it. A new initiative, providing a competition and consultants, can help.



Departments

NOTES FROM THE PRESIDENT
Excellence—it's where you find it.

Inside
front
cover

LESSONS LEARNED
Toward a cleaner electric sector.

22

RECENT GRANTS

25

BRIEFINGS
Contaminated farmed (vs. wild) salmon, stateline.org's 2004 summary, statehouse kudos for the Pew Fund, Quality Counts 2004 on special education, candidates' piety: expect more, e-alerts, My Architect.

30

LETTERS

30

The Pew Charitable Trusts serve 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, non-partisan 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 make investments to provide organizations and citizens with fact-based research and practical solutions for challenging issues.

An independent nonprofit, the Trusts are 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.



Excellence

In *Search of Excellence*, the Peters and Waterman book that appeared in 1982, must have hit a national nerve, because it enjoyed more than two years on the top of *The New York Times* best-seller list, with more than 5 million copies sold. And one thing is certain: We are still in search of excellence. Obviously that book, as fine as it was, did not exhaust the possibilities.

And for good reason—because excellence refers to reaching a level that exceeds expectations, and it seems to be human nature to constantly want to raise the bar.

Experience has taught us at the Trusts that, by supporting innovative thinking and risk-taking, our talented partners will set—and achieve—goals that yesterday scarcely seemed possible.

This issue of *Trust* tells of three examples of recognized excellence. One is our Religion program's Centers of Excellence, based at major research universities that have deservedly earned enviable reputations for scholarship. These institutions have long and distinguished histories of investing in the scientific method—detached, analytical—and it has served them well across the spectrum of studies from the basic and social sciences to the humanities.

This approach has made the American research university second to none in the world, but it has not provided a nurturing climate for religious studies, a field that did not seem to fit secular-oriented, fact-based methods of scholarship. Yet religious belief is

no stranger to Americans, who hold and have always held strong religious convictions.

For the Trusts, which supported religious projects from our earliest years, it was simply unacceptable for such an important aspect of American life to receive so little scholarly attention in such important American institutions as our universities. And so, starting in the late 1990s, the Trusts established Centers of Excellence at 10 universities to help make religious studies a rigorous scholarly topic.

Investigators based in a wide variety of fields have now come together in interdisciplinary activities that describe religion's place in political, social and cultural affairs and improve our understanding of the undeniably powerful, motivating force religion plays all over the world. It awakens the “better angels of our nature” (to quote Abraham Lincoln)—yet unleashes divisiveness, intolerance and even war. Unflinchingly, in the scholarly spirit, these Centers are giving us a deeper sense of religion's enormous impact in our public life.

Business excellence is customarily thought to be a goal of for-profit companies, rather than nonprofit organizations, but it would be shortsighted to assume that nonprofits are different. They too have deliverables, are responsible for measurable results and should be adding value for their stakeholders—the citizens they serve.

The fact is that well-run organizations, regardless of the sector, achieve excellence for exactly the same reasons. They have strong, outcomes-driven leadership, a focused strategic vision and the means to reach it. Their business plans are accountable and achievable. They encourage and reward creativity, entrepreneurship, results and—the most valuable resource of all—talented people.

These are the principles underlying the Partnership on Nonprofit Ventures, supported by the Yale University School of Management, the Goldman Sachs Foundation and the Trusts. The Partnership rewards excellence

through an annual competition for profit-generating enterprises of nonprofit organizations. Nonprofits with promising but under-developed ventures receive advice on improving their business plans, and the best plans receive start-up capital and professional guidance. Their experience demonstrates that excellence depends not on a business plan's point of origin but on the caliber, integrity and spirit of the organization and its ability to learn, absorb and adapt good ideas.

Excellence is also a goal of the Pew Biomedical Scholars Program, which celebrates its 20th anniversary this year. We knew from the beginning that we were investing in the early careers of the best and brightest—after all, proven success is a criterion of selection. Over the years, many Scholars have made seminal discoveries, advancing their fields, opening new avenues of investigation and even new sub-disciplines, all the while winning recognition for their important contributions. Their excellence is evident in achievements and also in the vision and the courage to take informed risks that have culminated in their accomplishments.

Last fall, Roderick MacKinnon, a Pew Scholar from 1992 to 1996, won the Nobel Prize in chemistry for his discoveries about ion channels. He took to heart the boldness that the Program encourages: Twice in his still-evolving career (he is only 48 years old), he left the traditional path. And he conducted his remarkable studies despite the doubts of some scientists that they were even possible to perform. The Trusts congratulate Dr. MacKinnon on his achievements and the possibilities his work holds for the future.

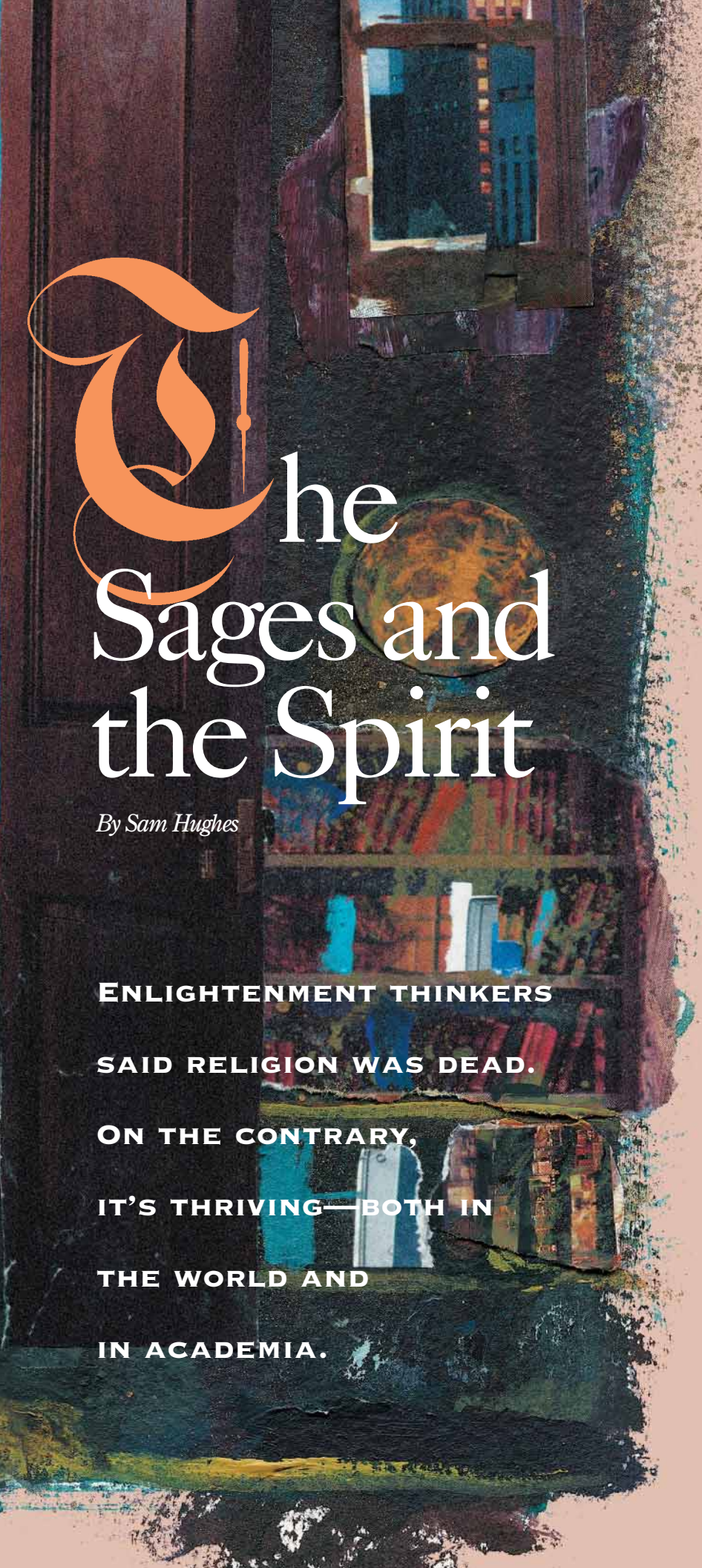
All of our partners' striving for excellence reinforces our commitment to add encouragement and resources to the high expectations that true leaders bring to their work—and to foster excellence, however it might be exemplified, in the public interest.

Rebecca W. Rimel
President and CEO



Business and the American reality: Within the University of Missouri's Center of Excellence, marketing Professor Kenneth Evans, Ph.D., develops curriculum that prepares students to work well in a religiously and culturally diverse U.S.





The Sages and the Spirit

By Sam Hughes

ENLIGHTENMENT THINKERS

SAID RELIGION WAS DEAD.

ON THE CONTRARY,

IT'S THRIVING—BOTH IN

THE WORLD AND

IN ACADEMIA.

It wasn't until the 1992 Los Angeles riots that Donald E. Miller, Ph.D., looked into his own backyard and found religion.

Not that he hadn't already devoted considerable time and thought to the subject of religion and culture. As a professor of the sociology of religion at the University of Southern California, Miller was immersed in it. But for the most part, he had been focusing on other firestorms—such as the Armenian genocide, whose survivors he had interviewed and whose oral history he had written.

Then came the Los Angeles riots, stemming from such social concerns as race, police brutality and poverty. But Miller noticed something else at work: the presence of those who wore the cloth. It wasn't just that inner-city clergy had the trust of the aggrieved residents. They seemed to understand what was going on better than anyone else and interpreted events for the news media. Their efforts underlined for him the vital role of religion in society.

Afterward Miller decided to examine the role of the clergy (including those from suburban churches) in the city's recovery. His report caught the attention of the James Irvine Foundation, which in 1996 helped establish the Center for Religion and Civic Culture at USC under Miller's direction. The Center conducts research on faith-based community organization and development, strengthens the ties between religious and secular institutions, offers community groups common ground on campus to meet and talk about their problems, and fosters cooperation among denominations that, in the past, have not worked together. While Los Angeles remains the Center's "primary laboratory" for research, its scope is international—

Miller, for example, is engaged in a four-year project on the global spread of Pentecostalism that has taken him to 14 countries.

Two years ago, the Trusts selected the Center as one of its 10 Centers of Excellence in religion, providing \$2.4 million to launch an ambitious program of interdisciplinary research. Today the Center's agenda includes bringing together scholars—more than 50 so far—who had been working in relative isolation across such a broad range of disciplines as political science, history, social work, public policy and anthropology.

"We help faculty develop significant conversations with one another and to some extent help them make connections back to the community when they want to do research there," says Miller.

The 10 Centers of Excellence in religion are located at major universities, and each examines religion through a slightly different thematic lens. And their influence goes beyond the walls of the academy, since they have a civic component that reaches out to policymakers, journalists and the public. All, in fact, contribute to what might be called a scholarly religious revival—which is not necessarily tied to personal religious convictions. As the director of one Center put it, when asked about his own religious background: "I believe in the data."

It was thought to be a tenet of the Modern Age: Sooner or later, religion would be consigned to the ash heap of history in favor of something a little more . . . rational. In the academy, whose intellectual foundations are built on the secular assumptions of the Enlightenment and positivism's observable, fact-based approach to knowledge, the very subject was seen as a curious, almost laughable relic of the past.

"[W]hen higher education adopted the European model of the university, it took over its way of studying religion,

which was as positivistic as its way of studying other subjects," noted Huston Smith in his 2000 book, *Why Religion Matters*. The philosopher Auguste Comte "had laid down the line: Religion belonged to the childhood of the human race. It is good to know facts about childhood, but retention of its outlook shows that you are childish yourself." Those early prejudices, Smith added, "remain in place."

Those prejudices, however, turned out to be childishly short-sighted. Not only did the intense flame of religious impulse fail to burn out. In many parts of the world, it has been fanned into a conflagration.

"There has been an enormous explosion of religious passions and movements across the world," says Peter L. Berger, Ph.D., author of *The Desecularization of the World: Resurgent Religion and World Politics* and director of the Institute on Culture, Religion and World Affairs at Boston University, another Center of Excellence. Having long since discarded his own early assumptions about the inevitability of religious decline—for the simple reason that "the evidence against it is really massive"—Berger argues convincingly that religion is both an "enormously important" animating force throughout the world and a vital subject of academic inquiry.

"Disillusionment with Enlightenment rationalism stalks the modern university at the dawn of a new millennium," wrote Luis Lugo, Ph.D., director of the Pew Trusts' Religion program, in a 1997 white paper. "The loss of faith in the secular ideologies and assumptions that have reigned supreme in the academy is palpable." The goal of the Religion program's projects, he added, has been to "help the study of religion break out of its cultural isolation, its 'God ghetto,' so that it can make the kind of contribution that the academy and society so desperately need."

Any lingering doubts about the need to study religion seriously went

THE 10 CENTERS OF EXCELLENCE IN RELIGION COVER A BROAD RANGE OF DISCIPLINES AND SUBJECTS:

- **Boston University's Institute on Culture, Religion and World Affairs** examines religion's role in international developments. Current projects include a study of European secularity; a cross-national study of modern Islam; and an examination of traditional Jewish and Muslim schools that use the language of tolerance in their curriculum. www.bu.edu/irwa
- **Emory University's Center for the Interdisciplinary Study of Religion** probes religion's influence on culture and society. Its first project investigated the contemporary relevance of Christianity, Judaism and Islam to marriage, sex and family. Other projects include the role of Islamic family law in North American Muslim communities and the impact of Western culture on Hindu marriage practices. www.law.emory.edu/cisr
- **New York University's Center for Religion and Media** examines the relationship between religion and media in "the broad sweep of media forms, from press accounts to television, film, popular culture, documentary, Web developments, under the assumption that all of it counts in religion today and in public life." www.nyu.edu/fas/center/religionandmedia

- Princeton University's Center for the Study of Religion investigates religion "across a wide range of eras and culture" in disciplines ranging from history, music, literature and theater, to sociology, political science and anthropology. www.princeton.edu/~csrelig

- At the University of Missouri's Center for Religion, the Professions and the Public, the focus is on the ways in which "religious perspectives influence the relationships between professionals and those they serve," and the goal is to "foster greater professional and public understanding and tolerance toward the diversity of religious values in contemporary American society." rpp.missouri.edu

- The University of Pennsylvania's Program for Research on Religion and Urban Civil Society explores such topics as "how local congregations, grassroots ministries and other communities of faith matter in the daily lives of disadvantaged children, youth and families." www.prrucs.org

- The University of Southern California's Center for Research on Civic Culture examines "religion and immigration, faith-based community organizing, and religion and culture." One study, *Engaged Spirituality: Spirituality and Social Transformation in Mainstream American Religious Traditions*, examines the ways in which individuals draw on their spirituality to "change tangible elements of their social world" through social service and public participation. www.usc.edu/crcc

- The University of Virginia's Center on Religion and Democracy investigates the role of religion in democracy and civic life. Its timely and empirically grounded scholarship "stimulates public learning, strengthens public-policy considerations and helps religious communities re-envision a constructive role in the public square of democracy." religionanddemocracy.lib.virginia.edu

- The Erasmus Institute at the University of Notre Dame, the oldest of the Trusts-funded centers, encourages scholarship that "draws on the Abrahamic intellectual traditions and addresses cutting-edge research issues." www.nd.edu/~erasmus

- Yale University's Center for Religion and American Life studies the role of religion in American culture and society in order to "remedy the relative inattention to and ignorance of the role of religion in American history and in contemporary life among policymakers, scholars and practitioners." www.yale.edu/cral

up in the flames erupting from the World Trade Center.

"September 11 had a tremendous impact on academia's engagement with religion," says Lugo, who has recently taken on the directorship of The Pew Forum on Religion and Public Life.

"It is now a cliché to say that September 11 was a wake-up call, but it was something like that," adds Jay Rosen, Ph.D., chair of journalism at New York University, home to his innovative Web journal *The Revealer: A Daily Review of Religion and the Press* (www.therevealer.org), a project of NYU's Center for Religion and the Media.

"And there are intellectual consequences to an event of such magnitude. It should have been apparent long before that day that religion and democracy must learn to live together without either over-awing the other."

The Centers of Excellence initiative "comes at a very propitious moment," says Diane Winston, Ph.D., the Trusts' program officer in that area. "More and more Americans realize that the secularization model is problematic. And with the growth of radical Islam, the internecine struggles between Hindus and Muslims in India, between Muslims and Christians in Nigeria, between Jews and Muslims in the Middle East—not to mention the debates in our own country over stem-cell research, euthanasia, abortion, parent-school tuition vouchers—it's obvious that religion is very much a part of the modern world. Religious values and behavior are fundamental to society, whether we're talking about the United States, the Middle East or developing countries in Africa and Latin America.

"We thought it would raise the initiative's profile to have the study of religion be at major research universities," she adds. "If others could see what we were doing, they might be encouraged to follow the model. We saw this as a way of making universities our partners."



Tina Bela Limer

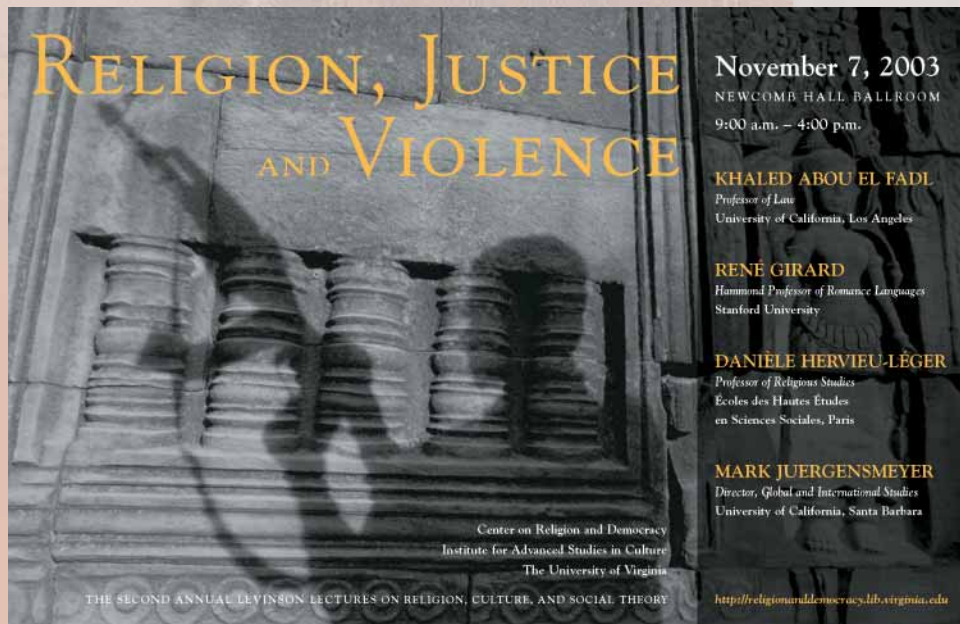
Since 1997, the program has given \$23 million to the Centers through their universities, which had to meet strict criteria. Each initially had to pony up at least one dollar for every two of Trusts' support, place the Center at a central campus location, and pledge to raise a \$10-million endowment. So far, they have raised a total of \$45 million.

God and the devil, it is said, both reside in the details. Given the rich tapestry of organized religion, scholars have an abundance of patterns to examine and knotted threads to peruse.

"One of the ideas behind the Centers is that they should have very different agendas and be doing different things," says Winston. "That's why Boston University is doing religion and international relations; Missouri is doing religion, the professions and the public; and so on. As we began to fund the Centers and see what the possibilities were, we began to see that it would be more strategic to become a bit more specialized." (See the sidebar on pages 4-5 for snapshots of the Centers and their contents.)

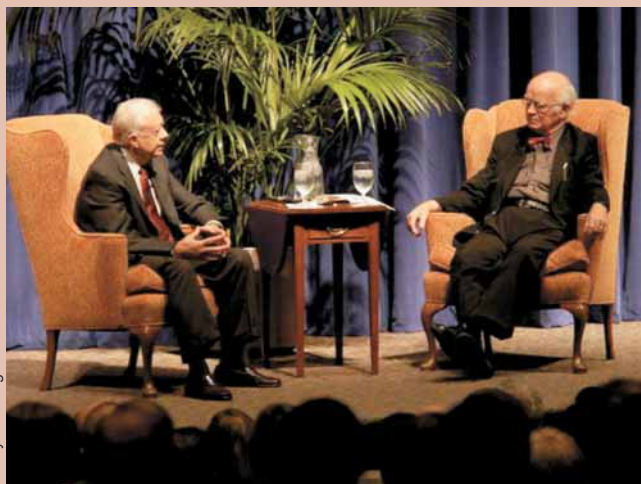
At NYU's Center for Religion and the Media, scholars are examining the ways in which different media have been used to promulgate religious messages. The sheer range is dizzying: Jihadist videotapes, televangelism, the fax machine by the grave of Lubavitcher Rabbi Menachem Schneerson, Islamic calligraphy and interactive Web sites—plus religious paintings, music and public performances.

This year alone, notes Faye Ginsburg, Ph.D., the David B. Kriser Professor of Anthropology who co-directs NYU's Center, interdisciplinary working groups will be focusing on "The Islamic Public Sphere," "Jews, Media and Religion," and "Media, Religion and Human Rights." The working groups will also take part in a "bridging" seminar whose theme is "Confession, Testimony, Witnessing."



Above: a poster from a University of Virginia event.

Right: *TV Buddha* (1974) by Nam June Paik, an apt symbol for NYU's Center of Excellence, which features the work on its Web home page. Collection of Stedelijk Museum, Amsterdam.




Carolyn E. Wright

Left: At a conference sponsored by Emory's Center of Excellence, Former President Jimmy Carter and Martin E. Marty, Ph.D., Robert W. Woodruff Visiting Professor of Interdisciplinary Religious Studies, discussed the topic "What Happens to Children in Peril?"

Below: John Orr, co-founder of USC's Center of Excellence and its director of special projects, embraces members of the Lighthouse Christian Fellowship in South Central Los Angeles.



Jerry Bernat



“Before anyone thought about the media as essential to an informed public and a healthy polity, the means of communication were understood to extend the faith and bring more people to God,” says NYU’s Rosen. He cites as an example the Protestant Reformation, which would not have spread without the printing press.

“Certain things only become thinkable when a new medium appears to alter the terms of exchange among human beings, and this has always been so for religious ideas and movements. On top of that, advances in communication are often seen in explicitly religious terms, as when Samuel Morse asked of the telegraph, ‘What hath God wrought?’”

At BU’s Institute on Culture, Religion and World Affairs, the projects under way include a cross-national study of modern Islam; an examination of traditional Jewish and Muslim schools that use the language of tolerance in their curriculum; and a study of European secularity.

“The United States is much more religious than Western Europe,” says Director Peter Berger. “In Western Europe, they look at the United States as the exception in its religiosity. My position would be that the United States is exceptional in a number of ways, but not in this. The big exception is Western Europe. They think America is very peculiar. Well, it may be, but not in terms of religion.”

Like many countries, Berger argues, the United States is, metaphorically speaking, a nation of “Indians” ruled by “Swedes.” “If you look at the data, India is one of the most religious nations in the world,” he explains. “If you take three steps in India, you fall across four gods. Sweden, on the other hand, is one of the most secular nations in the world.

“In America, the cultural elite is largely ‘Swedish,’ and the people are, speaking metaphorically, ‘Indians.’ Many socio-political conflicts over the

last four decades have had a lot to do with the ‘Indians’ resenting the ‘Swedes.’”

One such conflict is the 1963 Supreme Court decision regarding prayer in public schools, a subject that has not always been treated very respectfully by the nation’s news media—another bastion of secular “Swedes.” (The minds of journalists, wrote Huston Smith, “have been forged in the academy and shaped by its secular hammerings.”)

As a journalism professor, says NYU’s Rosen, he has been “struck by how relentlessly secular and a-religious the culture of the newsroom is, except of course where it concerns the ‘religion’ of professional journalism itself. Nothing is more ridiculous to your typical hard-bitten journalist than a ‘true believer’ in any realm.

“All the places where religious treatments and themes and events meet the gears of the media complex and thus ‘appear’ to the wider public are important areas of investigation,” Rosen adds, “because one of the most simplistic and misleading assumptions a liberal democracy makes about religion is that it can be safely confined and defined as a private matter—between you and your god, so to speak.”

The public side of religion is being probed by the University of Virginia’s Center on Religion and Democracy (CRD), which is investigating such subjects as: how religion helps or detracts from developing a national identity and purpose; how religion encourages or discourages people from participating in civic life; and how religious denominations and special-interest groups are involved in the rough-and-tumble of democratic policymaking.

“Democracy may not be the most efficient form of governance, but it is the most humane,” says James Hunter, Ph.D., CRD’s director. “And religion has had much the same role in the

creation of democratic governance as it has in other world affairs. It was a source of high ideals and strong common virtues, but it has also been a source of exclusion and disagreement, and it remains so today.” The mission of his Center, he adds, “is to explore this enduring enigma—not only in America but as it plays out in the world.”

John Witte Jr., J.D., director of Emory University’s Center for the Interdisciplinary Study of Religion, has been grinding his twin lenses of law and religion for the better part of two decades. As a self-described “avid and eclectic reader of history,” he notes that the history of the West is riven by “clashes and collaborations” between what he calls “the structural and the spiritual”—law and religion, state and church. (He also points out that when the first Christian universities were founded in the West nearly a millennium ago, “the faculties of law and of religion stood at the center of the university, along with the faculty of medicine.”)

“The binocular of law and religion brings into focus whole vistas of historical learning and living that just cannot be seen through the monocular of law or the monocular of religion alone,” says Witte. Although they represent “distinct spheres and sciences of human life,” he adds, “they exist in dialectical interaction, constantly crossing over and cross-fertilizing each other.” Law gives religious lives and communities their structure—“the order and orthodoxy that they need to survive and to flourish in society”—while the “inner morality” of religion gives legal processes and norms the “sanctity and authority they need to command obedience and respect.”

Witte, Jonas Robitscher Professor of Law and Ethics at Emory and director of its Law and Religion Program, had already directed four Trusts-supported projects for that

program by the time the Center came into existence in 2000. Those projects dealt with “some of the cardinal issues of our identities as persons and peoples,” he says, such as law, religion and society; and democracy, human rights and rule of law. He also wrote a seminal book, *From Sacrament to Contract: The Transformation of the Western Family*, while serving on the board of the Public Religion Project at the University of Chicago in the late 1990s.

“The Western tradition teaches that marriage is at once a contractual, religious, social and natural association,” he explains, “and that in order to survive and flourish, this institution must be governed both externally by legal authorities and internally by moral authorities. The modern lesson in this is that we must resist the temptation to reduce marriage to a single perspective or to a single forum.” In fact, he argues, marriage requires “multiple forums and multiple laws to be governed adequately,” and American religious communities need to “think more seriously about restoring and reforming their own bodies of religious law on marriage, divorce and sexuality, instead of simply acquiescing in state laws.”

The Emory Center’s first project—on Sex, Marriage and Family and the Religions of the Book—was, Witte says, “something of a natural extension and expansion” of the work he began in *From Sacrament to Contract*. Drawing on what he calls “the wisdom of Judaism, Christianity and Islam for their enduring insights,” the project produced a series of public forums and an international conference with 80 speakers and will ultimately yield 30 new books. (Among them: “John Calvin on Sex, Marriage and Family Life”; “Covenant Marriage in Comparative Perspective”; “The Modern American Family in Interdisciplinary Perspective”; and “Sex, Marriage and Family in the World Religions: A Critical Reader.”)

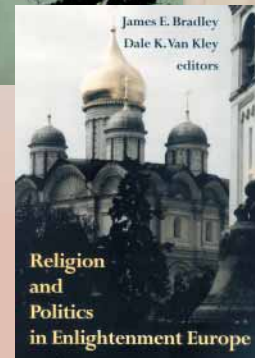
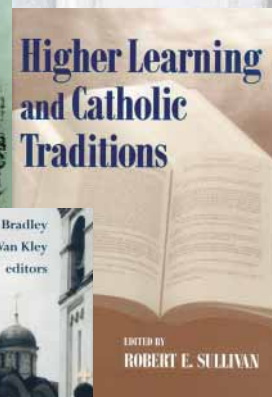
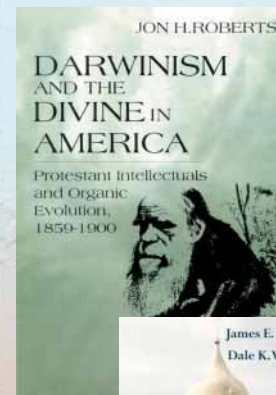
“In modern days of globalization, with all its promises and perils, it is absolutely essential to understand other persons and peoples, and the spirits and structures that guide them,” he says. “I do not think it parochial or irresponsible to focus deeply on the Western Christian tradition. So much has been done in the past, and so much has been forgotten and needs to be retrieved and reconstructed. But I have learned much from Jewish and Muslim texts and colleagues and from the study of non-Western Christian and non-Christian cultures.”

In interviews conducted by the Center, a number of the Law and Religion Program’s fellows connected with the project talked about their research, goals and insights. One was Abdullahi Ahmed An-Na’im, Ph.D., Candler Professor of Law and author of *Islamic Family Law in a Changing World*. His research focuses on, among other things, forced marriage for Indian subcontinent immigrants in Britain and the ghastly question of “honor killings,” in which women are murdered by members of their own family for real or alleged sexual impropriety.

“As a practicing Muslim, I need to reconcile being a Muslim and being a human-rights advocate, especially the rights of women, which is a major problem in the historical Islamic tradition,” says An-Na’im. He argues for an “internal discourse within Islamic communities to promote understandings of Islam that protect the rights of women and religious minorities, as well as other issues that exist within the tradition.

“It’s not that Islam itself is responsible for violence,” he adds, “but the way Islamic family law has evolved creates that possibility in people’s socialization of men, socialization of women, in social institutions and attitudes.”

Luke Timothy Johnson, Ph.D., Woodruff Professor of New Testament and Christian Origins at Emory, traces



Book jackets from Notre Dame’s Center of Excellence. Courtesy of the University of Notre Dame Press.

what he calls the “rejection” of the human body in Christianity and discusses its implications as well as some of the steps that could be taken to remedy it:

“There is no real despising of the body anywhere in the New Testament,” he says. “Ambivalence, yes; rejection, no. It is in the second century that we begin to see a widespread rejection of the body, mainly through various forms of dualism and asceticism. . . . The earliest of these are written only some 90 years after Paul, yet are a quantum leap past Paul. How did this happen?”

As a theologian, Johnson says, he has been interested “not only in identifying why the body is lost, but in asking how we can begin to recover it”; and as a Scripture scholar, he was “convinced there are some resources in the Bible that can enable Christians to think in more positive ways about the sexual body.”

For instance, the idea that humans are created in the image of God: “From Philo of Alexandria on, interpreters have asked: ‘What in humans represents the image?’ The answer is always in terms of the mind or the soul or the spirit. The body is left out. What if we were to think of God as spirit



Adam's Curse

Reflections on
Religion & Literature

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

- The Centers of Excellence: Programs at a Glance, a listing of the Centers along with contact information.
- *Good Dads: Religion, Civic Engagement & Parental Involvement in Low-Income Communities*, a report from the Institute for the Advanced Study of Religion.

who can only manifest God's self through body? What if, tentatively, we thought of the world as God's body? How does such an imaginative exercise help us begin to think in a different way about being ensouled bodies, inspirited bodies?

"We might conclude that we're not really bodies without spirit—but neither can we be spirit without bodies. This also enables us to think about incarnation in a different way, how God enters into our bodies."

Given that about half the world's "ensouled bodies" belong to women, the phenomenon of "women claiming their voice as subjects—[not] simply to be the objects of male analysis—has been profoundly revolutionary," Johnson says. "All prior Christian theology about sex has been written about men. All rules about sex have been devised by men. We need to begin to listen to women's bodies, listen to women's experience. This is part of how we start over. Males can at least pretend to detach from the sexual body, but this is not an option for women who bear babies.

"If we're going to learn, we're going to have to learn together, not as males telling women what's going on," Johnson continues. He criticizes the Pope

for not hearing the point by saying that artificial birth control is a form of men exploiting women for the sake of pleasure "Women have reasons of their own for wanting to practice birth control. Similarly, patterns of abuse of women within the church are so systemic that they need to be named."

The Emory Center's current three-year project, just under way, is The Child in Law, Religion and Society. According to Witte, it will study the "rites and rights attached to birthing and naming, baptism and circumcision, education and discipline," as well as stages in a child's physical, emotional, sexual, moral and spiritual formation—and the "rituals and ordeals and the rights and responsibilities that attach to each."

Child abuse and rape, child poverty and homelessness, juvenile delinquency and violence, illegitimacy and infanticide—all of those harsh realities will be examined, but so will "the mystery of the child—that combination of innocence and imagination, acuity and candor, empathy and healing, sharing and caring that uniquely become a child." Viewed through the prisms of law, theology and the humanities—and drawing on the wisdom of Christianity, Judaism and the Enlightenment—it will also place "the American discussion of the child in an emerging global conversation."

"I like to let each participant in a new project play to his or her specialty, have them open their scholarly world and frontier for us and then build a responsible architecture that holds these multiple specialties together," Witte explains. "We are still in the intellectual hunting and gathering phase, but so far the hunting has been extraordinarily good."

At a Missouri psychiatric hospital, a patient who thought he was dying repeatedly tried, with great difficulty, to turn in his bed to face east. "For

hours, the staff attempted to straighten him out, until a Muslim doctor explained that the patient was trying to face Mecca, as Muslims are taught to do when they are dying," explains Jill Raitt, Ph.D., professor emerita and director of the University of Missouri's Center on Religion, the Professions and the Public. "Medical professionals could better understand and so better treat their patients if they had some training in various religious behaviors and beliefs that their patients may bring with them into the hospital or treatment room."

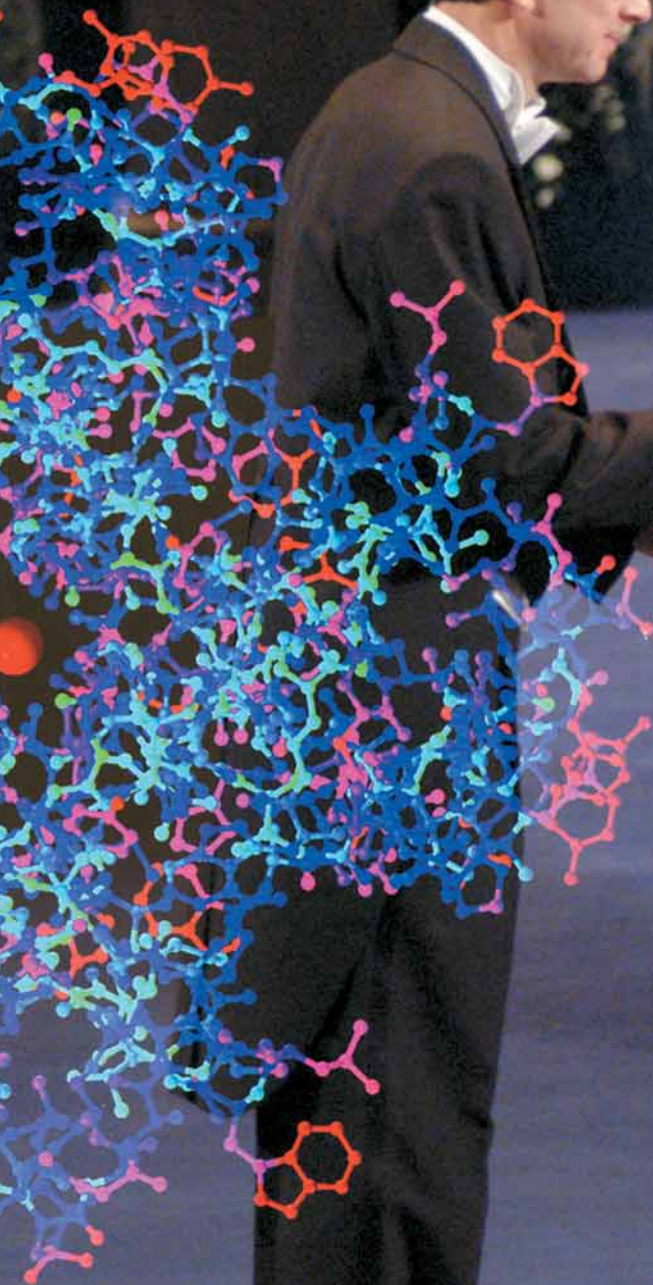
Her Center, she says, has two goals: "to help professionals become aware of their attitudes toward religion and to give them the kind of information about religions, especially of immigrant peoples, that will help them to serve their clients and patients more effectively."

This Center's theme deals with an issue that has emerged only recently—seen vividly in the surge in complaints to the U.S. Equal Employment Opportunity Commission by employees aggrieved that their religious beliefs are not honored in the workplace. "The idea for that Center wouldn't have seemed as important in 1995 as it did in 2002," when it was created, says the Trusts' Winston.

"The idea that a foundation wants to come in and say, 'Hey, we'll help you develop this area of research,' is very attractive," she says, adding that the Trusts' long involvement in religion programs has given it a "good sense of what's in the air": "We have our finger in the wind. For that reason, the Centers—especially when the program started in 1998—were a very savvy idea that only become more so in the intervening six years. In fact, we've learned that there's a real hunger in the university community for these kinds of interdisciplinary experiments." ■

Sam Hughes is senior editor at The Pennsylvania Gazette, the alumni magazine at the University of Pennsylvania.

Rod MacKinnon receives the Nobel Prize from King Carl XVI Gustav of Sweden.



Aud

There's no Nobel Prize for motivation, but Rod MacKinnon wouldn't need it. He won one for his science.



Roderick MacKinnon, M.D., is an intellectually daring man.

He is also single-minded, brilliant and hard-working, all of which helped carry the Pew Scholar in the Biomedical Sciences (Class of '92) to the 2003 Nobel Prize in Chemistry.

The award recognized him for identifying the atomic structures of ion channels, tiny pores in

acious

By Franklin Hoke

the membranes of cells that control the electrical impulses behind every movement, every sensation, every thought.

But it is MacKinnon's audacity that sets him apart.

"Every scientist knows in his field what the big barriers are to further progress," says Christopher Miller, Ph.D., professor of biochemistry at Brandeis University and investigator with the Howard Hughes Medical Institute. Miller is also a member of the Pew Scholars national advisory committee and a former mentor to MacKinnon. "Any scientist contemplating a project to get over one of those barriers does a calculation of risk: Is it likely to work? What would I have to do to make it work? Rod did that calculation in this case, but then said to hell with it.

"He committed himself totally, in his resources and his attention, to the problem. And that was very risky, because no one knew how to get over that wall. And everybody knew it was an enormously difficult thing to do. What Rod did is he just bet the farm."

MacKinnon's willingness to make bold moves had shown itself at least once earlier, a decade before he undertook the experiments that would lead to the Nobel.

In the mid-1980s, nearing the end of four years of medical school at Tufts University and a three-year residency at Beth Israel Hospital in Boston, MacKinnon began to doubt his career course, since, he was discovering, he preferred basic science.

As he explained to oral historian Andrea J. Maestrejuan in 1997, "It's as if you use a different part of your brain in medicine than you do in solving problems in science, and it was something I really missed."

And so, recalling happier days doing science as an undergraduate in Miller's lab at Brandeis, MacKinnon abandoned medicine at age 30 and joined Miller's team as a postdoctoral fellow. There, he began the study of ion channels. Surrounded by colleagues who had been learning science while he had been in medical school, he worked to make up for lost time. He studied intensively and discovered a powerful and satisfying capacity for self-teaching.

The defining expression of MacKinnon's intrepid nature, however, would come in a career shift that set the stage for his Nobel-winning investigations.

The research in Miller's lab had led to a job as an assistant professor at Harvard Medical School in 1989, and on the strength of the work he was doing during this period, he was selected as a Pew Scholar. The Program offers flexible funding—\$50,000 a year for four years at that time—to promising young investigators to encourage a risk-taking approach to difficult questions.

"For a young scientist, it was quite a bit of money to let me do some work that I otherwise couldn't do," MacKinnon says. "But the biggest way it helped is that I know so many scientists from the [annual] meetings, people who are now lifelong colleagues. It's really enriched my scientific and intellectual life to have been part of the Pew family."

With the Program's support, MacKinnon learned to mutate, in controlled ways, the genes coding

Inset: MacKinnon delivers his Nobel lecture, available in video at www.nobel.se. Courtesy of The Nobel Foundation.

Background: Structures and surfaces of the KcsA potassium channel in the MacKinnon team's computerized representations.

for ion-channel proteins and then to test the mutant channels by measuring their electrical activity. Working back and forth primarily between these two techniques—mutate, test, mutate, test—he inferred a great deal about the structure and function of channels. By 1996, he was a full professor at Harvard, highly regarded—but increasingly dissatisfied.

The tools at hand were insufficient to answer the question that had come to dominate the field. How, he and others wanted to know, did the potassium ion channel selectively admit potassium ions—at high rates and in enormous numbers—while refusing entry to sodium ions, which carried the same electrical charge and were much smaller?

To understand the mechanism of the “selectivity filter,” MacKinnon realized he would need to see the channel. And the only way to do that was through X-ray crystallography, a mainstay technique of structural biology: A molecule is purified in quantity and crystallized. X-rays aimed at the crystals diffract in patterns that, with the aid of computers, can be used to construct an atomic portrait of the molecule.

Structural biologists had shied away from trying to solve the atomic structure of ion channels, and with good reasons. Chief among them was the fact that ion channels normally reside in the oily membranes of cells, making them a class of biological proteins that are uniquely difficult to crystallize.

Structural biology is also a notoriously demanding discipline, and it was a field in which MacKinnon had no background. So he began to read and to talk to structural biologists. Some were encouraging, but warned him that the project he was considering could easily take a decade or more to complete—if it could be done at all.

At this point, a chance conversation at the annual meeting of the Pew



Scholars Program lent a guiding hand. Every March, the current Pew Scholars hold a professional meeting to discuss their research with each other. Since the Scholars represent many disciplines, the meetings have stimulated fresh thinking and, pointedly, innovative exchanges.

“There are cross-sector collaborations involving people who met in the Scholars Program that have been going on now for 10 or 12 years,” says Edward H. O’Neil, Ph.D., executive director of the Program and director of the Center for the Health Professions at the University of California at San Francisco, where the Program is housed. “Together, they’re inventing whole new lines of investigation that then become the focus of their work.”

At the 1995 meeting, MacKinnon discussed his problem with Torsten Wiesel, M.D., chair of the Pew Scholars national advisory committee. Wiesel, the 1981 Nobel Prize winner in physiology or medicine and then president of Rockefeller University, listened thoughtfully. Then he invited MacKinnon to come to Rockefeller to give a talk on his research to the faculty. MacKinnon accepted and traveled to New York not long afterward.

“I stepped out of the cab [at Rockefeller] and looked around,” MacKinnon recalled to Maestrejuan in his oral history. “Something appealed to me instantly.” He met a number of scientists with whom he connected well, including Pew Scholar Seth A. Darst, Ph.D. (’95), and shortly thereafter decided to move to Rockefeller.

MacKinnon established the Laboratory of Molecular Neurobiology and Biophysics at Rockefeller in 1996 with two other people, Alice Lee, who is his wife, and Declan A. Doyle, Ph.D., a postdoctoral fellow. In 1997, MacKinnon also became a Howard Hughes Medical Institute investigator at Rockefeller. Frederick J. Sigworth, Ph.D., joined the new MacKinnon lab for six months that year while on sabbatical from Yale University, where he is a



professor of physiology. MacKinnon and his coworkers were immersed in efforts to crystallize the KcsA potassium channel from a bacterium called *Streptomyces lividans*.

“It was a dedicated and incredibly hard-working group,” Sigworth says. “They were all working 12- and 16-hour days. Rod is a very intense person, a



"We've never actually proved anything except that we were wrong about what we thought yesterday." –MacKinnon to The Associated Press.

very focused person. He was not going to be sidetracked."

"I love learning new things, and I have a lot of confidence in myself, actually," MacKinnon says. "And I desperately wanted to see the atomic structure of a potassium channel."

Incredibly, it took MacKinnon's team less than two years to crystallize the KcsA channel and analyze its atomic structure, which appeared on the cover of the journal *Science* on April 3, 1998 (see left, courtesy of *Science*).

The structure revealed four identical subunits forming the cylinder of the ion channel. Each of the four subunits presents a row of five oxygen atoms spaced out along the pore lining. Thus an ion passing through the pore encounters five subsequent rings of four oxygen atoms, in which the four oxygen atoms are held at precise distances from each other by the overall structure of the channel. Those distances are the key to the selectivity filter.

To maintain a neutral electrical state, positively charged potassium ions outside the cell surround themselves with eight water molecules, using the negatively charged oxygen atoms in the water to balance their electrical needs. The four oxygen atoms in each ring lining the ion channel correspond exactly to the dimensions of a potassium ion, and the position between any two rings provides the same level of electrostatic comfort for the ions that they would have in free solution, nestled into a complex of eight oxygen

atoms. So the ions enter the channel without resistance and pass readily through the rings.

The four resting positions in the five-ring filter also give the positively charged potassium ions, which repel each other, a way to avoid each other. Ions and water molecules alternate in the four positions, so that only two ions are in the filter at any given moment, always with a water-molecule buffer between them.

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

- "Discovery Channels," an article in the spring 2000 *Trust* on The Pew Biomedical Scholars Program.
- Voices of Scientific Inquiry: Oral History and Archives (of the Pew Biomedical Scholars).

And what of the sodium ions? With the same electrical charge as potassium ions, why don't they enter the filter? The answer is that sodium ions are smaller than potassium ions, so that the distances between the oxygen atoms in the rings of the channel are too large to offer them the same easy charge neutrality available to the potassium ions.

"The simplicity of it all was what struck me most," MacKinnon says. "All the potassium channels in all the life forms we know have this same structure for the selectivity filter. It was very beautiful and rewarding to see it."

The significance of MacKinnon's advance was recognized just the next year when he shared the 1999 Albert Lasker Award for Basic Medical Research with two other ion-channel scientists, Bertil Hille, Ph.D., professor of life sciences at the University of Washington, and Clay M. Armstrong, Ph.D., professor of physiology at the University of Pennsylvania.

"Rod's beautiful X-ray structures give the definitive answer to potassium ion selectivity in ion channels," says Armstrong. "Selectivity is essential to life, important all the way from bacterial survival to electrical signaling in the nervous system." So fundamental are potassium channels to life, in fact, that MacKinnon's discoveries may lead to new treatments for neurological, cardiac and muscular disorders.

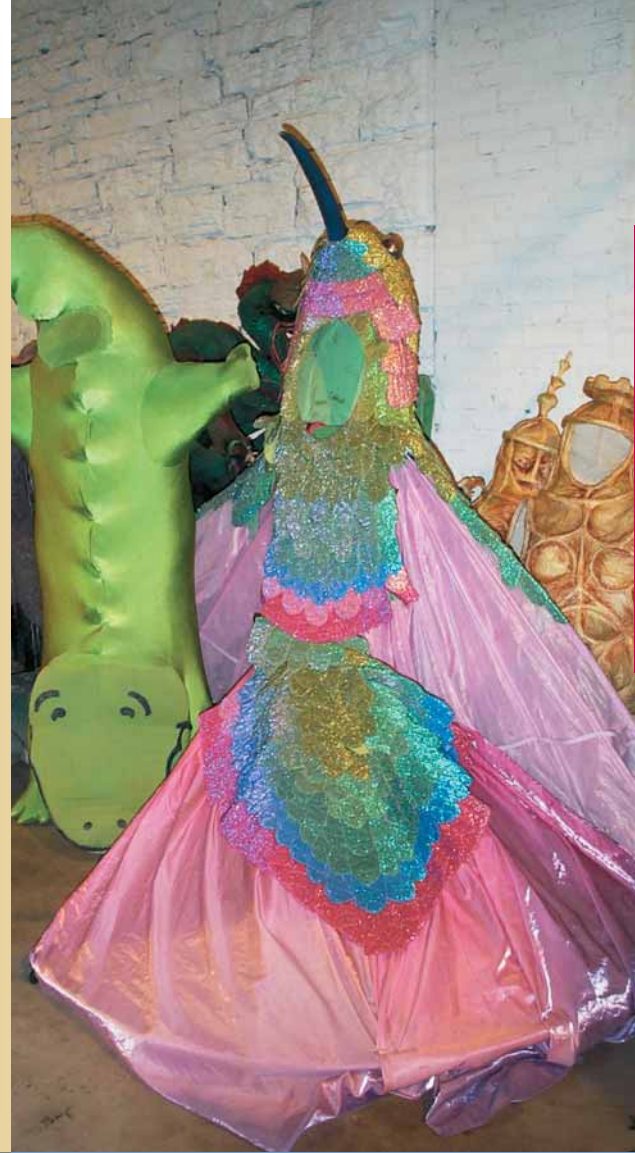
More recently, MacKinnon has discovered the structures of other channels and channel components, extending his insights. In the May 1, 2003, issue of *Nature*, he reported the atomic structure of a potassium channel's voltage-sensing gate, which is responsible for opening and closing the channel. Where the selectivity filter controls which ions may pass through the channel, the gate controls when they may pass.

Reflecting on his own path, MacKinnon advises young scientists not to fear moving into new areas where they may feel uncertain of themselves.

"It's very comforting to be an expert," he says. "But you'll do better if you push your limits of competence. Teach yourself new things and just do them." ■

MacKinnon's oral history was conducted by the Oral History and Archives Project for the Pew Scholars Program in the Biomedical Sciences, supported by the Trusts through a grant to the University of California at Los Angeles.

Philadelphia-based Franklin Hoke is an award-winning science writer. He previously wrote on the SeaWeb Project for Trust.



Omar Ontiveros



In Search of *(Business Plan)*

EXCELLENCE

Nothing ventured *smartly*, nothing gained.

By David Bornstein

Top winners of the first nonprofit-ventures competition (clockwise from upper left):

PARRETT PAPER: die-cut greeting cards and gift tags; employment and training. Rochester (N.Y.) Rehabilitation Center. www.rochesterrehab.org

COSTUMERENTALS: costumes for nonprofit theaters. Guthrie Theater and The Children's Theatre Company, Minneapolis. www.guthrietheater.org, www.childrenstheatre.org

DISCOUNTECH: sells software and hardware technology to nonprofits. CompuMentor, San Francisco. www.techsoup.org

DISEÑOS MAYAPÁN: medical scrubs; employment and training. El Puente Community Development, El Paso, Texas. www.mujebrera.org/elpuente



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The nonprofit El Puente Community Development Corporation exists to help low-income Mexican immigrants in El Paso, more than 30,000 of whom have lost their jobs to economic dislocation. So when Rodrigo Morin and others at El Puente began noticing that Mexican-Americans, who make up a large proportion of hospital workers in the Southwest, were often unable to find uniforms—"scrubs"—that fit, he got an idea. Could El Puente simultaneously create jobs in El Paso and generate revenue for its good works by going into business making scrubs for immigrant hospital staff?

Not long afterward, Morin and his colleagues appeared on a stage in New York City, sporting the most fashionable hospital scrubs this side of the Rio Grande and eager to persuade a panel of judges that this idea was worth investing in. El Puente was among 20 finalists in the first annual nonprofit business plan competition of the Yale School of Management-The Goldman Sachs Foundation Partnership on Nonprofit Ventures. In the contest, nonprofit groups from across the country vie for \$500,000 in cash prizes that will help launch or expand their for-profit ventures. There was no shortage of good ideas being showcased at the two-day event last May, which many of the 500 attendees characterized as a watershed moment in the field of social enterprise.

It certainly was a watershed moment for El Puente. Hospital scrubs have changed little since they were introduced in the U.S. in the 1950s. After measuring a thousand people, Morin found that the uniforms were too long and too tight for many of El Puente's target customers—immigrant workers. "The next step was to do a market survey," he recalled. "We got an amazing response. We saw that there was a whole sector whose body size and shape

were not well served. They were *pleading* for better scrubs.”

Years earlier, El Puente had confiscated 40 sewing machines from sweatshop owners who had not paid their wages to poor immigrant workers fairly. Morin rebuilt the machines. El Puente invested \$5,000 of its own funds and raised \$5,000 from a firm that runs hospitals in El Paso; it then contracted with a few workers and was soon producing scrubs. Thus was born *Diseños Mayapán* (“Mayapán Designs”), a business that employs highly skilled, job-displaced seamstresses, many of whom are women over 40 with less than a sixth-grade education, to manufacture suitably sized hospital scrubs in 21 attractive styles. Over the course of a year, drawing heavily on very low-budget marketing, the organization sold \$40,000 worth of them.

El Puente’s business plan to expand the venture—plus Morin and his colleagues’ onstage presentation in New York—was impressive enough to beat out more than 650 nonprofits nationwide that had entered the Yale competition to compete for one of four top prizes of \$100,000 and 24 days of free management consulting services over the course of a year.

“Winning was beyond our wildest expectations,” says Cindy Arnold, executive director of El Puente. “It meant so much. As a social-change organization, what we’re trying to do in El Paso is considered a little crazy. The business community felt we were fraudulent, and the progressive social-change organizations felt we’d sold out. But this is much more than a business plan to us. This is something that will help us wrestle with the question of how to put together an economic agenda for El Paso.”

The Partnership, which has received \$6 million in funding from The Pew Charitable Trusts and The Goldman Sachs Foundation, was

established in 2001 to respond to growing interest among nonprofit organizations in running businesses that help support their core mission. The Partnership focuses on “social entrepreneurship”—a combination of business skills and social responsibility among nonprofits. Accordingly, the Partnership educates these organizations about nonprofit enterprise, serves as a mechanism for financing the most promising of the profit-making ventures and provides intellectual capital to build the concept of nonprofit social entrepreneurship.

Social enterprise has been around for decades. However, in the early 1980s, after the Reagan Administration slashed social spending, a growing number of nonprofits began exploring earned-income ventures as a strategy to diversify their revenue base. In some cases, the goal was to generate cash to support the mission. In others, it was to run a social-purpose business that itself advanced the mission—say, by providing employment opportunities or essential services to needy constituents. In cases like *Diseños Mayapán*, the ventures were designed to do both.

More recently, as nonprofit organizations across the country were again facing declines in giving as a result of the economic downturn, the approach has been gaining traction once more. But there is an important distinction between the interest in social enterprise today and that of 20 years ago: It reflects both an increased willingness by nonprofits to embrace business tools and concepts, and an increased willingness by traditional businesses to engage with the nonprofit sector to pursue initiatives with social as well as economic value.

These changes have been informed by two decades of industry-building in the nonprofit sector, with a growing recognition that it and the business sector have much in common. It is now widely accepted, for example, that successful organizations, regardless of



Runners-up (clockwise from above):

BENHAVEN'S LEARNING NETWORK: technical assistance and consulting to special-education programs in Connecticut public schools to serve students with autism. Benhaven, Inc., North Haven, Conn.

BOOKSHARE.ORG: online library for people with significant reading disabilities. Benentech Initiative, Palo Alto, Calif. www.benentech.org

MAKE A DIFFERENCE CATERING: food services for child-care programs and other human-service organizations. Nation's Capital Child and Family Development, Washington, D.C. www.nccfd.org

SCOJO INDIA: sells low-cost reading glasses in India. Scojo Foundation, Brooklyn, N.Y. www.scojo.com





their tax status, share certain qualities, such as a clear vision, entrepreneurial leadership, access to resources and excellent management.

This recognition has helped build bridges between the nonprofit and business sectors and overcome the “respect gap” that has long impeded their ability to cooperate. It has also opened up new opportunities for young people who seek to apply business skills to achieve social ends.

In the past two decades, the field of nonprofit management, which barely existed in 1980, has grown into a small industry with hundreds of colleges in the U.S. now offering such courses. Among MBA students, interest in social enterprise is reaching new highs. “The enthusiasm for this in business schools has really grown,” notes Sharon M. Oster, Ph.D., Frederic D. Wolfe Professor of Management and Entrepreneurship at the Yale School of Management. “You see these classes at Harvard, Stanford, Duke, you see new centers for social enterprise starting up, and it all speaks to student demand. I don’t know if it’s related to 9/11 or a paucity of jobs or a change in the spirit of the young, but it’s there.”

For all the attention, many nonprofits espousing interest in social enterprise remain poorly prepared for the challenges of running businesses. Oster, cofaculty director of the Partnership, noted that of the 655 entrants in the first business plan competition, the 575 business plans eliminated in the first round represented “a big drop in quality” from the 80 that advanced to the second round, suggesting that perhaps only 20 percent or less of the plans submitted were thought through well.

Another impediment to the success of social enterprise is the availability of financing. The majority of foundations have little expertise or interest in analyzing or financing social ventures. “There’s been talk about social enterprise for 20 or 25 years,” says Cynthia

W. Massarsky, the Partnership’s co-deputy director, “but there’s never been much money behind it—a grant here, a grant there, mostly grabbing at straws.”

Two of the goals of the Partnership are, therefore, to attract attention to social enterprise by highlighting the most professional and cutting-edge profit-making ventures, while leveraging intellectual and financial resources—building up networks of support within the nonprofit, academic, philanthropic and business worlds—to help ensure that the best ideas with the best management teams behind them have a genuine chance to flourish.

Ironically, the seeds of the Partnership were planted in the late 1990s, not a time when nonprofits were facing significant budget crises, but when, like everyone else, they were looking to use the Internet to make money. “At the height of the boom, we were getting a fair number of nonprofits proposing business models to us,” recalls Mary Ann Stover, at the time a program officer in the Trusts’ Venture Fund. “It seemed that something was going on out there. And we started to think about how we could bring our resources to bear in a strategic way.”

Around that time, Donald Kimelman, director of the Venture Fund, came across a front-page article in *The Wall Street Journal* while riding his exercise bike. The story caught his eye because it reported on two oddly matched competitors in the construction-supplies business. “One of the companies was an industry leader, a major player,” recalls Kimelman. “The other was a student who had won a Stanford business-plan competition. I thought, ‘That student really got a lot of mileage out of winning that contest.’”

To explore whether the Trusts could play a valuable role in strengthening the field of social enterprise, Stover enlisted the expertise of Massarsky, a management consultant who had

been helping nonprofits pursue earned-income strategies since the early 1980s. Massarsky pulled in Samantha L. Beinhacker, a consultant who had specialized in strategic planning and marketing for both nonprofits and Fortune 500 companies.

With funding from the Trusts, Massarsky and Beinhacker conducted a study. They found that, of 519 nonprofit organizations that responded to their survey, almost two-thirds were already operating an earned-income venture or expressed interest in starting one. Of those in business, however, only 55 percent had prepared business plans. As expected, these were the ones that reported more success in both running their ventures and fulfilling their organization's mission.

Massarsky, Beinhacker and Stover agreed that a competition could be an effective vehicle to highlight promising ventures, provide training in business planning and reinforce the message that running a business is not for everybody. "Right from the start, the Trusts were very adamant that we *encourage* social venturing if it makes sense and *discourage* it if it doesn't make sense," says Beinhacker, who, along with Massarsky, now serves as co-deputy director of the Partnership. "Nobody should come in thinking that running a business is easier than fundraising."

Next, the Trusts began looking for a business school that would administer the program. At the top of the list was the Yale School of Management, a national leader in the field of nonprofit management. When Kimelman proposed the idea to Jeffrey Garten, the school's dean, it took Garten (Kimelman recalls) "about a minute to say yes."

Through the grapevine, Massarsky had heard about another consultant who was exploring nonprofit business plan competitions—but all she had to go on was a last name. In classic entrepreneurial fashion, she scoured the

Manhattan phone book, making cold calls until she tracked down the consultant, who was working with The Goldman Sachs Foundation.

As it turned out, Goldman Sachs had been pursuing a similar strategy. "We were very interested in identifying opportunities for the foundation to have a real impact in the social-enterprise arena and actively exploring a couple of different options," recalls Stephanie Bell-Rose, the foundation president. "We had very complementary goals."

Moreover, forming a partnership with The Pew Charitable Trusts and Yale seemed eminently sensible. "For Goldman Sachs," notes Bell-Rose, "it was an opportunity to combine our financial and intellectual capital with academic and philanthropic experience." Lori Grange, a program officer in the Trusts' Venture Fund, adds that "the Goldman Sachs name and brand recognition" conferred a high degree of legitimacy for the competition in the business community and might help attract other investors for the most promising ventures.

The Partnership launched the competition in May 2002. Massarsky and Beinhacker anticipated 200 entrants. Over the summer, they received 655, at least one from every state. They were totally unprepared for the volume. "We didn't think to ask people to send in duplicates," recalled Beinhacker. "We spent a lot of time photocopying."

As with many a start-up, the first year took off at a gallop and never slowed down. The project recruited 200 evaluators, judges and advisors, including students, alumni and faculty from Yale's School of Management, Goldman Sachs executives and members of the management-consultants McKinsey & Company, the revenue-consultants Community Wealth Ventures and other firms.



Invest your Tax Refund and Secure your Future

- Build Equity in your Home
- Save for the Future
- Save for Education
- Build a dream



This tax season, put your refund to work.





Finalists (clockwise from below):

WIN-WIN CLEANING, INC.: business cooperative of individually owned cleaning companies (here, Mr. and Mrs. David Tran). Vietnamese-American Institute for Development, Dorchester, Mass. www.winwincleaning.com

RAMPS & RETROFITS: modifying homes for seniors and disabled individuals. The Centre for Women, Tampa, Fla. www.centreforwomen.com

ABD COLLECTION: custom-made knit luxury suits for women. Appalachian By Design, Lewisburg, W.Va. www.abdinc.org

ONLINE IDA: enabling low- and moderate-income Americans to create individual development accounts (shown here is a postcard from a partnering project). D2D Fund, Inc., Roxbury, Mass. www.d2dfund.org

LOUISIANA ARTWORKS: offering products made or inspired by Louisiana artists and artisans. The Arts Council of New Orleans, New Orleans, La. www.artscouncilofneworleans.org



Massarsky and Beinhacker loaded up the Partnership's Web site with resources in business planning, developed a rating scheme, distributed the applications to the evaluators and winnowed the 655 entrants down to 80. For the semifinalists they arranged business-planning workshops with professional consultants and MBA students in Boston, New York, Washington, Chicago, Raleigh, N.C., and San Francisco. The semifinalists then submitted working drafts of their business plans, which were cross-reviewed by 40 evaluators. Each semifinalist received extensive feedback.

In February 2003, 20 finalists were selected; each was given six days of access to a consultant and two Yale management MBA students to refine their business plans and develop PowerPoint presentations. A month later, the final products were delivered to seven judges. And a month after that, the winners were announced at the awards ceremony in New York. The ceremony capped a two-day, sold-out conference that featured a score of master classes and workshops headed by Goldman Sachs executives, Yale School of Management professors and leaders in the philanthropic community, as well as a keynote address by former Senator Bill Bradley, now a senior adviser at McKinsey & Company.

One of the most distinctive aspects of the conference, reflects Goldman-Sachs' Stephanie Bell-Rose, was that it "brought together people from business, academia, philanthropy and the nonprofit sector." Based on interviews with a cross-section of three dozen participants, both the competition and conference were generally viewed as major successes for the quality of the business plans showcased, the level of exposure brought to the field, the experience gained by the entrants and the professionalism

of Massarsky and Beinhacker, who pulled off the whole thing with consummate style and nary a snag. "What they accomplished in a year is mind-boggling," comments Greg Dees, a professor at the Fuqua School of Business at Duke University, who served as a judge in the competition. "It was an enormous undertaking executed extremely well."

There were eight winners, four receiving \$100,000 and four receiving \$25,000. In addition to El Puente, they include two nonprofit theater companies that have launched a national costume rental business; a Washington, D.C., food bank that has opened a catering company; and a rehabilitation center in Upstate New York whose disabled clients design and manufacture unique, die-cut greeting cards and paper. The dominant characteristic of the winners was their size: Although seven of the 20 finalists had annual budgets under \$1 million, only one of them—Scojo, which markets low-cost reading glasses in India—was selected as a winner. By contrast, four out of the five finalists with budgets over \$5 million won prizes.

As a result, some of the smaller organizations felt the competition placed a disproportionate burden on them. "I didn't realize we'd be going up against organizations much bigger than we are," says Jeff Zinsmeyer, executive director of the D2D Fund, which is developing an online system that will help banks extend Individual Development Accounts to low-income customers. "We ended up putting much more time into this than if we had done a series of funding proposals."

But all of the finalists, regardless of size, reported that the process was invaluable. "If business planning were easy, everyone would do it," notes Bennett Grassano of CompuMentor, which won \$100,000 to expand *DiscountTech*, a business to distribute discounted technology products and services to nonprofits. "It's a lot of

work, but it forces you to think through your business with a level of rigor that you wouldn't do otherwise."

Larry Wood of Benhaven, Inc., which won \$25,000 to expand its business providing consulting to public schools that serve children with autism, says: "Before doing the financial forecasting, we didn't understand how much we would have to grow the business to make it profitable."

James Fruchterman, CEO of The Benetech Initiative, whose venture, Bookshare.org, makes books available online for people with visual and other disabilities, says the "sensitivity analysis" helped to "demonstrate which business assumptions were the most sensitive to changes in conditions." Benetech won \$25,000 to help support Bookshare.org.

For Cindy Arnold, from El Puente, the greatest benefit was psychological. "We came to value what we already knew. I mean, we've got Yale students telling us: 'Wow, you've got something here!'"

The students, consultants and judges who participated in the competition also reported positive experiences. "I actually got to apply all the skills we'd been trained in: finance, statistics, marketing. All the core competencies came up in the plan," says Laurie Geronimo, a second-year student from Yale's management school who assisted CompuMentor with its business plan.

Chandy Chandrashekhar, a vice president at Goldman Sachs who served as a judge, calls the experience an "awakening": "Hearing about unemployment in the Appalachian mountains or El Paso and then seeing people who are actually taking the time to create opportunities is wonderful. I felt quite valuable and useful. It behooves institutions like Goldman Sachs to do more of this stuff."

Daniel Helfman, a consultant who specializes in social ventures, says of his engagement with El Puente: "Working with Cindy, Rodrigo and both



Marias was a wonderful experience. They are *heroes*. And they have the potential to grow tenfold."

Without a doubt, the individuals in the least enviable positions were the judges, who had to select from an array of organizations working in a half-dozen fields. The judges had been instructed that the overriding criteria was: "Which ventures had the best chance to succeed as businesses?"

"What I looked for was: 'Does the plan anticipate variables that will come into play when you move to the real world?'" says Gary Mulhair, managing partner of Global Partnerships, an organization that assists micro-finance programs in Central America. "I looked for the fatal flaws—things that, if they don't go well, are likely to swamp the venture. And: Has anybody on the team actually done any of the stuff they propose?"

Despite the fact that the judges were told that the businesses were not required to yield "social returns," a number took their potential to do so into consideration. Barry Nalebuff, D.Phil., the Milton Steinbach Professor of Management at Yale, notes that the plans that most intrigued him were innovative models with the potential



Finalists (clockwise from top left):

SPRINGBOARD NYC: intensive summer program for aspiring young actors, singers, technicians and set designers, taught by industry professionals (here, composer/lyricist Jason Robert Brown). Musical Theatre Works, New York, N.Y. www.mtwnyc.org

PROVIDENCE HOME MORTGAGE, INC.: brokers mortgages (as for the renovated house, shown) in the Kent County, Mich., area for low- and moderate-income families. Inner City Christian Federation, Grand Rapids, Mich. www.iccf.org

PEDDOCK ISLAND ECO-RETREAT AND FAMILY CAMP: environmentally conscious programming for day-trippers and overnight visitors. Island Alliance, Boston, Mass. www.bostonislands.com/ia



Finalists not pictured:

PLOUGHSARES NURSERY: eco-friendly retail nursery; employment and training. Alameda Point Collaborative, Alameda, Calif.

NATIONAL QUARTERLY HIV/AIDS SURVEY AND FOCUS GROUPS: enabling subscribers to market products and services, plan health care and fulfill regulatory mandates. Partnership for Community Health, New York, N.Y. www.pchealth.org

VOLUNTOURS: travel packages for vacationers who devote time to service learning and volunteerism. Los Niños, Chula Vista, Calif. www.losninosinternational.org

LIVE FROM NY'S 92nd STREET Y: uses satellite broadcasts and the Internet to sell the Y's programming to nonprofits worldwide. 92nd Street Y, New York, N.Y. www.92y.org

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

- *Enterprising Nonprofits: Revenue Generation in The Nonprofit Sector*, a report from the Partnership on Nonprofit Ventures.
- "Nonprofit Enterprise: Right for You?," an article summarizing the landscape of business ventures in the nonprofit sector.

to achieve major social impact. He cited the case of Scojo and its prize-winning business plan to sell affordable reading glasses to people in India who currently lack them. "The risk is: 'Why hasn't it already happened?' But that's the kind of risk you'd like to see social enterprises take."

Duke's Greg Dees adds: "What I would like to know from a nonprofit that's starting a venture to generate money is: 'How are they going to use that money?' I'd like to see every plan required to articulate the social impact. Let's make it an explicit part of the business plan."

While the competition succeeded in generating enthusiasm for social enterprise, even its chief proponents reiterated a strong note of caution. "This is a rich and exciting area—but also an area where one needs to tread carefully," says Oster. "We want tempering along with the enthusiasm."

Notes Stanley J. Garstka, Ph.D., professor in the practice of management and deputy dean of the Yale School of Management, who, with Oster, co-directs the Partnership: "The competition exceeded our wildest expectations, but ultimately its success is about these organizations being able to implement their ventures and make money. For that, the jury's still out."

One reason for the caution is that for-profit delivery mechanisms require a range of skills that are not yet prevalent in the nonprofit sector. Another is that the consequences of business

failure are more serious for nonprofits. If a normal business goes bankrupt, it is usually because the business failed to provide value. But a nonprofit that has highly effective programs may fail in business and, in the process, put its programs in jeopardy. In addition, companies have an array of financial services to turn to; social enterprises do not. And it is far from certain that foundations will be willing to accept the high failure rates associated with new business ventures.

In the meantime, the Partnership is closing out the second year of the competition. The 551 entrants have been whittled to 80 as they move toward the awards ceremony in May. Even in an improving economy, the question of wisely blending social and financial returns is no less urgent. The Partnership is looking to rope in more partners for the project itself. It also seeks to capitalize on the buzz created by the competition to help organizations (in Massarsky's words) "get a hearing before social investors and foundations."

In fact, one of the most compelling ventures showcased at the competition was the competition itself. It certainly met the success criterion set out by Mario Morino, chairman of Venture Philanthropy Partners, at the conference. Success in any undertaking, he noted, does not hinge on a plan—as soon as the ink is dry, the plan will change—but on the people who will execute it. Success, he said, comes from "the obsessive drive and compelling knowledge of the individual who will overcome walls, crawl over glass." ■

The Yale School of Management-The Goldman Sachs Foundation Partnership on Nonprofit Ventures is located at 560 Sylvan Avenue, Englewood Cliffs, NJ 07632. Its phone is 201.894.8950, and its Web site is ventures.yale.edu.

David Bornstein specializes in writing about social innovation. His How to Change the World: Social Entrepreneurs and the Power of New Ideas has just been published by Oxford University Press.

Environmental Progress in the Electric Sector

By Kathleen A. Welch, Lea Aeschliman and Lester W. Baxter

Introduction

The overall goal of the Trusts' work on climate change is to reduce emissions of carbon dioxide and other greenhouse gases that contribute to global warming. Our efforts focus on: (1) increasing the use of energy-efficient and renewable technologies in the electric sector; (2) promoting policies to reduce air pollution and carbon-dioxide emissions from the nation's power plants; and (3) encouraging the design and implementation of government policies and business practices that will significantly reduce greenhouse-gas emissions.

When we first entered this line of work, in 1990, the debate over climate change was just emerging, with little policymaker consensus on climate science and how—or whether—to address the problem. There was virtually no opportunity to address the global-warming issue at the federal level; consequently the Trusts concentrated on state and regional strategies to reduce carbon emissions—in particular, by capitalizing on small but growing regional efforts to improve the environmental performance of electric utilities, the nation's largest industrial source of greenhouse gases. These efforts were active primarily at state utilities commissions, the public bodies that regulate electric utilities.

In collaboration with The Energy Foundation, the Trusts built a network of groups known as the Regulatory Reform Network, which became the organizing force for this reform effort. Within five years, the Trusts were supporting 19 reform groups active in 37 states. During this period, these groups played an important role in promoting \$9.6 billion in investments from utilities in energy-saving programs and reducing nationwide growth in peak electricity demand by an estimated one-half and annual electric sales by nearly 2 percent.

During 1995 the Trusts and The Energy Foundation redirected the work of the Regulatory Reform Network to respond to the efforts of state and federal policymakers to restructure the electricity industry. Since 1996, The Electric Sector Reform Initiative supported by the Trusts and the Energy Foundation promoted the adoption of policies that support investment in clean energy during the transition to what policymakers hoped would be a more competitive electricity industry. The Initiative strived primarily to secure both public funding and policy mandates that increase energy efficiency and expand the use of renewable energy sources.

In a cluster review completed in December 1999, the Trusts' Planning and Evaluation unit included the Initiative in an evaluation of the utility reform efforts from 1991 through 1998. The Initiative's progress from 1999 through 2002 has now been jointly assessed by staff of Planning and Evaluation and the Environment program. An in-house assessment (rather than an external evaluation) was undertaken because most of the aggregate results reported here were compiled by grantees from public sources. Planning and Evaluation has spot-checked some of these sources and, for those reviewed, concluded that the available data reported are accurate.

Some of the objectives in the following sections note the passage of legislation. In these cases, the Trusts' investments supported public education, nonpartisan research and similar non-lobbying activities to encourage public support for the issue at hand.

Summary of Progress

The specific goal of the utility-restructuring initiative was to promote adoption of state and federal policies that support investments in energy-efficient and renewable energy tech-

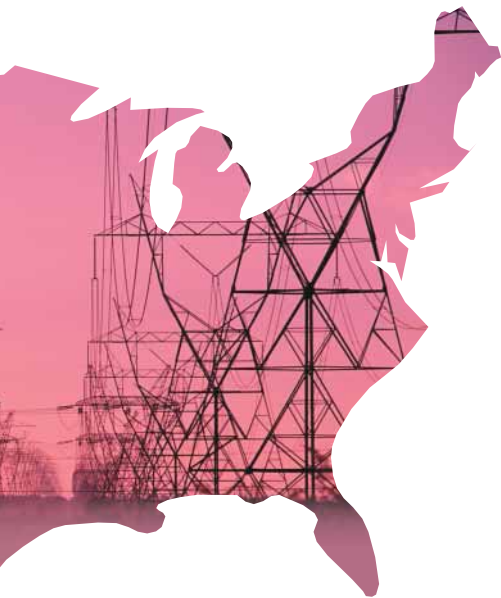
nologies. In 1999 the Environment program set an ambitious target of reducing projected carbon emissions from the electric sector by 48 million metric tons by the year 2010. This target is roughly equivalent to completely eliminating carbon emissions from Turkey's economy.

Our overall conclusion for the following five objectives is that the organizations with which we have worked have played an influential role and made significant contributions to the outcomes achieved. Of course, these groups did not act alone, and other actors also played meaningful roles. In certain states, for example, the public utilities commissions themselves are strong supporters of energy-efficiency programs. These states would probably have invested in efficiency programs, but the level of investment is almost certainly higher because of the efforts of the organizations supported by the Trusts.

STATE FUNDING FOR ENERGY EFFICIENCY PROGRAMS

Objective: Secure state funding for public-benefit programs totaling more than \$1.2 billion annually by 2002, of which more than \$700 million annually is allocated to energy-efficiency programs, achieving an estimated energy savings of at least 62 million megawatt hours (mWh) and carbon-emissions reductions of 7 million metric tons (MtC) by 2010.*

*Public-benefit programs are funds typically created through a small surcharge placed on the bills of electric customers to support energy efficiency, renewable energy, low-income energy programs, and public-purpose research and development activities.



In 2001, the most recent year for which complete data were available, public funding for energy-efficiency programs totaled \$830 million, which is well beyond the funding target of \$700 million. Judging whether this funding will still be in place in 2010 is difficult because commitments in force today may be reconsidered as events change.

Still, we see reasons to be optimistic about the long term. Three of the biggest supporters of public funding—California, Massachusetts and New York—have extended their funding commitments. California has renewed for 10 years, and Massachusetts and New York for five, the last doubling its funding commitment. The anticipated funding from these three states alone is close to \$550 million per year, or almost 80 percent of the long-term target of \$700 million per year. Other states that have made substantial commitments to public funding for energy-efficiency programs, such as New Jersey, Texas and Wisconsin (combined public funding of approximately \$230 million in 2001), are expected to continue their policies for the foreseeable future.

If public funding commitments are sustained at or above \$700 million per year, it is likely that the energy-savings target of 62 million mWh in 2010 will be met. Reaching even 80 percent of the target savings would be a significant achievement, equal to completely eliminating the need to

generate electricity for about five million homes.

Forecasting the effects of energy-efficiency programs on carbon emissions is inherently difficult because the programs themselves do not directly reduce these emissions. Instead, the energy savings from these programs can decrease the amount of electricity that power plants must generate to meet demand. When demand is reduced at fossil-fuel burning plants, carbon-dioxide emissions are avoided. Recognizing these complexities, the Environment program set a cautious carbon-reduction target of 7 MtC avoided as a result of saving 62 million mWh of electricity. If the electricity savings target is met, the carbon-reduction target is highly likely to be met or exceeded.

STATE SUPPORT FOR RENEWABLE ENERGY

Objective: Secure state funding and policy mandates by 2002 that will result in the estimated production of 32 million mWh of new wind, biomass, solar and geothermal generation and carbon-emissions reductions of 6 MtC by 2010. The near-term milestone is at least 6.5 million mWh of new renewable generation because of state requirements by the end of 2002.

The target for 2002 has been exceeded, based on estimates for 2002 indicating that about 8 million mWh were generated in response to renewable requirements and other policies implemented by states. This is roughly equivalent to the electricity production from three large coal-fired power plants.

If existing state policies on renewable generation stay in place, then the amount of electricity generated from these sources could lead to new renewable generation in excess of 40 million mWh by 2010—or roughly equivalent to the electricity output of 16 coal plants. Additional states are expect-

ed to adopt policies that support the development of renewables to meet the growing demand for electricity, which could offset any retrenchment in existing states or expand total renewable generation beyond the target.

CUSTOMER CHOICE FOR RENEWABLE ENERGY

Objective: Stimulate customer choice of renewable-based electricity products by 2002 that will result in the estimated production of 33 million mWh of new wind, biomass, solar and geothermal generation and carbon-emissions reductions of 6 MtC by 2010. The near-term milestone is at least 7.5 million mWh of new renewable generation because of customer choice by the end of 2002.

This objective seeks to promote markets for renewables by giving customers an opportunity to choose a clean electricity supplier. The near-term milestone of 7.5 million mWh of new renewable generation by 2002 has not been met. Rough estimates suggest that renewable generation installed in 2002 in response to customer choice could generate about 3 million mWh. If the planned capacity in the pipeline is built and operated, this total could climb to nearly 4.5 million mWh in the near future.

Despite some progress, there is no mistaking that a market for renewable energy stimulated by customer choice has been slow to develop. The policy failure and subsequent energy crisis in California put the brakes on electricity restructuring at the state and federal level. Renewable suppliers once saw restructuring as an opportunity to market clean electricity directly to consumers. With many states postponing or pulling back from restructuring, opportunities for alternative suppliers to market directly to customers have grown much more slowly than anticipated. Moreover, the recent recession has slowed the

demand for new generating capacity and made the additional cost of certain renewables less attractive to customers.

The program's investments to encourage the development of green-power markets have been modest. At this point, the prospects for reaching the 2010 targets for new renewable generation and carbon reductions are highly uncertain. Government's rush to promote more competitive electricity markets has slowed. As a result, we are not optimistic that customer choice alone will lead to significant new supplies of renewable generation.

FEDERAL MATCHING FUNDS

Objective: Secure federal matching funds for state energy-efficiency programs of \$1.75 billion annually by 2002 that will achieve estimated energy savings of at least 161 million mWh and carbon-emissions reductions of 19 MtC by 2010.

Objective: Secure federal matching funds for state renewables development programs and policy mandates by 2002 that result in the estimated production of 79 million mWh of new wind, biomass, solar and geothermal generation that will achieve carbon-emissions reductions of 16 MtC by 2010.

When these objectives were formulated in 1999, federal legislation on restructuring was still being seriously considered, and there was a possibility that such legislation might contain matching funds to support state-level policies that promoted clean and efficient energy technologies. A year later, as the failure of California's policy turned into national news, it became clear that the prospects for federal action on restructuring had dimmed considerably, and they have not subsequently brightened.

In light of this external environment, the initiative's targets and efforts shifted to pursue opportunities

consistent with the above two objectives: namely, to encourage policies that would increase the nation's commitment to clean energy by stimulating investments in energy efficiency and renewable energy. Several new targets were set that represented progress toward this revised objective: (1) prevent decreases in federal funding for existing clean-energy programs, predominantly investments in research and development; (2) encourage the adoption of new federal tax incentives for clean energy; (3) prevent a rollback in federal efficiency standards for central air conditioners and heat pumps; (4) promote new federal efficiency standards for appliances; and (5) accelerate progress toward a federal renewable portfolio standard, requiring generators to produce a certain portion of their electricity from renewable sources.

One significant development to date is that federal funding for research and development for clean energy has actually increased modestly in the face of the 30- to 40-percent cuts proposed by the Administration. Congress has also been debating energy-policy legislation since 2002. The House and Senate have each passed bills that deal with some or all of the remaining four targets.

As of this writing, the House passed the Conference Report on the 2003 energy bills, but the Senate failed to shut off debate on the bill by two votes. Congress is expected to try again to pass the Conference Report early in 2004. Although the Report contains many provisions of great concern to the environmental community, it also includes significant new efficiency standards and tax credits for advanced energy savings and renewable-energy technologies.

The overall progress on this new objective has been good, considering the prevailing policy landscape of the past two years. The degree to which any legislation has an effect on eventual carbon emissions will, of course, de-

pend on the specific provisions included and how they are implemented.

Conclusion and Next Steps

The Initiative sought to advance policies that provide support for energy efficiency and renewable energy in key states and at the federal level where debates on restructuring the electric industry were occurring. When the Trusts' board approved the strategy for this effort in 1999, electric-industry restructuring was the centerpiece of electric-sector policy decisions. At the time, 21 states had enacted restructuring legislation, three others had issued regulatory orders for restructuring, and 17 states were exploring restructuring. At the same time, Congress was considering a number of comprehensive federal restructuring proposals.

The policy landscape shifted significantly in the next two years, as serious problems related to price volatility and reliability emerged, most spectacularly in California. Progress toward restructuring was virtually halted both at the federal level and in states that had not already acted. In spite of these changes, the Initiative was largely successful in advancing its objectives and shifting its strategy to respond to the new policy environment.

The effort to encourage regulatory reforms that would accelerate the adoption of clean-energy technologies became one of the Trusts' longest-running environmental initiatives. Until the current debate on national energy policy concludes, it will be unclear whether the Initiative will reach its overall emission-reduction goal. Nevertheless, our work has contributed to greater levels of public investment in these technologies and a smaller environmental footprint by electricity producers and consumers. ■

Kathleen Welch is a program officer in Environment and Les Baxter is the chief officer in Planning and Evaluation at the Trusts. Lea Aeschliman is an energy consultant based in New Hampshire.



CULTURE

The Philadelphia Program

Nonprofit Finance Fund
New York, NY, \$525,000, 2 yrs.
Contact: Nancy Burd 215.546.9426
www.nonprofitfinancefund.org

Drexel University
Philadelphia, PA
I. For the Philadelphia Cultural Management Initiative, a program to strengthen the management effectiveness of arts institutions in southeastern Pennsylvania, \$3,193,000, 3 yrs.
II. To create a Common Data Form that will be used by local arts and culture organizations, \$140,000, 2 yrs.
Contact: Martin Cohen
215.496.9594
www.artshelp.org

The Nonprofit Finance Fund (Fund) and the Trusts' Philadelphia Cultural Management Initiative (Initiative) are working with grantees of and applicants to the Trusts' Philadelphia Cultural Leadership Program in order to stimulate leadership and high levels of programmatic, fiscal and management performance within the cultural community.

The Initiative develops stronger arts and cultural institutions by enabling arts leaders to take courses or attend seminars in order to sharpen their management skills. It assists organizations to improve their effectiveness in such areas as marketing, technology planning, financial management, strategic planning and fundraising.

Complementing the Initiative, the Fund, a federally certified community development institution, helps arts organizations think comprehensively and strategically about long-term financial sustainability. The Comprehensive Capitalization Initiative will help arts organizations develop revenue-producing activities and increase their assets. Strategies include fundraising, marketing, facilities development and the creation of endowment and reserve funds.

Drexel University
Philadelphia, PA, \$968,000, 1 yr.
For renewal of the Philadelphia Theatre Initiative, a program to enhance the creation and presentation of theater activities by Philadelphia-area nonprofit profes-

sional theaters and artists.
Contact: Marcia D. Salvatore
215.985.2345
www.research.drexel.edu

New York Foundation for the Arts, Inc.
New York, NY, \$100,000, 9 mos.
In support of completion funding for the public television project "Music From the Inside Out," a two-hour documentary film that explores music and music-making through the stories, ideas and experiences of the musicians of The Philadelphia Orchestra.
Contact: Daniel Anker
212.645.2205
www.nyfa.org

EDUCATION

Early Education

The Trust for Early Education, Inc.
Washington, DC, \$4,300,000, 1 yr.
Contact: Amy Wilkins
202.293.1245 x329
www.trustforearlyed.org

The Trust for Early Education (TEE), which promotes universal, high-quality preschool, supports and coordinates public education campaigns at the state level (11 since 2002) and advances a strategy for federal support of universal early education.

With this grant TEE will build on its successes in state and national public education efforts. It will explore creative strategies to provide a range of technical assistance to state campaigns, including new methods to reach the public and policymakers. It will work to disseminate the most effective language and rationale for universal, high-quality preschool. And finally, it will develop creative options for a federal role in advancing state preschool programs and a national coalition willing to combine their voices in support of this role.

Council of Chief State School Officers, Inc.
Washington, DC, \$580,000, 2 yrs.
To increase support for high-quality preschool for all 3- and 4-year-olds among the K-12 education leadership in key states and nationwide.
Contact: Jana Martella
202.336.7057
www.ccsso.org

Education Writers Association
Washington, DC, \$125,000, 1 yr.
For Engaging Reporters and Pro-

viding Resources on Early Childhood Education, a program to educate print journalists about the newsworthy issues surrounding universal prekindergarten.
Contact: Lisa J. Walker
202.637.9700
www.ewa.org

National League of Cities Institute, Inc.
Washington, DC, \$125,000, 1 yr.
Local Officials as Early Childhood Champions
To gather information on the level of interest among mayors across the country in universal prekindergarten.
Contact: Clifford M. Johnson
202.626.3013
www.nlc.org/iyef

Teachers College Columbia University
New York, NY, \$542,000, 2 yrs.
To build media knowledge of the issues surrounding universal prekindergarten and increase the quality of media coverage of early education.
Contact: Richard Lee Colvin
212.678.8323

United Negro College Fund, Inc.
Fairfax, VA, \$354,000, 3 yrs.
To conduct and disseminate research on early education issues affecting rural communities.
Contact: M. Christopher Brown II, Ph.D. 703.205.2003
www.uncf.org

Voices for America's Children
Washington, DC, \$150,000, 2 yrs.
For the Expanding the Reach of Universal Prekindergarten program, educating state child-advocacy organizations on the rationale and strategies for positioning high-quality prekindergarten as a key policy issue in their states.
Contact: Deborah Stein
202.289.0777 x209
www.voicesforamericaschildren.org

Historical Interests

The Agnes Irwin School
Rosemont, PA, \$150,000, 2 yrs.
For the construction of a science classroom and an endowed fund for continued maintenance of the classroom.
Contact: Margaret Penney Moss
610.525.8400
www.agnesirwin.org

The Episcopal Academy
Merion, PA, \$150,000, 2 yrs.
For the construction of a new science center.

Contact: Margaret M. Hollinger
610.617.2246
www.ea1785.org

ENVIRONMENT

Conservation of Living Marine Resources

University of Miami
Coral Gables, FL, \$2,923,000, 1 yr.
Contact: Ellen Pikitch, Ph.D.
718.220.5885
www.miami.edu

The Pew Institute for Ocean Science unites the Trusts' marine conservation work with one of the world's foremost institutions for ocean research, The Rosenstiel School of Marine and Atmospheric Science at the University of Miami. The establishment of the Institute comes at a critical point in the debate over the state of the world's oceans and the policies needed to protect this invaluable natural resource.

The consolidation of these research and conservation experts, including the Pew Fellows in Marine Conservation, the most prominent marine-fellows program in the world, enables the Institute to provide the high-quality scientific, economic and policy research and analysis to help solve the challenges facing our oceans.

American Littoral Society
Highlands, NJ, \$700,000, 1 yr.
For The Regional Council Conservation Advocacy Program, working to improve regional fishery management through public education and strategic conservation advocacy.
Contact: Steve Ganey
503.230.0901
www.americanlittoralsoc.org

Environmental Defense, Inc.
New York, NY, \$300,000, 1 yr.
For general operating support.
Contact: David H. Festa
202.387.3500
www.environmentaldefense.org

Natural Resources Council of Maine
Augusta, ME, \$200,000, 1 yr.
To restore the Penobscot River system to Atlantic salmon, American shad and other anadromous fish species.
Contact: Laura Rose Day
207.622.3101
www.nrcm.org

Oceana, Inc.
Washington, DC, \$5,625,000, 15 mos.
For general operating support.
Contact: Andrew Sharpless
202.833.3900
www.oceana.org

Save Our Wild Salmon Coalition
Seattle, WA, \$1,250,000, 15 mos.
For a campaign to restore salmon
populations in the Columbia and
Snake rivers.
Contact: James P. Ford
208.345.9067
www.wildsalmon.org

Global Warming and Climate Change

Pace University
New York, NY, \$4,700,000, 1 yr.
For Clear the Air Campaign's efforts
to reduce harmful air emissions
from the nation's power plants.
Contact: Angela Ledford
202.887.1715
www.pace.edu

Any serious effort to reduce
U.S. carbon emissions must
involve cleanup or retirement of
the nation's most polluting coal-
fired power plants. The Clean
the Air Campaign (Campaign)
seeks to require all power plants
to meet modern standards for
sulfur-dioxide and nitrogen-oxide
emissions, and to create strict
new emission requirements for
carbon and mercury.

Under the banner of "Clear
the Air: The National Campaign
Against Dirty Power," the Cam-
paign will build support for the
adoption of more stringent air-
emission standards; defend
against efforts to weaken the
Clean Air Act; and maintain state,
federal and consumer pressure
on industry to clean up power
plants. The Campaign will focus
on public education, nonpartisan
research and analysis, and ad-
ministrative advocacy and litiga-
tion.

Center for Public Interest
Research, Inc.
Boston, MA, \$200,000, 1 yr.
To implement the New England
Governors/Eastern Canadian Pre-
miers Climate Action Plan
through research and public
education.
Contact: Rob Sargent 617.747.4317
www.pirg.org

The Energy Foundation
San Francisco, CA, \$150,000, 1 yr.
For the Distributed Generation
Air Emissions Initiative,

supporting state efforts to adopt
emissions standards for small
generators.
Contact: Eric Heitz 415.561.6700
www.ef.org

National Commission on Energy
Policy, Inc.
Washington, DC, \$300,000, 1 yr.
For the National Commission on
Energy Policy.
Contact: Lisel Loy 202.637.0400 x13
www.energycommission.org

Northeast Energy Efficiency Part-
nerships, Inc.
Lexington, MA, \$200,000, 2 yrs.
Northeast States Minimum
Efficiency Standards Project
To support the Project's efforts in
10 northeastern states and nationally
through research, analysis and
policymaker education.
Contact: Isaac Elneceva
781.860.9177
www.neep.org

Northeast States for Coordinated
Air Use Management, Inc.
Boston, MA, \$300,000, 2 yrs.
To develop and launch a regional
greenhouse gas registry, reporting
and tracking greenhouse-gas emis-
sions and emission reductions in
the Northeast.
Contact: Jennifer Weeks
617.367.8540 x276
www.nescaum.org

World Resources Institute
Washington, DC, \$250,000, 2 yrs.
To support Green Power Market
Development Group work toward
procuring renewable energy re-
sources.
Contact: Jennifer Layke
202.729.7657
www.wri.org

Old-Growth Forests and Wilderness Protection

Earthjustice Legal Defense Fund
Oakland, CA, \$3,250,000, 1 yr.
To support the Campaign for
America's Wilderness, coordinating
and encouraging public education
initiatives to enhance wilderness-
protection efforts in five states.
Contact: Michael Matz
970.247.2888
www.earthjustice.org

Trout Unlimited National Office
Arlington, VA, \$1,062,000, 1 yr.
For the Theodore Roosevelt
Conservation Partnership, a na-
tional alliance of hunters and fisher-
men working to protect fish and
wildlife populations on federal public
lands.

Michael Ahearn



Varèse: *Arcana* (4'x7'), oil on canvas by Peggy Gyulai, inspired by
The Philadelphia Orchestra's performances of that work by the French-
born composer Edgard Varèse. Courtesy of the artist. See page 25.

Contact: Fred Myers Jr.
410.729.9898
www.trcp.org

Other Projects

Center for Agricultural Partnerships, Inc.
Asheville, NC, \$75,000, 1 yr.
For Improving Environmental Farming Systems to inform and facilitate the development of federal programs to reduce environmental and human-health risks from pesticide use in agriculture.
Contact: Lawrence E. Elworth
828.285.9340
www.agcenter.org

National Environmental Trust
Washington, DC, \$5,000,000, 15 mos.
For general operating support.
Contact: Philip E. Clapp
202.887.8810
www.environment.org

HEALTH AND HUMAN SERVICES

National Program

Brookings Institution
Washington, DC, \$615,000, 1 yr.
For the Retirement Security project, helping facilitate policies that address health and financial needs in retirement.
Contact: Peter Orszag, Ph.D.
202.797.6000
www.brook.edu

With this grant, the Trusts are supporting an effort to focus on targeted policy opportunities to help baby boomers prepare for their financial and long-term care needs in retirement. The project will address the overlapping problems of inadequate retirement savings and the need to protect against potentially catastrophic long-term care costs.

Specifically, through nonpartisan research and outreach, the project will work to improve retirement savings options for moderate-income families. It will also aim to promote consumer protections for and informed decision-making about long-term care insurance, particularly in the context of recent policy efforts to encourage reverse mortgages to finance long-term care insurance.

Georgetown University
Washington, DC, \$1,600,000, 1 yr.
For completion of the work of the Pew Commission on Children in Foster Care.
Contact: Carol Emig 202.687.0948
www.pewfostercare.org

University of Richmond
Richmond, VA, \$3,000,000, 2 yrs.
For the Pew Initiative on Food and Biotechnology, working to ensure that the federal regulatory system appropriately weighs the current and future risks and benefits of agricultural biotechnology.
Contact: Michael Rodemeyer
202.347.9044
www.richmond.edu

Local Program

Adult Care of Chester County, Inc.
Exton, PA, \$73,000, 2 yrs.
For adult day-care services for elderly people living with chronic illnesses as well as respite and educational programs for their caregivers.
Contact: Patricia A. Shull
610.363.8044
www.adultcareofchestercounty.org

Aid for Friends
Philadelphia, PA, \$120,000, 2 yrs.
For home-cooked meals to low-income, homebound elderly people in the five-county Philadelphia area.
Contact: Rita Ungaro-Schiavone
215.464.2224
www.aidforfriends.org

Alzheimer's Disease and Related Disorders Association - Delaware Valley Chapter
Philadelphia, PA, \$93,000, 2 yrs.
For the Pennsylvania Memory Loss Screening program to provide assessment and follow-up support to low-income elderly and their families in the Philadelphia region.
Contact: Danita Vetter
215.561.2919
www.alz-delawarevalley.org

American Cancer Society, Pennsylvania Division, Inc.
Hershey, PA, \$120,000, 2 yrs.
For homemaker and home health-aide services to low-income elderly cancer patients.
Contact: Samantha Kiley
215.985.5356
www.cancer.org

Center for Advocacy for the Rights and Interests of the Elderly
Philadelphia, PA
I. For CARIE Line, a free telephone service providing information and consultation to vulnerable elderly

people, \$140,000, 2 yrs.
II. To develop a financial plan to promote the organization's long-term stability and self-sufficiency, \$20,000, 2 yrs.
Contact: Diane A. Menio
215.545.5728 x244
www.carie.org

Central Montgomery Mental Health/Mental Retardation Center
Norristown, PA, \$102,000, 20 mos.
For the Senior Outreach Service program, providing in-home mental-health assessments and treatment to elderly people and support to their caregivers.
Contact: David Wilkinson
610.277.4600
www.centralmhmr.org

Co-Mhar
Philadelphia, PA, \$124,000, 2 yrs.
For the Outreach Assessment and Treatment Services program, providing mental-health services to elderly people with an emphasis on the Latino population.
Contact: Gary Schoenberg
215.203.3085
www.comhar.org

CONTACT Bucks County
Richboro, PA, \$34,000, 2 yrs.
For the Reassurance CONTACT program, providing daily contact, referrals and crisis-intervention assistance to frail, isolated elderly people in Bucks County.
Contact: Karen A. Rosenberg
215.355.6611
www.contactbuckscounty.org

Downingtown Area Senior Center, Inc.
Downingtown, PA, \$21,000, 2 yrs.
To provide a range of social and recreational activities, meals and benefits counseling to low-income elderly people in Chester County.
Contact: Mary Patricia Tirney
610.269.3939

ElderNet of Lower Merion and Narberth
Bryn Mawr, PA
I. For the purchase and installation of technology to establish a new and more efficient financial management and reporting system, \$15,000, 1 yr.
II. For education, referral and a range of in-home services to elderly people, \$30,000, 2 yrs.
Contact: Ruth M. Sperber
610.525.0706
www.eldernetonline.org

Elwyn, Inc.
Elwyn, PA, \$110,000, 2 yrs.
For the Deaf Senior Network pro-

gram, improving the access of deaf elderly people to needed support services.
Contact: Lewis Manges
610.891.2079
www.elwyn.org

Family Service of Montgomery County, PA
Eagleville, PA, \$80,000, 2 yrs.
For Project Hearth, providing in-home mental-health counseling and other supports to frail elderly people in the Pottstown and North Penn areas of Montgomery County.
Contact: Larry A. Fiebert
610.630.2111 x223
www.fsmontco.org

Golden Slipper Center for Seniors
Philadelphia, PA, \$96,000, 2 yrs.
To assist needy elderly, with a focus on Russian immigrants.
Contact: Marcia E. Garrell
215.877.6667
www.goldenslipperclub.org

The Greater Philadelphia Urban Affairs Coalition
Philadelphia, PA, \$200,000, 1 yr.
For continued support of the Earned Income Tax Credit Outreach and Assistance Project, helping low-income working families in Philadelphia.
Contact: Jean Hunt 215.851.0110
www.gpuac.org

Health Promotion Council of Southeastern Pennsylvania, Inc.
Philadelphia, PA, \$120,000, 2 yrs.
To help elderly Asians understand and obtain health and social services.
Contact: Chin Du 215.731.6194
www.hpcpa.org

Intercommunity Action, Inc.
Philadelphia, PA
I. For Community Connections to expand the availability of needed mental-health treatment and support to older adults, \$104,000, 2 yrs.
II. For financial planning for its Geriatric Counseling Services unit, \$52,000, 2 yrs.
Contact: Cynthia B. Wishkovsky
215.487.1750
www.intercommunityaction.org

Jewish Community Centers of Greater Philadelphia
Philadelphia, PA, \$112,000, 2 yrs.
For home-delivered meals, health care and other supportive services to low-income elderly in Northeast and South Philadelphia.
Contact: Rosalie Alexander
215.338.9800
www.phillyjcc.com

Jewish Family and Children's Service of Greater Philadelphia Philadelphia, PA, \$180,000, 2 yrs. For the Enhanced Home Services project, providing homemaker and mental-health services to low-income, homebound elderly. Contact: Lenore Wasserman Scola 215.496.9700 x143 www.jfcsphil.org

Korean Community Development Services Center Philadelphia, PA, \$75,000, 2 yrs. To assist Asian elderly in maintaining their independence and improving their quality of life. Contact: Jin H. Yu, Ph.D. 215.276.8830 www.koreancenter.org

The Lincoln Center for Family and Youth Bridgeport, PA, \$122,000, 2 yrs. For the ElderWise program, providing counseling to reduce the incidence of depression among low-income, homebound elderly people. Contact: Frederick de Long, Ph.D. 610.277.3715

Madlyn and Leonard Abramson Center for Jewish Life North Wales, PA, \$187,000, 2 yrs. For Counseling for Caregivers, providing assistance to families caring for frail, elderly relatives. Contact: Kathleen Lavanchy 215.371.1351 www.abramsoncenter.org

Mid-County Senior Services Newtown Square, PA, \$170,000, 2 yrs. For the Continuum for Independent Living program, providing long-term support services to low-income, frail elderly people. Contact: Karen E. Reeve 610.353.6642 www.mainlinehealth.org

Montgomery County Association for the Blind, Inc. North Wales, PA, \$60,000, 2 yrs. To offer training and social services to low-income blind and visually impaired elderly people. Contact: Douglas A. Yingling 215.661.9800 www.mcab.org

Oxford Area Neighborhood Services Center, Inc. Oxford, PA, \$16,000, 2 yrs. For the Adopt A Friend program, using volunteers to assist isolated elderly residents of southern Chester County. Contact: Constance Winchester 610.932.8557

Pennsylvania Health Law Project Philadelphia, PA, \$80,000, 2 yrs. To assist low-income Medicare beneficiaries to obtain Medicaid benefits. Contact: Michael J. Campbell 215.625.9111 www.phlp.org

The Philadelphia Health Management Corporation Philadelphia, PA, \$120,000, 2 yrs. To assist the National Nursing Centers Consortium to implement the Geriatric Cognitive Therapy program, benefiting elderly patients at 13 nurse-managed health centers in the Philadelphia region. Contact: Tine Hansen-Turton 215.731.7140 www.phmc.org

Senior Adult Activities Center of Montgomery County Norristown, PA, \$30,000, 2 yrs. For adult day services to frail elderly persons in Montgomery County and respite for their caregivers. Contact: Virginia Frantz 610.275.1960

Senior Community Services, Inc. Folsom, PA, \$114,000, 2 yrs. For continued support of Senior Center at Home, a recreational therapy program that maintains and improves the mental health of low-income homebound elderly residents of Delaware County. Contact: Dina Jackson 610.237.8100 x28 www.scs-delco.org

SeniorLAW Center Philadelphia, PA, \$40,000, 2 yrs. To develop and implement a financial plan to achieve greater organizational stability. Contact: Karen C. Buck 215.988.1244 www.seniorlawcenter.org

Supportive Older Women's Network, Inc. Philadelphia, PA, \$80,000, 2 yrs. To maintain and establish support groups to reduce the incidence of depression among low-income elderly women. Contact: Marypat Tracy 215.477.6000 www.SOWN.org

Temple University Philadelphia, PA, \$130,000, 2 yrs. For the Time Out program, placing college students as providers of respite care. Contact: Susan Smith 215.204.3836 www.templecil.org

United Way of Southeastern Pennsylvania Philadelphia, PA, \$1,000,000, 2 yrs. For the Philadelphia Neighborhood Development Collaborative, providing core operating support and technical assistance to select community development corporations in Philadelphia. Contact: Beverly Coleman 215.665.2644 www.uwsepa.org

VNA Community Services, Inc. Abington, PA
I. For the In-Home Care program to provide homemaker services to low-income elderly people, \$95,000, 2 yrs.
II. To develop and implement a financial plan to achieve greater organizational stability, \$35,000, 2 yrs. Contact: Denise T. Frattara 215.572.7880

Other Projects

Camphill Village Kimberton Hills, Inc. Kimberton, PA
I. For continued support of its building maintenance program, \$127,000, 3 yrs.
II. For continued support of its Aging in Community program, \$103,000, 3 yrs. Contact: Thomas Roemer 610.935.0300 www.camphillkimberton.org

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

United Way of Southeast Delaware County Chester, PA, \$60,000, 1 yr. In support of the 2003 annual campaign. Contact: Louis C. Mahlman 610.874.8646 x103 www.uwdelco.org

United Way of Southeastern Pennsylvania Philadelphia, PA, \$940,000, 1 yr. For the 2003 Annual Campaign to assist agencies providing services to low-income families, to build agency capacity and mobilize community support for addressing critical social needs and to allocate resources to the Jewish Federation of Greater Philadelphia. Contact: Susan Forman 215.665.2568 www.uwsepa.org

PUBLIC POLICY

Campaign Finance Reform

Democracy 21 Education Fund Washington, DC, \$500,000, 2 yrs. Informing the Debate on the Federal Election Commission Contact: Fred Wertheimer 202.429.2008 www.democracy21.org

With the passage of the Bipartisan Campaign Reform Act (BRCA) in 2002, both political parties have attempted to encourage the Federal Election Commission (FEC) to undermine the ban on soft money contained in the new law through lax enforcement and questionable interpretation of the rules.

This grant will help the Democracy 21 Education Fund continue its work to generate public support for a better campaign-finance enforcement system. Democracy 21 will keep the media, policymakers and the public focused on the activities of the FEC and the need to effectively implement and enforce the new campaign-finance laws. It will also build public support for the goals to strengthen and revamp the FEC (or its equivalent). Finally, Democracy 21 will conduct a study after the 2004 elections analyzing the effectiveness of the BRCA and recommend ways to improve it.

Alliance for Better Campaigns, Inc. Washington, DC, \$300,000, 1 yr. For Free Time Mandate, a public education and accountability project designed to build support for political communication reform on broadcast television. Contact: Meredith McGehee 202.659.1300 www.bettercampaigns.org

Brigham Young University Provo, UT, \$600,000, 1 yr. For the Campaign Finance Reform Monitoring Project, to monitor the use of campaign money and the quality of communications in the 2004 election. Contact: David Magleby, Ph.D. 801.422.5462

National Institute on Money in State Politics Helena, MT, \$500,000, 1 yr. For the Soft-Money Disclosure project's efforts to build a state-level database that would bring greater transparency to soft money

and issue-advocacy practices and allow for careful monitoring of the effectiveness of the new federal legislation designed to regulate these practices.

Contact: Samantha Sanchez
406.449.2480
www.followthemoney.org

The University of Utah
Salt Lake City, UT, \$2,200,000, 2 yrs.
To support the Campaign and Media Legal Center to act as the "people's voice" in administrative hearings and proceedings on campaign finance and media laws.
Contact: Ted Wilson 801.581.8501
www.utah.edu

RELIGION

Religion and Public Life

The Research Foundation of State University of New York
Albany, NY, \$5,600,000, 30 mos.
Contact: Richard P. Nathan, Ph.D.
518.443.5831
www.religionandsocialpolicy.org

The debate over government partnerships with faith-based organizations boils down to two questions: "What works?" and "What is legal?" The Roundtable on Religion and Social Welfare Policy brings objective, nonpartisan research to that debate.

The Roundtable provides information on the scope of faith-based social service; the status of federal legislation on issues related to government contracts with religious organizations; the extent of state and local government efforts to involve such organizations in social services; the level of private support to faith-based service providers; and the "faith factor" in faith-based social services.

The Roundtable will continue this work and also extend its reach as an honest broker of information. It will enhance its communications strategy, including its Web site, which has become a valuable resource on issues related to faith-based social service programs.

Religion and Academic Life

Rector and Visitors of the University of Virginia
Charlottesville, VA, \$1,500,000, 2 yrs.
In support of the Center on Religion and Democracy and its research, teaching activities and public dissemination efforts.

Contact: James Davison Hunter,
Ph.D. 434.924.7703
www.religionanddemocracy.org

Trustees of the University of Pennsylvania
Philadelphia, PA, \$1,500,000, 2 yrs.
To support the research activities, curricular offerings and public lectures of the Program for Research on Religion and Urban Civil Society at the University of Pennsylvania.
Contact: Joseph Tierney
215.746.7104
www.prrucs.org

Urban and Hispanic Ministry

University of Notre Dame du Lac
Notre Dame, IN, \$485,000, 18 mos.
For the Center for the Study of Latino Religion to study the extent of Latino social-service ministries in 20 major metropolitan areas and five medium-sized cities and to assess the organizational capacity of providers.
Contact: Gilberto Cárdenas, Ph.D.
219.631.4440
www.nd.edu/latino

Public/Private Ventures
Philadelphia, PA, \$1,500,000, 2 yrs.
For the Philadelphia Community-Serving Ministry Initiative, which provides effective mentoring and literacy services to at-risk youth in selected neighborhoods.
Contact: Gary Walker
215.557.4400
www.pbv.org

Other Projects

Quebec-Labrador Foundation, Inc.
Ipswich, MA, \$235,000, 3 yrs.
For the Community Ministry Project, providing ministry services to the people and clergy of the Quebec North Shore, and to help document the ministry's accomplishments during the last 40 years.
Contact: Lawrence B. Morris,
Ph.D. 978.356.0038
www.qlf.org

VENTURE FUND

Independence Visitor Center Corporation
Philadelphia, PA, \$1,500,000, 2 yrs.
Contact: William W. Moore
215.925.6102
www.independencevisitorcenter.com

The completion of major structural renovations of Independence Mall—which

included the addition of three new architectural gems: the Independence Visitor Center, the National Constitution Center and the Liberty Bell Center—has produced some immediate results. Attendance at the Mall has increased dramatically; two million people have visited the site in less than 21 months of operation. Despite that progress, Independence Mall has yet to achieve the harmonious "campus" atmosphere aimed for in its master plan.

This grant will go toward completing the landscaping of the Mall grounds. The landscaping, intended to unite the three new structures, will include paths and walkways, construction of an outdoor café and gardens and seating areas.

Points of Light Foundation
Washington, DC, \$750,000, 2 yrs.
Contact: Sean Milliken
202.729.8000
www.PointsofLight.org

A study of nearly 100 corporate donors—a sector that typically makes up only 10 percent of total U.S. giving—found that their in-kind gifts alone were worth \$1.3 billion in 2000. Among individual households that give, 84 percent give in-kind, while 79 percent donate cash. Yet in-kind gifts remain an underutilized source of potential revenue, as nonprofit organizations seek ways, often in vain, to receive meaningful value from them.

This grant to the Points of Light Foundation, a nonprofit organization devoted to promoting volunteerism, will work toward overcoming this fundraising barrier.

Points of Light, in partnership with eBay, the massive online marketplace, has created a technological platform within the eBay Web site to enable nonprofits to sell donated goods and generate needed cash. It also enables sellers on eBay to donate a portion of their proceeds to a charitable organization, with the goal of raising \$200 million for nonprofits in the next five years.

Eleutherian Mills - Hagley Foundation, Inc.
Wilmington, DE, \$90,000, 3 yrs.
For general operating support of the Hagley Foundation's Library and Center for the History of Business, Technology and Society, providing archives and research on

America's economic and technological heritage.
Contact: Lynn Catanese
302.658.2400
www.hagley.org

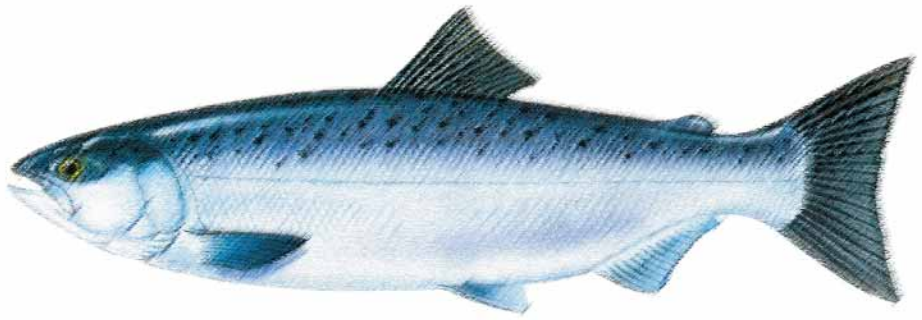
Fairmount Park Conservancy
Philadelphia, PA, \$250,000, 18 mos.
To recreate the Cliffs Path, an historic stone walkway leading from the Philadelphia Museum of Art to the Fairmount Waterworks.
Contact: Mary C. Ferrell
215.790.3653

The Foundation Center
New York, NY, \$210,000, 3 yrs.
For general operating support to continue research and public education efforts, link grantees with grantmakers and improve the overall efficiency and transparency of the nonprofit sector.
Contact: Sara L. Engelhardt
212.620.4230
www.fdncenter.org

The Greater Washington Educational Telecommunications Association, Inc.
Arlington, VA, \$500,000, 3 yrs.
In support of "The War," a four-part, eight- to 10-hour documentary film on World War II.
Contact: David Thompson
703.998.2432
www.weta.org

Johns Hopkins University
Washington, DC, \$750,000, 3 yrs.
For the International Journalism Program at the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University, training American journalists to do a better job of providing the public with in-depth coverage of global issues.
Contact: John Schidlovsky
202.663.7761
www.pewfellowships.org

National Right to Work Legal Defense and Education Foundation, Inc.
Springfield, VA, \$98,000, 3 yrs.
For support of the Foundation's Legal Aid Program.
Contact: Alicia Auerswald
703.321.8510
www.nrtw.org



Year-round availability, reasonable prices and nutrients such as omega-3 polyunsaturated fatty acids have increased the popularity of salmon—annually, 23 percent in the United States and 14 percent in Europe between 1987 and 1999.

This demand has spurred the farm-raising of salmon: now more than one million metric tons, an increase by a factor of 40 in the past two decades. More than half of the salmon on dinner tables all over the world comes from farms in Northern Europe, Chile, Canada and the United States.

But farm-raised salmon contains a

health risk—“significantly higher” concentrations of organochlorine contaminants, according to **“Global Assessment of Organic Contaminants in Farmed Salmon,”** a Trusts-supported, State University of New York study published in the January 9, 2004, issue of *Science*. The team of six researchers, spanning biology,

statistics and toxicology, compared farmed and wild salmon after buying 594 whole salmon from wholesalers and 144 fillets from supermarkets in the U.S., Canada and Europe, about 2 metric tons in all. They also bought samples of salmon feed from the two companies that have about 80 percent of the global fish-feed market.

LETTERS

Oceans science

Colin Woodard’s reporting on lobster conservation and science (“Saving the Seas,” spring/summer 2003) is inexcusable in the same issue of *Trust* magazine in which Rebecca Rimel states the purpose of The Pew Charitable Trusts as “making available the best research to policymakers and others in position to make decisions.” Woodard helps Bob Steneck and Jim Wilson to obstruct lobster conservation by discrediting the state and federal scientists whose science indicates the need for improved conservation.

Woodard apparently took the claims of Steneck and Wilson at face value, without checking the facts. The models used by state and federal lobster scientists never predicted the collapse of the lobster fishery. And it is preposterous to claim that federal officials assured the public that New England’s cod and haddock stocks were healthy starting in the 1970s.

State and federal lobster scientists are not ignorant of the species biology or behavior, as Woodard implies. Much of the concern that they express is similar to the message contained in the Myers and Worm article in the May 15, 2003, issue of *Nature*. The average size of lobsters in the ocean and in the catch has declined dramatically since the fishery began in earnest in the 1800s. Lobsters have the

capability to grow to a size of 40 to 50 pounds, but most are caught before they reach two pounds. Lobsters evolved over millions of years to be a long-lived species, with all of the survival strategies implied by that. Intense fishing has turned the lobster into a short-lived species.

If The Pew Charitable Trusts want to arm citizens with facts, *Trust* should revisit the facts surrounding lobster conservation efforts.

DICK ALLEN

Pew Fellow in Marine Conservation, 1998
www.LobsterConservation.com

“Empowering fishery stakeholders
with fishery science.”
Wakefield, R.I.

The recent article by Colin Woodard, “Saving the Seas,” misrepresents the scientific advice provided in support of lobster and groundfish management and in so doing undercuts important conservation efforts. Woodard’s assertion that federal fisheries scientists assured the public since the 1970s that cod and haddock populations were healthy is readily refuted by the most cursory examination of the public record. Urgent warnings concerning overfishing of these species have been repeatedly given by the National Marine Fisheries Service.

Mathematical models are used by

fisheries scientists to evaluate and predict the outcomes of alternative management actions. They are also used as tools for synthesis and integration of large amounts of information from the fishery itself and from supporting biological and ecological research. Fisheries science is a branch of applied ecology, and the models used are readily traced to fundamental ecological models. The models for lobster, in particular, incorporate considerable biological detail and are emphatically not, as Woodard states, developed in “complete ignorance of the biology and behavior of the species.”

Warnings by fishery scientists concerning the lobster resource are based on analysis of the sharply reduced size structure of the population, reduced near-shore abundance relative to historical levels and recognition of the effectively unbridled increase in fishing effort over the last several decades. The number of traps being fished in the U.S. lobster fishery has nearly quadrupled since 1970 alone, while the average weight of an individual in the catch is now one-quarter to one-fifth of one at the inception of the fishery. The concern is for the future outlook of this heavily exploited resource if the current favorable environmental/ecological conditions change. The recent collapse of the southern New England lobster fishery should provide ample warning that the risks must be taken seriously.

Of the 14 organochlorine contaminants they found in the samples, 13 were significantly more concentrated in the farmed salmon. The scientists conducted additional analysis on PCBs, dioxins, toxaphene and dieldrin, because these compounds occur in patterns similar to those of the other contaminants and their risk to human health has been documented. The researchers found these chemicals “consistently and significantly more concentrated” in farmed than in wild salmon. Farmed salmon from Scotland and the Faroe Islands in the North Atlantic had the highest concentra-

tions, and that from Chile and Washington state the lowest.

Differences probably depended on diet, they said, noting that farmed salmon eat a concentrated feed high in fish oils and fish meal, primarily from small pelagic fishes that may be more contaminated by the industrialized waters of Europe’s North Atlantic that they come from.

Because contaminants accumulate in the body, the researchers noted, a steady diet of farmed salmon “may pose health risks that detract from the beneficial effects” of eating fish. The study used the approach of the

U.S. Environmental Protection Agency in offering risk-based consumption advice based on the combined concentrations of PCBs, toxaphene and dieldrin: Less than one-half meal of salmon per month for farmed salmon from Scotland and the Faroes; no more than one meal per month for all samples of farmed salmon; and no more than two meals per month for all but two samples of store-bought salmon.

Farmed salmon should be labeled and its country of origin identified, the scientists said, and they recommended further studies into the sources of contamination, particularly in the feed.

It is simply false that fishery scientists ignore the broader ecological context in fishery systems. For example, in the early 1970s, a management strategy was implemented under the auspices of the International Commission for Northwest Atlantic Fisheries that set quotas for New England groundfish, accounting for both biological interactions and incidental catches. An extensive study of trophic interactions among fishes and other aspects of fish and shellfish ecology has been carried out by the National Marine Fisheries Service on the Northeast Continental Shelf for over 40 years.

Similar programs are in place in many other locations throughout the world. Other fisheries scientists are actively engaged in studying the effects of climate change in marine ecosystems, the impact of fishing on marine habitats, and many other issues directly related to the Pew Oceans Commission Report recommendations.

It is most unfortunate that an organization devoted to conservation would unwittingly provide a vehicle for counterproductive argument and inaccurate reporting that undermines legitimate conservation efforts. Woodard seeks to marginalize fisheries science instead of capitalizing on the important ecological research on exploited systems by fisheries researchers to assist in evaluating and implementing key elements of the Pew Oceans Commis-

sion Report. The readers of *Trust* deserve a more thoughtful review of the issues.

MICHAEL J. FOGARTY
Falmouth, Mass.

Colin Woodard responds:

The collapse of most of New England’s groundfish stocks (and the simultaneous boom in lobster landings) is a long and complicated one which I explain in detail in my forthcoming book *The Lobster Coast* (Viking, 2004). Due to tight space constraints, I had to summarize the history for *Trust*’s readers but did not misrepresent it.

Mr. Fogarty is incorrect when he claims that “models used by state and federal lobster scientists never predicted” a stock collapse. In 1978 Vaughn Alexander, head of research at Maine’s Department of Marine Resources, warned it was “just a matter of time before [the lobster stock] crashes. . . . We should see it in a year or so.” The following year DMR biologists announced the stock was being fished “way over the maximum that it can support.” Instead, landings exploded, even as fishing effort increased. The trend has continued for nearly a quarter century, even though lobster reach harvestable size after five to seven years.

At the same time, federal officials and the fishing industry were optimistic that the 1977 expulsion of most foreign fleets

from New England groundfisheries would lead to an era of prosperity. For the next few years, state and federal officials expressed guarded optimism. “The stocks are getting better, but we’re not at our former level of abundance,” David Crestin of the Gloucester office of the National Marine Fisheries Service said in March 1979. In late 1980 Spencer Apollino, the first executive director of the New England Fisheries Management Council and head of Maine DMR, said the stocks “appear to be in good shape” and predicted that management plans would succeed in protecting the fish. They didn’t.

I certainly do not seek “to marginalize fisheries science” nor to denigrate the hard work of fisheries scientists, past and present. On the contrary, I believe we need to do all we can to enhance and improve fisheries science through the assimilation of higher-quality ecological and biological information. It’s my hope that innovative ideas and research technologies will allow its practitioners to succeed at what is undeniably a difficult and thankless task.

To update a label, comment on articles or receive back copies as available, 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 to mledger@pewtrusts.org. The text of Trust is always available at www.pewtrusts.org.

States made news last year in a host of arenas. Policymakers struggled to plug gaps in the health safety net, make prescription drugs affordable, meet tougher school standards, deal with energy problems and cope with tight budgets in the face of sagging revenues. And then there were state-specific stories that the nation followed, capped by the gubernatorial campaign and turnover in California.

The award-winning Internet news site stateline.org highlights dramatic developments of the past 12 months—and looks at policy trends likely in the current year—in **2004 State of the States**. This full-color reference book includes profiles of new governors, useful maps and charts that will help you track emerging issues and, as Americans begin choosing leaders from the state house to the White House, important electoral information and dates.

Go to www.stateline.org to order a copy in printed form for just the cost of postage (\$2.90), or send a check to Stateline.org, 1101 30th St. NW, Suite 135, Washington, DC 20007. Or download a PDF version from the Web site for free. Nonpartisan and nonprofit, stateline.org is the online publication of the Pew Center on the States, a Trusts-supported project of the University of Richmond.

In November, the Pennsylvania House of Representatives saluted the **Pew Fund for Health and Human Services in Philadelphia** for its “immeasurable contributions” to the community on the occasion of the Pew Fund’s “momentous” 10th anniversary. The House also praised the “dedicated leaders and members” who make the Pew Fund’s good work possible.

The federal No Child Left Behind Act of 2001 is clear: By 2013-14, nearly all students must score at least “proficient” on state tests, including the 6.6 million children with disabilities who receive special education services—

and who previously had been excused from testing, accountability “and often from mainstream instruction.”

So notes **Quality Counts 2004: “Count Me In: Special Education in an Era of Standards,”** an annual Trusts-supported publication of Editorial Projects in Education, Inc. This year’s edition takes on the task of examining the potential disconnect between the law and the states’ ability to deliver. That is, how can states raise the expectations of children with disabilities and include them in standards, assessments and accountability systems, yet do so in a fair and appropriate way? And how can they meet these challenges in ways that respect the diversity of students in special education?

Quality Counts’ data, provided by the states, offer state-by-state comparisons on progress. In addition, the issue updates the report cards in the areas it charts annually: standards and accountability, efforts to improve teacher quality, school climate and resources. To read or order *Quality Counts 2004*, go to *Education Week’s* Web site at www.edweek.org.

As the Presidential primary season began, religion swiftly emerged as an important ingredient in the public debate. **Luis Lugo**, director of the Trusts’ Religion program who was recently appointed to head the **Pew Forum on Religion and Public Life** at Georgetown University, summarized the reason in an op-ed in *The Atlanta Journal-Constitution*. In a nationwide survey by the Forum, he noted, “85 percent of respondents stated that religion was either ‘very’ or ‘fairly’ important in their lives, and nearly 60 percent reported that they attend religious services at least once or twice a month. Despite those impressive figures, unmatched by any of the advanced industrial countries, almost two-thirds of Americans believe that we are still not religious enough.

“Moreover, it is clear from the polls that, for most Americans, religion is not a strictly private affair. Nearly twice as many respondents say there has been too little reference to religion by politicians (41 percent) as say there has been too much (21 percent). And it’s equally clear that those surveyed also want to see religion play a more prominent role in policy-making.

“Case in point: While nearly 60 percent think that President Bush’s reliance on religion in policy-making is appropriate, he is still criticized twice as often for taking his faith into account too little, rather than too much (21 vs. 10 percent).

“If we inquire into a possible reason for this, we find that nearly 60 percent of Americans—whether fairly or not—think that it is necessary to believe in God to be moral. This might help explain why more than 40 percent of those polled stated that there are reasons why they would consider not voting for an atheist nominated by their own party.”

Lugo also addressed the perception that the Democratic Party is not friendly toward religion. “In fact, more than 70 percent of Democrats and 50 percent of liberal Democrats hold strong personal religious attitudes. That means that Democrats are more religious than the overdrawn popular perception suggests, and that connecting with a majority of these voters probably will require appealing in a convincing fashion to their religiously informed moral convictions.”

Join the alerted crowd. Last year, the Trusts’ Web site received a monthly average of 34,986 unique visitors, who read up-to-date news on the work of the Trusts and our partners. Many of those visitors have chosen to be notified via our e-alerts that new material of interest to them is posted to the site. We can give an electronic call to you, too. Sign up for our **e-alerts** at www.pewtrusts.org/email. ■



My Architect, Nathaniel Kahn's documentary film on his father, the renowned architect

Left and right:

Louis Kahn © photo Robert Lautman

Column, from top:

Nathaniel and Louis, circa 1970.
Photo by Harriet Pattison
© 2003 Louis Kahn Project, Inc.

Boy at the capital complex in Dhaka,
Bangladesh (from the film).
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The Phillips Exeter Academy Library
by Louis I. Kahn (from the film).
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Nathaniel Kahn talking with architect
Philip Johnson (from the film).
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Nathaniel at the capital complex,
Dhaka (from the film).
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Louis I. Kahn, has won an Academy Award nomination for best documentary feature. The movie, which Nathaniel Kahn directed and produced, was supported by the Trusts with a grant to the New York Foundation for the Arts, Inc.

The movie deals with the son's relationship with his father, his extended family (Nathaniel was born out of wedlock) and his father's work, which includes the Yale University Center for British Art, the Salk Institute for Biological Studies in La Jolla, Calif., and the capital complex in Dhaka, Bangladesh.

In the article "When the Ultimate Monument Isn't a Building," *The New York Times* architecture critic Herbert Muschamp wrote late last year:

"This wonder of a movie should put a stop to the notion that architecture is a less creative form of practice than music, painting, literature or dance. I have never seen or read a more penetrating account of the inner life of an architect—or of architecture itself—than that presented in this movie.

"The depth it achieves owes much to the filmmaker's search for his own psyche. Nathaniel was 11 years old when Louis died. His father's buildings become the medium through which the son discovers his own identity. The result is a personal reflection on the continuity buildings offer society at large."



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