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# NYRAG Memo

## COLLEAGUES' FORUM

*In this column, we feature the perspectives of leaders of grantmaking institutions on a variety of topical issues affecting the charitable sector.*

## Does Diversity Really Matter?

*For many years, NYRAG has been committed to informing its members and the field of philanthropy of the importance of diversity in all aspects of our operations. This "diversity" encompasses gender, race, ethnicity, age, physical ability, and sexual orientation.*

*Here and in other issues of the NYRAG Memo, we will be sharing perspectives on the links between diversity and the overall effectiveness of philanthropic work, including the benefits, challenges, and pitfalls of increasing inclusiveness. To discuss her thoughts on these topics, **Sharon B. King**, president of the F.B. Heron Foundation ([www.heronfdn.org](http://www.heronfdn.org)), sat down with Anouska Cheddie, development director of the North Star Fund and a member of NYRAG's Increasing & Diversifying Philanthropy special committee, and Rachel Christmas Derrick, NYRAG's director of Communications and External Relations:*



Sharon B. King

### How does F.B. Heron define diversity?

It's a fairly open and evolving definition for the foundation and, I would say, for society. It is a commitment to involving different voices and perspectives towards our common interest in an improved social fabric. I can remember when "diversity" was primarily thought of in terms of black and white. I think we now must reflect the realities of race, ethnicity, class, gender, sexual orientation, disabilities, and immigrants, among others. The point is to keep an open mind to include not only new voices but also new ideas in how we shape and conduct our grantmaking efforts.

### Why does increasing staff and board diversity matter?

Fundamentally I think it matters because we care about sustaining and nurturing the democratic values of our country. Our next generations of leaders are here. For instance, in New York City, where "minorities" are a majority, we should be about the business of embracing that new dynamism through our nonprofits, our private sector partnerships, our social infrastructure, and our political process. For some grantmaking organizations, recruiting a more diverse staff or board may mean reaching past your comfort zone to interact with and get to know people you might have otherwise overlooked.

The next issue of the NYRAG Memo features a discussion about diversity with Stephen Heintz, president of the Rockefeller Brothers Fund.

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## Finding the Best Way to Help Hurricane Victims

by Abigail Disney

*A philanthropist in New York City and president of the Daphne Foundation ([www.daphnefoundation.org](http://www.daphnefoundation.org)), Abigail Disney warns against the allure of short-term solutions to the long-term problems exposed by the hurricane disaster. Disney is also chair of the board of the New York Women's Foundation and a former board member of the September 11th Fund.*



Abigail Disney

Americans see charity as a place to apply money in the service of sympathy, and that is a wonderful thing. But sometimes this sympathy occurs at the expense of clear-headedness and practicality. In emotional times like these, in the wake of Hurricane Katrina, asking the hard questions about where our money would be most useful and effective requires a great deal of personal discipline. The answers to those questions very often do not lie where the light of publicity is shining most brightly.

As after September 11th and last year's tsunami, the extreme traumas of Katrina and its aftermath have evoked an admirable outpouring of generosity from Americans of all stripes. Four hundred million dollars have already poured into a handful of large charitable organizations, most notably the Red Cross. We all know that money is a poor substitute for what has been lost, but we know too that without money there is no way forward for those who have lost loved ones, been displaced, lost their livelihoods, and watched their beloved city destroyed.

Sadly, money that arises from sympathy very often results in giving a man the proverbial fish. It tends to smooth out a short-term problem, without addressing a long-term need. The seriousness of the needs for food, shelter, transportation, and communication cannot be overstated, and the Red Cross is well-positioned and more than competent to address much of this challenge ably. But by definition the work of the Red Cross and other disaster relief agencies is short-term only and won't even begin to address the larger long-term needs that common sense would dictate will stretch into the years ahead.

And let's be frank here: What the tsunami has shown us is that Americans have short attention spans for sorrow. Longer-term needs always go less amply addressed and raising funds for them is brutally hard. And when the limited dollars Americans can offer to charity get siphoned off at the outset for disaster relief, there results a radical disconnect between where the greatest needs lie

and the places where the majority of money tends to flow. It is not insignificant to note as well that it was precisely a consistent inattention to long-term structural issues that was largely responsible for the severity of this crisis.

The people who stayed behind in a shocking number of instances only did so because they could not afford to leave. The extent to which the gravity of the long-term needs of the victims is exacerbated by pre-existing economic disparities we are only beginning to guess, but it is safe to say that those hardest hit will also be the hardest to help meaningfully. This adds daunting layers

of complexity to the already ghastly challenges presented here. The task of rebuilding—morally, physically, and emotionally—is going to take extraordinary wherewithal and vision.

The opportunities to do constructive work on behalf of the extremely poor will not always lie in plain sight. In the best of times the reality of working with the poor and the marginalized is that the agencies best positioned to reach them over the long-term are small agencies, local community foundations, and women's funds. These smaller entities have eyes and ears on the ground, are committed and accountable to their communities, and very often have firsthand experience with the intricacies of problem-solving in the areas they serve. These agencies have the capacity for better scrutiny of grants and programs than large national organizations, which tend to lose nimbleness and nuance in direct proportion to their size. And their primary interest is in the long-term sustainability of their efforts and the longitudinal well-being of their constituencies. They don't, in other words, "fund and run."

Finding these agencies might take some detective work on the part of donors, but it will be well worth the effort to make sure that our money is applied with greater speed, efficiency, and accountability to the problems, rather than to executive budgets and national offices. Many local community foundations have already set up disaster relief funds, but it will take time to react thoughtfully. This tragedy, like others we've responded to in the past, will over time begin to take on a distinct set of characteristics, and we will need the wisdom and the vision to recognize that past responses might inform, but should never dictate, our response to this current disaster.

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## After Katrina: New York Area Grantmakers Taking Action

**N**ew York area grantmakers have much to bring to the long-term reconstruction efforts that now must occur across the entire region affected by Hurricane Katrina. We are not strangers to the Mississippi Delta or the rest of the Gulf Coast, nor are we strangers to the underlying economic and racial inequities that continue to serve as one of the area's defining characteristics. Unlike the region devastated by last December's tsunami, U.S. foundations have been investing in the American southeast for more than 100 years.

Our involvement traces back to some of the nation's first foundations, established after the Civil War to redress the glaring racial and economic inequities that stained the fabric of American democracy. In the first half of the 20th century, Julius Rosenwald, a leading New Orleans philanthropist and president and chairman of Sears, Roebuck and Co., built 5,000 schools. At one time, one-third of the black children in 15 southern states were educated in Rosenwald schools. Subsequently, Rosenwald's family foundation, the Stern Family Fund, located in New York, continued his legacy in supporting the Civil Rights Movement of the 1960s.

In 1970, Robert Browne, an African American who was one of the nation's leading economists, created The Twenty-First Century Foundation, one of the country's first endowed foundations for and of the black community. To this day, this foundation continues to direct grants to local community organizations throughout the Delta.

Since the 1970s, executives at other New York-based foundations, including Norman, New World, Taconic, Field, and Joint Foundation Support, have regularly traveled throughout the states of Louisiana, Mississippi, Alabama, and Arkansas, visiting prospective grantees and returning to New York to enlist their boards' support for the nonprofit organizations that they visited. The Ford Foundation provided important support to community foundations in New Orleans and Baton Rouge, and to the Foundation for the Mid South. Corporations and faith-based grantmakers in our region have also had extensive involvement. Other NYRAG members, like the F.B. Heron Foundation and Rockefeller Philanthropy Advisors, have joined their ranks. In fact, our metropolitan region has probably committed more ongoing outside philanthropic



resources to the area than any other.

As a result, our field has extensive knowledge of the nonprofit organizations across the southeast that will be the frontline players in the massive long-term reconstruction that will take place once the most urgent post-disaster needs have been met. Fortunately, many of our members have already created special funds; lists of such efforts are posted on our website ([www.nyrag.org](http://www.nyrag.org)). Other efforts that we can undertake will be the topic of our roundtable discussion on Thursday, September 15th (visit the Calendar of Events on our website).

Just as slain Civil Rights worker Andrew Goodman and thousands of other New Yorkers made a difference through their efforts in the Delta during Freedom Summer in 1964, New York area grantmakers can make their own significant contribution in the years ahead. To the community and neighborhood organizations and congregations of scores of towns like East Biloxi, Mississippi, and the great city of New Orleans that are still reeling from Hurricane Katrina and its aftermath, we have a great deal of expertise, knowledge, and resources to offer.

Michael Seltzer

### HURRICANE VICTIMS

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Let us pause for a moment and find the emotional and moral maturity to identify the difference between what is gratifying and what is useful. It will take a lot of money to address the crisis at hand, and money to the Red Cross is by no means money wasted. But please, consider pacing yourself, and reserving some of your resources for the long, long road ahead. Giving is nice. But giving that is thoughtful, effective, and meaningful is much, much better. ■

*For more information on how best to help victims of Hurricane Katrina, please visit NYRAG's website ([www.nyrag.org](http://www.nyrag.org)).*

### Is diversity incorporated into the mission or policies of F.B. Heron?

At Heron, we approach diversity in various ways:

- ◆ The guidelines note the funding preference for those organizations that “have staff and board leadership that reflect the communities served.”
- ◆ We periodically review the staff and board leadership to see how well we and our groups are doing in achieving this.
- ◆ The guidelines also specifically note that priority will be given to organizations that actively incorporate people with disabilities as beneficiaries of their work.
- ◆ Heron’s staff is wonderfully diverse and it is a joy to work with them each day.
- ◆ We look for opportunities in all choices—vendors, consultants, investment opportunities, etc.—to find the best and look for diversity here as well.

### What do you say to those who think that considering race, ethnicity, gender, or other differences negates a person’s individuality?

Snap out of it! Those things are an important part of who we are and what we can contribute to the common good. As a person of color and among those first waves of being the “only one” in a class or an office or on a board, I understand the burden of having to represent one’s race or gender. Yet these opportunities were available to me because of the work, sacrifice, and struggle of previous

generations. I am indebted to them and gladly accept that responsibility. On the other hand, I do hope that one day, for instance, a young, gay, black woman program officer at a foundation will not feel this burden and can simply be a program officer. I believe that as we diversify our staffs and boards, there will be fewer “tokens” since we’ll all bring different perspectives to the table.

### How do you avoid being seen as a token?

I think you take command of the whole job. Even though you may need to raise issues related to your race, ethnicity, or gender, you also raise other issues and contribute to the full range of your work. You need to be seen as more than “one note.” One of the reasons I adore [NYRAG president] Michael Seltzer is his leadership in being an ally to others. I recall serving on a board with him many years ago. An issue came up and I knew I would have to raise the racial implications of a proposed action. Before I could say anything, Michael spoke up and framed the concerns I had. I learned the true value of allies and he modeled for me how I could be the ally of others as well. ■

Visit the Resources section of NYRAG’s website ([www.nyrag.org](http://www.nyrag.org)) for information including [2004 national, New York State, and New York City statistics](#) on the gender, race, and ethnicity of members of foundation boards and staffs.

## THE WORDS WE USE

### Social Investment

*This column explores how grantmakers can use language more effectively in writing and talking about their work. Please email the NYRAG Memo at [talkback@nyrag.org](mailto:talkback@nyrag.org) to share your responses as well as your suggestions for terminology to cover in future columns. (Be sure to put “NYRAG Memo” in the subject line.)*

**S**ocial investment strategies and structures are proliferating as the long-standing boundaries between philanthropy and investment have become increasingly porous. Social investments incorporate social, environmental, and ethical considerations into the investment selection process while still seeking financial returns. Examples of specific social investment structures include program-related investments, double bottom line investments, mission-related bank deposits,

and socially responsible investing strategies such as negative and positive screening of publicly-traded stocks and bonds, community investing that targets communities underserved by traditional financial services, and shareholder activism.

Social investment portfolios reflect the broad range of missions, strategies, and risk profiles among investors, and comprise approximately 12 percent of total U.S. financial assets under management. Integrating program and investment activities can create significant legal, tax, and organizational challenges. Nevertheless, social investment has become an essential tool for foundations seeking to supplement their grantmaking with additional assets in support of their mission.

Steven Godeke ([steve@smgodeke.com](mailto:steve@smgodeke.com)) is a New York-based independent consultant who works with foundations, nonprofit organizations, and corporations to integrate their investment and social goals.

# Serving the Next Generation of Grantmakers

## Promoting Diversity Through Mentoring

**W**hen we recently conducted a search to fill a senior position,” said William McCalpin, executive vice president and chief operating officer at the Rockefeller Brothers Fund ([www.rbf.org](http://www.rbf.org)), “finding a diverse pool of candidates was a real challenge.” So McCalpin was pleased to learn that NYRAG’s Increasing & Diversifying Philanthropy special committee is helping to promote the mentoring program run by New York City Emerging Practitioners in Philanthropy (EPIP) ([www.epip.org](http://www.epip.org)).

While EPIP’s mentoring program is open to mentors and mentees from all races and ethnic backgrounds, it can be particularly useful in retaining and advancing people of color, who are generally underrepresented on grant-making staffs and boards. With this in mind, the New York Community Trust has provided support to expand the program, with a particular eye for nurturing diversity.

The national EPIP network was founded to support and strengthen the next generation of grantmakers, in order to advance effective social justice philanthropy. With its headquarters in Manhattan, the national group found core support from the New York City philanthropic community when, in 2002, the Ford Foundation provided start-up funds to launch EPIP as a project housed at New World Foundation. The New York City chapter, begun that same year, soon became a NYRAG Peer Network.

“One thing we heard repeatedly from our membership was the desire for us to foster relationships that provide support and connect inter-generational practitioners in philanthropy,” explains Rohit Burman, program officer at JPMorgan Private Bank, Philanthropic Services, and member of the national board of advisors of EPIP. Burman helped found the local EPIP mentoring program in 2003.

Mentors and mentees are asked to commit to communicating with each other at least once a month for six months, beginning with a face-to-face meeting. They set two mutual goals to be achieved by the end of this period. They must agree to keep all communication confidential and not to seek assistance with job placement or fundraising. Through these one-on-one relationships, mentors have the opportunity to apply their expertise in new settings while gaining access to fresh and creative thinking. Mentees broaden their professional networks while receiving career advice about navigating a field that lacks standardized pathways for advancement.

This self-guided, straightforward structure allows for substantive but flexible experiences for participants. As

**At NYRAG, we aspire to have a workforce that is reflective of the communities our members serve. The more diverse your staff and board, the more new voices and new ideas you bring to bear to enrich your work. Ultimately, this will make your organization more successful.**

– NYRAG president Michael Seltzer

Sharon B. King, president of F. B. Heron notes, sometimes efforts to become more inclusive are most effective when they are more informal than formal. “People need a safe space to talk about what’s working for them and what’s not,” she says. (Also see [Colleagues’ Forum](#).)

And the program provides value to mentors and mentees alike. “The EPIP mentees I have had have taught me as much as I’ve taught them,” says Mike Pratt, program officer and treasurer of The Scherman Foundation. “We talked a lot about how a career in philanthropy unfolds. I had the fascinating pleasure of getting to know two very bright young people entering the world of philanthropy. Since they both work at larger organizations than I do, it was interesting for me to hear and think about larger institutional dynamics.”

“My relationship with my mentor allowed me to test my thoughts and ideas in a confidential environment,” says Megan Watkins, a program officer at JPMorgan Private Bank, Philanthropic Services. “He also provided meaningful perspective on the field of philanthropy and advice on specific grantmaking strategies.” Their relationship has continued even after the six-month period ended. They recently met for lunch to discuss opportunities for professional development, including attending various annual conferences and serving on NYRAG committees. Because of her positive experience as a program participant, Watkins recently joined NYC EPIP’s mentoring committee.

If you would like to help young professionals in the field by sharing your expertise and experiences, or if you would like to have a mentor, you can read more and download simple application forms at [www.epip.org/nycmentoring.php](http://www.epip.org/nycmentoring.php), or contact NYC EPIP Organizer Elizabeth Cuccaro at 212-497-7547 or [elizabeth@epip.org](mailto:elizabeth@epip.org). ■

# Philanthropy Interns Help NYRAG and Its Members Flourish

This summer, NYRAG hosted two participants in the Sponsors for Educational Opportunity (SEO) internship program. SEO's internship in philanthropy is open to highly qualified college students of color, and most participants are between their junior and senior years of college, or have just graduated. The internship seeks to introduce these emerging professionals to the grantmaking field and to give them meaningful projects through which they can make an impact on the work of their employers and the field in general.

## This year, the following NYRAG members hosted SEO interns:

Carnegie Corporation of New York  
Credit Suisse First Boston Foundation  
Deutsche Bank Americas Foundation Corporation  
Edwin Gould Foundation for Children  
Jessie Smith Noyes Foundation  
Rockefeller Brothers Fund  
Rockefeller Philanthropy Advisors  
The Teagle Foundation  
The Wallace Foundation

Here is a letter from one of NYRAG's interns, Jason Shyung, Southern Methodist University Class of 2005, currently a first-year student in the University of Virginia School of Law:

This June, 13 undergraduates stepped off planes and trains into the great city of New York to start philanthropic internships through Sponsors for Educational Opportunity. The 2005 Philanthropy Class, which was hand-picked from a pool of hundreds of applicants, spent the summer gaining valuable professional and grantmaking experience.

Among our many projects, we helped distribute nearly \$20,000 in grants and in the process gained indispensable exposure to the field of organized philanthropy. This experience has been amazing, and on behalf of all 13 philanthropy interns, I would like to say thank you to all the foundations and corporations that have generously supported SEO interns this summer. I would also invite anyone interested in learning more about SEO, the opportunities it presents for students of color, or hosting an intern next summer to visit [www.seo-ny.org](http://www.seo-ny.org).

Jason Shyung  
NYRAG Intern  
SEO Philanthropy Class of 2005

## Grantmakers and Philanthropy Interns Explore Diversity in the Workplace



The July 7th program held at the Rockefeller Foundation by NYRAG's Increasing & Diversifying Philanthropy committee brought grantmakers and some 40 philanthropy interns together for an exchange of ideas and experiences related to thriving as people of color working in philanthropy. [Click here](#) for highlights of the program, or visit the Calendar of Events section of our website for more information.



Members of four affinity groups (including Emerging Practitioners in Philanthropy and Funders for Lesbian & Gay Issues) were among the participants in the July 19th program at NYRAG that Hispanics in Philanthropy and the Association of Black Foundation Executives hosted for philanthropy interns in the 2005 Sponsors for Educational Opportunity program. Here NYRAG intern Jason Shyung (left) and other interns discuss issues related to diversity in the workplace with NYRAG president Michael Seltzer (upper right).

## **Governing Nonprofit Organizations: Federal and State Law and Regulation**

by Marion Fremont-Smith (Belknap Press, 2004)  
Reviewed by John Van Gorder

**F**or both the novice just entering the philanthropic sector and the career professional with decades of experience in the field of exempt organizations, *Governing Nonprofit Organizations: Federal and State Law and Regulation* by Marion Fremont-Smith offers a detailed history and analysis of federal and state laws and suggestions for regulating the field—a field that is a significant force in our society. This book also provides an excellent exploration of the growth of the nonprofit sector.

Fremont-Smith begins with the ancient Egyptian notion of leaving property in perpetuity to individuals other than paternal heirs and progresses through Greece and Rome, while also touching on the development of Islamic foundations. Of particular importance are her thoughts on the contemporary basis for modern charities, which began in England with the passage of the Statute of Charitable Uses in 1601. By taking the time to develop this history, Fremont-Smith is then able to offer a comprehensive review of the development of applicable law and practice in Great Britain and in the United States, including both charitable trusts and corporations. For any nonprofit professional, her coverage of the Tax Reform Act of 1969 and the Peterson and Filer Congressional Commissions offers a wealth of knowledge.

This book also covers all aspects of the creation, administration, and termination of American charities, differentiating between trust and corporate forms of those organizations. An in-depth presentation of the fiduciary responsibilities of trustees and directors addresses both the scope of duty and the oversight of those persons by the states and the courts. And, with regard to oversight, a rich exploration of the evolution of the IRS into the primary regulator of all charities helps explain just how we got where we are today with regard to tax laws and enforcement practices. Additionally, Fremont-Smith goes to great lengths to provide the viewpoints of scholars and researchers with differing perspectives, leaving the reader with an appreciation of the complexity and difficulty involved in overseeing this field.

The author closes the book by offering suggestions for improving both the statutory and regulatory basis for managing the charitable industry in this country. She recommends removal “of the almost complete protection

from liability given to fiduciaries” and also suggests that “regulatory agencies be provided with adequate funds to effectively carry out their enforcement duties.”

With its rich historical background, presentation of disparate viewpoints, and recommendations for regulating the sector, this excellent book deserves to be part of the professional library of anyone involved in the world of exempt organizations and philanthropy. ■

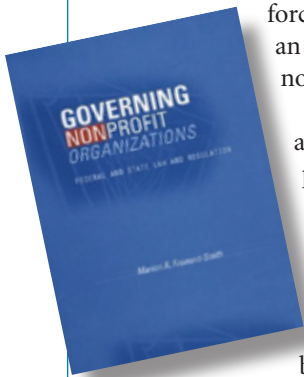
*With 30 years of foundation experience, John Van Gorder is the executive director of the Leon Lowenstein Foundation, a position he has occupied since 1986, and he has previously worked as program administrator for the Pew Charitable Trusts and program officer for the J.M. Foundation. He is a NYRAG board member and also serves on the board of the Calvin K. Kazanjian Economics Foundation.*

## GOVERNMENT OUTREACH

### **NYRAG Meets with Congressman Edolphus Towns**

**A**s a result of outreach to government officials, Congressman Edolphus Towns (10th Congressional District, Brooklyn) and members of his staff met with NYRAG’s president Michael Seltzer, City Connect chair Marilyn Gelber, and NYRAG’s director of Communications & External Relations, Rachel Christmas Derrick, to discuss potential partnerships and information-sharing between the Congressman’s office and NYRAG and its members. This effort was part of District Days, an initiative of the Council on Foundations and the Forum of Regional Associations of Grantmakers, in which NYRAG members are encouraged and guided in meetings with Congressional leaders in their home districts. Congressman Towns had received [NYRAG@25](mailto:NYRAG@25) (with the 2004 annual report) and asked to be placed on the mailing list for other communications. NYRAG will be following up with a list of resources that the Congressman’s office can share with the many Brooklyn nonprofits that contact them.

District Days is an offshoot of Foundations on the Hill, the 2006 version of which is scheduled to take place in Washington, DC on March 14 and 15, 2006. Over the course of these two days, foundation representatives will have the opportunity to meet with members of Congress and discuss the benefits provided by the philanthropic sector. NYRAG members interested in participating in this important event should contact Chris Sullivan at [csullivan@nyrag.org](mailto:csullivan@nyrag.org). ■



## Welcome New Members

### The Dr. Robert Atkins Foundation

Jenkintown, PA  
Public foundation  
Funding areas: Nutrition and metabolism clinical research  
Liaison: Dr. Abby Bloch, Vice President, Programs & Research

### Mary Flagler Cary Charitable Trust

New York, NY  
Independent private foundation  
Funding areas: Music, conservation  
Liaison: Edward A. Ames, Trustee

### Jerome Foundation

New York, NY  
Independent private foundation  
Funding areas: Arts and culture  
Liaison: Cynthia Gehrig, President

### Milbank Memorial Fund

New York, NY  
Operating foundation  
Funding area: Healthcare  
Liaison: Kathleen Andersen, Vice President

### New Visions for Public Education

New York, NY  
Public foundation  
Funding areas: Communications and information, elementary education, public education, libraries, public policy  
Liaison: Lili Brown, Vice President, External Affairs

### Seth Sprague Educational & Charitable Foundation

New York, NY  
Independent private foundation  
Funding area: Education  
Liaison: Patricia Dunnington, Trustee

### Martha Stewart Living Omnimedia Foundation

New York, NY  
Corporate foundation  
Funding areas: Families, nutrition  
Liaison: Jean Valley Graham, Director of Community Relations

### Sweat Equity Enterprises

New York, NY  
Operating foundation  
Funding area: Art programs for New York City teens  
Liaison: Nell Daniel, Executive Director

## Transitions

**Don Randel** has been chosen by the board of trustees to serve as the president of The Andrew W. Mellon Foundation, effective July 1, 2006. Randel has served as President of the University of Chicago since 2000, and succeeds **William Bowen**, who has been president of Mellon since 1988. Bowen will serve a final year before continuing his research and writing, as well as providing support to Ithaca Harbors, Inc., a nonprofit organization whose mission is to accelerate the productive uses of information technologies for the benefit of higher education around the world.

**Robert G. Keller** has been hired as the new executive director of KeySpan.

The Markle Foundation announced that **Edward F. Rover**, president of the Dana Foundation, has joined the board of directors of the Markle Foundation. Rover, a prominent attorney, was a senior partner at White & Case until 2004. He also served as outside counsel to public charities and private foundations, including the Markle Foundation.

**Connie Higginson** has been named acting president of the American Express Foundation. She succeeds **Mary Beth Salerno**, who stepped down as president at the beginning of the month.

Former NYRAG board member **Paul Spivey** is now executive director of Cause Effective, an organization that helps nonprofits build their capacities to develop human and financial resources through consulting, workshops, and publications. Spivey previously served as president and chief operating officer of the Edwin Gould Foundation for Children.



Paul Spivey



Katherine M. Grover

The Ms. Foundation for Women announced the appointment of **Katherine M. Grover** as its new chair of the board of directors. Grover has been an active donor and advisor to the Ms. Foundation for Women since 1987, and joined the Board in 2001. In 2002, she and her husband, Michael Campbell, made a leadership gift to the



Ms. Foundation and became members of the inaugural group of donors called The Ms. 35, which launched the institution's precedent-setting \$35-million endowment campaign.

The Trinity Grants Program of the parish of Trinity Church-St. Paul's Chapel has named the **Reverend Canon Benjamin Musoke-Lubega** as program associate for its grantmaking activities in the Global South and in telecommunications. In his new position, Canon Musoke-Lubega will direct Trinity's grants supporting the development of Anglican churches in Africa and technology infrastructure throughout the Anglican Communion. Born and raised in Uganda, Canon Musoke-Lubega was until recently the partnership officer for Africa for the Episcopal Church USA, based in New York.

After 18 years as vice president and western director of the Hearst Foundations, **Thomas Eastham** will be stepping down. **Paul "Dino" Dinovitz**, who was most recently president and general manager of KRON-TV in San Francisco, will succeed Eastham.

## Congratulations

NYRAG president **Michael Seltzer** has been elected to serve on the board of the Forum of Regional Associations of Grantmakers.



The final primary election results are in from Maplewood, NJ, and former mayor and current NYRAG board member **Victor De Luca**, president of the Jessie Smith Noyes Foundation, received the most votes in a race for two spots on the November Democratic Party ticket for Maplewood Township Committee. Maplewood's form

of government is a five-person Township Committee, which is elected on a staggered basis. Each January 1st, the Township Committee selects one of its members to serve as mayor for a one-year term. De Luca served as mayor of Maplewood in 2002. ■

## Upcoming Programs

In the coming weeks, NYRAG's professional development programs include:

- ◆ Hurricane Katrina Relief: Funders Discuss Strategy and Responses to Date (September 15th)
- ◆ Building a Strong Foundation (September 19th)
- ◆ Can Grantmakers Be Catalysts for Good Governance? (September 22nd)
- ◆ An Introduction to the Field for New Grantmakers (September 28th)
- ◆ New York City Public Charter Schools: Advantages, Challenges, and Potential (September 28th)
- ◆ Educating a New America: Changing Populations, Changing Demands, Changing World (October 10th).

Visit NYRAG's website ([www.nyrag.org](http://www.nyrag.org)) and click on "Calendar of Events" to see these and other upcoming events of interest to you and your grantmaking organization.



# NYRAG on the Road

When Michael Seltzer came to NYRAG as president in July of 2003, he added a special dimension to staff professional development called “NYRAG on the Road.” Each employee now spends a day each year volunteering and/or shadowing staff at a nonprofit organization in the tri-state area supported by one or more NYRAG members. This firsthand experience gives NYRAG staff a better understanding of the work of our members and their grantees. In issues of the NYRAG Memo, we have been reporting on these staff visits:

**P**atrick Barnes, executive assistant to the president, spent October 12, 2004, visiting the New Community Corporation ([www.newcommunity.org/main.htm](http://www.newcommunity.org/main.htm)) (NCC) in Newark. The NCC is the nation’s largest and most comprehensive community development corporation, and offers an array of programs and services to Newark’s Central Ward related to housing and homelessness, job training, education, health care, and youth, among other areas.

Patrick met with Dale Anglin, NCC’s director of resource development, and Lesley Leslie, the assistant director of marketing and community relations (who

## NYRAG Members Funding New Community Corporation:

The Bank of America Foundation  
Citigroup Foundation  
JP Morgan Chase Foundation  
Lucent Technologies Foundation  
Washington Mutual

spent most of her young adult life working in various NCC programs), and was given a tour of several of NCC’s projects. These projects included

schools, housing developments, senior centers, and training facilities (which offer classes in carpentry, culinary arts, automotive repair, and business skills).

Patrick also enjoyed a casual chat with Monsignor Linden, the founder of NCC. He recalls that “the monsignor spoke of how, after the 1967 inner-city riots, the Central Ward resembled a post-World War II bombed European city, and the city leaders had no interest in changing the situation.” To address the issues surrounding a history of such urban blight and to get local residents more engaged with their community, NCC trains the citizens of the Central Ward in grassroots organizing, and encourages them to create the solutions to their problems.

At the end of the tour, NCC treated Patrick to a soul food buffet at their restaurant, The Priory (a converted church). ■



Students in the Building Trades class at NCC’s Workforce Development Center.

## NYRAG Launches First in a Series of Volunteer Opportunities

**N**YRAG, in conjunction with New York Cares and Women’s Housing and Economic Development Corporation (WHEDCo), launched its first volunteer event on Saturday, June 18th. Following New York Cares’ mission to unite and enable caring New Yorkers, NYRAG recruited 12 members and friends to help unemployed adults in their search for career opportunities. Hosted by WHEDCo, an organization that gives individuals the tools and the support they need to confront urban poverty in its many dimensions, this program included mock interviews, resume critiques and tips, and perhaps most important, an opportunity for participants to express their concerns about job hunting, and seek general career advice.



NYRAG volunteer Cathleen Campbell, executive director of the New York Staffing Association (far right), with participants at NYRAG’s June 18th volunteer opportunity with New York Cares.

Both participants and volunteers reported that they benefited greatly from the workshop. Participants from the grantmaking community expressed interest in follow-up visits with the WHEDCo clients, and all of the volunteers said that they would be interested in similar opportunities to give back through NYRAG. We plan to organize similar events in the future. Check our website ([www.nyrag.org](http://www.nyrag.org)) and NYRAG email messages for details about similar opportunities in the future. ■

PHOTO: ROBERT GUSKIND

PHOTO: NYRAG

## Got Questions? NYRAG Has Answers

**H**ere are answers to questions from our members. If you'd like NYRAG's help in identifying resources that could assist you in your work, please email [talkback@nyrag.org](mailto:talkback@nyrag.org) (and put "Resources" in the subject line).

### Q: Where can I find information on building and sustaining a successful social movement?

**A:** Redefining Progress, a California-based think tank, has produced [The Soul of Environmentalism](#). This timely and thought-provoking essay, co-authored by leading academics and social activists, provides a blueprint for successful progressive movement-building. The authors asked themselves, "Can a movement really die?" and used environmentalism as the basis for their discussion, but this document has much wider applications and provides the basis for continued discussion on social movements and the ways in which they are interwoven into everyday life.

### Q: Are there any new resources that focus on public policy grantmaking?

**A:** Yes. This summer, the Northern California Grantmakers (NCG) launched the Public Policy Grantmaking Toolkit, available online at [www.ncg.org/toolkit](http://www.ncg.org/toolkit). The toolkit was created to demystify public policy grantmaking with an eye toward building the capacity of funders to engage in public policy initiatives. It is a useful resource for both experienced funders and those new to public policy grantmaking, as well as nonprofit organizations.

### Q: Could you recommend a good source of practical ideas for strategic and effective philanthropy?

**A:** Recently, the Global Business Network and Monitor Institute released a report on the future of philanthropy titled *Looking Out for the Future: An Orientation for Twenty-first Century Philanthropists*. The findings are the result of a four-year inquiry into philanthropy. The report explores the pressures and trends that are quietly transforming U.S. philanthropy and provides practical ideas for philanthropists who want to be more strategic and more effective in their giving by aligning their efforts with the broader changes shaping our world. To access an executive summary, and a link to the full report, [click here](#).

### Q: What's a good event planning resource?

**A:** Cause Effective has recently unveiled [The Special Events Toolbox](#), which covers the various aspects of planning special events—from establishing objectives to fundraising strategies to managing budgets and campaigns. For more information or to order a copy, visit the Cause Effective website at [www.causeeffective.org](http://www.causeeffective.org).

### Q: Have any new reports been released that deal with improving the effectiveness of grantmaking?

**A:** [The Center for Effective Philanthropy's](#) report on its March 2005 seminar discusses issues related to foundation impact and performance, drawing on new research, case examples from foundation leaders, and the perspectives of experts and outside observers.

The seminar, Higher Impact: Improving Foundation Performance, explored key elements of foundation performance including strategy development, performance assessment, governance, and leadership. Speakers and participants shared practical examples of the ways in which foundations are responding to the changing environment in which they operate.

Speakers whose remarks are described in the report include Independent Sector's Diana Aviv, The David and Lucile Packard Foundation's Carol Larson, and Boston Globe investigative reporter Michael Rezendes.

An electronic copy of the report is available via the NYRAG website by [clicking here](#).

### Q: Where can I find information about current funding opportunities related to the lesbian, gay, bisexual, and transgender communities?

**A:** In early 2005, Funders for Lesbian and Gay Issues released the groundbreaking report [Lesbian, Gay, Bisexual and Transgender Grantmaking by U.S. Foundations](#). This report, which was both funded by and highlights the work of several NYRAG members, provides an in-depth look at the types of funding being directed toward LGBT issues, such as civil rights, community organizing, and organizational capacity building. ■

# NYRAG

[www.nyrag.org](http://www.nyrag.org)

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Please contact us with comments and article ideas at [talkback@nyrag.org](mailto:talkback@nyrag.org). Be sure to put "NYRAG Memo" in the subject line.

Editor

**Rachel Christmas Derrick**

*Director, Communications & External Relations*

Managing Editor

**Chris Sullivan**

*Manager, Communications & External Relations*

Assistant Editor

**Maia Goss**

*Communications Associate*

Designer

[Mark Richardson](#)

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