

An abstract collage-style artwork. The background is a mix of blue, purple, and teal. In the top left, there's a yellow sun and some white clouds. In the center, a man in a dark suit and white shirt is seen from behind, with his arms outstretched. Below him, there are silhouettes of a crowd of people, some with their hands raised. The overall style is graphic and modern.

**THE  
NATHAN  
CUMMINGS  
FOUNDATION**

**2010 Annual Report**

*Martin Luther King, Jr.: Mountaintop, 1968* by Romare Bearden

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## Message from the Chair

We are already ten years into this new millennium, deep in the throes of a global recession with millions of people throughout the United States facing economic challenges that most thought unimaginable. The Arab Spring brings both new hopes as well as challenges, while Middle East peace remains more elusive than Don Quixote's quest. Our elected politicians refuse to cooperate across the aisle and we are still at war in Afghanistan and Iraq. The increasing demands for philanthropic resources unfortunately far outweigh the funds available to meet the urgent needs we face.

Meanwhile at the Nathan Cummings Foundation, some of our key Health grantees have facilitated successful programs that helped pave the way for The Patient Protection and Affordable Care Act signed into law by President Barack Obama on March 21, 2010. We have continued to make headway on creating corporate transparency through NCF's shareholder voting. We have noticeably increased the percentages of stockholder support which have greatly increased our impact on corporate policies in a multitude of areas.

Under the Foundation's Sundance Compact, which implemented an objective procedure for picking Family Trustees (with a key role being played by Independent Trustees), NCF has successfully elected its first slate of Family Trustees under the new procedure.

Thanks to good negotiations between our landlord and NCF staff, we signed a new lease at our present location. NCF saved substantial resources, which results in additional funds for our grantees.

We also began the search process to outsource and implement the management of our very diversified investment portfolio.

Within the extended Nathan Cummings family, we have welcomed in several new spouses, the fifth generation has increased by 50% and Buddy Mayer, the matriarch of the family breezed into her 90<sup>th</sup> birthday surrounded by her children and grandchildren.

Under Lance Lindblom's stellar leadership, undergirded by our superb program staff, NCF continues to develop strategic grantmaking partnerships.

I know I speak for the whole board in saying it has been a deeply rewarding honor to work with Lance these past ten-plus years. He has continually elevated the discourse, sharpened our strategies, and collaboratively guided this Foundation and all our partners toward more meaningful, efficient and beneficial results. Lance's leadership leaves indelible markers for thoughtful, leveraged philanthropy.

We are more efficient and dynamic than ever before, which is the perfect way to transition into Lance's retirement from NCF and hand over the Nathan Cummings Foundation President and CEO reins to Simon Greer.

James K. Cummings, Chair

## Message from the President

The year 2010 continued the challenges we faced in 2009, only with even less hope of strong governmental responses. The failed politics of our country intensified with the continuance of the polarizing antics of self-interested groups putting their selfish concerns ahead of the nation's common good. Their obstruction and the influence of monied interests continued the sabotaging of needed public efforts to deal with real human needs and suffering. All this was done at levels of shamelessness that we have not seen since the Gilded Age. Once again the Nathan Cummings Foundation (NCF) moved to meet these challenges, regaining our financial strength and maintaining our programmatic course. The ongoing economic and social crises underlined the importance of our social and economic justice mission, our strategies and our programs.

Even in this poisoned atmosphere, NCF was able to accomplish much over the past several years. NCF's Arts and Culture Program (ACP) has evolved its focus from community arts projects to activities with a clear and demonstrable impact at the intersection of art and social justice. One of the program's primary accomplishments has been its leadership in developing a new field concentrating on this junction, establishing the Art and Social Justice Working Group of funders and practitioners. A related outcome was *Trend or Tipping Point: Arts & Social Change Grantmaking*, a report that provided the first portrait of this emerging field. ACP also provided principal support to a cohort of colleges and universities, including Maryland Institute College of Art, Xavier University, Art Center College of Design, and California College of Art, that broke new ground by establishing degree-granting programs in arts and community-building. The number of these programs has now grown to the point that the arts and community-building area has become well recognized, and a robust network exists to advance field theory and practice.

ACP's seminal support of selected technology projects expanded the reach and impact of social justice-focused cultural endeavors. For example, our support of the Bay Area Video Coalition's Producers Institute for New Media Technologies paired documentary filmmakers with trans-media developers. Together, they created tools that offered community members multiple points of entry to social justice projects and sustained engagement opportunities. ACP was a leading advocate for broadening the collective understanding of arts and culture as an effective social change agent. Our funding elevated exemplary organizations such as Thousand Kites, Alternate ROOTS, Ping Chong & Company, and Cornerstone Theater, among others. They amplified the voices of underrepresented communities, heightened awareness of economic and social justice concerns, and pursued participatory solutions.

The NCF Ecological Innovation Program has been responsible for introducing a set of innovative concepts, leaders and initiatives to the national and international level. Much of this work embodies a set of ideas developed by NCF and its grantees in response to the need for effective climate and energy policy: that the focus of public policy should be on government's role as strategic investor, developing the technological innovations necessary

to produce cheap, clean energy; that developed nations should focus on jobs and prosperity through energy innovation tied to a quest for universal energy access; and that the world's poorest people could, therefore, be the chief beneficiaries of climate policy, rather than necessary casualties. Ideas and strategies generated by the program were embodied in the influential essay "The Death of Environmentalism," the scholarship of cognitive linguist George Lakoff, the creation of the Breakthrough Institute, and the formation of the Apollo and Blue/Green Alliances, all of which were key to shaping over \$70 billion in clean energy investments included in the American Recovery and Reinvestment Act of 2009.

NCF has been one of the leading funders of advocacy promoting groundbreaking health reform efforts in states across the country, including Massachusetts, Maine, Illinois, Maryland, Vermont and Wisconsin. In addition to increasing access to quality, affordable healthcare in these states, the research and advocacy supported by NCF demonstrated what was possible and helped pave the way for the ultimate enactment of the Patient Protection and Affordable Care Act (ACA), the nation's new health reform law. Following the passage of the ACA, NCF formed a national pooled fund that invested more than \$3 million in its first year to support consumer advocacy around implementation of the new law.

Other NCF-supported projects helped to lower the price of prescription drugs. The Prescription Access Litigation Project has been involved in more than 30 class action lawsuits challenging drug industry tactics to illegally raise the price of prescription drugs, garnering more than \$600 million in settlements. NCF support also helped to seed the early development and national dissemination of models of community engagement that demand consideration of community needs like healthy environments, access to health care, and good jobs with living wages and health benefits in local land use and economic development planning decisions. In addition, the Health program was instrumental in supporting legal challenges to certain gene patents that were obstructing needed medical research and drug development.

The Jewish Life and Values Program has played a catalytic role for Jewish service and Jewish social justice. In addition to supporting the growth of individual organizations, we have helped galvanize the sector for greater influence and impact through such initiatives as: the publication of *Visioning Justice and the American Jewish Community*, groundbreaking research on the field of Jewish social justice; the creation of the Jewish Social Justice Roundtable, a collaboration of 23 Jewish social justice organizations; the Selah Leadership Program, a signature leadership training program for Jewish social justice activists, with more than 250 alumni. (Selah is a joint project of the Nathan Cummings Foundation and the Jewish Funds for Justice in partnership with the Rockwood Leadership Institute); and the launch of Just Congregations, the Reform movement's initiative to engage synagogues around the country in congregation-based community organizing — working in partnership with communities of faith for social change.

In the multi-faith arena, we have supported new efforts to amplify a progressive religious voice in America. Finally, we have advanced new initiatives such as J Street, among others, seeking to achieve a two state solution in the Middle East while we have also worked to

create a more just and vibrant Israel. The launch of Israel Rockwood, leadership training for cohorts of Israel's social change activists, and the creation of the Palestinian-Israeli Women's Forum, a collaborative initiative of a diverse group of organizations and leaders advancing women as agents of change in the Palestinian-Israeli community, are but two examples of such new initiatives.

The Foundation has developed and successfully implemented a robust approach to responsible investment centered on proxy voting and shareholder activism. Through thousands of proxy votes, we have helped to build the case for corporate action on issues ranging from political spending and corporate governance to climate change, while using our standing as a shareholder to voice our opinions on everything from executive compensation to human rights. NCF has also filed more than 100 shareholder proposals over the last 10 years. Nearly 30 percent of these proposals produced concrete changes in corporate behavior, including commitments to declassify corporate boards, to reduce corporate greenhouse gas emissions and disclose corporate political spending. The Foundation is now a recognized leader in the field of responsible investment and its work in this area has been profiled by numerous outside entities, including the United Nations-backed Principles for Responsible Investment and the National Academies.

Finally, at the end of 2011, I will be stepping down from the Presidency of NCF. After eleven rewarding years at NCF, and 31 years of incredible opportunities serving with four Foundations, I will be retiring. I hope to make it an active retirement, where I can continue to serve the causes of social and economic justice.

NCF has already risen to implement this transition, selecting a dynamic, new leader, Simon Greer, as the new President and CEO, who will be starting at the beginning of 2012. He will be taking over the helm of a wonderful institution that is a model of strong governance and administration, innovation, risk taking and program impact. NCF is blessed with a dedicated and engaged family, supportive and wise independent trustees, and an incredible staff. They will all aid in the transition and support the new President in bringing NCF to the next level, meeting the new challenges it will face.

I want to sincerely thank the Board, Associates and Family of NCF for all their support and guidance. I want to especially thank the staff, who over the years, has been tremendously dedicated and smart in fulfilling NCF's mission and programmatic ambitions. I will be ever grateful for the privilege of working with all my colleagues over the years. You have given me not only wise advice, but also the greatest gift of all – a purposeful and meaningful life. Thank you.

Lance E. Lindblom  
President & CEO, Trustee  
The Nathan Cummings Foundation

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During the past year, the following staff left the Foundation. We would like to thank them for their contributions to our work: Leisle Lin, Executive Vice President; Claudine K. Brown, Program Director for Arts & Culture; and Jenny Schutzman, Program Assistant, Health.

# Arts and Culture Program 2010

## INTRODUCTION

The Arts and Culture Program seeks to heighten visibility, facilitate critical thinking, document field practices, expand capacity, and promote common cause among those working at the intersection of cultural production and social justice activism.

Ten years ago, the Nathan Cummings Foundation's Arts and Culture Program was charged with "supporting community-based artistic and cultural projects that illuminate social and economic justice issues." Our approach to this work was defined by four strategies for change. We supported exemplary artistic and cultural projects that illuminated social justice issues. We grew the field of educated and well-trained practitioners by supporting professional development programs and convenings for peer learning and networking. Our communications strategy resulted in the dissemination of case studies and information in hardcopy publications, on informative websites, in documentary media, and on new media platforms that reached art and social justice practitioners worldwide. Our support for cultural policy initiatives advocated for more equitable health and social policies. An important, complementary aspect of our work has been developing a community of funders focused on art and social justice. Over the past decade, the community of practitioners working at the crossroads of art and social justice has grown significantly, giving rise to a new sector. For the last four years the Nathan Cummings Foundation has worked collaboratively with a group of colleagues to organize art and social justice funders.

Some of the grants we awarded in 2010 were to organizations that have a broad reach and a large and committed constituency. Others were for organizations and projects utilizing innovative methods to transmit ideas and information to diverse communities. Yet others are amplifying the voices of those whose voices have often been silenced. All of them are organizations that have affirmed the power of the arts as a catalyst for social change.

**GOAL: To create a stronger and more socially just society by building the field of Art and Social Justice and amplifying the voices of underrepresented communities.**

### **OBJECTIVE I: ART**

***To support community-based artistic and cultural projects that illuminate social and economic justice issues.***

In keeping with the Foundation's values of "respect for diversity and the promotion of understanding across cultures," a number of grants advanced the Foundation's intention to empower underrepresented communities to add their voices to discussions of social justice issues. The Arts and Culture Program awarded a grant to **Junebug Productions** for the *Free Southern Theater Institute* (FSTI), an educational program that trains actors, directors, and writers from around the country in FSTI techniques, ethics and aesthetics. This

funding also allowed Junebug to finalize its recently developed Community Arts minor curriculum, offered in partnership with Dillard, Xavier, and Tulane Universities. A grant was made to **En Foco, Inc.** to support the costs of a first-time exhibition of its permanent collection. The exhibition will expand popular notions of contemporary American photography by charting the evolution of Latino, Asian American, African American, and Native American photographers over the past thirty-five years. **Drew University** was awarded a Presidential Authority Grant to support the filming, live video streaming, and archiving of the *2010 Geraldine R. Dodge Poetry Festival* in Newark, New Jersey. The Festival placed important voices from groups long excluded from the Western canon in the center of a dynamic community ripe for cross-cultural conversations. **The Seventh Generation Fund for Indian Development, Inc.'s Arts and Cultural Expression Program** promotes projects that engage multi-generational artists who are working on social transformation projects. **The Smithsonian Institution's** *Everybody: The History of Disability in America* will provide historical and social context for the concept of accessibility as a civil right and will examine societal advancements and challenges in the 20 years since the passage of the Americans with Disabilities Act.

We also awarded a grant to the **Fund for Women Artists, Inc.**, whose *Feminist Cultural Partnership Program* will develop direct connections among artists and the feminist organizations with whom they share an agenda. These matches will be made with the intentions of helping women's organizations find effective ways to engage people and expanding support for women artists. **Terra Moto Inc.** employs local artists who work with city workers who tell their stories in many different media (a police poetry calendar, coffee cups with wood block print images and biographies, collages that are exhibited) and in doing so; they support and reflect the values of the diverse citizens in their communities. A Presidential Authority Grant to the **Ella Baker Center for Human Rights** provided funds for two programs. The *Green Collar Jobs Campaign* advocates for sustainable career opportunities for low income communities and communities of color. The *Soul of the City Initiative* is a campaign to make Oakland a socially just, spiritually connected, ecologically sustainable, and equitably prosperous city. In partnership with Collaborative Initiatives, the Arts and Culture Program awarded a grant to **The Ella Baker Center** to create curriculum and short films for its *Soul of the City Campaign: Reclaim the Future Workshops*. These workshops will confront challenges facing cities.

Many of our grantees are using film, curricula and other creative strategies to convey powerful messages. **Appalshop Inc.'s** *Thousand Kites* project is a multi-media initiative that uses film, radio programming and theater to reveal the stories of urban prisoners (many of whom are from the North and are incarcerated in the South); their families, their guards and the local community. **Squeaky Wheel** received a grant for *Channels - Stories from the Niagara Frontier*, an initiative that provides people with the tools, training, and outlets to contribute first-person perspectives to media coverage of significant issues. The resulting documentaries provide countervailing viewpoints to those that dominate mass media and also deliver valuable information to community members about initiatives that directly affect their lives. In partnership with Collaborative Initiatives, ACP awarded support to **Brandeis University** for *Acting on the World Stage: Performance and The Creative Transformation of Conflict*. The project comprises the dissemination of a

documentary film, discussion guides, policy briefs and an anthology that examine the use of the arts in peace building movements. *Women, Art, Revolution* is a film and archival project of the **San Francisco Art Institute** that examines the evolution of the Feminist Art Movement. With Collaborative Initiatives, a grant was made to **The Center for American Progress's Campus Progress Culture and Media Program**, which benefits young adults in communities and on campuses who explore social issues raised in documentary films or by spoken word artists.

In partnership with Collaborative Initiatives and the Jewish Life and Values Program, the Arts and Culture Program awarded a grant to the **International Museum of Women (IMOW)**, an online social change museum whose *Global Motherhood and Maternal Health* exhibition explores how a new generation of women sees and experiences motherhood. A second grant in partnership with CI and JLV was to **The International Coalition of Historic Site Museums of Conscience's U.S. Initiatives**. The Dialogue Across Difference initiative creates a national discussion among museum visitors in Alabama, California, North Carolina, and Texas on historic and current immigration. The second initiative is the Guantanamo Public Memory Project.

ACP sustained its commitment to the redevelopment of the cultural community in New Orleans. In the initial aftermath of the hurricanes, our work focused on recovery and replacement efforts. Our current work prioritizes the creation of systems and sites that will put artists to work to reinvigorate the cultural economy. With Collaborative Initiatives, ACP made a grant to **Alternate Roots**, a national service organization that supports individual artists working in the South. A grant made in partnership with Collaborative Initiatives to **Efforts of Grace, Inc. / The Ashe Cultural Center** supports this organization that serves as a venue for community meetings, provides technical assistance to small and unincorporated arts groups, and presents multidisciplinary programs. Also with Collaborative Initiatives, ACP made a grant to **The New Orleans Jazz & Heritage Foundation, Inc.** for its Talent Exchange website. The website will post information about musicians and provide music that can be uploaded by buyers from a variety of markets. They will also host mini-conferences and offer workshops to local artists on business management and licensing.

The Nathan Cummings Foundation is widely regarded as being at the vanguard of the nascent but burgeoning art and social justice arena. The recently published *Trend or Tipping Point: Arts & Social Change Grantmaking* documents grantmakers' growing interest in social justice; however, the study also reports a need for greater understanding of the work. While the field is only recently being appreciated as a powerful philanthropic force, the Foundation has a long-standing record of thought leadership reinforced by its strategic investments in key organizations.

The theater and writers communities have historically been on the frontlines, telling the stories—both heroic and tragic—of the American experience. The **Oregon Shakespeare Festival Association** project, *Nexthetics*, enables Hip Hop and spoken word artists to examine social issues in the works of William Shakespeare and create contemporary new works. The **FIJI Theater Company Inc.'s Undesirable Elements** project bears witness to the

plight of the nation's most marginalized by creating theater that documents the struggles of those in our society with the least. The **American Poetry Museum** has created and manages a database and website that documents commercial and independent rap and spoken word art that reference social justice issues. **The Institute for Policy Studies / Split This Rock Poetry Festival** developed from the Poets Against War movement. Since its inception, more than 1,000 poets and writers of all ages have performed and participated in workshops on a full range of social justice issues.

We also view design as a powerful tool for social change. In partnership with Collaborative Initiatives and Ecological Innovations, we awarded a grant to **The Cloud Institute for Sustainability Education** for its *SoL Education Partnership*, a national learning community of schools and communities that use 21st century systems and thinking to respond to the challenges of a sustainable future. **The New York Foundation for the Arts, Inc. / Active Citizen Project**, with Collaborative Initiatives, encourages the disenfranchised to weigh in on the sustainability of community-owned green, social spaces in urban communities using media and graphic arts. Working with Collaborative Initiatives and Ecological Innovation, ACP awarded support to **Public Design Studio's** *The 1% Program*, a national initiative that matches nonprofits in need of design assistance with architecture and design firms. Participating firms have pledged a minimum of one percent of their billable hours to pro bono service, representing more than \$27 million in donated services annually.

Visual art exhibitions with high quality, interactive programming continued to be effective vehicles for educating the public about social justice issues. The **Provisions Learning Project** is a research library and online information resource that travels exhibitions and produces public programs on art and social justice. **Liz Milwe, Inc.** developed the exhibition, *In the Bag*, which focused on recycled bags as an alternative to environmentally harmful plastic bags. This exhibition will travel to the Boston Children's Museum. With Jewish Life and Values and Collaborative Initiatives, the Arts and Culture Program funded *Israel: Portrait of a Work in Progress*, a project of the **American Jewish Joint Distribution Committee Inc.** that aims to explore Israel as both a place and a metaphor through photography. **Rush Philanthropic Arts Foundation** received a PAG for *Provisions*, an exhibition examining food and the increasingly troubling but connected notions of food security, food democracy, and child nutrition. A PAG to the **Society for the Preservation of Weeksville & Bedford-Stuyvesant History** underwrote *Homecoming: An Exhibition about Home and Homelessness*, which utilized the visual arts to humanize the complex issues created by homelessness.

**Grantmakers in the Arts (GIA)** supports our efforts to develop a shared language and culture for social justice, social change, and civic engagement. GIA was awarded a PAG to include a full-day Art and Social Justice Pre-conference and related sessions in its *2010 Annual Conference*. Also, an affinity grant for *Membership Support* was awarded to GIA to strengthen private sector arts and culture grantmaking.

## **OBJECTIVE II: PRACTICE**

***To support convenings and training programs for artists, cultural workers and community members that impart information and skills that can be used to achieve social change.***

A Presidential Authority Grant supported the **Allied Media Project's** *Allied Media Conference*, a gathering of organizations to broker art and social justice collaborations, and the *Allied365 Training & Exchange Bureau*, which conducts year-round collaborative training and resource sharing. A PAG to **Words Beats and Life, Inc.** supported *Remixing the Art of Social Change: A Hip-Hop Approach Teach-in*, an event to nurture a cohort of new leaders from around the country who are using Hip-Hop as a medium for social change. A PAG to **New York University** for the *H2Ed Project: Research & Evaluation* (co-sponsored by NYU's Metropolitan Center for Urban Education and the Hip-Hop Association) contributed to a longitudinal study evaluating the use of Hip-Hop as a pedagogical tool and documenting best practices.

Those in the nonprofit arts and culture arena often work in environments within which it is challenging to find time or support for research, professional development and networking. At the same time, the current political and economic climates call for increased effectiveness. Opportunities for artists, cultural workers, and community members to come together to test theories, cross-fertilize ideas, and develop networks, are essential. Several of our grantees convene communities with common interests to extend the depth and range of their arts and social justice practice.

**Maryland Institute** (MICA) continues to convene the universities that were part of our cohort of grantees under the Arts and Culture Program's previous guidelines. MICA's *Community Arts Research and Convening Project* encourages national dialogue, documents best practices, and provides a vehicle for sharing peer-reviewed papers from this growing community of university and community arts professionals. **The Arab Community Center for Economic and Social Services/Arab American National Museum** (AANM), convened *DIWAN*, its conference that brings together Arab American artists, scholars and performers to dispel stereotypes through the presentation of exhibitions, publications and performances. **Youth Speaks**, a group that pioneered spoken word competitions, supports exemplary groups across the country that participate in annual competition that attracts young people from around the world. **UBW, Inc.** (Urban Bush Women), with Collaborative Initiatives, will use its Summer Leadership Institute as a laboratory for the creation of a Center for Creative Social Change. Guest Institute faculty will participate in a planning process that will help UBW envision a Center that will use dance as a creative tool for organizing, advocacy and leadership development. **Tides Center/Opportunity Agenda's** *Creative Change* convened 60 artists and social justice activists from around the country to identify issues on which artists, media makers and activists might work together. **The Restaurant Opportunities Center of New York, Inc.** views the arts as a viable tool for social change. Its members use poetry and photography to document the journeys of the many low wage laborers who work in the restaurant trades.

A cohort of grants was made to amplify community voices. A grant was made to **In-Sight Photography Project's** *Exposures*, which brings together youth from throughout the country to learn to use photography and visual literacy for personal and cultural exploration, communication, and critical engagement with their peers across geographical, social, economic, and cultural boundaries. **MAPP International Productions, Inc.'s** *The America Project* places artists in leadership roles to enlist diverse community members in exchanges that promote social change. The project employs a research-to-performance methodology to create fully realized, nationally significant theatrical productions about critical, current social justice issues that are grounded in a particular community and meaningful to broad audiences.

Two grants advanced Native Americans' work toward social justice goals. A grant to the **Alaska Native Heritage Center** was for planning *Reclaiming the Resiliency of Our Peoples*, a program to restore a collective cultural identity, a vital precursor to developing appropriate solutions to pressing social challenges. The second was a grant to support the **Native Arts and Cultures Foundation, Inc.'s** inaugural *Strengthening the Bones* convening, which will assemble 20 of the country's leading Native artists and organizations for professional development, field capacity-building, and the development of a shared agenda.

Several of our grantees are innovators in the creation of digital media with social justice content. Among them, **Global Kids, Inc. (GK)** trains librarians and teachers to teach youth to develop *Games for Change*. GK has created a hub to help educators navigate the virtual world. The **Global Action Project Inc.'s** *Media in Action: Youth Media Supporting Social Change* project helps media makers produce high-impact media for social justice campaigns. **Lets Breakthrough, Inc.'s** *Immigrant Project* involves the development of video games that use popular culture to explore immigration and migration.

Other grantees provide services to artists and organizations in rural, suburban and urban communities. **The National Alliance of Media Arts Centers, Inc. (NAMAC)** is the service organization for the field of nonprofit media organizations. NAMAC is providing the field with web-based resources and distance learning opportunities that build and support the next generation of non-profit arts leaders. **The National Association of Latino Independent Producers, Inc.** works with Latino and Native documentary filmmakers and their teams, providing mentors and instructors who assist each team with production, financing and distribution. The **Bay Area Video Coalition Inc. (BAVC)** provides noncommercial artists with access to training in emerging technologies. BAVC is also using technology developed by NASA to preserve important archival footage. The **Creative Capital Foundation** works with visual and media artists who are doing path-breaking work, and mentors them at a retreat that includes fiscal planners and project managers. Funded in partnership with Collaborative Initiatives, the **National Performance Network, Inc.** was awarded a grant for its work serving performing and visual artists working in small to mid-sized communities.

### **OBJECTIVE III: COMMUNICATION**

***To support diverse media and innovative delivery systems that document and disseminate the work of the field.***

As our communities become increasingly reliant on new media and technology for information and communication, art and social justice organizations are deploying these tools to connect to one another and create empowered communities of conscience. To advance these efforts, ACP awarded a grant to **Dance Exchange, Inc.** Dance Exchange's *Virtual Commons* is an interactive website that will expand the Company's impact on community arts practitioners and the general public through the sharing of its wide body of knowledge. With Collaborative Initiatives and Jewish Life and Values, ACP made a grant to **The Working Group** to support upgrades to *NIOT.org*, the central communications hub for the *Not In Our Town Initiative*. The website offers communities new opportunities to join together across constituencies and geographies to develop innovative models of social change and take effective action. A grant to **Frameline, Inc.** supported *Frameline Voices 2.0*, a film and media initiative to leverage innovative film and media delivery systems, disseminating over 70 independent films that cover issues of interest to people of color, transgender individuals, seniors, at-risk youth, and other groups whose images and issues have been under-represented. It will include extensive community engagement that targets community groups, rural communities, social networks and other outlets.

We joined Jewish Life and Values for a PAG to **Auburn Theological Seminary** for *Auburn Media*, an initiative to deepen multi-faith understanding and advance social justice through media training for religious leaders and organizations; original productions; documentary outreach campaigns; and, consultations that provide media expertise to religion and religious expertise to the media. Also with Jewish Life and Values, we gave a PAG to **Just Vision, Inc.** to equip journalists, leaders, educators, and students with access and content so they can learn from, report on, support, and join Israeli and Palestinian civilians to advance freedom, dignity, and peace in the Middle East. **Arizona State University Foundation's** documentary film series, *Future Tense* will explore the philosophical, ethical, societal and historic ramifications of emerging technologies on American society. **Art: 21 Inc., Art in the Twenty-first Century** will present the 6<sup>th</sup> season of this public television series and model outreach materials and activities that examine the work of individual artists, many of whom address social justice issues.

A grant was awarded to **Architects/Designers/Planners for Social Responsibility, Inc.** for *New Village Press (NVP)*, an independent publisher whose titles explore, contextualize, and document evolving practices and critical issues for an audience of artists, citizen activists, community development practitioners, and their allies. NVP extends the impact of its publications through a robust schedule of author talks, convenings, presentations, and other activities. **The Progressive Maryland Education Fund, Inc.** received a grant to develop new research that interprets and documents the role of art and culture in the Civil Rights movement on the occasion of the 50<sup>th</sup> anniversary of the Student Non-Violent Coordinating Committee.

We also provided support to groups for whom culture and public policy are deeply intertwined. **The Center for American Progress'** *Campus Progress* programs use traditional and social media to educate youth about social justice issues. This grant is a final grant that they will use to match a challenge grant. With Collaborative Initiatives, ACP awarded a grant to **The Center for Rural Strategies** to produce *The Daily Yonder*, a website that reports on cultural, political and social news and issues in rural, Native and immigrant communities.

#### **OBJECTIVE IV: POLICY**

***To support public policies that strengthen artistic and cultural communities and enable creators and collaborators to create broad alliances in pursuit of common goals.***

A number of organizations have crafted exemplary approaches to shaping policy to create a more equitable and supportive environment for the cultural community. Two are working at the local level to develop a sustainable base. A grant was awarded to **Pratt Institute** for the *Pratt Center for Community Development's Arts & Community Change Initiative*. The Initiative seeks to fully integrate the power, reach, and impact of place-based arts and culture into its community development framework. In partnership with Collaborative Initiatives, the Arts and Culture Program made a grant to the **Backbone Campaign** to support *Artful Activism Trainings for a Progressive Solutionary Movement*, a multi-year strategic communications and organizing training project for progressive activists and organizations nationwide who are working toward human dignity, environmental sustainability, justice, and peace.

Other organizations are working more broadly, targeting national audiences to leverage change. Together with Collaborative Initiatives, ACP made three grants in this area. A grant was awarded to **The League of Young Voters Education Fund** for *Operation: Breaking Virtual Silos*, a new, online initiative intended to engage the next generation of civic and community leaders through the urban, hip-hop and underground blogosphere and create an effective platform for the grassroots community to share its work with a larger audience. A grant to the **Proteus Fund, Inc.** supported the *Media Democracy Fund*, a media policy and media justice institution that supports non-profit organizations that promote, sustain and advance accessible and egalitarian digital space. The Fund engages youth, communities of color, rural populations, and immigrants in technology and communications policy debates and award grants to promote a fair and open communications environment. A grant to **Craft Emergency Relief Fund, Inc.** supported *Craft Emergency Relief Fund Plus (CERF+)*, which will empower and engage arts sector constituencies and stakeholders in emergency management; guide and support the creation of a nationwide network of arts and culture responders; and, ensure that artists are not at a disadvantage in relation to the federal emergency relief system in times of disasters.

Increasing our understanding of the field by numbers, size, capacity, interests, and spheres of influence is a fundamental precursor to productive policy dialogues. Investing in research to identify our allies and measure the field's current effectiveness is a priority.

ACP awarded a grant to **Americans for the Arts, Inc.** for *Phase II of the Arts & Social Change Mapping Initiative*, which will stimulate and advance field knowledge and policy development related to the role of the arts in community, social, and civic change.

In an effort to build working coalitions, we are researching and documenting intersections between the arts and social justice communities. With Collaborative Initiatives, we awarded a grant to **State Voices** to link activists from a variety of sectors with artists who are seeking solutions to shared policy concerns. A grant made in partnership with Collaborative Initiatives to **Green for All** supported a study that examines the artistic and cultural dimensions of the green jobs movement. Working with Collaborative Initiatives and Ecological Innovations, the Arts and Culture Program provided a grant to **The Center for Urban Pedagogy, Inc.**, which works with social justice groups and artists to create award-winning posters and pamphlets that explain policy issues to community members.

# Ecological Innovation 2010

## INTRODUCTION

A new consensus is beginning to emerge that may guide climate and energy policy into a new and more constructive phase, with NCF grantees playing a key role. The failure of the international community to agree on a framework for reducing greenhouse gas emissions and the serial failures of the US Senate to enact a cap and trade bill make one thing clear: substantially raising the price of fossil fuels is not a viable option. This means that environmental philanthropy, non-profits and decision makers must think differently about the challenge. Fortunately, NCF grantees have been doing just that, developing increasingly sophisticated analyses and policy recommendations that are informing the views of a growing number of influential leaders and organizations from both the left and the right.

The NCF alternative addresses one of the central failings of mainstream environmental thinking about climate change: there are more than one and a half billion people around the world – a population five times that of the US – who have no access to electricity and who burn wood and dung to meet all of their energy needs. The mainstream suite of policies – emission caps and targets, carbon offsets, trading and development mechanisms, efficiency measures, clean energy standards and feed-in tariffs – are designed by and for the affluent and offer little real help for people living in energy poverty.

Developing the technologies to make cheap, clean energy a reality is the single most important thing the U.S. and other advanced economies could do to make their lives better, to end global poverty – and to manage the problem of global warming. Over the course of this century the number of very poor people in the world is expected to grow, but they might also begin to prosper, to get healthier, to have fewer children, to be less vulnerable to natural disasters and to contribute their vast creative potential to stabilizing the climate and solving other vexing problems.

By helping to ease the plight of the world's poorest people we could also restore ecosystems, create good jobs, improve our security and ensure that the U.S. remains economically and technologically competitive. In order to secure these benefits, NCF grantees are working to make clean energy innovation a core component of the new mainstream approach to climate policy. Bill Gates, a growing number of energy experts, private investors and the UN are now talking seriously about public investment in clean energy for the first time. This may be a sign that we are beginning to close the gap between the bold and inspired ideas created by NCF grantees, and the tepid and ineffective policies that have been attempted to date.

Experts estimate that it will take annual investments on the order of \$500 billion to \$1.5 trillion globally to effect the transition to a clean energy economy. Most of that money will need to come from private investors and NCF grantees are engaged in a complementary set of efforts to ensure that those investments will be made. They are analyzing the gaps in

current US innovation policy and, on the basis of that analysis, developing a model to integrate public investments with regulatory, tax and procurement policy. They are developing recommendations to place public investments where they are most needed and where they can most effectively catalyze productive private investment. They are working to develop a more powerful advocacy community for clean energy investments. And they are busy building concrete examples of the clean energy future, both to deliver immediate environmental and economic benefits, and to create larger constituencies to support the level of public investment we'll need going forward.

**GOAL: To address the challenges of climate change and to promote vibrant and sustainable ecological systems that support healthy communities and a just economy.**

**OBJECTIVE I: ALLIANCE BUILDING**

*To encourage the development of broad alliances that advance integrated and sustainable approaches to social, economic and ecological justice.*

Notwithstanding the growing consensus for an energy innovation agenda, key questions remain about where funding will come from and how a future Congress can get the job done. Potential hurdles are already clear. First, extreme, anti-government ideology (associated with the surging Tea Party) may weaken the political prospects of a new clean energy innovation agenda, even as more moderate conservatives signal their openness. Second, deficit hawks in both parties may balk at providing the needed investment in technology. A new coalition of "growth hawks" from both left and right --who recognize the importance of investment in technology and innovation to long-term prosperity -- will need to challenge a pervasive ideology that prioritizes short-term deficit reduction over investments in productivity to create higher rates of long-term growth -- the key to reducing deficits and debt.

The first set of grants to advance this objective are to support alliances challenging old thinking and building new models at the state and local level in California. *The California Alliance*, a project of **Strategic Concepts in Organizing and Policy Education**, is building a broad-based movement to challenge the anti-government political dogma that puts ecological sustainability at risk even as it threatens the basis of the state's prosperity. The **Ella Baker Center For Human Rights in California** was awarded a grant, along with the Arts and Culture Program, for *The Green Collar Jobs Campaign* and *Soul of the City* to expand its clean energy career training and green economic stimulus project launched with NCF support. *The Green Energy & Technology (GET) Academies*, a project of the **University Corporation San Francisco State**, received a grant from along with the support of Collaborative Initiatives to coordinate cities, universities, members of the California legislature and the Lawrence Berkeley National Labs to help make the US competitive while supplying the expertise necessary to address global warming.

The **Environmental Health Coalition** received funding for its *California Environmental Justice Alliance (CEJA)* initiative. *CEJA* is working with state and federal offices to develop "Green Zone" designations for heavily environmentally impacted communities. These communities would receive priority when investment decisions about the new green

economy are being made, giving them a bigger stake in the political process and the green economic agenda. Following the lead of the Health Program, a grant was awarded for the **Los Angeles Alliance for a New Economy**, which focuses on achieving cleaner air and better jobs at the ports, transforming the city's waste and recycling systems, promoting the development of a sustainable clean technology manufacturing sector and increasing access to healthy food in low-income neighborhoods.

Another set of awarded grants seeks to deliver real benefits while building constituencies and alliances in the Midwest. The **Ecological Innovation Program and Collaborative Initiatives support the Environmental Law and Policy Center of the Midwest** for its *Green Economy Project*. The project will advance the kinds of green public policy – in this case high-speed trains and wind energy manufacturing – that generates broad bi-partisan appeal. The **Cleveland Foundation's Evergreen Cooperative Initiative**, is an alternative economic development model that offers the potential to connect improved living standards directly to the creation of ecologically sustainable businesses. The model is receiving serious attention from other cities, funders and federal decision makers.

A grant was made to support the *Integrating Climate Action into Critical Quality of Life Action and Programs* initiative, a project of the **Global Philanthropy Partnership**. The project aims to help city agencies in Chicago create an integrated model with community non-profits that will demonstrate how federal programs and funds can be put to effective use to achieve sustainability objectives in housing, jobs and public health.

The **Center for Labor and Community Research** received two grants from the Ecological Innovation Program and Collaborative Initiatives. The first grant would provide general support to help CLCR as it continues to build the environmentally sustainable *Chicago Manufacturing Renaissance Council (CMRC)*. The other is intended to give CLCR more immediate support to launch its *National Policy Initiative* to replicate the Chicago model in other cities and regions. Both grants will allow the organization to expand its programs to prepare the next generation of leaders in manufacturing, from green buildings and renewable energy to business ownership.

The **University of Wisconsin, Madison** received a grant from the Ecological Innovation Program and Collaborative Initiatives to support the Center on Wisconsin Strategy (COWS) and its *Moving on the High Road* program. COWS is designing and implementing the policies and practices of an ecologically sustainable "high road" economic development strategy throughout the nation with a particular focus on the Midwest.

The Ecological Innovation and Health Programs renewed funding for **The Partnership for Working Families** and **The Center for Policy Initiatives**, which successfully connect campaigns for good jobs, ecological sustainability, public health and institutional accountability.

Three grants were awarded along with the Jewish Life and Values and Collaborative Initiatives. The first renewed NCF support for *Women and the Environment: Agents of*

*Change in Israel*, an initiative of **The New Israel Fund**. The **New Israel Fund** also received support for the *Green Environment Fund* for a strategic planning process to help GEF make Israeli environmentalists switch the focus from problems to solutions and to help organizations think and act strategically instead of reactively. The third grant was awarded to **Hazon, Inc.**, which works in the US and in Israel to position issues of sustainability as critical to our collective future and central to Jewish life.

A grant was made in partnership with Collaborative Initiatives to assert the public interest in a major case involving corporate intervention in the political process. The *Free Speech for People Campaign*, a project of the **International Humanities Center**, will conduct qualitative and quantitative research to assess the best legal response to the Supreme Court's decision striking down limits on corporate giving in political campaigns. The idea is to curb inordinate corporate influence on issues such as climate change, health care reform, and financial regulatory reform.

Two grants were made to take youth climate activism to the next level, shifting the focus from doing less bad (getting campuses to reduce carbon emissions) to doing more good (making campuses innovation hubs in the new green economy). The first was made to **Focus the Nation** to help educate young people on the unique challenge and opportunity present in transforming the economy towards a clean energy future. **Scientists and Engineers for America, Inc.** received funding to support *Americans for Energy Leadership*, a youth-led project to foster the next generation of energy innovators and advance U.S. leadership in the global clean energy economy.

Five grants were made in partnership with Arts & Culture and Collaborative Initiatives. **The Center for Urban Pedagogy** received support for *Making Policy Public* and the *Envisioning Development Toolkits*, two innovative collaborations that connect artists, city planners, environmentalists, health professionals, members of the clergy and citizens around issues of design and the urban environment. These programs also support the **Cloud Institute for Sustainable Education** for the *SoL Education Partnership*, a national learning community of schools and communities that incorporate education for sustainability, organizational learning, systems thinking and youth leadership. Support was also provided to **Friends of the Highline**, the group that took disused industrial infrastructure on Manhattan's west side and created one of the nation's great urban parks. This grant will assist the organization to include the park's neighbors, including residents of extensive public housing projects, in employment, educational and artistic opportunities. The fourth grant was made to support **McColl Center for Visual Art's Environmental Artist-In-Residence Program**, to combine ecological art, scientific restoration technology, and public involvement to produce art installations that help sustain ecosystems. And the final grant was awarded to the **Public Design Studio** for "The 1% Program: Strengthening Nonprofits Through Design." The project aims to strengthen communities and build ecological resilience through the provision of pro-bono architecture and design services.

## **OBJECTIVE 2: INSTITUTIONAL ACCOUNTABILITY**

***To promote innovative public policies and other approaches by which corporations, governments and other institutions take responsibility for the real risks and costs of their activities and become drivers of positive ecological and social change.***

Policies for energy innovation will look quite different from today's patchwork of energy policies, and a new consensus must emerge around new priorities. The existing deployment agenda and subsidy model will need to be replaced by a competitive deployment agenda that is tied directly to innovation and cost-reductions in emerging technologies. New institutional paradigms for energy technology research and commercialization will need to augment, if not supplant older institutions to accelerate innovation.

A complementary set of six grants was made to advance this agenda by making the case for the development of a fully competitive American clean energy innovation system. The first grant was made by the Ecological Innovation and Health Programs along with Collaborative Initiatives to support *The Breakthrough Institute*, a project of **Rockefeller Philanthropy Advisors, Inc.** By doing excellent independent research and analysis and communicating its findings through a network of influential journals and media outlets, Breakthrough has shifted the weight of elite opinion to favor investments to make clean energy cheap, rather than the mainstream focus on pricing pollution to make dirty energy expensive. This is a significant accomplishment that will now be followed up with a detailed set of plans and policies designed to bring the Breakthrough vision to reality.

Three additional grants in this set were awarded by the Ecological Innovation Program and Collaborative Initiatives to influential think/action tanks working on federal policy: the *Low-Carbon Technology Innovation Project*, an initiative of the **Clean Air Task Force**, that will construct a detailed policy framework to improve the federal energy technology innovation system; the **Center for American Progress**, for its *Energy Opportunity Project*, will use its considerable influence in Washington, DC to make the case that public investments in clean energy innovation are necessary to keep the US economically competitive; and the **Information Technology and Innovation Foundation (ITIF)** works to change the dominant economic framework by placing innovation at the center of economic and global warming policy. ITIF also received a grant to develop a "map" of the US innovation system identifying what's working and where improvements need to be made.

The final two grants in the first set are the **Third Way Institute** for its *Clean Energy Innovation Project*, and **American University** for *Best Practices in Climate Change: Evaluating Resources, Strategies and Communication*. Third Way uses its access to and credibility with moderate policy makers to make the case for a clean energy transition through the development of affordable clean energy technologies. American University professor Matthew Nesbit conducted independent research and analysis looking at the role philanthropy has played in the global warming debate as we seek greater philanthropic accountability and effectiveness moving forward.

The Ecological Innovation and Contemplative Practice Programs awarded support for three US projects with a global perspective: the *Green Hub* project of the **Massachusetts Institute of Technology, Rockefeller Philanthropy Advisors' Carbon Disclosure Project (CDP)** and the **Biomimicry Institute**. The Green Hub offers a cross-disciplinary, cross-institutional round table of leaders working towards the ecological transformation of the economy with a focus on the greening of cities and a commitment to contemplative practice, social equity and inclusion as the path to sustainability. CDP organizes trillions of dollars in investor capital to track carbon emissions from the world's largest companies. And the Biomimicry Institute, awarded a grant along with Contemplative Practice, promotes learning from and then emulating natural forms, processes, and ecosystems to create more sustainable and healthier human technologies and designs. The institute is training a new generation of engineers, architects, designers and chemists to develop products and systems that create conditions conducive to life.

The Ecological Innovation Program and Collaborative Initiatives renewed funding for the *Global Warming Legal Action Project*, an initiative of **Civil Society Institute, Inc.** The project brings together state attorneys general, top civil litigators and environmental groups to hold corporations legally accountable for their greenhouse gas emissions. Until the politics align to produce meaningful legislative progress, advancing the cause of climate stability through the courts will continue to make good strategic sense.

Linked to the Cleveland Foundation initiative described under Strategy I is a grant to **University of Maryland Foundation's Democracy Collaborative**, the brain trust behind the Cleveland Model. The organization will work to increase its capacity to meet the heavy demand from other cities, the Obama Administration and Members of Congress for assistance in replicating the model and taking it to scale. Along with Collaborative Initiatives, a grant for the *School of Communication/Investigative Reporting Workshop/America What Went Wrong?*, a project of **American University**. The project will update the groundbreaking 1991 series by the nation's leading team of investigative journalists to tell the story of what is happening to America's middle class today and to the framework of health, safety, environmental and financial protections that undergird it.

Health and Ecological Innovation teamed up to renew funding for the *Center for State Innovation (CSI)*, a project of the **University of Wisconsin, Madison**, as it assists state executives to develop coordinated "high road" policies that protect important public interests, including the environment and public health. And a grant was made to the **Environmental Grantmakers Association** to support its *Fall 2010* retreat and to strengthen the field of environmental philanthropy.

The **Center for Political Accountability's Climate Change Misalignment Initiative** is effectively highlighting the mismatch between the public position of companies favoring action on climate change with their membership in trade associations working strenuously to block action. **Ceres, Inc.** is recommended for the *Investor Strategy on Climate Change* project, which organizes the global warming shareholder campaign and leverages investor pressure to engage with corporate boards and senior management.

**Demos: A Network for Ideas and Action, Ltd.**, received funding for two separate projects: the first, *Reinventing Financial & Labor Market Regulation* is designed to pave the way for responsible environmental, financial and labor market policy moving forward; the second, *Dethroning GDP: Advancing New Indicators for a New Economy* aims to make a case for the need to amend GDP-based accounting with new sustainability indicators.

Following the lead of the Health Program and joined by Collaborative Initiatives, a grant was awarded to the **Government Accountability Project, Inc.** to expose instances of corporate and government secrecy and misfeasance on issues affecting human health and the environment.

**The LSE Foundation** received a grant to support the *Hartwell Meeting*, a three-day conference in February 2010 convened in order to prepare expanded and updated recommendations on climate policy for government officials, following the failure of the Copenhagen conference to produce a binding cap on greenhouse gas emissions. LSE also received a grant to support the *Hartwell II Meeting*, the second in the series to bring together energy experts from around the world to develop and disseminate new directions on climate that can serve as a road map for the next phase of climate policy.

#### **CONCLUSION:**

Pollster Stan Greenberg recently said, “people think the country is in trouble and that countries like China have a strategy for success and we don’t. They will follow someone who convinces them that they have a plan to make America great again. That is what they want to hear. It cuts across Republicans and Democrats.” NCF grantees are telling a story, backed up by data and analysis, about the possible futures of this country. One is about continued disinvestment and decline. The other is about making bold investments in the foundations of a robust clean energy economy, engaging American ingenuity to ensure universal energy access, and developing real solutions to global warming.

# Contemplative Practice 2010

## INTRODUCTION

When Paul Hawken, Janine Beynus and John Warner set out to create a clean energy technology cheap enough to power the homes of the world's poorest people, they began by asking, "what would nature do?" The answer, they believe, is environmentally benign, ultra-low-cost solar energy that may help lift millions of people around the world out of grinding poverty. By making the shift from learning *about* nature to learning *from* nature, this team of contemplative innovators is demonstrating the amazing possibilities that come from seeing the world in new ways.

Biomimicry – the field pioneered by Janine -- does not yield up easy answers; there is no specific formula for biomimetic innovation that works every time. Rather, biomimicry is more like meditation itself – it evolves, grows, deepens and widens over time with practice and thoughtful reflection. And like biomimicry, contemplative practice can help lead to fresh insights, make us aware of our own assumptions, help us listen more actively and ultimately change the way we approach challenges. As knowledge about this emerging field spreads, engineers, architects, product designers and chemists have come to appreciate its value. Applications have included solar cells that mimic the photosynthetic reaction of leaves, building climate control systems based on the technology contained in termite mounds and designs for product surfaces modeled on the self-cleaning properties of butterfly wings.

**GOAL: To promote innovation in furtherance of the foundation's core values of social, economic and ecological justice through the development and dissemination of contemplative practices that lead to fresh insights, creativity and effective collaboration.**

Contemplative Practice is central to the design revolution that is taking place here. In fact it might be hard to find a more elegant example of contemplative practice leading to fresh insights, creativity and effective collaboration. A grant was awarded by the Contemplative Practice and Ecological Innovation Programs to the **Biomimicry Institute** to advance this work by training a new generation of designers and inventors to begin by contemplating nature.

**Jewish Funds for Justice** also received funding to support *Social Justice Leadership*. The project aims to bring new thinking and creativity to the work of social justice movement building. *SJL*'s leaders are assembling the elements for a new model of organizing that is values-driven and guided by contemplative practice in order to catalyze a movement that is strategic, innovative and long-term. This work is based on the recognition – itself a product of reflective practice -- that deeply ingrained mental models and habits limit the effectiveness of most social justice organizing. *SJL* has developed an approach using contemplative practice to help organizers first identify and then replace those models and approaches with something more effective.

# Health Program 2010

## INTRODUCTION

*Today, after almost a century of trying; today, after over a year of debate; today, after all the votes have been tallied – health insurance reform becomes law in the United States of America. . . .*

*Our presence here today is remarkable and improbable. With all the punditry, all of the lobbying, all of the game-playing that passes for governing in Washington, it's been easy at times to doubt our ability to do such a big thing, such a complicated thing; to wonder if there are limits to what we, as a people, can still achieve. It's easy to succumb to the sense of cynicism about what's possible in this country.*

*But today, we are affirming that essential truth -- a truth every generation is called to rediscover for itself -- that we are not a nation that scales back its aspirations. . . . We are a nation that faces its challenges and accepts its responsibilities. We are a nation that does what is hard. What is necessary. What is right. Here, in this country, we shape our own destiny. That is what we do. That is who we are. That is what makes us the United States of America.*

*And we have now just enshrined, as soon as I sign this bill, the core principle that everybody should have some basic security when it comes to their health care. And it is an extraordinary achievement that has happened because of all of you and all the advocates all across the country.*

With these words, on March 23, 2010, President Obama signed into law the Patient Protection and Affordable Care Act (ACA) -- the most sweeping social legislation enacted since Medicare and Medicaid were established in 1965. In doing so he brought to a close a year-long struggle for national health reform, which had been declared all but dead only two months earlier. The process was tortuous, the rhetoric was heated and the law is imperfect. But this legislation promises to have a tremendous impact on health care in America by covering an estimated 32 million formerly uninsured people, bringing stronger consumer protections to bear on the insurance market and creating a framework for experimentation to control skyrocketing health care costs for all Americans.

NCF can be justifiably proud of the important contributions that its grantees made to creating the conditions for this important victory. But the passage of the ACA was only the first phase of a much longer process.

Once the bill was signed, advocates and policy makers immediately shifted their focus to implementation of this ambitious and potentially transformative new law. This was and continues to be a daunting challenge. The ACA includes a massive Medicaid expansion, creation of an entirely new federal regulatory infrastructure and a huge role for under-

resourced – and in some cases, uncooperative – state officials in designing and implementing expansive new programs, regulating insurance markets and making other critical policy decisions on the ground. Further complicating the situation was the increasingly toxic political environment. Opponents of reform quickly launched a series of aggressive attacks in the courts, in the media and in statehouses across the country that often included misleading, incomplete or plainly false claims about the goals, impact and legality of the new law. This resulted in great uncertainty among some state-level policymakers trying to figure out how, or even whether, to proceed, and confused and frightened the public about what the ACA will do.

Following passage of the ACA, therefore, the Health Program adjusted its funding priorities to address twin goals: first, to build support for the law by educating the public about its long- and short-term benefits for consumers, challenging inaccurate or misleading claims about its impact, and opposing the lawsuits questioning its constitutionality. As importantly, the foundation identified and supported grantees with the capacity to provide the necessary assistance – or pressure, where appropriate – to state and national policy makers to ensure that they design and implement a system that works.

**GOAL: To improve Americans' health by ensuring that all people in the United States have access to high quality and affordable health care and live in a healthy environment.**

#### **OBJECTIVE I: HEALTH ACCESS**

*To ensure access to high quality and affordable health care for all by supporting systemic change, fostering innovation and facilitating the development and implementation of equitable and sustainable public policies. Priority will be given to initiatives that have state-wide, regional or national impact.*

In anticipation of passage of national health reform, the Health Program made a grant in early 2010 to **Grantmakers in Health** for the *Health Reform Implementation Mapping Project* to interview key nonprofits and foundations about their plans and to develop a report with recommendations and options for the field. The project created a conceptual framework for moving forward and sparked ongoing discussion among a number of national and state funders about ways to work together more effectively. One result that also received support in 2010, the *Coordination Project* of **Grantmakers in Health**, established a formal structure for planning and collaboration among the leading national and state health care consumer advocates and policy experts and deployed the strategic and policy resources developed by Project staff to keep the funding community informed about ongoing needs and opportunities in the field.

Another outgrowth of this increased collaboration was the NCF-initiated *Affordable Care Act Implementation Fund*, housed at **Community Catalyst**, to provide timely and strategic investments in state-based advocacy to promote effective, consumer-centered implementation of national health reform. The idea for this pooled fund, which raised over \$3 million dollars for its first year of operations, grew out of the recognition that state officials are in great need of technical assistance and support and that well-funded

stakeholders (e.g., insurers, pharmaceutical companies, hospitals, doctors), are trying to influence implementation decisions to protect their own economic interests. In this environment, sustained and coordinated advocacy by trusted local consumer health organizations is critical; by offering matching funds to attract new funders to this effort, the Fund was designed to broaden the base of support for advocacy on the state and local levels, allow donors to increase their impact, draw on the expertise of funding colleagues and skilled staff on the ground, and direct resources to communities that can be challenging for national foundations to reach.

Both in the period leading up to and following passage of the ACA, leading national and state policy and advocacy organizations, including a number of 2010 Health and Collaborative Initiatives grantees, worked to identify the best ways to coordinate their activities. The **Center on Budget and Policy Priorities** played a central role in providing economic analysis, policy guidance and other strategic assistance to national and state policymakers and advocates working to design programs, educate the public and otherwise meet the challenges of reform implementation; the *Women and Health Reform Project* of the **National Women's Law Center** identified, analyzed, and monitored implementation challenges, including progressive ways to achieve savings and raise revenues, while reaching out to policy makers and the media to explain the benefits of reform for women; the *Small Business Majority*, a project of **Demos: A Network for Ideas and Action, Ltd**, educated small businesses and the public about the real cost savings, tax breaks and other benefits small businesses will realize in a reformed health care system; the **National Council of La Raza's Health Policy Project** worked with national and state policy makers to ensure that the needs of Latinos were served as national health reform implementation gets underway and reached out to Latinos nationally to explain the benefits of reform; **The League of Young Voters Education Fund's** collaboration with the Young Invincibles, *Getting Covered*, generated public awareness about the ACA's new consumer protections, particularly the dependent coverage provision that allows uninsured young adults to remain on their parents' policy until they turn 26; and the **National Physicians Alliance** provided physicians with the tools to enable them to advocate for effective and successful implementation of health care reform.

Given the enormous role for the states under the federal legislation, robust systems of state-based consumer advocacy are essential to designing and developing implementation strategies on the ground. Accordingly, the Health Program with Collaborative Initiatives supported organizations working on the ground in Illinois (**Sargent Shriver National Center on Poverty Law, Campaign for Better Health Care**), Maine (**Consumers for Affordable Health Care Foundation**), Minnesota (**TakeAction Minnesota Education Fund**), Florida (**Florida Community Health Action Network, Inc.**), Louisiana (**Helping Hands, Inc. of Lafayette**), Maryland (**Maryland Citizens' Health Initiative Education Fund, Inc.**), New Hampshire (*New Hampshire Voices for Health*, a project of **The Public Policy Institute, Inc.**), Ohio (**Universal Health Care Action Network of Ohio**), Pennsylvania (*Pennsylvania Health Access Network*, a project of the **Unemployment Information Center**), Vermont (**Vermont Campaign for Health Care Security Education Fund**) and Wisconsin (**Citizen Action of Wisconsin Education Fund, Inc.**).

Federal policymakers relied heavily on Massachusetts' 2006 health reform law as a model for the ACA. Having been a national leader on coverage expansions (roughly 97% of its population now is insured) Massachusetts began exploring different approaches to controlling health care costs and improving quality. **Health Care for All, Inc.**, a consumer health group that was central to the design and negotiation of the 2006 state law, was awarded a renewal grant to ensure that a consumer orientation guides the state as it leads efforts nationally to devise new ways of paying providers to achieve quality and cost targets. The *Massachusetts Health Care Cost Containment Project* of the **Greater Boston Interfaith Organization Sponsoring Committee, Inc.** and the *Greater Boston Synagogue Organizing Project* of the **Jewish Community Relations Council of Greater Boston** were also awarded grants, in partnership with the Jewish Life and Values Program and Collaborative Initiatives, to continue their excellent organizing work in Massachusetts around health care costs and affordability under reform.

Also receiving grants in 2010 were two organizations with deep roots in other issue areas that, with NCF support, built on their existing credibility with policy makers, the media and their stakeholders to bring a fresh perspective to health care. The first, from the Health and Collaborative Initiatives Programs, went to the *Implementing Health Reform for Rural America* project of the **Center for Rural Affairs** to leverage the Center's past work on rural development and agriculture issues and bring a rural consumer voice to the health reform implementation debates in Nebraska, Montana and other states in the Midwest and Great Plains. The second, from the Health, Jewish Life and Values and Collaborative Initiatives Programs, was to the **Pacific Institute for Community Organizations** for its *Bringing Health Care Reform Home* project. This national congregation-based network, comprised of 1,000 member institutions representing one million families in 150 cities and 17 states, with NCF support became a leading national faith-based voice in the debate over health reform. Following the passage of the ACA PICO was left with a challenge: having developed an unusual degree of national capacity by aggregating the power of local faith-based affiliates working on health care at the federal level, how to engage in implementation, an inherently local undertaking, without losing the unique power of what it had built. This project was its answer. It identified 8 target communities that will serve as national examples of how localities, even those in difficult state environments, can effectively and efficiently implement -- and benefit from -- health reform. At the same time, the lessons learned from these projects will be carried back to national policy-makers charged with ongoing responsibility for setting national standards for implementation.

A central component of the ACA calls for the creation of insurance exchanges, which are expected to be the source of health insurance coverage for 24 million Americans by 2019. Primary responsibility for establishing exchanges rests with the states and how well they function will have a significant impact on whether the ACA is responsive to consumer needs. Accordingly, the Health Program made a grant to the *National Academy for State Health Policy* (NASHP), a program of the **Center for State Policy Development**, to facilitate the establishment of effective consumer-friendly insurance exchanges as implementation of national health care reform moves forward. NASHP has created an ongoing peer-to-peer learning process for state-based exchange officials contending with design and operational challenges and will work with exchange leaders to develop a plan

for a permanent association to support their work.

The National Association of Insurance Commissioners (NAIC), a national association of state insurance regulators, is charged with significant regulatory responsibilities under the ACA. To ensure that consumer perspectives are considered and to balance input from the insurance industry, the NAIC invites some consumer representatives to participate in its deliberations. In 2010, the Health Program made a grant to the *Consumer Representation at the National Association of Insurance Commissioners* project of the **Health Access Foundation** to provide coordination support to NAIC consumer representatives working on health issues and ensure that they have access to the necessary policy, actuarial and other technical analysis and advice to enable them to effectively and forcefully advocate on behalf of consumers at the NAIC.

Finally, the Health Program and Collaborative Initiatives renewed support for *Public Patent Foundation*, a project of **Yeshiva University**, to protect access to new health technologies. As part of a broader strategy challenging the whole notion of patenting genes, the Public Patent Foundation filed a lawsuit charging that patents on two human “BRCA” genes, which are associated with breast and ovarian cancer, are invalid. Because the gene patent holders can and have prevented anyone from studying or testing these genes, scientific research and genetic testing has been delayed and even shut down. Approximately 20 percent of all human genes are patented, including genes associated with Alzheimer's disease and many other illnesses, so this case could have a tremendous impact. Indeed, many observers have predicted that the case will go to the U.S. Supreme Court -- in March 2010, the plaintiffs won their motion for summary judgment, which was appealed.

## **OBJECTIVE II: ENVIRONMENTAL HEALTH**

*To create a healthier, more equitable and sustainable quality of life by supporting systemic change, fostering innovation and facilitating the development and implementation of public policies resulting in businesses, government and other institutions taking responsibility for the real health and social impacts of their activities.*

In 2010, the Health Program provided support to organizations that work to hold businesses and governments accountable for protecting the environment, and with it, community health. The **Los Angeles Alliance for a New Economy** (LAANE), awarded a grant by the Health and Ecological Innovation Programs along with Collaborative Initiatives, works closely with labor, community, environmental and faith-based groups to promote the development of quality jobs and to address the health and environmental impacts of business activities on workers and local residents. The Clean Trucks Program developed by LAANE and its allies reduced air pollution at the Port of Los Angeles by an estimated 70%, despite the fact that many important provisions of the program are still tied up in court. Most significantly, this work has galvanized the Mayors of LA, New York and Newark to call for federal legislation to explicitly give ports around the country the power to adopt stronger environmental and safety rules, thus providing an important model for ways that local initiatives can be the catalyst for action at the state and national levels. Using a similar approach, the **Front Range Economic Strategy Center**, also funded

by the Health, Ecological Innovation and Collaborative Initiatives, worked in the Denver metropolitan area to hold state, county and local government officials and corporations accountable for responsible community-centered development and the protection of the health and welfare of low-income workers and their families.

The Health and Ecological Innovation Programs and Collaborative Initiatives also provided funding for the **Government Accountability Project, Inc.** GAP's work focuses on investigating and, where appropriate, publicizing allegations of government or corporate wrongdoing with respect to food and drug safety, environmental oversight, and nuclear safety. GAP has exposed literally hundreds of instances of corporate and government secrecy and misfeasance on issues affecting human health and the environment. Indeed, given the Supreme Court's decision striking down campaign finance laws and granting corporations largely unfettered access to the political process, GAP's long-time focus on whistleblowers to help expose undue influence may be prescient.

In late 2010, the Health Program made a grant to the **Union of Concerned Scientists** for its *Scientific Integrity Program*. This grantee works to mobilize the scientific community and other allies to advocate for reforms that will create a culture of transparency and accountability within federal agencies and educate the public, policymakers and the media about the ways in which corporate influence on government regulators compromises food and drug safety and undermines environmental health.

Complimenting this approach, and following the lead of the Ecological Innovation Program, Health and Collaborative Initiatives renewed support for two grants that experimented with local solutions to global climate change. The first was for the *California Environmental Justice Alliance*, a project of the **Environmental Health Coalition**. The *Alliance* works with state and federal officials to develop "Green Zone" designations for heavily environmentally impacted communities, thereby directing public funds and leveraging private investment in communities that have been historically disadvantaged by poor land-use decisions and disproportionate environmental impacts. Additionally, the Illinois-based **Center for Labor and Community Research** received funding to grow regionally and expand its programs in secondary and post-secondary education to train the next generation of manufacturing leaders in green building, renewable energy and business ownership.

The Health Program funded a set of grantees working to ensure that local decision-making about public subsidies, land use and economic development accounts for the needs of low-income workers and their communities for a healthy environment. The first, **Working Partnerships USA**, is an organization using research, organizing and a strong communications program to promote policies in San Jose, California that will create healthier, more sustainable and economically just communities. Working Partnerships has been a leader in advocating for an integrated approach to community health that would incorporate better access to healthy foods, expanded mass transit and clean energy, universal health coverage, anti-smoking and obesity programs and a strengthened social safety net into decision making about use of public assets. Another grantee, **The Center on Policy Initiatives**, works in San Diego to develop innovative economic development and other policies that promote green middle-class jobs with healthcare, sustainable

development, and greater community benefits. These two grantees are anchor members of the third, the **Partnership for Working Families** – a strong national network of partner organizations in 17 cities across the country that works with national and regional labor, health, environmental, faith and organizing groups to improve access to fair wages, good health care and a healthy environment.

Following the lead of the Jewish Life and Values Program, the Health Program and Collaborative Initiatives made a grant to *Hekhsher Tzedek*, a project of the **United Synagogue of Conservative Judaism** to ensure that kosher food is produced in adherence to standards for workers' health and safety and with minimum environmental impact. Following the lead of Collaborative Initiatives, the Health and Ecological Innovation Programs also supported **Public Interest Projects, Inc.'s CorporateDisclosure.Org**, an organization dedicated to challenging corporations' ability to anonymously influence political and legislative outcomes by funneling money through front groups on issues such as climate change, health care reform, and financial regulatory reform. Finally, the Ecological Innovation and Health Programs and Collaborative Initiatives renewed funding for the *Breakthrough Institute*, a project of **Rockefeller Philanthropy Advisors, Inc.** The Breakthrough Institute aims to shift the way the public, the media, advocates and policymakers think and deal with energy and climate, the economy, and national security. It has played a critical role in shaping a climate and energy narrative that shifts away from the negative focus on human limitations, frailties and problems, to one focused on human and ecological possibilities, strengths and opportunities.

### **OBJECTIVE III: CAPACITY BUILDING**

*To increase the capacity of healthcare advocates, healthcare consumers, and other stakeholders to influence public debates, shape public policy, and build effective alliances.*

Under the Capacity Building guideline, the Health Program and Collaborative Initiatives funded a series of organizations with national reach that provide essential research, policy, messaging and public opinion, coordination and other technical support to enhance the effectiveness of consumer health advocates working on health reform implementation on both the state and national levels. Throughout the health reform debate, the **Herndon Alliance** provided its 200 members and their allies across the country with critical polling, messaging and analytic research and guidance. As the field shifted its focus to implementation, the Alliance played a central role in coordinating communications strategies nationally among major labor, advocacy and other stakeholders, while ensuring that smaller state-based groups have access to the same high-quality research and strategic analysis. **Community Catalyst** provides intensive organizational development, policy, analytic, organizing, legal and other technical support to networks of state-based advocates working to expand access to high quality and affordable healthcare. As a nationally respected technical assistance provider, Community Catalyst was instrumental in disseminating best practices among state groups working on reform implementation and ensured that strategies and approaches were well coordinated. And the **National Health Law Program's Health Reform Implementation Project** took a leading role in designing legal strategies to strengthen health reform and defend it in court from legal challenges.

The Health Program and Collaborative Initiatives also made a grant to the *Prescription Access Litigation Project (PAL)* of **Community Catalyst** to reduce the inflated price of prescription drugs resulting from pharmaceutical industry pricing and marketing tactics. Since it began in 2001, PAL and its members have brought more than 30 class action lawsuits challenging a broad array of drug industry practices, with settlements for consumers and third party payers totaling over \$1.2 billion. Its recent AWP case, which resulted in an across-the-board price reduction of 98% on all brand name drugs, will save state Medicaid programs a projected \$421 million through the end of 2010 alone.

The Health Program provided support to the **National Priorities Project (NPP)** to increase the frequency, quality and diversity of data-informed advocacy and civic participation around the federal budget and the impact of federal spending decisions on health, environmental and other programs in state and local communities. In the second year of its *Data 2.0 Project*, NPP optimized its unique database of federal budget and spending information and state and local social indicators data and developed strategic partnerships with organizations working on healthcare, energy and the environment to build an informed and engaged electorate and foster transparent and accountable government on these and other issues.

Improving the ability of consumers, communities and other stakeholders to plan for and generate a healthier, more sustainable future is critical. Accordingly, the Health, Ecological Innovation and Collaborative Initiatives Programs made a grant to the *Center for State Innovation (CSI)* a project of the **University of Wisconsin, Madison**. CSI's approach is based on the notion that the challenges facing our democracy — e.g., globalization, the collapse of the postwar “social contract,” new military and environmental threats, frayed citizen confidence in democratic capacity — will require renewed progressive state leadership and policy innovation. CSI, therefore, provides state government officials across the country with practical, implementable research that focuses on building institutional policy infrastructure to improve health, the environment, economic development and transportation.

In the summer of 2010, the Health and Jewish Life and Values Programs awarded a grant to the *Public Religion Research Institute*, a project of **Christian Community Inc.**, to conduct the biannual American Values Survey. This study has been able to play a significant role in shifting news coverage of religion and public life by highlighting the broad issue agenda shared by people of faith and support among young people for progressive stances on social issues, the role of government and international cooperation. The Health Program also provided a grant to the **Families USA Foundation** to support a conference on policy challenges associated with implementation of health reform. This collaboration between the Center on Budget and Policy Priorities, Families USA, and Georgetown University prepared more than 100 state advocates to meet the policy and communications challenges of health reform implementation. Finally, the Health Program also made a grant to an affinity group – **Grantmakers in Health**– to facilitate alliances and engage with potential partners.

# Jewish Life and Values Program 2010

## INTRODUCTION

*O Hevrutah, O Mituta!*  
Partnership or death!  
– Talmud, Taanit 23a

Many of the organizations supported this year are engaged in serious collaborations and, in several cases, are even part of recent mergers. This is not simply a reflection of our economic times, for sadly economic pressure can lead organizations conversely to turn inward. Rather, these partnerships indicate the increased maturity of the fields in which we work and their willingness to engage in the challenging enterprise of collaborating with other institutions to achieve greater impact.

**GOAL: To promote *tzedek*/social justice as a core Jewish value, integral to Jewish life and the creation of a more just, vibrant, and sustainable society.**

### **OBJECTIVE I: JEWISH SOCIAL JUSTICE**

***To strengthen the leadership, capacity, and engagement of Jews, Jewish communities, and Jewish institutions to advance social and economic justice as a lived Jewish value.***

As part of the Foundation's critical role in building the field of Jewish social justice, we gave grants, together with Collaborative Initiatives, to the **American Jewish World Service** for the *Jewish Social Justice Coordination Table: Phase 2 (the Roundtable)*, the *Jewish Social Justice Roundtable: Phase 3*, and a grant to **Jewish Funds for Justice, Inc.** for the *Selah Leadership Program*. Based on a key recommendation of NCF's research *Visioning Justice and the American Jewish Community*, the Roundtable was created just two years ago and is already thriving beyond expectation. With shared leadership by six key organizations and full participation by twenty-one organizations, the Roundtable – through regular, facilitated gatherings – is greatly improving trust between organizations, identifying key issues in the field, analyzing the effectiveness of various strategies, and embarking on several shared collaborations. During *Phase 3*, participants launched several branded campaigns, coordinated action among members through clustered organizing, and developed tools for building the sector as a whole. There is widespread agreement that one of the factors that has made this significant field-building initiative successful – when previous ones have failed – is that many of the leaders have participated in *Selah*.

This recognition of *Selah's* critical role in building a more powerful, collaborative, and effective Jewish social justice movement – through its leadership training, opportunities for social networking, and an increased orientation towards collaboration and alliance building – has also been noted in a formal outside evaluation and is reflected in developments in the field. After several years of pilots, the curriculum has been fine-tuned;

the recruitment process ramped up; the multi-generational nature of the program established; a stellar advisory board created; and the balance for alumni between collaboration and continued skill building has been achieved. In addition to launching several new cohorts, both national and city-based, the next stage of *Selah* included significant support for a network of *Selah* alumni for ongoing leadership development, professional networking, and movement building through a multi-cohort gathering, regional events, and peer coaching.

Building the field of Jewish social justice must go hand in hand with support for critical organizations in the field itself. Together with Collaborative Initiatives, we provided general support to two organizations whose work represents complementary approaches to engaging leaders and congregations in issues of social and economic justice. The **Union for Reform Judaism's Religious Action Center of Reform Judaism (RAC)**, a foundational Jewish social justice organization, amplifies a prophetic Jewish voice on critical issues of our time while simultaneously training the next generation of social justice activists and producing practical day-to-day guides for congregations. Complementing the more traditional approaches of the *RAC*, the **Union for Reform Judaism's Just Congregations (JC)** engages and trains Jewish leaders in Congregation-based Community Organizing (CBCO). *Just Congregations* expanded the number and built the capacity of synagogues successfully organizing for social and economic justice in partnership with communities of other faiths through CBCO. *Just Congregations* continues to grow; and, in a relatively short period of time, *JC* has become central to the fabric of the Reform movement. *JC* has done this through a three-pronged strategy of working with high profile, large congregations, presenting the work broadly through widespread writing and speaking venues, and training rabbinic students. Finally, one of the most powerful things about CBCO work is the way in which it builds the internal fabric of the congregation while also engaging members in issues in the broader community. Both of these organizations, while centered in the Reform movement (the branch of Judaism most effectively and extensively engaged in issues of social justice), play a leadership role beyond the movement. Many rabbis, lay leaders, and congregations turn to the *RAC* and *Just Congregation* for resources and support.

Together with Collaborative Initiatives, we also provided general support to the **Jewish Funds for Justice (JFSJ)**. JFSJ is truly an anchor organization in the field of Jewish social justice through their work to build a just, fair, and compassionate America. They seek to expand economic opportunities for low-income individuals by deploying Jewish investments and services to support affordable financing for homes and businesses and by generating good jobs; training Jewish social change leaders; and amplifying a public Jewish voice on critical social and economic issues.

We also gave a grant for general support to an anchor organization in the field of Jewish service, **AVODAH: the Jewish Service Corps, Inc.** After a seven-year hiatus, NCF was once again able to support AVODAH. AVODAH is a cornerstone organization in the field because it sets a high bar for quality, bridges service and social justice, and plays a leadership role in building the Jewish service and social justice movement. It is most appropriate that having been a critical funder in the start-up phase, NCF was able to support AVODAH during a significant period of leadership transition and continued growth.

Additionally, we provided support for *Pursue: Action for a Just World (Pursue)*, a project of **AJWS** and AVODAH. *Pursue*, formerly known as the Alumni Initiative, inspires, engages, and supports alumni of volunteer service programs and their peers as lifelong agents for social justice, rooted in and nourished by Jewish values. With talented staff, a big vision, and many experiments under its belt, *Pursue* is hitting its stride. Through programming developed and implemented with over 90 local and national organizational partners (including many NCF grantees), reaching close to 6,000 Jews in their 20s and 30s, *Pursue* is weaving networks of young Jews engaged in social change across the nation.

Together with the Health Program, we awarded a grant to the **Jewish Community Relations Council of Greater Boston's** *Greater Boston Synagogue Organizing Project (GBSOP)* to engage the Jewish community in systemic social justice work and to build vibrant, high functioning institutions, organized around shared interests and common values. Also in Boston, the **Jewish Organizing Initiative** and JFSJ – after considerable thought, listening campaigns, drafting of the core concept, feasibility testing, and staff and board negotiations – joined together to launch the *Center for Jewish Organizing (CJO)*. Having been part of numerous discussions about how to have greater impact and create a pipeline of talent to meet the needs of this burgeoning field, we are particularly excited to support CJO.

In the area of the environment, together with Ecological Innovation, we awarded a grant to **Hazon, Inc.** to help create a healthier and more sustainable Jewish community as a step toward a healthier and more sustainable world. Despite the economic recession, Hazon's infrastructure, programs, and work around food have grown both quantitatively and qualitatively; they have expanded their staff, added new programs, and continued to play an important role as thought leaders. We also gave a grant to the **Jewish Council for Public Affairs** for the *Coalition on the Environment and Jewish Life (COEJL)* to deepen and broaden the Jewish community's commitment to stewardship and protection of the earth through outreach, activism, and Jewish learning. After several years in suspension, COEJL re-launched with a talented new executive director. COEJL continues to be fairly traditional in its approach, but there is hope that given the increased diversification of its Advisory Board and its new professional leadership the organization will become bolder and more innovative.

This year we also gave several grants that support initiatives advancing social justice work within a broader context. We provided support to the **Institute for Jewish Spirituality, Inc.**, for example, to strengthen its impact on Jewish life through expanding its programs for rabbis, cantors, educators, social justice activists, and lay leaders to develop their spiritual lives and, in turn, the lives of others. In the world of teens, we awarded a grant to **B'nai B'rith Youth Organization, Inc.** for *PANIM Institute of BBYO*, the result of a bold merger in 2009, to train and inspire a new generation of teens committed to service, advocacy, and philanthropy. We also provided support to **Joshua Venture Philanthropies, Inc. (JV)** to expand the Jewish communal landscape to be more vibrant, just, and inclusive by cultivating the leadership and management capability of talented, passionate Jewish social entrepreneurs. The re-launch of JV is off to a very strong start. After building a

robust infrastructure with talented staff and a strong board, JV conducted a stellar recruitment, application, and selection process. The results: an impressive cohort of fellows (5 out of 8 work in the area of social justice, environment, or food justice), a well-designed program, a high profile, and early contributions to the field of social entrepreneurship. We also provided support to an original JV initiative, **Keshet Inc.**, an organization that works for the full inclusion and equality of gay, lesbian, bisexual, and transgender Jews throughout the Jewish community. Keshet also recently went through a merger – with Jewish Mosaic: The National Center for Sexual and Gender Diversity – and is increasing its national impact. Also building out its national impact, we gave a grant to **United Synagogue of Conservative Judaism’s Hekhsher Tzedek**, in concert with Health and Collaborative Initiatives, to ensure that kosher food is produced in adherence to standards for workers’ health and safety, wages and benefits, environmental impact, corporate transparency, and the humane treatment of animals.

Finally, in addition to an Affinity Grant for membership to the **Jewish Funders Network (JFN)**, we gave a grant to JFN for the *JFN Conference 2010 Environmental Impact Reduction*. Building on our efforts in recent years to make the conference carbon-neutral through the purchase of offsets and RECs, our support this year enabled JFN to expand its greening to include a significant reduction of paper, plastic, and other waste. These efforts also set the groundwork for future Jewish conferences and raised awareness about the importance of carbon neutrality among a powerful and well-connected network of philanthropists.

## **OBJECTIVE II: INTERFAITH**

***To promote interfaith coalitions that address issues of social and economic justice and amplify a progressive religious voice.***

In addition to an exit grant to **Clergy and Laity United For Economic Justice**, given together with Collaborative Initiatives, we provided support to several efforts that seek to amplify a progressive religious voice in America. We provided support to **Faith in Public Life, Inc. (FPL)** to strengthen the effectiveness, collaboration, and reach of progressive religious groups by providing movement building and communications resources to diverse faith leaders and organizations pursuing justice and the common good. In only a few years of existence, FPL has become a major player in the national movement to amplify a progressive religious voice in America and is steadily and significantly shifting the long-term trajectory of the values debate. Complementing FPL’s work, **Auburn Theological Seminary’s Auburn Media**, an initiative for which we provided support, together with Arts & Culture Program and Collaborative Initiatives, is training the top echelon of progressive faith leaders to be a more robust voice in the media. With a new president of Auburn Theological Seminary, an effort to better integrate Auburn Media with the Seminary as a whole, and a recently completed communications audit and re-branding, Auburn Media is better equipped than ever to "trouble the waters and heal the world."

A powerful and widely utilized tool in this work to amplify a progressive religious voice is research. Together with the Health Program and Collaborative Initiatives, we gave a grant to **Christian Community, Inc.** for *Public Religion Research Institute (PRRI)*, an initiative that specializes in research and strategic advice at the intersection of religion, values, and

public life.

Finally, we joined the Health Program in providing support to two significant interfaith community organizing efforts: **Greater Boston Interfaith Organization Sponsoring Committee, Inc.** for the *Health Care Cost Containment Project* and **PICO National Network's** *Bringing Health Care Reform Home*. We also joined the Arts & Culture and Collaborative Initiatives programs in awarding grants to **The International Coalition of Historic Site Museums of Conscience** for *U.S. Initiatives*; **The Working Group** for *NIOT.org*, the central communications hub for the Not in Our Town Initiative; and **The International Museum of Women** for the *Maternal Health Exhibition*.

### **OBJECTIVE III: ISRAEL**

***To advance a more just and vibrant Israel by empowering women as agents of social change; building a cross-sector, values-based environmental movement; and supporting efforts in the United States to promote the peace process.***

We identified numerous constituencies that must be reached in order to advance the peace process and support a two state solution. To begin with, we provided support, together with Collaborative Initiatives, to **Encounter Programs, Inc.**, to expose American Jewish leaders across the religious and political spectrum to Palestinian life. It is extremely gratifying to begin to see the impact of Encounter alumni as they reach tens of thousands more people through their speaking, writing, preaching, educating, and political action. In an effort to reach American Jews of all ages, including college students, we awarded a grant, together with Collaborative Initiatives, to **J Street Education Fund, Inc.** This grant supported J Street Local's field and grassroots organizing, J Street U's campus organizing, general programming & education, missions to the Middle East, community & rabbinic outreach, and the national conference. In a relatively short period of time, J Street is changing the tenor of the American Jewish discourse on the Middle East by creating a powerful voice of pro-Israel, pro-peace Americans. Mainstream religious leaders of all faiths are potentially powerful advocates for peace in the Middle East. Together with Collaborative Initiatives, we gave a grant to the **Union for Reform Judaism** for the *National Interreligious Leadership Initiative for Peace in the Middle East*. Meanwhile evangelical Christian clergy exert tremendous influence on Israel advocacy. Together with Collaborative Initiatives, we supported a relatively new initiative, **The Telos Group**, to build a pro-Israel, pro-Palestine, pro-America, pro-peace movement among evangelical Christian Americans. The potential importance of this constituency to influence the Middle East cannot be overstated, and we are excited by the emergence of this new approach. We also joined Collaborative Initiatives in their support for the **National Iranian American Council's** *Building Connection for Action*. This project aims to facilitate the creation of linkages between moderates in the Iranian-American and Jewish American communities to support a lasting dialogue, improve relations and understanding between the two communities, and provide a platform for collective action. With Iran a central player in the Middle East, and war a constant threat, it is vital that moderate voices of these two communities come together around shared interests.

We also awarded, together with Collaborative Initiatives, grants to two organizations that seek to engage multiple communities. **Just Vision, Inc.**, supported as well by the Arts & Culture Program, generates awareness and support for Palestinians and Israelis working for nonviolent solutions to the conflict. To this end, Just Vision just made one of this year's most critically acclaimed documentaries, *Budrus*. **Americans For Peace Now, Inc.** educates the American Jewish community and general public –through media outreach, policy and government relations, publications, new media, community outreach, and grassroots activism – about the strategic and economic benefits of peace between Israel and her neighbors. With a limited time frame for progress towards peace in the Middle East, support for these initiatives has never been more important.

Complementing these grants to advance the peace process in Israel through supporting organizations promoting a two-state solution to the conflict in the Middle East, we also gave several grants that help to cultivate a more nuanced discourse on Israel, a critical step in developing current and future leaders who support pro-peace solutions.

Together with Collaborative Initiatives, we awarded a grant to **Peaceworks Network Foundation** for *OneVoice International Education Program* to bring moderate, positive discourse on the Middle East conflict to American college campuses. Through trainings and networked coordination, students learn how united efforts can help contribute to solutions rather than furthering the conflict.

Collaborative Initiatives and the Arts Program joined us in supporting the **American Jewish Joint Distribution Committee, Inc.** for *Israel: Portrait of a Work in Progress*, a project that aims to explore Israel through photography as both a place and a metaphor. This body of work examines visually the nature of exclusive narratives and reflects Israel as a living organism providing visual and conceptual tools to provoke conversation about Israel through the lens of its complexity.

We also joined the Arts Program and Collaborative Initiatives in awarding a grant to **Brandeis University** for *Acting Together on the World Stage: Performance and the Creative Transformation of Conflict*, a collaboration of scholars and practitioners working in regions of conflict. Based on the premise that communities marked by violence and long-standing oppression not only need to do the difficult work of seeking justice and building peace, but also need to restore the communicative and ethical capacities required for the work, this project will yield rich case studies, useful theoretical frameworks, and recommendations to policymakers about the field of peace-building performance.

Turning our attention to Israel, our work in the Palestinian-Israeli sector – through both our work to advance women as agents of change and to build a cross-sector environmental movement – would benefit from more funding partners and American communal support. It is in this context that we awarded a grant to the **American Jewish Joint Distribution Committee, Inc.** for our membership in the *Inter-Agency Task Force on Israeli Arab Issues*.

In Israel itself, we gave a grant, together with Collaborative Initiatives, to the **New Israel Fund (NIF)** for *Responding to Assault on Israeli Democracy*, a proactive campaign to

respond to escalating attacks against fundamental democratic values launched by members of the Israeli media, Knesset, and other public agents. Most significantly, we awarded, together with Ecological Innovation Program and Collaborative Initiatives, a grant to **NIF** for *Women and the Environment: Agents of Change in Israel*, a large initiative to create a more vibrant, just, and peaceful Israel through supporting women in the Orthodox and Palestinian-Israeli communities as agents of change and developing a pro-active environmental movement. This grant takes into serious consideration the work we have cultivated, supported, and in some cases, seeded over the past five years and the significant work yet to be done. (See Appendix A for a complete report of 2010 Israel grantmaking.)

Finally, we are particularly excited that after several years of planning and select pilots, we launched *the Leadership Training for Social Change Leaders in Israel*, a project of the **Rockwood Leadership Institute** to offer its flagship program the Art of Collaborative Leadership annually to twenty-four leaders of non-governmental, civil society, and advocacy projects in Israel. The two cohorts of Jewish and Palestinian-Israeli social change leaders will also have opportunities for follow up training, coaching, and networking.

## APPENDIX A

### **Women and the Environment: Agents of Change in Israel Grants\* 2010**

#### **NCF/NIF Women's Initiative Grants**

##### **GOAL:**

**To harness the energies of women as agents of change to advance the rights and improve the status of disempowered populations – including women – to create a more just and vibrant Israeli society.**

##### **Strategies:**

Support and cultivate initiatives in the Orthodox Jewish and Palestinian-Israeli sectors – both cultures deeply rooted in tradition in which women are making meaningful change – that empower and mobilize women for effective social change through:

1. Leadership: Enhance the leadership capacities of women and develop effective contexts through which they can lead;
2. Advocacy: Protect and extend the rights of women; and
3. Collaborations and Cross-Sector Initiatives: Cultivate and advance efforts that cross populations and bring together unlikely partners to address common concerns, share knowledge and expertise, and engage in coordinated strategies.

##### **Criteria/Preferences:**

We also seek to support organizations, projects, or initiatives that:

- address the role of men in achieving these goals;
- effectively engage younger generations;
- work across generational lines; and
- seek to educate the public, change community understanding, and galvanize the media.

\* Please note that given our funding cycle, these grants were actually given beginning December 2009.

## **Adva Center**

### *Women's Budget Forum*

The Women's Budget Forum (WBF) analyzes the State budget through a gender lens and raises awareness, particularly among policy makers, to gender inequalities, with a special focus on marginalized sectors of society, including Orthodox and Palestinian-Israeli women. This past year, representatives from Adva's Women's Budget Forum met with Ms. Hagit Cohen, Advisor to the Minister for Minority Affairs, at her request, to discuss advancing employment opportunities for Palestinian-Israeli women. As a result, the Ministry adopted WBF's recommendation to conduct a survey on the lack of enforcement of the minimum wage (which disproportionately affects women).

## **Kolech: Religious Women's Forum**

### *General Support*

The main goal of Kolech is to improve the status of religious women in their respective communities by promoting fundamental reforms. The only apolitical, national organization dedicated to the advancement of women within the framework of Jewish law (*halacha*) and within the religiously observant Orthodox community, Kolech develops and promotes educational curricula on gender equality, cultivates female leadership, and responds to real-time issues such as opposing gender segregation on public busses and promoting solutions for women bound in unwanted marriages (agunot and mesoravot get). The Ministry of Education has adopted Kolech's curriculum on gender equality. This past year, ten girls' schools, including several schools in the periphery, taught the curriculum. In the current school year, 20 religious high schools are implementing the program, reaching approximately 1,000 students.

## **Liberal Religious Education Project**

At a time of increasing trends of political and religious radicalization, four leading liberal Orthodox organizations (all of which are NCF/NIF grantees) established a forum to strengthen the state-supported national religious education system and support moderate teachers. Through weekend seminars, the forum has empowered and mobilized a core group of teachers dedicated to open and pluralistic religious education.

## **Ma'an: The Forum of Bedouin Women's Organizations**

### *General Support*

A forum of Bedouin women's organizations in the Negev, Ma'an addresses the most pressing and sensitive issues within Bedouin society such as the rights and status of women, domestic violence, early marriage, and polygamy, through the first and only Bedouin Women's Rights Center, it's Male-Female roundtables project (run in cooperation with SHATIL), and other programs.

## **Ne'emanai Torah Va'Avodah**

### *General Support*

Ne'emanai Torah Va'Avodah (NTV), the leading progressive Orthodox organization in Israel, addresses current women's issues through its publications, public education events, advocacy work, and campaigns against gender segregation in public spaces, public institutions, and in schools. In recent years, they have expanded the scope of their activities to address the marginalization of women, the shortcomings of the State religious courts vis-à-vis lifecycle ceremonies, and the growing conservatism in the State religious educational system. This past year, NTV has been active in backing parents groups opposed to initiatives that segregate local religious elementary schools that provide unequal education to its students. With NTV support, parents succeeded in blocking the segregation in four communities.

## **Sot el-Amel: Laborer's Voice**

### *Women's Platform*

Founded by residents of Nazareth, Sot el-Amel is a grassroots initiative that has become a regional organization addressing the employment and economic needs of the Palestinian-Israeli population in the North. The organization provides legal consultation and has filed several suits protecting the rights of women. As a result of its recent work on the Wisconsin Plan, the organization has expanded its base and is supporting this new constituency to further advance women's employment opportunities.

## **Sviva Tomechet: Supportive Community**

### *General Support*

Sviva Tomechet was founded in January 2003 by a group of successful businesswomen from the FSU and veteran Israeli women who sought to contribute some of their knowledge and experience to women from disadvantaged populations grappling with the difficulties of managing small businesses. This organization develops and implements culturally-sensitive business training and mentoring programs for marginalized women.

## **Women Against Violence (WAV)**

### *Women's Leadership Project*

### *Women's Employment Project*

The Women's Leadership Project aims to increase female leadership in the Palestinian-Israeli sector through advocacy among policy-makers, leadership training on the local level, and increasing male involvement in furthering gender equality. This past year, empowered by WAV's activities in the Women's Leadership Project, increasing numbers of Palestinian-Israeli women ran for office and won their elections both on the national and local level. An impressive achievement includes the election of the first Palestinian-Israeli woman, Hanan Zoabi, to represent a Palestinian-Israeli party in the Knesset. WAV developed the Equality Pact, wherein political parties that sign on actively commit to promoting the representation of women in the public sphere. WAV maintains that Zoabi's rise to a realistic spot on the list is a direct result of WAV consciousness raising activities regarding the importance of female participation and representation.

WAV established the Women and Employment Project to address the disproportionately low

employment rate among Palestinian-Israeli women. It is the only program specifically working with and for Palestinian women with university degrees, focusing on both policy change and individual support. This past year, in response to WAV advocacy, the Ministry of Industry, Labor and Trade committed to engage in efforts to increase employment for university-educated Palestinian-Israeli women.

### **Working Group for Equality in Personal Status Issues**

#### *General Support*

The Working Group is a coalition (including ACRI, Kayan, the Israel Women's Network, Women Against Violence, and the Al-Tufula Center - Nazareth) working to promote the rights of women in the legal system through individual support, advocacy, and raising public awareness of gender biases within the legal system.

### **Yud Bet B'Heshvan (12<sup>th</sup> of Heshvan)**

#### *General Support*

Established in 2006 by National Religious identified parents, 12<sup>th</sup> of Heshvan has become a leading organization in advancing educational frameworks, both formal and informal, within the National Religious sector that emphasize gender equality, women's rights, and tolerance and respect for democracy. 12<sup>th</sup> of Heshvan has also taken a leadership role in combating racism within Jewish society, particularly as espoused by rabbis. 12<sup>th</sup> of Heshvan has been instrumental in the establishment of two new progressive religious schools for girls based on the Pelech model, and the organization is currently involved in the establishment of two additional schools in Givat Shmuel and Tel Aviv.

### ***The Special Pool for Orthodox Women***

#### ***The Crisis Center for Religious Women (CCRW)***

This grant supported a course that trains Orthodox men to facilitate women's rights and status workshops for Orthodox men and boys. Up until this point, the Crisis Center's core teaching corps was comprised of only women who, because of cultural restrictions within the Orthodox community, had very limited access to the male population. This new initiative is a critical step towards raising awareness and changing behavior around these issues for the broader Orthodox community.

#### ***Dafna Horev***

This grant supported the third year of an intergenerational Beit Midrash for Mizrahi women in the periphery. As with the pilot, all programming will be documented, published and disseminated to facilitate replication.

#### ***Elisheva Mirvis***

This grant supported Elisheva Mirvis to lead a course for Ultra-Orthodox mikveh attendants to both empower them and to train them to serve as a source of empowerment for their clients.

***Hila Mishali***

This grant enabled Mishali to train facilitators to create and lead Rosh Chodesh groups for religious Mizrahi women.

***Karen Hadad-Taub***

This grant supported Hadad-Taub for her website for ultra-Orthodox girls and young women on personal empowerment.

***Kolech's Northern chapter***

This grant supported Kolech's Northern chapter, an independent branch of NCF/NIF grantee Kolech, in its work to increase the awareness of women in the Northern part of the country about religious women's roles in the public sphere and in religious lifecycle events.

***Matan***

This grant supported the Matan Beit Midrash (religious studies institution) for women with an emphasis on high-level religious learning.

***Midreshet Be'er***

This grant supports Midreshet Be'er, a program founded by a graduate of the progressive religious school Pelech, to serve young Orthodox women in the peripheral town of Yeruham. Funding is used for a teacher-training program focused on empowering young religious women to teach religious studies at a high level in girls' schools.

***Mira Menashe***

This grant supported Menashe's classes in English and household budgeting for Mizrahi and ultra-Orthodox Bnei Barak neighborhood Pardes Katz.

***Miri Shalem***

This grant supported a conference of Orthodox women's dance groups.

***Sonia Sudri***

This grant provided support to the only performing arts school for ultra-Orthodox women.

## ***Forum of Palestinian-Israeli Women's Organizations***

The Forum of Palestinian Women NGOs aims to foster a network of leaders of Palestinian-Israeli women's organizations in Israel and convene them to develop coordination, collaboration and implementation mechanisms that will strengthen their individual and collective efforts. The Forum mobilized the leaders from more than twenty diverse Palestinian-Israeli women's organizations throughout the country and has served as a very valuable network building vehicle and catalyst for informal collaboration between meetings. Remarkably, this forum marks the first time that leadership of Palestinian-Israeli women's organization have come together in this way. After considerable and necessary trust building, the Forum has developed a series of proposals for joint work; and attention has focused on defining joint positions on issues, collaborating on position papers, and taking action in coalition. Much of this past year's collaboration has focused on addressing specific issues like femicide, and includes a successful, widely attended rally on the issue that brought together women's organizations, broad-based Palestinian-Israeli NGOs, and representation from several political parties. The Forum also discussed future directions for the Forum and members are identifying what structural model will best serve their goals.

## ***The Dafna Fund***

### **Guidelines:**

The Dafna Fund -- formerly known as the Dafna Izraeli Fund -- (DIF) complements the work of the NCF/NIF Women's Initiative as it seeks to develop feminist leadership by supporting new initiatives in three fields: academia, business, and public participation. Projects of The Dafna Fund seek to:

- mainstream feminist philosophy and practices;
- foster innovation; and
- create working partnerships between feminist and social change organizations and academic institutions.

Projects include serious inter-organizational partnerships between feminist and mainstream institutions and focus on mentoring, networking, and diversity as key to developing feminist leadership.

## **Achoti**

*Resource Incubator for Economic Initiatives by Women*

*Comme Il Faut*

Over the past four years, this project has developed a unique model for employment and business, focused on cooperation among women from diverse professional, cultural, social, and economic backgrounds: Ethiopian women who produce handicrafts and textiles at the Rikmah Center in Kiryat Gat; Mizrahi women from the Achoti movement; and businesswomen from the Comme Il Faut fashion company. The project is designed to foster mutual exchange and networking among its diverse partners and to develop an innovative model for economic empowerment, collaboration between social change groups, and socially responsible businesses.

## **Itach**

*Project in Partnership with Itach: Lawyers for Social Justice & Haifa University*

*Women Legal Leaders & The Legal Feminism Clinic*

This project is a unique cooperation between Itach-Maaki- Women Lawyers for Social Justice and the Haifa University's Faculty of Law and includes other partners from Israeli civil society and the general public. This cooperation created one of the most innovative and challenging models in legal education in Israel, as well as in the feminist movement and Israeli civil society. The program aims to promote access to justice for women from disadvantaged communities and marginalized individuals in Israel as well as to promote greater gender and cultural sensitivity within the academia and state legal systems. Since its establishment in 2005, the program has trained more than 50 women legal leaders and more than 80 law students and provided ongoing support for more than 15 active seed projects, dealing with diverse issues such as: the rights of divorced Druze women, access to justice for Palestinian-Israeli women, the rights of women with disabilities in accessing health services and the rehabilitation of women in prostitution. This is DF's final grant to this project.

## **Kolech**

Kolech has contributed significantly to the growing community of Orthodox women activists. This organization has shifted from partnering its mentorship program with an academic institution to partnering with a mainstream Orthodox women's organization (most recently with *Emunah*) in an effort to more effectively reach and impact Orthodox Jewish women. This grant was designated for two purposes: first, to sustain activities for graduates of previous cohorts of the mentoring program, and second, to allow Kolech a period of 6-9 months to design the next cohort. At the conclusion of this planning period, Kolech board members will introduce a format for the continuation of the program, which will be brought to the DF board for discussion.

## **The Working Group for Equality in Personal Status Issues**

This project is the outgrowth of Itach's Legal Leaders Program. It was established by a graduate of the first class, who enlisted more than 20 active volunteers to staff the two courtroom stations set up by the project in Haifa and Nazareth. The courtroom stations provide legal counsel for women involved in personal status cases often surrounding custody disputes and domestic violence. The Working Group adopted the project with great

excitement and provides its coordinator with ongoing professional training. The two stations work to raise the awareness among Arab women of their rights in matters of divorce, particularly in a background of violence directed at them or their children. This is the final DF grant to this project.

### **The Dafna Fund Small Grants Pool**

In order both to respond to the new challenges of the economic crisis and maintain its commitment to identifying and nurturing new activists in the field, DF issued a Request for Proposal for a small grants pool. The projects supported by the small grants pool have touched and improved the lives of thousands of women across the country, by:

- Addressing policy to protect more than 30,000 women, victims of domestic and economic violence;
- Organizing strong women's forums in local communities to advocate for gender sensitive planning of services and public facilities;
- Publishing Hebrew and Arabic versions of the book *Our Bodies, Ourselves* and conducting health empowerment workshops for women from all walks of Israeli society;
- Facilitating organizing efforts of hundreds of women migrant workers, to effectively advocate for their labor rights.

To complement and leverage its grants program, DF is committed to providing all its grantees with capacity building support, and opportunities for networking and joint learning. Staff makes its expertise available to grantees through consultations focusing on such areas as program development, strategic planning and resource development. During the grant period they worked closely with grantees on developing effective partnerships, long term strategic planning, and fine-tuning programs. In addition, DF held workshops for its grantees addressing: feminist evaluation, feminist mentoring, and building cooperation among women's organizations.

### **The Green Environment Fund (GEF)**

The Green Environment Fund (GEF) seeks to build a values-based environmental movement in Israel, foster a sustainable environment, and safeguard the public health of all Israeli citizens. GEF promotes environmental justice, with an emphasis on the health of vulnerable populations, safeguarding water and air quality, and effective partnerships especially between Jews and Arabs.

#### **Goal #1:**

To prevent environmental degradation and to preserve dwindling natural resources, within the context of the wider social issues, such as health, public participation, welfare, quality of life.

Objective 1: To thwart encroachment on open spaces

Objective 2: To protect and rehabilitate Israel's water resources

Objective 3: To preserve and protect air quality

**Goal #II:**

To promote a strong and professional environmental movement, that acts on behalf of and together with all of Israel's citizens, including the most vulnerable ones

Objective 1: To support nongovernmental organizations that, on the one hand strive towards excellence in implementing high-quality, effective programs and, on the other hand, coordinate and cooperate with one another and with the public to form a strong environmental movement

Objective 2: To raise public awareness and strengthen public education about the impact of environmental degradation, particularly on public health, social justice, and quality of life, so that the public can become actively involved in planning and decision-making

**Strategies**

GEF builds the capacity of the environmental movement by providing financial assistance, technical assistance and professional guidance and oversight to grassroots and other organizations.

GEF promotes the development of a highly diversified environmental movement by supporting a wide range of grantees - from well-established, nationwide organizations to small, start-up organizations.

GEF encourages coalition-building and joint campaigns to enhance the effectiveness of individual organizations and the environmental movement as a whole.

GEF strives to include environmental justice as an element of every project and activity it supports.

GEF boosts public awareness and activism by supporting organizations that work in formal and informal educational settings.

***Association For Environmental Justice in Israel***

***General Support***

AEJI aims to promote policies that address the intersections between social injustice, politics, and environmental transgressions. Based on U.S. experience and the work that has been done so far in Israel, AEJI is focused on the factors that lead to the unequal distribution of environmental hazards in particular communities and the impact of these hazards on the communities most affected, in order to equip environmental programs with the analysis and tools necessary to more effectively address these issues.

## **Citizens for the Environment (CFE)**

### *Sustainable Industry in the Galilee*

CFE was founded in 1990 by Jewish and Palestinian Israelis in the Western Galilee to monitor the region's pollution levels and identify its impact on the health and well-being of the local population. Sustainable Industry in the Galilee monitors the polluting industries and production processes that can be harmful to the environment and its inhabitants and promotes sustainable economic development for the region.

## **EcoCinema**

### *General Support*

Ecocinema founded the country's first and only environmental film festival. The annual festival opens in the Jerusalem Cinemateque and reaches eight cities from the Galilee to the Negev. 30,000 people participate in the festival and the "Green Film Club" activities, which reach the periphery through monthly screenings in local cinemas and community centers.

## **Green Course**

### *General Support*

Green Course is Israel's largest environmental volunteer organization, with over 6,000 student volunteers in 23 chapters on campuses across Israel. On the national level, Green Course focuses primarily on air pollution, sustainable energy and public transportation. The organization's activities include media campaigns, outreach, education, advocacy, and Green Course Alumni engagement.

Green Course's work on the national level focuses primarily on promoting solutions to the water and solid waste crises and to advancing improved public transportation.

## **The Green Environment Fund**

### *The Environmental-Social Entrepreneurs Fellowship Program*

The Environmental-Social Entrepreneurs Fellowship matches business executives, venture capitalists, and high tech entrepreneur philanthropists from the United States and Israel with promising social entrepreneurs to develop scalable, systemic solutions to the social, educational and employment crises in Israel. GEF launched this fellowship based on research that suggests that engaging both individuals and organizations is an effective strategy to furthering environmental change and strengthening civil society more broadly.

## **Green Network (Reshet Yeruka)**

### *General Support*

Over the past 10 years, the Green Network (GN) has worked to set the tone for change in the environmental movement in Israel, spearheading innovative programs and alternative educational models, while challenging and supporting schools to tackle local and global environmental issues. With GEF's support, GN has grown from nine schools in 1998 to include over 240 schools in 30 local community networks. This grant supported GN's work to broaden the scope of its activity, increase the number of team members, and create a research and development unit.

## **Hatikva - Al Amal Association for the Advancement of Culture**

### *Sha'ab*

Hatikva Al Amal has formed core groups for communal environmental action in three Palestinian-Israeli villages, improving community involvement on issues of environment, education, and women's status. This Jewish-Palestinian-Israeli organization initiated the establishment of an environmental coalition of 13 local Jewish and Palestinian Israeli organizations in the Galilee (Coalition for the Shagur Stream).

## **The Heschel Center Environmental Learning and Leadership**

### *General Support*

The Heschel Center brings together people and ideas to develop and realize a vision of a sustainable society in Israel through capacity-building, education, and leadership development. GEF's grant enabled the Heschel Center to continue its work to: implement innovative and effective initiatives; recruit and foster agents of change in key positions; identify and activate areas within Israeli society with the potential to effect significant change and sustainable practices; foster collaboration between individuals and overlapping projects; and create implementation models for joint work. The Heschel Center has put together large-scale initiatives in several fields such as its *Center for Local Sustainability* that works to coach municipalities on how to shift their development paradigms to sustainable ones. Heschel also has nurtured the *Green Network*.

## **The Heschel Center Environmental Learning and Leadership**

### *Maof Leadership Seminars*

The Heschel Center brings together people and ideas to develop and realize a vision of a sustainable society in Israel. A leader in its field, the Heschel Center cultivates new social-environmental innovators and "early adopters," expanding and augmenting its network of agents of change. Since 1998, The Maof Seminars have played an important role in strengthening and enhancing the Israeli environmental movement, establishing the Heschel Center's key function as a facilitator and catalyst for effective examination and formulation of ideas, goals and strategy. This grant supported two shortened Maof seminars (two-days), one aimed at new Local Sustainability Advocates and the other for the senior leadership of the environmental movement.

## **Israel Bicycle Association (IBA)**

### *Support and Consultation Center for Bicycling Infrastructure*

IBA promotes cycling as a major means of transportation within towns and cities with the aim to reduce social disparities and improve quality of life, the environment, public health, and road safety. IBA is in the process of initiating a Support and Consultation Center for Bicycling Infrastructure, which will address the present shortage of integrative professional know-how on issues related to cycling infrastructure.

## **The Israel Energy Forum**

### *Energy Efficiency Competition*

The *Energy Efficiency Competition* aims to create the motivation for companies to become more energy efficient, by joining and taking part in a competition.

## **The Israel Energy Forum**

### *Israel Energy Forum*

The Forum aims to develop a sustainable energy policy for Israel, advocate for its adoption and enable its implementation. Its aim is to bring together experts, decision-makers, NGOs, government agencies and other relevant bodies to a roundtable in order to promote the implementation of a sustainable energy plan on a practical level. The forum aims to create a knowledge base, public awareness and political will to make the shift towards sustainable energy policy. IEF is the *only* environmental group in Israel that exclusively focuses on sustainable energy for Israel's benefit, and on reducing the environmental damage related to electricity consumption. This grant supported the Israel Energy Forum to track the implementation of the measures presented by the McKinsey Report commissioned by the Ministry for the Protection of the Environment, to promote energy conservation in Israel.

## **Israel Union for Environmental Defense (IUED)**

### *Coalition for Public Health*

The Coalition was founded by a group of environmental and social organizations in order to address and mitigate the significant environmentally caused public health issues specific to Haifa and northern Israel.

## **Israel Union for Environmental Defense (IUED)**

### *The Environment and Community Project*

IUED pursues a vigorous agenda of strategically focused projects in four key areas: air pollution prevention, safety of drinking water, solid waste management, and accessible open spaces. IUED is Israel's leader in building a sound legislative and regulatory basis for environmental protection. The Community and Environment Project is the central address for anyone seeking redress for environmental hazards and threats. Individuals, house committees, neighborhood watches and community groups turn to IUED about community environmental issues as well as issues regarding law and legal rights. This project also tries to reduce bureaucratic obstacles by encouraging local authorities to address threats to the environment.

## **Israel Union for Environmental Defense (IUED)**

### *Readying for Climate Change*

Following the government release of the findings of the McKinsey multi-phase cost abatement study at the UNFCCC conference in Copenhagen, IUED's Climate Change team presented recommendations for instituting regulatory measures to advance a national climate change strategy in Israel.

## **Israel Union for Environmental Defense (IUED)**

### *Planning the Future Initiative*

This project deploys IUED's experience and expertise in land use interventions to work to rectify the planning and construction bill's most problematic clauses during the constricted legislative process of the Knesset's summer 2010 session.

## **Life & Environment**

### *General Support*

Life & Environment is an umbrella organization that incorporates over 100 environmental groups all over Israel and works to promote environmental policy and increase public awareness in decision-making processes on issues of health and environment. The organization also serves as a source of assistance for all environmental activity on issues such as lobbying, media, finances and professional volunteer recruitment.

## **SHATIL**

### *Environmental Justice*

SHATIL's Environmental Justice Project helps build a stronger, more synchronized and effective environmental movement in Israel through organizational capacity building, networking, coalition building and coordination, cultivation of inter-sector cooperation and the strengthening of grassroots and national organizations combating environmental justice issues in the geographic and social periphery. SHATIL provides consultation to more than 30 environmental organizations throughout the country.

## **Sheli Fund**

### *Grants for Grassroots Organizations*

The Sheli Fund provides emerging environmental grassroots organizations with an infusion of funding in their earliest stages of mobilization. Sheli Fund support has been critical to young grassroots organizations. Beneficiaries of Sheli funding represent the breadth of Israel's geographic and socio-economic diversity. In addition to the financial support, Sheli Fund grantees are also provided with capacity building from SHATIL and tools to elevate their understanding of local planning and development and professional legal consultation. There is also a professional pro bono center aimed to increase the level of professionalism among the environmental action. Beneficiaries of Sheli funding represent the breadth of Israel's geographic and socio-economic diversity.

## **The Society for the Protection of Nature in Israel (SPNI)**

### *Beer-Sheva's Green Center for Education and Environmental Community Action*

SPNI has been dedicated to conserving the integrity and diversity of Israel's natural, environmental and historical sites since it was established in 1953. Their programs raise public awareness, encourage direct citizen involvement, influence decision-makers, advocate environmental legislation, develop community leaders, protect wildlife, and preserve open spaces. In just four years, SPNI Be'er Sheva has engaged thousands of children and hundreds of adults in a variety of environmental activities and has become a leading force in the environmental movement. While SPNI Be'er Sheva's Green Center has been operating successfully for the past five years, the scope of local activity and environmental awareness

are still far behind when compared to the rest of Israel. This grant supported the Center to focus on both planning issues and public education.

**The Society for the Protection of Nature in Israel (SPNI)**

*The Coalition for Responsible Planning*

Over the past six months, the Coalition has work on planning and construction reform. They advocate for attention to be paid to social and environmental issues when planning and constructing.

**The Society for the Protection of Nature in Israel (SPNI)**

*Derech Haifa Coalition*

Derech Haifa Coalition is a coalition of 16 groups working in diverse neighborhoods of Haifa to improve the quality of life in the city and advocate for more environmentally sound urban development. The coalition is involved in proactive projects such as the “Council Watch” which initiates discussions with municipal officials to promote a “green vision” and engages their support for Derech Haifa’s local projects.

**The Society for the Protection of Nature in Israel (SPNI)**

*Water Policy Coalition*

This coalition consists of eight leading environmental organizations that aim to educate the municipal and national authorities about water management based on sustainable principles.

**The Society for the Protection of Nature in Israel (SPNI)**

*Tel Aviv Forum Coalition*

While combining a variety of professional fields and expert knowledge, this coalition has a clear goal of influencing the Tel Aviv-Jaffa municipality's environmental agenda, by strengthening communities and residents as well as cultivating relationships with relevant interest groups. Currently the coalition is working in areas such as public participation in preparing the city’s master plan, promoting a sustainable transportation policy, and protecting open spaces.

**The Society for the Protection of Nature In Israel (SPNI)**

*Sustainable Jerusalem Coalition*

Sustainable Jerusalem Coalition proactively asserts public pressure on issues of urban environmentalism that impact Jerusalem and other urban environmental initiatives throughout the country. While there is still a long way to go until the final decisions are made, the continued opposition to the reentry of the 'Safdie Plan' to build on the western hills of Jerusalem and the Western Ring Road is critical. In addition, SJC has succeeded in including 40 nature-sites in the scheme, gaining acknowledgment for community gardens, and promoting additional open spaces.

## **Transport Today and Tomorrow (TTT)**

### *General Support*

The organization was founded in order to change transportation policy in Israel, and to encourage the development of alternative transportation systems such as public transportation, walking, and bicycling. TTT's work focuses on research, publishing professional articles, promoting awareness on the national and local levels, and sponsoring activities, which encourage the use of public transportation as an alternative to private vehicles.

## **NCF Opportunity Fund**

The mission of the NCF Opportunity Fund is to support and build capacity for cross-sector initiatives and coalitions that address broad issues in Israeli society in particularly far-reaching and innovative ways, responsive to history. The NCF Opportunity Fund aims to affect systemic change in ways that are reflective of immediate and changing realities on the ground.

## **Agenda – Israel's Strategic Communications Center**

### *General Support*

Agenda works for social and conceptual change in the Israeli media. Agenda aims to impact the way social change issues are presented in the media and to help organizations working for social change promote their goals more effectively. Agenda's three-tiered strategy includes: 1) engaging in direct media outreach with Israel's various media outlets to reframe the discourse on social justice issues; 2) providing strategic tools, training opportunities, and consultation services to improve the media capacity of NGOs; and 3) serving as a key informational center via comprehensive targeted monitoring of the different media outlets and research.

Agenda does critical work both to train social change NGOs to more effectively engage the media and in advancing their own campaigns. Agenda's multi-tiered strategy generated a wealth of media stories, programs, and interviews, which in turn significantly raised the profile, public recognition, and public reach of the social change and underrepresented minority sectors in Israel. The new professional journalism course for Palestinian-Israelis launched this year is but one example of such a program. It is worth noting, as well, that Agenda works with many of our other grantees -- both women's and environmental organizations. Their trainings are top notch and they are continuing to make significant inroads into the mainstream media including IDF Radio and Ynet, Israel's leading online news portal.

## **Hebrew University of Jerusalem, Academy – Community Partnership for Social Change**

### *Training Students to Become Leaders for Social Change*

Hebrew University of Jerusalem, Academy – Community Partnership for Social Change offers seminars for student activists, runs a graduate program for student leaders committed to social change, and holds an annual conference of faculty members, student activists, and NGOs. The goal of the Academy-Community Partnership for Social Change is to provide students with

open and inspiring settings within which to conceptualize pressing social issues in terms of human rights and social justice, offer knowledge and tools to advance social change, and enable opportunities for the creation of networks and associations among engaged students and organizations. The program also aims to strengthen social change and human rights organizations through long-term engagement of students. The program is a collaboration between social change organizations and experienced student activists in order to best meet the needs of the engaged students. All programs integrate theoretical knowledge, knowledge from the field, and practical tools for change and combine facilitation from experienced student activists, representatives of social change organizations, and faculty members.

The Partnership for Social Change continues to grow in exciting ways, engaging more and more students, faculty, and NGOs. The quality of the training for the core group of students is exceptionally high, and the diversity of workshops and sessions at each of the regional and annual national seminars are impressive. For the first time, the students from the Partnership-supported course, “Environmental Justice in a Transborder Space,” organized an interdisciplinary workshop for students, faculty, and NGOs. This is just one example of the new kinds of initiatives that emerge from the core work of the Partnership. Through its courses, workshops, partnerships, conference, and networks, the Partnership is training and connecting Israel’s next generation of social justice activists.

### **Ir Amim**

#### *Advocating for More Equitable and Sustainable Policy*

Ir Amim has expanded the reach of its policy advocacy activities so that the city becomes, in the short run, more equitable and livable for both nations that share it. In the long run, Ir Amim seeks to influence Israeli policy such that it enables both peoples to reach an agreement about the future of Jerusalem, rather than creating irreversible facts on the ground, which preclude future reconciliation. The major methods of this project involve building Ir Amim’s 2-way channels of communication with those administrative and political bodies making and implementing Israeli policy in East Jerusalem. These include national and local government, quasi-governmental authorities, and other key stakeholders.

This year was marked by rapid developments in Jerusalem, instigated by the Israeli government, together with ideological settler movements, as well as by the intentions of the US administration to create opportunities for political resolution. In an effort to take advantage of these openings, Ir Amim worked to enhance its policy advocacy by cultivating and strengthening its ties with government officials, community activists, and stakeholders. Through its work, Ir Amim seems to have had a direct influence on the political discourse generated by politicians and on freezing some of the harmful policies on housing demolitions and building. Ir Amim was also very much in the loop about the opinions and decisions of policy makers and as such became a reliable and go-to authority on Jerusalem for diplomats, journalists, and the Israeli and international public.

# Collaborative Initiatives for Social and Economic Justice 2010

## INTRODUCTION

2010 marked the second year of the Nathan Cummings Foundation's Collaborative Initiatives for Social and Economic Justice (CI). CI operates in partnership with the Foundation's five core programs (Arts and Culture, Contemplative Practice, Ecological Innovation, Health, and Jewish Life and Values) to augment their impact through collaboration and strategic focus. The CI guidelines, launched and implemented in January 2009, provide a mechanism for encouraging strong coordination and leveraging between all the Foundation's program areas in order to address the Foundation's goals of social and economic justice in a coherent, strategic, timely, and integrated way.

In conjunction with the Foundation's programs, CI supports initiatives that foster socially just and sustainable communities through institutional accountability and alliance building. Grant funds are specifically dedicated for initiatives that meet at least one objective of one of the five core programs—although the more programs and objectives, the better—and that also (1) foster collaboration between the Foundation's program areas; and/or (2) promote institutional accountability through public policies or other approaches that ensure corporations, government and other institutions take responsibility for the real risks and costs of their activities, becoming agents for positive social change; and/or (3) build crosscutting alliances that support systemic or institutional solutions while creating the social basis needed for their implementation.

Additionally, CI is especially focused on facilitating NCF programmatic responses to the strategic opportunities that are created by the current economic and political context (i.e.: strategies to address climate change, the green economy, energy innovation policy, and implementation of the Affordable Care Act; domestic support for the Middle East peace process; NCF proxy efforts and shareholder activities that aligned with the objectives of our program areas; and post-Katrina activities on the Gulf Coast.

In 2010, Collaborative Initiatives participated in a total of 97 grants: 81 were programmatic grants and 16 were affinity groups and membership grants. Of the 81 programmatic grants, 57 grants were made in conjunction with one other program area, and 24 grants were made in conjunction with two other program areas.

CI supported 16 affinity and organizational membership grants. Six of these organizations address relevant issues at the national level such as foundation payout requirements, excise tax, the estate tax, nonprofit governance and accountability, advocacy and broad civic engagement within the nonprofit and philanthropy sector. These include: the **Center for Lobbying in the Public Interest**, the **Council on Foundations, Inc.**, the **Foundation Center, Independent Sector**, the **National Center for Family Philanthropy, Inc.**, and the **National Committee for Responsive Philanthropy**. The Foundation also participates in

regional forums, conferences and events sponsored by **Philanthropy New York** and the **Nonprofit Coordinating Committee of New York, Inc.** Seven of the affinity grants—**Asian American-Pacific Islanders in Philanthropy, Association of Black Foundation Executives, Inc., Disability Funders Network, First Nations Development Institute, Grants Managers Network, Native Americans in Philanthropy, and Social Venture Network**—were made to organizations that address issues relevant to NCF program areas. A membership grant was made to the **Interfaith Center on Corporate Responsibility**, one of NCF’s partners in its Shareholder Activities Program, and a key organization in the corporate social responsibility movement. NCF joined ICCR in 2002, and continues to contribute to its work, which in turn, enhances our Shareholder Activities efforts.

**ACHIEVING COLLABORATIVE INITIATIVES’ GOALS AND OBJECTIVES**

Listed below are the 2010 Collaborative Initiatives grantees under the following rubrics: (1) Collaboration/Institutional Accountability/Crosscutting Alliance Building, (2) Strategic Opportunities Created by Political and Economic Context, (3) Shareholder Activities which are aligned with the objectives of our core programs, (4) Gulf Coast/Katrina Related Efforts and (5) Affinity and Organizational Membership grants.

**TABLE I - Collaboration/Institutional Accountability/Crosscutting Alliance Building**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>American Jewish Joint Distribution Committee, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Israel: Portrait of a Work in Progress</i>	<ul style="list-style-type: none"> <li>• Supported a project that explored Israel as both a place and a metaphor through photography.</li> </ul>
<b>American Jewish World Service, Inc. (PAG)</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Jewish Social Justice Coordination Table: Phase 2</i>	<ul style="list-style-type: none"> <li>• Supported 18 organizations to continue their efforts to deepen relationships, enhance knowledge sharing and coordinate efforts to ultimately strengthen the quality and impact of the growing social justice movement.</li> </ul>
<b>American Jewish World Service, Inc. (PAG)</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Jewish Social Justice Roundtable: Phase 3</i>	<ul style="list-style-type: none"> <li>• Supported 18 organizations to continue their efforts to deepen relationships, enhance knowledge sharing, and coordinate efforts to strengthen the quality and impact of the growing social justice movement.</li> </ul>

**TABLE I - Collaboration/Institutional Accountability/Crosscutting Alliance Building**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Auburn Theological Seminary</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Auburn Media</i>	<ul style="list-style-type: none"> <li>• Informed public awareness around today’s most pressing issues by promoting responsible and engaging religious voices through media.</li> </ul>
<b>Backbone Campaign</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Artful Activism for a Progressive Solutionary Movement</i>	<ul style="list-style-type: none"> <li>• Supported a multi-year training project for progressive activists and organizations nationwide that worked toward human dignity, environmental sustainability, justice and peace.</li> </ul>
<b>Brandeis University</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Acting Together on the World Stage: Performance and the Creative Transformation of Conflict</i>	<ul style="list-style-type: none"> <li>• Supported an effort that tested and disseminated a documentary film, discussion guides, policy briefs, and an anthology that were developed through a partnership with Theatres Without Borders.</li> </ul>
<b>Center for American Progress</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Campus Progress Cultural and Media Programs</i>	<ul style="list-style-type: none"> <li>• Supported an effort that used traditional and social media to educate youth about social justice issues.</li> </ul>
<b>Center for Rural Strategies, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Daily Yonder</i>	<ul style="list-style-type: none"> <li>• Supported a digital platform that worked to create a stronger voice for diverse, marginalized rural communities.</li> </ul>
<b>Center for Urban Pedagogy, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Making Public Policy / Envisioning Development Toolkit</i>	<ul style="list-style-type: none"> <li>• Supported innovative collaborations that connected artists, designers, educators and advocates who developed and designed education tools that helped citizens understand how to participate in democratic processes that create social change.</li> </ul>

**TABLE I - Collaboration/Institutional Accountability/Crosscutting Alliance Building**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Center on Policy Initiatives</b> <ul style="list-style-type: none"> <li>• <b>Health</b></li> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported a way to address the issues faced by low-income communities through a comprehensive approach that integrated research, policy advocacy, leadership development, public education, and media outreach</li> </ul>
<b>Christian Community, Inc. (PAG)</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Health</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Public Religion Research Institute</i>	<ul style="list-style-type: none"> <li>• Supported an initiative that specialized in research and strategic advice at the intersection of religion, values, and public life.</li> </ul>
<b>Clergy and Laity United for Economic Justice (PAG)</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an alliance of California interfaith worker justice organizations that worked together to end low-wage poverty.</li> </ul>
<b>Cloud Institute for Sustainability Education</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>SoL Education Partnership</i>	<ul style="list-style-type: none"> <li>• Supported a national learning community of schools and communities that used 21<sup>st</sup> century systems and thinking to respond to the challenges of a sustainable future.</li> </ul>
<b>Community Catalyst, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Health</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Prescription Access Litigation Project</i>	<ul style="list-style-type: none"> <li>• Supported a project that reduced the inflated price of prescription drugs that resulted from pharmaceutical industry pricing and marketing tactics.</li> </ul>

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<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Craft Emergency Relief Fund, Inc.</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Empowered and engaged all arts sector constituencies and stakeholders in emergency management; guided and supported the creation of a nationwide network of arts and culture responders; and ensured that artists are not at a disadvantage in relation to the federal emergency relief system in times of disasters.</li> </ul>
<b>Ella Baker Center for Human Rights In California</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>Soul of the City Campaign’s “Reclaim the Future Workshop”</i>	<ul style="list-style-type: none"> <li>• Supported a project that utilized service, learning, and leadership development as its core strategies for attaining long-term outcomes.</li> </ul>
<b>Faith in Public Life, Inc.</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Strengthened the effectiveness, collaboration, and reach of progressive religious groups by providing movement building and communications resources to diverse faith leaders and organizations pursuing justice and the common good.</li> </ul>
<b>Front Range Economic Strategy Center</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an organization that promoted responsible community-centered development that protected the health and welfare of low-income workers and communities in the Denver metropolitan region.</li> </ul>

**TABLE I - Collaboration/Institutional Accountability/Crosscutting Alliance Building**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Government Accountability Project, Inc.</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an organization that promoted government and corporate accountability by advancing free speech, defending whistleblowers, and empowering citizen activists on matters affecting human health and the environment.</li> </ul>
<b>Grantmakers in Health (PAG)</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>Coordination Project</i>	<ul style="list-style-type: none"> <li>• Developed a formal structure for planning and collaboration among leading national and state health care consumer advocates and policy experts.</li> </ul>
<b>Health Care for All, Inc.</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported the creation of a consumer-centered health care system in Massachusetts that provided comprehensive, affordable, accessible, culturally competent, high quality care for everyone, especially the most vulnerable.</li> </ul>
<b>Herndon Alliance</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported a national coalition of nearly 200 minority, faith, advocacy, business, labor and provider organizations that worked on the state and national levels to ensure guaranteed, affordable health care for all.</li> </ul>
<b>The International Coalition of Historic Site Museums of Conscience</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>U.S. Initiatives</i>	<ul style="list-style-type: none"> <li>• Supported a network of historic sites dedicated to remembering past struggles for justice and addressing their contemporary legacies.</li> </ul>

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<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>International Museum of Women</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>Maternal Health Exhibition</i>	<ul style="list-style-type: none"> <li>• Supported an exhibition that explored how a new generation of women sees and experiences motherhood.</li> </ul>
<b>Jewish Funds for Justice, Inc.</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported a national public foundation committed to building a just, fair, and compassionate America through Jewish social justice.</li> </ul>
<b>Jewish Funds for Justice, Inc.</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>Selah Leadership Program</i>	<ul style="list-style-type: none"> <li>• Supported a program that provided leadership training, opportunities for social networking, and an increased orientation towards collaboration and alliance building in order to build a more powerful and effective Jewish social justice movement.</li> </ul>
<b>League of Young Voters Education Fund</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>Operation: Breaking Virtual Silos</i>	<ul style="list-style-type: none"> <li>• Support that made civic engagement relevant by meeting young people where they are, worked on the issues that affect their lives, and provided them with tools, training, and support to become viable players in the civic process.</li> </ul>
<b>Los Angeles Alliance for a New Economy</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Ecological Innovation</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an organization that worked to address the needs of Los Angeles workers and their families through initiatives that produced both a healthier environment and good jobs.</li> </ul>

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<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>National Performance Network, Inc.</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported a collective of diverse cultural organizations that worked in partnership and provided support for artists and cultural groups that value community engagement.</li> </ul>
<b>New Israel Fund</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Women and the Environment: Agents of Change in Israel</i>	<ul style="list-style-type: none"> <li>• Supported an initiative that created a more vibrant, just, and peaceful Israel through supporting women as agents of change and developing a pro-active environmental movement.</li> </ul>
<b>New York Foundation for the Arts, Inc.</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>Active Citizen Project</i>	<ul style="list-style-type: none"> <li>• Supported a series of art and media works that inspired and supported the growth and sustainability of community-owned and operated green and social spaces in urban communities.</li> </ul>
<b>Peaceworks Network Foundation</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>OneVoice Campus Education Program</i>	<ul style="list-style-type: none"> <li>• Supported a program that brought moderate, positive discourse around the Middle East conflict and training to American college campuses.</li> </ul>
<b>Progressive Jewish Alliance</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an organization that continued to build the power of the progressive Jewish community in California and nationally on issues of economic justice, civil rights, mutual understanding between Jews and Muslims, and leadership development.</li> </ul>

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<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Proteus Fund, Inc.</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>Media Democracy Fund</i>	<ul style="list-style-type: none"> <li>• For a media policy and media justice institution that supported non-profit organizations to promote, sustain, and advance accessible and egalitarian digital space.</li> </ul>
<b>Public Design Studio</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>The 1% Website Redevelopment</i>	<ul style="list-style-type: none"> <li>• Supported a national initiative that matched nonprofits in need of design assistance with architecture and design firms.</li> </ul>
<b>State Voices</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>Arts &amp; Democracy Project</i>	<ul style="list-style-type: none"> <li>• Supported a project that cross-pollinated arts, civic participation, and social justice groups and connected cultural practitioners with activists, educators, and policymakers around issues of common concern.</li> </ul>
<b>Union for Reform Judaism</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>Just Congregations</i>	<ul style="list-style-type: none"> <li>• Supported a project that engaged and trained Jewish leaders in Congregation-Based Community Organizing (CBCO).</li> </ul>
<b>Union for Reform Judaism</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>Religious Center of Reform Judaism</i>	<ul style="list-style-type: none"> <li>• Supported social justice advocacy and education work.</li> </ul>
<b>United Synagogue of Conservative Judaism (PAG)</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>Hekhsher Tzedek</i>	<ul style="list-style-type: none"> <li>• Supported an initiative to ensure that kosher food is produced in adherence to standards for workers' health and safety, wages, and benefits, for the environmental impact, for corporate transparency, and for treatment of animals.</li> </ul>

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<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>The University Corporation San Francisco State</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Green Energy &amp; Technology (GET) Academies</i>	<ul style="list-style-type: none"> <li>• Supported the creation of a replicable curricular framework for high school career academies in Green Energy and technology that educated and trained thousands of youth, created pathways out of poverty, and developed educational pipelines that directly link to green workforce development.</li> </ul>
<b>University of Wisconsin, Madison</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Center for State Innovation</i>	<ul style="list-style-type: none"> <li>• Supported a project that continued to build and expand a collaborative program that provides evidence-based policy support and assistance to state government executives.</li> </ul>
<b>The Working Group</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>NIOT.org and the Not in Our Town movement for safe, inclusive communities</i>	<ul style="list-style-type: none"> <li>• Supported a media and civic engagement project that presented new ways to stand up to hate and encouraged citizens to create diverse communities that are safe for everyone.</li> </ul>
<b>Working Partnerships USA</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an organization that created new, replicable models for making economic development accountable to community needs for good jobs, a healthy environment, effective transportation systems, and an accessible health care provider network.</li> </ul>
<b>Yeshiva University</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>Public Patent Foundation</i>	<ul style="list-style-type: none"> <li>• Supported a project that challenged patents that block equitable access to critical health care information and technologies.</li> </ul>

**TABLE II - Strategic Opportunities Created by the Current Economic and Political Context**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Americans for Peace Now, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Educated the American Jewish community and general public about the strategic and economic benefits of peace between Israel and her neighbors.</li> </ul>
<b>American University</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>AU School of Communication/Investigative Reporting Workshop/America What Went Wrong</i>	<ul style="list-style-type: none"> <li>• Supported an update to the groundbreaking 1991 series by the nation’s leading team of investigative journalists that told the story of what is happening to America’s middle class today and to the framework of health, safety, environmental and financial protections that undergird it.</li> </ul>
<b>Center for American Progress</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>The Energy Opportunity Project</i>	<ul style="list-style-type: none"> <li>• Supported a project that built and articulated the rationale for policies necessary to create a low-carbon economy.</li> </ul>
<b>Center for Labor and Community Research</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Health</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Continued to build the environmentally sustainable Chicago Manufacturing Renaissance Council, and expanded education programs to prepare the next generation of leaders in manufacturing from green building in renewable energy to business ownership.</li> </ul>
<b>Center for Political Accountability</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Climate Change Misalignment Initiative</i>	<ul style="list-style-type: none"> <li>• Supported the second phase of a political disclosure and accountability program designed to curb the opposition of key industry trade associations to address climate change.</li> </ul>

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Organization/Collaborators	Project Name	CI Relevance
<b>Center for Rural Affairs</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>Implementing Health Reform for Rural America</i>	<ul style="list-style-type: none"> <li>• Supported work in Nebraska and other Midwest and Great Plains states that promoted the effective implementation of national health care reform on the state level.</li> </ul>
<b>Center on Budget and Policy Priorities</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>Strengthening Health Insurance Coverage</i>	<ul style="list-style-type: none"> <li>• Provided the technical expertise and robust research and communications capacity necessary that assured informed citizen participation in important debates on federal and state policies affecting access to health care.</li> </ul>
<b>Clean Air Task Force</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Low-Carbon Technology Innovation Project</i>	<ul style="list-style-type: none"> <li>• Supported the construction of a detailed policy framework that improved the federal energy technology system, a key component of any serious effort to address global warming.</li> </ul>
<b>The Cleveland Foundation</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>The Evergreen Cooperative Initiative</i>	<ul style="list-style-type: none"> <li>• Supported an initiative that represented a plausible alternative economic development model that leveraged a city's existing assets to protect the environment, create jobs, anchor and broadened ownership over productive capital, and built wealth for workers and resource-poor neighborhoods.</li> </ul>
<b>Community Catalyst, Inc.</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported a national non-profit advocacy organization that worked to build the consumer and community leadership required to transform the American healthcare system.</li> </ul>

**TABLE II - Strategic Opportunities Created by the Current Economic and Political Context**

Organization/Collaborators	Project Name	CI Relevance
<b>Demos: A Network for Ideas and Action, Ltd.</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Dethroning GDP: Advancing New Indicators for a New Economy</i>	<ul style="list-style-type: none"> <li>• Supported a project that made a case for the need to amend GDP-based accounting with new sustainability indicators.</li> </ul>
<b>Demos: A Network for Ideas and Action, Ltd.</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Reinventing Financial &amp; Labor Market Regulation</i>	<ul style="list-style-type: none"> <li>• Supported an initiative designed to raise political awareness of the need for sensible and pragmatic regulation in the U.S., and paved the way for responsible financial, environmental, and general regulatory policy moving forward.</li> </ul>
<b>Demos: A Network for Ideas and Action, Ltd.</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Collaborative Initiatives</li> </ul>	<i>Small Business Majority</i>	<ul style="list-style-type: none"> <li>• Built a national small business voice in support of comprehensive health care reform by expanding a coordinated network of affiliated state-based independent small business organizations to engage in the health care debate at both the state and national levels.</li> </ul>
<b>Encounter Programs, Inc.</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an educational organization dedicated to providing Jewish Diaspora leaders from across the religious and political spectrum with an exposure to Palestinian life.</li> </ul>
<b>Environmental Law &amp; Policy Center of the Midwest</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Green Economy Project</i>	<ul style="list-style-type: none"> <li>• Supported a Midwest initiative that took the lead in developing a just and greener economy through innovative public policies and business decisions.</li> </ul>

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Organization/Collaborators	Project Name	CI Relevance
<b>Global Philanthropy Partnership</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Integrating Climate Action into Critical Quality of Life Action and Programs</i>	<ul style="list-style-type: none"> <li>• Supported the development and testing of a model for engagement among City entities, community-based organizations and funders in order to streamline the process for implementing policy and service delivery in the Chicago region.</li> </ul>
<b>Greater Boston Interfaith Organization Sponsoring Committee, Inc.</b> <ul style="list-style-type: none"> <li>• Health</li> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>Massachusetts Health Care Cost Containment Project</i>	<ul style="list-style-type: none"> <li>• Ensured that implementation of health reform in Massachusetts served the needs of low and moderate-income residents of the state.</li> </ul>
<b>Green For All</b> <ul style="list-style-type: none"> <li>• Arts &amp; Culture</li> <li>• Collaborative Initiatives</li> </ul>	<i>The Dream Reborn</i>	<ul style="list-style-type: none"> <li>• Supported a study that explored the artistic and cultural dimensions of the green jobs movement.</li> </ul>
<b>Information Technology and Innovation Foundation</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Driving Green Innovation Policy through “Innovation Economics”</i>	<ul style="list-style-type: none"> <li>• Renewed support that continued to drive the importance of addressing the challenge of global warming from an “innovation economics” perspective.</li> </ul>
<b>International Humanities Center</b> <ul style="list-style-type: none"> <li>• Ecological Innovation</li> <li>• Collaborative Initiatives</li> </ul>	<i>Free Speech for People Campaign of Voter Action</i>	<ul style="list-style-type: none"> <li>• Supported a public opinion research campaign that assessed the best legal response to the Supreme Court’s decision striking down limits on corporate giving in political campaigns.</li> </ul>
<b>J Street Education Fund, Inc.</b> <ul style="list-style-type: none"> <li>• Jewish Life and Values</li> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Promoted strong U.S. leadership to resolve the Israeli-Palestinian and Arab-Israeli conflicts peacefully and diplomatically and to broaden the discourse on Israel in the American Jewish community.</li> </ul>

**TABLE II - Strategic Opportunities Created by the Current Economic and Political Context**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Just Vision, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Raised awareness among North American audiences about the range of grassroots Palestinian and Israeli peace building efforts, thereby widening their influence.</li> </ul>
<b>The Kairos Project, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Built a pro-Israel, pro-Palestine, pro-America, pro-peace movement in faith-based mainstream America, and in particular in Christian America.</li> </ul>
<b>National Iranian American Council (PAG)</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Building Connections for Action</i>	<ul style="list-style-type: none"> <li>• Facilitated the creation of linkages between moderates of the Iranian-American and Jewish American communities that supported a lasting dialogue, served as a vehicle for improved relations and understanding between the two communities, and provided a platform for collective action.</li> </ul>
<b>National Women’s Law Center</b> <ul style="list-style-type: none"> <li>• <b>Health</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Women and Health Reform Project</i>	<ul style="list-style-type: none"> <li>• Ensured that health reform implementation will secure access to affordable, comprehensive health care for women, especially low-income women.</li> </ul>
<b>New Israel Fund PAG)</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Responding to Assault on Israeli Democracy</i>	<ul style="list-style-type: none"> <li>• Supported a proactive campaign that responded to escalating attacks against fundamental democratic values launched by members of the Israeli media, Knesset, and other public agents.</li> </ul>

**TABLE II - Strategic Opportunities Created by the Current Economic and Political Context**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Pacific Institute for Community Organizations</b> <ul style="list-style-type: none"> <li>• <b>Health</b></li> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Bringing Health Care Reform Home</i>	<ul style="list-style-type: none"> <li>• Supported a project that helped local communities identify and benefit from the opportunities presented by national health care reform.</li> </ul>
<b>Public Interest Projects, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Health</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>CorporateDisclosure.Org</i>	<ul style="list-style-type: none"> <li>• Challenged corporations' ability to anonymously influence political and legislative outcomes by funneling money through opaque trade associations and front groups on issues such as climate change, health care reform, and financial regulatory reform.</li> </ul>
<b>Rockefeller Philanthropy Advisors, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Health</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Breakthrough: Breakthrough Institute</i>	<ul style="list-style-type: none"> <li>• Supported a project that aimed to enact paradigm shifts in the way the public, the media, advocates, and policymakers think and that dealt with energy and climate, the economy, and national security.</li> </ul>
<b>Sargent Shriver National Center on Poverty Law</b> <ul style="list-style-type: none"> <li>• <b>Health</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Leveraging Access to Quality Health Care for Low-Income Working Families</i>	<ul style="list-style-type: none"> <li>• Supported a project that improved health access for low-income families in Illinois and elsewhere, and developed and disseminated advocacy and policy approaches developed in Illinois in order to achieve similar gains in other states.</li> </ul>
<b>Union for Reform Judaism (PAG)</b> <ul style="list-style-type: none"> <li>• <b>Jewish Life and Values</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>National Interreligious Leadership Initiative for Peace in the Middle East</i>	<ul style="list-style-type: none"> <li>• Supported meetings between NILI leaders, senior Administration officials and national leaders and targeted communication to the public that advanced U.S. leadership towards a two-state solution and comprehensive Israeli-Palestinian peace.</li> </ul>

**TABLE II - Strategic Opportunities Created by the Current Economic and Political Context**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>University of Wisconsin, Madison</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Center on Wisconsin Strategy: Moving On the High Road</i>	<ul style="list-style-type: none"> <li>• Supported an initiative that designed, implemented, evaluated, and disseminated the policies and practices of an ecologically sustainable “high road” economic development strategy throughout the nation, with a particular focus on the Midwest.</li> </ul>

**TABLE III - Shareholder Activities**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Ceres, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Ecological Innovation</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Ceres’ Investor Strategy on Climate Change</i>	<ul style="list-style-type: none"> <li>• Supported a project that worked to organize the global warming shareholder campaign and leveraged investor pressure to engage with corporate boards and senior management.</li> </ul>
<b>Interfaith Center on Corporate Responsibility</b> <ul style="list-style-type: none"> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported a coalition of primarily faith-based institutional investors that worked to build a more just and sustainable society by integrating social values into corporate and investor decisions and behaviors.</li> </ul>

**TABLE IV – Gulf Coast/Katrina Related Activities**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Alternate Roots, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported the creation and presentation of original art in all its forms that is rooted in a particular community of place, tradition, or spirit.</li> </ul>
<b>Efforts of Grace, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported an anchor institution engaged in the cultural recovery of New Orleans post hurricanes Katrina and Rita.</li> </ul>
<b>New Orleans Jazz &amp; Heritage Foundation, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Sync Up Conference and Jazz &amp; Heritage Talent Exchange Website</i>	<ul style="list-style-type: none"> <li>• Supported two strategies that promoted artists and provided them with access to opportunities to generate income throughout the world.</li> </ul>
<b>UBW, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Arts &amp; Culture</b></li> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>Urban Bush Women's Center for Creative Social Change</i>	<ul style="list-style-type: none"> <li>• Supported the formation of a center that shared and sustained the unique community-building model of Urban Bush Women and increased its impact in the art and social justice community.</li> </ul>

**TABLE V—Affinity Organizations/Non-Profit Sector Infrastructure**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Asian American-Pacific Islanders in Philanthropy</b> <ul style="list-style-type: none"> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported a national membership and philanthropic advocacy organization dedicated to advancing philanthropy and Asian American Pacific Islander communities</li> </ul>
<b>Association of Black Foundation Executives, Inc.</b> <ul style="list-style-type: none"> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Promoted effective, responsive, and sustainable philanthropy in Black communities.</li> </ul>
<b>Center for Lobbying in the Public Interest</b> <ul style="list-style-type: none"> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Promoted and protected advocacy and broad civic engagement within the nonprofit and philanthropy sector.</li> </ul>

**TABLE V—Affinity Organizations/Non-Profit Sector Infrastructure**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Council on Foundations, Inc.</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Increased the effectiveness, stewardship, and accountability of the non-profit while providing its members with the services and support they need for success.</li> </ul>
<b>Disability Funders Network</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Promoted inclusion disability awareness among grantmakers and the inclusion of people with disabilities as integral members of diverse foundation staffs and boards.</li> </ul>
<b>First Nations Development Institute</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>Strengthening Native American Philanthropy</i>	<ul style="list-style-type: none"> <li>• Supported Native American tribes and tribally controlled organizations, mainstream philanthropic institutions that are interested in supporting Native Americans; and created two Native-controlled foundations and grant-making vehicles to serve rural and urban Native Americans.</li> </ul>
<b>Foundation Center</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Strengthened the nonprofit sector and advanced knowledge about U.S. and global philanthropy by providing free services and affordable educational programs that serve under-resourced community based organizations that assist disadvantaged populations.</li> </ul>

**TABLE V—Affinity Organizations/Non-Profit Sector Infrastructure**

Organization/Collaborators	Project Name	CI Relevance
<b>Grants Managers Network</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Identified and shared grants management best practices that advanced efficient and effective grantmaking</li> </ul>
<b>Independent Sector</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Led, strengthened, and mobilized the charitable community in order to fulfill its vision of a just and inclusive society and a healthy democracy of active citizens, effective institutions, and vibrant communities.</li> </ul>
<b>National Center for Family Philanthropy, Inc.</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Promoted philanthropic values, vision, and excellence across generations of donors and donor families.</li> </ul>
<b>National Committee for Responsive Philanthropy</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Promoted philanthropy that serves the public good, is responsive to people and communities with the least wealth and opportunity, and is held accountable to the highest standards of integrity and openness.</li> </ul>
<b>Native Americans in Philanthropy (PAG)</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Engaged Native and non-Native peoples in understanding and advancing the role of philanthropy through practices that support Native values for current and future generations.</li> </ul>
<b>Non-Profit Coordinating Committee Of New York, Inc.</b> <ul style="list-style-type: none"> <li>• Collaborative Initiatives</li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Informed and connected nonprofit leaders, saved nonprofits money, and strengthened the nonprofit sector’s relations with government.</li> </ul>

**TABLE V—Affinity Organizations/Non-Profit Sector Infrastructure**

<b>Organization/Collaborators</b>	<b>Project Name</b>	<b>CI Relevance</b>
<b>Philanthropy New York</b> <ul style="list-style-type: none"> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Supported and strengthened the practice of philanthropy in the New York region by offering programs and resources that support effective, strategic grantmaking; facilitated collaboration and knowledge sharing; and communicated the value of the philanthropic sector in our society.</li> </ul>
<b>Social Venture Network</b> <ul style="list-style-type: none"> <li>• <b>Collaborative Initiatives</b></li> </ul>	<i>General Support</i>	<ul style="list-style-type: none"> <li>• Connected, supported, and inspired business leaders and social entrepreneurs in expanding practices which build a just and sustainable society.</li> </ul>

# Shareholder Activities Program 2010

## Introduction

The Foundation's shareholder activities work seeks to use NCF's status as an institutional investor to enhance long-term shareholder value while furthering both overarching and program-specific objectives such as accountability, transparency, access to healthcare and the protection of the environment.

Since the inception of the Foundation's new shareholder activities guidelines in 2002, the Foundation's Shareholder Activities Program has:

- For the 2010 shareholder season, NCF filed or co-filed 16 shareholder proposals. In the fall of 2010, the Foundation filed another 24 proposals for the 2011 shareholder season, bringing the number of resolutions filed by NCF between 2002 and the end of 2010 to over 100.
- Actively cast votes on management and shareholder proposed resolutions covering environmental, social and governance (ESG) issues on thousands of proxies. Between January 1 and December 31, 2010, NCF cast 5,262 votes on almost 500 proxies.
- Forged ongoing working relationships with major corporations. The Foundation has periodic meetings and calls with companies including Apache Corporation, Chesapeake Energy, the McGraw-Hill Companies, Smithfield Foods, KB Home and Kimco Realty Corporation to discuss a range of ESG issues including climate change, political contributions and executive compensation.
- Established itself as a leader in the area of responsible investing and shareholder activism. Recent coverage of NCF's work has appeared in *The New York Times*, the *Financial Times*, *Bloomberg* and many other publications, along with "Countdown with Keith Olbermann" and other cable programs. Interest in the white paper we released in the fall of 2010, *Changing Corporate Behavior through Shareholder Activism*, which reported on the impact of NCF's Shareholder Program, has been widespread.

## Highlights of the 2010 Shareholder Season

During the 2010 proxy season, the Foundation continued to build upon past successes. The Foundation's 2010 resolutions gained consistently high levels of investor support and our work sparked interest from both the press and a broad array of organizations wishing to learn more about NCF's approach to active ownership.

Some of the highlights of our work in 2010 include:

- *Pushing companies to improve disclosure and take concrete action on a variety of issues.*

In March of 2010, we withdrew a climate change proposal from consideration at Kimco Realty Corporation after the company committed to take a variety of actions to address climate change and other environmental issues. Notable commitments included the creation and staffing of a Sustainability Director position at Kimco.

We also saw increased disclosure of corporate political spending in 2010. Valero finally took steps to address investors' concerns after a 2009 NCF-led proposal on political contributions gained 47% of the vote. Valero now discloses the policies governing its involvement in federal, state and local politics. It also discloses its actual political contributions on a semi-annual basis and provides easily accessible links to its quarterly lobby disclosure reports. We also had some success with the McGraw-Hill Companies, where an NCF-led proposal won 37% of the vote in 2009. McGraw-Hill now provides for annual board oversight of its political contributions, discloses some information on its trade association memberships and provides a list of politically-driven tax exempt organizations to which it contributes on its website.

- *Using our standing as a shareholder to focus attention on the issue of corporate political spending in advance of the 2010 mid-term elections.*

In the fall of 2010, NCF submitted a proposal asking Tesoro Corporation for a comprehensive review of the company's political expenditures and spending processes in light of at least \$1.5 million in corporate contributions to support Proposition 23, a ballot initiative designed to have the effect of killing California's Global Warming Solutions Act. The submission of this proposal received significant press coverage, with articles appearing in the *Los Angeles Times*, *Miami Herald*, *Hartford Courant*, *Chicago Tribune* and *Oakland Tribune* among others, and led to a commitment from the company to disclose and provide board oversight of its political spending.

We were also quite successful in raising the issue of corporate political contributions at News Corporation. Here we used our standing as a shareholder to submit a letter to the company's Lead Director asking for transparency around the company's political spending as well as the policies and procedures governing this spending. Our enquiry resulted in coverage by the *New York Times*' Caucus blog, the *Wall Street Journal*, the *Financial Times* and *PR Newswire*. Politico, MediaMatters and a significant number of other blogs also covered the story, as did the news program "Countdown with Keith Olbermann". We also attend News Corporation's annual meeting to ask about the concerns raised in our letter. Comments by News Corporation's Chair, Rupert Murdoch, and its Lead Director generated further coverage, helping to draw attention to an issue with important implications for both shareholder value and the future of American democracy.

- *Authoring and releasing a white paper detailing the Foundation's experience with shareholder activism.*

The paper, entitled *Changing Corporate Behavior through Shareholder Activism*, was widely distributed and generated a significant amount of interest from our peers in both the foundation world and the institutional investor community. In the first few months following its release, the white paper was featured in posts on the Harvard Law School Forum on Corporate Governance and Financial Regulation and the Council on Foundations' RE: Philanthropy blog. It was also featured in the Philanthropy New York Currents newsletter and the Council on Foundations' Philanthropy in the News newsletter. In addition, a number of organizations, including Ceres and the United Nations Principles for Responsible Investment, posted the paper on their websites. It is our hope that the paper will spark further interest in shareholder activism among foundations and other institutional investors.

- *Maintaining a high level of support for our proposals from the influential proxy voting advisory firm, RiskMetrics (RMG).*

RMG supported more than 90% of the NCF-led proposals that proceeded to a vote in 2010. This contrasts very favorably with the estimated 35% to 42% of shareholder proposals that RMG supports in any given year. A significant number of NCF's proposals also received support from PROXY Governance and Glass Lewis & Co.

This broad across-the-board support from the proxy voting advisory services helped to facilitate the first-ever majority vote on an NCF-led proposal, as well as a number of other votes with very high levels of support. Notable 2010 votes include 57% support for our proposal asking for an advisory vote on executive compensation, or a say-on-pay, at Chesapeake Energy, 49.5% support for our say-on-pay proposal at Mylan Inc., 49.2% support for our say-on-pay proposal at UnitedHealth Group and 37.4% support for a climate change proposal filed with the Ryland Group.

- *Scoring within the top quartile of all United Nations Principles for Responsible Investment signatories on Principle 5 (working together to enhance effectiveness) despite our relatively small asset size.*

When compared to our peers falling into the smallest quartile in terms of assets under management, NCF ranked in the highest quartile for 2 of the 6 areas in which we were scored. Versus similarly sized peers, we ranked in the 2<sup>nd</sup> quartile for all but one of the remaining areas on which we were scored.

## **Collaborations with Other Asset Owners**

### Carbon Disclosure Project (CDP)

The Foundation is a signatory to the CDP and is one of the collaboration's major funders.

In 2010, the Carbon Disclosure Project acted on behalf of 534 institutional investor signatories with approximately \$64 trillion in assets under management. The CDP, which aims to provide investors with information on the significant risks and opportunities associated with climate change, has amassed the largest registry of corporate greenhouse gas (GHG) emissions data in the world.

Since its inception in 2000, the Carbon Disclosure Project has expanded from a single yearly report with an exclusive focus on the FT 500, to include numerous reports covering companies in the FTSE 350, the S&P 500 and the Japan 150, as well as publicly traded companies in Australia, New Zealand and Asia ex-Japan. Meanwhile, the response rate of companies in the FT 500 has increased from 52% in 2002 to 82% in 2010.<sup>1</sup> The response rate among S&P 500 companies now stands at 70%, with an impressive 84% of respondents in the S&P 500 now disclosing their GHG emissions through the CDP.

### Interfaith Center on Corporate Responsibility (ICCR)

ICCR is a leader in the corporate social responsibility movement and has a 39-year track record of pressing corporations to be more environmentally and socially responsible. ICCR's core membership is comprised of religious organizations, with pension and labor funds and socially responsible investment firms playing a key role as Associate Members.

NCF joined ICCR in 2002 and we continued to contribute to its work. The Foundation's most visible contribution in 2010 was the coordination of the filing on pay disparity at Goldman Sachs. NCF researched and wrote the "whereas" clauses that served as the text of this and other ICCR member-led filings on pay disparity. The Foundation also coordinated all press efforts relating to this proposal, including the development and placement of an opinion piece on Goldman's pay practices in the *New York Times'* finance blog, DealBook.

### Investor Network on Climate Risk (INCR)

INCR is a network of institutional investors with roughly \$9 trillion in assets under management. INCR members work to promote a better understanding of the financial risks and opportunities associated with climate change. NCF has been actively involved with the work of INCR since its inception in 2003. The Foundation served as a co-convenor of the 2005, 2008 and 2010 Investor Summits on Climate Risk and has signed all iterations of INCR's Climate Risk Action Plan.

In 2010, the Nathan Cummings Foundation took a number of actions in an effort to fulfill its commitment to the Climate Risk Action Plan. Examples include successfully joining

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<sup>1</sup> The FT 500 covers the 500 largest corporations in the world.

with other INCR members to push the SEC to issue interpretive guidance on the disclosure of material risks relating to climate change, signing onto a global investor statement on the need for a global climate change agreement and, of course, filing shareholder proposals calling on corporations to reduce their GHG emissions.

### United Nations Principles For Responsible Investment (PRI)

The PRI is a global institutional investor initiative. It grew out of a view that ESG issues can affect the performance of investment portfolios and that investors wishing to fulfill their fiduciary (or equivalent) duty need to give appropriate consideration to these issues. The PRI provides a framework for doing so. The Principles themselves are voluntary and aspirational, providing a menu of possible actions for incorporating ESG issues into investment decision-making and ownership practices.

As a founding member of the PRI, The Nathan Cummings Foundation was among the first investors to sign onto the Principles in April 2006. Assets under management represented by PRI signatories grew from slightly over \$4 trillion in 2006 to almost \$22 trillion as of July 2010 while the number of signatories climbed from 50 to around 800.

NCF was instrumental in the formation of the PRI, serving on the Investor Group that helped to design the Principles, and continues to play an active role in the PRI today. NCF's Director of Shareholder Activities served on the Steering Committee of the PRI Small Funds Initiative<sup>2</sup> during 2010 and, at the request of PRI secretariat, attended the PRI in Person conference to speak on a panel exploring the costs associated with responsible investment. The Foundation also participated in a number of investor campaigns coordinated through the PRI's web-based clearinghouse during 2010.

### **Speaking Engagements – 2010**

NCF's President & CEO and the Foundation's Director of Shareholder Activities are frequently asked to speak at conferences or participate in conference calls or webinars focusing on proxy voting, shareholder activism and responsible investment. Speaking engagements undertaken in 2010 include:

- EIRIS panel discussion on PRI Implementation (March 23, 2010). NCF's Director of Shareholder Activities participated on a panel exploring current approaches to implementing the Principles for Responsible Investment.
- CCX-CCFE 7<sup>th</sup> Annual Member Meeting (June 10, 2010). NCF's Director of Shareholder Activities spoke on a panel entitled, "Disclosing Climate Risk: What the new SEC guidelines mean for your company".
- Principles for Responsible Investment Webinar (August 26, 2010). NCF's Director of Shareholder Activities moderated a panel discussion exploring collaboration on shareholder engagements.

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<sup>2</sup> For the purposes of the Small Funds Initiative, small funds are defined as those asset owners with asset under management of less than \$2 billion US.

- Take Action! Boston Impact Investing Conference Series (September 15, 2010). NCF's President & CEO participated in a panel discussing the current state of impact investing around the world.
- Program on Corporate Governance/Shareholder Activism Course (September 29, 2010). NCF's President & CEO lectured on shareholder activism at the Harvard Law School.
- Principles for Responsible Investment in Person Annual Meeting (October 5, 2010). NCF's Director of Shareholder Activities participated in a panel discussion entitled, "Cost Matters: What resources are needed for responsible investment implementation?"
- Philanthropy New York Members Briefing (December 9, 2010). NCF's President & CEO and Director of Shareholder Activities will participate in a panel exploring how shareholder activism can be used to further program interests while protecting long-term shareholder value.

### 2010 Shareholder Resolutions

The Nathan Cummings Foundation filed 16 shareholder resolutions in 2010. The details of each filing are outlined in the table below.

<b>Company</b>	<b>Resolution</b>	<b>Lead Filers</b>	<b>Outcome</b>
Chesapeake Energy	Say-on-pay	Nathan Cummings Foundation	The resolution received the support of 57% of shares voted.
ConocoPhillips	Political contributions	Nathan Cummings Foundation	The resolution received the support of 26.9% of shares voted.
Exxon Mobil	Climate change	Sisters of St. Dominic of Caldwell New Jersey	The resolution received the support of 27.2% of shares voted.
Goldman Sachs Group	Pay disparity	NCF/ Benedictine Sisters	The resolution received the support of 5.5% of shares voted.
Kimco Realty	Climate change	Nathan Cummings Foundation	Withdrawn. Kimco agreed to take a number of steps to address climate change and energy efficiency, including the creation of an internal position focused on sustainability.
Lennar	Climate change	Nathan Cummings Foundation	The resolution received the support of 8.9% of shares voted. (Lennar has dual classes of stock with the CEO controlling 46.3% of combined class A and B votes as of February 2010.)

<b>Company</b>	<b>Resolution</b>	<b>Lead Filers</b>	<b>Outcome</b>
McKesson	Equity compensation	Nathan Cummings Foundation	The resolution received the support of 28.8% of shares voted.
Mylan	Say-on-pay	Nathan Cummings Foundation	The resolution received the support of 49.5% of shares voted.
Nabors Industries	Say-on-pay	Nathan Cummings Foundation	The resolution received the support of 43.7% of shares voted.
Oracle	Equity compensation	Nathan Cummings Foundation	The resolution received the support of 20.8% of shares voted.
The Ryland Group	Climate change	Nathan Cummings Foundation	The resolution received the support of 37.4% of shares voted.
Standard Pacific	Climate change	Nathan Cummings Foundation	The resolution received the support of 17.4% of shares voted.
UnitedHealth Group	Say-on-pay	Nathan Cummings Foundation	The resolution received the support of 49.2% of shares voted.
Valero Energy	Political contributions	Nathan Cummings Foundation	The resolution received the support of 26.5% of shares voted.
WellPoint	Political contributions /lobbying	AFL-CIO Office of Investment	The resolution received the support of 18.8% of shares voted.
Wal-Mart Stores	Say-on-pay	Amalgamated Bank	The resolution received the support of 19.6% of shares voted.