



Private Giving Empowers Cultural Diversity



Dana Gioia
Chairman
National Endowment for the Arts

There is a paradox in American cultural life that mystifies people in other countries. The U.S. government provides little direct support to the arts and culture, yet our arts scene is the most diverse and dynamic in the world. How can that be?

The answer is the American tradition of private giving—from individuals, foundations, and corporations. American arts philanthropy is complex, precisely because it is decentralized and dynamic. Similar institutions often have wildly differing results because of their locations, artistic talent, cultural philosophies, and management. Likewise, the dynamic nature of the system means that one decade's high-flying leader can suffer huge reversals in the next—just as in corporate America. Yet this tradition of private support is the envy of the rest of the world.

In 2005, the most recent year for which data are available, individual Americans gave roughly \$13.5 billion in total to the arts and humanities. Altruism alone doesn't drive this largesse. Considerable motivation comes

from the tax deductibility of donations to nonprofit institutions. In turn, these donations contribute to the dynamism and decentralization of America's artistic and cultural activities.

“Corporations see donations to the arts as an investment in their communities.”

Corporate support of the arts likewise is, in part, a result of the tax code. That is not to say, however, that the bottom line is the only motivation for businesses, large or small, to invest in the arts. In our 2007 publication *How the United States Funds the Arts*, the NEA reports that three-quarters of arts spending comes from smaller companies with individual revenues of less than \$50 million. Ninety percent of that money goes to local arts organizations. Corporations see

donations to the arts as an investment in their communities. Such an investment is the mark of an involved and committed corporate citizen.

Whether a corporation contributes to arts-education in the schools, local symphonies, museums, theaters, libraries, art festivals, or supports public art, it is showing that it cares about the future and the well-being of the community. Corporations also have increasingly invested in community-based reading programs, such as the NEA's Big Read. Such investments may seem nominal, but they pay significant dividends by creating a more literate workforce and civically engaged citizenry.

The arts also help make a city or region a desirable place in which to live and work. Investing in the arts is a visible way for corporations to enrich the quality of life for their employees, clients, and business partners. In the vernacular of the marketplace, the goodwill engendered by a company, big or small, that supports making the arts available and accessible to its community is priceless. □

CEOs Discuss Social Investment



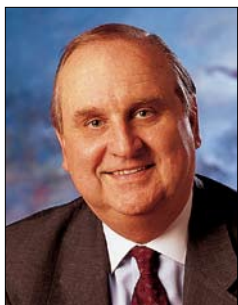
On National Corporate Philanthropy Day, 35 top CEOs convened at CECP's 'Board of Boards' Conference to discuss *Imperatives for Corporations Investing in Society*. Participants shared best practices, debated open issues, and noted the trends regarding corporate philanthropy programs.

Key findings for strategic corporate philanthropy include:

- ▶ **Reflect the Corporate Culture.** Emphasize leadership, employee involvement, culture, and authenticity to the brand.
- ▶ **Analyze Market Forces.** Be alert to the shifting dynamics that impact business, such as globalization or workforce training.
- ▶ **Pinpoint Opportunities.** Apply the company's core competencies and resources, and conduct due diligence on nonprofit partners.
- ▶ **Build Sustainability.** Ensure lasting results through transparent communication, impact measurement, and collaboration.

Anne Mulcahy, CEO and Chairman of Xerox Corporation, remarked, "Events like CECP's annual conference give executives a chance to share exemplary programs, inspire innovative philanthropy initiatives, and work together to solve significant global issues."

Visit www.CorporatePhilanthropy.org to download CECP's full report on the discussion. □



Corporate Philanthropy & the Arts

Arthur F. Ryan
Chairman and CEO, Prudential Financial, Inc.
Director, Committee Encouraging Corporate Philanthropy

At Prudential we believe the arts have the power to inspire people and change lives. The company's support of the arts over four decades reflects this deeply held belief. Unfortunately, we see all too often how competing pressures and limited resources can result in reduced public support for the institutions and individual artists that play a critical role in our communities.

In this context, companies have an important part to play in allocating resources to arts initiatives that spur economic development, offer children arts-education opportunities, and enrich the quality of life in communities large and small. Specifically, companies can influence policy and support neighborhood-based arts activities as well as programs in our schools

that inspire creativity and provide important artistic outlets for youth. Corporate philanthropy can help fund artist-in-residence programs, student field trips, and other opportunities that encourage free thinking and imagination—qualities crucial to future leaders and cultural innovators.

In Prudential's headquarters – Newark, New Jersey – we partner with a variety of arts organizations that contribute to the vibrancy and quality of life in the city. As co-chair of the New Jersey Performing Arts Center, I have seen first-hand the power of the arts to transform a community. The Center has garnered national attention, serving as a model for its programming and audience diversity, education initiatives, and its catalytic role in reviving the nightlife and economic activity of Newark.

Through our support for arts programming, we are helping to make our communities better places to live and work for residents, our employees, and our customers.

Throughout this issue of *The Corporate Philanthropist*, CECP highlights various best practices showcasing corporate philanthropy's important role in the cultural vitality of our society. From providing access to the arts to fostering community development to inspiring creativity, the arts play a varied and critical function in society and can be addressed through strategic corporate philanthropy. □

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Special Insert
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BEST PRACTICE:

Live, Learn, Thrive

JPMorgan Chase Strives to Strengthen Communities Across the Globe

CEO Perspective

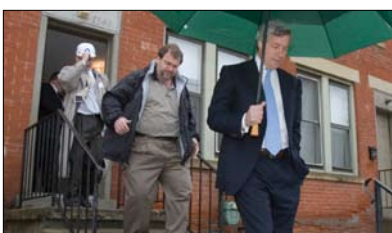
James L. Dimon
Chairman and CEO
JPMorgan Chase & Co.

JPMorgan Chase's philanthropic program is strategically focused on enhancing life in the communities we serve. In 2006, JPMorgan Chase and its Foundation invested more than \$110 million in nearly 500 cities across 33 nations. In addition, we reinvigorated our strategic focus toward funding organizations and programs that address the most pressing needs in our communities.

JPMorgan Chase is taking a disciplined approach to helping our customers, employees, shareholders, and neighbors in three critical need areas we call Live, Learn, and Thrive.

“To help our communities ‘Thrive,’ we support vital environmental, artistic, and cultural initiatives.”

In “Live,” we focus on basic needs, such as housing, job training, financial literacy, and social inclusion. “Learn” focuses on helping young people succeed in the education process, from birth through higher education, especially in impoverished areas. To help our communities “Thrive,” we support vital environmental, artistic, and cultural initiatives.



James L. Dimon visits affordable housing in the Weinland Park community of Columbus, Ohio.

This year, we are launching our “Community Renaissance Initiative” in key U.S. markets, dedicating a large percentage of our philanthropic funding, energy, and expertise to strengthening high-need neighborhoods substantially.

James L. Dimon is a member of CECP.

Overview

JPMorgan Chase has a rich history of providing philanthropic support for the arts, education, and community development. Recently, however, there has been a major shift in its strategy. While the grant-making areas have remained consistent, the firm has taken a new, more disciplined and proactive approach that involves making fewer, larger, higher-impact grants that better address the pressing issues facing the communities served by the company.

JPMorgan Chase Global Philanthropy has been restructured to ensure accountability from both grant makers and the nonprofit organizations that receive financial and in-kind support. The division is built around subject-matter experts who oversee giving on a national level and who work closely to identify programs that intersect with each of the three focus areas, Live, Learn, and Thrive. Working with them are four regional officers who manage a team of market leaders; these leaders in turn collaborate with community organizations to pinpoint the specific needs of the local population.

This structure empowers the Global Philanthropy division to address issues on a national level while working locally to tailor programs and provide services based on a community's particular needs.

The firm incorporates arts and cultural programming into education and community development initiatives, viewing the arts as “the soul of the community.” As a result, arts-education opportunities, accessibility, the support of contemporary and diverse artists, and the development of community cultural organizations are all on the rise in JPMorgan Chase communities.

Innovation

In 2007, JPMorgan Chase Global Philanthropy is working to establish the new Community Renaissance Initiative (CRI). Because obstacles in communities do not exist in a vacuum, this strategy allows the firm to address the challenges of high-poverty, high-need markets through programming that touches each area of the firm's giving spectrum. Support for the arts is viewed as a key element of CRI, strengthening neighborhoods through a comprehensive educational experience for kids and creating pride and better quality of life for all residents.



Elena Urioste performs with Kelly Hall-Tompkins and the Sphinx Symphony Orchestra.

Through CRI, JPMorgan Chase will target populations in eight key markets served by the firm's business practice countrywide. Specific communities will be selected based on need (including housing improvement, education reform, and cultural revitalization) and the level to which they would benefit from corporate support via funding and other resources.

Among the elements key to CRI's success is the effort to involve other sources of funding—public and private. JPMorgan Chase will take the lead in collaborating to identify, prioritize, and ultimately address the challenges of the communities through financial support, technical expertise, volunteerism, and banking products and services.

The firm acknowledges that resources from any one company, no matter how substantial, will likely fall short of solving local problems. Therefore, the goal is to leverage the investment of other private and public resources to enable broad and sustainable change.

Executive Leadership

Support for the arts is at the core of JPMorgan Chase's philanthropic program. Over the decades, the company has been led by some of the world's most ardent arts patrons. The Morgan and Rockefeller families built the firm's world-class collection of contemporary art while the company donated hundreds of millions of dollars to arts and cultural organizations.

The firm's senior management has a longstanding commitment to major arts organizations. New York City cultural institutions like Lincoln Center were established with the help of the company's executive leadership and financial contributions. Senior management champions the arts

in communities across the country, holding board leadership positions at numerous organizations.

The Global Philanthropy division is successful in its programming because the company's leaders understand the important role of arts and culture in community vitality.

Business and Social Value

Direct philanthropy to arts institutions and partnerships with local banks allow companies to offer a variety of benefits to employees and the public. For example, through the support of inspirational institutions like the Sphinx Organization, JPMorgan Chase helps promote access and diversity in the arts by enabling young African American and Latino musicians to receive classical musical training.

Strengthening and developing markets are essential activities for the firm's success—healthy communities where employees and customers live and work are important to the company's institutional vitality. Moreover, the arts provide mechanisms to foster greater understanding in local and global markets.

By monitoring milestone goals—short-term, mid-length, and long-term objectives—with deliverables at each phase, it's possible to measure and benchmark progress. The Community Renaissance Initiative allows JPMorgan Chase to assess the impact of nonprofit partnerships, funding, and programming, and to track the community's development over time. More importantly, the firm will continue learning and sharing best practices to achieve critical policy reform and inspire other prospective funders to follow suit.

Kimberly B. Davis is Global Philanthropy Executive for JPMorgan Chase.

Lessons Learned

JPMorgan Chase

► **Nonprofit partners.** When nonprofit partners are conscious of what they are doing and why, they demonstrate a capacity to improve over time. This makes the relationship with corporate funders more accessible because there is accountability and measurement.

► **Collaboration.** It's easier to facilitate collaboration across funders from different sectors. Collaborative funding can also convene nonprofits with distinct, complementing specialties.

► **Policy.** To make and sustain significant, systemic change, strategic philanthropy should aim to address policy reform. □



Jason Amos performs with Kay George Roberts, conductor of the Sphinx Symphony Orchestra.

BEST PRACTICE:

Inspiring Creativity and Innovation

Bloomberg

Bloomberg Brings the Arts to Employees, Clients, and Public Audiences

CEO Perspective

Lex Fenwick
Chief Executive Officer
Bloomberg

Bloomberg is in the business of communication. As a global, multimedia news and information company, we provide the latest news, data, and analysis to financial and business professionals in 100 countries across five continents.

“Our relationship with the arts provides an important vehicle to promote who we are and what we stand for.”

Bloomberg is dedicated to making connections with the ever-increasing number of organizations and individuals with whom it works and partners, and our association with the arts community helps us achieve this well beyond the Bloomberg offices.

Our relationship with the arts provides an important vehicle to promote who we are and what we stand for. We hope that the projects we support reflect our core principles of innovation, creativity, education, and communication.

Bloomberg is a company that values people. Therefore our arts-sponsorship program is central to creating an environment and atmosphere that inspire and challenge our clients, our employees, and the local communities in which we work.

Lex Fenwick is a director of CECP.



Julian Opie’s “Crowd” covers the windows of the company’s main meeting space.



“Matrix XIV,” by Erwin Redl, is a permanent piece in Bloomberg’s New York office.

Overview

Innovation and communication are key elements of Bloomberg’s success as a global media company. Therefore, Bloomberg’s longstanding commitment to providing access to the arts should come as no surprise, as it’s a natural extension for a company that offers financial access through information and technology. In fact, Bloomberg’s first sponsorship initiative funded audio-guide museum tours, combining arts, information, and technology. Today, the company sponsors audio guides in five museums, including the Museum of Modern Art in New York and the Tate Modern in London.

Access to the arts is not limited to museum settings. Bloomberg is dedicated to making art accessible and free-of-charge to the general public in everyday open spaces as well. The company has a relationship with the Public Art Fund, a leading presenter of public artworks, and in 1997, Bloomberg’s first such collaborative project lined New York’s Park Avenue with Keith Haring’s whimsical sculptures.

The company’s relationship with the arts is multifaceted. From partnerships with organizations like the Tate and the Public Art Fund to performance venues like the Sadler’s Wells Theatre in London to artist support groups such as Smack Mellon in New York, Bloomberg is dedicated to broadening the level of diverse cultural and artistic offerings in the communities served by the company.

In addition to an arts supporter, Bloomberg is a strong philanthropic sponsor of initiatives aiming to improve education, adult literacy, healthcare, medical research, and the environment. The company also connects its employees with the community by providing volunteers and corporate resources to nonprofit partners in many of the 126 cities around the world where the company has offices.

Innovation

Bloomberg believes that the arts create an environment where fresh thinking and innovation are actively encouraged. Therefore, various

artists visit the Bloomberg offices to share their work, challenging the traditional notion of the workplace and encouraging employees and visitors to interact with a wide range of provocative projects. Through the design of its open workspaces and in-house lunchtime performances, the company offers a wealth of engagement opportunities for employees and clients alike.

In the New York headquarters, one of the main meeting spaces is the site of an exhibit by the English artist Julian Opie. Opie’s work covers the building’s windows with striking forms that comprise “Crowd,” a series of graphic portraits lacking facial features but nevertheless representing diverse personalities—a powerful metaphor for the company’s global and intercultural vision.



“Cloud,” by Inigo Manglano-Ovalle, is suspended from the ceiling of Bloomberg’s New York headquarters.

Also at its New York offices, Bloomberg partners with Art in General, a nonprofit organization that assists up-and-coming artists with the production and presentation of their work. Installations are on display in elevator banks throughout the building. And in Bloomberg’s London office, there is an art gallery called Bloomberg Space, featuring ever-changing exhibitions for public viewing.

Business Value

Bloomberg’s commitment to the arts is an extension of the company’s civic responsibility as well as a means to motivate and encourage creativity in the workplace. It is also viewed as an opportunity to educate employees and clients about the visual and performing arts, as well as to encourage them to support the arts locally.

Through a program called Culture Bites, art curators, film producers, artists, and authors visit the Bloomberg offices to present their new works to employees and clients during the lunch hour. In London, authors and theatrical companies host script-writing workshops at the office, exposing employees to creative-writing opportunities.

Museum corporate membership programs allow Bloomberg to offer arts access to clients and employees. Through an initiative called Arts Club, Bloomberg clients are invited to exclusive events staged at cultural institutions, building relationships while introducing new audiences to the arts in their communities. Bloomberg’s sponsorships with cultural institutions also entitle the company to benefits such as free tickets or discounted rates that are extended to staff. For Bloomberg employees, this creates an opportunity to visit leading museums free-of-charge while also learning about the arts programs Bloomberg supports.

Social Value

Through public art sponsorships, Bloomberg helps a broader audience experience the positive impact of cultural programming. Because of Bloomberg’s corporate support, members of the public are given the chance to attend free performing-arts programs in their local communities.

In London, Bloomberg partners with the Camden Roundhouse, a local cultural center, to offer interactive programming for the community. Bloomberg supports the theater’s educational center, encouraging students and community members to take advantage of specially created film- and radio-production studios. The company also provides employee volunteers to act as mentors and program leaders.

By supporting cultural organizations in its communities worldwide, Bloomberg engages the public, broadening experiences and creating opportunities for better understanding and communication globally. □

Erana M. Stennett is a corporate giving officer for Bloomberg.

BEST PRACTICE:

Supporting Community Vitality

HCA

HCA Strives to Build Healthy Communities Through Cultural Enrichment

CEO Perspective

Jack O. Bovender, Jr.
Chairman and CEO
HCA, Inc.

HCA was founded on a principle of caring and commitment to the quality of life in our communities. Our commitment includes support for the charitable institutions that play such a critical role in the enhancement of that quality.

From family service agencies to organizations that support education and the arts, we are blessed with thousands of people who wake up every day with a plan to make life better for others. In our role as a leading corporate citizen, it is only right that we contribute to those efforts, both financially and through the many hours of volunteer service provided by our employees.

In Middle Tennessee, we have an especially close relationship with the arts. I believe, as many do, that exposure to the arts in its various forms is good for people; therefore, we support both performance and visual-arts organizations in our community.

I fervently hope our sponsorships through the years have set an example for other companies, made the arts more accessible to more people (including thousands of HCA employees), and in a small way given back to the same community that has contributed to our own success as an organization.

Jack O. Bovender, Jr. is a member of CECP.

Lessons Learned

HCA

- ▶ **Engage peers.** Inspire other organizations in your industry to get on board with larger collaborative projects. Use your company's community leadership to increase funding opportunities for non-profit partners.
- ▶ **Small gifts.** Don't underestimate the value of smaller gifts. Through strong partnerships and cross-organizational relationships, small gifts can be quite effective, and can go far when coupled with other corporate resources like employee expertise and volunteer hours.
- ▶ **Be creative.** Find ways to connect targeted philanthropic strategy with the arts. Think beyond the obvious correlations: consider the arts as a means to attract talent and engage employees.



A Junior Achievement student examines HCA founder and Chairman Emeritus Dr. Thomas F. Frist, Jr.

Overview

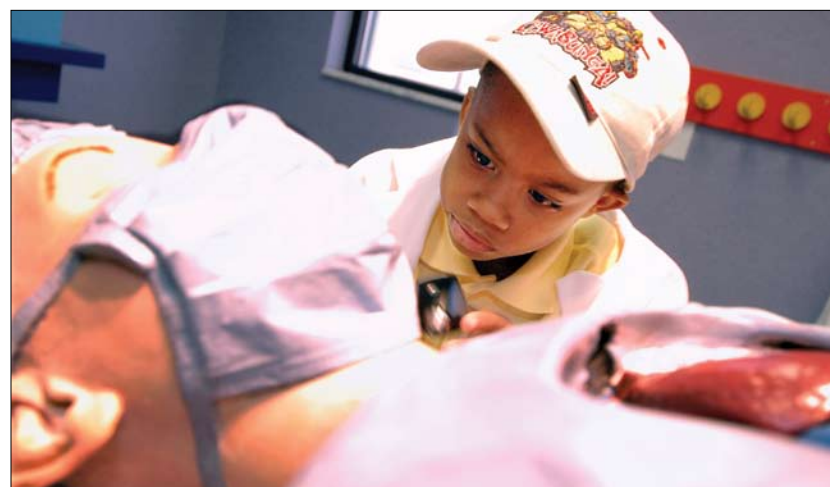
HCA, Inc., headquartered in Nashville, Tennessee, is one of the largest medical operators in the U.S. and approaches philanthropy in a way that fits directly into the company's mission statement. HCA is committed to the care and improvement of human life. The philanthropy program is focused on building stronger, healthier communities and improving quality of life for the people therein.

The company firmly supports the arts and cultural institutions in its communities, with an emphasis on local programming near HCA-managed hospitals throughout the country. The HCA Foundation works closely with nonprofit organizations that specialize in the performing arts, visual arts, music, and other forms of cultural programming, education, and outreach.

Innovation

Effectively combining its expertise in the medical arena with sincere interest in promoting the value of cultural institutions and a desire to improve youth educational opportunities, HCA partnered with Adventure Science Center in 2005 to develop a special health education program for kids.

Adventure Science Center is a Nashville children's museum that offers hands-on exhibits to teach kids about science, invention, and innovation. HCA and the museum share a long history of collaboration and together partnered to change a passive presentation about the body into an engaging experience for children.



At Nashville Adventure Science Center's BodyQuest exhibit, a young "doctor" examines a patient robot.

The result of this effort, BodyQuest, is an interactive exhibit that teaches children about anatomy, thereby promoting an understanding of how the body works and, ultimately, of healthier lifestyles.

Through an integrated effort by HCA hospitals, including employee board leadership, volunteerism, and significant financial contributions, HCA and the HCA Foundation helped the museum increase membership by 16% and revenue by 24%.



*Nashville Children's Theatre, pictured above presenting *The Shakespeare Stealer*, is one of the many local arts organizations funded by HCA.*

CEO Leadership

"Be happy in your community. Be active. There is so much good to do in this world and so many different ways to do it." — Dr. Thomas F. Frist, Sr., Co-Founder, HCA, Inc.

Senior leadership not only encourages arts support for all employees; HCA executives lead by example. The CEO and executive officers sit on many boards for nonprofit organizations, helping embed philanthropy, specifically philanthropy benefiting the arts, into the culture of the company.

The company further promotes this philosophy through programs like community volunteer days. The HCA Foundation creates opportunities for employees to engage in local arts and cultural programming through its online database of nonprofit board openings, in-house board-of-directors training, and proactive efforts to match employee interests with nonprofit partners.



Business Value

HCA maintains that improving quality of life in local communities helps strengthen its business. Through many community partnerships, the Foundation has established a robust network of collaborators, including other companies, nonprofit organizations, and private funders. Ultimately, this has the powerful effect of building the local brands and reputations of HCA hospitals.

Specifically in the Nashville community, HCA publicly credits its philanthropic work to TriStar, the company's local

network of hospitals, to build name recognition and community relationships for the hospitals themselves, rather than the corporate entity.

In addition, the company is keen on supporting strong arts and cultural programming in the community to create a positive environment in which its staff live and work. The HCA Foundation also brings various performances to its campus to expose employees and clients to the organizations benefiting from the company's philanthropy, inspiring company loyalty and pride.

Implementation and Partnership

The HCA Foundation is dedicated to long-term partnerships with nonprofit organizations. Often relationships develop as part of an evolutionary process—the company may partner with a nonprofit for one reason and over time find that there are other ways in which the alliance can grow. For example, HCA supported the arts program at Nashville's Belmont University for many years. Based on this initiative's success, the company is developing a nursing school in partnership with the University.

HCA strives to be a leader in the community and to set an example for collaboration in philanthropic funding. Therefore, the company employs challenge grants that encourage cross-organizational funding, providing resources with the expectation that nonprofit partners will raise matching funds from other sources. This not only encourages larger-scale projects, but also supports broader program sustainability.

The Foundation recently hosted a rapid design session in which 45 organizations — nonprofits, corporate funders, government agencies, and private funders — convened for two days to identify areas of emerging and growing needs around a specific topic. With the scope of expertise in the room, together the attendees were able to develop strategic plans for effecting systemic changes in the community. □

Joanne Pulles is the president of the HCA Foundation and Jana Davis is vice president of corporate communications for HCA.



Congratulations to the Winners of the

EXCELLENCE IN CORPORATE PHILANTHROPY AWARDS

GlaxoSmithKline

Winner of the Large Company Excellence Award



CEO Perspective

JP Garnier
Chief Executive Officer

Millennium celebrations come and go but rarely leave a legacy—I wanted something enduring. Our philanthropic program to eliminate a significant global disease – lymphatic filariasis (LF), or elephantiasis – was clearly going to be a major commitment, but one that would change the lives of more than one billion people who are at risk from this disabling disease. With a concerted campaign and just two medicines taken once a year for five years, LF can be stopped. GSK made a commitment to donate enough albendazole (one of the drugs) to achieve this: an estimated six billion tablets.

I want GSK to be part of global healthcare solutions, not only through our medicines and vaccines, but also through our public health programs and community work. Whether it's through eliminating LF, supporting HIV communities, fighting malaria, or preventing disease, philanthropy is embedded in our

business. I have witnessed first-hand the difference our community programs are making. Our partnerships offer more than a helping hand; they transform the lives and prospects of people all over the world.

Employees don't come to work each day motivated by the next quarter's financial results. They are driven by making a difference for others. GSK's philanthropy clearly reflects our business goal: improving lives. We encourage this through a number of involvement programs that support employees to give both time and money to their own communities.

Donating essential medicines is a tangible way to help the most vulnerable populations. Sometimes simple antibiotics can save a life. Every year we give medicines to people in approximately 100 countries to aid humanitarian relief. Daily we donate medicines valued at over \$1 million to uninsured Americans through our Patient Assistance Programs. Enabling people to lead healthier lives is what our business is all about.

JP Garnier is a director of CECP.

Why They Won Selection Committee Perspective

John Weiser
Brody Weiser Burns

GlaxoSmithKline is a champion of corporate philanthropy in the pharmaceutical industry. The company's level of commitment to its philanthropy initiatives is extraordinary, totalling more than \$650 million in cash and in-kind contributions in 2005.

GSK has made an open-ended, long-term commitment to ensure the eradication of LF and has contributed resources to that effect, including a manufacturing facility dedicated exclusively to producing the necessary anti-parasitic medicine. GSK has attracted major international partners to the cause, such as the World Health Organization, enabling GSK to leverage its donations dramatically.

The company's committees guiding community partnerships are chaired by the corporate executive team and



JP Garnier visits GSK's Lymphatic Filariasis Elimination Program in Ghana.

include senior cross-business representation. The giving program is a high priority for employees in all aspects of the business. And GSK exceeds cash giving to use its pharmaceutical knowledge and health expertise to increase its impact and build employee pride and loyalty.

Finally, JP Garnier himself demonstrates tremendous leadership, and has built philanthropy into the core of GSK's culture. The selection committee commends Garnier for his advocacy efforts and for influencing the rest of the industry to follow GSK's lead as a responsible corporate citizen. □

salesforce.com

Winner of the Small Company Excellence Award



CEO Perspective

Marc Benioff
Chairman and Chief Executive Officer

Shortly after founding salesforce.com in 1999, we launched the Salesforce Foundation—a nonprofit organization harnessing the company's resources to create a new way to give back to our communities. Our mission is to provide access to technology and fund youth entrepreneurship and education programs worldwide.

Noticing the pitfalls of other corporate philanthropic models inspired my belief in "integrated philanthropy" and the creation of the 1% model. We decided to dedicate 1% of the corporation's shares of stock to fund the Foundation, 1% of product to nonprofits, and 1% of employee time for community service.

The 1/1/1 model – equity, product, and employee time – was designed to ensure that as our business grew so would our contribution to our communities. The results are remarkable.

More than 2,000 nonprofits from the Red Cross to smaller groups such as the Acumen Fund use the Salesforce application for free; our employees and partners have spent more than 50,000 hours tutoring kids, building nonprofit spaces, and feeding the homeless; and millions of dollars in grants have helped young people all over the world.

Eighty percent of our workforce is active in philanthropy; the national average is 18%. From painting an orphanage in the mountains of Poland to mentoring a child to wiring a school in Kenya, our employees are the stars who make our programs shine. The Foundation helps us to attract and retain phenomenal employees. I know that some will go off and start their own companies, like I did, and I believe these future leaders will also employ models of integrated philanthropy.

Corporate philanthropy has enriched our communities—and our company.

Marc Benioff is a member of CECP.

Why They Won Selection Committee Perspective

David Kirkpatrick
Fortune Magazine

Marc Benioff and salesforce.com have one of the most original and influential philanthropy programs in corporate America, among large and small businesses alike. The company's 1/1/1 model ingrains philanthropy into the core of the organization and holds the business accountable for its ongoing support of the local community. It is considered a "best practice" in the field of corporate philanthropy.

Well before its IPO, salesforce.com set aside 1% of its equity for the Salesforce Foundation. With the company's market capitalization now at about \$5 billion, that represents a substantial asset for philanthropy.

Marc Benioff has played an active role as a spokesperson for integrated corporate philanthropy. In addition



Salesforce.com employees participate in habitat gardening as part of their new hire orientation.

to his two books on the subject, salesforce.com and the Salesforce Foundation successfully convince business partners to adopt this giving model at their own organizations. Benioff even influenced Google similarly to set aside 1% of equity for philanthropy. Now Google.org's assets are estimated to be \$1.4 billion.

The selection committee agreed that Benioff, a vocal spokesperson on fully integrated corporate giving, and salesforce.com, a company exemplifying this goal with every action, were together undeniably deserving of this Excellence Award. □

NOMINATED BY CITIGROUP AND PEARSON:

National Academy Foundation



PARTNERSHIPS FOR AMERICA'S YOUTH

Winner of the Directors Nonprofit Excellence Award

Leadership Perspective

JD Hoye
President

The National Academy Foundation (NAF) is successful because of our 2,000 business partners who engage young people with their schoolwork and prepare them for their futures.

NAF is a network of more than 500 college-preparatory small public high schools and “schools-within-schools.” Annually, over 50,000 students attend NAF’s career-themed academies for Finance, Hospitality & Tourism, and Information Technology. Corporate partnerships provide a vital connection between classroom learning and real-world applications, bringing business people into schools and students into the workplace.

The NAF model for high school reform is changing schools in communities across the country. NAF

academies have a 90% graduation rate, well above the 50% average in urban areas where most academies are located.

The CECP Excellence Award highlighted two of our corporate partners—Citigroup and Pearson. Citigroup supports our work at every level: leadership on our national board, generous investment in our schools, more than 150 employees on local boards, 200 internships annually for our students, and \$400,000 in scholarships each year. Through funding and in-kind support, Pearson advises on curriculum design and creates support tools that enhance NAF academies, keeping us on the cutting edge.

Something powerful happens when corporate America partners with education: the expansion of opportunities for young people and the seeding of the next generation of leaders.

Why They Won Selection Committee Perspective

Professor Raymond D. Horton
Social Enterprise Program, Columbia Business School

The selection committee was most impressed with NAF because of the organization’s systemic approach to education policy. With its extraordinary success rate, NAF has created an environment for students encouraging not only educational success but also practical learning opportunities.

Through the relationships it shares with companies like Citigroup and Pearson, NAF maximizes the value of the unique resources businesses offer in developing education models. NAF encourages long-term partnerships that utilize employee expertise on Advisory Councils, as well as volunteers, mentors, and curriculum



NAF students at their virtual trading floor at the Bronx School of Law and Finance.

content providers. In addition, students are exposed to internships and residencies that prepare them for life beyond the classroom, and receive corporate-sponsored scholarships, ensuring post-graduation success.

It’s exciting to see an organization use corporate partnerships to build a successful program providing exceptional educational opportunities for youth across the country. In addition, NAF’s strong national influence also extends to education policy and reform. □

Roshan

Special Recognition



CEO Perspective

Karim Khoja
Chief Executive Officer

There are thirty million Afghans who want nothing more than hope, peace, happiness, and a future for themselves and their children.

Roshan believes business plays a critical role in the social issues affecting the communities in which it operates. As the leading cell-phone provider in Afghanistan, we have established an infrastructure enabling the reconstruction and transformation of the country and its people. With coverage in over 160 major cities and towns and over one million subscribers, Roshan directly employs more than 800 people and provides indirect employment to 15,000 more. Since its inception four years ago, Roshan has invested over \$250 million in Afghanistan and is the country’s single largest investor and taxpayer. Roshan is deeply committed to Afghanistan’s reconstruction and socio-economic development.

Roshan engages in a variety of programs that utilize technology, employee skills, and market power to further humanitarian efforts in Afghanistan. One program, the Roshan Brings Roshan initiative (RBR), enables employees and partners to donate expertise, equipment, training, and funds to social programs supported by the company.

The task of bringing light – Roshan means “light” in the Afghan languages Dari and Pashto – drives our business and influences every aspect of our company. In only three years, Roshan has taken the lead in setting the benchmark for corporate social responsibility in Afghanistan.

Roshan is dedicated to forming strong partnerships with organizations, NGOs, and government agencies that share its fundamental vision and have like-minded goals in favor of the reconstruction of Afghanistan.

Karim Khoja is a member of CECP.

Why They Won Selection Committee Perspective

Daniel F. Runde
International Finance Corporation

When the selection committee first saw Roshan’s application, we were surprised to see a proposal from Afghanistan, given the preconceptions about the country’s current situation. But as we realized the extent of Roshan’s success, a strong rationale for recognizing the company quickly took shape.

Roshan is 51% owned by the Aga Khan Development Network, one of the most respected development agencies in the business. Many NGOs and for-profit companies are approaching development challenges in these “blended” arrangements. Given the complex environment in Afghanistan, it makes sense that Roshan uses an approach that earns a profit but also seeks to improve the community through its business practices, channelling significant support into development.



Karim Khoja serves soup with a local NGO in Afghanistan.

Roshan is succeeding in a country with many struggles, and it is helping to make significant progress. Afghanistan has had one of the fastest growing licit economies in the world and Roshan’s growth as a profitable enterprise reflects the country’s advancement.

Social enterprise arrangements such as Roshan’s are not going away; this special recognition reflects today’s changing philanthropic landscape. □

Writing a Winning Application

Every year, CECP receives many award entries from companies conducting outstanding efforts in strategic social investment. Here are some suggestions to ensure your CECP Excellence Award submission shines:

▶ **Measurement.** Show concrete evidence of the impact your company has achieved. Financial investment and volunteerism hours are just the beginning. Proof of social change is a critical ingredient in a winning application.

▶ **Resource leverage.** Describe the investment of company skills and resources that leverages the organization’s specialized capabilities and relationships.

▶ **Commitment.** Explain strategies that sustain commitment to the issue. Show how the program undergoes a continuous cycle of work, measurement, stakeholder feedback, and improvement.

▶ **Integration.** Detail clearly how philanthropy is integrated across your organization, discussing

its role in areas such as overall business strategy, new product and market development, R&D, human resources, corporate reputation, and government relations.

▶ **Innovation.** Highlight innovative solutions to daunting problems. Show that your company has found a better way to meet community needs.

▶ **CEO engagement.** Demonstrate authentic CEO engagement beyond speeches and board positions to tangible leadership on the issue.

▶ **Creativity.** Answer every question and craft responses that directly answer each question instead of relying on recycled message points.

▶ **Eloquence.** Use an experienced writer to convey your message eloquently. Underscore authentic activities and outcomes, humanize results where possible, and clearly describe how your company’s social investment resonates with its values, products, practices, and goals. □

By CECP selection committee members: Carol Cone, Mark Kramer, and Brad Googins.

BEST PRACTICE:

Introducing New Audiences to the Arts



Through Innovative Partnerships, Time Warner Broadens Public Access to the Arts

CEO Perspective

Richard D. Parsons
Chairman and CEO
Time Warner Inc.

Whenever I am asked why Time Warner is so committed to creating opportunities in education and the arts, I answer that we view it as a part of our charge as a corporate citizen—and a win-win proposition.

“We have a responsibility that approaches a public trust.”

As a company that both creates and delivers content through a variety of channels to a wide and diverse audience, we have a responsibility that approaches a public trust. Media companies like ours help shape the worlds of culture, knowledge, and information that all of us live in and move through. As such, our businesses affect how people think about themselves, about their places in society, and about others in the world.

We also believe that the strategic alignment of our philanthropy with our business goals and values is not just the right thing to do—it’s the smart thing to do. It’s in the best interest of our company, our shareholders, and all of the communities we serve to ensure that each succeeding generation is equipped with the skills, resources, and confidence to join with us as consumers, partners, and employees in an increasingly complex and exciting world.

If the people and the communities in which we do business succeed, we put ourselves in a position to succeed as well.

Richard D. Parsons is a member of CECP.



Time Warner supports Lincoln Center’s Midsummer Night Swing outdoor dance program.



The Signature Theatre’s 15 for \$15 program, underwritten by Time Warner, makes quality theater accessible to more people in New York City.

Program Overview

As a corporate citizen, Time Warner focuses its philanthropy on creating opportunities in education and the arts.

Time Warner’s support of the arts is divided into three key initiatives: engaging young people in cultural activities, nurturing new and diverse voices, and broadening public access to arts experiences.

The success of the business relies on serving new and existing audiences while discovering and nurturing creativity in all of its forms—from the written word to the performing arts to filmed and interactive entertainment.

For many Americans, the arts represent an exclusive, walled garden; theater, dance, and musical performances are considered out of reach. Because Time Warner believes that artistic enrichment should be a part of everyday life, the company has made access to the arts a central initiative of its philanthropic giving strategy.

Innovation

The near-prohibitive cost of theater tickets is well known to anyone who has attended a Broadway or off-Broadway show in recent years. Addressing the concern that theater has become too expensive for many in our society today, Time Warner developed a close relationship with the acclaimed Signature Theatre Company.

With a multi-year grant from Time Warner, Signature celebrated its 15th anniversary with 15 for \$15—a groundbreaking program that offered \$15 seats for every performance at the theater from the fall of 2005 through the spring of 2007.

The Signature continues to enjoy an overwhelming response to the program, with more than 50,000 theatergoers taking advantage of the \$15 tickets. This positive reaction brings new energy and excitement to Signature Theatre—as well as new demographics.

Through strategic marketing, the theater staff brought in new audiences via grassroots outreach to unexpected venues like churches, schools, and community groups. As a result, a new community of New Yorkers has been exposed to the theater’s award-winning performances. A new program that will continue the \$15 initiative is being explored by Time Warner and Signature for coming years.

Based on the success of this venture, other performance venues are looking at ways of maximizing partnerships with corporate sponsors to bring similar programs to other cities. The idea of building a new audience for theater adds to the strength and success of the arts in communities—ultimately resulting in more local support for the theater in terms of consumers, future donors, and corporate sponsors.

Business and Social Value

For Time Warner, a media and entertainment company, there is intrinsic business value in nurturing and growing new audiences for future programming.

By exposing new populations to the arts, the company reaps the benefit of building a broader base of entertainment consumers. Plus, to give voice to new storytellers and a range of perspectives via the arts helps to foster quality content for the company.

Time Warner supports arts programming with the perspective that quality cultural events should be as accessible and easy to afford as the movies. Therefore, in addition to the Signature Theatre initiative, the company funds New York programs like Lincoln Center’s Midsummer Night Swing and the CityParks Theater, which is going into its second year and brings free performances to public park venues throughout the city.

Another Time Warner-supported initiative, the sponsorship of New York City Center’s Fall For Dance, offers each seat to this ten-day dance event for just \$10. By underwriting ticket prices to this world-class showcase of more than thirty dance troupes, Time Warner is helping bring a younger and more diverse audience to City Center and the world of dance.



Classical Theatre of Harlem performs for free as part of the CityParks Theater program, supported by Time Warner.

It is important that cultural organizations reflect a wide range of voices and perspectives and that the arts are constantly injected with new ideas, vitality, and relevance. Therefore, in addition to support for new audiences, Time Warner also works to bring diverse and emerging talent to the forefront of the arts arena. Grants help fund and showcase new work, develop art at the community level, and support young people in underserved communities seeking arts-related career opportunities.

Daniel J. Osheyack is the vice president of philanthropic initiatives at Time Warner Inc.

Lessons Learned

Time Warner

- ▶ **Access and nurture.** Broadening access to the arts and nurturing diverse voices are part of the same mission; what’s on the stage is as important as the price of admission. Presenting works with themes that speak to a broad, diverse audience is essential to the notion that the arts are for everyone.
- ▶ **Think beyond affordable tickets.** It’s not enough just to lower ticket prices. A real marketing and communications strategy that targets and reaches new audiences is critical to programmatic success.
- ▶ **Build and sustain relationships.** Helping arts organizations find new ways to reach new audiences is essential to the future of the arts in our society—and to society itself. □

NONPROFIT PERSPECTIVE:

Business Committee for the Arts

Creative Arts Partnerships for Companies Large and Small

Business Committee for the Arts, Inc.

Judith A. Jedlicka*President**Business Committee for the Arts, Inc.*

Only a handful of big companies were supporting the arts in 1966 when David Rockefeller called on business leaders to add the arts to their philanthropic initiatives, along with education and human services. He reasoned that the arts are essential to the quality of life of every community, a hallmark of a great society, and key to the success of business. A year later the Business Committee for the Arts, Inc. (BCA) was founded to heighten awareness of the value of the arts and to increase their support from business.

According to BCA's research, by 2003 support for the arts in the U.S. reached a record \$3.32 billion, with 89% of this attributed to companies with annual revenues of less than \$50 million. Moreover, many companies broadened the support of cultural institutions to include marketing, professional volunteer services, and partnerships designed to meet business objectives.

*I.W. Marks Jewelers supports the Society for Performing Arts in Houston with the I W Marks Dance Series.***Enrich the Community**

Top-level executives from Meredith Corporation, Principal Financial Group, and Wells Fargo Financial recently combined efforts to help create BRAVO—a marketing, strategic planning, and funding collaboration designed to strengthen the operations and reach of fifteen arts

Build Relationships

Integrating the arts in employee, customer, and stakeholder relationships is a longstanding tradition at Deere & Company. This company worked with the local arts community to create the Art at the Airport Gallery located in the Quad City International Airport, which records more than two million visitors annually.

When customers visit Moline, Illinois, to participate in the John Deere Experience—a series of factory tours, classes, and meetings—they are invited to performances and exhibitions as guests of the company. Deere believes these endeavors enrich the quality of life in their community and help strengthen their relationships with employees, customers, and community leaders.

As a small business with limited financial resources, I.W. Marks Jewelers of Houston, Texas, took a creative approach to its involvement with the arts. When placing advertisements, it includes the arts in its ads. When I.W. Marks realized that the backs of performance tickets were blank, the company offered to pay the ticket printing costs in return for placing its name on the back of each ticket.

When the arts sought new venues for fundraisers, it offered its store and marketing savvy to create events such as Diamonds & Divas, a benefit for the Houston Grand Opera. And, when new supporters were needed, I.W. Marks encouraged its vendors and suppliers to get involved. The company's name became synonymous with the arts—a fact that helped I.W. Marks survive when its competitors failed during economic downturns.

Celebrate Milestones

A growing trend involves marking a company milestone such as an anniversary or new product introduction by underwriting major arts initiatives that have lasting impact. By partnering with the arts community during a milestone celebration, companies have the chance to build deeper relationships with the arts organizations they support, while creating an on-going celebration that attracts public attention.

Recently, Lincoln Financial Group celebrated its 100th anniversary by underwriting a host of projects associated with Abraham Lincoln's legacy. This included sponsorship of the exhibition *Lincoln: The Constitution and the Civil War*, organized by the National Constitution Center in Philadelphia and the Lincoln Museum in Fort Wayne, Indiana; the Mural Arts Project, which involved schoolchildren creating outdoor murals about Lincoln; Philadelphia town hall meetings to learn more about Lincoln and the Civil War; and the Lincoln Financial Digital Education Studio, for Philadelphia's public radio and television station WHYY.

Reflecting on the success of these efforts, Lincoln Financial's chairman and CEO John A. Boscia said, "Our support of the arts is as simple as ABC: art builds community. Vibrant arts environments draw people of diverse cultural experiences together and foster innovation and excellence in the workplace."

These are just a few examples of how businesses of all sizes are forming partnerships with the arts that add value to a company's core business and enable the arts to serve a greater public. Many are designed to spark creative and innovative thinking, make workplaces and communities more enjoyable, and affirm and celebrate who we are. Looking ahead we can see endless opportunities for business and the arts to explore new win-win relationships that also enrich the quality of life in communities large and small.

*"Plantain," by Claes Oldenburg, is located outside the Meredith headquarters in Des Moines.***Inspire Creativity**

To inspire creativity and innovative thinking, two essentials for the success of its business, Wieden + Kennedy, an independent advertising agency based in Portland, Oregon, formed a unique partnership with the Portland Institute for Contemporary Art (PICA). Wieden + Kennedy offered PICA office and exhibition space in the company's new building for a nominal fee, with the caveat that its employees would mingle with PICA artists and staff in the gallery and office spaces, and vice versa.

This partnership blossomed and Wieden + Kennedy has provided pro bono marketing and advertising campaigns for PICA that have attracted new audiences and supporters. Moreover, the agency has experienced the unexpected benefit of recruiting, motivating, and retaining employees in a very competitive marketplace.

organizations in Des Moines, Iowa. Additionally, these companies are providing leadership for the \$60 million Riverwalk project that features many amenities including large-scale works of art.

Each company has incorporated the visual arts in and around its offices; Wells Fargo has gone a step further by funding the Des Moines Art Center Downtown—a branch of the city's art museum located in the lobby of Wells Fargo's building.

"There is no doubt that our arts organizations, our annual summer arts festival—now the fourth largest in the nation—and our community projects that offer everyone the opportunity to enjoy the arts on an everyday basis make Des Moines a great city and help us attract and retain employees," said J. Barry Griswell, chairman and CEO of Principal Financial Group as well as chairman of the Business Committee for the Arts.

*Lincoln Financial Group sponsors the Philadelphia Mural Arts Program, part of the Lincoln Legacy Project.***About Business Committee for the Arts, Inc.**

Business Committee for the Arts, Inc. is a national nonprofit organization that ensures that the arts flourish in America by encouraging, inspiring, and stimulating business support in the workplace, in education, and in the community. For more information visit www.bcainc.org. □

NONPROFIT PERSPECTIVE:

Americans for the Arts

Creativity and Culture: The Role of the Arts in Today's Business Climate



Gary P. Steuer

*Executive Director, Arts & Business Council of Americans for the Arts
Vice President for Private-Sector Affairs, Americans for the Arts*

The relationship between business and the arts has recently become more complex and challenged. Strategic philanthropy and the need for measurable outcomes have made the arts a tougher sell. The globalization of business has also shifted the focus of large-scale philanthropy away from local arts support toward pressing social issues of international concern, like global warming and poverty.

The arts are integral to the fabric of our lives and communities. Cultural organizations enrich society by providing creative outlets, inspiring ingenuity, and beautifying our communities.



As part of the Creativity Connection program, Second City Communications inspires creativity through improvisational acting exercises.

Raising awareness of this fact has become an important challenge for cultural institutions. A dedicated focus on cultural philanthropy may not be feasible for some businesses, but there should be a place for support of arts and arts-education for virtually all companies, no matter what their business strategy, corporate brand, or philanthropic focus.

At Americans for the Arts, we argue that if a company cares about its community and about its employees, the arts should be part of its philanthropic program. Businesses can employ an array of tools to engage with the arts beyond charitable gifts, including corporate volunteerism, executive service on arts boards, cultural venues for corporate events, facility designs for the featuring of artworks, executive training through arts programs, and building sales or brand equity through sponsorship and cause marketing.

Arts in Education

Of pressing concern to any business is the importance of workforce creativity and innovation in facing 21st century global competitiveness. There is a growing realization that the focus on math, science, and test scores dangerously leaves arts



Teamwork Cinema offers team-building programs that engage corporate participants in making their own short films, from script to shoot.

education on the sidelines. According to a recent article by Paul D. Houston, the executive director of the American Association of School Administrators, not only are the arts key to motivating and inspiring the kids who experience the greatest educational challenges, but cultural education is also essential in establishing a competitive edge by cultivating creative expression, an indispensable asset to the workforce of the future.

A recent report by the New Commission on the Skills of the American Workforce indicates that we are entering a world “where comfort with ideas and abstractions is the passport to a good job...in which high levels of education – a very different kind of education than most have had – are going to be the only security there is...where software engineers who are also musicians and artists will have an edge over those who are not.”

Arts in Business

There is growing interest in applying the arts to corporate training programs. To address key workplace issues such as innovation, teamwork, inter-cultural communication, resilience, and tolerance for ambiguity and risk, many companies are turning to arts-based professional development initiatives.

In response, in 2005 the Arts & Business Council of Americans for the Arts created the Creativity Connection program to provide arts-based training solutions for business. Hundreds of corporations – from members of the Fortune 100 to much smaller local or regional businesses – use the arts and artists to surface creativity, improve communication and presentation skills, and even to blend disparate corporate cultures after a merger.

From its inception, this program has been supported by The McGraw-Hill Companies, now both a funder and client (see sidebar interview with McGraw-Hill CEO and CECF Chairman Harold McGraw III).

The important role of the arts in the workplace was further amplified by the work of the inaugural Americans for the Arts National Arts Policy Roundtable, held at Sundance this past October. The convention capped a yearlong investigation of the topic “The Future of Private Sector Giving to the Arts,” gathering 29 leaders representing business, foundations, individual philanthropy, academia, and government.

Hosted by Robert Redford, chairman of the Sundance Preserve, those attending found that corporations have three primary responsibilities regarding arts funding: to recognize the intrinsic value of cultural vitality in healthy communities, to advance the cultural climate to help civic life thrive, and to declare arts literacy a key educational goal for youth nationwide.

If a business cares about the recruitment and retention of a creative workforce, global competitiveness, and building economically vital communities where employees live and work, then that business should care – it must care – about the arts.



Robert Redford comments at the Arts Policy Roundtable while Robert L. Lynch looks on. Photo: Jill Orschel 2006

About Americans for the Arts

The Arts & Business Council merged operations with Americans for the Arts in 2005. Together these organizations work to advance the arts in America by creating opportunities for every American to experience the arts and partner with businesses to ensure corporate engagement with the arts. www.AmericansForTheArts.org □

Surfacing Creativity Through the Arts

Harold McGraw III

Chairman, President, and CEO, The McGraw-Hill Companies

The following excerpts were originally published in an article by Harvey Seifler in the Journal of Business Strategy. McGraw-Hill is a founding sponsor of Creativity Connection, a program of the Arts & Business Council of Americans for the Arts that promotes the growing field of arts-based corporate training.

When asked about the value of arts-based training, Mr. McGraw states, “Creativity is essential because it is at the heart of innovation and innovation is a growth driver and, therefore, a business imperative. That is why, for several years, The McGraw-Hill Companies has been using arts-based learning as a training tool in several key leadership initiatives.”

For example, the corporation’s premier leadership development programs have utilized small chamber ensembles and jazz quintets to demonstrate principles of vision, shared leadership, and individual empowerment. They have used Shakespeare to illustrate the principles of human motivation and innovation and theater exercises to instill the corporation’s values.

According to Mr. McGraw, “The results of using arts-based learning and training have been very positive for us. Employees have been encouraged to adopt new approaches to problem-solving and personal growth... Arts-based training is part of an overall strategy and commitment of the corporation to help ‘surface’ creativity.”

For The McGraw-Hill Companies, the arts have served as a complementary vehicle to more traditional learning approaches. They have helped to change attitudes by letting employees confront their assumptions in a non-traditional and non-intimidating environment.

The McGraw-Hill Companies integrates the use of arts-based training and organizational development tools with its philanthropic support of the arts, including initiatives like The McGraw-Hill Companies’ Young Artists Showcase on 96.3 FM WQXR, a weekly program featuring Juilliard students.

Mr. McGraw concludes: “An essential part of the CEO’s job is to make sure that the enterprise is fully developing the talent and leadership skills of its workforce. The arts provide a wonderful opportunity for the personal and professional growth of our employees.” □

Harold McGraw III is chairman of CECF.

New Members

CECP welcomes the following new members, each of whom has shown a deep commitment to corporate philanthropy.



CECP is pleased to welcome **Alain J. P. Belda**, **Lex Fenwick**, **Lawrence K. Fish**, and **Martin J. Sullivan** as new members of our board of directors.

R. John Anderson

*President and Chief Executive Officer
Levi Strauss & Co.*



Prior to assuming the role of CEO, Mr. Anderson led Levi Strauss's Asia Pacific Division and Global Sourcing Organization, strengthening the company's responsible sourcing practices with suppliers around the world. The grant-making programs of Levi Strauss & Co. and the Levi Strauss Foundation seek to alleviate poverty on behalf of women and youth in communities worldwide.

Douglas M. Baker, Jr.

*Chairman, President, and Chief Executive Officer
Ecolab Inc.*



Mr. Baker serves on the boards of the National Restaurant Association Educational Foundation and the Minnesota Orchestra. He is also on the Executive Advisory Board of the National Center for Food Protection and Defense and a member of the Minnesota Business Partnership and the executive committee of the Capital City Partnership (St. Paul, MN).

Stephen M. Case

*Chairman and Chief Executive Officer
Revolution Health Group LLC*



Mr. Case launched Revolution Health Group LLC in 2005, following his tenure as co-founder, chairman, and CEO of America Online, Inc. and chairman of AOL Time Warner. He is chairman of the Case Foundation and Accelerate Brain Cancer Cure, an organization with an entrepreneurial approach to funding brain cancer research. Mr. Case was a founding organizer of Business Strengthening America.

Theodore L. Chandler, Jr.

*Chairman and Chief Executive Officer
LandAmerica Financial Group, Inc.*



Mr. Chandler serves on the boards of Hill Rogal & Hobbs Company and the Mutual Assurance Society of Virginia. He has board leadership positions with American Land Title Association, Greater Richmond Chamber of Commerce, Virginia Foundation for Independent Colleges, Mariners' Museum, Richmond Art-Fund, Maymont Foundation, VCU Massey Cancer Center, United Way, and AHA Save Lives Now!

Peter A. Darbee

*Chairman, Chief Executive Officer, and President
PG&E Corporation*



Mr. Darbee is active in numerous civic and community organizations, including The Business Council, California Business Roundtable, California Commission for Jobs and Economic Growth, San Francisco Committee on JOBS, and the Board of Governors of the San Francisco Symphony.

James L. Dimon

*Chairman and Chief Executive Officer
JPMorgan Chase & Co.*



Mr. Dimon became chairman of the JPMorgan Chase & Co. board effective January 1, 2007, following his appointment as CEO on January 1, 2006. He serves on the boards of directors of a number of nonprofit institutions, including the Federal Reserve Bank of New York, Harvard Business School, and the United Negro College Fund.

Thomas J. Falk

*Chairman and Chief Executive Officer
Kimberly-Clark Corporation*



Mr. Falk is a 23-year veteran of Kimberly-Clark Corporation and assumed the role of CEO in 2002 and chairman in 2003. He is a director of Centex Corporation and serves on the Dallas Regional Advisory Board for JPMorgan Chase. He is a national trustee of the Boys and Girls Clubs of America.

Christina A. Gold

*President and Chief Executive Officer
The Western Union Company*



Prior to joining The Western Union Company in May 2002, Ms. Gold was president and chief executive officer of Excel Communications, following a distinguished career with Avon. She serves on the boards of IIT industries, New York Life, and Torstar Corporation. Under Ms. Gold's leadership, the Western Union Foundation provides disaster relief, education, and human services programs for those most in need.

J. Barry Griswell

*Chairman and Chief Executive Officer
Principal Financial Group*



Mr. Griswell serves on the boards of the American Council of Life Insurers, Business Roundtable, and the American Council for Capital Formation. He is a trustee of the S.S. Huebner Foundation for Insurance Education, United Way of America Board, and chairman of the Business Committee for the Arts and the United Way of America National Tocqueville Council.

Stephen J. Hemsley

*President and Chief Executive Officer
UnitedHealth Group*



Mr. Hemsley has served on numerous corporate and nonprofit boards including Damark; RTW, Inc.; and Minnesota Public Radio. He is also a member of the board of the Archdiocese of Saint Paul and Minneapolis. His philanthropic interests focus on health care, education, and social services in the Twin Cities area.

Karim Khoja

*Chief Executive Officer
Telecom Development Company Afghanistan
Ltd./Roshan*



Under Mr. Khoja's leadership, in one year of operation Roshan has become the leading GSM cellular service provider in Afghanistan, with more than one million subscribers. The company's mission includes investing in technology and tapping employees' expertise to help those who are marginalized or disadvantaged.

William R. Klesse

*Chief Executive Officer and Chairman
Valero Energy Corporation*



Mr. Klesse was appointed CEO of Valero in 2006 and chairman in 2007. He joined Diamond Shamrock, now Valero, in 1969. Community involvement is an integral part of Valero's corporate culture—from its organized Valero Volunteer Councils to its financial support of countless organizations in communities where employees live and work.

W. Howard Lester

*Chairman and Chief Executive Officer
Williams-Sonoma, Inc.*



Mr. Lester serves on the executive council of UCSF and the advisory board of the Walter A. Haas School of Business at the University of California, Berkeley, where he endowed the Lester Center for Entrepreneurship and Innovation. He has served on the boards for the International Association of Shopping Centers, San Francisco Museum of Modern Art, and Boy Scouts of America, and is a national trustee of 1st Tee.

David A. Perdue

*Chairman and Chief Executive Officer
Dollar General Corporation*



Mr. Perdue is vice chair of the Tennessee Performing Arts Center, and serves on the Georgia Tech Advisory Board, Georgia Tech Foundation Board, Boy Scouts of Middle Tennessee Council Executive Board, National Retail Federation Executive Committee, and the board of the United Way Tocqueville Society. He is commission chairman of the Council for the Advancement of Adult Literacy and a member of the Governor's Books from Birth Foundation Cabinet.

James E. Press

*President
Toyota Motor North America, Inc.*



Mr. Press serves on the boards of the Association of International Automobile Manufacturers, Automotive Youth Educational Systems, Detroit Area Council of the Boy Scouts, Toyota Technological Institute, and the Southern California Committee for the Olympic Games. He is a trustee for the College for Creative Studies in Detroit and the Chadwick School in California as well as a member of the Corporate Fund Board of the Kennedy Center for the Performing Arts.

Paula Rospot Reynolds

*President and Chief Executive Officer
Safeco Corporation*



Ms. Reynolds joined Safeco Corporation as its president and chief executive officer in January 2006. Active in the business community, Ms. Reynolds serves on the boards of directors of Coca-Cola Enterprises and Delta Air Lines. In 2006, the Safeco Insurance Foundation was established under Ms. Reynolds' leadership.

Gary M. Rodkin

*Chief Executive Officer
ConAgra Foods, Inc.*



Prior to joining ConAgra Foods in 2005, Mr. Rodkin was chairman and CEO of PepsiCo Beverages and Foods North America. ConAgra Foods' Feeding Children Better, the company's flagship giving program, is dedicated to attacking child hunger in the U.S. through a multi-year partnership with America's Second Harvest and Brandeis University's Center on Hunger and Poverty.

John W. Rowe

*Chairman, President, and Chief Executive Officer
Exelon Corporation*



Mr. Rowe is chairman of the Chicago Historical Society, Illinois Institute of Technology Board of Trustees, Mies van der Rohe Society, and vice chairman of the Commercial Club of Chicago. He serves on the boards of the Argonne National Laboratory Board of Governors, Chicago Urban League, Field Museum, Art Institute of Chicago, Northwestern University, Edison Electric Institute, Nuclear Energy Institute, and the Chicago Club.

Daniel J. Sullivan, Jr.

*President and Chief Executive Officer
Collette Vacations*



Mr. Sullivan is on the board of Tourism Cares for Tomorrow and is co-chairman of the Pawtucket Foundation. He is an active supporter of travel and nonprofit causes including the U.S. Tour Operators Association, Travelers Conservation Fund, Boys and Girls Clubs of America, and St. Jude Children's Research Hospital.

Myron E. Ullman, III

*Chairman and Chief Executive Officer
JCPenney Company, Inc.*



Mr. Ullman is a director of Starbucks Coffee Company, director and former chairman of the UCSF Medical Center Executive Board, vice chairman of the National Retail Federation, and chairman of Mercy Ships International. Under his leadership, the JCPenney Afterschool Fund is one of the country's largest champions of high-quality afterschool programming.

Dona Davis Young

*Chairman, President, and Chief Executive Officer
The Phoenix Companies, Inc.*



Mrs. Young is a member of the boards of Foot Locker, Inc., Wachovia Corporation, American Council of Life Insurers (ACLI), Hartford Hospital, the American College Board of Trustees, and a trustee of the Goodspeed Opera House Foundation, Inc. She has chaired various capital campaigns including those for Foodshare, Inc. and United Way.

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Prudential Financial, Inc.*

Henry B. Schacht
*Director
Lucent Technologies Inc.*

Martin J. Sullivan
*President & CEO
American International Group, Inc.*

Sanford I. Weill
*Chairman Emeritus
Citigroup Inc.*

John C. Whitehead
*Retired Deputy Secretary of State
Retired Co-Chair, Goldman, Sachs & Co.*