

RAISING THE BAR

A new leader and vision for the
Pittsburgh Public Schools

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The Magazine of The Heinz Endowments

ASSIGNMENTS

- 1) REDUCE EXCESS CAPACITY AT S
- 2) DOWNSIZE CENTRAL OFFICE
- 3) DEVELOP NEW ACCELERATED
- 4) CURRICULUM COACHES FO
- 5) HIGH SCHOOL REFORM
- 6) NEW READING PROGRAM
- 7) IMPROVE PARENT COMM

inside

Founded more than four decades apart, the Howard Heinz Endowment, established in 1941, and the Vira I. Heinz Endowment, established in 1986, are the products of a deep family commitment to community and the common good that began with H. J. Heinz and continues to this day.

The Heinz Endowments is based in Pittsburgh, where we use our region as a laboratory for the development of solutions to challenges that are national in scope. Although the majority of our giving is concentrated within southwestern Pennsylvania, we work wherever necessary, including statewide and nationally, to fulfill our mission. That mission is to help our region thrive as a whole community—economically, ecologically, educationally and culturally—while advancing the state of knowledge and practice in the fields in which we work.

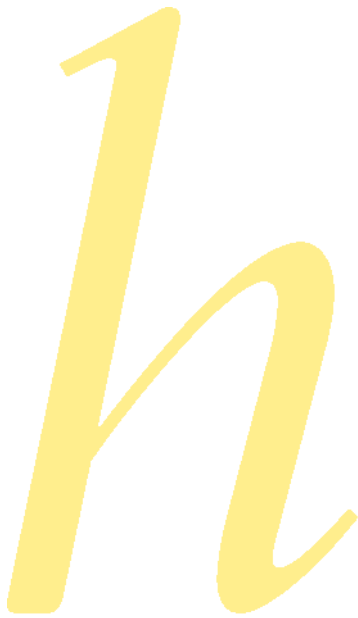
Our fields of emphasis include philanthropy in general and the disciplines represented by our grant making programs: Arts & Culture; Children, Youth & Families; Innovation Economy; Education; and the Environment. These five programs work together on behalf of three shared organizational goals: enabling southwestern Pennsylvania to embrace and realize a vision of itself as a premier place both to live and to work; making the region a center of quality learning and educational opportunity; and making diversity and inclusion defining elements of the region's character.

h magazine is a publication of The Heinz Endowments. At the Endowments, we are committed to promoting learning in philanthropy and in the specific fields represented by our grant making programs. As an expression of that commitment, this publication is intended to share information about significant lessons and insights we are deriving from our work.

Editorial team Linda Bannon, Linda Braund, Maxwell King, Carmen Lee, Maureen Marinelli, Grant Oliphant, Douglas Root. Design: Landesberg Design

About the cover As the new Pittsburgh Public Schools superintendent, Mark Roosevelt has a list of tasks ahead in his quest to turn the school district around. Several are already board-approved, but whether they can improve student performance remains to be seen.

Cover photography Ric Evans



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Our Winter 2006 issue featured Pittsburgh-area foundations' collaboration with county agencies and faith-based organizations to help southwestern Pennsylvanians rebuild lives and livelihoods torn apart by Hurricane Ivan in 2004. We also looked at how the Tech-Link Program of Pittsburgh helps students with disabilities learn about careers in science and technology.

A Flood of Help

After years in Pittsburgh philanthropy, I have seen how the generosity of our community, and the strength and engagement of the region's nonprofit and government sectors, comes to the fore in times of crisis. So it was especially appropriate that Jeffery Fraser captured this so well in his article "A Flood of Help."

His excellent report on the strong local response to the devastation and despair caused by the effects of flooding by the remnants of Hurricane Ivan in September 2004 shined a spotlight on the broad community involvement in the relief effort, including foundations, corporations, government, the local community, nonprofit organizations, churches, businesses and individuals.

This scale of collaboration and cooperation created a synergy and an effectiveness that organizations or government working alone cannot achieve. In the case of Hurricane Ivan, the partnership with the Allegheny County Department of Economic Development, which developed and administered the grants and loans program for businesses, brought valuable knowledge and expertise, resources and enhanced relevance to the relief effort.

But the sad fact is that, despite all this help, many businesses have failed to bounce back, and some family homes remain uninhabitable. In many cases, the small businesses in the areas worst affected by the flooding provided the means of support for those same families, potentially dealing a crippling blow to local community life.

This raises the important question: Could we have responded faster and more effectively? Our region is rightfully proud of its rich and enduring philanthropic legacy, its abundance of foundations, nonprofit organizations, and individuals with a passion for their

community and a desire to help others. We need to draw on these assets in good times and hard times to maximize our effectiveness and uphold this wonderful tradition.

Gerri Kay
*Vice President for Program and Policy
The Pittsburgh Foundation*

Abling the Disabled

In the Winter 2006 issue story "Abling the Disabled," Carmen Lee and Rob Quinn do a great job of telling Tech-Link Pittsburgh's story, but the last sentence best explains our goal of helping young people with disabilities themselves become "role models and leaders in addressing the challenges the disabled live with daily."

As head of Carnegie Mellon University's Medical Robotics Center and a member of the Tech-Link board, I've been encouraged by The Heinz Endowments' support of Tech-Link and of medical robotics at Carnegie Mellon, which has been instrumental in helping us create new bridges to colleagues at the University of Pittsburgh. One of those connections has resulted in a partnership with Pitt's School of Health and Rehabilitation Sciences; that partnership was recently awarded a highly prestigious and extremely competitive grant for a National Science Foundation Engineering Research Center.

The center's focus will be a new generation of technologies aimed at enabling people with disabilities and older adults. Tech-Link is a key partner to this new Quality of Life Technology Center and will help us achieve some of our outreach goals.

Jim "Oz" Osborn
*Executive Director
Medical Robotics Technology Center
Coordinator, University Life Science Initiatives
Carnegie Mellon University*



h Recognized with Awards

The stories in *h* feature the people served by The Heinz Endowments. We believe quality work by our grantees deserves quality display. So time and care is put into crafting descriptions and explanations, and capturing the essence of stories with photographs and illustrations.

When any of these efforts is given special commendation, we feel it's only right to recognize within the magazine those individuals whose talents helped to further highlight work the Endowments supports. This year the foundation and several contributing writers for *h* achieved the following honors:

The Heinz Endowments received the Gold Award in the magazine/periodical category of the 2006 Wilmer Shields Rich Awards Program for Excellence in Communications. Sponsored by the Council on Foundations, this national awards program recognizes effective use of communications to increase public awareness of philanthropy.

Howard Heinz Endowment Chair Teresa Heinz and freelance writers Christine O'Toole and Jeffery Fraser were honored with awards at the 42nd Annual Golden Quill Contest. Managed by the Press Club of Western Pennsylvania, the competition identified the best journalism in the region from last year. Heinz was recognized for a collection of message essays; Fraser for his story, "Sacred Ground," which reported on the foundations' key role in the Flight 93 Memorial in southwestern Pennsylvania; and O'Toole for her piece, "Higher Fidelity," on the growth of Pittsburgh's independent community radio station, WYEP.

Communications Officer Carmen J. Lee and freelance writer Barry Alfonso won a Robert L. Vann Award for the story they co-wrote, "Elders' Wisdom," about a multimedia project highlighting the lives of older African Americans whose stories would otherwise be lost to regional history. The Pittsburgh Black Media Federation sponsors the Vann awards to recognize the best journalism relating to African Americans and diversity issues in western Pennsylvania.

message

By Teresa Heinz
Chairman, Howard Heinz Endowment



William H. Rea, a longtime friend and Heinz Endowments board member who passed away just as this issue of *h* magazine was going to press (see our tribute on page 58), had a consistent way of greeting grim news about our region over the years. “That’s terrible,” he would say, shaking his head. And then, always, without exception, he would add, “What are we going to do about it?”

It was a great question, and so typical of Bill. Simply by posing it he reminded us to keep our focus on the positive and the possible. But there was a heavy dose of pragmatism in his inquiry as well. His emphasis always fell on “do,” a reminder that change derives from actions, not mere good intentions.

Earlier in his life, Bill had been one of what my late father-in-law called his “band of dreamers”—a group of friends and colleagues who shared Jack Heinz’s goal of creating a dynamic cultural district in the heart of Pittsburgh’s then-blighted downtown. Bill was civic-minded to the core, and the force of his question derived from his obviously genuine interest in the answer.

The young man I met in my graduate school days and whom I would later marry, John Heinz, introduced me to a school of inquiry I had never experienced in my younger years—Socratic, searching, relentlessly curious. He loved to debate and argue, to pull apart an idea from every angle and then reassemble it in some new form. When he was wrestling with a tough issue, the last thing he wanted was for someone to leap to the answer. “Don’t give me the solution,” he would say as we spoke over dinner. “Let’s just talk.”

Someone once told me “telling is stealing,” meaning that to try to answer someone else’s question for them, supplanting your own advice for their critical thinking and personal soul-searching, robs them of the opportunity to grow and learn. I think that was why John felt so strongly about asking questions: He believed that the value of one’s answers was ultimately a function of one’s capacity for inquiry, and that scrutiny breeds improvement and excellence.

On the wall in his U.S. Senate office, he used to have a sign that read, “The status quo is not good enough.” He lived that

Effective grant making is all about asking thoughtful questions.

I have had a lifelong interest in the power of questions. As a young girl growing up in Mozambique, I saw their potency expressed through my father, a doctor who sometimes allowed me to accompany him on his rounds. When he met with patients, he began by inquiring generally about their lives and well-being. From him I learned that questions could be used not only to draw out information but also to build a connection between two human beings separated by distances of fear, uncertainty and doubt.

Noticeably absent in my youth were the sorts of questions we take for granted here in the United States, questions about politics, government and civic life. In those days, Mozambique was a colony of Portugal, which at the time was a dictatorship. Being critical of the government in any way, even just by asking questions, was a dangerous and potentially fatal act.

That is why I was so surprised, when I came to America as a young bride, to see the freedom with which such questions were asked here. In this country, questions could be used to challenge social mores, change public policy and even oust political leaders.

He creed through the questions he asked, which he believed had power not only to challenge present circumstance but also to shape and sharpen ideas for changing it.

That was a philosophy he shared with his father, Jack Heinz. I recently came across a speech that Jack delivered to the Altoona Community Welfare Council in 1953, in which he argued that the single most valuable and appropriate role nonprofit board members could play was to ask “penetrating questions.”

“The most effective directors, by general agreement, are those who ask the most discerning questions,” he argued, adding that “the effective tool of asking intelligent questions” can be used “to reveal blind spots in executive proposals.”

For me, that notion is fundamental not just to the governance of nonprofit institutions, but also to the practice of good philanthropy. Effective grant making is all about asking thoughtful questions.

Sometimes those questions may be provocative, designed to jolt the conventional wisdom and challenge an unreasoning comfort with the status quo. Our cover story for this issue

offers an example. When three Pittsburgh foundations started asking tough questions about accountability four years ago, it helped usher in an impressive new day in the Pittsburgh Public Schools. There are no guarantees that Superintendent Mark Roosevelt's ambitious reform agenda will be realized, but the district's willingness to begin asking itself the difficult questions offers hope that real progress, and real results, may at last be on the way.

Not all the questions foundations ask need to be provocative to add value. Far more common are questions that no one has simply thought to ask before. An example can be found in our story in this issue on preserving Pittsburgh's green hillsides. Little thought had been given to protecting these distinguishing features of our urban topography until new development pressures began to consume them in recent years. Asking whether our community wanted to preserve them — and if so, in what way — led to a change in policy that never would have happened but for someone weighing in with the catalytic question.

Sometimes the questions that foundations ask are designed, like the ones my father used to pose, to help us learn and build bridges at the same time, as our story on Chattanooga illustrates. More than a decade ago, I invited a group of civic leaders from Chattanooga to come to Pittsburgh to see the work we had done in creating our downtown Cultural District and our nascent efforts to promote green design. Recently, the Endowments sponsored a delegation from Pittsburgh to visit Chattanooga and examine the impressive urban design strides being made there. Not only did our group of local leaders get a chance to examine how another community is meeting the challenge of livability and quality of life, they also had a chance to build a shared interest in applying those lessons in our own community. Nothing beats joining in a journey of discovery for building a shared sense of possibility.

Too often I think foundations are leery about asking too many questions for fear it might seem arrogant and intrusive. After all, the thinking goes, who are we to question the people

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provocative questions is the highest expression
of respect for the work we all do and the goals
we want to advance together.
A spirit of inquiry is the essence of this work.

Thoughtful queries lie at the heart of every initiative described in these pages, and of the work we do every day. They may be questions that Endowments board members ask our staff, that our staff asks the organizations we fund or that these organizations ask themselves. Not infrequently they are questions that grantees ask us, an example of which you will find in our story on the merger of two arts organizations. After a failure to ask itself rigorous questions about its finances led to the near-death of one arts institution, the head of another came to us with an intriguing notion: What if we put these two organizations together? It was a daring question, and of course it led to many more, but in the end it helped save a valuable Pittsburgh resource.

doing the hard work in the trenches? But I would turn that notion around: Who are we not to? Asking discerning, sometimes tough and even provocative questions is the highest expression of respect for the work we all do and the goals we want to advance together. A spirit of inquiry is the essence of this work.

The essential role of foundations in our society is to be bold, thoughtful and daring — to help dream the dreams that no one else can or will and then help transform them into reality. That invariably begins with a question, asked with equal parts aspiration and pragmatism. It is a question that, for each of us, cuts to the core of our personal beliefs about our ability to bring change into the world and our responsibility for doing so. It is a question that Bill Rea, the practical dreamer, understood well: What are we going to do about it? *h*

message

By James M. Walton
Chairman, Vira I. Heinz Endowment



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For more than a year now, the Endowments' staff and directors have been actively engaged in a strategic planning process that has prompted us to drill deeply into the values that are at the heart of our organization.

It has not been an easy process. For all of last year, as regular operations continued with more than \$57 million in grants processed to worthy organizations throughout western Pennsylvania, the staff and directors poured many extra hours into a top-to-bottom review. The daunting challenge has been to examine what we're about and determine how best to position the organization for the next decade.

But the hard work is paying off in ways we had not anticipated. When we're finished, there will be a grant-making framework in place that better sets priorities and transmits core values as we strive to meet community needs.

Any review of our planning and grant-making work for last year, though, should highlight the link between the Endowments' effort to get back to "core values" and the large numbers of corporations engaged in similar processes to get back to "core businesses."

Strategic planning is just one of several tools developed in the for-profit, business world and adapted for application to nonprofits and foundations. Some of these — like strategic planning — transfer easily and bring enormous benefit. But other business-developed tactics have fizzled in the nonprofit

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world, sometimes leaving an organization worse off than before the intervention.

Despite that risk, there has been a concerted effort at the Endowments to become more businesslike in our internal practices and in some of our interactions with grantees. But that does not mean the institution itself is bent on becoming a de facto business enterprise.

Vira I. Heinz and Howard Heinz, who created the Endowments, had enough experience with the business world to understand that a charitable institution must be set apart from the for-profit mindset in terms of mission, advocacy and image in the community.

That stated, it's a huge leap from the Endowments acting more "entrepreneurial" in the community to then becoming a "venture capitalist firm" that subjects every grant request to the rigors of a business deal.

In fact, a key Endowments grant last year that funded the merger of the Pittsburgh Center for the Arts with Pittsburgh Filmmakers is a perfect, real-world example of the Endowments being open to a strategy employed with gusto in the same period by scores of the world's largest corporations.

The reshaping of an often brutal business tactic to save one of Pittsburgh's oldest arts organizations is at the heart of "Artistic Vision," Jeffery Fraser's compelling story in this annual report issue. It details how staff from the Endowments' Arts & Culture Program responded quickly but also carefully to Pittsburgh Filmmakers Director Charlie Humphrey who came up with the idea of a merger to save the troubled Center for the Arts.

A national survey of arts organizations by the *Wall Street Journal* found that at least a dozen arts organizations have committed to some type of merger or alliance in recent months. The story reports that mergers are no panacea for staving off bankruptcies; there are often unique challenges presented by nonprofits that Fortune 500 companies don't have to worry about. But, carefully crafted with proper foundation support and strong nonprofit leadership, these mergers often offer the best opportunity an arts organization may have to keep the lights on.

The two boards of the Endowments were the business-model instigators several years ago when they pressed six

Cultural District arts groups to join together in a Shared Services Program that has saved each organization tens of thousands of dollars in marketing, ticket

processing, health insurance and other areas.

There are other program areas outside the arts where the Endowments and other local foundations have adopted business tactics to enable a worthy philanthropic outcome, as in the 2003 purchase by four foundations of a 178-acre tract of prime riverfront land, one of the largest brownfields in the region, to ensure that it becomes a model of sustainable development.

The bottom line of all this — if you will excuse the business terminology — is that southwestern Pennsylvania has benefited from the Endowments' and other local foundations' willingness to become more business-minded in their work with grantees. Clearly, many nonprofit groups are coming around to understand that, in a world of diminishing public resources, business sensibilities will carry a mission much further than traditional charitable sympathies. *h*


Chattanooga planners took impressive advantage of the city's riverfront in redesigning its downtown. Among the developments near the Tennessee River are the ultra-modern Tennessee Aquarium and the RiverSet Apartments, a complex of one- and two-bedroom units with decks facing the river.



A DECADE AGO, CHATTANOOGA OFFICIALS TOOK A CUE FROM PITTSBURGH ON HOW TO REVIVE A COMMUNITY HARD HIT BY INDUSTRIAL DECLINE. NOW PITTSBURGH CIVIC LEADERS ARE GETTING TIPS FROM CHATTANOOGA ON HOW TO REVIVE A DOWNTOWN.

BY CHRISTINE H. O'TOOLE PHOTOGRAPHY BY MATT DUNMORE

THRIVING BY DESIGN



The Pittsburghers swarming over the Chattanooga riverfront on a crystal-clear day last October behaved no differently than the million other visitors who flock to this re-made southern town each year. They strolled in ball caps and sneakers between the contemporary Tennessee Aquarium, the Creative Discovery Museum and the Hunter Museum of American Art, pausing en route to admire the sunlit sculpture garden and handsome new condos. They scooped up brochures from the friendly Visitors Center and scanned them over coffee at the adjoining outdoor cafe. They watched crew teams race past on the Tennessee River and rode the carousel at the riverfront Coolidge Park.

But for souvenirs, the Pittsburghers took photos that were more quirky than Kodachrome: a bannered bus stop for the city's electric shuttle, a bulldozer at a wetlands park, a parking garage with a ground-floor movie theater.

Cities trying to redesign tired downtowns know that the devil is not just in the details, but in the collaborations. In Chattanooga, those are picture-perfect. Here, the bus stop serves a popular tourist district shuttle that's nonpolluting, efficient and free. The wetlands park reclaims a downtown Superfund site. The garage-cineplex replaces ugly acres of surface parking and adds the Bijou, the city's first downtown movie theater in 30 years.

The Pittsburgh team snapped those shots as evidence of stunning cooperation among politicians, planners and philanthropists in making Chattanooga a national success story for civic design and community development. The three-decade transformation of this city on the Georgia border, with a population of 155,000, from a decayed industrial riverfront into an attractive, sustainable community struck a particular chord

with the 30 Pittsburgh guests. The Pittsburgh Civic Coalition had invited the group of architects, developers, planners, traffic engineers and community leaders to travel south on a first-ever field trip.

“Our coalition came together as eight organizations working hard on distinct tasks, but totally focused on design,” says Mary Navarro, The Heinz Endowments Arts & Culture senior program officer, who has chaired the coalition since its creation by the foundation in April 2004. “We believe that quality design is an economic development tool and that design brings value. Chattanooga has proved that vividly.”

The civic leaders and design specialists who participate in the coalition are working together to encourage development that complements and enhances Pittsburgh’s physical and cultural environment. The group is seeking to advance Pittsburgh’s early successes in civic design: New downtown stadiums and parks are complete. Local neighborhoods are reclaiming run-down districts. Environmentally savvy green building concepts have been adopted at every scale, from family homes to the city’s David L. Lawrence Convention Center, the nation’s largest green building. But new energy, dollars and consensus are required to amplify that success across the region.

In convening the coalition to define and champion design excellence in Pittsburgh, and providing \$105,000 in first-phase funding, the Endowments formalizes a hands-on role in civic design that has been in play in the community for more than a decade.

It was certainly no accident that the coalition’s first out-of-town field trip was to Chattanooga. Much of the foundation’s early ideas on civic design issues were transferred there informally by Teresa Heinz in the early 1990s. She became involved in an effort to remake the southern city after it had gone through many of the same wrenching changes experienced by Pittsburgh a decade before: a huge exodus of workers after the collapse of the steel industry, a decaying urban core and a national reputation as one of the country’s most polluted cities.

Heinz participated in a community charrette process in Chattanooga that has been used many times in Pittsburgh and that became the blueprint for the city’s transformation. She also took major players in the Chattanooga renovation effort on an informal tour of Pittsburgh to show the turnaround that was possible.

Sightseeing in Chattanooga for the Pittsburgh planners and civic leaders includes snapping photographs of the latest in urban design, much of which emphasizes openness and access. Top: A New Urbanist development shows the appeal of open space, sidewalk-lined streets and a diverse range of housing. Middle: Water that sprays from “The Passage,” the largest work of art by Southeastern Native peoples in 1,000 years, flows into the Tennessee River. Bottom: Visitors to the Hunter Museum of American Art can view the Tennessee River from inside a new addition that uses some of architect Frank Gehry’s design principles for glass and steel.

Chattanooga’s leading philanthropy, the Lyndhurst Foundation, has served the same community challenger—convener role in its hometown as the Endowments has done in Pittsburgh. The Lupton family charity has been a courageous source of capital there during the past three decades, contributing \$105 million to support a working partnership of design professionals, developers and politicians that has extended through the terms of four mayors.

“What happened in Chattanooga was that the Lyndhurst Foundation, working with politicians and the university, provided the leveraging capital for change,” says architecture professor Vivian Loftness. As director of the Urban Lab at Carnegie Mellon University, she has followed the Chattanooga story since 1994. “You need a partnership for design vision, political will and foundation commitment—but there has to be capital in there somewhere.”

Chattanooga’s innovations incorporate handsome tourist destinations and wise land use with green development solutions. Among the standouts are the \$75 million Tennessee Aquarium; a 10-mile recreational greenway along both sides of the Tennessee River; revitalized neighborhoods with new owner-occupied housing; and connections to the downtown riverfront incorporating a \$1.2 million public art project, a free electric shuttle and pedestrian paths. Officials also re-routed a riverfront parkway to encourage pedestrian access and create commercial and residential development. After the improvements, revenues from tourism topped \$133 million per year.

The Lyndhurst Foundation’s civic design support is “maybe the best value for the dollar that we’ve invested in any project,” says Jack Murrah, its president since 1989. “It’s had such a large impact on the physical and social environment of the city.”

As the lights went down in the Hunter Museum’s auditorium in October, slides familiar to Pittsburghers flashed on its screen: images of blight, followed by demolition and renewal. Chattanooga planners and developers took the podium to review how the city articulated a single design vision for a troubled region.

“We had to change through persuasion, not regulation,” recalls Murrah. “One of our successes has been creating a shared vocabulary that the community can use to talk about what we want the city to be.”

Beginning in 1984, 1,700 Chattanoogaans applied their new



vocabulary in a process called Vision 2000. The public discussions guided subsequent debate on the city's priorities.

Residents said they cherished the city's natural beauty, its river location, its mountains and public life. After 65 meetings, they decided to showcase those assets, keying new development to downtown attractions and close-in neighborhoods.

The environmental and civic centerpiece for the plan was the Tennessee Aquarium, which replaced old industrial plants on the river's southern bank in 1992. The location, just steps from the city's earliest settlement, symbolized the determination to celebrate the river in a unique contemporary setting. Visitors move along a watershed of ramps, past freshwater exhibits that trace the river and its wildlife from its mountain source to the Mississippi. A second building, opened last year, showcases saltwater life.

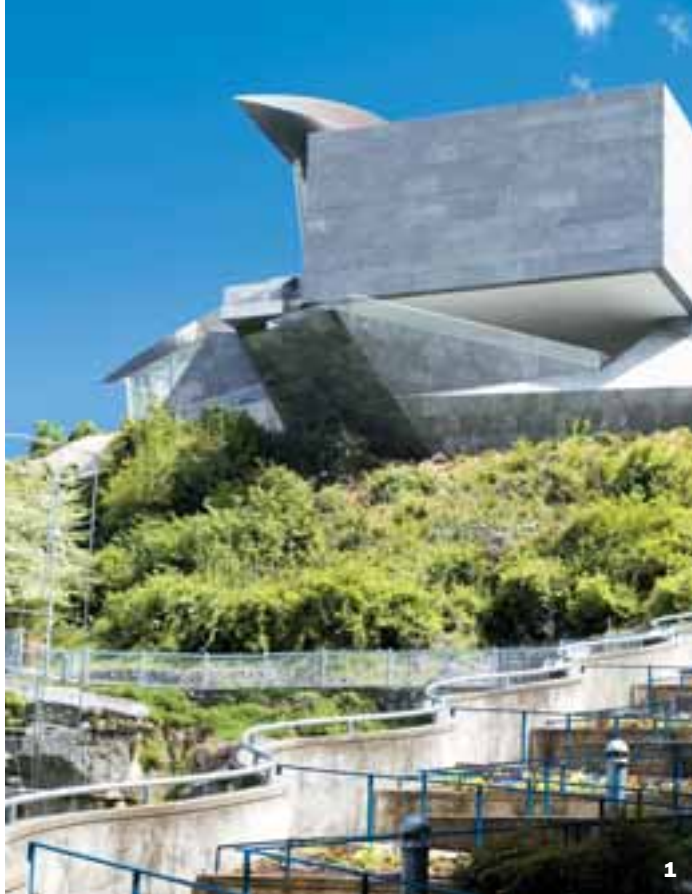
Public response to the aquarium's opening was ecstatic. More than a million visitors poured through the building in its first year.

"At the beginning, we asked people to be hopeful and helpful," recalls Karen Miller Hundt, head of the Planning and Design Studio at the regional planning agency. "We think we have all the answers as urban designers. We really don't. Involving the public through Vision 2000, even though it took a long time, was crucial to get community buy-in."

Priorities were visually translated by the Planning and Design Studio, an outgrowth of a university storefront architecture lab, with strong New Urbanist principles. Under the leadership of Stroud Watson, the center advocated human-scale streetscapes to give pedestrians priority over parking and freeways.

Watson's civic design philosophy was strongly endorsed by the staff and board of Lyndhurst, which funded the public process. His principles also emerged as a guiding force of the RiverCity Co., a nonprofit created with bank and foundation backing in 1986 to spur economic development in downtown Chattanooga. While Lyndhurst and the Lupton families donated the \$45 million cost of the first aquarium building, RiverCity developed the surrounding sites: a visitors center, the Creative Discovery Museum, an IMAX theater, restaurants and retail shops.

"If all we'd done was open the aquarium, it probably would have been successful for a while, but people wouldn't have come



back the next year,” says the Design Studio’s Hundt. “We had to look at streetscape improvements, new hotels and restaurants and other things for people to do while they are here. So all of that — the private and public sides — is very important. And if you don’t insist on quality design, it’s not going to be as good a project as it could be. We demanded it on all our projects, right down to streetlights and flowerpots.”

An ambitious 21st Century Waterfront plan emphasized the waterfront, tourism and pedestrian access to extend success in all directions: to public art, parks and museums. The three-year, \$120 million scheme, funded by a \$69 million hotel tax and \$51 million in private investment, encouraged downtown density.

The city’s response to the improvements, however, was mixed. While residents took pride in the downtown face-lift, political grumbling began: Where was the commitment to the city’s struggling residential districts?

Lyndhurst was caught in the crossfire in last year’s mayoral campaign, in which the candidates — both city planners — took opposite positions.

“It was framed as downtown versus neighborhoods; the success of downtown became a liability. The complaint was there was too much attention [to downtown] from city government and private funders,” recalls Murrah of the Lyndhurst Foundation.

In fact, the partners who had collaborated on downtown had been achieving similar success in neighborhoods.

The RiverCity Co. had raised \$8 million for a new elementary school in the Jefferson Heights neighborhood to complement new owner-occupied housing. The Design Studio had provided technical assistance for both, while Lyndhurst had

MANY INITIATIVES, ONE VISION.

With a blend of old and new, classic and contemporary, Chattanooga’s reinvigorated downtown and adjacent neighborhoods boast a variety of business, recreational and residential developments. But the diversity promotes the single vision of making the area an attractive destination for tourists and residents.

1. The **Hunter Museum of American Art** contains one of the south-east’s most important collections of American art, with work by artists ranging from Norman Rockwell to Pittsburgh native Andy Warhol.
2. Originally built in 1890, the **Walnut Street Bridge** has been refurbished into a half-mile pedestrian walkway, one of the longest in the world.
3. “**The Witness**,” with its six “heads” facing all directions as if seeing everywhere, is a public art sculpture by Chattanooga artist Rick Booth that stretches toward the sky in Coolidge Park.
4. Once an abandoned shipyard on the city’s North Shore, the seven-acre **Coolidge Park** features a century-old, hand-carved carousel and a large fountain with stone horses, lions and sea turtles.
5. The **Cherry Street Townhomes**, with their Georgetown-style brick facades and private courtyards, are among the more than 750 new condos and apartments under development in downtown Chattanooga.
6. Across from the Tennessee Aquarium, the **Tortilla Factory** restaurant offers Mexican fare downstairs and an open-air rooftop bar.
7. The free, environmentally friendly **CARTA Electric Shuttles** run daily about every five minutes from the legendary Chattanooga Choo Choo to the Tennessee Aquarium, with stops every block in between.



generously funded neighborhood development nonprofits, incentives for new home buyers and grants for streetscape improvements. Housing values have risen 60 percent, and private developers are extending the growth.

The controversy — and a new administration's shift in focus and funding toward neighborhoods — hasn't shaken Lyndhurst's priorities. "There's an opportunity for the civic design conscience to stick around for residential projects downtown," Murrah argues. With a five-year funding cycle, his organization is committed to both downtown and neighborhood support for the long haul.

As the Pittsburgh Civic Design Coalition forms a 10-year plan, Chattanooga's forthright collaborations have made an impression. The Pittsburgh visitors envied its inclusive planning process and the central role of its Design and Planning Studio.

"As a group, our coalition can develop language that resonates, like Chattanooga," says coalition member Anne-Marie Lubenau of the Community Design Center of Pittsburgh. "We need to organize forums that engage the public around design on a multi-neighborhood, citywide level." Heeding the Chattanooga example of pulling elected officials into that discussion, the coalition invited candidates from last year's Pittsburgh mayoral campaign to discuss their views in a first-ever forum on civic design.

"They put together a debate on issues never brought up before in any campaign for elective office in this city," recalls Pittsburgh City Councilman Bill Peduto, who had been a candidate. "They're holding candidates accountable. Every city is changing the paradigm of economic development to incorporate public opinion. But everyone approaches it from

different directions. We need civic designers as translators."

Enter the Pittsburgh Civic Design Coalition with its wealth of design expertise. The eight members suggest the wide scope of its talent.

Loftness' Urban Lab at Carnegie Mellon assigns graduate architecture students to brainstorm solutions for community needs — a supermarket for the inner-city Hill District or a new business district in a Mon Valley mill town. The Community Design Center of Pittsburgh makes \$80,000 in grants to neighborhood nonprofits to hire architects and planners. The American Institute of Architects' Pittsburgh chapter pulls the local professional community into the debate; the city's planning director offers the government perspective. The Green Building Alliance encourages Pittsburgh's growing reputation as an innovator in environmental design, while Sustainable Pittsburgh emphasizes transportation and planning solutions. As its name suggests, the Riverlife Task Force promotes a vibrant urban waterfront. The Endowments has provided individual support to each of the nonprofit coalition members, as well as funding the coalition effort.

"The Endowments has provided catalytic dollars for our design vision. We're not yet where we want to be, but we're putting visual ideas in peoples' eyes," says Carnegie Mellon's Loftness. "Agents for change are in place. There's tremendous political will in [Pittsburgh's] Urban Redevelopment Authority and city planning. The power of our coalition is a bigger voice to convince our political leaders to fight to make quality design a defining feature of our region, too." *h*

P

ast the first-floor metal detectors, past the seemingly endless rows of lockers, past the patrolling security guards, in a small, windowless room on the basement floor of Pittsburgh's Langley High School, a pizza party is in full swing.

A couple dozen students and adults are scattered around several tables, desks and folding chairs, talking a little sports, a little music, a little TV, a little hair style, a little gastronomy.

"Who ate the last piece of cheese?" asks one participant.

"You're too late," says another. "Try the pepperoni."

Welcome to Career Prep — the 2006 version. The pizza party — some might just call it lunch — is a regular feature of the every-other-Friday sessions organized by the Career Literacy for African American Youth program, or CLAAY. It's part of the Institute for Economic Transformation at Duquesne University.

In keeping with CLAAY programs at more than a dozen other high schools throughout the Pittsburgh region, this group of students has spent the previous hour exploring what they're going to do after high school. They follow a step-by-step guide developed by CLAAY mentors to help them identify interesting jobs and then craft a plan to land them.

The mentors are not full-time teachers. They're professionals, businesspeople and college students from the area who have signed up as advisors and tutors to help turn CLAAY students' interests into solid career plans.

While these students come from varied circumstances, they do share the label of being "the quiet ones," those who teachers tend to

Pizza is good bonding food, and ninth-graders Shamira Williams, left, and Raven Huntley, right, enjoy their slices at Pittsburgh's Langley High School with Fawn Robinson of the Duquesne University School of Nursing. Robinson is a mentor in the CLAAY — Career Literacy for African American Youth — program.



A photograph of two young women sitting at a wooden table, eating pizza. The woman on the left is wearing a pink shirt and glasses, smiling. The woman on the right is wearing a beige jacket over a patterned shirt and has a purple headband. They are both holding slices of pizza. On the table are two large cups of Pepsi, one with the Pizza Hut logo, and some napkins. The background is a simple indoor setting with a bulletin board.

PIZZA WITH EXTRA CHEESE, OLIVES, SAUSAGE, ONIONS, PEPPERONI (AND A CAREER)

SEVERAL PITTSBURGH PROGRAMS ARE USING APPEALING ACTIVITIES AND MENTORING OPPORTUNITIES TO WHET HIGH SCHOOL STUDENTS' APPETITES FOR JOBS IN THE 21ST CENTURY. BY THOMAS BUELL, JR. PHOTOGRAPHY BY JOSHUA FRANZOS

overlook because — for better or worse — they don't draw much attention to themselves. For many of them, the CLAAY sessions represent the first time the spotlight has been placed on them in terms of considering what kind of career they might like to pursue.

"I knew I wanted to get out of high school, but I never thought much about after that," says sophomore Jordan Palm as he drinks the last of his soda from a plastic cup. "[CLAAY] has helped me learn stuff I'd never really looked at before — jobs, careers, setting goals."

Palm wants to be a motorcycle mechanic, or a heating and cooling technician, and eventually run his own business. He now knows that, to achieve his goal, he must do well in high school and then attend a two-year vocational program. It's a hard-nosed plan and a sharp reality check for a 16-year-old.

Ensuring that these often-forgotten students are not lost in the system — that they identify a life's work passion and get the training to pursue it — is the mission of CLAAY and several other career preparation programs in the Pittsburgh area funded by the region's philanthropic community, including The Heinz Endowments and the Buhl, Richard King Mellon, Claude Worthington Benedum, Pittsburgh, Grable, Alcoa and Annenberg foundations.

The Endowments provides an average of more than \$760,000 annually to career-literacy programs, which have evolved through the past five years to focus not only on helping students identify careers, but also on gaining the skills and flexible attitude necessary to succeed in the 21st-century workforce. The programs the foundation supports include three — CLAAY; The Future is Mine, which organizes career awareness events; and Keys2Work, which has an online component — that together have received a total of more than \$2.6 million in Endowments grants.

"We want [students] to be lifelong learners who can adapt to changes that are thrown at them," says Suzanne Walsh, the program officer for Innovation Economy at The Heinz Endowments. "Reports show that in the new workforce, a person might have several jobs throughout their working years. We want to prepare kids for that constantly changing environment."

School administrators already see positive results from the CLAAY program, which has received \$920,000 in Endowments support.

"This is one of the programs where students ask if it's coming back next year," says Langley Principal Linda Baehr. "That's a very good thing. It's a very thoughtful program and a very effective program. Anything that gets the students thinking about the future is a good thing."

The new emphasis on training students to take control of their futures after high school also extends to suburbia. At Steel Valley High School in Munhall, the fact that a Career Day event is in progress is given away by the Allegheny County Medical Examiner's van parked in front.

"Everybody wants to go into forensics now," says Bob Huston, manager of the county's crime lab. "They see it on TV and they think that's the job for them."

Huston is one of several dozen government, nonprofit and for-profit representatives setting up tables at the event, which differs from most career fairs because it's organized entirely by students.

Through The Future is Mine, which grew out of the Mon Valley Education Consortium, the students decide on invitees and presenters, set up the schedule and run the event. The Future is Mine also provides a two-day Career Development Academy, a peer-to-younger-peer project and other school-to-employment awareness programs for students and teachers at the 25 school districts it serves in the region.

"I had no idea what I wanted to do before this," says Lori Wunderlich, a Steel Valley senior in her second year of helping to set up the career fair. "Most kids my age didn't. Then I heard about The Future is Mine and met other kids who were getting a head start on their careers, and I said, 'I have to get into this program.'"

Wunderlich, who wants to be a teacher, already is taking classes at Community College of Allegheny County and Chatham College. When she graduates from Steel Valley, she'll have 16 credits toward a five-year program at Chatham that will gain her a master's degree and a teaching certificate.

"I never would have done that without The Future is Mine," she says. "It has been a huge benefit."

The stories of Lori Wunderlich and Jordan Palm embody the broad spectrum of career directions undertaken by today's teenagers, and the new approach to preparing kids for success in the modern job market.

Career counseling for high schoolers isn't new, but it has



CLAAY

come a long way since the days when the career track automatically meant four-year college, and the trade school kids were considered second-class citizens.

“The rules that used to apply to having a successful career don’t apply anymore,” says Vanessa Lund, program director for the Human Capital Policy Initiative, a special project of the University of Pittsburgh’s Institute of Politics. The initiative was developed in cooperation with the Endowments and Workforce Connections, which is supported by the Pennsylvania Economy League, a nonprofit research group.

“The idea that going to a four-year college is your ticket to success is absolutely wrong. It’s great for some people, but not for everyone,” says Lund. “Students and parents need to think of college as one of many viable options for achieving their career goals.”

The Human Capital Policy Initiative works with CLAAY, The Future is Mine and other programs to educate students, teachers, school administrators, politicians and community leaders about trends in the workforce and how young people can best prepare themselves for those jobs of tomorrow.

“The goal is to help kids see how something they’re learning in the classroom will help them in real life,” Lund says.

Jeremiah Jackson, a CLAAY coordinator, lends his expertise to Antonio Retana, right foreground, as the Langley High School senior ponders an online college application. Duquesne University’s Institute for Economic Transformation began the CLAAY program after the institute’s research showed that many high school students in southwestern Pennsylvania were not prepared to meet the region’s employment demands. CLAAY addresses this problem by providing students with mentors, tutors and enrichment experiences.

“The vocational schools have become very sophisticated in what they’re offering.”

To make her point, Lund cites statistics from the U.S. Department of Labor predicting that only a quarter of American jobs in 2014 will require a college degree or higher. Twenty-eight percent will require a two-year degree of some kind, and 46 percent will require on-the-job training.

Even so, surveys by the Pennsylvania Department of Education indicate that 56 percent of the state’s high school students still say they plan to attend a four-year college, although half of them won’t graduate, Lund says.

“What we’re trying to do is get people to start thinking earlier about their careers, and to connect their education and training to what it is they want to do.”

Lund believes the concept of blue-collar and white-collar jobs is seriously outdated. She promotes the notion of a “gold-collar” workforce in which employees possess basic technology skills that can be adapted to a wide range of jobs, proficiency in reading and math, and strong critical thinking and problem-solving abilities.

“Those types of workers will be in demand; they’ll be well-paid and they’ll require as little as a two-year degree,” she says.

“But most people don’t have any awareness of those kinds of jobs. That’s what we’re trying to change.”

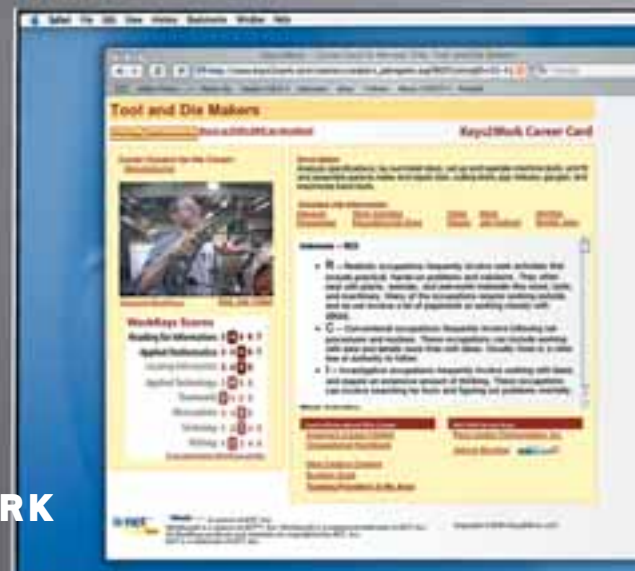
Keys2Work is one of the more popular programs used to help students narrow their career interests and sharpen their skills. It was developed in Pittsburgh and made available to dozens of high schools throughout southwestern Pennsylvania — including Langley and Steel Valley — with the help of a \$250,000 Endowments grant in 2003. The foundation has since awarded the program another \$960,000 in funding.

The program uses a four-step process to measure a student’s skill levels, particularly in the areas of reading for information and applied math. Then it helps students explore job openings and education and training options available to a person with those skills.

If students in the program want to improve academic skills to qualify for a better career or a better education, Keys2Work provides an online remediation curriculum to fill the gaps. Once they’ve beefed up their skills, usually when they’re in the 10th grade, students can complete the process by taking the standardized ACT WorkKeys test. The WorkKeys results then can be used to create a proficiency certificate to be included in a student’s portfolio, or to bolster applications for employment or post-secondary training.

Students in the Keys2Work program can access nearly 1,000 interactive career cards on the Internet, like this one about tool and die making. Developed in Pittsburgh, Keys2Work takes advantage of Internet technology to help students improve their academic skills and earn a proficiency certificate they can use when seeking a job or post-secondary education. When exploring employment options, students can pull up the career cards and learn about tasks, skills, training locations and other facets of a wide range of jobs.

KEYS2WORK





Duquesne High School sophomore Robert Jackson guides fifth-grader Alissa Lohr, center, as she assembles a puzzle while blindfolded. Also wearing a blindfold is sixth-grader Adrianna Furby, right, who reaches in the wrong direction to arrange puzzle pieces. The teamwork-building exercise at Duquesne Middle School is part of the Peer to Younger Peer Project of The Future is Mine program, which is designed to show students how to make smart decisions about their futures. Program activities include career exploration opportunities, peer projects and the chance to plan a portion of the annual The Future is Mine Conference.

“We show them that the more skills they have, the better job they can get, the more choices they have and the more money they can earn,” says David Mosey, executive director of Smart Futures, the nonprofit umbrella company that develops and monitors Keys2Work. “People love that part of it. This is the overlap between education and career development.”

Smart Futures also is rolling out programs to provide mentoring assistance for students via e-mail, which will allow greater participation by mentors who may not have time for face-to-face work with students, and another online program called My Career Insight to get middle-schoolers thinking about careers.

“The PA e-Mentor program and My Career Insight are tools the students will be able to use whenever they want,” Mosey says. “Communicating by e-mail and getting information online are where they’re comfortable.”

All of these programs buttress efforts by Pennsylvania Gov. Ed Rendell to prepare employees to compete in the global economy, increase options for students to receive post-secondary education and enhance the skills of high school graduates.

Approved last July, Job Ready Pennsylvania legislation allots an additional \$91 million in state funding to train future

employees for high-priority industries and occupations. It also better aligns education and training funding with employer needs.

Several area career literacy programs, including The Future is Mine, receive state grants in addition to support from the Endowments.

Aimee LeFevers, program director for The Future is Mine, credits the Endowments, which has given the program \$500,000 in grants, with providing more than just important funding. She says it brings together several programs that share the common goal of increasing career opportunities for high school students in the region.

“It’s a great network [Suzanne Walsh] has started,” says LeFevers. “If it weren’t for [the Endowments], we’d only be passing each other at meetings.”

Back at Langley High School, freshman Shamira Williams confesses that the pizza party was what originally drew her to the CLAAY program. Now, she’s glad her friend Deona Summers talked her into joining for other reasons.

“I like it because it helps me think about what I want to do later in my life, after I graduate,” she says. “And I like it because I get to express my feelings.” *h*

Mothering *the* Mother

A revival of the ages-old ritual of “mothering” the mother during pregnancy and childbirth is helping healthy babies to be born to mothers in disadvantaged neighborhoods of Pittsburgh’s East End and eastern suburbs.

By Gregg Ramshaw
Photography by Karen Meyers

nce more, Michelle Versaw gathers her waning strength to push as she is encouraged and comforted by Pamela Wilson’s calming voice. The baby’s father, Adam, is there in the hospital room; but it is Wilson who suggests different positions to ease the labor pains.

In her role as a birth “doula,” Wilson breathes with Versaw and applies pressure to the pregnant woman’s hips. Months later, Versaw, a 23-year-old stay-at-home mom, recalls that it felt at times “like she was holding me together during the contractions.”

Although Wilson, 26, of Pittsburgh’s East End, is not a mother herself, her background includes serving as a Lamaze-trained childbirth educator. She also is an obstetrics coordinator for two branches of the East Liberty Family Health Care Center in Pittsburgh, which offers birth doula services.

After little Isaac was born, Versaw, who’s from Penn Hills, a suburb east of the city, was weary but grateful for the additional support provided through this contemporary version of a timeworn tradition.

“We three birthed this baby together,” she says.

The word *doula* has Greek origins and means “a woman who serves” or a woman who “mothers the mother,” as a current doula training guide describes it. Modern-day doulas hold the laboring mother, feed her ice chips, fan her during the sweaty exertion and whisper reassuring words in her time of pain. They are reviving ages-old practices to bring a mother safely through childbirth and try to ensure that her baby is healthy.

“You have to allow a woman to draw on that ancient power that women have to give birth,” says Lupita Telep, a doula and a 50-year-old mother of four.

In Pittsburgh, a Heinz Endowments–supported doula program known as The Birth Circle is being credited with helping healthy babies to be born to mothers in disadvantaged neighborhoods of the city’s East End and eastern suburbs. Seventy percent of the program’s clients live below the poverty line.

“The Endowments has been fantastic,” says Dr. Irene B. Frederick, an obstetrician and the program project manager. “There’s no way we could have accomplished what we’ve done without them. It’s allowed me to follow my passion to ensure that pregnant women have a positive birth experience.”

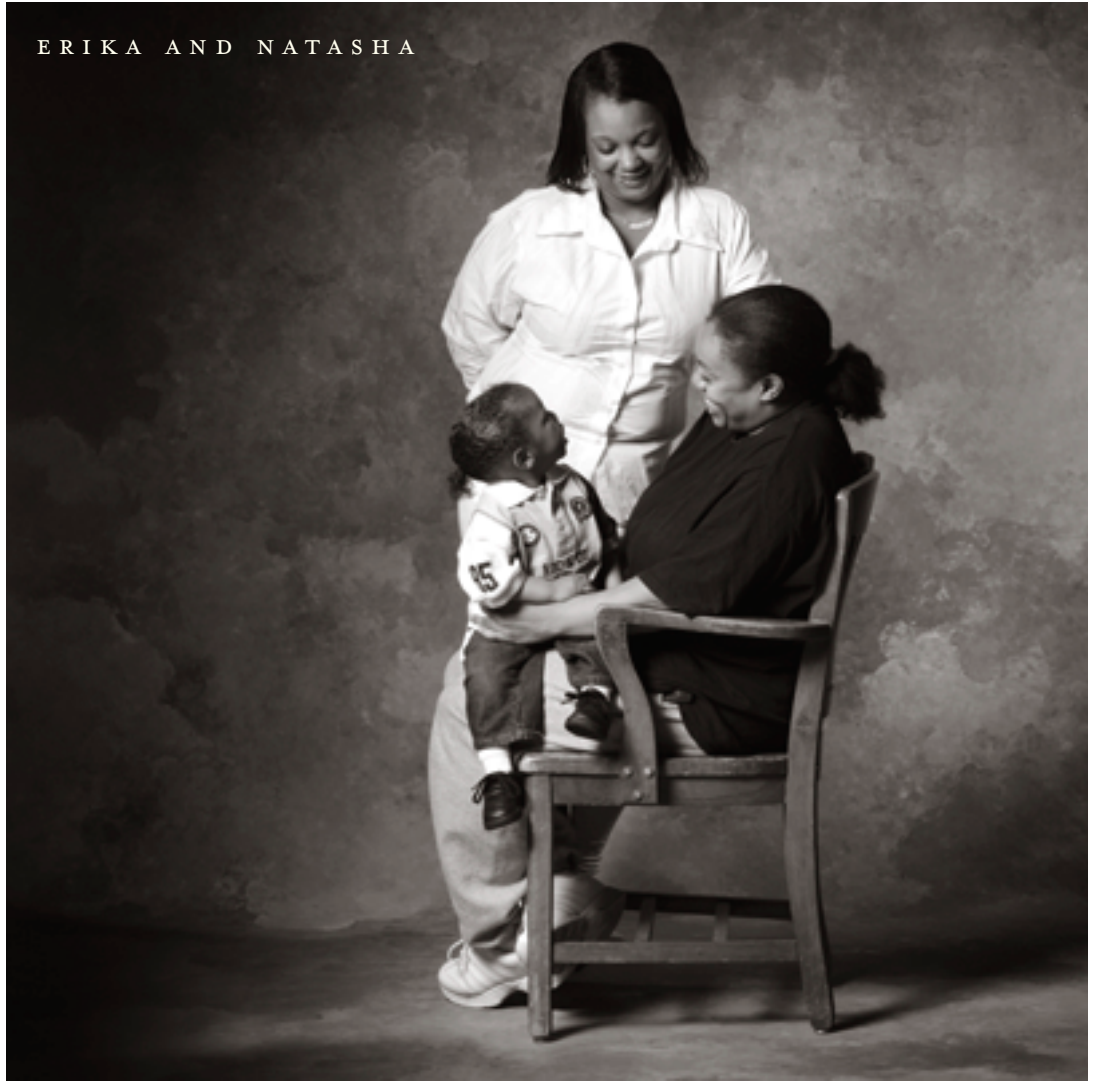
Gregg Ramshaw, a producer for public television’s NewsHour with Jim Lehrer, formerly known as the MacNeil/Lehrer NewsHour, for 21 years in Washington, is now a freelance writer in Pittsburgh. His last story for h was about the Greater Pittsburgh Literacy Council’s new Downtown Center, which helped replace programs lost when the Connelley Technical Institute and Adult Education Center closed in 2004.

Silvia Silva (standing) will provide support and encouragement to Ana Auxume when she delivers her baby. As a doula, Silva, who is bilingual, works with pregnant Hispanic women, translating for them during appointments, finding materials about pregnancy and childbirth for them in Spanish and helping them network with other Hispanic mothers in the city.

19

SILVIA AND ANA





Sixteen-month-old Andre Durrett gazes up at Ericka Addison-Waite as he sits on the lap of his mother, Natasha Boston. Addison-Waite, who also is a medical assistant at the East Liberty Family Health Care Center, was Boston's doula when she gave birth to Andre.

Endowments Senior Program Director Marge Petruska has spent much of her career in search of ways to improve maternal health. In 2002, she learned of a community-based doula project in Chicago that showed improvements in healthy birth rates. She thought the program would be a good fit for Pittsburgh.

"In the 1980s, Pittsburgh had the highest black infant mortality rate in the country," Petruska says. "It stood in stark contrast to the world-class hospitals and physicians available here."

The city's East End had led Allegheny County in infant mortality and low-birth-weight babies for years. The rate among underserved African-American mothers was often several times the rate for white mothers.

"We wanted to see if we could replicate the outcomes of the Chicago program here, and we believe we have," Petruska says.

The idea was to reach out to pregnant women where they lived, in natural settings and local health centers, rather than through impersonal medical institutions. The Birth Circle provides services to obstetrics practices at the two East Liberty Family Health Care Centers and at Metro Family Practice in Wilkinsburg, a borough east of Pittsburgh.

The program's name evolved from a drawing made by an artistic client to reflect the organization's mission statement: "Working with our community to build an integrated circle of care that addresses the needs of childbearing families."

As The Birth Circle's primary source of support, the Endowments has awarded \$260,000 in grants in the last three years. The program also has received \$50,000 from the Highmark Foundation, \$54,000 from the United Way and \$25,000 from the March of Dimes.

The first phase of the Endowments' funding was in October 2003 and was used to enlist "ambassadors"—trusted neighborhood women who would go out into the community to reach expectant mothers, some of whom were teenagers without supportive parents, reliable partners, income, health insurance or even a basic knowledge of human biology.

"Reproduction is still loaded with myths, especially among the young," says Frederick. "Our job is to communicate without proselytizing, and our ambassadors give out information only about the availability of and necessity for maternal health care, not medical advice."

The next phase of funding, provided last October and December, financed the hiring and training of a multiracial, multinational, multilingual group of doulas, most of whom were already experienced in providing support to women in childbirth.

Wilson says the program now has 19 trained doulas. Ten are African American, four are Hispanic and five are white. Ten more women are in training.

No official government licensure exists for doulas, though nationally, several organizations certify them. The largest is DONA International, which has about 6,300 members. About 2,300 doulas in the United States are certified through the group, including about 100 in Pennsylvania. Doulas must complete at least 16 hours of course work and meet several on-the-job requirements before they are certified through DONA.

There are two types of doulas: birth doulas who coordinate prenatal visits and provide labor and delivery support, and postpartum doulas who help to take care of the entire family after the baby is born. The Birth Circle uses birth doulas, but, for the most part, they do not make house calls or conduct off-site interventions with troubled, expectant women.

If an expectant mother comes into one of the East End health centers for a prenatal visit, she will be told about the doula program when she has her first meeting with a doctor.

"During pregnancy, doulas try to create a birth plan for an expectant mother," says Wilson. "They ask the question, 'What do you want to happen the day you give birth?' Doulas want to empower them so they are in control of that day and feel positive about an event they'll remember for the rest of their lives. It can be empowering or it can be devastating."

The doula is also the mother's advocate to doctors, nurses and even family members. Sometimes she's a gatekeeper of the birthing room door, asking noisy or unhelpful friends or family to celebrate elsewhere.

Frederick explains that a mother's experience during childbirth can affect how she reacts to her baby. "If the mom has a positive experience in delivery, she'll feel more positive about the baby. If she goes home in a euphoric state, there should be less incidence of postpartum depression. If she's not depressed, she'll interact with the baby and the family more effectively. If she's a breadwinner, she can go back to work sooner, and a healthy family unit results."

Because of the physical and emotional intimacy involved and the unique bond women make with one another, men do not serve as doulas. A few have gone through informational training, including an obstetrician and a massage therapist, says Kathy McGrath, a doula and Birth Circle doula trainer.

So, what kind of women become doulas—"Birkenstock" types? There's a sense of that among them. But some are struggling single mothers; some are just single. They're in their 20s to their 50s. The common thread is their belief in the sisterhood of mothers—that women must be in control and confident as they bring the next generation into the world.

McGrath is one such believer. A pioneer in the doula movement, the 52-year-old mother of three was one of only two teacher-trainers nationwide when DONA was founded in 1989.

"A doula plants seeds of encouragement," she says. "Women can be hard on themselves and critical of their own behavior. 'I whined too much; I was a baby,' are common self-criticisms. It's a vulnerable time. If it's positive, it sticks."

Birth Circle doulas have attended 132 successful births since 2003. About 30 expectant women are enrolled in the program each year. The clientele is

65 percent African American, 25 percent Caucasian and 7 percent Hispanic.

While the program is too new to have made a measurable difference in “bio-statistics” maintained by the Allegheny County Health Department, it is making noticeable inroads.

In 2003, the latest year for which figures are available, Pittsburgh had a citywide infant mortality rate of 14.8 per thousand live births. Wilson says there has been no infant mortality among Birth Circle mothers in three years. The rate of low-birth-weight babies — those with weight below five-and-a-half pounds — is 4.8 percent among Birth Circle women, compared with 11.4 percent citywide.

The rate of premature births among Birth Circle moms is 7.2 percent, says Wilson, compared to a rate of 14.5 percent in Pittsburgh and 11.6 percent in the rest of Pennsylvania. Premature infants are born before gestation has reached 37 weeks; normal pregnancies run 38 to 42 weeks.

“Those numbers hold great promise,” says the Endowments’ Petruska. “We’ll continue to evaluate them to be sure it’s a success.”

Frederick adds that because The Birth Circle results are still anecdotal, harder data is needed to prove their worth.

“We need to get doulas recognized as medically significant, with an impact on outcomes that crosses health plan goals,” she says.

Proving the impact doulas can have is an important next step because their services are not covered by private or public health insurance. Doulas work voluntarily, or their services are covered by grant money or private payments that many prospective mothers in the East End cannot afford.

In the Pittsburgh area, the going rate for a private doula to attend a mother at birth is \$450 to \$550. The Birth Circle pays its doulas \$200 for a 10-hour labor and delivery, plus \$20 for each additional hour up to a maximum of \$350.

Because the goal of the doula movement is to have health insurance cover these services, The Birth Circle, Magee-Womens Hospital, the UPMC For You Health Plan and UPMC Braddock Community Hospital have embarked on an 18-month study to determine the viability of having insurers cover doula services as part of a maternity package. The UPMC Health Plan will pay the fees of six to 10 doulas who will assist an estimated 125 to 150 mothers during the study.

Dr. Dennis English, vice president of medical affairs at Magee, said it was “more than likely” that the study will prove the value of adding doula services to the coverage, especially if — as doulas claim — it leads to shorter labors, fewer C-sections and fewer babies needing costly neonatal intensive care treatment.

“We think this is the way to go, but we’re doing it as a pilot to be sure it makes clinical sense,” says Dr. Michael Culyba, the health plan’s vice president of medical affairs.

On an unusually warm March afternoon, McGrath and Wilson sit in a stuffy room at UPMC Braddock and describe some of their clients to a group of doulas-in-training.

When Wilson met “Tonita,” the 16-year-old was alone, sullen, huffy and eight weeks pregnant. Her partner was 24 and in and out of jail. Her mother was an addict. Then, at 36 weeks, she went into labor prematurely.

“Her mother was in the room and watched me massage and comfort her daughter,” Wilson recalls. “Her mother

began to inch forward to see what I was doing. Then I urged her to take over.

“The girl in labor got to see her mother come through for her in a way she’d never done before,” says Wilson. “Sometimes we get to ‘re-parent’ the older family member. It was a tough birth, but there were beautiful moments for the girl and her mother.”

But it’s not easy to know whether the mothers who use The Birth Circle doulas live happily-ever-after. Some move on after healthy deliveries and don’t stay in touch. Others go wrong from the beginning.

One cocaine-addicted mother in her 20s could not stay off the drug during her sixth pregnancy. Eventually, it spiked her blood pressure, and she delivered a two-and-a-half-pound baby who tested positive for the drug. The child was placed immediately in protective custody.

Other infants may go to adoption agencies, even after a successful labor and delivery, because of the overwhelming adversities the at-risk mothers face. And that could be the best decision for everyone, says Wilson.

“Just because a mom won’t be parenting doesn’t mean she should not have a positive childbirth experience. Chances are she’ll get pregnant again someday, and she will have vital knowledge and experience to draw on the next time.”

It’s because of the needs of women such as these that the doulas of The Birth Circle contend that their services ultimately have a value you can’t put a price tag on. Theirs is a calling, not a career; a passion, not a paycheck; a commitment to treasuring the gift of life, from conception to birth and beyond.

“Being a doula is not just what I do,” says McGrath. “It’s what I am.” *h*



Doula Pamela Wilson reaches to take 7-month-old Isaac from the arms of his mother, Michelle Versaw. Michelle and her husband, Adam, are newlyweds, and Wilson met with them several times during Michelle's pregnancy for child-birth preparation and education sessions. In addition, Wilson, who also is an obstetrical coordinator for East Liberty Family Health Care Center, was on hand when Isaac was born.

class act

MANY PITTSBURGHERS HOPE SUPERINTENDENT MARK ROOSEVELT HAS
THE RIGHT COMBINATION OF INTELLIGENCE, CHARM, STREET SMARTS AND
OUTSIDER INTRIGUE TO TRANSFORM THE CITY SCHOOLS BEFORE STATE OFFICIALS HAVE
TO STEP IN TO DO SO. SOME LOCAL FOUNDATIONS ARE DOING MORE THAN HOPE.

THEY'RE BANKING ON IT — AND HIM.

BY CAROLE P. SMITH PHOTOGRAPHY BY STEVE MELLON



Chapter 6

A) List the main events in this chapter

B) What is the author thinking & feeling as he uses his knife

#7

A) How do the dolphins protect their baby from sharks?

B) How does the author stop the shark?

#8

A) Why is the ocean so dangerous?

B) To end the story, the author says

Although not formally trained as an educator, Pittsburgh Superintendent Mark Roosevelt brings his own brand of enthusiastic instruction to Marla Pelkofer's third-grade classroom at Thaddeus Stevens Elementary School. Roosevelt was a guest reader/speaker during the school's 12th annual Guest Reader Career Day in May.

M

ost mornings, Mark Roosevelt walks the mile to his office in the headquarters of the Pittsburgh Public Schools. The journey is pleasant: a stroll down his Squirrel Hill neighborhood's tree-lined streets; then a change of scenery in energetic Oakland, the city's educational epicenter, where the main streets are bordered by well-manicured university campuses. His end point is the Administration Building, an uneven rectangle of a structure that manages to hold its own among important museums, libraries and churches.

The walk gives Roosevelt an assured daily break from the whirlwind surrounding him since he took over as superintendent of the beleaguered district less than a year ago.

But walking to work also sets the right tone. In fact, he sold off the limousine his predecessors used for getting around town. You can't preach fiscal conservancy from the back seat of a limo, he decided.

Tone aside, sitting all comfy with coffee, a newspaper and the back of a driver's head for company is everything Mark Roosevelt is not. When he needs to visit a school or get to a meeting, he rides up front in one of the district's patrol cars so he can chat up the officer for any street buzz about what's going on inside the schools.

Given the dismal state of urban public education systems across the country, borne out most dramatically by the thousands of students sent into the world woefully deficient in basic skills; given the armchair experts who claim to know how to turn it all around; given the entrenched bureaucracies, the demanding constituencies and, perhaps worst of all, the groups that don't care whether these districts succeed or fail; given all of these, Roosevelt can use all the inside information he can get.

But why would a smart, well-connected and richly pedigreed 50-year-old professional want to run a school district full of such troubles? Roosevelt's family and staff already see signs that the incessant demands are threatening his morning walks and any other reflective time he can manage apart from the office.

Should he accomplish what he came to Pittsburgh to do — transforming the district from a bloated, underachieving bureaucracy back to the performance-driven system that was a leader in urban education two decades ago — it's likely his recognition will stretch far beyond this city's borders.

He also will be the champion of some powerful interests that stretch from community groups in Pittsburgh neighborhoods

Roosevelt, right, greets office staff at Thaddeus Stevens Elementary School as he makes the rounds with Principal Joseph Foriska, center, in May. As part of Roosevelt's reform initiatives, Pittsburgh principals agreed to allow pay-for-performance contracts for their colleagues who run the new "accelerated learning academies."

to the state Legislature and governor's office in Harrisburg. Especially visible is a group of six foundations — The Heinz Endowments, DSF Charitable Trust, and the Grable, Pittsburgh, Buhl and Jewish Healthcare foundations — that have made a risky and very public bet that the city schools can be turned around. Some big foundation money has been plunked down on Roosevelt, on a refocused school board and on key aspects of their "Excellence For All" learning improvement plan.

The timing couldn't be more crucial. The district is trying to raise achievement after three years of poor scores on state-mandated, student-assessment tests, a pattern that gives the state the right — if not the appetite — to take over the district. Roosevelt also must overcome a projected deficit of more than \$47 million to convince state legislators and city taxpayers that the district can live within its means.

While he arrived only last August and with no experience as an educator, the politically savvy former Massachusetts gubernatorial candidate and state legislator knows how to hit the ground running.

Roosevelt's list of accomplishments so far includes developing a school-closing process based on an objective rating formula; obtaining school board approval of a reorganization plan that closes some schools, expands others and converts several low-performing ones into "accelerated learning academies;" negotiating pay-for-performance contracts for principals running the academies; winning a new, pro-reform teachers' contract for the union's 3,125 members; and garnering positive responses from state legislators when lobbying for help with the district's deficit.

Without apology, he is going after the goal of being among the first urban school districts in the country to close the yawning achievement gap between white and economically disadvantaged students, most of them African American.

The swiftness with which Roosevelt has delivered detailed reform plans and surmounted problems that had tripped up previous superintendents doesn't surprise those who have gotten to know him.

"He has extraordinary organizational skills, the brains for the substantive issues and a knack for political strategy and plotting," says Tripp Jones, who served as Roosevelt's campaign manager during his 1994 bid for governor. But even a quick glance at performance statistics in the district indicates that



But these problems didn't occur overnight. The 1990s marked a historic turning point for the system. Fifteen years earlier, the board was reconfigured from an appointed body to one in which members are elected in nine districts.

he'll need all those skills and then some to be successful.

Last year's state assessment test, the most current available, showed that 69.2 percent of the Pittsburgh district's black 11th-graders — compared to 28.4 percent of white peers — failed to crack the proficiency barrier in reading. Nearly 83 percent of African-American 11th-graders — compared to about 41 percent of white peers — missed the proficiency mark in math. More than 60 percent of the district's 31,000 students are black.

Roosevelt turned the scandalous gap into the main sound bite of the stump speech he delivered night after night to community groups last winter in a relentless, but eventually successful, effort to sell his plan. "This gap," he would say after shocking his audiences with the alarming statistics, "is the civil rights issue of our time."

One of those audiences was made up of members of the foundation community who had sounded the alarm years ago about a failure-to-learn crisis affecting students and a failure-to-govern crisis affecting the school board and administration.

"I think the community had a good understanding of how bad a situation has to be before local foundations become so frustrated that they disengage in a very public way," says Maxwell King, president of The Heinz Endowments. "That was the power of it. Foundations are supposed to be nurturers and quiet supporters. Instead, we stepped back, but we didn't disengage. We worked to make sure community leaders got the signal that it was time to step in and do something."

Pittsburgh is steeped in a tradition of tell-it-like-it-is toughness, partly forged from its embrace of the steel industry, where mill workers had to put out a measure of grit unparalleled in other trades. It's also a city of neighborhoods, each grounded in strong ethnic and cultural identities. That very combination of toughness and neighborhood kinship stoked partisan disputes among school board members that became a prime contributor to the district's governance troubles.

By the 1990s, it had trended away from being a collective-minded group to a parochial-minded one, with the directors staunchly shoring up their own constituent bases. Public meetings quickly degenerated into protracted sessions of name-calling and finger-pointing, often tinged with references to race and class. And superintendents were hampered from moving forward with many aspects of their educational agendas because pro-school board state laws limited their authority.

In a city where more people were going than coming — the population dropped to 339,000 in the 2000 census, down from 370,000 in 1990 — one of the most heated battles was about school closings. Long-time observers say the board hit rock bottom the night it voted to reopen schools that just months before had been closed by a prior board. The district's maintenance workers were dispatched to reopen schools they already had shuttered.

Leaders of Pittsburgh's foundation community, long benevolent and patient benefactors for the city schools, could sit in the shadows no longer. In July 2002, frustrated as relations among the nine elected school board members deteriorated and funded programs were ignored, the heads of the Endowments, Grable and Pittsburgh foundations called a joint news conference — the first in memory for Pittsburgh foundations. They announced a suspension that had the potential to cost the district as much as \$12 million through the next several years, based on grants in place and likely future funding.

The action reverberated across the region and across the country in press coverage. "At the time, the foundations just couldn't get the board's attention, so this was saying 'We're going to whack them upside their heads with a two-by-four,'" says columnist Sally Kalson of the *Pittsburgh Post-Gazette*, the region's largest daily newspaper. "Was it good for the district to lose that money? No. But if you're looking for a way to impress upon the board the necessity of doing their job for the benefit of the city's children and families, that's certainly a way to do it."

time for a change

Pittsburgh's foundations have played a pivotal role in the Pittsburgh Public Schools' change in direction during the past five years.

28

The national foundation community took notice, too, and there were a few who criticized the action. Some 40 education funders convened in Pittsburgh for a summit to process it all and discuss future ramifications. "Not every foundation could stick its neck out like that," says William Porter, executive director of Grantmakers for Education, a national network of foundations working to improve educational outcomes. "But [the summit] made them think of new ways to encourage reform and be change agents."

The suspension of foundation funding was a watershed moment for the Pittsburgh schools but not just because of the foundations' public vote of no confidence.

"Our decision to go public was not a random act out of desperation," says Susan Brownlee, executive director of the Grable Foundation. "There was a plan in place that involved discussions with a lot of key players that ensured they would

the school board who had been trying to exercise leadership." It took months afterward to rebuild relationships, says King. "You need to be fair and even-handed to maintain trust."

One of the first commission recommendations to be enacted, with the goal of building the public's trust in the school system, was the creation of A+ Schools. The independent, citizen-based nonprofit with a watchdog mission of monitoring the district's progress in student achievement was founded with grants from all three foundations involved in the original funding suspension.

By 2004, the changes accelerated. The district adopted several important commission recommendations. An election saw a leader of the old board majority replaced by a reform candidate; and the newly configured board elected long-time member Bill Isler, producer of the *Mister Rogers' Neighborhood* TV series, president.

"Our decision to go public was not a random act out of desperation. There was a plan in place that involved discussions with a lot of key players that ensured they would be responding to our action to support a public process."

Susan Brownlee executive director, Grable Foundation

be responding to our action to support a public process."

King refers to it as "very similar to a political campaign. There was a lot of strategic planning and very sophisticated communications."

The inference from all the behind-the-scenes coordinating, says Brownlee, should be that "the foundations never abandoned public education in the city. We changed tactics, not our commitment."

Part of that external wiring included then-Mayor Tom Murphy, who just days after the foundations' press conference, announced the formation of a 38-member, blue-ribbon Mayor's Commission on Public Education.

The most comprehensive analysis of the district's performance, finances and governance in the city's history, conducted by community leaders, education experts, accountants, business executives and parents of students, led to extensive recommendations for change in a 144-page report.

King gives high marks to the process and the recommendations coming out of it, but he remembers one costly misstep. "The executive summary was strident. It was written entirely for effect, to galvanize people, to get their attention. It wasn't fair to the school system, and it wasn't fair to the members of

With relations still poisoned between then-Superintendent John Thompson, the first African-American man to hold the position, and several board members, a majority voted to buy out his contract. The action angered the three African-American board members and many others in the communities they represent.

Despite that rift, the prospect of fresh administrative leadership along with the other positive changes enacted from the commission report impressed the three foundation heads. In February of that year, the funding suspension was lifted.

Foundation leaders were optimistic that board relations had improved enough that members would come together to select a qualified superintendent — several provided funds to pay for a national search — but none was expecting a candidate as dynamic as Roosevelt.

"It was an impressive and wise selection," says William E. Trueheart, president and CEO of The Pittsburgh Foundation. "The board was recognizing a superintendent with an outstanding record of educational reform." The risk, he acknowledges, was that Roosevelt had gained that reputation as a legislator, not an educator. School directors were buying into the Broad Foundation program from which Roosevelt had graduated. The program takes accomplished civic-business leader types,

2002

Spring

Infighting among Pittsburgh school directors escalates as a majority moves forward with plans to reopen three schools with extremely low enrollment, despite criticisms from board colleagues and school administrators.



July 09

The Heinz Endowments and the Pittsburgh and Grable foundations suspend funding to the Pittsburgh Public Schools, a decision that could cost the district as much as \$12 million through the next several years. Foundation officials say they've lost confidence in the district's governance. The unprecedented move attracts national attention and media coverage.

July 17

Pittsburgh Mayor Tom Murphy announces he will form a task force to study the school district's finances, governance and student performance and to recommend improvements. The mayor selects downtown developer David Matter and Pittsburgh Foundation President William E. Trueheart to co-chair the commission, which private foundations will fund.

August 16

Murphy unveils his 38-member Mayor's Commission on Public Education, which represents a cross-section of local residents, including civic leaders, union and business officials, university educators and parents.



Pittsburgh Tribune-Review

2003

September 22

The commission releases its report, "Keeping the Promise: The Case for Reform in Pittsburgh Public Schools." Its controversial recommendations include having



the mayor appoint school directors and commissions develop proposals for closing schools and improving student performance. It also calls for cutting district taxes and offering incentives to teachers and principals who work with poor-performing students.

November 04

Newcomers Patrick Dowd and Dan Romaniello are elected to the Pittsburgh school board as voters heed calls for a change in the board and an end to its internal disputes.



Lynn Johnson

December 01

William Isler, president of Family Communications and a city school director since 1999, is elected board president without debate. Isler commits to ending board infighting and meddling in administration affairs.

2004

February 11

The Endowments and the Pittsburgh and Grable foundations announce they will reinstate funding to the Pittsburgh Public Schools. Foundation officials cite improved relations among school directors and administrators and school officials' commitment to act on commission report recommendations.



March 15

A+ Schools is introduced as a community group that will monitor the Pittsburgh schools and advocate for improved student performance. The organization, which was formed in response to the commission report, is to be privately funded by groups such as the Endowments and the Pittsburgh and Grable foundations.

December 10

Pittsburgh Superintendent John Thompson is notified that his contract will not be renewed in June. The Endowments and the Pittsburgh and Grable foundations fund a national search to identify and recruit candidates for the top administrator post.

2005



July 27

The Pittsburgh school board approves the selection of a candidate outside the educational system, Mark Roosevelt, a noted reform advocate and a former Massachusetts legislator and gubernatorial candidate, as the city's new school superintendent.

November 09

Roosevelt unveils a re organization and reform plan that includes closing 20 schools and transforming seven that are low-performing into "accelerated learning academies" for struggling students. His "Right-Sizing Plan" is based on Rand Corp.'s independent analysis of student data, which was partially funded by foundation grants.

December 21

Pittsburgh school directors approve a \$533.6 million budget that cuts 350 jobs and uses \$33 million in reserves to help eliminate a \$47 million deficit.



2006

February 28

The Pittsburgh school board approves Roosevelt's right-sizing plan.

April 21

Pittsburgh Public Schools teachers and other professional staff accept a two-year contract proposal they had rejected three weeks earlier. The 1,547-870 vote paves the way for Roosevelt's reform agenda.

April - May

Foundation support for Roosevelt's reform plan kicks into gear. An initial investment includes a total of \$4.6 million from six foundations — including the Endowments — that joined in a Pittsburgh Fund for Excellence and another funding track.

May 12

Roosevelt releases a comprehensive reform agenda that sets priorities and ambitious milestones for advancing academic excellence among all Pittsburgh public school students.

APPROVED



puts them through a crash schools administration program, then sends them off to turn around troubled urban districts.

The more foundation leaders studied Roosevelt the finalist candidate, the more they became convinced he was the horse on which to make the big bet. [See sidebar: page 31.]

Several foundation leaders were among the community leaders who talked up his selection behind the scenes, and last July, the board approved Roosevelt in a 6-2 vote. Of the board's three African-American members, two voted against and the third abstained.

In his first four months on the job, Roosevelt attacked student achievement and budget problems head on.

To avoid charges of favoritism that had tripped up previous superintendents on the incendiary school-closing issue, he

model. It was a stunning victory.

"Pittsburgh is my hometown, and I know from experience that it takes us awhile to turn the corner," says Pittsburgh Urban League President and CEO Esther Bush, an early supporter and coordinator of some community meetings. "People jokingly say it takes us five to 10 years to change. It's not a joke."

Not every leader in the African-American community shares her confidence in the reform plan, though. Pittsburgh NAACP President M. Gayle Moss charged that it provides better school locations and resources to white students. Two of the board's three African-American members also have charged bias and fault Roosevelt for moving too fast.

But at the top of Roosevelt's reform agenda is a program aimed at the heart of the achievement gap. How it fares will

"And it is way too early to be able to say that student achievement has turned around—which, after all, is what this is all about. But I can tell you that public process and communications are two big reasons why the situation has turned around so dramatically."

Maxwell King president, The Heinz Endowments

turned to Rand Corp. researchers to provide clear, convincing data that would validate proposed changes as being made on their merits.

The numbers were then packaged with a polished public information campaign of his "Right-Sizing Plan" that involved presentations at some 70 community forums. For Roosevelt, the grueling pace helped bring on a full bout of pneumonia, but the effort paid off with a 6-3 vote by the board in favor of the first phase of the plan that will close 18 buildings. It also expands 10 elementary schools to include grades six to eight, moving the district away from the stand-alone middle school

determine Roosevelt's legacy as superintendent.

In September, eight "accelerated learning academies" will be added to the district's infrastructure. Low-performing elementary and middle schools will be transformed into rigorous laboratories with the mission of raising test scores. Responding to a complaint at one forum about the longer school day planned for the academies, Roosevelt reminded parents what is at stake.

"There's a particular American arrogance in believing that we can compete with other countries where children will have had three more years of school by the time they reach 12th grade," he said.

With several of his initiatives adopted, Roosevelt makes his way to a seat on a panel of community leaders convened to talk with residents about the future of Pittsburgh's public schools. Others on the panel are, from left, Vic Papale, executive director of A+ Schools; Esther Bush, Pittsburgh Urban League president and CEO; Muzz Meyers, former owner of The Balcony jazz club who now coordinates programs for disadvantaged students at Westinghouse High School; and Michael Johnson, assistant professor of management science and urban affairs at Carnegie Mellon University.

The solidity of the academies plan and Roosevelt's other significant wins during his first school year have convinced local foundations to ante up with significant money to ensure reform success.

Although Roosevelt is looking for foundation support on several fronts, all of the initial investment — a total of \$4.6 million from six foundations joining in a Pittsburgh Fund for Excellence and another funding track — is being directed to support the learning academies. From the Endowments alone, a collaborative effort by the Education and Children, Youth & Families Programs has steered \$1 million to the district for hiring and training faculty for the academies. Another \$1 million in CY&F funds will be spent on building effective community partnerships to help improve student achievement through efforts such as after-school and parenting programs.

That level of funding is a remarkable testament to Roosevelt's political and diplomatic skills and to his having been embraced so quickly, even by those who are cynical about promises of change in city and school district governance.

"Needless to say, I am very impressed with his credentials and his vision," says Sen. Jane Orie, R-McCandless, a frequent

critic of city and school district leadership. "In a 10-month period, he has made reforms happen that have been suggested for years and years and years, and he has... really stepped up to the plate. I believe that his ability to get assistance from the state would be there for him to sustain that movement."

Even if the state assistance pipeline begins flowing, King says it is too early to tell how well board members and Roosevelt will continue to work together. Some recent board votes hint at potential problems. "And it is way too early to be able to say that student achievement has turned around — which, after all, is what this is all about. But I can tell you that public process and communications are two big reasons why the situation has turned around so dramatically."

Trueheart agrees. "With new, courageous leadership in the city and in the school system, our hopes and dreams for our children — of having an excellent school system that encourages high levels of achievement among all students — have, I believe, taken significant steps toward becoming a reality."

That bodes well for the foundations that concentrate their funding on Pittsburgh, because, says King, "You can't save the city without a good school system." *h*

from campaigns to classrooms

If bloodline alone determined leadership success in turning around a troubled urban school district, Mark Roosevelt would be a winner at the starting gate.

As the great-grandson of President Teddy and a distant cousin of President Franklin, Mark Roosevelt grew up in a family that exuded politics. In 1968, in the thick of Minnesota Democrat Eugene McCarthy's inspired but failed presidential run, Roosevelt spent his free time at the campaign headquarters stuffing envelopes. He was 13.

Years later, when Roosevelt ran for the Massachusetts Legislature, his registration as a Democrat must have sent some prominent ancestors spinning in their graves. In chicken-dinner speeches during his Massachusetts political campaigns, Roosevelt loved to point out that his own family wouldn't have voted for him.

As fledgling state legislator in 1986, he became a godsend to public educators with his leadership in developing what would become the far-reaching

Massachusetts Education Reform Act of 1993, a comprehensive policy still affecting performance. While the state has made progress in narrowing the achievement gap between white and African-American students, the reform measures have moved fourth- and eighth-graders to first place in the nation in reading and to a tie for first in mathematics in testing last year. The SAT scores rose for the 14th year in a row.

At just 38, Roosevelt rode a wave of popularity as an education-reform architect to become the Democratic nominee in the 1994 governor's race. But then-incumbent William Weld, with bigger numbers in popularity and fund raising, won by a landslide.

Roosevelt's continued education activism caught the attention of the Broad Foundation, home of the Urban Superintendents Academy. He sailed through the highly competitive admissions process, which attracts about 300 applicants each year for 20 slots.

After completing the program, in 2003, Roosevelt defied his Eastern roots and moved to Santa Fe, N.M., where he continued education consulting.

That's when a recruiter called about Pittsburgh's superintendent opening, a position described by Victor Papale, executive director of A+ Schools, a non-profit that monitors the Pittsburgh district, as very similar to "being dropped into the cockpit of a 747 mid-flight in a raging storm. You don't know the crew; you don't know the condition of the passengers; and you've never flown a plane before, but you're expected to perform a perfect landing."

Of course, that job description might apply just as accurately to a gubernatorial candidate or a reform-minded legislator. Roosevelt's habit has been to take on the causes that serve his vision of a better world — not so far removed from the idealistic 13-year-old licking envelopes in the back of a campaign office.

Supporters of the merged Pittsburgh Filmmakers and Pittsburgh Center for the Arts are counting on Charlie Humphrey to guide the new organization with creativity and vigor, not gasping for breath as the sculpture "Breath" on the center's lawn appeared to be doing before a tree was planted in its mouth last year.



ARTISTIC

WITH SUPPORT — AND TOUGH LOVE — FROM LOCAL FUNDERS, THE PITTSBURGH CENTER FOR THE ARTS ROSE FROM FINANCIAL RUIN BY UNITING WITH PITTSBURGH FILMMAKERS. NOW, IT'S UP TO CHARLIE HUMPHREY, ARCHITECT OF THE MERGER AND EXECUTIVE DIRECTOR OF THE NEW ARTS GROUP, TO KEEP THE ORGANIZATION ON TRACK.

BY JEFFERY FRASER PHOTOGRAPHY BY JOSHUA FRANZOS

VISION

he storm clouds that had gathered over the Pittsburgh Center for the Arts broke just a few days before Charlie Humphrey was to leave for England on the first two-week vacation of his adult life. No longer able to bear the weight of a festering debt that had reached \$1.1 million, the arts center closed its doors in 2004 after 60 years of supporting local artists and offering visual arts education to tens of thousands of Pittsburghers, young and old.

It was staggering news to the local arts community. None was more affected than Humphrey.

As director of the successful media arts nonprofit, Pittsburgh Filmmakers, he had emerged as one of the city's leading arts managers and a passionate advocate of nurturing and promoting the creativity of local artists. Moreover, the center had deep family roots. His great-grandfather, Charles Donnell Marshall, had donated the center's trademark yellow stone mansion on Fifth Avenue to the city in 1945 to be used as a community arts center, and Humphrey's father was an early member of the center's board of directors.

While Humphrey was touring London in the late summer of 2004, his thoughts were of the trouble brewing back in Pittsburgh. "I thought about it the whole time," he says. "I tried to go back in my mind to figure out what had happened. I thought about what could be done to help the Center for the Arts through its problems. I thought about what that meant.

"If you look at the tapestry of Pittsburgh culture and took that panel out, there would be a gaping hole. I couldn't stand the thought of that."

Within two months of returning to Pittsburgh, Humphrey was leading an effort to right the troubled arts center, drawing support from artists, staff, an army of volunteers and major funders, including The Heinz Endowments. In a little more than a year, nearly 70 percent of the arts center's debt had been whittled away. The center reopened. Its core programs were resumed. And a deal was struck, merging it with the more stable Pittsburgh Filmmakers and installing Humphrey as its executive director.

While the merged organization has yet to settle on a name, it presents untold creative possibilities and the potential for broadening the reach and offerings of both organizations. It also reflects a recent national trend of arts-group mergers as cultural organizations experience more financial difficulties,

large foundations seek greater assurances that their funds are used efficiently, and the cultural sector looks for new organizational models to better address increased pressures faced by arts groups today.

A *Wall Street Journal* survey found that at least a dozen arts organizations around the country have formed some type of alliance in recent months to ensure the viability of one or more of the groups involved. The newspaper reported that the long-term prognosis of these unions is uncertain, as some still struggle to reach financial goals while artistic differences, audience discontent and ego battles among key players have made others less than harmonious.

In Pittsburgh, the new arts organization's performance so far has done the most to restore the trust that had been eroded by the arts center's financial turmoil. The Pennsylvania Council on the Arts agreed to continue its support, and the Regional Asset District resumed funding the center. Much of the funding from the region's foundations also has been restored.

The Endowments, for example, recently awarded \$90,000 in general operating support for this year, a sum that had been withheld from the center at the height of its crisis. The Endowments also forgave a \$100,000 debt incurred after the center had improperly paid general operating expenses with money from a grant awarded for training school and community art teachers.

"That was a vote of confidence," says Janet Sarbaugh, senior director of the Endowments' Arts & Culture Program. "We agreed to do those things based on the strength of the work Charlie had done to retire the debt, repay artists and reopen the center."

The city's artist guilds established the Pittsburgh Center for the Arts more than six decades ago. The center, housed in two donated Shadyside mansions, became a significant resource for local artists, schoolchildren and others interested in the arts and arts education. Its school offered studio classes and workshops taught by local artists, and enrolled more than 3,000 children and adults in peak years. Its exhibition program gave contemporary artists of the region a showcase for works in watercolor, ceramics, fiber art, sculpture and other disciplines, and a shop where they could sell those works. Its school and community program sent artists into schools and community centers to teach more than 7,000 students a year.



Even before Pittsburgh Filmmakers and the Pittsburgh Center for the Arts merged, they shared similar missions, such as supporting arts education. At left, Central Catholic High School sophomore Zack Wallman, left, pays close attention as instructor Eric Fleischauer gives him computer pointers during an animated documentary class at Pittsburgh Filmmakers. Below, ceramics instructor Kristin Degiovanni lends a helping hand to 9-year-old Katya Graham as she shapes clay on a pottery wheel at the Pittsburgh Center for the Arts.

EDUCATION



post-merger director. “We were the city’s major center for artists, and we weren’t paying our artists. That’s as bad as you can get.”

The center’s failure to provide an annual financial report as required raised concern at the Endowments. The information would later reveal the depth of the crisis and how the struggling center, its cash flow ruined, inappropriately used restricted monies to pay operating expenses. The Endowments suspended the center from its general operating support program and withheld \$90,000 remaining from a three-year, \$279,000 operating

support grant awarded in 2002.

The first public sign of trouble came early in 2002, when the center closed its exhibition program to save money. Many factors reportedly contributed to the financial problems, including mission drift, tightening of traditional revenues and, generally, an inability to make the tough decisions necessary to bring costs in line with available resources to stave off crisis.

Once the crisis was at hand, the problems quickly compounded. The state Attorney General’s office investigated the center for misusing restricted funds. Benefactors began to back away. Cash flow shriveled to a few dollars. All 13 staff members were laid off in August 2004. All operations were suspended except a few scheduled summer art camps and wedding receptions. And the center closed, leaving \$1.1 million in unpaid bills, including money owed to artists who had sold their works in the shop and to teachers who had taught classes.

“There was an enormous amount of trust broken,” says Laura Domencic, who was initially affiliated with the center as an artist and teacher, then last year was named its first

The decision was made knowing it would contribute to the center’s financial woes. Just as distressing was that the Endowments had built a long relationship with the center, supporting it with more than \$2.8 million in grants in the previous 20 years.

“It was one of the most wrenching decisions I had ever encountered since coming here,” says Sarbaugh. “But I think it was the only way to send a message. I hate to use the term ‘right sizing’ about the arts, but in difficult times, institutions need to look at their missions, look at their products and make adjustments. If the resources are no longer there to carry out the original mission, no not-for-profit can take a God-will-provide attitude.

“The Endowments puts a great deal of emphasis on financial health. We think that keeping your financial house in order is related to having the freedom to make better art. If you are in financial crisis day after day, it’s unlikely you’re going to be producing your best work.”



EXHIBITION

One of the first collaborative projects of Filmmakers and the Center for the Arts following the merger was a citywide series of symposia, photography and film exhibitions, and other events called “From Intolerance to Understanding.” The series featured the work of Pittsburgh photographer Lynn Johnson, top photo center, and included installations at Filmmakers, above, and at the center, below. The project also illustrated another shared goal of the two groups: providing venues for exhibiting contemporary art.



That Humphrey agreed to attempt to turn the center around came as good news to the arts community and those who supported it. In his 14 years as director of Filmmakers, he had successfully moved the 35-year-old nonprofit from a hodgepodge of unconnected spaces in central Oakland to a new home on Melwood Avenue that consolidated classrooms, studios, galleries and administrative offices. It expanded its course offerings for filmmakers and photographers, opened three theaters to showcase independent film and kept its budget balanced.

Humphrey began working on reviving the Center for the Arts in October 2004 after suggesting to the Filmmakers board that the organization enter into a management contract rather than a merger and allow him to explore ways to help the center through its crisis. “Then, if it made sense to do it, we could talk about a merger,” he says. “It’s a little like living together before you get married... But this was a little different from simple cohabitation. We were also trying to nurse it back to health.”

The center restored its core programs on a limited basis with intentions of expanding them as finances allowed. Fall classes that year enrolled 120 students compared to the typical 600 to 800. The shop was reopened with volunteer

support, and Domencic was able to open the Artist of the Year show with limited hours.

Filmmakers made it clear, however, that a merger was out of the question until the debt was significantly reduced. Within 15 months, the debt was pared to about \$300,000, well below the \$425,000 limit Filmmakers had imposed. The center’s reopening, the gradual return to a typical course schedule and shop sales helped lower debt. Humphrey also reached an agreement that allowed the center to use some restricted funds to pay teachers and artists who were owed money.

Early in the process, he convened local foundations to outline his rescue plan and kept them informed of progress, both of which helped to restore trust and raise money for general operating expenses.

Just as encouraging was the attitude of staff, artists and volunteers. Rather than wallow in bitterness and gloom, they rallied in surprising numbers to lend whatever services they could to help the troubled center.



Both Pittsburgh Filmmakers and the Pittsburgh Center for the Arts also support the work of local artists. At left, director Buzzy Miller, center, and Squonk Opera co-founder and artistic director Steve O'Hearn, right, prepare to shoot a scene of the Squonk Opera's production, "Pittsburgh, the Opera," in a Filmmakers studio. Below, Josh Andra, seated, director of the center's studio arts programs, and Teresa Foley, media literacy coordinator, set up computers for the new Annie Seamans Electronic Media Arts lab at the Center for the Arts.

SUPPORT



"There was an enormous amount of goodwill," says Domencic, who salvaged the Artist of the Year show with the help of no fewer than 75 volunteers. "People kept coming to this place because there was a community need for it to be open."

By the end of last year, the groundwork had been laid for a merger that could benefit both nonprofits. The center's debt had been slashed, and its budget was trimmed to a manageable \$1.2 million. Its school enrolled 2,832 students during this school year, only a few hundred shy of its peak enrollment in 2003–04. The community and school program was again serving about 7,000 students a year. Exhibitions were regularly scheduled. Sharing insurance costs, public relations, marketing, development, financial and other services with Filmmakers brought economies of scale.

More important, a merger made programmatic sense. Both nonprofits had core missions devoted to education, support for local artists and exhibition of contemporary work. Their demographics invited intriguing possibilities. Filmmakers media arts courses primarily target college-age students, while the center's educational infrastructure focused on the other ends of the age spectrum: schoolchildren and older adults. Filmmakers had an extensive schedule of media arts courses in increasingly popular subjects not offered at the center.

Both organizations had dedicated audiences, so that any shared activity would likely get broader exposure.

The merger of Pittsburgh Filmmakers and the Pittsburgh Center for the Arts became official in January. But it was not without critics.

Carolyn Speranza, an activist, video artist and former Filmmakers board member, was disappointed that a fresh face wasn't sought to rescue and operate the center as a separate organization. "It was an opportunity for new leadership, new vision, new growth. With the merger, that opportunity was lost."

While speaking highly of Humphrey's abilities, Tom Sokolowski, director of The Andy Warhol Museum, believes that reviving the center's artistic relevance will take a yeoman's effort. He says Humphrey and others must not let nostalgia prevent them from curing the arts center of its "schizophrenia," reflected in the way it promotes both artists not ready for formal exhibition and those more accomplished.

Reacting more positively to the move are others like Andrew Swensen, director of Pittsburgh Filmmakers, who says the merger "awakened possibilities."

This summer, for example, the center's art camps will offer teenagers Filmmaker media literacy classes ranging from digital photography to animation production. "From Intolerance to Understanding" is another shared project. The citywide series of photography and film exhibitions, multi-media installations, symposia and workshops explores hate crime, hope and understanding.

Humphrey realizes that such progress must continue for the merger to be successful, and that he has to steer clear of the problems that threw the center into crisis.

Prospects for future Endowments funding, says Sarbaugh, will be influenced by how programs evolve and how successful the new organization is at staying financially stable. "Given the magnitude of the center's crisis, it is easy to understand how fragile the rebuilding process is. All the center's supporters will be watching carefully. We're ecstatic that we didn't lose the center. But Charlie needs to make this work. It is still a work in progress." *h*



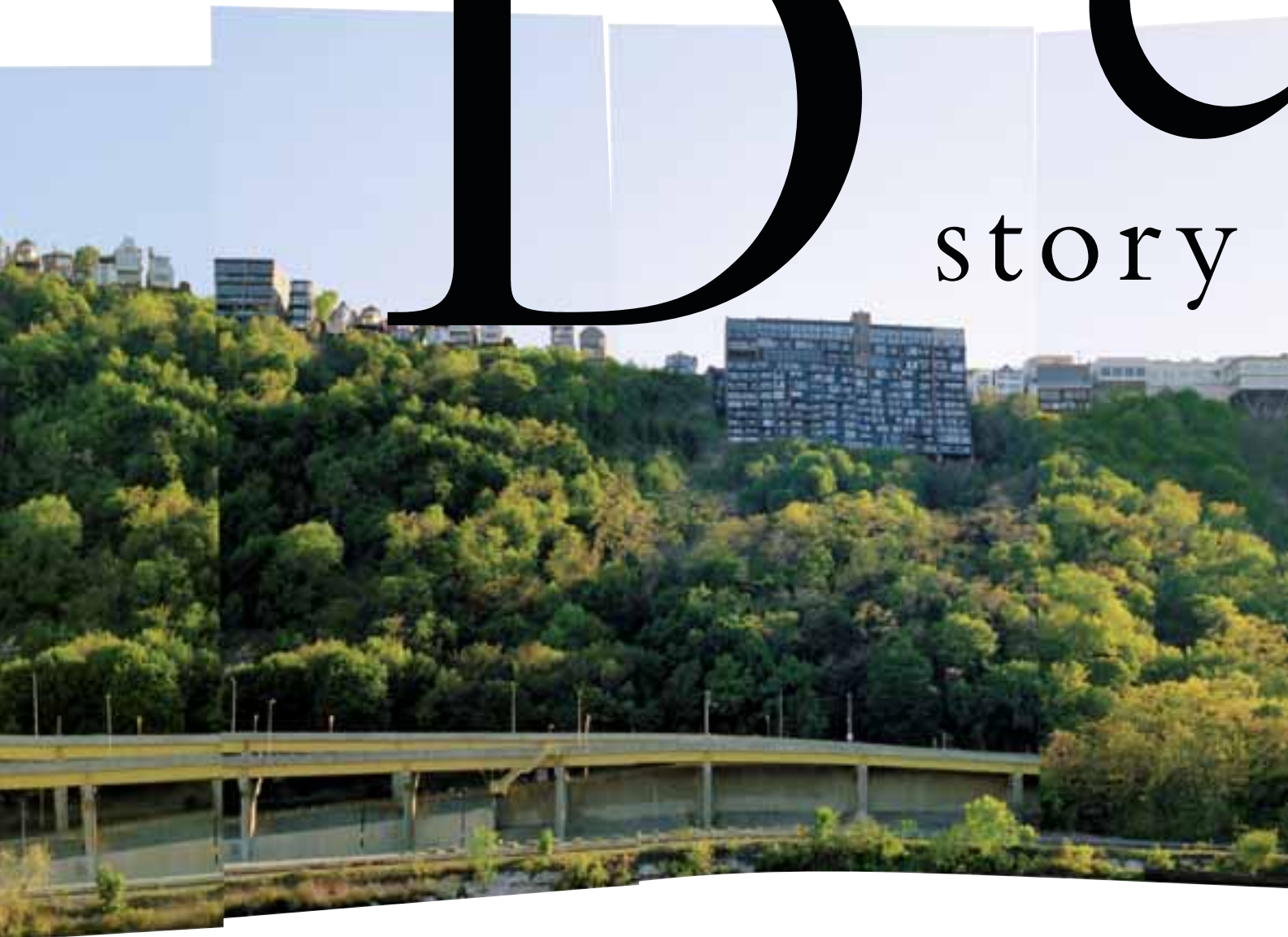
Dennis Marsico

Pittsburgh has a new park
and a new hillside policy,
thanks to the conservation
efforts of two
foundation-supported
community groups—
and a tornado.

by Tracy Certo

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Sid e story





No Development The entire hillside is preserved as a natural landscape, with no buildings on the slope, crest or foot of the hill. Such hillsides also do not have any streets or roads, though a railroad may be at the base.



Grid Development These slopes are developed from top to bottom, usually with some of the city's older, historic housing. The inclines in these areas tend to be more gradual, and because infrastructure and building patterns are in place, additional development can be accommodated.

In an early June evening in 1998, Sue Thompson was driving her car along Pittsburgh's Grandview Avenue with her niece, who had just arrived in town. A sudden storm darkened the sky, and strong winds blew leaves and snapped branches off trees.

Thompson paused at the top of the winding and narrow East Sycamore Street to let cars pass in the opposite direction. She pointed down the steep Mount Washington hillside through the pouring rain. "There's my house," she told her niece. "The one with the huge cherry tree."

Then a car crested the hill, and the driver shouted not to go down. "There's been a tornado, and all the houses have been blown away!" he yelled.

When a frantic Thompson got to her house, she was relieved to find it still standing. But the landmark tree seen minutes earlier had toppled.

It was one of many that was felled as nature flexed its muscles, uprooting hundreds of trees, mangling scores of others and blowing apart houses along East Sycamore Street, a road adjacent to 16 steep, wooded acres known as "the Saddle."

As Thompson stepped outside of her house after surveying the damage, she looked around in awe. "I was amazed to see, for

the first time, the houses on top of Mount Washington," she recalls.

The twister that randomly ripped through the hillside did something else in the process. It rearranged the landscape and opened up expansive views.

It also exposed growing tension between conservationists and developers about the best use of the city's scenic hillsides. And while often supportive of economic and residential development in and near Pittsburgh's downtown, The Heinz Endowments and other nonprofits are backing efforts to preserve the city's signature slopes and limit future construction on them.

"Our hillsides and their natural characteristics are defining elements of Pittsburgh," says Endowments Environment Program Director Caren Glotfelty. "More development can occur in some of these hillside areas. But we shouldn't be so anxious to develop everywhere because that mix of green space and development is what makes the hillsides attractive and keeps property values high. Any short-term gain is not worth the long-term economic loss."

If there's anything the highly visible Mount Washington is known for, it's steep wooded hillsides and the dramatic views they afford. Namesake George Washington enjoyed the show-



Pittsburgh Hillside Development

Building a development that complements its natural surroundings is no easy task, and Pittsburgh's rolling hills intensify the challenge. An Endowments-funded study, "An Ecological and Physical Investigation of Pittsburgh Hillside," found four hillside conditions in the city that researchers deemed worth maintaining.



Developed Edges This occurs when buildings are constructed on the top and bottom edges of the slopes, allowing the natural landscape to remain in between. Similar to ribbon development, more building can be done in those sections where the infrastructure exists.

Ribbon Development In these sections of the city, strips of development on the face of a hillside alternate with strips of green space. The buildings are usually along streets that cross the slope and provide the infrastructure to support more development.

stopper, panoramic vista from what is now Grandview Avenue hundreds of years before the popular and iconic viewing pods were installed. Most recently, *USA Today* named the view from that vantage point as the second most beautiful in the country.

Where else can you find such a stunning, close-up tableau of a scenic downtown framed by three rivers and wooded bluffs? Nowhere in the country, says architect Stephen Quick, who had researched other cities looking for comparables.

Views sell. So it was a stark twist of fate when the tornado that wrought destruction literally paved the way for some developers — undeterred by nature or warnings of shifting hillsides — to suddenly notice the steeply graded Saddle plots with their exceptional vistas. While the city was willing to sell parcels of land, others protested. Among many concerns, including aesthetics, was the issue of safety.

"You can develop anywhere if you come up with the right engineering solutions," says Roy Kraynyk, landscape architect with the Allegheny Land Trust. The problem lies in the high risk of future repair and replacement costs — and that falls on the public, he says.

But developer Mark Masterson says he thinks the Saddle could support a small development — a maximum of eight to 12 townhouses to take advantage of the view — and still preserve 80 to 90 percent of the land. The townhouse owners also could pay for a trail through the greenway, he says. "It could be a win-win for someone to develop property in the city to get

tax revenue and greenspace at the same time."

Others disagree. "The Saddle is geologically unstable," insists Glotfelty, who also is an East Sycamore Street resident.

Still, it took the tornado and the damage it caused to whip up the debate about protecting Pittsburgh's hillsides. Although the slopes have been part of the city's landscape for eons, the attempt to preserve them is relatively new. As some developers began to explore options for building in the Saddle after the twister blew through, two groups initiated projects that helped change the fate of Mount Washington, alter Pittsburgh's hillside zoning policy and provide a blueprint for hillside conservation for the entire region.

One effort resulted in an empirical study of Pittsburgh hillsides that was used as a tool for regulating zoning and development. The other was a seven-year-long project of the Mount Washington Community Development Corp. to protect and restore 280 acres of green spaces, parks, hillsides and trails that ring the community.

Quick, of Perkins Eastman Architects, which did the urban design part of the study, says the work was important because the city's slopes are "fundamental." "They provide buffers and open space, contribute to the quality of life, and they are intrinsic to the identity of the city. When you are competing against other cities for economic development and people, green hillsides are important for quality of life. They have a direct economic impact."

Pittsburgh's City Planning Department was looking for a different kind of economic boost, however, when it initiated zoning code changes after the 1998 tornado. The revisions included a new zoning designation for Mount Washington hillsides that permitted development in the Saddle and elsewhere.

Lynn Squilla, chair of the Mount Washington Community Development Corp. board, says residents were alarmed by this turn of events. "Is that the highest and best use, which City Planning claimed it was? We questioned that. We said, 'Wait! There's an economic value to keeping this green.'"

Recognizing the need to update the city's approach to its hillsides, Councilman Bill Peduto asked the city Planning Department in 2002 to help Pittsburgh officials rethink hillside policy. With that nudge, Planning Director Susan Golomb formed the Hillsides Commission, a group of citizens who would aid in re-evaluating how public policy and zoning regulations could protect the slopes. The committee used a \$50,000 Endowments grant to hire Perkins Eastman and the Allegheny Land Trust to conduct the first-ever study of Pittsburgh hills.

"No one ever looked closely at our local slopes before. We've been suffering from panoramic myopia," says ecologist and artist Tim Collins, who conducted the ecological portion of the study through the STUDIO for Creative Inquiry at Carnegie Mellon University.

The 2004 report, called "An Ecological and Physical Investigation of Pittsburgh Hillsides," made the case that traditional planning tools have been ineffective in regulating hillside development. Originally established to address nuisances and now-dated notions of health and safety, zoning ordinances fail to address the modern need for environmental stewardship and quality of life.

Because hillsides are such a distinctive and public feature of the city, they should be subject to an even higher standard of regulation than is typical of city land, the study said. One of its basic principles was that buildings and development should be subordinate to the natural landscape. From slopes to steep bluffs, the study classified the various kinds of hillsides into three categories for zoning purposes: preservation, conservation and development.

By quantifying factors that could better inform the development versus conservation debate, the hillside report went further than any other in defining the terms. "It takes issues debated on principle and applies hard numbers to them," explains Peduto.

The study, which the councilman says is "cutting edge for zoning and planning policy anywhere in the nation," garnered an AIA Pittsburgh Design Award last fall for introducing a new approach to regulating the development of hillsides. And although the recommendations are tailored to Pittsburgh, the report offers community designers everywhere suggestions for zoning more effectively.

Allegheny County officials are looking at the study for ideas to be incorporated into the county's first comprehensive land-use plan, which is expected to be completed and adopted next year. As is the case in Pittsburgh, developers have been attracted to the rolling hills surrounding the city and have built retail and housing complexes among the slopes, sometimes bulldozing them level in the process. Lynn Heckman, assistant director of planning for the county's Department of Economic Development, says county officials do not have the power to dictate zoning or development regulations for local towns, but the plan could influence those decisions because state grants and permits for projects are often determined by compliance to county guidelines.

The hillside study's findings left a more definitive mark on Pittsburgh development policy after city planners presented zoning legislation based on the report to the Planning Commission last June. Opposition from developers led to more community meetings. But in December, City Council approved new rules for building on slopes, which included a requirement that any construction planned on land with a grade greater than 25 percent must be reviewed in a public forum.

That zoning change, and recommendations that the city act as a better steward of its land, benefited the Emerald Link, a project of the Mount Washington CDC. The idea for an expansive swath of green space evolved through a convergence of events that began the same year the tornado struck.

In 1998, Susan Brandt, then director of the CDC, announced at a monthly meeting that, once again, the organization had been turned down for funding for a hillside improvement project.

Frustrated, a task force dubbed "Green is Good" decided to formulate a new funding strategy, thinking bigger and even greener. Instead of focusing on one hillside area, the group would promote preservation of all of them and more: It would connect the dots of the four existing parks in the community to create a much larger parcel of green space for an "Emerald Link" of trails, parks, playgrounds and natural forested areas.



Pittsburgh's Fifth Park

The Grand View Scenic Byway Park is a proposed 280-acre tract that would encircle the plateau of Pittsburgh's Mount Washington and Duquesne Heights neighborhoods, connecting existing parks and a stretch of hillsides facing the Monongahela and Ohio Rivers.

A Grandview Park

B The Saddle (16 acres of public land added to the parcel in March)

C Grand View Scenic Byway and Grandview Overlook Park

D Olympia Park

E Mount Washington Park

F Duquesne Heights Greenway

Key elements of the park include:

Green space and trails to preserve and protect green and open spaces

Hillside restoration and management to promote sound ecological practices that help stabilize hillsides, provide habitats for native plants and wildlife and maintain attractive views to, from and within the park

Improved and restored city parks within the Grand View Scenic Byway Park, ensuring their ongoing maintenance and increasing their active community use

The CDC partnered with the Western Pennsylvania Conservancy to study a 458-acre area. Endowments support for the project included \$27,000 in grants to the CDC and a total of \$195,000 to the conservancy. "It was a comprehensive look at the green infrastructure," says Judy Wagner, an urban planner and the project manager from the conservancy.

Using GPS technology, the team created dozens of reports and maps, detailing resources such as the types of forests, soil and plants, then outlining opportunities for improvements. Issued in November, the Emerald Link master plan was in-depth, thorough and "allowed a level of technical information that surprised everyone," says Wagner.

"The master plan was a really unusual project. It allowed a relatively small CDC to partner with a larger environmental organization to go further than they would have gone on their own," Wagner says. "What is wonderful is that [The Heinz Endowments] provided enough support that the plan was done on this scale."

It was so impressive that Dan Deasy, a new City Council member, agreed to propose the idea of the Emerald Link as the city's fifth major park to then-Mayor Tom Murphy at the end of his administration last year. Murphy authorized the idea of the park with one exception: He omitted the Saddle. That property, with its panoramic city views, was still highly sought after by developers with the potential for providing tax dollars to the city.

Around the same time, Deasy mentioned in passing to Mayor-elect Bob O'Connor an upcoming meeting of the Mount Washington CDC to unveil the plan for the Emerald Link. To Deasy's surprise, O'Connor showed up. "He was excited about the plan and impressed by the CDC," says Deasy, "and the fact that the plan wasn't relying solely on city money, but also included foundation, state and federal funding."

In March, a few months after O'Connor became Pittsburgh's mayor, the city ceded the 16 acres comprising the Saddle to become part of 280 acres that would constitute the newly named Grand View Scenic Byway Park.

Residents are thrilled with the park designation. "It's the best way to consolidate all this land, to protect it and restore it," says Squilla.

It's expected to take up to 10 years to acquire more funding and implement the plan for the Grand View Scenic Byway Park. The Endowments has given the CDC \$50,000 to hire a parks director and another \$150,000 to begin executing the plan. Meanwhile, a skeletal trail system is in place, and pilot projects, such as creating a new viewing area overlooking the Saddle, are ready for construction.

Even before completion, the Byway will be a unique urban park that blends the built environment with the natural. Visitors will be able to walk a trail deep in the woods, then climb steps to sidewalks on a city street offering skyline views that take your breath away.

In how many cities can you do that? *h*

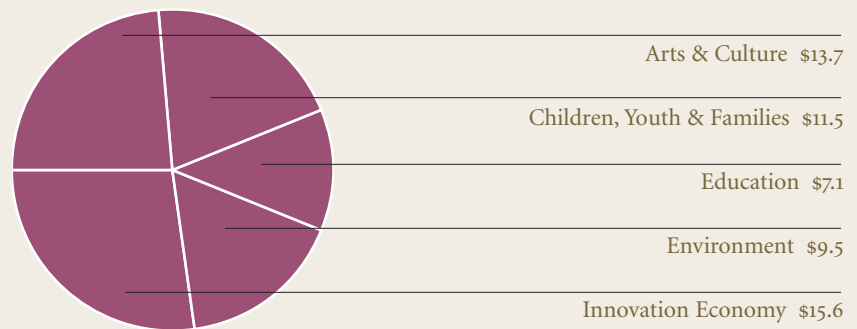
financial summary

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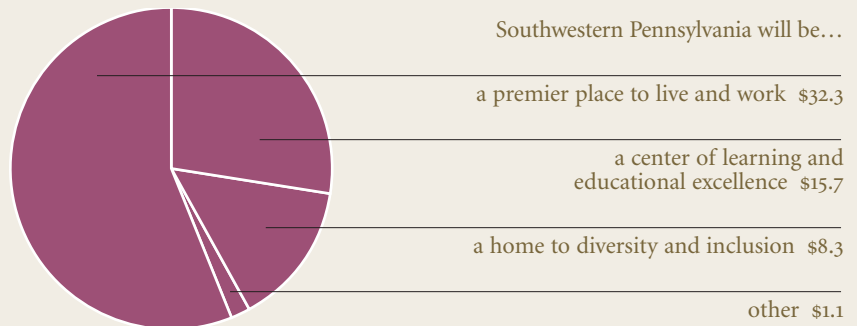
This is a combined financial summary for the Howard Heinz Endowment and the Vira I. Heinz Endowment. The 2005 amounts indicated here have not yet been audited.

By Program Area

Total Combined Approved Grants for 2005 (in millions) = \$57.4

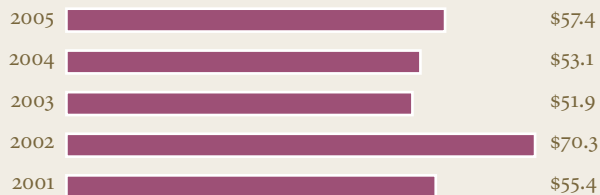


By Organizational Goal



Historical Perspective

Total Combined Approved Grants (in millions)



Total Combined Net Assets (in billions)



year in review

By Maxwell King
President, The Heinz Endowments



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Susan Hockenberry and Kathleen Enright work at opposite ends of the philanthropic sector, and they lead very different organizations. They don't know one another, but their positions on ethics, effectiveness and accountability were knitted together in much of the Endowments' work in these areas last year.

Hockenberry is executive director of western Pennsylvania's Local Government Academy, one of hundreds of nonprofit organizations that shared in the more than \$57 million in Endowments grants distributed throughout the region last year. Its superb ethics-effectiveness training program for public officials is why it has been a grantee since 1993.

Enright is executive director of Grantmakers for Effective Organizations, a national group dedicated to making foundations more effective in the ways in which they relate to grantees and to the nonprofit field. Embedded in the organization's various programs is the principle that grant makers concerned with evaluating their impact in the community are likely to pay more attention to ethics and accountability issues.

As an active member of GEO and a grantor of the Local Government Academy, the Endowments, I believe, is playing a leadership role in the ethics-accountability field, which is itself growing in importance in the foundation world.

At the academy, newly elected officials are put through 10 courses that cover the basics of running municipalities — finances, human resources, law, public safety, planning — and a specific session on ethics. But the underpinnings of the entire program are ethics, transparency, evaluation and effective decision making.

"It's hard for people to see immediately that our session on stormwater management has an ethics component, but it does," says Hockenberry. "That's on purpose. We realize that we have what amounts to a teachable moment with these officials. Telling them we're going to lecture them on ethics alone is like yelling 'Eat your vegetables!'"

Instead, the vegetables get mixed in with the meat and potatoes of governance. What officials discover, says Hockenberry, is that "being effective in office means paying attention to a set of shared, community-based ethics."

The Local Government Academy is just one of dozens of grantees that Endowments program staff identified and supported last year as strong ethics-effectiveness advocates.

We have made an internal commitment to be a national leader in the philanthropic sector on these values, and we realize that achieving that requires that we promote them through our grantees.

As the new chair of the national Council on Foundations, I am particularly aware of our need to pay attention to the other end of the philanthropic pipeline and to live up to the same ethics-effectiveness code. Certainly, the ethical misbehaviors in recent years by some high-profile foundations make that clear.

That's why the words of Enright and the services of GEO have been especially valuable to the Endowments and to the field as a whole.

Like Hockenberry, Enright also draws a direct line between the willingness of a foundation to engage in honest self-evaluation and outside assessment of effectiveness and ethical behavior.

"Grant makers often expect their grantees to exhibit behaviors that they themselves do not model," Enright wrote in last year's May-June issue of *Foundation News & Commentary* magazine. She cited an Urban Institute study that found "a

"IT'S HARD FOR PEOPLE TO SEE IMMEDIATELY THAT OUR SESSION ON STORMWATER MANAGEMENT HAS AN ETHICS COMPONENT, BUT IT DOES. ... TELLING THEM WE'RE GOING TO LECTURE THEM ON ETHICS ALONE IS LIKE YELLING 'EAT YOUR VEGETABLES!'"

Susan Hockenberry executive director, Local Government Academy

substantial number of foundations failing to engage in practices that, by their own standards, are important to effectiveness."

The Endowments took this message to heart last year and contracted with a partner organization, the Center for Effective Philanthropy, to conduct a grantee perception survey. While we have done these in the past, this was the first in which we compared our results with those of other foundations. As part of walking the walk with our grantees and the public, we will be posting the results of the survey on our Web site in the future.

This is just one of the ways in which we intend to measure our own effectiveness and improve our accountability to the public. But in the process of "learning to eat our vegetables," we take some caution from Howard Heinz Endowment Chairman Teresa Heinz. In a speech at the recent Council on Foundations conference in Pittsburgh, she cautioned the field to avoid becoming "one colossal, collective bore" in the process of adopting these values. They are only worthwhile, she said, to the extent that they give us the credibility to lead and "give others that spark, that idea or vision that can change lives." *h*

2005 grants

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ARTS & CULTURE

African American Cultural Center

For programming in 2005–06
Howard Heinz Endowment
\$200,000

The Bloomfield-Garfield Corporation

To support the Penn Avenue Arts Initiative's Youth Arts Program in 2006
Vira I. Heinz Endowment
\$30,000

Calliope House, Inc.

To support the strategic planning process
Vira I. Heinz Endowment
\$20,000

Carnegie Institute

For operating and program endowment for the Andy Warhol Museum
Howard Heinz Endowment
\$4,000,000

Carnegie Institute

For long-range planning support
Vira I. Heinz Endowment
\$3,550

Carnegie Institute

For support of the *Carnegie International*
Vira I. Heinz Endowment
\$10,000

Carnegie Institute

For general operating support
Howard Heinz Endowment
\$8,000

Carnegie Institute

For three-year operating support
Vira I. Heinz Endowment
\$625,350

Carnegie Institute

For three-year operating support
Vira I. Heinz Endowment
\$193,410

Carnegie Institute

To support the Pittsburgh Roars campaign
Vira I. Heinz Endowment
\$50,000

Carnegie Institute

For support of a marketing plan
Vira I. Heinz Endowment
\$18,200

Carnegie Institute

For general operating support
Vira I. Heinz Endowment
\$3,000

Carnegie Institute

For support of the *Carnegie International*
Vira I. Heinz Endowment
\$10,000

Carnegie Mellon University

To support the Arts & Culture Observatory from July 2005 to June 2006
Howard Heinz Endowment
\$70,000

Cave Canem

To support the Cave Canem 2005 Workshop/Retreat at the University of Pittsburgh Greensburg
Vira I. Heinz Endowment
\$10,000

Children's Festival Chorus

For a two-phase organizational assessment of Children's Festival Chorus
Vira I. Heinz Endowment
\$16,000

City Theatre Company Inc.

For funding to assist with a search for a new managing director
Vira I. Heinz Endowment
\$10,000

Civic Light Opera Association

To support the CLO's participation in a national project to develop new musical theater
Vira I. Heinz Endowment
\$75,000

Civic Light Opera Association

For three-year operating support
Vira I. Heinz Endowment
\$378,850

Community Design Center of Pittsburgh

To support the Pittsburgh Civic Design Coalition
Vira I. Heinz Endowment
\$50,000

Community Design Center of Pittsburgh

To support expansion of the Community Design Services
Howard Heinz Endowment
\$180,000

Community Loan Fund of Southwestern Pennsylvania

To support the 18-month CL Community Facilities pilot, which aims to help area nonprofits divest of burdensome real estate
Vira I. Heinz Endowment
\$25,000

Community Theater Project Corporation

For the Kelly-Strayhorn Theater to maintain a pricing structure that supports new and developing theater users
Vira I. Heinz Endowment
\$120,000

Construction Junction, Inc.

For the SALVO Arts Festival in October 2005
Vira I. Heinz Endowment
\$2,000

Creative Capital Foundation

For a Professional Development Weekend Retreat for southwestern Pennsylvania artists in Pittsburgh, Pennsylvania, September 16–18, 2005
Vira I. Heinz Endowment
\$20,500

Creative Nonfiction Foundation

To support the Pittsburgh Creative Nonfiction Literary Festival in fall 2005
Vira I. Heinz Endowment
\$10,000

The Downtown Management Organization

For funding to hire a consultant to work as an "owner's representative" for the central core redevelopment project (Fifth and Forbes)
Howard Heinz Endowment
\$50,000

The Downtown Management Organization

For strategic planning
Howard Heinz Endowment
\$42,850

Duquesne University

To support the Jazz and Fiddling Camp
Vira I. Heinz Endowment
\$7,000

Filipino American Association of Pittsburgh

To build a Philippine Nationality Room in the Cathedral of Learning at the University of Pittsburgh
Vira I. Heinz Endowment
\$5,000

Frick Art & Historical Center

To develop a comprehensive site plan
Vira I. Heinz Endowment
\$100,000

Gateway to the Arts

For operating support for 2005–07
Howard Heinz Endowment
\$180,000

Greater Pittsburgh Arts Council

For funding to secure a CEO
Vira I. Heinz Endowment
\$30,000

Greater Pittsburgh Arts Council

To support the development of an Office of Public Art in collaboration with the Department of City Planning
Howard Heinz Endowment
\$50,000

Green Building Alliance

To support the costs of the Civic Design Coalition's work
Howard Heinz Endowment
\$50,000

Historical Society of Western Pennsylvania

To support the completion of the Senator H. John Heinz exhibit and relocation of the Visitor Information Center
Howard Heinz Endowment
\$28,000

Historical Society of Western Pennsylvania

To support work toward the American Association of Museums accreditation process, and developmental funding for future exhibitions
Vira I. Heinz Endowment
\$200,000

Historical Society of Western Pennsylvania

For general operating support
Vira I. Heinz Endowment
\$3,000

International Network of Schools for the Advancement of Arts Education

To support the Network of Schools for the Advancement of Arts Education and the National Guild of Community Schools of the Arts 2005 National Conference held in Pittsburgh

Vira I. Heinz Endowment
\$15,000

Jazz Workshop, Inc.

To support Family Night, Jazz on the Steps and Jazz in the Parklet events from October 2004 through September 2005

Howard Heinz Endowment
\$15,000

Lawrenceville Development Corporation

To purchase — and rent below market rate — artists' studios at the Blackbird Lofts

Vira I. Heinz Endowment
\$150,000

The Looking Glass Institute

To support drafting quality standards for community development

Howard Heinz Endowment
\$10,000

Mattress Factory

To support a new marketing staff position

Howard Heinz Endowment
\$250,000

Mattress Factory

To support the City of Asylum's core program

Vira I. Heinz Endowment
\$15,000

Mendelssohn Choir of Pittsburgh, Inc.

To fund the world premiere of Nancy Galbraith's *Requiem*

Vira I. Heinz Endowment
\$48,000

Mid Atlantic Arts Foundation

For the Pennsylvania Performing Arts on Tour program, Phase IV

Vira I. Heinz Endowment
\$340,000

Mid Atlantic Arts Foundation

For the Artist and Communities project for 2006 and 2007

Howard Heinz Endowment
\$120,000

Multicultural Arts Initiative

For 2006 grants

Howard Heinz Endowment
\$400,000

Nego Gato, Inc.

To support the growth and development of Nego Gato's local performance ensemble from October 2005 through June 2006

Howard Heinz Endowment
\$20,000

Northside Leadership Conference

For the Sandusky Street underpass public art project

Howard Heinz Endowment
\$10,000

Pew Charitable Trusts

To support the Pennsylvania Cultural Data Project from June 2005 to May 2006

Howard Heinz Endowment
\$100,000

Pittsburgh Board of Public Education

To support an integrated elementary arts curriculum at the New Homewood Elementary School and Dilworth Traditional Academy

Vira I. Heinz Endowment
\$64,000

Pittsburgh Center for the Arts

For operating support for 2006

Howard Heinz Endowment
\$90,000

Pittsburgh Chapter AIA Charitable Associates

To support the Pittsburgh Citizen's Gaming Advisory Panel

Howard Heinz Endowment
\$50,000

Pittsburgh Children's Museum

To support architect, fund-raising and project management fees for the Hazlett Theater

Vira I. Heinz Endowment
\$40,000

Pittsburgh Cultural Trust

To support the District Development Fund for 2005

Howard Heinz Endowment
\$500,000

Pittsburgh Cultural Trust

To implement facilities management recommendations

Howard Heinz Endowment
\$150,000

Pittsburgh Cultural Trust

To support the national conference of the Association of American Cultures held in Pittsburgh in August 2005

Howard Heinz Endowment
\$15,000

Pittsburgh Cultural Trust

For general operating support

Vira I. Heinz Endowment
\$5,000

Pittsburgh Cultural Trust

For general operating support

Howard Heinz Endowment
\$2,500

Pittsburgh Cultural Trust

For 2006 operating support

Howard Heinz Endowment
\$850,000

Pittsburgh Cultural Trust

For general operating support

Vira I. Heinz Endowment
\$5,000

Pittsburgh Dance Alloy

For the season premiere in April 2005 and a marketing campaign

Vira I. Heinz Endowment
\$40,000

Pittsburgh Dance Alloy

For three-year operating support

Vira I. Heinz Endowment
\$159,200

Pittsburgh Film-Makers, Inc.

For three-year operating support

Vira I. Heinz Endowment
\$222,900

The Pittsburgh Foundation

For a one-year pilot of the Creativity Project to take place in 2005–06

Howard Heinz Endowment
\$50,000

The Pittsburgh Foundation

To support the creation of a short film on Pittsburgh in preparation for the 2006 Council on Foundations Annual Conference in Pittsburgh

Vira I. Heinz Endowment
\$30,000

Pittsburgh Glass Workshop Inc.

To retire the mortgage on the artists' house and to fund elements of the strategic plan in 2006–08

Vira I. Heinz Endowment
\$200,000

Pittsburgh History and Landmarks Foundation

To support the green building portion of the National Trust Conference in Pittsburgh in 2006

Vira I. Heinz Endowment
\$30,000

Pittsburgh International Children's Theatre

To support artistic and management costs

Vira I. Heinz Endowment
\$60,000

Pittsburgh Irish and Classical Theatre Inc.

To assist with the search for a new managing director

Howard Heinz Endowment
\$20,000

Pittsburgh Irish and Classical Theatre Inc.

To provide partial support for the new position of Managing Director and implementation of the strategic plan in 2006, 2007 and 2008

Howard Heinz Endowment
\$120,000

Pittsburgh Musical Theater

To support fourteen student matinee performances at the Byham Theater in 2005–06

Vira I. Heinz Endowment
\$25,000

Pittsburgh New Music Ensemble

To support the 2005 season

Vira I. Heinz Endowment
\$40,000

Pittsburgh Opera Inc.

To support the Artistic Excellence project

Howard Heinz Endowment
\$300,000

The Pittsburgh Project

For support for a student to study the Afro-Brazilian dance and the martial art form Capoeira in Brazil

Vira I. Heinz Endowment
\$1,500

Pittsburgh Public Theater Corporation

To support strategic planning and professional development activities in 2004–05

Howard Heinz Endowment
\$17,000

Pittsburgh Public Theater Corporation

For three-year operating support

Vira I. Heinz Endowment
\$433,400

Pittsburgh Public Theater Corporation

For general operating support

Vira I. Heinz Endowment
\$2,000

Pittsburgh Symphony Society

For maintenance of Heinz Hall Plaza for 2005–07

Howard Heinz Endowment
\$75,000

Pittsburgh Symphony Society

For general operating support
Howard Heinz Endowment
\$14,000

Riverlife Task Force

For the strategic planning project
Howard Heinz Endowment
\$49,000

Riverlife Task Force

For operating support for 2006
Vira I. Heinz Endowment
\$250,000

Robert Morris University

For the Bayer Center for Nonprofit Management to provide financial analyses and technical assistance regarding select cultural organizations in 2005
Vira I. Heinz Endowment
\$30,000

Silver Eye Center for Photography

To support key exhibitions and professional development activities in 2005–06 and 2006–07
Vira I. Heinz Endowment
\$50,000

Silver Eye Center for Photography

To fund a building renovation project
Vira I. Heinz Endowment
\$50,000

Sports & Exhibition Authority of Pittsburgh and Allegheny County

To support a special event celebrating the unveiling of a Jenny Holzer work at the Convention Center
Howard Heinz Endowment
\$15,000

Team Pennsylvania Foundation

To support the 2005 Governor's Awards for the Arts
Howard Heinz Endowment
\$5,000

The Thomas Merton Center

For funding to complete the documentary *Enough is ENOUGH: The Death of Jonny Gammage*
Vira I. Heinz Endowment
\$10,000

Tickets for Kids Foundation

To subsidize the purchase of tickets to cultural events for 2005–06
Vira I. Heinz Endowment
\$10,000

Touchstone Center for Crafts

To support eight headliner artists during the 2005 season
Vira I. Heinz Endowment
\$16,000

University of Pittsburgh

For Shakespeare-in-the-Schools to pilot and evaluate the new "See It, Feel It, Act It, Write It" extended residency program in area public schools, January–December 2005
Howard Heinz Endowment
\$20,000

University of Pittsburgh

To support guest artist expenses associated with Kuntu Repertory Theatre's productions of *Bubbling Brown Sugar*, *Jelly's Last Jam* and *Sweet Thunder: Billy Strayhorn*, January–June 2005
Howard Heinz Endowment
\$20,000

Virginia Center for the Creative Arts

To support visiting artists from southwestern Pennsylvania to be in residence at VCCA from June 2006 to May 2007
Vira I. Heinz Endowment
\$27,500

Westmoreland Museum of Art

To support the exhibition and catalog for *American Scenery: Themes, Symbols and Pairings in Hudson River School Painting*
Vira I. Heinz Endowment
\$50,000

WQED Pittsburgh

To support *The War That Made America* project
Vira I. Heinz Endowment
\$300,000

WQED Pittsburgh

To support *On Q* for 2006
Howard Heinz Endowment
\$250,000

WQED Pittsburgh

To support the Peter Matthiessen documentary project
Howard Heinz Endowment
\$30,000

WQED Pittsburgh

For general operating support
Vira I. Heinz Endowment
\$2,000

The Writers Room of Bucks County, Inc.

To support the Generation Crossroads Memoirs program
Howard Heinz Endowment
\$10,000

Arts & Culture**Creative Heights Program****Artists Image Resource**

To support a Creative Heights residency with visual artist Patricia Villalobos Echeverria from summer 2005 to fall 2006
Vira I. Heinz Endowment
\$40,000

City Theatre Company Inc.

To support a Creative Heights residency with playwright Tammy Ryan from May 2005 to April 2006
Vira I. Heinz Endowment
\$7,000

Mattress Factory

To support a Creative Heights residency with visual artist Ruth Stanford from May 2005 to December 2005
Vira I. Heinz Endowment
\$27,000

Pittsburgh Glass Workshop Inc.

To support a Creative Heights residency with visual artist Hilary Harp from April 2005 to April 2006
Vira I. Heinz Endowment
\$40,000

Pittsburgh International Children's Theatre

To support a Creative Heights residency with storyteller Azizi Powell beginning in April 2005
Vira I. Heinz Endowment
\$7,000

Pittsburgh Symphony Society

To support a Creative Heights residency with composer Reza Vali from June 2005 to May 2006
Vira I. Heinz Endowment
\$40,000

Arts & Culture**Small Arts Initiative****Artists and Cities, Inc.**

To support artist fees for Barebones Productions' performance of *Frozen* in Lawrenceville in October 2005
Howard Heinz Endowment
\$7,500

Artists Image Resource

To support the 2006 Artist-in-Residence program
Howard Heinz Endowment
\$12,000

Autumn House Press

To support the 2006 Master Poets Series
Howard Heinz Endowment
\$7,000

Bach Choir of Pittsburgh

To support the performances of Joe Negri and Tom Roberts on March 31, 2006 and April 1, 2006 at St. Agnes Church in Oakland
Howard Heinz Endowment
\$6,000

The Balmoral School of Highland Piping, Inc.

To commission James McIntosh, M.B.E. to compose bagpipe tunes in honor of Andrew Carnegie with a public performance in late November 2006 at Carnegie Lecture Hall
Howard Heinz Endowment
\$5,000

The Bloomfield-Garfield Corporation

To support Attack Theatre's production of *Games of Steel* at Red Star Ironworks in October 2005
Howard Heinz Endowment
\$15,000

Bodiography Contemporary Ballet Co.

To support the creation of a new work by Ze'eva Cohen for presentation at the Byham Theater in April 2006
Howard Heinz Endowment
\$6,500

Brew House Association

To support artistic and educational programming for 2006
Howard Heinz Endowment
\$9,000

Bricolage

To support the production of the 2006 Staged Reading Performance Series (February–July)
Howard Heinz Endowment
\$6,000

Carnegie Institute

To support the Artists Upstairs "ArtUp's Raw Spectacle Series"
Howard Heinz Endowment
\$5,000

Edgewood Symphony Orchestra, Inc.

To provide funds for soloists, recording and sheet music during the 2005–06 season
Howard Heinz Endowment
\$2,200

Fiberarts Guild of Pittsburgh

To support Fiberart International 2007 from April to August 2007
Howard Heinz Endowment
\$15,000

Glorious Rebirth Performing Troupe

To support the production of *Junkanoo* at the Byham Theater on June 17, 2006
Howard Heinz Endowment
\$2,000

Guitar Society of Fine Art

To provide support to the Pittsburgh Live Chamber Orchestra for two concerts in 2005–06
Howard Heinz Endowment
\$10,000

Guitar Society of Fine Art

To support the presentation of the Los Angeles Guitar Quartet and electric guitarist Mike Stern during the 2005–06 season
Howard Heinz Endowment
\$14,000

The Jewish Theatre of Pittsburgh

For the development of a new play, titled *Watching Fire*, *Watching Rain*, which premiered in March 2006
Howard Heinz Endowment
\$8,000

Junction Dance Theatre

To support the *House Party* performance in May 2006
Howard Heinz Endowment
\$8,000

Laboratory Company Dance, Inc.

To commission guest choreographers to create new works for the November 2005 performance
Howard Heinz Endowment
\$11,000

McKeesport Symphony Society

To support a special concert, *Close Encounters: MSO and Friends*, on March 25, 2006
Howard Heinz Endowment
\$4,500

New Horizon Theater, Inc.

To support the 2005–06 season's closing production, *American Menu*, by Don Wilson Glenn (May 19–June 11, 2006), at the Kelly-Strayhorn Theater
Howard Heinz Endowment
\$8,000

North Pittsburgh Civic Symphony

To support the April 1, 2006 performance of *Jazz Goes the Orchestra*
Howard Heinz Endowment
\$2,000

Open Stage Theatre

To support the production of *See Under: Love* by Corey Fischer (February 24–March 12, 2006)
Howard Heinz Endowment
\$3,000

The Pittsburgh Camerata

To support *More Pictures at an Exhibition* (October 28–November 5, 2006)
Howard Heinz Endowment
\$6,125

Pittsburgh Center for the Arts

To support the Pittsburgh Society of Sculptors 2006 Annual Open Exhibition (May 5–August 20, 2006)
Howard Heinz Endowment
\$7,000

Pittsburgh Concert Chorale

For support of the March 4–5, 2006 Classical Concert
Howard Heinz Endowment
\$5,000

Pittsburgh Film-Makers, Inc.

To support the Two Girls Working project, *Trappings*
Howard Heinz Endowment
\$6,000

Pittsburgh Jazz Society

For the production of five one-hour programs from the concert series to be broadcast on WDUQ-FM in winter 2006
Howard Heinz Endowment
\$6,500

Pittsburgh Parks Conservancy

For the production of *A Circus in the Park* with the Zany Umbrella Circus in spring 2006
Howard Heinz Endowment
\$7,000

Prime Stage

To support the production of *The Giver* (April 29–May 19, 2006)
Howard Heinz Endowment
\$7,500

Renaissance and Baroque Society

To support presentations of *Rebel* in November 2005 and *Trio Mediaeval* in March 2006
Howard Heinz Endowment
\$5,500

Renaissance City Choirs

For support of *Lush Life* at the Kelly-Strayhorn Theater on April 15, 2006 and *At the Beach* on May 7, 2006
Howard Heinz Endowment
\$5,000

Squonk Opera

To support the development phase of *Pittsburgh: The Opera*
Howard Heinz Endowment
\$15,000

Srishti Dances of India

To support the presentation of *Yugma* at the Kelly-Strayhorn Community Performing Arts Center in April 2006
Howard Heinz Endowment
\$12,000

Umoja African Arts Company

To support the African Arts in the Park Festival in August 2006 at Point State Park
Howard Heinz Endowment
\$10,000

United Jewish Federation

To support the Pittsburgh Jewish Musical Festival's performance of *From Shabbat to the High Holidays* on May 31, 2006
Howard Heinz Endowment
\$15,000

United Jewish Federation

To support the Pittsburgh Jewish Israeli Film Festival International Film Festival at Southside Works Cinema (March 16–April 2, 2006)
Howard Heinz Endowment
\$13,000

University of Pittsburgh

To support Music on the Edge's January 2006 concert with pianist Ursula Oppens
Howard Heinz Endowment
\$7,500

The Unseam'd Shakespeare Company

To support the production of *Othello* (June 16–July 1, 2006)
Howard Heinz Endowment
\$12,000

Xpressions Contemporary Dance Company

To support the presentation of Urban Development, a workshop and performance program, February–June 2006
Howard Heinz Endowment
\$11,000

CHILDREN, YOUTH & FAMILIES**3 Rivers Connect**

To support the development of a process to collect, analyze and disseminate information on after-school programs that will begin to inform policy and funding priorities, as well as choice and usage by consumers
Vira I. Heinz Endowment
\$300,000

Allegheny County Department of Human Services

For a community-based approach to youth violence prevention in Allegheny County
Vira I. Heinz Endowment
\$100,000

Allegheny County Department of Human Services

To support the development of community learning centers in Clairton, Sto-Rox and Duquesne School Districts
Howard Heinz Endowment
\$200,000

Allegheny County Department of Human Services

For startup of a family support center to serve Green Meadows and Prospect Park housing communities
Howard Heinz Endowment
\$220,000

Beginning With Books

To expand the Beacons project in partnership with the Carnegie Libraries of Pittsburgh
Howard Heinz Endowment
\$500,000

Berks County Intermediate Unit

To develop a statewide focus on infant and toddler health and mental health
Howard Heinz Endowment
\$400,000

Brother's Brother Foundation

To support efforts to send direct aid to the victims of the tsunami floods that struck southeast Asia on December 26, 2004
Howard Heinz Endowment
\$250,000

Brother's Brother Foundation

To support efforts to send direct aid to the victims of the tsunami floods that struck southeast Asia on December 26, 2004
Vira I. Heinz Endowment
\$150,000

Building United of Southwestern Pennsylvania

For a second round of support for the “Faith Saves” public education campaign

Howard Heinz Endowment
\$150,000

Carnegie Institute

To transition the Girls Math & Science Partnership to the Carnegie Science Center

Vira I. Heinz Endowment
\$100,000

Carnegie Mellon University

For eliminating toxic and pathological residuals in New Orleans in the Katrina aftermath

Howard Heinz Endowment
\$250,000

Center for Creative Play

For supervised play visits for families in the child welfare system

Howard Heinz Endowment
\$100,000

Central Susquehanna Intermediate Unit

To support a planning process for technical support for Department of Education—sponsored parent engagement models

Howard Heinz Endowment
\$15,000

Children’s Hospital of Pittsburgh Foundation

To support a four-year program evaluation research model to document the impact and outcomes of the Pennsylvania quality pre-kindergarten initiative

Howard Heinz Endowment
\$1,000,000

Civil Society Institute, Inc.

To implement a \$16 million public–private funding initiative to expand high-quality pre-kindergarten programs throughout Pennsylvania

Howard Heinz Endowment
\$1,000,000

Civil Society Institute, Inc.

For the third round of PA BUILD for 2006 and 2007

Howard Heinz Endowment
\$350,000

Council on Foundations

2005 Council on Foundation dues

Vira I. Heinz Endowment
\$14,400

Council on Foundations

2005 Council on Foundation Dues

Howard Heinz Endowment
\$30,600

East Liberty Family Health Care Center

To support a strategic planning process to incorporate doula services into outpatient clinics

Howard Heinz Endowment
\$50,000

East Liberty Family Health Care Center

To expand Birth Circle, a comprehensive model of care for pregnant women in the East End of Pittsburgh

Howard Heinz Endowment
\$50,000

Family Resources

To expand the Family Nurturing Program at the Family Retreat Center

Howard Heinz Endowment
\$100,000

Family Resources

To support the public housing after-school literacy initiative

Vira I. Heinz Endowment
\$200,000

Girl Scouts–Trillium Council

For corporate sponsorship

Howard Heinz Endowment
\$3,500

Grantmakers for Children, Youth & Families Inc.

To maintain a financial and administrative structure and the funds to support the work of the Early Childhood Funders Initiative

Howard Heinz Endowment
\$10,000

Grantmakers for Children, Youth & Families Inc.

For the Early Childhood Funders Collaborative meeting held in Pittsburgh, Pennsylvania on October 26–28, 2005

Howard Heinz Endowment
\$5,000

Gwens Girls, Inc.

For general operating support

Vira I. Heinz Endowment
\$10,000

H. John Heinz III Center for Science, Economics and the Environment

For initial funding for the “Rebuilding after Katrina: Planning for the Future” project

Vira I. Heinz Endowment
\$150,000

Hill House Association

To continue after-school literacy in three elementary schools

Howard Heinz Endowment
\$50,000

Hill House Association

To support a financial education pilot for women of color utilizing public access television

Howard Heinz Endowment
\$4,000

Holy Family Learning

To support the implementation of high-quality reading and language arts curricula for elementary students

Howard Heinz Endowment
\$100,000

Jumpstart for Young Children, Inc.

To support training of Jumpstart staff to improve their ability to develop emerging literacy skills of young children in targeted neighborhoods

Howard Heinz Endowment
\$44,000

Junior Achievement of Southwest Pennsylvania, Inc.

To implement an economics-based curriculum into YouthPlaces after-school programs for at-risk youth

Vira I. Heinz Endowment
\$60,000

The Kingsley Association

To support the Kingsley-Lincoln Freedom School in 2005

Howard Heinz Endowment
\$10,000

The Looking Glass Institute

For a third round of funding to replicate the youth standards project

Howard Heinz Endowment
\$75,000

Lydia’s Place, Inc.

To support the Family Waiting Area at the Allegheny County Jail

Howard Heinz Endowment
\$200,000

Macedonia Family and Community Enrichment Center, Inc.

To fund a part-time counselor for the Family Group Decision Making Project

Howard Heinz Endowment
\$25,470

National Peace Corps Association

For the Tsunami Assistance Project, Nagappattinam, India

Vira I. Heinz Endowment
\$5,000

Neighborhood Housing

To support the “My Money, My Life” financial literacy program

Vira I. Heinz Endowment
\$100,000

Neighborhood Housing

To support the development of Web-Fest, a Web-based financial education search tool

Vira I. Heinz Endowment
\$50,000

Pennsylvania Child Care Association

To provide a second round of support for Pennsylvania’s T.E.A.C.H., an early childhood teacher training project

Howard Heinz Endowment
\$200,000

The Pennsylvania Newspaper Publishers’ Association Foundation

To develop a financial literacy education program for journalists

Howard Heinz Endowment
\$50,000

Pennsylvania State University

To support two childhood obesity prevention initiatives

Vira I. Heinz Endowment
\$100,000

The Pennsylvania State University / Cooperative Extension

For expanding community-based financial education in the region

Howard Heinz Endowment
\$100,000

Pittsburgh Action Against Rape

To support a mobile children’s therapist for child sexual assault victims in Allegheny County

Howard Heinz Endowment
\$90,000

Pittsburgh Children’s Museum

To support Healthy Smile Days for 2005

Howard Heinz Endowment
\$10,000

The Pittsburgh Foundation

To support the Hurricane Katrina Relief Fund–Pittsburgh

Vira I. Heinz Endowment
\$100,000

Pittsburgh Mercy Foundation

For a second round of support to improve health care for children in foster placement

Vira I. Heinz Endowment
\$100,000

Public Interest Projects, Inc.

To support the western Pennsylvania Fulfilling the Dream Fund
Vira I. Heinz Endowment
 \$200,000

Robert Morris University

A second round of support for a high school financial literacy program targeted to African-American youth
Howard Heinz Endowment
 \$80,000

Sarah Heinz House Association

For general operating support
Howard Heinz Endowment
 \$10,000

Sarah Heinz House Association

For annual operating support
Howard Heinz Endowment
 \$1,100,000

Sisters Place, Inc.

For a final round of funding to help transition children and their families from homelessness to permanent housing
Vira I. Heinz Endowment
 \$100,000

Three Rivers Rowing Association

For support to engage a consultant to review the finances and operations of the organization
Howard Heinz Endowment
 \$2,000

Three Rivers Rowing Association

To build the capacity of the Association in the areas of volunteer coordination and fundraising
Howard Heinz Endowment
 \$100,000

Tides Center PA

For funding for YouthPlaces to incorporate into its own 501(c)3 organization and transition from Tides, PA
Howard Heinz Endowment
 \$15,000

Tuscarora Intermediate Unit Foundation Inc.

To support a nutrition and fitness initiative known as Color Me Healthy, for children in early childhood education programs
Howard Heinz Endowment
 \$400,000

United Jewish Federation

To support the David & Karen Shapira Philanthropic Fund
Howard Heinz Endowment
 \$1,000

United Way of Allegheny County

For the direct benefit of various homeless shelters
Vira I. Heinz Endowment
 \$10,000

United Way of Allegheny County

For general operating support
Howard Heinz Endowment
 \$15,000

United Way of Allegheny County

For general operating support
Howard Heinz Endowment
 \$8,000

United Way of Allegheny County

For support of the 2005 United Way Impact Fund campaign
Howard Heinz Endowment
 \$700,000

United Way of Allegheny County

For the direct benefit of Extra Mile Foundation (#3332)
Vira I. Heinz Endowment
 \$5,000

University of Pittsburgh

To support the Faith Tech program
Howard Heinz Endowment
 \$100,000

University of Pittsburgh

For a second round of support for "Healthy Class of 2010," a school-based health education program
Vira I. Heinz Endowment
 \$100,000

University of Pittsburgh

To support the 12th annual Family Support Conference on May 3, 2005
Howard Heinz Endowment
 \$2,000

University of Pittsburgh

To continue to provide training and technical support to Allegheny County family support network
Howard Heinz Endowment
 \$150,000

University of Pittsburgh Medical Center

To support "HEALTH for Families," a pediatric weight management program
Vira I. Heinz Endowment
 \$200,000

Urban League of Pittsburgh, Inc.

For general operating support
Howard Heinz Endowment
 \$2,500

Wellesley College

For funding to support a conference for the Pittsburgh region's after-school community
Vira I. Heinz Endowment
 \$25,000

The Women and Girls Foundation of Southwest Pennsylvania

For a challenge grant to support the Women and Girls Foundation of Southwest Pennsylvania
Howard Heinz Endowment
 \$300,000

The Women and Girls Foundation of Southwest Pennsylvania

For general operating support
Vira I. Heinz Endowment
 \$10,000

Women's Institute for a Secure Retirement

To launch the second National Women's Retirement Poll
Vira I. Heinz Endowment
 \$25,000

Women's Institute for a Secure Retirement

To fund the Pennsylvania portion of the National Women's Retirement Poll
Howard Heinz Endowment
 \$25,000

YouthPlaces

For operating support and expansion of arts programming for the YouthPlaces Initiative
Howard Heinz Endowment
 \$200,000

Youthworks

For support to provide employment and training for at-risk youth in the City of Pittsburgh and Allegheny County region
Howard Heinz Endowment
 \$300,000

Children, Youth & Families Summer Youth Philanthropy Program**Carnegie Institute**

To train adolescents to teach elementary children about science
Howard Heinz Endowment
 \$17,000

Human Services Center Corporation

To add workforce development to the Youth LIFE Program serving adolescents
Howard Heinz Endowment
 \$20,000

Magee Women's Hospital

To support peer educators to expand and update youth health awareness classes
Howard Heinz Endowment
 \$17,000

North Hills Community Outreach, Inc.

To support youth leadership coordinators to manage youth volunteer programs
Howard Heinz Endowment
 \$16,000

The Pittsburgh Project

To increase the number of participants in the Leaders In Training college preparation program
Howard Heinz Endowment
 \$15,000

YMCA of Greater Pittsburgh

To connect urban and suburban schools to bridge the cultural gap in Pittsburgh
Howard Heinz Endowment
 \$15,000

EDUCATION PROGRAM**3 Rivers Connect**

To establish an alternative high school
Howard Heinz Endowment
 \$50,000

3 Rivers Connect

For education technology programs and operating support
Vira I. Heinz Endowment
 \$650,000

Allegheny Conference on Community Development

For the school governance and leadership initiative
Howard Heinz Endowment
 \$100,000

Allegheny Intermediate Unit

For the early literacy/technology initiative
Howard Heinz Endowment
 \$42,000

Allegheny Intermediate Unit

To support the online tutoring initiative in chemistry
Howard Heinz Endowment
 \$50,000

Allegheny Intermediate Unit

For the pre-school reading program
Vira I. Heinz Endowment
 \$50,000

Allegheny Intermediate Unit

For support of the Reading Achievement Center
Howard Heinz Endowment
 \$505,000

Apex Consortium Inc.

For development of teacher leadership teams
Howard Heinz Endowment
 \$50,000

Asset, Inc.

For a science and math teacher training program
Vira I. Heinz Endowment
 \$350,000

Btc Center

For funding to purchase educational materials and pay teachers who provide tutoring services
Howard Heinz Endowment
 \$15,000

Butler County Community College Education Foundation

For coordination of a regional robotics education initiative
Vira I. Heinz Endowment
 \$175,000

Carnegie Institute

To support "SciTech Spectacular"
Howard Heinz Endowment
 \$150,000

Carnegie Mellon University

For a middle-grades robotics initiative
Howard Heinz Endowment
 \$100,000

Carnegie Mellon University

For development of Project LISTEN, a computer-assisted reading tutor
Howard Heinz Endowment
 \$150,000

Carnegie Mellon University

For general operating support
Vira I. Heinz Endowment
 \$4,000

Carnegie Mellon University

To develop a research framework and identify source materials for a study of PA Teacher quality
Howard Heinz Endowment
 \$14,000

The Center for Effective Philanthropy

For preparation of a Grantee Perception Report for the Heinz Endowments
Vira I. Heinz Endowment
 \$27,700

Community Loan Fund of Southwestern Pennsylvania

For a working capital fund to develop and strengthen charter schools
Howard Heinz Endowment
 \$450,000

Community Loan Fund of Southwestern Pennsylvania

For expansion of City Charter High School
Vira I. Heinz Endowment
 \$200,000

Community Loan Fund of Southwestern Pennsylvania

For a working capital fund to develop and strengthen alternative schools
Howard Heinz Endowment
 \$300,000

Duquesne University

To support the Improving University Teaching (IUT) 30th International Conference in Pittsburgh
Howard Heinz Endowment
 \$7,000

East Liberty Development, Inc.

For planning and design of a pedestrian bridge in East Liberty
Howard Heinz Endowment
 \$100,000

Extra Mile Education Foundation, Inc.

For general operating support
Howard Heinz Endowment
 \$25,000

Extra Mile Education Foundation, Inc.

For ongoing evaluation and improvement of Extra Mile elementary schools
Vira I. Heinz Endowment
 \$50,000

Foundation Center

For program and operating support for 2005
Vira I. Heinz Endowment
 \$10,000

Fund for the Advancement of Minorities through Education

For minority student scholarships to attend Pittsburgh independent schools
Vira I. Heinz Endowment
 \$100,000

Grantmakers for Education

For program and operating support
Howard Heinz Endowment
 \$10,000

Grantmakers of Western Pennsylvania

Dues for 2005
Howard Heinz Endowment
 \$20,000

Greater Pittsburgh Literacy Council

For a family literacy program and learning English as a second language services
Vira I. Heinz Endowment
 \$100,000

Imani Christian Academy

For a new school library
Howard Heinz Endowment
 \$100,000

Imani Christian Academy

For general operating support
Vira I. Heinz Endowment
 \$10,000

Manchester Craftsmen's Guild

For assessment of organizational capacity
Howard Heinz Endowment
 \$50,000

Manchester Craftsmen's Guild

For general operating support
Howard Heinz Endowment
 \$10,000

Manchester Craftsmen's Guild

For general operating support
Howard Heinz Endowment
 \$15,000

Manchester Craftsmen's Guild

For program and operating support
Howard Heinz Endowment
 \$150,000

Manchester Craftsmen's Guild

For general operating support
Vira I. Heinz Endowment
 \$1,000

Manchester Craftsmen's Guild

To support Manchester capacity review
Howard Heinz Endowment
 \$17,000

Mon Valley Education Consortium

For program and operating support
Vira I. Heinz Endowment
 \$150,000

National Council for History Education

To develop a Pennsylvania Council on History Education
Howard Heinz Endowment
 \$50,000

National Foundation for Teaching Entrepreneurship to Disadvantaged & Handicapped Youth, Inc.

To support a distinctive entrepreneurship education program for inner-city youth
Vira I. Heinz Endowment
 \$125,000

Negro Educational Emergency Drive

For the college scholarship program
Howard Heinz Endowment
 \$200,000

Negro Educational Emergency Drive

For general operating support
Vira I. Heinz Endowment
 \$5,000

Pennsylvania Economy League, Inc.

For online publication of Pennsylvania "Issues Alert"
Vira I. Heinz Endowment
 \$150,000

Pennsylvania State University

For Education Portal, an online curriculum project
Vira I. Heinz Endowment
 \$250,000

The Philanthropy Roundtable

For support of the Philanthropy Roundtable
Vira I. Heinz Endowment
 \$7,500

Pittsburgh Board of Public Education

To support the Pittsburgh superintendent's preparation of the school district's budget
Howard Heinz Endowment
 \$20,000

The Pittsburgh Chess Club

For program support for the 2005–06 school year
Howard Heinz Endowment
 \$15,000

The Pittsburgh Foundation

To support the superintendent search process for Pittsburgh Public Schools
Howard Heinz Endowment
 \$25,000

Point Park University

To support Summer in the City at Point Park University
Howard Heinz Endowment
 \$15,000

Point Park University

To develop Innocence Institute strategy and partnerships
Howard Heinz Endowment
 \$15,000

Reading Is Fundamental Pittsburgh

For an after-school early reading program in five school districts
Howard Heinz Endowment
 \$200,000

Robert Morris University

To support the Bayer Center for Nonprofit Management's technology training program
Howard Heinz Endowment
 \$50,000

Schenley Heights Community Development Program

For support of an after-school early reading program
Vira I. Heinz Endowment
 \$50,000

Simon Youth Foundation

For a national conference in Pittsburgh on alternative high schools
Howard Heinz Endowment
 \$10,000

United Way of Allegheny County

For the direct benefit of Bishop's Education Fund (#928677)
Vira I. Heinz Endowment
 \$5,000

University of Maryland Foundation, Inc.

To distribute *American Journalism Review* and *Columbia Journalism Review* to journalism students at Penn State University, Temple University and the University of Pittsburgh for period 2005–06
Vira I. Heinz Endowment
 \$24,000

University of Pittsburgh

For evaluation of education program initiatives
Howard Heinz Endowment
 \$50,000

University of Pittsburgh

To support Faith Tech, a community-based technology and education program
Vira I. Heinz Endowment
 \$50,000

University of Pittsburgh

For evaluation of school choice and early math/science initiatives
Howard Heinz Endowment
 \$50,000

University of Pittsburgh

For program and operating support at the Institute of Politics
Howard Heinz Endowment
 \$25,000

University of Pittsburgh

For Heinz Archaeology Research Grants for period 2005–06
Howard Heinz Endowment
 \$190,000

University of Pittsburgh

For support of the Heinz Memorial Chapel
Howard Heinz Endowment
 \$150,000

University of Pittsburgh

For data collection and review to improve education program grant making
Howard Heinz Endowment
 \$25,000

University of Washington

For the National Center on Charter Schools
Vira I. Heinz Endowment
 \$200,000

Urban League of Pittsburgh, Inc.

To support "Achievement Matters" community forum
Howard Heinz Endowment
 \$10,000

Urban League of Pittsburgh, Inc.

To support the Urban League of Pittsburgh and the Right-Sizing Plan
Howard Heinz Endowment
 \$50,000

Valley School of Ligonier

For student aid and teacher professional development
Howard Heinz Endowment
 \$250,000

Wireless Neighborhoods

For support of an expanding network of community-based after-school programs
Howard Heinz Endowment
 \$254,000

WQED Pittsburgh

For general operating support
Howard Heinz Endowment
 \$2,500

Education Travel Study Awards**Arcadia University**

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Bethany College

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Carnegie Mellon University

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Chatham College

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Duquesne University

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Temple University

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Thiel College

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

University of Pittsburgh

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

University of Pittsburgh

For program coordination of travel/study scholarships
Vira I. Heinz Endowment
 \$40,000

University of Pittsburgh at Bradford

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

University of Pittsburgh at Greensburg

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

University of Pittsburgh at Johnstown

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

University of Pittsburgh at Titusville

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Washington & Jefferson College

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Waynesburg College

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$15,000

Wilberforce University

For the Vira I. Heinz Travel Study Awards
Vira I. Heinz Endowment
 \$5,000

ECONOMIC OPPORTUNITY (RENAMED "INNOVATION ECONOMY" THIS YEAR)

The African American Chamber Foundation of Western Pennsylvania

To support a business mentoring program
Howard Heinz Endowment
 \$50,000

Allegheny Conference on Community Development

For the Agenda Development Fund and operating support
Howard Heinz Endowment
 \$225,000

Allegheny Conference on Community Development

To study and determine whether there is a case for reforming business taxes in the Commonwealth
Howard Heinz Endowment
 \$50,000

American Association of Community Colleges

To support the Community College Affinity Partnership
Vira I. Heinz Endowment
 \$25,000

Beaver Valley Intermediate Unit

To evaluate a human resources and purchasing shared services model for the 15 school districts in Beaver County
Howard Heinz Endowment
 \$15,000

Butler County Community College Education Foundation

To support regional robotics/IT workforce development
Vira I. Heinz Endowment
 \$100,000

Butler County Community College Education Foundation

To support an emergency upgrade of Internet services that support distance learning and workforce development programs
Howard Heinz Endowment
 \$40,000

Carnegie Mellon University

To support education-related robotics activities of The Red Team
Vira I. Heinz Endowment
\$50,000

Carnegie Mellon University

To support the Center for Technology Transfer and Enterprise Creation
Howard Heinz Endowment
\$100,000

Catalyst Connection

To help support the 2005 Pittsburgh regional EnterPrize Business Plan Competition
Howard Heinz Endowment
\$50,000

Catalyst Connection

To provide matching funds for a nanotechnology and manufacturing initiative
Vira I. Heinz Endowment
\$200,000

The Communications Network

For continued institutional support of the Network's mission to promote communication in service to the field of philanthropy
Vira I. Heinz Endowment
\$15,000

Community College of Allegheny County Educational Foundation

To support the creation of a health care sector workforce development initiative
Vira I. Heinz Endowment
\$200,000

Community College of Allegheny County Educational Foundation

To support an African-American student recruitment initiative
Howard Heinz Endowment
\$250,000

Community College of Allegheny County Educational Foundation

To support an adult workforce training in manufacturing initiative
Howard Heinz Endowment
\$100,000

Community College of Beaver County Foundation

For a regional five-member community college workforce development consortium
Howard Heinz Endowment
\$150,000

Coro Center for Civic Leadership

To support a public affairs leadership training program with increased minority participation
Howard Heinz Endowment
\$450,000

Corporation for Owner-Operator Projects

To provide matching funds for a rural business development initiative and Keystone Innovation Zone
Vira I. Heinz Endowment
\$100,000

Council for Adult and Experiential Learning

For a planning grant to explore the feasibility of creating a systemic approach to workforce development and lifelong learning in health care in southwestern Pennsylvania
Howard Heinz Endowment
\$50,000

Duquesne University

To support the Career Literacy for African-American Youth (CLAAY) initiative
Howard Heinz Endowment
\$225,000

Duquesne University

To support the Community Manufacturing Initiative, a low-income community jobs initiative
Howard Heinz Endowment
\$200,000

Event Committee Pittsburgh, Inc.

To support the Bassmaster Classic in July 2005
Vira I. Heinz Endowment
\$5,000

Grantmakers for Effective Organizations

For efforts to advance the organizational effectiveness of grant makers
Vira I. Heinz Endowment
\$8,000

The Idea Foundry

For a multi-foundation regional business software/cybersecurity startup initiative
Vira I. Heinz Endowment
\$300,000

The Immigrant Center of the Greater Pittsburgh Region

To support an international resident welcome and support center
Howard Heinz Endowment
\$150,000

Jewish Family & Children's Service of Pittsburgh

To support intensive new resident immigration, job placement and naturalization services
Howard Heinz Endowment
\$300,000

Jewish Healthcare Foundation

To build and launch the Southwestern Pennsylvania Health Careers Web Portal
Vira I. Heinz Endowment
\$50,000

Lawrenceville Development Corporation

To do a community plan related to the arrival of Children's Hospital to the neighborhood
Howard Heinz Endowment
\$50,000

Leadership Pittsburgh

To support capacity building and professional development for staff
Howard Heinz Endowment
\$25,000

Mon Valley Education Consortium

For the Mon Valley career literacy initiative "The Future is Mine,"
Howard Heinz Endowment
\$150,000

Mon Valley Education Consortium

To provide support for five high schools in the region to participate in FIRST robotics programs
Howard Heinz Endowment
\$30,000

Mon Valley Education Consortium

To support a planning grant to develop a curriculum for a career awareness program for high schools throughout southwestern Pennsylvania
Howard Heinz Endowment
\$50,000

Mon Valley Initiative

To support an African-American homeownership initiative
Vira I. Heinz Endowment
\$1,000,000

Mon Valley Initiative

To support a pilot project for community outreach and organizing for 12 CDCs
Howard Heinz Endowment
\$50,000

MPC Corporation

For operating support for the Greater Oakland Keystone Innovation Zone
Howard Heinz Endowment
\$200,000

MPC Corporation

For a joint CMU/Pitt tech transfer prototype development initiative
Vira I. Heinz Endowment
\$200,000

Neighborhood Housing

To provide post-purchase and foreclosure avoidance services
Howard Heinz Endowment
\$50,000

New Century Careers

For operating support for a regional manufacturing workforce training initiative with increased minority participation
Howard Heinz Endowment
\$250,000

New Century Careers

For operating support for a regional manufacturing workforce training initiative with increased minority and female participation
Howard Heinz Endowment
\$250,000

Oakland Planning and Development Corporation, Inc.

For the Hill District—Oakland health care workforce initiative
Howard Heinz Endowment
\$100,000

Pennsylvania Economy League, Inc.

For municipal consolidation research and education
Vira I. Heinz Endowment
\$150,000

Pennsylvania Economy League, Inc.

For operating support and municipal consolidation research and education
Howard Heinz Endowment
\$100,000

Pennsylvania Economy League, Inc.

For a joint foundation-sponsored evaluation of Pittsburgh Life Sciences Greenhouse
Howard Heinz Endowment
\$50,000

Pennsylvania Highlands Community College Foundation

For professional development for faculty and staff from the five SWPA consortium community colleges
Howard Heinz Endowment
\$40,000

Pennsylvania Highlands Community College Foundation

For a socio-economic impact study of the five community colleges in southwestern Pennsylvania
Howard Heinz Endowment
 \$42,000

Pittsburgh Chapter National Tooling and Machining Foundation Inc.

To support the National Apprentice Competition conference in Pittsburgh in May 2005
Vira I. Heinz Endowment
 \$20,000

The Pittsburgh Foundation

For the Pittsburgh Public Service Fund
Howard Heinz Endowment
 \$250,000

The Pittsburgh Foundation

To support administrative expenses associated with the operation of the Pittsburgh Public Service Fund
Howard Heinz Endowment
 \$2,500

Pittsburgh Gateways

For regional startup support in the high-tech manufacturing sector
Howard Heinz Endowment
 \$250,000

Pittsburgh Life Sciences Greenhouse

To support a regional life sciences economic development initiative
Howard Heinz Endowment
 \$4,000,000

Pittsburgh Life Sciences Greenhouse

To support a regional life sciences economic development initiative
Vira I. Heinz Endowment
 \$1,500,000

Pittsburgh Life Sciences Greenhouse

To provide operating support for entrepreneurial and incubator programs
Howard Heinz Endowment
 \$850,000

Pittsburgh Life Sciences Greenhouse

To provide operating support for entrepreneurial and incubator programs
Vira I. Heinz Endowment
 \$400,000

Pittsburgh Partnership for Neighborhood Development

For operating support
Howard Heinz Endowment
 \$300,000

Pittsburgh Regional Alliance

For a second round of funding to support iPort, a project that works to attract Indian businesses to establish U.S. operations in Pittsburgh
Howard Heinz Endowment
 \$50,000

PowerLink, Inc.

To support the growth of women-owned businesses
Howard Heinz Endowment
 \$50,000

Slippery Rock University Foundation, Inc.

To enable the Regional Learning Alliance building to achieve LEED certification
Howard Heinz Endowment
 \$150,000

Smart Futures, Inc.

To support WorkKeys, a regional high school student skills testing and improvement initiative
Vira I. Heinz Endowment
 \$300,000

South Side Local Development Company

For an analysis and prioritization of the restructuring and reuse potential for public facilities in the South Side neighborhood of Pittsburgh
Howard Heinz Endowment
 \$35,000

The Robotics Foundry and Digital Greenhouse DBA The Technology Collaborative

To support a merged job creation initiative in the IT and robotics sector
Vira I. Heinz Endowment
 \$300,000

Three Rivers Workforce Investment Board

For a regional college internship development and recruitment program
Howard Heinz Endowment
 \$200,000

University of Pittsburgh

To support the Office of Enterprise Development, Health Sciences
Vira I. Heinz Endowment
 \$50,000

University of Pittsburgh

For grant support for the Regional Indicators Consortium payable to the University of Pittsburgh, Center for Urban and Social Research
Howard Heinz Endowment
 \$50,000

University of Pittsburgh

For entrepreneurial training and PantherLabWorks incubator support at the Katz Graduate School of Business
Howard Heinz Endowment
 \$150,000

University of Pittsburgh

For a regional human capital community leadership education program at the Institute of Politics
Howard Heinz Endowment
 \$100,000

University of Pittsburgh

To support research on regional gender wage gaps
Howard Heinz Endowment
 \$50,000

University of Pittsburgh

For the Community Economic Development Clinic at the School of Law
Howard Heinz Endowment
 \$200,000

World Affairs Council of Pittsburgh

To support the International Communities Initiative
Vira I. Heinz Endowment
 \$100,000

ENVIRONMENT

3 Rivers Connect

To support a neighborhood data demonstration project
Howard Heinz Endowment
 \$50,000

3 Rivers Wet Weather Program

For support to develop a bacteria-monitoring plan for the Three Rivers watershed
Howard Heinz Endowment
 \$35,000

Allegheny College

To support the Center for Economic and Environmental Development
Vira I. Heinz Endowment
 \$90,000

Allegheny Conference on Community Development

To support Oakland transportation and land use planning
Howard Heinz Endowment
 \$200,000

Allegheny Conference on Community Development

For continued support for Oakland transportation and land use planning
Howard Heinz Endowment
 \$225,000

Allegheny Land Trust

For capacity- and stewardship-building
Howard Heinz Endowment
 \$100,000

Brookings Institution

For general operating support of the Brookings Metropolitan Policy Program for 2005
Vira I. Heinz Endowment
 \$100,000

Carnegie Institute

To support the Current Buoys public art project
Vira I. Heinz Endowment
 \$28,775

Carnegie Institute

To support the training of students in modern laboratory techniques for research in biological diversity
Vira I. Heinz Endowment
 \$10,000

Carnegie Mellon University

To support completion and transfer of products from the 3 Rivers 2nd Nature project to organizations for implementation
Vira I. Heinz Endowment
 \$50,000

Carnegie Mellon University

For regional/sustainable technical design assistance and support of 2005 Cornerstones Symposium
Vira I. Heinz Endowment
 \$60,000

Carnegie Mellon University

Support for Solar Decathlon Home
Howard Heinz Endowment
 \$25,000

Carnegie Mellon University

For funding to support green chemistry applications in the marketplace
Howard Heinz Endowment
 \$150,000

Center for Civic Participation

To support the Guyasuta Fellowship Young Citizen's Summit on Regional Planning
Vira I. Heinz Endowment
 \$25,000

Children's Environmental Health Network

For a planning grant for training of medical professionals in environmental health education
Vira I. Heinz Endowment
 \$20,000

Children's Hospital of Pittsburgh Foundation

For the hospital greening project and children's environmental health education

Howard Heinz Endowment

\$250,000

Citizens for Pennsylvania's Future

For support of the Collaborative on Health and the Environment—Pennsylvania

Howard Heinz Endowment

\$150,000

Citizens for Pennsylvania's Future

For 2006 operating support

Howard Heinz Endowment

\$747,000

Clean Air Task Force

For the Campaign for Healthy Air in southwestern Pennsylvania

Vira I. Heinz Endowment

\$50,000

Clean Water Fund

To support the Allegheny County Toxics Project in air pollution monitoring and community education

Howard Heinz Endowment

\$75,000

Clean Water Fund

To support the Allegheny County Diesel Reduction Campaign

Howard Heinz Endowment

\$50,000

Community Foundation of Greater Johnstown

To support the ecosystem-based deer management plan

Howard Heinz Endowment

\$70,000

Community Foundation of Greater Johnstown

To support the Western Pennsylvania Watershed Program

Howard Heinz Endowment

\$100,000

Community Foundation of Greater Johnstown

To support the Western Pennsylvania Watershed Program

Howard Heinz Endowment

\$200,000

Community Foundation of Greater Johnstown

To support the Pennsylvania Green Business Initiative

Howard Heinz Endowment

\$100,000

Conservation Consultants, Inc.

For the Green Neighborhood Initiative

Howard Heinz Endowment

\$170,000

The Downtown Management Organization

To implement the Downtown Circulation Assessment and Improvement Project

Howard Heinz Endowment

\$50,000

East End Neighborhood Forum

For planning support for the Environmental Justice Institute

Howard Heinz Endowment

\$50,000

East Liberty Development, Inc.

To support a green visioning process for the East Liberty community

Vira I. Heinz Endowment

\$100,000

Enterprising Environmental Solutions, Inc.

For funding to prepare a greenhouse gas emissions inventory and baseline forecast for Pennsylvania

Howard Heinz Endowment

\$50,000

Environmental Law Institute

For policy analysis to support Renew PA

Howard Heinz Endowment

\$100,000

The Foundation for California University of Pennsylvania

To support the Partners for Fish & Wildlife Switchgrass for Bioenergy Program

Howard Heinz Endowment

\$50,000

Funders' Network for Smart Growth and Livable Communities

For 2005–06 membership in this affinity group that provides opportunities for networking with foundation colleagues on issues related to Environment Program goals, and for a project to organize a meeting of Pennsylvania funders for the Campaign to Renew PA

Howard Heinz Endowment

\$40,000

Green Building Alliance

For operating support

Howard Heinz Endowment

\$250,000

Green Building Alliance

For funding to enable the Pittsburgh Glass Center to achieve LEED certification

Howard Heinz Endowment

\$8,000

Group Against Smog & Pollution

For support to continue and expand diesel emissions education and monitoring work

Howard Heinz Endowment

\$85,000

H. John Heinz III Center for Science, Economics and the Environment

For the State of the Nation's Ecosystems project

Vira I. Heinz Endowment

\$350,000

H. John Heinz III Center for Science, Economics and the Environment

For general operating support

Vira I. Heinz Endowment

\$20,000

H. John Heinz III Center for Science, Economics and the Environment

For general operating support

Howard Heinz Endowment

\$30,000

Health Care Without Harm

For technical assistance on environmentally responsible health care practices to Pittsburgh hospitals

Vira I. Heinz Endowment

\$50,000

Learning Disabilities of America

For the Healthy Children Project on environmental health

Howard Heinz Endowment

\$50,000

Local Government Academy

For operating support and training of local officials on land use planning

Vira I. Heinz Endowment

\$120,000

Local Government Academy

For 2006 incentive grants for multi-municipal planning

Vira I. Heinz Endowment

\$80,000

Magee Women's Hospital

To support planning for the Children's Environmental Health: Greening, Research and Community Education initiative

Howard Heinz Endowment

\$25,000

The Natural Step

For general operating support

Vira I. Heinz Endowment

\$30,000

Next Generation Choices Foundation

For pesticide reduction in play areas

Vira I. Heinz Endowment

\$50,000

Nine Mile Run Watershed Association, Inc.

For the Regent Square Frick Park Gateway Project

Howard Heinz Endowment

\$50,000

Pennsylvania Conservation Voters Education League

To promote collaboration among unions and environmentalists

Vira I. Heinz Endowment

\$50,000

Pennsylvania Environmental Council

To support the Ohio Headwaters Initiative

Vira I. Heinz Endowment

\$150,000

Pennsylvania Environmental Council

On behalf of the Pennsylvania Alliance for Restoration and Conservation for education of the public about the need for additional public funding for environmental restoration and conservation

Vira I. Heinz Endowment

\$50,000

Pennsylvania Environmental Council

For implementation of the Natural Infrastructure Project in southwestern Pennsylvania

Howard Heinz Endowment

\$50,000

Pennsylvania Resources Council, Inc.

To support a campaign focused on the proper use and disposal of household hazardous waste

Vira I. Heinz Endowment

\$50,000

Phipps Conservatory, Inc.

To support an innovative energy conservation technology

Howard Heinz Endowment

\$150,000

Pinchot Institute for Conservation

To support a sustainable forestry certification assessment for the Allegheny National Forest
Vira I. Heinz Endowment
 \$50,000

Pittsburgh Community Broadcasting Corporation

To support the *Allegheny Front* radio program
Howard Heinz Endowment
 \$100,000

Pittsburgh Parks Conservancy

For support for construction of Schenley Plaza
Howard Heinz Endowment
 \$500,000

Pittsburgh Parks Conservancy

To support the Pittsburgh Parks Conservancy Spring Hat Luncheon
Howard Heinz Endowment
 \$20,000

President and Fellows of Harvard College

Funding for *Personalizing Mercury in Our Environment: A Project to Bring Public Awareness to the Issue of Mercury Through Engaging Journalists and Grantmakers*
Vira I. Heinz Endowment
 \$50,000

Rachel Carson Homestead Association

For education programs on environmental health
Howard Heinz Endowment
 \$50,000

Rainforest Alliance

For the sustainable forestry market linkage project in Pennsylvania
Vira I. Heinz Endowment
 \$200,000

Rockefeller Family Fund, Inc.

For affinity group dues in the Environmental Grantmakers Association
Vira I. Heinz Endowment
 \$2,920

Save Our Land**Save Our Towns Inc.**

For funding to promote smart growth and livable communities in Pennsylvania
Vira I. Heinz Endowment
 \$30,000

South Side Local Development Company

To support a stakeholder design charrette for South Shore Riverfront Park
Howard Heinz Endowment
 \$35,000

South Side Local Development Company

To support detailed design and engineering for the South Shore Riverfront Park
Howard Heinz Endowment
 \$350,000

Southwestern Pennsylvania Corporation

For enhancements to the regional long-range transportation planning process
Howard Heinz Endowment
 \$50,000

Southwestern Pennsylvania Corporation

To support revision, publication and dissemination of “A Regional Strategic Vision for Public Transportation Serving Southwestern Pennsylvania” and “The Toolbox for Transit-Oriented Communities in Southwestern Pennsylvania”
Howard Heinz Endowment
 \$50,000

Steel Industry Heritage Corporation

For additional preliminary analysis of and planning for Pittsburgh Rivers Discovery Center concept
Howard Heinz Endowment
 \$43,500

Steel Industry Heritage Corporation

For benchmarking and preliminary assessment of the concept of a conference facility as part of a new emphasis on rivers at the Carnegie Science Center
Howard Heinz Endowment
 \$7,000

Susan G. Komen Breast Cancer Foundation, Pittsburgh

For the Pittsburgh-based Susan G. Komen Race for the Cure to support education and outreach on the environmental links to breast cancer
Howard Heinz Endowment
 \$58,000

Sustainable Pittsburgh

For 2006 operating support
Howard Heinz Endowment
 \$250,000

Tides Center – Pennsylvania

For Venture Outdoors to implement a membership development plan
Howard Heinz Endowment
 \$100,000

Tides Center – Pennsylvania

For Sustainable Pittsburgh operating support
Howard Heinz Endowment
 \$100,000

Tides Center – Pennsylvania

For early stage development of the Grow Pittsburgh project
Howard Heinz Endowment
 \$35,000

Tides Center – Pennsylvania

For completion of the Southwestern Pennsylvania Natural Infrastructure project
Howard Heinz Endowment
 \$50,000

Tri-State Citizens Mining Network, Inc.

To support the Coalition for Coalfield Justice project
Howard Heinz Endowment
 \$122,000

Trust for Conservation Innovation

For expanding the use of chemical management services into the pulp and paper industry in Pennsylvania
Howard Heinz Endowment
 \$100,000

Trust for Conservation Innovation

For a program to reduce toxic chemical use in the pulp and paper industry in Pennsylvania
Vira I. Heinz Endowment
 \$50,000

Turtle Creek Watershed Association

To increase capacity to provide grass-roots support for stormwater management related to solving the regional combined sewer overflow problem
Howard Heinz Endowment
 \$21,000

U.S. Working Group Inc.

To support market development in Pennsylvania for sustainable forestry
Howard Heinz Endowment
 \$50,000

U.S. Green Building Council

For affinity group dues, 2005
Howard Heinz Endowment
 \$500

University of Pittsburgh

To support the Center for Environmental Oncology
Howard Heinz Endowment
 \$150,000

University of Pittsburgh

To support the Mascaró Sustainability Initiative
Howard Heinz Endowment
 \$200,000

University of Pittsburgh

For continued support for the Center for Healthy Environments and Communities
Howard Heinz Endowment
 \$200,000

University of Pittsburgh

To promote uses of the Senator H. John Heinz III Archives at Carnegie Mellon University for public policy education
Howard Heinz Endowment
 \$30,000

University of Pittsburgh/ Medical Center

For Alzheimer’s Disease and metals epidemiological research seed funding
Howard Heinz Endowment
 \$20,000

Urban Land Institute

For Phase I of a research study on the financing plan for the final segments of the Mon-Fayette Toll Road
Vira I. Heinz Endowment
 \$17,160

Virginia Organizing Project

To produce a public radio program on environmental health
Vira I. Heinz Endowment
 \$150,000

Wildlife Habitat Council

For support of the Three Rivers Habitat Partnership
Vira I. Heinz Endowment
 \$50,000

Yale University

To endow a scholarship fund for highly qualified graduate students from Pennsylvania
Vira I. Heinz Endowment
 \$1,000,000

in tribute

By Douglas Root

58

REMEMBERING WILLIAM HOLDSHIP REA

At the June memorial celebration service for Bill Rea at the Covenant Presbyterian Church in Ligonier, just a few miles from his beloved family farm, his son, Sam, told those jammed into every inch of pew about a strange remark his father had made at a recent family gathering.

"I can't think of one thing I've done that is of any lasting importance," the 94-year-old patriarch announced in the presence of some of his five adult children. Those in the room stared at one another in stunned silence before one of his four daughters decided to pass over reminding him of his star-studded resume and appeal instead to his familial instincts.

"But Dad, what about all of us — your children?"

The response took Bill by surprise; he apparently hadn't considered his audience, and he thought for a few seconds. "Oh, no. Your mother did that."

Laughter echoed throughout the church at the re-telling of Bill's self-deprecating response — some of it also out of appreciation for Bill's wife, Ingrid, a Carnegie Museums devotee who died in 2003. But there had been groaning and head shaking at first, as Bill's son uttered the words to the effect of "no lasting importance."

It seemed particularly ludicrous in the church setting that afternoon as luminaries from all over southwestern Pennsylvania, including Pittsburgh CEOs, politicians, foundation heads and civic leaders, came in such numbers that some had to stand in the vestibules.

Many in the church were thinking about how the front-page obituaries in the region's newspapers were only able to touch on the highlights of a man who came from a prominent Pittsburgh family but managed to make his own prominence in service to others.

He was president of one of the region's most successful commercial real estate companies, an architect-helper to Jack Heinz in creating the nationally celebrated Pittsburgh Cultural

District, an activist board member with more than a dozen organizations, including the Allegheny Conference on Community Development, the University of Pittsburgh, the Pittsburgh School Board and several offering minority training and employment programs. He and Ingrid were committed conservationists and were staunch supporters of the Carnegie Museum of Natural History and Powdermill Nature Reserve, which borders his family's Stoneylonesome Farm.

Those of us who knew Bill well from his service on both boards of the Endowments — a total of 30 years influencing how enormous sums of money were spent in the region — there is much in his personality to explain a self-assessment that seems so wildly off base.

We knew it well from twice-a-year board meetings, as Bill had a reputation for flipping past polished presentations and glossy written materials designed to sell grant proposals. Instead, he would pose one or two blunt questions that often challenged the premise of what was being offered.

With Bill, it was always about testing how well each and every grant was living up to the Endowments' mission in the community. Reflecting his Presbyterian-conservative's soul, Bill's sense of philanthropy's mission was far more grounded in practicalities. Instead of "Will this improve the quality of life for some of our less fortunate?" Bill was apt to bark out: "Exactly how many jobs will be created with this program?" Or, "How much money would it take to go at this full force instead of putting a Band-Aid on it?"

Sometimes, those questions were laced with a world-weary exasperation — but always in reaction to the problem, not to those working to solve the problem. Bill had an abiding respect for those who work or volunteer in the nonprofit world, and he often would go out of his way in a phone call or hallway conversation to make a staff person or grantee understand that he cared.



One of Bill Rea's lasting legacies is Pittsburgh's Cultural District, which he helped create as part of the "band of dreamers" gathered by the late Jack Heinz, president of the H. J. Heinz Company and chairman of the Howard Heinz Endowment. Here Bill stands in the right foreground at a meeting of the group in Jack Heinz's New York City apartment. Others include, from left, Sen. H. John Heinz; Drue Heinz, Jack Heinz's wife, seated next to the senator; and Jack Heinz, standing left center.

But Bill also had a reputation for challenging staff and board colleagues to go to the core of an issue and test basic assumptions. If they went there with him, grants usually emerged much stronger at the end of the discussion. If people stood their ground, he had the assurance of knowing the degree of their conviction.

Bill thrived on the intellectual give-and-take that came when community leaders key to the foundation's significant investments were invited to speak at board meetings and dinners. Even in his later years, when he had lost much of his sight, Bill was actively engaged in such discussions. He would often slap his knee in gleeful appreciation of a speaker's wit or a well-argued position, even if it ran against his political grain.

So it is no great surprise to those of us at the Endowments that as he knew he was reaching the end of his life, Bill turned that same unflinching intellectual analysis and provocative questioning onto himself to test for basic worthiness and meaningful contribution.

Looking past the diplomas from cream-of-the-crop schools, the framed awards, the business success and even his own family, Bill was searching for the essential impact. The standards he set for qualifying for a life of lasting importance were generously light for others and impossibly difficult for himself.

We at the Endowments can only hope that we played some role in easing some of Bill's fundamental questioning with a surprise grant presentation at the boards' May 9 meeting made just a week before his death. A special \$2 million grant for an endowment funding two new curator positions at the Carnegie Museum of Natural History and Powdermill Nature Reserve was made in the names of Bill and Ingrid. True to form in accepting the award, Bill gave all the credit for museum and conservation work to his wife. *h*

Douglas Root is communications director for The Heinz Endowments.

A TOWERING PRESENCE

To the question of whether the actions of Bill's life have affected others in important and lasting ways, he must have found some satisfaction in the words offered by fellow board member André Heinz, especially this excerpt reprinted here as a tribute from the entire Heinz family:

I would like to describe you, Bill, and say you are very much like a forest...

You are like the Apple Tree: because every season that we meet, you are fruitful;

You are like the Ponderosa Pine: After the fires and ravages of change, you still stand tall, and drop your seeds of wisdom;

You are like the Elm: After a hard day's work, you offer shade, reflection and your majesty;

You are like the Maple: tough on the outside and sweet inside;

You are like the Oak: a stalwart friend from whom you learn to climb ever higher. And when after the squirrels have long forgotten where they buried their acorns of experience, you still remember;

You are like the American Chestnut: You have kept the pioneers in this field nourished; you have offered all of yourself; you have proved to be the most useful and enduring resource around; and you are almost a lost breed, the kind upon which America's greatness has been built;

And, as with most forests of 94 years, you taught us what it truly means to be young.

Founded more than four decades apart, the Howard Heinz Endowment and the Vira I. Heinz Endowment were both the products of a family commitment to community that began with H. J. Heinz and that continues to this day.



Howard Heinz (1877–1941)

Howard Heinz was born near Sharpsburg, a suburb of Pittsburgh, on August 27, 1877, the son of Henry John and Sarah Young Heinz. After graduation from Shady Side Academy, and then Yale University in 1900, he entered active service with the H. J. Heinz Company, where he successfully became advertising manager, sales manager, vice president and president.

He was a director and/or trustee of the Pennsylvania Railroad, Mellon Bank, N.A., National Industrial Conference Board, Pittsburgh Regional Planning Association, Pittsburgh Chamber of Commerce, University of Pittsburgh, Carnegie Institute, Shady Side Academy, Western Pennsylvania Hospital and the Pittsburgh Symphony Society. He was a ruling elder of Shadyside Presbyterian Church.

Long before creating the endowment that would lead to large-scale philanthropy, Mr. Heinz was actively engaged in personal charitable and civic improvement efforts. As president of one of the world's most recognized businesses, he was one of the founders of the Community Fund, one of the early efforts to create organized community-based philanthropy in the United States. He served as a director or fund-raising chairman for dozens of national organizations and campaigns, including service as a trustee for the Carnegie Endowment for International Peace.

Despite frequently being tapped by governors and presidents to lead various projects, Mr. Heinz made time for city and regional concerns. All his professional life, he served on the boards of key community institutions. Mr. Heinz was a leader in the creation of Heinz Chapel on the University of Pittsburgh campus as a memorial to his parents. The church serves as a spiritual resource for university students but also is considered one of the country's architectural gems. He took a special interest in programs that would better the lives of young people. As a young college graduate, he established Covode House, a clubhouse for boys, near the Heinz plant. He also served as an active director of Sarah Heinz House, a larger development club for boys and girls on the North Side that continues to thrive.

Mr. Heinz died on February 9, 1941. He bequeathed his residual estate to the Howard Heinz Endowment for philanthropic purposes.

Vira I. Heinz (1888–1983)

In a city known for its active and concerned civic leaders, Vira I. Heinz was among the foremost. Born Vira M. Ingham in what is now the Brighton Heights district of Pittsburgh, in 1932 she married Clifford S. Heinz, son of Henry J. Heinz, founder of the food processing company. Clifford Heinz died in 1935.

Over the next five decades, Mrs. Heinz actively engaged in the philanthropic and civic work for which she is now remembered. She did so much for so many that it would be impossible to list the full range of her activities. To mention a few of the more prominent, she was vice president of the World Council of Christian Education and an active supporter of its work in Africa. She was a founder of the Civic Light Opera, president and principal benefactor of the Pittsburgh Youth Symphony, and a member of the boards of the Pittsburgh Chamber Music Society, the Pittsburgh Opera and the Pittsburgh Symphony Society.

Mrs. Heinz received the Chancellor's Medal from the University of Pittsburgh and honorary degrees from eleven colleges and universities. She was a trustee of Chatham College and the first woman trustee of Carnegie Mellon University. She served as a member of the board of Children's Hospital of Pittsburgh and was an honorary fellow of the American College of Hospital Administrators. As a member of the Board of Directors of the H. J. Heinz Company, she was the first woman board member of a multinational corporation headquartered in Pittsburgh. In the spirit of generosity that characterized her life, Vira I. Heinz provided in her will for the establishment of a charitable foundation.

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