



EDITOR'S NOTE

BLUEPRINT

A magazine of research, policy, Los Angeles and California

MONUMENTS OF PHILANTHROPY decorate and enrich American life. Libraries, hospitals and art museums bear the names of benefactors from the earliest days of our nation. The generosity of donors — large and small, named and anonymous — is responsible for breakthroughs in medical research and services, advances in literacy and improvements in education and environmental protection. Philanthropy today is putting eyeglasses on young American children and delivering water to far corners of the globe.

Moreover, philanthropy is being called upon now more than ever. Confronted with increasingly intense pressure from conservatives to curb the size of government, Americans, especially the poor, may need to rely on individual generosity to pay for assistance that was once supported by taxes. It is a testament to generations of generous Americans that some services continue to reach those in need: An immigrant facing deportation may turn to Los Angeles Public Counsel for advice that may preserve his family; students otherwise unable to buy books, laptops or cellphones may find their dreams realized at their local library or on computers in their classrooms supplied by patrons committed to their good fortune. To those in need, these are blessings beyond measure.

And yet, is it right to rely upon philanthropy to do what we once expected of government? Should the cost of education fall upon the few who are generous or upon the many who benefit from a literate and sophisticated society? And what of the power of philanthropists? Is it right that those who have succeeded in business or who have inherited

fortunes should set the course of educational reform or medical research? Since taxes also support philanthropy, should taxpayers have a say in what is given and for what purposes?

These are the questions at the heart of this issue of Blueprint. They are not meant to challenge the notion of philanthropy; to the contrary, Blueprint's offices are on the sixth floor of a school named in honor of Meyer and Renee Luskin, two of this city's most generous and public-spirited benefactors. Their leadership and financial support are essential to this magazine. The journalism on these pages would not exist without them.

Rather, the questions at the heart of this issue are meant to examine the relationship between philanthropy and public policy, a nexus much in the public eye recently. An example: Should contemporary America respect the philanthropic impulses that once helped erect statues of Robert E. Lee? Are his qualities of leadership enough to warrant commemoration in a public square, given his role as the commander of an armed resistance against the United States in defense of slavery? The generosity of those whose money helped build the statues need not be questioned in order to wonder whether the public good is served by their donations.

Public good and private generosity usually coincide. Ground-breaking advances in health and the institutions that discover them both rely upon the good will of wealthy people who give to medical research. We are wiser and healthier because of that confluence of values, and there is a place for both generosity and public priorities.

That's the place we set out to examine here.



JIM NEWTON
Editor-in-chief

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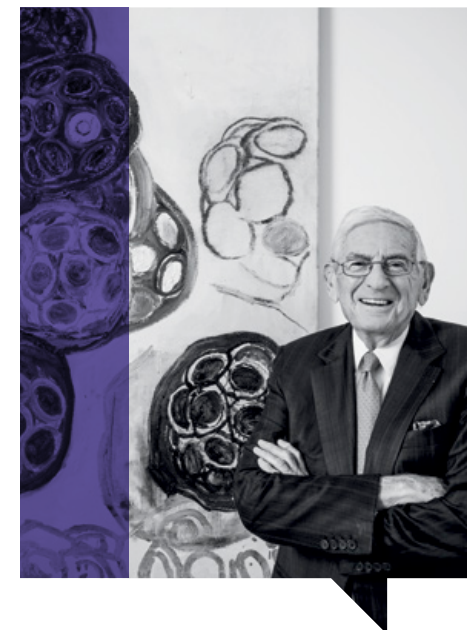
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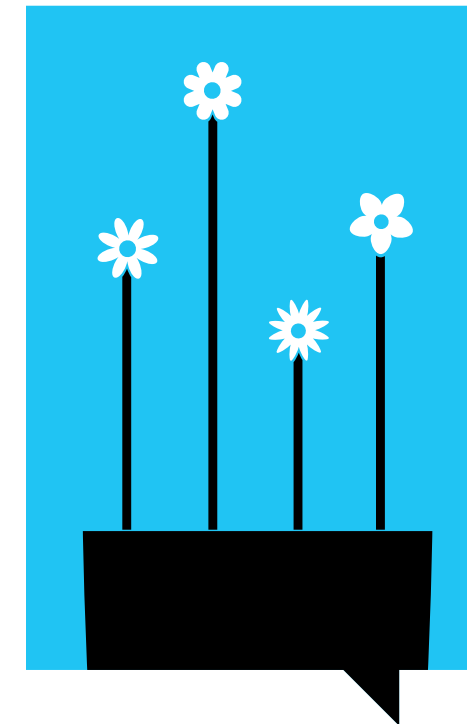
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ELDER SCANDALS

COMMUNITIES IN CRISIS

Even before floodwater from Hurricane Harvey rose in southeast Texas, Ken Feinberg knew one thing: Nonprofit charities in devastated communities are often ill equipped to distribute the millions of dollars in donations that arrive from around the world to help victims.

Recognized as America’s “compensation czar,” Feinberg learned this counterintuitively during tragedies of many kinds. For the past 16 years, he has been special master, primary administrator or consultant to those overseeing funds established or adapted to help the families of victims of the 9/11 terrorist attacks on New York and Washington, D.C.; the Boston Marathon bombing; the Sandy Hook Elementary School shooting in Newtown, Connecticut; and the armed assaults on the Pulse night club in Orlando, Florida, inside the Century 16 movie theater in Aurora, Colorado, and at Virginia Tech University in Blacksburg, Virginia. He also consulted for California officials after the mass shooting at the Inland Regional Center for the developmentally disabled in San Bernardino.

“You don’t want to divert foundations from their ongoing, time-honored, well-received [fundraising] mission to think about the possibility that ... you may have to deal with individual compensation,” he said, during a telephone interview from his Law Offices of Kenneth R. Feinberg, PC in Washington, D.C. “There are so few people equipped to respond financially to tragedy that you’re inevitably going to run into these challenges.”

Feinberg is a dispute mediator. A native of Brockton, Massachusetts, he attended New York University law school and became an assistant U.S. attorney for the Southern District of New York. He worked five years as an aide to Sen. Edward M. Kennedy, D-Mass., including two years as Kennedy’s chief of staff. In 1980, he became a practicing attorney in Washington, D.C. He has been an adjunct professor at several law schools, including Columbia and Harvard. He has written two books, “What is Life Worth?

The Unprecedented Effort to Compensate the Victims of 9/11” and “Who Gets What: Fair Compensation After Tragedy and Financial Upheaval.” Based upon his experience, Feinberg has developed a time-honored way to dispense compensation. In an unapologetic Boston-adjacent accent, softened by the sensitivity, introspection and precision necessary for his work, he said his practical understanding began in the 1980s with Agent Orange.

He settled a class action lawsuit brought by Vietnam veterans against the makers of the toxic herbicide, which caused cancer and birth defects, as well as neurological and psychological problems. At the time, he said, he had a workmanlike focus on “closing the file ... and resolving the litigation” and did not fully grasp “the importance of empathy and compassion and sensitivity to the emotional needs of victims and their families.” His true sense of how to deal thoughtfully and practically with the business of compensating victims came after he served as special master of the September 11 Victim Compensation Fund. The enormity of that task is shown by the fact that today, 16 years after 9/11, the fund is still apportioning money from the \$7.3 billion in donations it collected.

What happened after the mass shooting at Sandy Hook Elementary School, Feinberg said, showed him that difficulties encountered by existing nonprofits were caused not by flawed intentions but by “the incompatibility of the mission of those nonprofits with distributing individual checks” to families. Twenty children were killed along with six members of the school staff. United Way of Western Connecticut, based in Danbury, and the Newtown Savings Bank created the Sandy Hook School Support Fund to safeguard and apportion roughly \$12 million in voluntary contributions. Conflicted between its mandate to serve the entire community of Newtown and prioritizing the victims, the United Way of Western Connecticut decided to transfer the money and cede decision-making authority to the newly created, independent nonprofit Newtown-Sandy Hook Community Foundation Inc. The decision was then made to allocate \$7.7 million of the Sandy Hook School Fund donations to survivors and loved ones of those killed and to set aside \$4.4 million for community grants and other initiatives, such as mental health programs for those present during and immediately after the shooting.

The distribution was met with angry criticism, what Feinberg characterized as an “emotional disagreement” between the fund’s guardians and some members of the community. Because of his experience with 9/11, he was brought in at the families’ request to help advise on best distribution practices for the \$7.7 million, while a separate committee made up of local residents solicited public input to determine best uses for the remainder.

The United Way of Western Connecticut, Feinberg said, should never have been put in the position of managing such a volatile matter.

Ultimately some 80 groups collected nearly \$30 million in bequests, and approximately \$9.5 million has been distributed via the Sandy Hook School Fund as of Aug. 31 of this year.

By 2012, when a dozen people were shot to death and 70 others were injured during a Batman movie in Aurora, Feinberg had come up with his method of distributing compensation. He

sought information from government and community leaders and from residents at town hall meetings. Then, alongside his claims administrator, Camille S. Biros, he applied an almost clinical formula for payments per victim.

In Aurora, this meant awarding \$220,000 to relatives of each of the 12 people killed and to survivors suffering permanent brain damage or physical paralysis. Additional claimants received from \$35,000 to \$160,000 per person, depending upon length of hospitalization. The money came from the Aurora Victim Relief Fund, created by the Community First Foundation, a local nonprofit. The distribution was imperfect, but it was based upon a useful calculus for tax-exempt organizations managing donations after singular incidents, with oversight by an attorney.

By using an established formula, Feinberg said, “the community foundation breathes a sigh of relief and says, ‘We were glad to hold the money, but we were glad to transfer the money to people who know.’ And that’s the end of it. That’s one way you solve the problem.”

It will be difficult for those who administer public donations for the huge number of victims of Hurricane Harvey or Irma or other tragedies, including the American Red Cross and the United Way of Greater Houston. They have learned lessons from how haphazardly assistance was delivered to Louisianans following Hurricane Katrina in 2005. But they would do as well to learn from cities and towns that have suffered mass shootings and instances of foreign and domestic terror and have used Feinberg’s method to dispense donations to victims and their loved ones in appropriate ways.

One size does not fit all, Feinberg said. Devising a successful method of distributing money is not “like a sea change. Aurora’s just one example in a list of examples. Some work. Some work eventually. Some don’t work, and there you are. You could have a community foundation accept the challenge and [then] get the money over to somebody to distribute. You could have the community foundation grudging surrender the [challenge and the] money as inconsistent with its mission.” Or, he said, you could have a government official step up temporarily.

He pointed to Boston in 2013, where two bombs near the finish line of the Boston Marathon killed three people and wounded more than 260 others. The One Fund raised and quickly distributed \$61 million to the victims and their families. “[Then-mayor Thomas] Menino said, ‘I’m holding

the money, with a separate foundation set up for this purpose only.’ As soon as the tragedy is over, people move on. I live it, but donors, they send in the money, and they assume it’s going to the victims.

“[You’re] left with, ‘We’ve learned from this experience. Let’s see what happens next time.’”

A national compassion fund, Feinberg said, could take some of the real time pressure off strained community foundations with no experience in containing the repercussions of a crisis that moves the country. But creating such a fund, he said, is not likely to happen. “Donors are very emotional. It takes a national tragedy to deliver money, and the idea that you’ll set up a program in advance, funded and ready, [would] never happen.”

Nor does he think a one-size-fits-all approach to training for local nonprofits, such as regional chapters of United Way, is realistic. “That’s just not feasible, it’s not practical, and it won’t work.”

For all their diversity, he said, local nonprofits, with help from someone with experience, are the best front-line organizations to gather, protect and distribute donations. “The key to success, every bit as important as efficiency and speed, is emotional understanding of the plight of the victims.”

No one has better understanding of such a plight than those who are compassionate about their own.

— *Kenny Herzog*



CALIFORNIA
FACES ITS
FUTURE

Although it lacks the explosiveness of our last presidential campaign, the coming race for governor could change the balance of power in the State Capitol and the state. The Legislature, after playing second fiddle to Gov. Jerry Brown for years, is ready to become a power player, shaping laws that will affect the housing, jobs and transportation of millions of Californians. And the issues that will confront the next governor are complicated and far-reaching: the health of state pensions, the reliability of California’s water, the rates and types of taxation, the balance of power among the state’s political institutions.

The election for governor may seem far off, but it’s well underway. The primary, on June 5, will be held under the state’s “top two” rules where state candidates appear on the ballot without party affiliation. The top two finishers will compete in a runoff on November 6, neither identified by party but in a state strongly controlled by Democrats.

The Democrats leading in very early public opinion polling are Lt. Gov. Gavin Newsom, former mayor of San Francisco; former Los Angeles mayor Antonio Villaraigosa; State Treasurer John Chiang; and Delaine Eastin, former state superintendent of public instruction. The leading Republicans so far are attorney John Cox and Orange County Assemblyman Travis Allen.

The former mayors, Newsom and Villaraigosa, are familiar with California problems from their years of running city halls. Both have confronted politics at its base — debates over potholes, police, unions and balanced budgets. Also, Villaraigosa was speaker for two years when he was an assemblyman, a position in which he earned high marks as a dealmaker. Newsom, as an incumbent, holds an advantage as a fundraiser. Chiang, who was state controller and a Board of Equalization member before being elected treasurer, will have to show he has the equivalent of his rivals’ hands-on experience, but he has demonstrated early strength among donors. Eastin, a former Assembly member who was state superintendent of public instruction from 1995 to 2003, has credentials in education that may position her well among voters concerned about schools.

For the Republican candidates, the election is a long shot, given the state’s overwhelming Democratic registration lead. Democrats outnumber



Republicans by almost 2-1 and another quarter say they have no party preference. Attorney Cox lost elections in his native Illinois before moving to California. Assemblyman Allen is banking on campaigning against the gas tax increase passed by the Legislature and signed by the governor. Both Cox and Allen and other Republicans who may run, are hoping that all Republicans and enough Democrats and those who declined to state their affiliation will vote for them and move them into the top two in the primary.

In fact, none of the candidates can match the fame and popularity of Gov. Brown, who is completing his fourth and final term, making him the longest-serving governor in California history. Lacking that stature, those who are vying to succeed him are getting acquainted with the voters, visiting communities large and small and campaigning on the Internet. All seem to be trying to be likable and inoffensive.

The new governor will take office in a time of great change, starting with the departure of Brown, who has been in California public service since the 1970s. The second change is also important, although it is comparatively unnoticed by the news media or the public.

This involves the composition of the Legislature. The restrictive term limits approved by the voters in 1990 have ended. Instead of allowing only six years in the Assembly and eight years in the Senate, the law was changed in 2012 to permit lawmakers to serve 12 years in a single house. Rather than moving on after six years, an Assembly member, for example, can remain for 12, building up expertise on a subject.

Professor Thad Kausser, a UC San Diego political scientist, said he thinks the term limit extension “will lead to an equalization of power between the two branches. In the last decades the balance has shifted to the executive branch.”

Many complex problems will face the new governor and the Legislature.

Out-of-control housing prices are making much of California inhospitable or unattainable for the shrinking middle class. Moreover, high housing costs are contributing to homelessness, some of it caused when rent increases force the poor out of apartments. In addition, Gov. Brown has pressed forward with an ambitious plan to reroute water from the Sacramento River into the State Water Project, a proposal with vital support in Silicon Valley and Southern California but with pockets of influential skeptics. Public employee pensions quietly haunt the state budget, and some of Brown’s adversaries are attempting to roll back his gas tax, which is earmarked for highway and road improvements. Those are just some of a long list of troubling, complex issues.

“They (Californians) are looking at their state legislators and governor to solve their everyday problems,” said Gale R. Kaufman, a veteran Sacramento campaign consultant whose clients range from the teachers union to the campaign to legalize marijuana. “All the polling shows affordable housing is No. 1 or 2” (on lists of voter concerns).

Political consultant Bill Carrick saw this when he conducted focus groups for his successful campaign against Los Angeles Measure M, which would have limited development and housing construction. “The middle class and lower class ... their lives are so attached to getting back and forth to work ... they saw everything through that economic prism.”

What’s crucial, given the shifting of power in the Capitol, is what the winner does after the election. Can he or she negotiate with an empowered Legislature? Can lawmakers, freed somewhat from the restrictions of term limits, come up with imaginative solutions to the everyday but all-important problems of their constituents? If they can, the election of 2018 may be one to remember.

— Bill Boyarsky



JIMMY GOMEZ (LEFT) AND ROBERT LEE AHN.

L.A.’S POLITICAL GEOGRAPHY
SHIFTS AGAIN

Korean-American attorney Robert Lee Ahn won a stunning victory last spring when he captured a ballot spot in a special runoff election for a seat in the House of Representatives from a central Los Angeles district that has been a longtime Latino stronghold.

The city planning commissioner shot past 21 others on the April ballot — many of them Latinos — to place second behind then-Assemblyman Jimmy Gomez. Ahn did it with a robust campaign treasury and sophisticated voter-registration and vote-by-mail drives. His campaign stirred excitement among Asians/Pacific Islanders (API, in political data parlance) eager for a stronger taste of political power in multi-ethnic L.A.

Yet the June 6 runoff wasn’t even close. Gomez defeated Ahn by more than 18 percentage points. The lopsided result deeply disappointed members of the API community. Korean-Americans, especially, had hoped the inclusion of Koreatown entirely within the 34th Congressional District would enhance their chances of victory in a typically low-turnout special election.

But to many political experts, Gomez’s triumph was hardly surprising. Nor, some say, should it be terribly disheartening to ethnic Asian candidates, who are making inroads elsewhere and who can learn some lessons from the race.

The 34th District, which opened up when longtime Rep. Xavier Becerra left to become California attorney general, is overwhelmingly Democratic and strongly Latino, especially in northeastern Los Angeles and such Eastside communities as Boyle Heights. It’s also quite liberal — Bernie Sanders beat Hillary Clinton in the Democratic primary here.

While both Ahn and Gomez are Democrats — because California sends the top two primary vote-getters into the general election, regardless of party affiliation — Gomez was perceived as the better match for a majority of the electorate. It didn’t help Ahn that he had once been a Republican

and that, to some, his ties to the business community signaled a more conservative bent.

“It was pretty clear that he was to the right of Gomez,” said Democratic political consultant Mac Zilber. His firm, Jacobson & Zilber Strategies, had represented former Assembly Speaker John A. Pérez before health concerns prompted him to drop out of the race. Gomez, battle-tested in a tough, earlier victory for state Assembly, had built coalitions with the district’s growing LGBT community and with other groups.

In addition, opponents had been unable to unearth anything about Gomez that they could use to attack his record or character.

“It’s very tough to beat a candidate who is supported by most of the major endorsers in the district, raises a lot of money, fits the district and has no hits against him of any consequence,” Zilber said.

Ahn outspent Gomez almost \$1.7 million to \$1.1 million, according to recent Federal Election Commission accounting.

Moreover, he did an impressive job of turning out his Korean-American base. Paul Mitchell, whose firm, Political Data Inc., closely tracked the election, estimated Korean-Americans comprised about 6 percent of the district’s voters but accounted for 20 percent of the special election turnout.

“It shows they have the ability to organize their base,” Mitchell said.

Clearly, however, Ahn was not able to attract enough voters from other groups, not even among other API groups.

Kim Yamasaki, executive director of CAUSE, which encourages civic engagement and helps develop API candidates, said some members of her group worked for Ahn but others supported Gomez.

“The Asian-American people do want more representation and leadership but are very aware of who would do the best job,” and that might not be the API candidate, Yamasaki said. “It was very exciting to some to see a candidate of Korean-American descent ... but there needs to be more tapping into other organizations and building coalitions.”

Successful API candidates have shown a strong talent for attracting voters outside their ethnic groups. They include David Ryu, the first Korean-American to win a Los Angeles City Council seat, California Treasurer John Chiang and U.S. Sen. Kamala Harris. They also are making inroads in Orange County, notably in Republican-leaning districts.

Raphael J. Sonenshein, executive director of the Pat Brown Institute for Public Affairs at Cal State L.A. and an expert on ethnic politics and coalition building, expects API candidates to continue to make inroads. He sees future opportunities in at least two more L.A. City Council districts and in a proposed expansion of the county Board of Supervisors.

Still others may find a path similar to that of Rep. Ted Lieu, a Torrance Democrat, born in Taiwan, who succeeded Westside liberal Rep. Henry Waxman in 2015. Waxman’s long, productive tenure embodied a heyday for Jewish candidates who rose to prominence in the 1970s.

“We’re in a time when you are not always perceived as just a member of your [ethnic] group,” Sonenshein said. “Lots of people thought Lieu could not get elected in a Jewish district ... Now he’s very popular.”

— Jean Merl

THE

POWER

OF



ELI BROAD
AND MODERN
LOS ANGELES

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LOS ANGELES IN THE LATE 19TH CENTURY had its centralizing figure: newspaper publisher General Harrison Gray Otis set the city's business and political climate, tilting it against organized labor and devoting it to development and growth. Under his leadership, Los Angeles grew to rival and ultimately transcend San Francisco as California's most important metropolis.

Los Angeles in the late 20th (and early 21st) century has his counterpart. Eli Broad has wielded more influence in more ways over more time than anyone else in the modern life of this city. Broad retired recently from day-to-day operations at the Eli and Edythe Broad Foundation, but he remains a trustee and sits on the board of the Los Angeles art museum that bears his name. He has helped elect mayors, advanced an agenda for school reform, elevated arts and culture, funded medical research, revitalized the city's skyline and served as its principal benefactor. Today's Los Angeles is not only a major American city, but also an international beacon of culture and a sphere of progressive politics. It owes those distinctions to Broad more than to any other person.

Broad is not alone, any more than Otis was. In Broad's case, he's surrounded by a culture of philanthropy and influence. Among others, David Geffen, Lynda and Stewart Resnick, Ron Burkle,

GIVING

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WRITTEN BY **JIM NEWTON**

Steven Spielberg, Wallis Annenberg and Meyer and Renee Luskin (whose names adorn the school where this magazine is headquartered), all have made enormous contributions to this city in fields from education to politics. They sometimes clash, but all have contributed to this region’s larger culture. Others, including the recently deceased Marion Anderson, quietly funded programs in the arts and education, and Jerry Perenchio, who also died recently, amassed profound but quiet significance, giving anonymously and otherwise enriching Los Angeles without courting attention.

What sets Broad apart is not so much his generosity as his influence. Broad gives generously but also strategically — he uses his money to support projects he admires and then requires that those efforts produce results. He does so openly, even brazenly. In fact, Broad can be difficult. He was fired from his first job. He’s impatient and curt. He doesn’t like small talk or long meetings. He doesn’t play golf because it takes too long. The first line of his memoir reads: “I am unreasonable.” The book’s title is “The Art of Being Unreasonable.”

This has given incitement to his adversaries, of whom there are many. Teachers’ unions complain that he has used his money and influence to denigrate their work and advance charter schools at the expense of traditional public schools. Arts patrons say he has bullied them. Political opponents wince at his dismissals. During a recent conversation, we talked about the governor’s race. He paired his enthusiasm for former L.A. Mayor Antonio Villaraigosa with a brusque shrug at Villaraigosa’s rival, Lt. Gov. Gavin Newsom. “I can’t get excited that there’s great substance there.”

And yet, Broad projects clarity. He is blunt, straightforward — not a dodgy businessman trying to hide his cards. “He doesn’t do foreplay,” then-Mayor Richard Riordan, a close friend of Broad, once told me, chuckling about his steadfast ally.

Broad built not one but two fortunes off relatively simple ideas, pursued with relentless intensity. He founded Kaufman and Broad, a homebuilding empire, on the premise that baby boomers would need inexpensive, well-built houses as they grew into adulthood. He built them without basements, saving money, and his business exploded across the American Southwest.

Then he built SunAmerica, an offshoot of homebuilding that provided insurance and retirement planning to those same boomers.

Both companies were staggering successes: SunAmerica was, in fact, the best investment on the New York Stock Exchange during most of the boom years of the 1990s. The wise or lucky person who bought \$10,000 of Kaufman and Broad stock when it went public in 1961 — and held it through the SunAmerica spinoff — would have had \$34.1 million when SunAmerica merged with AIG in 1998. Suffice it to say that Broad owned more than \$10,000 worth of the initial stock.

Without Broad and Andrea Van de Kamp, another of Los Angeles’ commanding figures, there would be no Disney Hall, one of L.A.’s greatest buildings. Without Broad, Riordan might not have become mayor — and the city’s political, economic and cultural renaissance under Riordan’s watch might have been missed, or at least delayed. Without Broad, Los Angeles might not have hosted the Democratic National Convention in 2000. Even with Broad, Villaraigosa might not be California’s next governor — but if he wins, it will be with Broad’s help.

All of which makes Broad an expert about the intersection of philanthropy and public policy. He is a generous giver with decided views of how society should work. He gives to those whose projects or social policies he finds to his liking. By doing that, he uses his generosity to advance some public policies at the expense of others. Is this appropriate? Should Broad, because he is a wise investor and shrewd businessman, have an outsized say in how Los Angeles children are educated? Or what art Angelenos have access to? Or which cancer treatments receive the most lavish funding?

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Broad is a model of restrained influence. His hair is closely cropped. Rarely have I seen him without a sharp jacket and a pocket square. He listens to questions politely and answers them carefully. He likes to gossip and laughs easily, but not at the expense of business. He does not dawdle, delay or mince words. Faced with a decision, he makes it and moves on. His staff reflects his temperament: Smart, focused and crisp, his employees share a suite of offices in Culver City and work there with the quiet intensity that is Broad’s signature.

Broad was born in the Bronx and raised in Detroit. He collected stamps as a boy and studied accounting as a young man. After graduating from Michigan State, he aced his licensing examinations and became the youngest CPA in the history of Michigan.

In 1954, he married Edye Lawson, a gracious and personable young woman introduced to Broad by a friend. At his pleading, she sold the dinner plates they received as a wedding present to finance their first land acquisition — becoming, as he jokes in his memoir, the rare bride willing to trade dishes for dirt. A \$12,500 loan from her father launched Broad into his first business. Near the end of the 1950s, he and his partner, Don Kaufman, sold their first group of homes, 15 houses with a combined value of more than \$200,000.



ELI BROAD, ONE OF LOS ANGELES’ MOST INFLUENTIAL BUSINESS AND PHILANTHROPIC LEADERS, ALSO OWNS ONE OF THE WORLD’S MOST DISTINGUISHED COLLECTIONS OF CONTEMPORARY ART.

Homebuilding pulled Broad out of the Midwest, first to Arizona and then to California. He and his wife arrived in Los Angeles in 1963. Over the ensuing 54 years, he dabbled in politics, developed a taste for collecting art — Edye bought their first piece — and became wealthy. Estimates vary, but Eli Broad is certainly worth more than \$5 billion, ranking him among the richest men in America. His memoir includes a forward by Michael Bloomberg and promotional blurbs from Bill Gates and Bill Clinton. It was, of course, a best-seller.

Though Broad is not naturally outgoing, he understands publicity and the press. He puts his name on his buildings, and he is dogged about championing his causes. I’ve been writing about him for more than 25 years. To my knowledge, he has never lied to me or even shaded the truth, although he has, more than once, refused to answer a question.

We talked not long ago in his office — modern, white and spare, with a grand view of the city he has done so much to create. He and his foundations are in Fox Tower at Century City; they are scrupulously decorated with art from his vast collection, the highlights of which are displayed at The Broad museum, which he built, across from Disney Hall, which he helped raise money to build. Beneath his office windows are thousands of homes, many produced by Kaufman and Broad. Downtown, where signature buildings and the central park all have a connection to Broad, lies grandly at the horizon.

On this summer morning, he began by summing up the state of culture in Los Angeles. The city today, Broad reflected, is far different from the city he came to more

than 50 years ago. Today’s Los Angeles boasts the nation’s finest philharmonic, he said, and a collection of art museums that are among the world’s best. Its hospitals and medical research facilities — notably, those at UCLA and USC — are thriving, and tuition is free at community colleges. Philanthropy has made all those things possible.

“Culturally, we’ve gotten a great reputation, with a lot of cultural tourism,” Broad said. “The reputation of the city has changed from just being Hollywood to a lot more than that. ... Fifty years ago, all anyone thought about Los Angeles was Disneyland, Hollywood and the beaches. I think the reputation of the city is changed dramatically.”

Los Angeles not only looks different because of Broad, but it also feels different. A few decades ago, downtown emptied out when the sun went down. But then culture helped draw entertainment, which encouraged housing. Today, some of the city’s hippest new restaurants are downtown, serving patrons who live in the area’s booming apartment and condominium developments. During the early morning and evening, the streets of downtown teem with residents walking their dogs. What began as philanthropy has become a self-sustaining, dynamic community.

All of which pleases Broad immensely.

But what about those who don’t share his taste in architecture — or believe, as he does, that charter schools are enriching and expanding educational opportunities for young people in Los Angeles?

Broad seemed puzzled by the question. “I have yet to hear many people complain about contemporary architecture downtown, whether it’s our museum, Walt Disney Concert Hall, the cathedral, etc.,” he said, smiling bemusedly. “It’s the art of our times. I mean, if people want to have a colonial home or something, that’s fine.”

As for charter schools, Broad made no apology for his advocacy. To the contrary, he argued that the schools are improving lives. “We’ve got great charter schools in this city,” he said. “And they’ve raised the standard for all of the other schools. ... I feel great about that.”

In part, philanthropy is powerful precisely because it isn’t government. Unconstrained by the rules that guide government action, charity can focus on the problems that its patrons identify, and it can shape policy by funding solutions in those areas. Broad is under no obligation to subsidize colonial architecture, or Catholic schools, or animal welfare; he is moved, instead, by medical research, the arts and improving public education. Those who object to Broad’s taste or his politics can opt not to take his money. But there is no denying his extraordinary and far-flung influence. Indeed, one question that Los Angeles someday must face is: What to do without Broad when he’s gone?

Perhaps that’s good. One danger for a city so dominated by a single philanthropist is that it is easy to assume that Broad will pick up the tab for this project or that one. It is easy to step away, knowing that Broad is likely to step forward.

Still, as his announcement of his retirement last month makes clear, he won’t always be here. Who will be the General Otis, the Eli Broad of the coming generation?

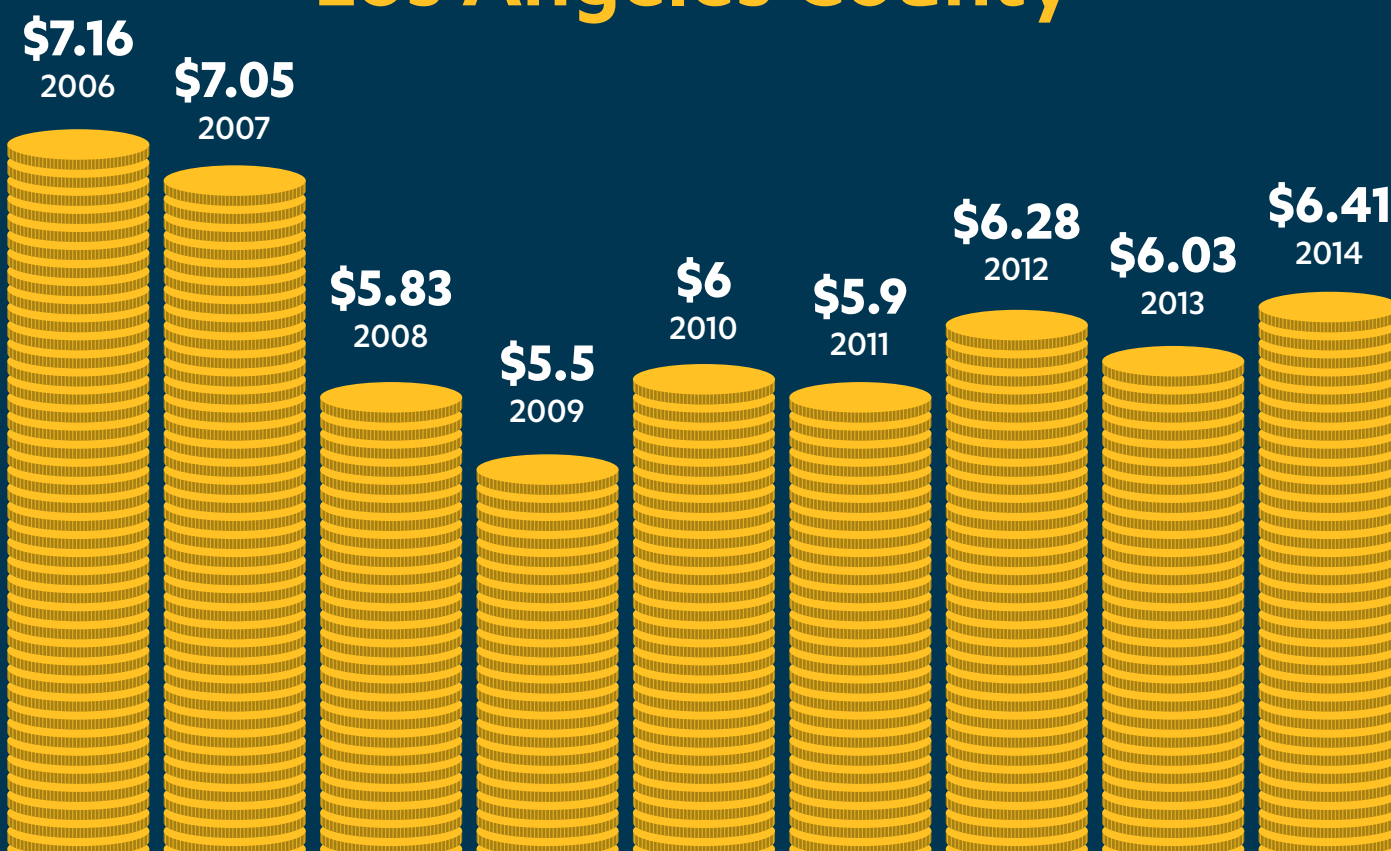
“I think it will happen,” Broad said, eyes squinting. He smiles a bit at the thought. “I can’t predict when or who.” ➤

“FIFTY YEARS AGO, ALL ANYONE THOUGHT ABOUT LOS ANGELES WAS DISNEYLAND, HOLLYWOOD AND THE BEACHES. I THINK THE REPUTATION OF THE CITY IS CHANGED DRAMATICALLY.”

CHARITABLE LOS ANGELES

Contributions to charity by residents of Los Angeles County dropped sharply in the 2008 recession and have yet to fully recover.

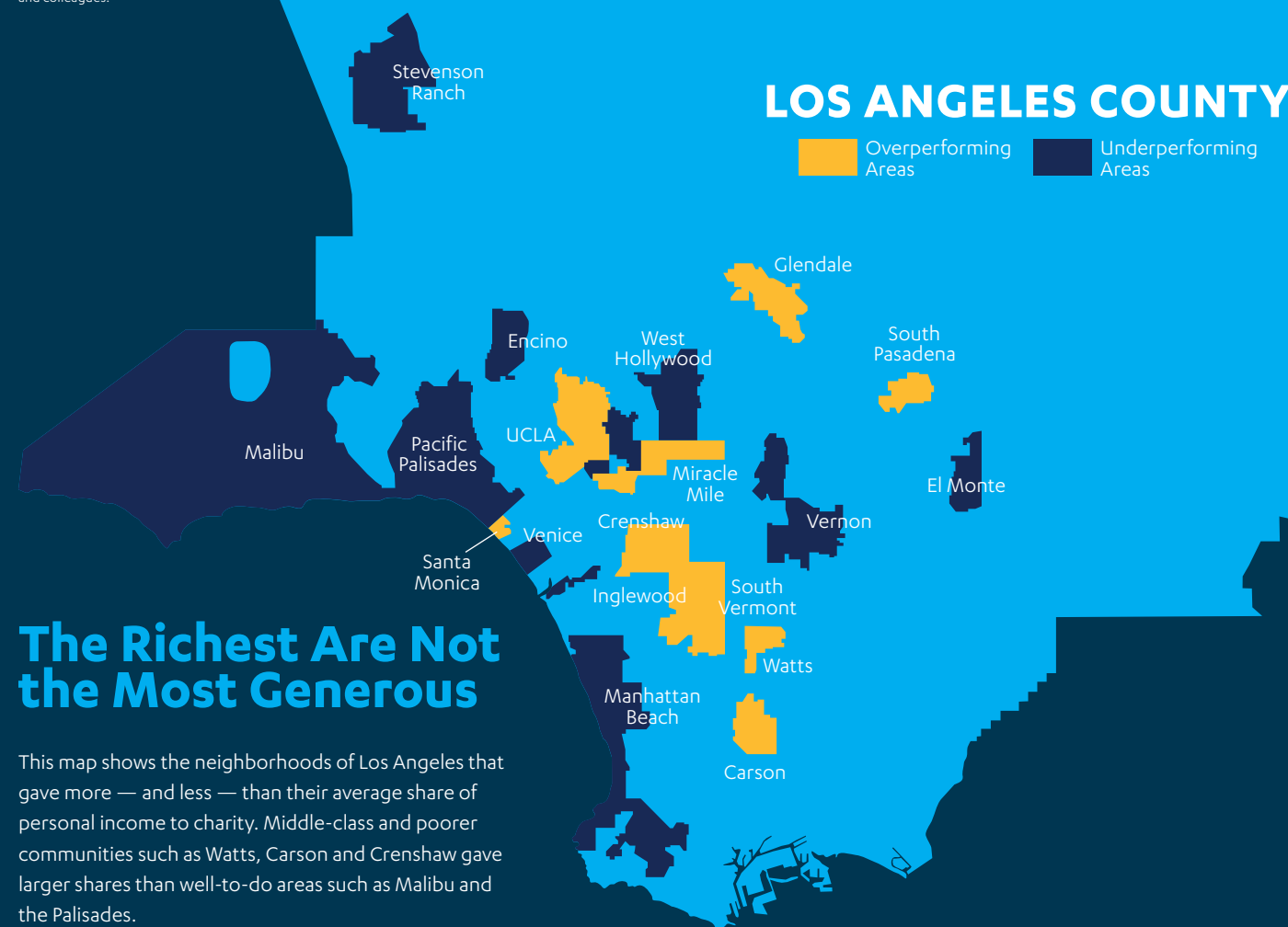
Total Contributions for Los Angeles County



“MOST MAJOR GIFTS OF \$1 MILLION OR MORE GO TO ORGANIZATIONS OUTSIDE LOS ANGELES COUNTY — ONLY MAJOR GIVING TO HIGHER EDUCATION LARGELY BENEFITS LOCAL ORGANIZATIONS.”

— UCLA professor Bill Parent

Source —
“The Generosity Gap,” a study
by UCLA professor Bill Parent
and colleagues.



The Richest Are Not the Most Generous

This map shows the neighborhoods of Los Angeles that gave more — and less — than their average share of personal income to charity. Middle-class and poorer communities such as Watts, Carson and Crenshaw gave larger shares than well-to-do areas such as Malibu and the Palisades.



Innovative Los Angeles Philanthropists

- 1 ANNENBERG FOUNDATION**
The education and leadership development program Annenberg Alchemy “helps build capacity for Los Angeles area nonprofit organizations.”
- 2 WEINGART FOUNDATION**
Founded in 1951, Weingart has given more than \$900 million to organizations in Southern California, concentrating in education, health and human services.
- 3 THE CARL & ROBERTA DEUTSCH FOUNDATION**
Presenter of the Halo Award, which gives \$5,000 annually to one volunteer and \$20,000 to the volunteer’s organization.
- 4 GOLDBIRSH FOUNDATION**
Sponsor of the LA2050 initiative, Goldhirsh highlights nonprofit successes in education, income and employment, health, public safety, housing, environmental quality, arts and cultural vitality and social connectedness.
- 5 FRIEDA C. FOX FAMILY FOUNDATION**
Initially focused on education grants, the foundation has expanded to help fund programs for children and youth. Its Youth Philanthropy Connect earned it the notice of Starfish Impact.
- 6 BROAD CENTER**
One of the foundations overseen by Eli and Edye Broad, the center helps develop school leaders. The Broad Residency places experienced leaders in public schools, while the Broad Academy trains leaders already working in schools.
- 7 TAPROOT FOUNDATION**
Taproot connects professionals in marketing, design, strategic planning and other services with nonprofits in need of such assistance. In Los Angeles, Taproot has supplied more than 300 nonprofits with 1,300 consultants since 2001.

Source — Starfish Impact



PARTNERING

IN

THE

PROTECTION

OF

CHILDREN

WRITTEN BY **SANDY BANKS**

A FEW YEARS BACK, THE LOS ANGELES COUNTY CHILD WELFARE SYSTEM seemed to be faltering under the weight of its responsibilities and the conflicting demands on its workers.

An increase in the number of children removed from abusive or neglectful parents was straining a foster care system that had too few placement options. Many kids wound up warehoused for days in makeshift “holding rooms” or shunted to crowded group homes.

Foster parents were bailing out, complaining of low reimbursement and inadequate support. Ten years ago, the county had 7,800 children living in 6,380 foster family homes. By 2013, the number of foster care slots had begun to shrink; there were 6,300 children to place and only 3,440 foster homes.

Social workers, meanwhile, were stretched beyond their limits. Their caseloads were almost twice as large as those of counterparts in New York City. And the shortage of foster beds meant it might take 100 phone calls to find a spot for a child with any special need — a teenager, an infant, a collection of siblings, a youngster with physical or mental disabilities.

Then in 2015 — stung by the beating death of an 8-year-old boy left with abusive parents, and prodded by a Blue Ribbon Commission that investigated the child welfare system — the Los Angeles County Board of Supervisors moved to increase oversight and enact reforms. They created an Office of Child Protection, and high on its agenda was finding a way to tap the region’s rich vein of private philanthropy to help strengthen the public safety net.

That led to the launch last year of the Center for Strategic Public-Private Partnerships, funded by the county and several local charitable groups, and run by Kate Anderson, a UCLA grad and attorney with ties to the philanthropic community and experience in social justice advocacy. That group’s efforts, seen by many as a model of philanthropy and public policy coming together in search of solutions to society’s most difficult problems, has already had a profound impact on the lives of thousands of young people.

The operation is not unique to Los Angeles but is a large-scale test of an idea that is gaining adherents — the notion that there are useful roles for both the private and public sectors in addressing the complexities of foster care. It is part of a national trend toward formalizing relationships between government and philanthropy, in hopes of funneling new resources to long-standing problems.

The approach has provoked controversy in some arenas — particularly public education, where, in the view of critics, privately funded charter schools have siphoned resources from struggling school districts. But it offers clear advantages to bureaucratic behemoths such as Los Angeles County’s Department of Children and Family Services, where the pace of change can be glacial and government money isn’t always easy to access.

“We’re not trying to make policy,” Anderson said. “As a center, we’re here to support the county. I have this public partner who wants investment and wants to see changes, and private partners who want to help the public make those changes.”

Winnie Wechsler is one of those private partners. She’s executive director of the Anthony & Jeanne Pritzker Family Foundation; its Pritzker Foster Care Initiative funds a slew of child welfare-related nonprofits.

The county’s new approach can amplify that help. “It’s not just giving money, it’s being part of the thought process,” Wechsler said. “If the county is looking at new ways to implement change, we’ll look to augment things that cannot be funded by their public sector dollars.”

Her group has already made a mark by funding a study of foster family recruitment to figure out why the numbers were falling. The research, conducted by UCLA’s Luskin School of Public Affairs, found that applicants were frustrated by the cumbersome process. They wanted clearer guidelines, more online access and consistent support.

The child welfare agency quickly moved to address those concerns — revamping its website, adding recruiters and providing foster families with their own social workers. The number of applicants who stuck it out and became foster parents rose dramatically.

In that case, a little funding made a big difference. “It ended up not being a big pot of money, but it accomplished something specific in a timely manner when the department was ready to take advantage of it,” said UCLA professor Todd Franke, chair and professor in the Department of Social Welfare at Luskin, who helped coordinate the study.

That’s one of the biggest benefits of private-public links. “The private foundations have the ability to react quickly when there’s a need for information,” Franke said. “There’s not a lot of bureaucracy tying things up. They make a decision, and they fund something. Without that, we miss opportunities.”

But it’s important, Wechsler said, that the government agency makes the call on what it needs. “It’s not helpful for us to be doing some project on our own and say, ‘FYI, here’s a study we’ve done; now use it.’ We have to respect what they’ve defined. ... It’s a partnership, and we understand that they are the experts.”

Private spending on foster care still amounts to little more than a pittance, compared with the \$45 million the child welfare agency will get in government funding this year. But the private dollars have fewer strings attached, allowing for experimentation and filling service gaps.

“Ours is money that can be used flexibly,” Wechsler said — for something as theoretical as program assessment or as practical as paying the security deposit for a former foster child moving into his first apartment.

That flexibility makes the government more nimble, able to pivot quickly as new needs arise. In Los Angeles County, the partnership’s access to private funds and pro bono help meant being able to provide legal advice to foster youth who are undocumented and need to understand their options.

“We do the footwork of building relationships, so we understand the needs and the resources,” Anderson said.

“THE PRIVATE FOUNDATIONS HAVE THE ABILITY TO REACT QUICKLY WHEN THERE’S A NEED FOR INFORMATION. THERE’S NOT A LOT OF BUREAUCRACY TYING THINGS UP. THEY MAKE A DECISION AND THEY FUND SOMETHING. WITHOUT THAT, WE MISS OPPORTUNITIES.”

— UCLA professor Todd Franke

Anderson, who took office in April 2016, got her cues early on from regions that have had success with the private-public partnership concept.

One of those pioneers was Pennsylvania’s Allegheny County. It has only 1 million people, compared with Los Angeles County’s 10 million, but it struggled with similar problems and fiscal limits. The director there recognized he could not build the system he wanted with only county money. So he enlisted private foundations to pay for pilot programs that might improve outcomes. “He needed them to build and study the programs, and if they were successful, the agency could take over with public funding,” Anderson said.

She identified three main things that foundation money provides: innovation dollars, research dollars, and grants that support the core of an agency’s work or keep good programs from sinking under the weight of mundane problems.

In its first year, the center drew more than \$500,000 in private sector investments — help that has gone toward big goals, such as finding ways to strengthen troubled families, and small tasks, like setting up a separate phone line for prospective foster parents, so they don’t get lost in a crush of child welfare calls.

The center’s hallmark venture was a foster care recruitment event in June in South Los Angeles, supported by leaders and churchgoers from the area’s faith community. The resource fair gave visitors a chance to hear from foster children and parents, attend an orientation and start the certification process with the Department of Children and Family Services (DCFS). More than 140 families turned out, and 44 applied that day to become foster parents — a big deal in an area with an overabundance of foster children and a critical shortage of foster homes.

That event paid dividends that have yet to be tallied, Anderson said. Several area congregations want to host future resource fairs, and a Foster Care Ministry is being developed by a coalition of African American churches that represent more than 120,000 people.

“That’s an idea that’s come from the community,” she said. “We were able to connect them to DCFS, and they’re pushing DCFS to think differently. That’s part of what’s so great about this. It expands the horizons of how government operates.” ►



LEARNING WHILE TEACHING

**A NONPROFIT HELPS STUDENTS
AND INFORMS EDUCATORS**

WRITTEN BY
LISA FUNG

GROWING UP IN SANTA FE, N.M., Meredith Phillips attended a socioeconomically diverse middle school where she lived what would later become the focus of her studies.

“I got a taste of what education looked like for kids who were treated as though they didn’t deserve a good education. You’d mostly see white kids from advantaged backgrounds in the top tracks and Latinos and Native Americans from disadvantaged backgrounds in the lower tracks,” said Phillips, an associate professor of public policy and sociology at UCLA. “It gave me a sense of privilege and disadvantage and inequality — and it stuck with me in a visceral way.”

Today, Phillips is an educator and researcher who has taken portions of what she has learned over the years about inequities in education and turned them into the EdBoost Learning Center — a philanthropically funded nonprofit.

Located in Palms, on the upper level of a nondescript strip mall next to an insurance office and above a small market and a barbershop, EdBoost offers tutoring services, homework help, SAT prep courses and college counseling to a diverse range of students in kindergarten through 12th grade. Unlike many learning institutions, the center also serves as an incubator for developing new programs and interventions designed to close education gaps among children from different socioeconomic and ethnic backgrounds.

EdBoost is the brainchild of Phillips and her former graduate student Tiffani Chin, who serves as its executive director. Founded in 2004, the center sprang from a desire by Phillips and Chan to move beyond the constraints of statistical research and put their findings into action to help kids.

Phillips has spent much of her career studying inequities in education and academic achievement. Her early research examined how these disparities change over time as children grow older. “To what extent were schools in some ways responsible for these achievement gaps, and to what extent [were] other factors in kids’ lives were responsible?” she said. “I’m a sociologist, so I was really interested in the relative contributions of different environments — neighborhoods, families, schools — to kids’ outcomes.”

She found that signs emerged early in children’s lives. “You can see disparities in kids’ vocabulary skills as early as you can measure vocabulary — that’s certainly by age 3, but probably earlier,” Phillips said. “Some disparities are smaller than you might think; some of them are about what you may think. But there’s no doubt that richer kids on average get to go to schools that, as best we can tell, seem better.”

Her widely cited 1998 book, “The Black-White Test Score Gap,” co-edited by Harvard professor Christopher Jencks, compiled research — including her own — that found disparities largely tied to home life outside of school or preschool. It concluded that changing how parents deal with children may be the key to improving achievement. A follow-up paper by Phillips found that by age 6, children of high-income parents have spent an average of 1,300 more hours in enrichment activities than those of low-income parents.

“It’s clear people care about their kids, and they want them to do well,” said Phillips, 48, who is married and the mother of two. “You think about social class and socioeconomic status — there are big disparities. They’re there before kids start school. So part of the puzzle is, what do you do? Are you better off intervening when kids are little? Before they hit school or right when they hit school? That’s part of what I’m interested in.”

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Phillips didn’t start by looking for ways to close the gap in education achievement, or even by teaching. At Brown University, she majored in human biology and Latin American literature. Through the support and encouragement of a professor, she went to graduate school at Northwest-

ern, where she entered a human development and social policy program, later adding sociology.

“When you apply to graduate programs, you’re supposed to write about what you want to do your research on, what you’re interested in. I didn’t know what I wanted,” she said, laughing. “So I wrote my essay on resilience — what makes kids resilient? Why do many kids from difficult backgrounds and challenging circumstances succeed?”

Thinking she would eventually get a job leading a nonprofit organization, Phillips began taking classes in research methods and statistics — tools she thought would be useful in the nonprofit world. But professors and others kept telling her: “You should be a professor. You should be an academic. You’re really good at this.”

“I think about that for little kids — this idea that you have people who see something in you and recognize it and encourage it,” she said, sitting in her sixth-floor office overlooking the UCLA campus. “I don’t think without the good teachers I’ve had I would be where I am now.”

After years of studying education inequities, Phillips decided she wanted to go beyond just describing achievement gaps and disparities. “I started feeling like I’d at least like to do something to try to help kids.”

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Around that time, Phillips met Chin, a doctoral candidate in sociology who attended a talk the professor gave on parenting practices and academic achievement. Chin ended up taking classes with Phillips and later asked her to co-chair her doctoral committee. “She was someone who is just far more open-minded about research than anyone I had ever met ... and was deeply interested in trying to find a way to answer questions, and caring about kids,” Chin said.

The two collaborated on research examining children as they transitioned from elementary to middle school. “I spent a year embedded in a fourth-grade class, following the kids home, going to activities and doing all this crazy stuff,” Chin said.

For Phillips, the mixed-method study was a chance to return to the ethnological side of her training while still doing the surveys, interviewing and data-driven research she was accustomed to. Her voice becomes more animated as she talks about getting back into the field. “It’s really tough as a researcher once you start getting into the qualitative research because you’re spending time with real people. When people are just statistics in your computer, they’re not there — you couldn’t help them in any way. You can see disparities; you can describe them. But it’s different when you’re hanging out with kids and talking with them a lot.”

As an informal research experiment, Phillips and Chin put on a summer academic enrichment camp. “We were curious,” Phillips said. “Kids had stuff

to do in the yard, but if we offered science classes, would they be interested? Would they want to participate if it was there?”

They did. In fact, they lined up for the sessions. So the following summer, Phillips and Chin offered another enrichment program. Just over a year later, they launched EdBoost.

“The idea was that you would serve kids in this learning center or out in the real world, but at the same time we would be trying to develop effective ways to educate kids,” Phillips said. “So we are trying out curriculum or trying out tutoring programs or different ways of helping kids learn a particular skill and [will] later try to implement the programs somewhere else.”

EdBoost began with just three students. It has since grown to more than 200 at the center and another 300 through offsite programs. Services at the center are offered on a sliding scale; prices are set at market rate for upper middle-class parents, while kids from more economically disadvantaged backgrounds can apply for need-based scholarships.

“We planned it this way — that the richer people sort of subsidize the others,” Phillips said. “We wanted to make sure that we were providing stuff that people who had the ability to go anywhere for would value enough that they would come to EdBoost.”

Tutors don’t know if they’re working with scholarship or full-paying kids, Chin said: “That’s what makes me proud of this place. When we talk about trying to cut down on inequality, it’s not by providing poor kids with some poor version of what rich kids get. It’s by trying to provide them with exactly what rich kids get. They’re getting the exact same thing.”

Edboost, which is subsidized by grants and contracts, has three full-time employees and about 20 tutors. It doesn’t advertise; most children find the center through word-of-mouth. In addition to developing a series of diagnostic tests to help determine gaps in math comprehension and a reading-writing program designed to help improve comprehension, fluency and vocabulary, Phillips and Chin worked together under the auspices of EdBoost to research college access interventions for low-income students. Phillips served as a consultant for the first study, SOURCE, or Student Outreach for College Enrollment, which focused on various levels of assistance for juniors and seniors with preparing college applications.

Students in randomized field tests were assigned to advisers who met with them and provided information and assistance on the college application process. The second group was not assigned advisers and relied only on information they received at school, at home or elsewhere.

“We were targeting low-income schools because there is still evidence that even among kids who are ready academically for college and have strong academic achievement, low-income kids are less likely to go to four-year colleges than rich kids,” Phillips said.

Taking what they learned from that study, they revised and reshaped the program a few years later. Through a grant to EdBoost and UCLA, Phillips

and Chin, along with Sarah Reber, an associate professor of public policy, launched V-SOURCE, in which all of the counseling is done virtually. By eliminating in-person interaction, costs decreased and it became easier to serve outlying communities where students do not have easy access to college advisers.

A third of the students were assigned advisers who communicated with them by phone, text, email, Facebook and other social media platforms. They also received automated emails. A second group received only the automated emails. The final group received no assistance from EdBoost. Phillips and Reber are currently evaluating the results of the research, which is the first randomized trial of an entirely virtual intervention designed to assist students with the college process.

Most recently, Phillips has taken on what may be her biggest project. In 2009, she approached officials at the L.A. Unified School District to see if they would be interested in forming a research-practice partnership with UCLA. Similar partnerships exist in Chicago, Baltimore, New York and Houston.

“I wasn’t sure if this would develop into anything,” Phillips said. “I had this idea — what kind of information do we need or what kind of research would be useful to people trying to make schools better or trying to decide what to do at the district level to help the schools get better?”

She enlisted Kyo Yamashiro, an associate professor at Claremont Graduate University’s school of educational studies, and founded LAERI, the Los Angeles Education Research Institute, which tracks how many high school graduates go on to four-year colleges and complete their degrees. The researchers take administrative data already collected by LAUSD and analyze it to help the district find ways to improve academic success.

Interim results drew wide notice last summer; they found that 68% of 2008 LAUSD graduates enrolled in two- or four-year colleges, but only 25% graduated within six years. An initial look at college readiness among LAUSD students found that while information about course requirements, college eligibility and financial aid was available, some students lack adequate support and counseling assistance — largely because of heavy caseloads and other demands on counselors.

“I think what is difficult about education is that everybody had an education. So everybody has an opinion based on their personal experience in education that sort of frames how all of us think,” Phillips said. “It’s all very personal in a way that other kinds of policymaking aren’t.”

But she remains hopeful. “Achievement gaps have shrunk over time from when I first started studying disparities between African American kids and white kids. They seem smaller than they used to be. It’s not that hopeless,” Phillips said. “Aspirations are high. That’s not a problem. The problem is getting them to realize their aspirations.” ▀

“I DON’T THINK WITHOUT THE GOOD TEACHERS I’VE HAD I WOULD BE WHERE I AM NOW.”

— UCLA professor Meredith Phillips



A HISTORY OF VIOLENCE

A HOPE FOR THE FUTURE

WRITTEN BY
MOLLY SELVIN

JORJA LEAP'S SMALL UCLA OFFICE IS A CAMPUS OASIS. The anthropologist turned gang researcher has replaced standard-issue university furniture with a modern wooden desk, a couch and a muted rug. The room is orderly, the papers on her desk tidy. One wall features large, striking black-and-white photos of Jane Goodall, Mahatma Gandhi and John Lennon, among others — an homage to activists who have inspired her. But the serenity is deceiving.

Ask Professor Leap about trauma and violence prevention, and — even 25 years into her work — she bounces noticeably in her chair, her hands moving constantly. She talks so fast it is hard to take notes. She has been hanging out with gang members in L.A.'s toughest neighborhoods since the early 1990s, showing up at the scenes of homicides at 2 a.m., consoling family members, getting to know young people on the streets and trying to understand how to help them leave gang life behind.

She has done much of her research with fellow professor Todd Franke at the Luskin School of Public Affairs. They have gained international recognition for their analyses of crisis intervention, violence prevention and the social impact of trauma. A key to their success, Leap said during an interview in the stillness of her office, far from the savagery that she studies, is attracting philanthropic dollars “in a robust and involved way.” Franke agreed. Large charitable foundations, as well as individual philanthropists, are “often willing to fund things that public funding won’t” he said. Finding money to study crossover youths — those who move among schools, child welfare and the courts — is especially difficult, he said. But some foundations have been eager partners.

With support from the John Randolph Haynes and Dora Haynes Foundation and the California Wellness Foundation, as well as from Los Angeles County, Leap and Franke have focused on Los Angeles-based Homeboy Industries, trying to determine why some gang members become successful contributors to society, while others stay trapped in a spiral of violence and revenge. Founded in 1988 by Father Gregory Boyle, a Jesuit priest whose photo hangs on Leap’s wall, Homeboy operates on the premise that jobs, education and social services will do more than incarceration to improve the lives of former gang members and their communities.

Homeboy employs hundreds of former gang members in its business enterprises. It offers a wide range of services, including mental health counseling, job training, tattoo removal, legal assistance, anger management and parenting classes. Leap and Franke have tracked 300 Homeboy alums since 2008. They have found that while two out of three people incarcerated in California return to prison, only one in three of those who have participated in Homeboy programs re-offend and land back behind bars. Homeboy’s expansive wrap-around services, Leap and Franke said, are a vital part of this success.

“What our research shows,” Leap said, “is that Homeboy has created a therapeutic community through its emphasis on the relational” — forcing former gang rivals to work side by side and talk. “You can’t hate someone you sit across the table from,” she said. The relationships that gang members build with former gang members, mentors, social welfare professionals, counselors and educators are essential, she said, to improving their physical, social and mental well-being — and to improving their communities.

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Jorja Leap, 61, is a second-generation Angeleno. Her experience with gangs is hard-earned. It began in 1978, when she became a social worker in Watts caring for abused children. She watched, devastated, as some gravitated into gangs. After

“HOMEBOY HAS CREATED A THERAPEUTIC COMMUNITY THROUGH ITS EMPHASIS ON THE RELATIONAL ... YOU CAN’T HATE SOMEONE YOU SIT ACROSS THE TABLE FROM.”

— UCLA professor Jorja Leap

earning a doctorate in anthropology from UCLA, she moved into research and conflict resolution, working with Balkan Wars victims in Bosnia and Kosovo, as well as with families who lost loved ones in the 9/11 terrorist attacks. Focusing her research on violence prevention became an abiding passion.

Todd Franke, 62, is trained in social work and educational psychology. Since joining UCLA in 1992, he has explored the impact of disability and chronic illness on school-age children and researched how adolescents solve social problems, how to better integrate health and social services in school settings, and how urban mobility impacts children’s education and their social development.

The two have a long history of collaboration. In addition to the Homeboy research, Franke and Leap led an evaluation of a California Community Foundation-funded initiative in South Los Angeles designed to help young African American men develop the skills to complete high school and move on to post-secondary educational opportunities. Leap and Franke have received funding from the Children’s Institute Inc. to examine its Project Fatherhood Program, based at 10 sites throughout Southern California. The program helps absentee fathers connect with their children, play a meaningful role in their lives and, by doing that, improve the long-term social health of their communities.

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Improving wellbeing, defined in this broad way, is the mission, as well, of the California Wellness Foundation. Created by Health Net, it opened its doors in the anguished aftermath of the 1992 Los Angeles riots. The foundation now awards between \$30 million and \$40 million annually statewide. “We were trying to figure out solutions to violence at a time when not many folks were looking at this issue,” said Julio Marcial, until recently a program director at Cal Wellness, who worked closely with Leap and Franke.

“Taking on violence was not necessarily our idea,” Marcial said. “It was the mothers and fathers, the ER physicians who saw too many young men coming in with gunshots, and folks in academia who said, ‘Please take this issue on.’”

Involving young people and family members as active participants in research had “not been tried quite like this before,” Marcial said. “We didn’t know what to expect.” Marcial credits a variety of public and privately funded programs and research initiatives, like the Homeboy project, with creating “a synergy of people and organizations.” That synergy has helped decrease gun violence among young people across California by 50 to 60 percent between 1992 and 2015, he said, citing data from the California Public Health Department.

Last year, Cal Wellness helped create a new fund, Hope and Heal, to support proven solutions, as well as what executive director Brian Malte calls “big bets” to address the “gun violence epidemic.” Malte had spent 20 years with the Brady Campaign to Prevent Gun Violence, whose name honors White House press secretary Jim Brady, who was gravely wounded in 1981 during an attempt to assassinate President Reagan. Hope and Heal made its first grants late this spring, after what Malte describes as his “listening tour” across California to determine priorities. “We’re not going to push for new legislation,” he said. “We have the luxury of having strong gun laws in California.” Instead, Hope and Heal will invest in research, advocacy and on-the-ground programs that can reach the root causes of violent crime, suicide and domestic violence.

Malte points to Sacramento and Richmond as models. By deploying community members known as violence interrupters, who are trained to defuse potentially deadly encounters, both cities have reduced gun homicides. Stockton is trying a similar program. “We want to change the narrative about gun violence,” Malte said. “The current narrative is that it’s hopeless, there aren’t solutions; it’s hyper-politicized, based on mass shootings, which drive coverage and legislation.” But violence interruption, along with other efforts, he said, indeed offers hope.

Hope and Heal’s main financial sponsor is the New Venture Fund in Washington, D.C., which



HOMEBOY INDUSTRIES, PICTURED HERE WITH ITS FOUNDER, FATHER GREG BOYLE, HAS BECOME A NATIONALLY RECOGNIZED COMMUNITY FOR ITS RESPONSE TO GANG VIOLENCE.

oversees a variety of donor-driven projects. Hope and Heal also has received support from Cal Wellness, the California Endowment, the Blue Cross of California Foundation, the Akonadi Foundation and other philanthropies. Malte began with \$1.5 million. He now has commitments for another \$600,000 and proposals for more.

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For Malte, Franke and Leap, private foundations and individual philanthropists have generally proven to be adventurous and flexible partners. But there are potential problems with accepting private money, as there are with public grants. Funding always comes with “strings attached,” Leap said, so she asks herself, “Are they strings I can live with? Do they want research findings, or do they want me to take dictation?”

“I’ve found my way to work with institutions that want to be a partner,” she said. Her goal is to create a partnership based on “equality rather than control.” Still, she says, her major worry remains “autonomy, autonomy, autonomy.”

Another concern, Franke said, is renewing grants. “Foundations are willing to fund you once,

maybe twice,” he said, but securing ongoing funding can be challenging. Nonetheless, he said, the challenge can be positive, because it creates “opportunities for more individuals and groups and for new ways of looking at the same problems.”

Evaluating projects when they are completed can raise still other concerns. Not all funders will support evaluations — and if they do, being truthful about what worked during the research and what didn’t work requires delicacy. Sometimes, Franke said, donors “don’t want to know that they spent all this money, and it didn’t work.

“What I promise them is to find out what parts are working and what parts aren’t — and to come up with recommendations, if they want them, about the parts that aren’t.”

Wealthy individuals as well as foundations also can pressure researchers to pursue pet projects — or validate pet peeves — regardless of evidence. That’s why Malte, who is responsible for both raising funds and helping to award grants, relies on a steering committee of representatives from among Hope and Heal’s major funders.

By far, most donors participate in positive ways, Leap said. She recently received a gift from Los Angeles psychiatrist William Resnick, who said

he simply wanted to be involved in her work. “He’s very thoughtful, very intentional,” she said, and he is now helping design a Luskin-based training program aimed at assisting people to become more effective nonprofit board members.

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Jorja Leap is stepping up her involvement in Watts. She has become the co-founder, along with Luskin alum Karrah Lompa, of the Watts Leadership Institute. With support from the Annenberg Foundation and Cal Wellness, among others, the institute, which opened early last year, is fostering nonprofit entrepreneurs in South Los Angeles.

It was born of a 2013 Luskin report that cited a need among small, struggling agencies in Watts for local leaders with skills in fundraising, policy advocacy and communication technology — skills that will make it possible for them to compete successfully for philanthropic dollars. The institute pairs participants with coach-mentors from UCLA. Initial participants will mentor others to build a new generation of nonprofit leaders.

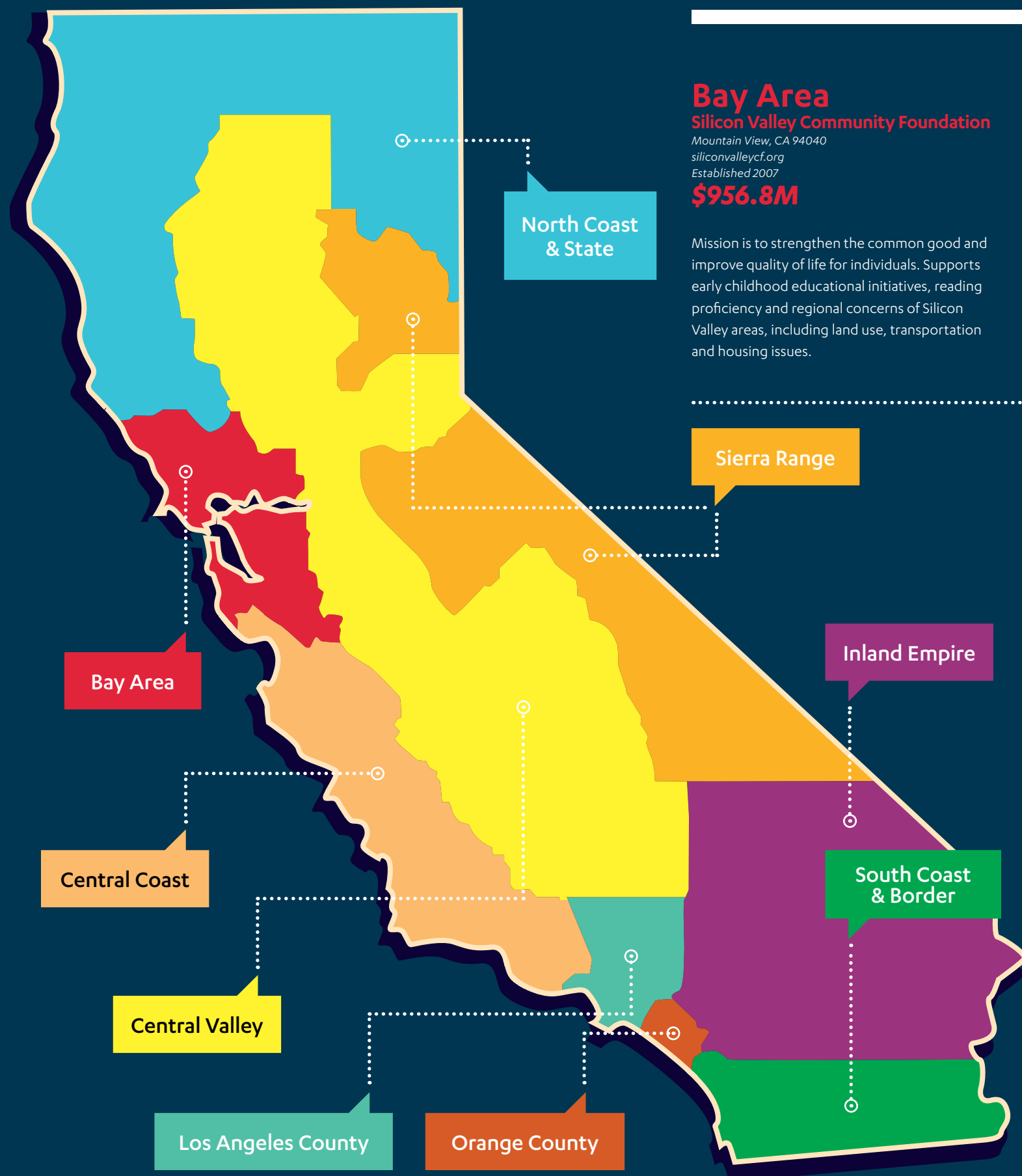
To Leap, this “represents the best kind of partnership between UCLA and philanthropy.” ►

IN THE LAND OF THE GIVING

Notable California Foundations by Regions and Amounts Awarded in 2014

FOUNDATIONS BY AREA AWARDS

California has more than 7,600 foundations. They had combined assets of \$130.7 billion and awarded a total of \$8.3 billion in 2014, according to the Foundation Center, a nonprofit that analyzes philanthropies. Most large foundations are in the urban areas of San Francisco and Los Angeles, but charitable foundations throughout the state support a variety of causes, from the Humboldt Area Foundation in the north to the San Diego Foundation in the south. These are among the leading foundations in nine regions of the state and the amounts awarded by each.



Bay Area
Silicon Valley Community Foundation
 Mountain View, CA 94040
siliconvalleycf.org
 Established 2007
\$956.8M

Mission is to strengthen the common good and improve quality of life for individuals. Supports early childhood educational initiatives, reading proficiency and regional concerns of Silicon Valley areas, including land use, transportation and housing issues.

Central Coast
Wood-Claeysens Foundation
 Santa Barbara, CA 93130
woodclaeysensfoundation.org
 Established 1980
\$25M

Through grants to qualified nonprofits, enables individuals in the Santa Barbara and Ventura county areas to acquire the basic necessities of life — food, clothing, shelter, social services and public safety.

Central Valley
Central Valley Community Foundation
 Fresno, CA 93704
centralvalleycf.org
 Established 1966
\$10.8M

Provides opportunities for individual donors, businesses and other foundations to invest in programs addressing economic, social, educational, cultural and environmental issues. Promotes regional sustainability and smart growth strategies.

Sierra Range
Sonora Area Foundation
 Sonora, CA 95370
sonora-area.org
 Established 1989
\$2M

Provides grants for food, shelter and housing programs for local individuals as well as scholarship funds for local high school and community college students. Also awards grants for health and human services, the arts, the environment and animals.

Los Angeles County
The California Endowment
 Los Angeles, CA 90012
calendow.org
 Established 1996
\$182.8M

Mission is to expand access to affordable, quality health care for underserved individuals and communities and to promote improvement in Californians' health. Includes supporting livable, safe communities, education and healthy schools and fostering community leadership.

North Coast & State
The Humboldt Area Foundation
 Eureka, CA 95524
hafoundation.org
 Established 1972
\$2.7M

Seeks to build social, economic and environmental prosperity in the Redwood, Trinity and Wild Rivers Region. Primary areas of interest include youth, health, community development, human services, arts and culture and public safety.

South Coast & Border
The San Diego Foundation
 San Diego, CA 92106
sdfoundation.org
 Established 1975
\$45.3M

Advances improved quality of life in the San Diego region through grant initiatives in arts and culture, civil society, disaster relief and public safety, education, the environment, food and nutrition, housing and science and technology.

Inland Empire
The Community Foundation
 Riverside, CA 92501
thecommunityfoundation.net
 Established 1941
\$7.9M

Seeks to strengthen the community by meeting the needs and enhancing the lives of individuals in Riverside and San Bernardino counties. Areas of interest include arts and culture, nonprofit and leadership development, environmental initiatives and education.

Orange County
Arnold & Mabel Beckman Foundation
 Irvine, CA 92617
beckman-foundation.org
 Established 1977
\$27.3M

Awards grants to nonprofit institutions to promote research in chemistry and the life sciences and to foster the invention of methods, instruments and materials that will open new avenues of research in science.

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Sources:

The Foundation Center, foundationcenter.org
 Individual foundation websites



PHOTO BY DAVID SPRAGUE

CULTURE WARRIOR

IN DEFENSE OF
AMERICAN VALUES



INTERVIEW BY
JIM NEWTON

NORMAN LEAR'S OFFICES ARE A GATEWAY to American values. There are cast photos — “Maude,” “The Jeffersons,” “Good Times,” “All in the Family” and more — programs that redefined American culture on television and were formative to so many families. And then there is the Declaration of Independence, of which Lear owns an original copy. A less treasured version hangs in his lobby beside an American flag, reminding visitors that his work grows from deeply felt patriotism, a love of country that is as profound as it is inclusive.

NORMAN LEAR’S CONTRIBUTIONS TO CONTEMPORARY TELEVISION AND CULTURE INCLUDE (CLOCKWISE, STARTING TO THE RIGHT): “GOOD TIMES,” “THE JEFFERSONS” AND “MAUDE.” HIS BIGGEST HIT, “ALL IN THE FAMILY,” IS CONSIDERED BY MANY TO BE THE MOST INFLUENTIAL PROGRAM IN TELEVISION HISTORY.



Lear is best known, of course, for his incomparable contributions to TV and, through it, to American life. His work in shaping culture, however, does not stop there. He is a prolific and diverse philanthropist. He has backed a years-long campaign to register young voters and sponsored a trust and awards to recognize and encourage businesses to think beyond the short term. He was early to see the threat of climate change and has given to organizations devoted to addressing it. And, most significantly, in 1981, he founded People for the American Way, an enduringly influential nonprofit and one of the nation’s most respected liberal political organizations.

He is also the author of a charming and illuminating memoir, “Even This I Get to Experience,” published in 2015 by Penguin Books.

Lear and Blueprint editor-in-chief Jim Newton



spoke this fall in Lear’s Beverly Hills office, their latest installment in a conversation that began years ago over their mutual admiration for President Dwight Eisenhower. On this day, Lear was fresh from closing production on a television series, the second season of “One Day at a Time,” a recap of the original but with a Latino cast. He had also just sold a new idea to NBC. Lear is 95 years old.

Blueprint: You founded *People for the American Way*. What is the American Way?

Norman Lear: That’s a great question.

Every once in a while, for over 35 years, new members of the board or somebody comes in and asks: “What do you stand for? What are you against?” I love that conversation.

The problem is simplicity. ... What is the Christian Way? It’s the Sermon on the Mount, if

you want to say it in a few words. The American Way? It’s the Bill of Rights. It’s the Declaration of Independence and the Preamble to the Declaration. It’s the guarantee that in this country, every man, woman and child who’s an American will see equal justice under the law and experience equal opportunity under the law. It’s as ... simple as that.

Delivering that is where the hard work comes in. But that’s where you start. I mention the Christian Way because both of them [the American Way and the Christian Way], at essence, are doing for others, caring for one’s brother or brothers, the family of man. The two Ways are first cousins.

BP: Do you think, on a philosophical level, that many people disagree with that? I mean, where does the rub come? Our politics are divided, and yet it’s impossible to imagine having a serious

conversation with anyone who doesn’t believe in equal justice or equal opportunity.

NL: At the base of those people I respect who are Republicans or who are right of center, because a lot of people are not necessarily Republicans but feel themselves right of center, I think it’s easy to believe and understandable to think that through the centuries there have always been people at the bottom. That has never, ever changed. Through the centuries, people have been much more taken advantage of than they are today.

But the fact that there will always be the lower, lower, lower class economically and therefore — in terms of education and reasonable opportunity — they’ve existed forever and will always exist, doesn’t mean, “There’s nothing I can do about it.”

If I were having this debate right now, what would be my position? “You’re right, sir. Through the centuries, this has been the case.”

But would Jesus throw up his hands and say: “There’s nothing we can do about it”? I don’t think so. I think he would be doing whatever he could, however little it turned out to be. My sense is that’s what is expected of us.

BP: Guided by that, what caused you to found *People for the American Way*?

NL: It was 1980. I had been aware for a little while of the proliferation of evangelicals on television. I was amused by them at first. I thought about doing, still think about doing, a film called “Religion,” about them. But as I watched Falwell, Robertson, etc., that was anathema to me, as a kid who took civics in public school. There is no teaching of civics now. There’s no reason for young people today to grow up understanding and therefore loving what we’re supposed to be about, the promises we made to ourselves in our founding papers. We don’t have civics classes. We don’t pay enough attention to that.

I didn’t wake up any morning of my life and think: “I will start an organization.” What I thought to do about the proliferation of those ministers was to make a TV spot. It [featured] a working stiff with a piece of factory equipment looking into a camera and saying he has a problem. He and his wife and kids talk about politics around the dinner table. They disagree about lots of things. Ministers on radio and television are now telling him that he’s the best of the Christians in the house because he’s on the right, and he agrees with them. But he knows his wife is a better Christian. ... So he winds up saying: “There’s got to be something wrong when anybody tells you you’re a good or a bad Christian depending on your political point of view. That’s not the American Way.”

I took it to Father Hesburgh at Notre Dame, because I knew him. He said, “Norman, I agree with this. I think you’ll find mainline church leaders will agree with you, but they’ll also be happy to see this for another reason.”

I said: “What’s that, sir?”

He said: “Because of the way they, meaning the evangelicals, torture a scripture.” I never forgot that — “the way they torture a scripture.”

And he gave me the names of half a dozen mainline church leaders. One of them was the head of the Lutheran office in D.C., and somebody in that office said, “You know, the spot is good. ... You ought to organize around this. I love what this guy at the end says: ‘It’s not the American Way.’ Why don’t you be ‘People for the American Way?’”

So that’s how that happened.

The American Way. The American Way is very fucking clear, if one pays a lot of attention to the Bill of Rights, the American Constitution, equal justice, equal opportunity. That’s the American Way.

BP: When you founded *People for the American Way*, Ronald Reagan was president. Now you have Donald Trump. How do you feel about the country today compared to the country you founded *People for the American Way* to help?

NL: Sometimes I fall from having been in love with America down to just loving my country. We all love our country for very good reason. But being in love with our country requires caring about its core, its essence, its promise. I have to be in a conversation like this to remember to get back in love.

We’ve taken ourselves too seriously. We’ve chosen to believe we’re God’s chosen. Nobody is.

★

“DONALD TRUMP REPRESENTS THE MIDDLE FINGER OF THE AMERICAN RIGHT HAND. THAT’S THE AMERICAN PEOPLE LOOKING AT LEADERSHIP AND FEELING — NOT THINKING THIS THROUGH.”

I remember after World War II. I served in World War II. Afterward, I thought: “My God, who could believe that we could win the way we did, beat the ... the Axis in both the West and East, and then come up with the Marshall Plan and help Europe back on its feet?”

We were really good guys. But I think we began to believe our press.

BP: Do you think you’ve had more of an influence over America through your philanthropy or your television?

NL: How could I answer that? When people talk to me about what I’ve done, they talk to me about the shows and the messages they think those shows carry, what they took from them. What I love to hear more than anything — and I hear it all the time — is: “We used to watch it as a family, and we talked afterward.”

That’s everything to me. “We talked about it.” It opened up discussion. That’s the best thing it did.

BP: And yet I note from your memoir that Jerry Falwell once called you “the greatest threat to the family in our generation.” Congratulations for that, by the way.

NL: That cost me about two weeks of protection. ... I got death threats as a result of that letter. When they found the kid who sent me these death threats, they found him in San Diego, living with his folks. His door was padlocked. When they got



NORMAN LEAR, PICTURED HERE IN HIS BEVERLY HILLS OFFICE THIS FALL.

into that room, they found that the Falwell page was on the wall with a black circle around that passage and a black circle around the whole page....

BP: *One of the complaints that you hear often about Hollywood and politics is that it’s sort of predictably left, and these people are out of touch, well-to-do people. What’s your response to that?*

NL: My response is that these people are artists, [and] people interested in the arts anywhere in the world, I would bet, lean to the left.

BP: *Why?*

NL: Because these are people — whether they are painters or poets or playwrights or novelists — who are interested in the human condition. And you can’t think about the human condition

without realizing that with a tilt to the left people will be better off.

BP: *Do you think Hollywood has too much influence in American politics?*

NL: I don’t think it has much influence. Unless you call “The Apprentice” Hollywood. Trump is not Hollywood.

BP: *Of course. He’s really New York real estate, casino. I know the answer to this, but I have to ask: What do you think of Trump?*

NL: I thought from the beginning, and I still think, that Donald Trump represents the middle finger of the American right hand. That’s the American people looking at leadership and feeling — not thinking this through. In their emotionally crowded lives, I don’t think they’ve come to a theory.

When people think, “Fuck you,” that doesn’t come from theorizing. It’s the middle finger.

BP: *Do you worry for the recovery of the country after Trump? Is there a recovery?*

NL: I don’t want to wake up in the morning without hope, so of course there is a recovery from Trump.

BP: *Who in American politics do you admire?*

NL: Not many. Elizabeth Warren.

I’m disappointed that I haven’t heard enough from her. I don’t mean me personally. In the last six months to a year, she hasn’t been the bellowing woman she was before. And I loved her bellowing.

BP: *Anyone here in California?*

NL: There’s nobody who arrests my attention.

A Lifetime That Matters

1922 — Norman Lear is born in New Haven, CT.

1942 — Enlisted in the U.S. Army, saw combat in Europe (awarded the Air Medal)

1953 — Hired as a writer for “The Martha Raye Show”

1958 — Teamed up with Bud Yorkin to form Tandem Productions
Tandem went on to produce such films as “Come Blow Your Horn,” “Barefoot in the Park” and “The Odd Couple”

1962 — Helped launch “The Andy Williams Show”

1967 — Co-wrote and produced film “Divorce American Style”

1971 — Premiere of “All in the Family,” which was television’s top-rated show for five years

1972: Premieres of “Sanford and Son” and “Maude”
At that year’s Emmy Awards, Johnny Carson welcomed the audience to “an evening with Norman Lear”

1974: Founded, with Jerry Perenchio, T.A.T. Communications (sold to Columbia in 1985)

1975: Premieres of “The Jeffersons,” “One Day at a Time” and “Hot L Baltimore”

1976 — Premiere of “Mary Hartman, Mary Hartman”

1981 — Founded People for the American Way

1982 — Produced TV Special “I Love Liberty”

1983 — Named one of seven original members of the American Television Hall of Fame

1989 — Founded the Business Enterprise Trust to encourage social innovation and long-term thinking by American business

1999 — Presented the National Medal of Arts by President Bill Clinton

2004 — Founded Declare Yourself, national organization to register young voters

BP: *There’s a little Archie Bunker in Donald Trump. Does that freak you out?*

NL: The reason that Archie Bunker was successful is that there’s a little of him in a lot of us.

BP: *I’ve read about your Business Enterprise Trust. What was behind that?*

NL: What drives the American corporation — and the American corporation, as I keep quoting Eisenhower, has the country in its clutches — is the need for a profit statement this quarter larger than the last. Now, there is nothing in nature that I know that suggests that anything can grow forever. Anything. And yet, the corporate ethic is a profit statement necessarily larger this quarter than the last, which has to be at the expense of every other value. ...

And so, we formed the Business Enterprise Awards and Trust. At 7:30 in the morning, on a Monday or a Tuesday, for six years, in the Rainbow Room, we had our annual event. It was a breakfast instead of a dinner. Every Larry Tisch — 240 to 250 heads of American corporations — was there. I did a five- to six-minute documentary on each of the awardees. ... Those films, by the way, every once in a while I get a check for \$1.26 from the Harvard University Business School Publishing Company ... because those films are still being run in business school.

BP: *In case you ever need it to break even ...*

NL: It was a stunning group. I couldn’t have been prouder.

BP: *How do you appraise the role of corporations in American life today?*

NL: I think corporate values have taught us to think in the short term. When every statement has to be greater than the last, that is short-term thinking. And “What’s in it for me?” and “How do I become No. 1?” All that has rubbed off on the American people. Kids grow up to go to business school now.

BP: *This is off the subject, but I can’t resist asking: In your memoir, you say that the character that best expresses you is Maude. What do you mean by that?*

NL: Well, I adored Bea Arthur. We were friends long before “Maude”....

My early family life as a kid suggested that the people with the biggest grudges were the ones who carried them over the longest number of years. So when my family had a get-together at Christmas or on the 4th of July or whatever, and people came in from Boston or New Haven and so forth, the biggest arguments were about: “When you got married 22 years ago, you didn’t invite Helen to the event.” Those giant fights. ...

I wanted someone to beat the shit out of Archie. And out of the family experience, I thought Edith has a friend — in this case a first cousin. They

adored each other, but the cousin always hated Archie. She didn’t want Edith to marry him, fought against the marriage. She had all that history. And that’s Bea Arthur. And she slugged him from down below. It was great.

That [Archie Bunker] show was running out here when Fred Silverman called and said, “There’s a show in that woman.” Believe me, we’d already been thinking about it. And we did “Maude.”

I’ve said Maude resembles me. There’s a big difference between Rob Reiner and Norman Lear, politically. Rob Reiner knows every [single] thing he’s talking about. I don’t know how he does it. He’s a scholar. He knows what he’s saying. Norman Lear spouts, but if he’s going to back it up, he’s going to have to go to books or call Rob.

Archie was that kind of a conservative, and Bea Arthur was a horseshit liberal. I’m a horseshit liberal.

BP: *As long as you have Rob Reiner’s number handy ...*

NL: Actually, I think of myself as a bleeding-heart conservative.

BP: *What does that mean?*

NL: Everything we’ve been talking about. You will not fuck with my Bill of Rights, my First Amendment, my Constitution. I will die for any part of that.

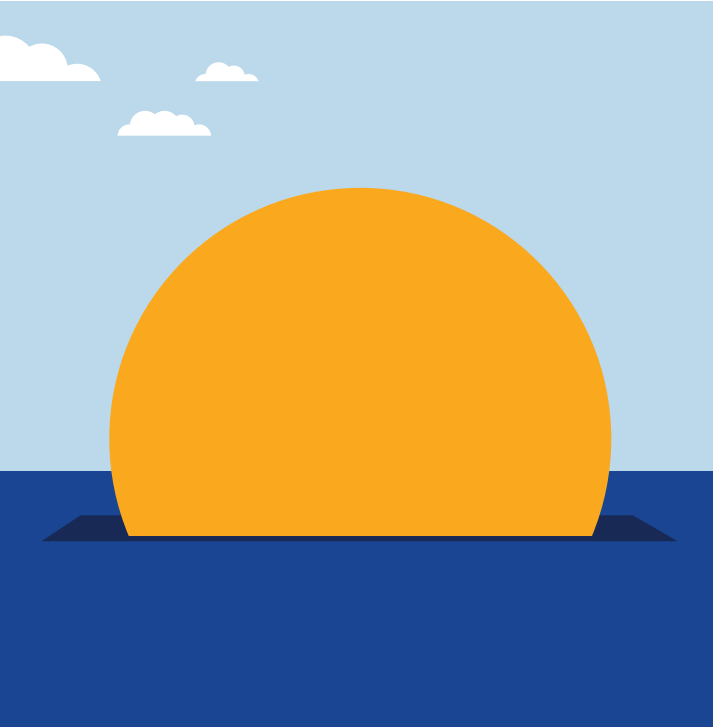
But does my heart bleed for those people who Republicans will pass over on Obamacare, for example, or who, through no fault of their own, have not had the opportunity or the education that others have had? Yes. ▀



“BECAUSE THESE ARE PEOPLE ... WHO ARE INTERESTED IN THE HUMAN CONDITION. AND YOU CAN’T THINK ABOUT THE HUMAN CONDITION WITHOUT REALIZING THAT WITH A TILT TO THE LEFT PEOPLE WILL BE BETTER OFF.”
— Norman Lear on artists

CLOSING NOTE:

Where Good Intentions Meet Good Works



WITH THIS EDITION, Blueprint explored how philanthropy and public policy might best co-exist. The featured articles in this issue make clear that they can co-exist — and do.

Ask Eli Broad. As a philanthropist, he has enriched Los Angeles life in myriad ways. He has made some enemies, and some accuse him of distorting priorities — in education, for instance, where his fulsome support of charter schools has helped them advance. Still, whatever opportunities those schools enjoy because of Eli Broad, they must survive in the public marketplace; they need support from parents and students to succeed, not just money or backing from an important billionaire. Meanwhile, millions flock to The Broad museum, enjoy Disney Hall or benefit from medical treatments he has made possible. Those gifts enhance life in this city — and in others, as well.

Then there’s Norman Lear. No one who grew up in the 1970s or ’80s

escaped Lear’s influence — his beaming, combative inclusiveness defined the best television of those and future decades. But Lear’s philanthropy has been seminal as well, especially his founding of People for the American Way in 1981. The organization, as important today as ever, is a vital bulwark of constitutional ideals that periodically come under attack.

The work of philanthropists has given rise to the study of the relationship between giving and public priorities. The research highlighted in this issue demonstrates manifestly how philanthropy can supplement and guide policy, rather than threaten or subvert it.

Foster children in Los Angeles receive better care because nimble organizations, including the Pritzker Family Foundation, are able to test ideas in child development and suggest models for the county’s Department of Children and Family Services. The study of gangs and violence — and how best to mitigate both — benefits from the sharp insights of UCLA professors Jorja Leap and Todd Franke, whose decades of work have focused on trauma and violence prevention. Their research merges the interests of the county with the support of the John Randolph Haynes and Dora Haynes Foundation. Professor Meredith Phillips has pioneered still another model: studying educational inequality and responding to it at the same time. Her EdBoost Learning Center tutors young people of all socioeconomic classes, examining the effects of different approaches and delivering them to children — learning and teaching at once.

These efforts combine the money and flexibility of philanthropy with the service orientation of policymakers, and they fuse those priorities into programs that help people who need assistance the most.

Less noted, but also important, is what this says about the broader relationship between policy and research. There is a tendency among researchers to view the political system with skepticism; from the perspective of the academy, political players can seem compromised, driven by money and the quest for re-election or advancement. On the political side, academics can seem woefully naive. In the Los Angeles City Council or the California State Assembly, to call an idea “academic” is not a compliment.

And yet, the fusion — academic research backed by philanthropic support in pursuit of public policy priorities — is delivering some of the most promising programs for those in need. That’s worth noting. And emulating.

– Jim Newton



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– Jim Newton

DO YOU HAVE
SOMETHING TO SAY?

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