

Giving While Living.

Marking 30 Years of Achievements: 1982–2012

The
ATLANTIC
Philanthropies

“I had one idea that never changed in my mind – that you should use your wealth to help people.”

Chuck Feeney

Front cover image:

Through Atlantic’s support for prevention and early intervention, Barnardos in Dublin helps children like Michael succeed in school by providing nutritious breakfasts to promote good concentration and establish positive routines around school attendance.

Photo: Audra Melton

Back cover image:

Dao Thi Diep is able to take care of her family again following cataract surgery on both eyes during the Fred Hollows Foundation’s free operation campaign in Quang Tri province in Viet Nam. Atlantic has worked to improve access to health care in the country.

Photo: Audra Melton

Giving While...

Supporting

Ageing 6–11

Growing

Children & Youth 12–17

Improving

Population Health 18–27

Advancing

Reconciliation & Human Rights 28–37

Strengthening

Bermuda 38–41

Building

Founding Chairman 42–53

Living.

The Giving Pledge 54–57

This year marks the 30th anniversary of the creation of The Atlantic Foundation, the first and by far the largest of The Atlantic Philanthropies. The milestone takes place as we plan for the final phase of our grantmaking, which will provide a capstone to three decades of work inspired by the commitment, values and generosity of Chuck Feeney.

That commitment and generosity has manifested itself in a sustained effort to advance opportunity and lasting change for those who are unfairly disadvantaged or vulnerable to life's circumstances. At the heart of the work are the values of opportunity, equity and dignity. The grantmaking has been shaped and will continue to be shaped by Chuck Feeney's personal approach to philanthropy, characterised by modesty, pragmatism, good-value investments and his belief in Giving While Living. It is a privilege to be a part of this undertaking, and we are grateful for the labours of our many effective grantees, colleagues and partners.

Over the years, two fundamental themes have carried through our Ageing, Children & Youth, Reconciliation & Human Rights, Population Health and Founding Chairman grants. They are that the quality of our lives is inextricably linked to our health and that the freedoms and advances of humanity are nourished by education.

We are extremely proud of the work of our grantees and their achievements to date to make positive changes for millions of people around the world.

**We believe all
people have the
right to opportunity,
equity and dignity.**

**Over 30 years,
there have been
thousands of
success stories.**

These are just a few.



Giving While... Supporting.

John McKee enjoys a visit with his daughter Gayle. When Mr. McKee had to move out of independent living because of his dementia, the “Let Me Speak, Help Me Be Heard” advocacy service of the Alzheimer’s Society in Northern Ireland helped make the transition go more smoothly. Atlantic seeks to improve the care and well-being of people with dementia in Northern Ireland and the Republic of Ireland.



\$7.5bn

BenefitsCheckUp® screenings have resulted in 1.4 million older adults receiving more than \$7.5 billion in previously unclaimed U.S. government benefits since 2001.

\$92m

The Access to Benefits project has helped more than 26,000 people in Northern Ireland collect benefits, totalling \$92 million, since 2008.

343:1

Atlantic's \$22.1 million investment in the United States and Northern Ireland so far has generated a 343:1 rate of return in recovered government benefits.

Recovering Unclaimed Benefits for Older Adults in the United States and Northern Ireland

At age 66, Buddy Beckley of Baldwin County, Alabama, was in a desperate financial situation. He faced being locked out of his home – a trailer – because he owed back rent. After paying for Medicare premiums from his Social Security and veterans' benefits, Mr. Beckley was left with \$320 in total monthly income, which failed to cover basic necessities.

His situation took a positive turn when caseworkers from two National Council on Aging (NCOA) partner organisations in Alabama put him on the path to economic security. They used the NCOA's Atlantic-supported BenefitsCheckUp® web-screening tool to identify programmes for which Mr. Beckley was eligible and they helped him file sometimes daunting applications.

With the help of BenefitsCheckUp®, Mr. Beckley learned that he qualified monthly for:

- \$263 in Supplemental Security Income benefits
- \$110.50 for his Medicare premium
- \$17 for food.

His annual income more than doubled from \$3,846 to \$8,532, and one caseworker found \$400 toward his back rent from a local charity.

Mr. Beckley is one of 1.4 million older adults to receive more than \$7.5 billion in previously unclaimed U.S. government benefits, as a result of BenefitsCheckUp® since 2001. Currently, this tool identifies \$3.3 billion annually for older adults, including the Low-Income Subsidy for the Medicare Part D prescription programme; the Medicare Savings Program, which supplements Medicare costs for low-income people; and the Supplemental Nutrition Assistance Program, formerly known as food stamps.

Since Atlantic's first grant in 2001 to expand BenefitsCheckUp® for disadvantaged older

adults from diverse backgrounds, NCOA has executed a comprehensive programme to find and enrol seniors in health-related benefit programmes. One such initiative, related to Medicare's prescription drug programme, generated a 138:1 rate of return on Atlantic's \$7.9 million investment. NCOA has also created coordinated, seamless community-wide systems, enabling local organisations to work together in helping older adults with limited means receive all eligible benefits.

To build on this tremendous success in the United States, Atlantic replicated this approach in Northern Ireland by providing support to five nongovernmental organisations to develop web-based tools and create a region-wide initiative to enrol vulnerable older adults. Since 2008, the Access to Benefits project has helped more than 26,000 people in Northern Ireland collect benefits, totalling £58.2 million (\$92 million). Moreover, with Atlantic's support, the Northern Ireland Social Security Agency has strengthened the infrastructure for innovative partnerships with community and voluntary organisations to increase the uptake of benefits for older people.

Atlantic's total investment in the United States and Northern Ireland was \$22.1 million, which so far has generated a 343:1 rate of return in recovered benefits for vulnerable older adults and much peace of mind.

Buddy Beckley of Baldwin County, Alabama.
Photo: NCOA



Transforming Palliative Care in Ireland

In February 2012, the staff and patients at St. Patrick's Hospital Marymount Hospice in Cork moved from an old Victorian red brick building where the hospice had operated for 141 years to a new, best-in-class hospital that is the most advanced palliative care facility in Ireland. The visionary behind this new building was Founding Chairman Chuck Feeney, and today Marymount serves as a model of excellence in Ireland and a blueprint for hospice development worldwide.

Atlantic's effort to ensure high-quality end-of-life care began with a 2004 survey that found that too few people near death in Ireland were receiving appropriate hospice and palliative care. The study revealed huge disparities in access to care and significant gaps in service, prompting Atlantic to make investments that will turn Ireland into one of the best places to experience end-of-life care.

At least half of all deaths in Ireland each year are in acute hospitals or hospices, increasing the need for better end-of-life care in those settings.

The Hospice-Friendly Hospitals (HfH) programme of the Irish Hospice Foundation is a unique model of caregiving that ensures that end-of-life care is central to hospital practice. The programme operates in 80 per cent of acute hospitals and up to 50 community hospitals throughout the country.

HfH surveyed thousands of staff and relatives of patients to assess the quality of care provided by Irish hospitals during the last week of life. This study resulted in:

- The production of "Quality Standards for End-of-Life Care in Hospitals," a first in the European Union
- An evidence-based "Ethical Framework for End-of-Life Care," unique in the world
- Over 1,000 hospital staff trained to enhance interaction with patients and families.

Most people in Ireland want to die at home.

- The Milford Care Centre (MCC) is committed to reducing the number of palliative care patients dying in acute hospitals and increasing access to high-quality care in communities throughout the Mid West region of Ireland
- The organisation has made inroads. In 2011, only 6 per cent of the 801 deaths recorded by MCC were in acute settings, 33 per cent in a palliative care unit and 61 per cent in the community
- The government's Health Service Executive funds 50 per cent of the Milford's Hospice at Home programme, and has committed to an 80:20 funding split with MCC, beginning in 2014.

Grantees are creating blueprints for care and collaboration.

- The Marymount Hospice serves as the specialist hub for palliative care services in Cork and surrounding areas
- The All-Ireland Institute for Hospice and Palliative Care, composed of eight health agencies and four universities, is the only institute of its kind in the world
- The Irish Association for Palliative Care has strengthened the size and scope of expertise in palliative care in Ireland.

Atlantic has invested €26.8 million (\$36.1 million) in this area, and its support has increased access to appropriate care in home, hospice and hospital settings; increased awareness of palliative care practices; and facilitated coordination among practitioners to improve practice and inform health policy.

“What Atlantic did was get some big things started – buildings, programmes, experts, forming a movement. Those things take money and leadership, and Atlantic supplied both. And you can't do it with just one project. Atlantic seeded a lot of activity in a lot of places. That's what made the difference.”

Tony Proscio, *The Atlantic Philanthropies in the Republic of Ireland, 1988–2010*
(an unpublished case study)



Giving While... Growing.

Oakland sixth-grader Carlos Mazariego took his first trip away from home when he travelled to Washington, D.C., for a national Elev8 youth advocacy trip. He and nine other students met with staff from the offices of California Senators Dianne Feinstein and Barbara Boxer and advocated for a response to tackle issues like community violence and racism that affect their young lives. Atlantic supports the community schools model through its funding for Elev8.

5 → 90

Atlantic has invested \$22 million in five Elev8 schools in Oakland; Alameda County has committed to constructing health centres in the remaining 90 middle schools.

\$275m

Elev8's model of success helped secure more than \$275 million from the federal government for school-based health centre construction.

School-Based Health Services Help Students Develop to Their Full Potential

“My teeth feel so much better now. They don’t hurt,” explained Lisa, a smiling middle school student in Oakland, California, who recently received her first dental care in five years at a school-based health centre built for Oakland’s Elev8 programme. Lisa told the centre’s director that her teeth had been hurting for a long time. She was screened quickly, had two teeth pulled, and staff is now securing funding for orthodontia.

“I like going to the dentist at my school, because my mom doesn’t have to worry about how to pay for it,” added Lisa, who asked not to use her real name, because her parents are undocumented immigrants.

Learning at school with aching teeth is not a formula for academic success, and that is only one reason Atlantic has invested heavily in Elev8, a full-service community schools programme in 20 middle schools in Baltimore, Chicago, New Mexico and Oakland. Elev8 enables these students to develop to their full potential by supporting their needs in school, providing meals, a full range of on-site health services, enrolment in public health coverage programmes, mentors and ongoing out-of-the-classroom learning opportunities. It also offers parents vital support and resources. Most importantly, Elev8 serves as a model for other communities across the country.

Atlantic has invested nearly \$22 million in Oakland, where its signature project is the construction of five school health centres that offer a range of services, including dental care. To ensure high-quality care, Atlantic made a \$1.75 million grant to the University of California, San Francisco, enabling its nursing and dental schools to provide services in the centres. In the 2010–2011 school year, the five Oakland centres had more than 13,000 visits, an average of 9.6 visits per student. In the same period, there were nearly 28,000 visits to health centres across all Elev8 sites.

Following Atlantic’s lead, the Kaiser Permanente Community Benefit Program invested \$10 million in five school health centres in Oakland, and Alameda County is now committed to constructing a health centre in each of its remaining 90 middle schools, a significant return on Atlantic’s investment.

Since 2007, Atlantic has invested more than \$100 million in Elev8 to benefit more than 65,000 youth and demonstrate that middle school students can succeed when they get the support they need. Elev8 has inspired expansion of the full-service community schools model in Oakland and New Mexico, and the development of a school-based health centre expansion strategy in Chicago. Elev8’s model of success helped secure more than \$275 million from the federal government for school-based health centre construction.

The Havenscourt Health Center in an Oakland middle school serves its youth.

Photo: Elev8 Oakland



\$130.7m

Atlantic has invested \$130.7 million in prevention and early intervention programmes for children in the Republic of Ireland and Northern Ireland.

\$950

Intervening early can cost as little as \$950. Later interventions could cost as much as \$352,000 over a lifetime.

“The [Children & Youth] Programme... served as a catalyst for change in encouraging [the Irish] government investment in evidence-based prevention and early intervention programmes.... Moreover, [we] found little evidence that these changes would have occurred without [Atlantic’s] investment and support.”

Mathematica Policy Research

Engaging Early to Change Children's Lives

"The neighbourhood around here, it's very hard to raise your children in. This place is overrun with drugs and gangs," explained a mother who had just completed the Incredible Years Basic Parent Training, a group-training programme for parents of young children with persistent emotional and behavioural difficulties. As this mother knows, it is challenging enough to raise a child with significant emotional problems, and more so if the family lives in a community with few resources and major social problems. These are exactly the families that Atlantic's investments in prevention and early intervention have been helping in both the Republic of Ireland and Northern Ireland through an all-island strategy.

Preventing lifelong problems by intervening early with programmes based on evidence is at the heart of Atlantic's investments. This approach should result in more young people living happier and healthier lives, staying in school longer, attending university, finding satisfying jobs and earning better incomes. Conversely, fewer young people should end up in prison or suffer from preventable mental health problems.

Intervening early, which can cost as little as €743 (£600 or \$950) can save money in the long term. If the causes of disruptive behaviours are not addressed early on, they can require later interventions that could cost as much as €279,000 (£225,000 or \$352,000) over a lifetime.

Archways, which promotes the Incredible Years training programme, is one of a number of organisations that Atlantic has supported. Archways works with local and national agencies to research, promote and implement evidence-based early intervention programmes.

Atlantic's grants in prevention and intervention have successfully leveraged government

funding and support. For example, in the Republic of Ireland, an €18 million (\$24 million) investment over five years to three organisations – Tallaght West Childhood Development Initiative, Preparing for Life and youngballymun – leveraged an equal commitment of support from government. In Northern Ireland, the Department for Social Development earmarked 25 per cent of its approximately £10 million (\$15.6 million) 2012 Urban Renewal Programme budget for early intervention work.

Moreover, several of the prevention programmes that Atlantic has supported in Northern Ireland have been replicated in other countries, including England, Macedonia, Zambia, Serbia and Colombia. For example, the European Union is now funding a programme to tackle prejudice in Northern Ireland in other conflict societies. This also contributes to the sustainability of the work in Ireland.

Through its all-island approach, Atlantic has invested €66.6 million (\$88.5 million) in the Republic of Ireland and £24.4 million (\$42.2 million) in Northern Ireland. By supporting families at risk, evidenced-based programmes, the sharing of knowledge and building an infrastructure for future work, Atlantic's impact will be felt for decades to come.

Preparing For Life helps families raise happy and healthy children who are ready for school, like five-year old Lucy. *Photo: Audra Melton*





Giving While... Improving.

Thanks to the Foundation for Professional Development's recruitment and training of health care professionals, thousands of poor women and children in rural South Africa are able to receive medical attention in public hospitals and clinics. Atlantic seeks to strengthen key institutions to improve delivery and retention of human resources in primary health care.

\$259m

Atlantic has invested \$259 million since 1999 to treat Viet Nam's health care system.

\$690m

This investment has secured \$690 million in matching funds from both national and provincial governments and other donors.

Treating the Primary Health Care System

“The doctor saved my life,” declared Ca Lon, recalling how, after delivering her first child, she experienced profuse bleeding that put her life at risk. Luckily, Ms. Lon was in a district hospital in Khanh Hoa province, where Dr. Van Dong was on duty. Because he had been trained to handle this type of complication through a programme funded by Atlantic, Dr. Dong diagnosed her cervical tear and performed surgery. She soon returned to her village with her newborn daughter. Recalling the situation, the doctor said, “I was very confident in my skills, so I was able to save a mother’s life.”

Improving the skills of Viet Nam’s health workforce is central to Atlantic’s investment in health care in Viet Nam, and there has been a 76 per cent decline in maternal mortality in some areas as a result of Atlantic-funded efforts.

Most significantly, Atlantic and its partners have worked together to “treat the system” and improve health care for Vietnamese people with few resources, including those living in poor, rural and ethnic minority communities. The goals are to improve the primary health care system – investing in facilities and workforce – and build a culture of public health that promotes prevention. This strategy helps relieve the pressure on provincial and specialty hospitals, which have been inundated with patients who should have received more effective primary care.

As part of this historic effort to improve community primary care, Atlantic funded the construction and renovation of approximately 800 local commune health centres in seven provinces, providing services for a population of over 8 million. It supported the training of health centre and hospital staff in maternal and child health care, reproductive health care and other skills in partnership with Save the Children, Marie Stopes International

and several other nongovernmental organisations. To improve specialty care, research, education and medical practice, Atlantic invested in major specialty medical centres, including the National Hospital of Pediatrics and the Da Nang Eye Hospital. Finally, to ensure a strong role for public health, Atlantic invested in the Ha Noi School of Public Health, the Viet Nam Public Health Association, and public health campaigns to reduce deaths from tobacco and injury. The campaign that resulted in the 2007 law requiring all motorbike drivers and passengers to wear helmets has been used as a model for other issues internationally, like the World Wildlife Fund’s efforts to protect tigers in China and Viet Nam.

Since 1999, Atlantic has invested \$259 million to treat Viet Nam’s health care system, and it has secured at least \$690 million in matching funds from national and provincial governments and other donors. Government investments are a very hopeful sign that the system will continue to improve.

Ca Lon with her daughter. *Photo: Save the Children*



1.6m

1.6 million individuals in South Africa with public coverage were receiving antiretroviral (ARV) medication treatment in early 2012, up from zero in 2004.

80%

80% of all South African pregnant women in public health care receive ARVs, reducing transmission of HIV/AIDS from 8.5% to 3.5% in two years.

Shaping History Through Support for Health and Human Rights

After losing two children to AIDS, Nokhwezi Hoboyi stopped her treatment and landed in a South African hospice with tuberculosis. “A nurse told me there was life after testing positive for HIV,” Ms. Hoboyi said. Most importantly, she met the nurse’s nephew, a member of the Treatment Action Campaign (TAC) who took her to a meeting of the South African advocacy organisation for people with HIV/AIDS.

At the meeting, Ms. Hoboyi learned how to manage her antiretroviral medications (ARVs) effectively. Now, she is a vibrant woman in her 30s with a healthy son and is a TAC district organiser who educates others about ARVs. Ms. Hoboyi is also studying law to sharpen her advocacy skills.

HIV/AIDS and TAC shaped her life, just as TAC has shaped the history of the epidemic in South Africa. Founded in 1998 by activists with roots in the anti-apartheid struggle and now estimated to be the world’s largest treatment campaign, TAC’s efforts dramatically changed the government’s response to the epidemic.

Atlantic has given more than ZAR41.2 million (\$5.5 million) in grants to support this hybrid health care and human rights organisation, which empowers people with HIV/AIDS to advocate for themselves. TAC achieves victories by both cooperating with and pressuring the government, filing lawsuits, organising demonstrations and civil disobedience, attracting media attention, encouraging international pressure, and using scientific and economic analyses.

TAC’s activism caused the government to increase public spending on HIV/AIDS by 1,850 per cent in 10 years; pressured pharmaceutical companies to lower the price of ARVs; and forced the government to make these drugs available to low-income people. As a result, 1.6 million people with public coverage were

receiving treatment in early 2012, up from zero in 2004.

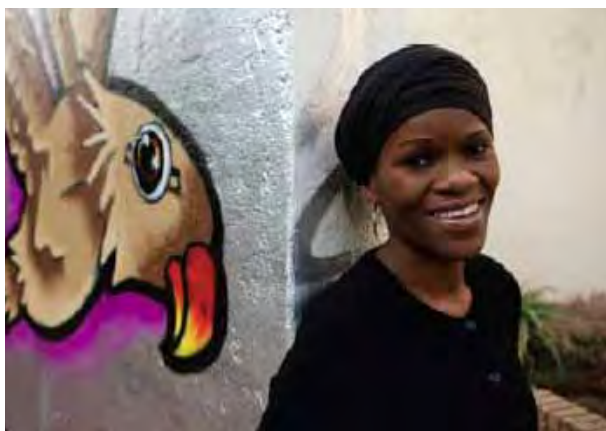
Through litigation, TAC forced the government to implement Prevention of Mother-to-Child Transmission, which uses ARVs to reduce the number of HIV-positive babies born to HIV-positive mothers. Now, 80 per cent of all pregnant women in public health care receive ARVs, reducing transmission from 8.5 per cent to 3.5 per cent in two years.

Significantly, TAC discredited a former health minister for denying the link between HIV and AIDS, and forced the government to replace him with others who implemented much of TAC’s agenda.

Finally, TAC battles stigma through powerful action such as wearing its iconic HIV+ T-shirts, and educating people with HIV/AIDS to manage their own health by using ARVs earlier to prevent major illness.

TAC now focuses on ensuring that these hard-fought policies are implemented. Ms. Hoboyi is organising so that her four-year-old son, born HIV-negative thanks to ARVs, can live AIDS free in South Africa and help shape its future.

Nokhwezi Hoboyi. *Photo: Samantha Reinders, TAC*



12%

Half of South Africa's population lives in rural areas, but only 12% of doctors practice there.

69%

69% of Umthombo Youth Development Foundation's (UYDF) graduates continue to work in rural communities after meeting their obligation for their education.

84%

The graduation rate of UYDF students (84%) is 2.4 times better than the national average of health science graduates (35%).

Bringing Health Care Services to Rural South Africa

Half of South Africa's population live in rural areas, but only 12 per cent of doctors practice there. Dr. Lungile Hobe often accompanied her mother, a nurse, to the local hospital in rural Mseleni; these childhood visits inspired her to become a doctor.

Dr. Hobe treats patients in rural communities, often travelling to remote locations where no doctors live or work. "Thirty per cent of our patients are infected with HIV, and I am the main source of health care for my community," she explained.

Dr. Hobe is part of a group of young professionals committed to improving the health of impoverished rural South Africans overwhelmed by HIV/AIDs and tuberculosis. Among them are more than 116 graduates supported by Atlantic-grantee Umthombo Youth Development Foundation (UYDF, formerly Friends of Mosvold). UYDF identified, recruited, paid university tuition and provided emotional and professional guidance so they could become the primary health care workers their communities need. In 2012, UYDF is supporting 183 students and working with 12 hospitals.

UYDF-supported graduates of medical, nursing and other professional health programmes are now improving health care in rural areas. One graduate brought optometry to his home community for the first time. Another is one of three psychologists helping 55,000 people in a rural district. And yet another, a biomedical technologist, set up a sophisticated lab in a local hospital, which is now providing test results far more quickly than in the past.

Atlantic's investment in South Africa's health care work force includes providing ZAR7.8 million (\$938,600) over three years to UYDF, which invests an average of ZAR84,700 (\$10,192) a year in each student. In exchange,

graduates agree to return to their communities to provide care for at least the same period as the UYDF support.

This small organisation, based in KwaZulu-Natal, has made an invaluable contribution by demonstrating what it takes to successfully identify, train and retain young health care professionals committed to helping rural communities. Crucially, 69 per cent of UYDF's graduates continue to work in rural communities after meeting their obligation. Significantly, the graduation rate for UYDF students pursuing health science degrees is 84 per cent, more than twice the average rate of 35 per cent for all such students in South Africa. This impressive record and Atlantic's support persuaded ELMA Philanthropies to provide an additional ZAR10.2 million (\$1.2 million) to UYDF over four years.

The UYDF model has now been adopted by the KwaZulu-Natal and Eastern Cape governments, and UYDF is sharing what it learned to ensure that more health professionals like Dr. Hobe practice the kind of medicine rural South Africa needs most.

Dr. Lungile Hobe treats a patient. *Photo: UYDF*



23m

\$12.6 million invested in the Latin American Medical School (ELAM) since 2002. ELAM international students and graduates reach more than 23 million people in the Americas, Africa and Asia.

31,000

31,000 ELAM graduates and students from more than 30 countries pledged to practice in underserved communities in their home countries.

Training Socially Committed Physicians for the World's Most Vulnerable Communities

After graduating from Cuba's Latin American Medical School (ELAM) in 2005, Dr. Luther Castillo, a young Honduran of Garifuna heritage, and his medical school classmates began fulfilling their promise to provide health care to people in communities with limited care. Atlantic grantees helped them build the first hospital in the remote village of Ciriboya, providing the Garifuna people with two firsts: accessible comprehensive health services and electricity. Since 2007, 10 ELAM-trained doctors have treated over 175,000 cases in the region.

ELAM, the world's largest medical school, trains future doctors in primary, preventive care with the best of public health medicine. ELAM has graduated 10,000 low-income international doctors, largely from developing countries. Currently, 21,000 ELAM students from more than 30 countries are on full scholarship. In return for their education, they pledge to practice in their under-served communities. To prepare these students to address health disparities, they learn Cuba's approach to health care, which is highly effective in communities with few resources.

"When a hurricane hit my country in 1998, Cuban doctors were right there with us, among the poorest of the poor," said Dr. Castillo. "They taught us never to abandon anybody, and they're the reason I'm a doctor today... ELAM has given all of us the chance to pass on that solidarity."

After the 2010 Haiti earthquake, Dr. Castillo led 600 ELAM graduates from 24 countries, including Haiti, who served as first responders. Many remain there staffing public health clinics equipped by Global Links and MEDICC, Atlantic grantees. To identify volunteers, ELAM used its Observatory, an online communications network funded by the Atlantic Charitable Trust (ACT), to stay linked to and evaluate its graduates' impact in their home countries.

ACT and Atlantic have dramatically improved ELAM's education. ACT support has helped modernise computer laboratories, enhance Internet connectivity at the central campus, introduce clinical skills laboratories, upgrade sciences laboratories and refurbish libraries at provincial universities where students take their clinical training. Atlantic grants have provided graduates with "backpack libraries" of textbooks and medical instruments to use in remote settings. Dr. Castillo explains: "When I go on foot to visit my patients... the backpack is with me, it's like having my professors at my side."

Finally, MEDICC programmes have led to higher success rates on medical boards and residency placements for 200 ELAM students and graduates. Moreover, the grantee links them with mentors and socially committed U.S. health institutions, streamlining their path to work in underserved communities.

ACT and Atlantic have invested \$12.6 million in ELAM since 2002, enriching the medical education of over 31,000 low-income and socially committed international students. They touch the lives of more than 23 million people in the Americas, Africa and Asia.

Dr. Castillo examines a young patient.
Photo: C. Gorry, MEDICC





Giving While... Advancing.

On 21 September 2011, Larry Cox, former executive director of Amnesty International USA, gathered his thoughts in a church in Georgia across from the prison where Troy Davis awaited execution. Atlantic support has played a key role in building momentum and making demonstrable progress in the campaign to abolish the death penalty.

\$23.3m

Atlantic is the largest funder of efforts to abolish the death penalty, having invested \$23.3 million since 2004.

2005

The U.S. Supreme Court ruled the juvenile death penalty unconstitutional in 2005.

7 states

Grantees have been instrumental in the abolition of the death penalty in five states, the issuance of a moratorium in one state and the prevention of another state from reinstating capital punishment.

\$4bn

California has spent \$4 billion for 13 executions since 1978.

Righting Wrongs: Ending the Death Penalty

Ray Krone's advocacy to eliminate the death penalty is deeply personal. After serving more than 10 years in Arizona prisons, including 32 months on death row, he was the 100th person nationwide to be exonerated for a crime punishable by death. In 2002, DNA tests established another man had committed the murder for which Mr. Krone had been found guilty.

He recalls hearing his mother tell a reporter that she set a place at the table for him every Thanksgiving and Christmas. Mr. Krone said: "To hear that, to think of what my mom went through... helped me realise how I need to do this for her, for my sisters, for all the people who have sat in a courtroom and been told that they are guilty when they are not.... I was a Boy Scout, a postman... I was in the Air Force. If they could do it to me, they could do it to anyone."

Mr. Krone serves as the director of communications and training for Witness to Innocence (WTI), the only organisation advocating the end of the death penalty that is composed of exonerated death row survivors and their loved ones. WTI has received support from Atlantic, the largest funder of efforts to abolish the death penalty, through re-grants from the Proteus Action League. Atlantic also supported other grantees' successful effort in the Roper vs. Simmons case, when the U.S. Supreme Court ruled the juvenile death penalty unconstitutional in 2005.

Grantees have been instrumental in abolishing the death penalty in five states – Connecticut, Illinois, New Mexico, New Jersey and New York; establishing Oregon's moratorium; and preventing Wisconsin from reinstating it. Now, WTI and others are campaigning for a 2012 California referendum to make life without parole the state's maximum sentence.

Other signs that the tide is turning include a 50 per cent drop in both executions over 10 years and juror death-penalty verdicts since the 1990s. Since Mr. Krone, 40 more people have been exonerated from death row. Recent polls indicate the lowest national support for the death penalty in 40 years, and police chiefs rank it last in measures that prevent violent crime. Cash-strapped states are re-considering its astounding financial costs; California has spent \$4 billion for 13 executions since 1978.

Atlantic has invested \$23.3 million to eliminate the death penalty, with at least 98 lives saved; and several states have moratoria on executions affecting 1,170 inmates, including 723 in California.

As for the criminal justice system, this work is making positive contributions for broader reform efforts, and success would free millions of dollars for needed improvements. Ending the death penalty would spare all innocent people like Mr. Krone from the risk of execution.

Ray Krone. *Photo: Witness to Innocence*



£43m

Shared resources and reduced duplicative services can result in an annual savings of £43 million.

£16.5m

Atlantic's £16.5 million investment has leveraged over £75 million from government for integrated education and £15.8 million for shared education from the International Fund for Ireland.

10,500 pupils

150 schools and over 10,500 pupils in Northern Ireland each year participate in shared education classes.

Breaking Down Barriers Through Education

“That’s a nice idea, but are you insane?” That was what Tony Gallagher, professor of education and pro-vice chancellor of Queen’s University Belfast, commonly heard when he suggested in 2006 that predominantly Roman Catholic and Protestant schools in North Belfast share resources and exchange students.

This response could be expected because Northern Ireland remains a deeply divided society with segregated schools. To address this challenge, Atlantic began investing in integrated education in 1997 with the goal of enrolling 10 per cent of students in integrated schools; and, from 1997 to 2007, enrolment nearly doubled to 19,183.

To engage the remaining 90 per cent of students, Atlantic shifted its focus in 2006 to shared education, which promotes collaboration between existing segregated schools to share teachers and curricula.

Queen’s University soon established a shared education programme, with 12 partnerships, 65 schools and 4,500 pupils. One partnership involved three all-girls schools in North Belfast, a low-income community that suffered a disproportionate number of deaths during The Troubles, and where emotions still run high. Prof. Gallagher said, “If we could do it in North Belfast, we could do it anywhere.” With some persuasion, students from two Catholic schools began taking classes at the Protestant institution. “They were wearing their own uniforms. Everyone knew. But there were no issues at all,” he said.

“In divided societies,” Prof. Gallagher added, “people... assume the worst which solidifies boundaries. Because people were willing to... take a risk and reach out across divides, remarkable things happened.”

In 2012, more than 10,500 pupils from 150 schools are participating in shared education classes on a routine basis. Pupils have forged

friendships across communities and report increased self-confidence. Shared resources and reduced duplicative services may achieve annual savings of over £43 million (\$67.3 million).

Atlantic has invested £16.5 million (\$21.9 million) in integrated and shared education and has leveraged over £75 million (\$117.4 million) from government for integrated education and £15.8 million (\$24.7 million) for shared education from the International Fund for Ireland. The programmes’ impact is gaining momentum. The Programme for Government (PfG) 2011–2015 stresses “the need to build a shared and better future for all.” The PfG further states that it will “ensure all children have the opportunity to participate in shared education programmes by 2015,” and it will “establish a ministerial advisory group to explore and bring forward recommendations to the Minister of Education to advance shared education.”

This political support represents a significant change and achievement for Atlantic’s grantees that now work with other funders such as UNICEF, the Tony Blair Foundation and USAID, to transfer the learnings on shared education to other divided societies, including Macedonia and Israel/Palestine. These days, Prof. Gallagher’s “insane” idea has support from many sectors and is reaping benefits for many students.

Students in Fermanagh Trust’s Shared Education Programme. *Photo: Fermanagh Trust*



**“It’s a new Ireland, a better
and healthier Ireland.”**

Michael Murphy

Achieving Civil Partnerships for Same-Sex Couples

In June 2011, on a brilliantly sunny afternoon in Dublin, Michael Murphy and his partner of 26 years, Terry O'Sullivan, celebrated their civil partnership. This joyous day came less than a year after the president of the Republic of Ireland made history by signing the law that created civil partnerships for same-sex couples.

The Gay + Lesbian Equality Network (GLEN) played a crucial role in securing this legislation. By winning the right to civil partnerships, GLEN helped to change the face of Ireland. As of early 2012, more than 550 same-sex couples from every county have joined in civil partnerships, and support for marriage equality is growing.

As he strolled from the ceremony to a reception with friends, Mr. Murphy, a well-known Irish radio journalist, told the *Irish Independent*: "It's a day of history, personal history. We decided to do this to make it easier for others to take the plunge. It's a new Ireland, a better and healthier Ireland."

The fight for this new, better and healthier Ireland might never have been won – and certainly not as quickly – without Atlantic's core support of nearly €2.7 million (\$3.3 million) for GLEN over six years. Its staff was free to pursue a broad agenda and lay the groundwork for civil partnerships and marriage.

Atlantic's commitment is rooted in its Reconciliation & Human Rights Programme's support of marriage equality in several geographies, including South Africa, where the government legalised gay marriage in 2006 with the support of Atlantic's grantees.

Previously reliant on volunteers, GLEN was able to recruit a full-time, top-notch staff of seven, who devoted themselves full time to advocacy. Its staff showed tremendous sophistication in navigating among conservative politicians and gay rights advocates to

develop a nonpartisan, national consensus for gay equality. Most remarkably, its hard work resulted in every major political party supporting civil partnership.

GLEN views civil partnership as a stepping stone to full marriage equality, which is its current focus. Civil partnership provides same-sex couples with almost all the rights that opposite-sex couples have, except the right to adopt children. Ireland's law includes uniform rights in critical areas such as immigration, tax law and health benefits, which U.S. state civil partnership and marriage laws do not guarantee.

Thousands in Ireland are familiar with Mr. Murphy's voice from the radio, and on the day of his Dublin ceremony, he gave voice to the aspirations of thousands of Irish gays and lesbians by saying that his civil partnership experience made him feel "tremendously affirmed."

Michael Murphy (left) and Terry O'Sullivan celebrate their civil partnership.

Photo: Irish Independent



“I would not look to the U.S. Constitution, if I were drafting a constitution in the year 2012. I might look at the Constitution of South Africa. That was a deliberate attempt to have a fundamental instrument of government that embraced basic human rights, had an independent judiciary.... It really is, I think, a great piece of work that was done.”

United States Supreme Court Justice Ruth Bader Ginsburg

Defending Democracy and Delivering on the Constitution

Thronges of students protested outside the South African Parliament in Cape Town on a sunny afternoon in February 2011. Wearing green T-shirts and carrying hand-scrawled signs, they set up an outdoor classroom complete with desks and chairs. The students, members of Atlantic grantee Equal Education, were protesting against the deplorable conditions of nearly 400 schools in the Eastern Cape constructed from mud and many more that lack running water and toilets. The students demanded government action to ensure every child's right to education by guaranteeing a safe, clean learning environment.

For these activists, the squalor of the mud schools exemplifies the glaring gap between the reality of daily life and the rights promised by their constitution, one of the world's most progressive. Its preamble envisions "a society based on democratic values, social justice and fundamental human rights." Yet the poorest and most disadvantaged South Africans are too often denied their rights.

Because rights and democracy are at the core of Atlantic's health and human rights objectives, the foundation has supported grantees working to uphold the constitution and defend democracy since its work began in the country in the early 1990s. Since 2009, there have been additional investments of ZAR23.8 million (\$3 million) toward this goal.

At a time when the constitution is under attack, grantees have made great strides. The Constitutional Court ruled in favour of gay marriage, thanks to litigation by the Lesbian and Gay Equality Project. The court also reversed the Communal Land Rights Act, securing access to land ownership and improving the livelihoods of 16 million women, thanks to the Legal Resources Centre.

Recently, the public interest law centre Section 27 (formerly the AIDS Law Project) successfully litigated to require the Limpopo and Mpumalanga governments to provide textbooks for primary schools.

Advocacy efforts have also paid off. The South African National Editors Forum and the Right2Know Campaign pressured the government to abandon plans for a Media Appeals Tribunal, which would have compromised the independence of the press; and the Social Justice Coalition pushed the Cape Town City Council to provide one toilet to every five households in informal settlements around the city, an improvement over the current 1:12 ratio. It also agreed to provide janitors to clean and repair toilets.

And, the students' protest brought results. The Constitutional Court ordered the Eastern Cape government to replace mud schools with proper structures, in response to the Legal Resources Centre's litigation, with support from Equal Education. The government subsequently made ZAR8.2 billion (\$1 billion) available for school improvements. Building on this victory, Equal Education continues to seek to ensure that all South Africans have access to a quality education.

Equal Education student members march for better school infrastructure. *Photo: Equal Education*





Giving While... Strengthening.

Open mic nights at The Chewstick Foundation feature performances by artists like Joy who help to raise awareness of social issues in Bermuda and amplify voices for change. Atlantic seeks to strengthen key social organisations on the island.



Strengthening Organisations to Lead and Collaborate for Social Change

Atlantic's support in Bermuda has strengthened the capacity of the island's nonprofit sector by encouraging traditional nonprofits to become social advocates, developing nascent organisations into leaders and facilitating collaboration among organisations to advance shared agendas.

With Atlantic's support, three Bermudian organisations, among others, have become leaders in creating social change.

Getting at the Root of the Problem – The Family Centre

“People standing by a river see several babies floating by. They start jumping in to save them. One person starts running upstream. ‘Where are you going?’ the people ask. ‘I’m going to see who is throwing the babies in the water!’ ”

Martha Dismont, Executive Director

- Began working with at-risk young people in Bermuda in 1996
- Evolved from a traditional tutoring programme to an innovative provider of a full range of preventive and early intervention services for young people and families

- Helped more than 2,000 families overcome social and emotional challenges and create a better future for their children
- Adapts its services to meet existing needs and takes the lead in addressing what individuals and communities need
- Collaborates with the community – including nonprofits, schools, police, businesses, funders, churches and sporting organisations – to respond to issues like gang violence and provide programmes, services, training and support to at-risk young people.

Bringing People Together – Age Concern

“We could stay in business forever managing crises, but is that really helping the people of Bermuda? We’ve got to get to the root.”

Claudette Fleming, Executive Director

- Began as a volunteer organisation in 1978; became a nonprofit in 2000 and is now a leading advocate for older adults and ageing issues

\$19.3m

Atlantic's investment in Bermuda has been \$19.3 million since 1994.

- Disseminates information, operates a call centre for older adults and works with local businesses to link older adults with products and services that fit their needs, ranging from financial planning to legal counsel, health services and home improvement
- Conducted demographic research in partnership with the government to ensure that its services match the needs of older adults
- Its contact list of persons over age 50 represents more than a sixth of the Bermudian population.

Carla Oterbridge interviews Lorraine and Edward Durham about their needs and gaps in services for Age Concern. *Photo: Michelle Dismont-Frazzoni*



Telling a Good Story – The Chewstick Foundation

“Bermuda has been going through a shell shock crisis in the past four years. There have been over 200 shootings in the past two years and 30 murders. There was a shooting last night, in fact. There is an increasing need for demographics to be broken down and to get to know each other and find safer ways to interact that don’t involve violence.”

Gavin Smith, Executive Director and Founder

- Started in 2003 as a spoken-word forum using poetry, storytelling and music as tools to mirror the Bermudian experience and amplify voices for change
- Expanded to apply these techniques to school and prison programmes
- Convenes performers and the community, including at-risk young people and other nonprofits
- Organises youth development programmes, engaging 50–70 young people per month
- Organises retreats and an annual music and spoken word event that draw more than 10,000 people.



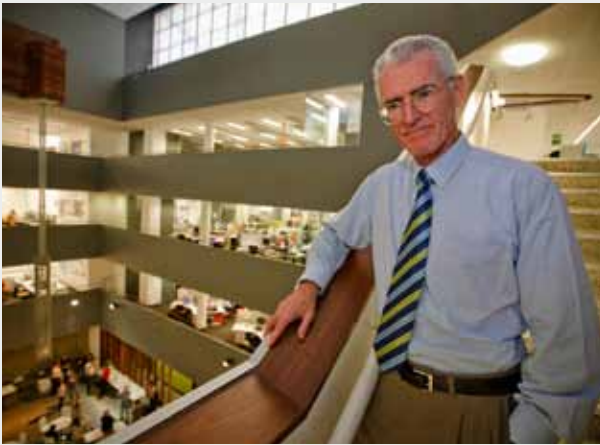
Giving While... Building.

Atlantic's Founding Chairman Chuck Feeney says, "Good buildings for good minds can make a big difference in the lives of a lot of people." The University of California, San Francisco (UCSF) has renowned researchers and physicians in the fields of cancer and cardiovascular disease, with a legacy of advances in diagnosis, treatment and prevention. The UCSF Medical Center at Mission Bay will fully integrate the research with clinical care when it opens in 2014.

Advancing Science, Transforming Nations and Saving Lives

In 30 years of giving, Chuck Feeney, Atlantic's Founding Chairman, has never lost sight of the big picture of what it takes to invest successfully in biomedical research – funding state-of-the-art labs and facilities, developing research capacity, forging collaboration across universities and research institutes, and supporting efforts to bring laboratory discoveries to clinical trial with the goal of getting new treatments to people in need. These are a few examples of the impact Mr. Feeney's support has had on several major institutions.

Professor Ken Bowman, deputy vice-chancellor (Academic), Queensland University of Technology.
Photo: Audra Melton



Transforming Queensland into a Knowledge Economy

Australia

- The biotech industry in Queensland was virtually nonexistent in 1998
- Atlantic's partnership with government led to the construction and expansion of 12 university and medical research institutions throughout the state
- Atlantic's gift of AU\$102.5 million (\$60.6 million) for three buildings in Queensland – the Translational Research Institute (TRI), Queensland University of Technology and Queensland Institute of Medical Research – was the single largest philanthropic gift to higher education and medical research in the history of Australia. TRI will be the largest facility for translational research – translating discoveries into practical application – in the Southern Hemisphere when it opens in 2013 and the first of its kind in Australia

“Chuck Feeney started a revolution in Queensland.”

Honourable Peter Beattie, former premier of Queensland (1998–2007)

Founding Chairman

- This record gift leveraged AU\$170 million (\$109 million) in matching funding from the Australian government and resulted in three new buildings, all to be completed by 2013, valued in excess of AU\$725 million (\$467 million)
- Atlantic has invested nearly AU\$500 million (\$322 million) to develop 25 state-of-the-art facilities for biomedical research in the states of Queensland, New South Wales, Victoria and Tasmania in Australia. When completed, their total value is expected to exceed AU\$1.8 billion (\$1.2 billion).
- Atlantic has provided a total of \$270 million to UCSF, including support for the Helen Diller Family Cancer Research Building and the Cardiovascular Research Institute, enhancing UCSF's worldwide reputation in cardiovascular and cancer work
- UCSF is consistently the top public university – and in the top three of all universities – in the United States to receive National Institutes of Health funding.

Developing One of the Major Bioscience Research Centres in the World

United States

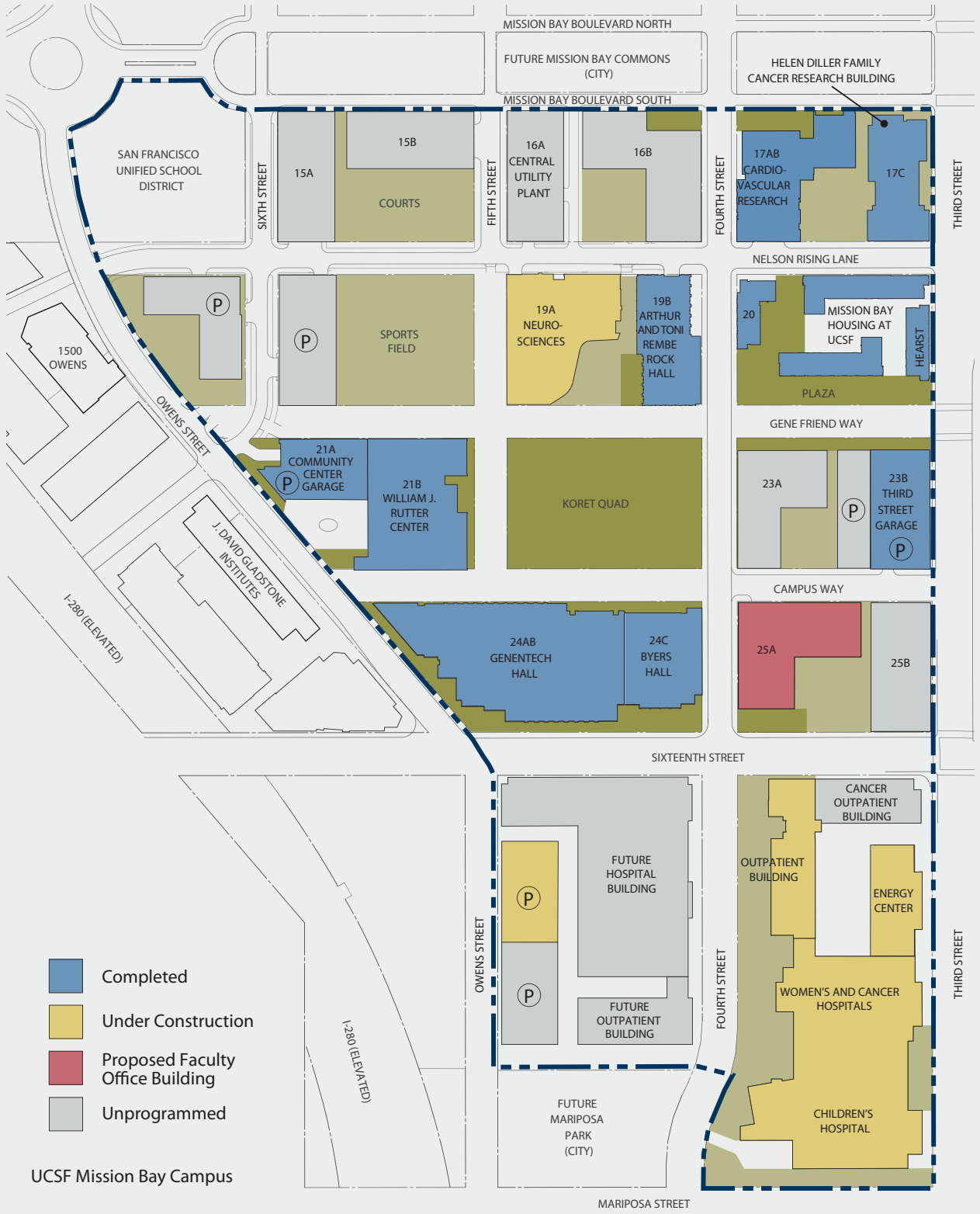
- UCSF's Mission Bay campus is one of the largest biomedical education and research campuses in the United States
- Atlantic's \$125 million grant in 2009 – one of the largest in the university's history – to build a children's, women's and cancer hospital at the UCSF Mission Bay campus included a 100 per cent match requirement, incentivising other philanthropists to invest

Professor Melissa Little, University of Queensland.
Photo: Audra Melton



“[UCSF] Mission Bay campus in its present form might not have existed without Chuck’s foresight. Each of his three gifts was instrumental in both obtaining the University Regent’s approval for that particular project and in encouraging other philanthropists to step forward.”

Regis Kelly, former vice chancellor of University of California, San Francisco and now director of the California Institute for Quantitative Biosciences at Mission Bay



June 2010

UCSF Mission Bay Campus Plan. Photo: UCSF

Supporting Collaboration

Ireland, Viet Nam, Australia and the United States

- Established capacity for research in virology through support for The Ireland–Vietnam Blood Borne Virus Initiative (\$3.2 million) – a partnership between the National Virus Reference Laboratory at University College Dublin, Ireland, and the National Institute of Hygiene and Epidemiology in Ha Noi, Viet Nam. In April 2012, the World Health Organization accredited the Ha Noi laboratory
- Provided scholarships for 205 Vietnamese students to pursue graduate-level work at the University of Queensland (\$12.3 million)
- Advanced biomedical research, discovery and collaboration through support for the Tri-Institutional Initiative (\$93.7 million) – a collaboration of Weill Cornell Medical College, The Rockefeller University and the Sloan-Kettering Institute in New York.

“I am convinced that these [Tri-Institutional] relationships are long-lasting and represent a whole that is greater than the sum of its parts.”

Dr. C. David Allis from The Rockefeller University,
a Tri-Institutional Initiative member

€1.1 billion

Atlantic's €178 million investment in PRTL has leveraged more than
€1.1 billion in investments from the Irish government.

Taking Research and a Country to New Levels of Excellence

“Look, frankly you’ve got to invest in research,” were Founding Chairman Chuck Feeney’s words in 1998 to Ireland’s then Prime Minister Bertie Ahern, when Mr. Feeney urged him to have the government stop dragging its feet on a revolutionary proposal to co-fund a major initiative, called the Programme for Research in Third Level Institutions (PRTLTI).

This initiative, a series of bold investments in the country’s seven universities and the Royal College of Surgeons, has created a highly competitive strategic research environment of international quality. PRTLTI also gave a significant boost to the economy. Mr. Feeney was the driver because of his conviction that Ireland’s future prosperity depended on its ability to create new knowledge.

“It would be difficult to exaggerate how bleak the Irish research landscape looked in 1996,” said Dr. Hugh R. Brady, president of the University College of Dublin. “It has been totally transformed, thanks in large part to the catalytic initiative shown by Atlantic.”

Tom Mitchell, an Atlantic Board member and former provost of Trinity College Dublin, said: “PRTLTI is Chuck’s biggest legacy. It is a model of how a foundation can combine with government and use its leverage to change policy. This is social change in a very significant way.”

Even more astonishing is that Atlantic, which had already made major contributions to renew Ireland’s university infrastructure, mounted such large-scale initiatives in absolute secrecy, a strict requirement during the foundation’s period of anonymity. Only a handful of people knew the source of the “matching private funds.”

The competitive nature of the PRTLTI instils a culture of strategic research planning at all eight institutions, promoting inter-institutional collaboration on multifaceted projects and

ensuring that universities put forth only their best projects. The PRTLTI strengthens the linkage between research and education, which distinguishes it from more conventional research funding. Academic institutions that participate in the PRTLTI – not the government or Atlantic – select their own research strategies.

PRTLTI has provided for approximately 100,000 square metres (1.1 million square feet) of new research facilities, 46 research institutes or programmes, 1,000 research positions and 1,600 new postgraduate positions.

Atlantic invested in the first three funding cycles a total of €178 million (\$262 million), equivalent to 16 per cent of the government’s contribution of more than €1.1 billion (\$1.3 billion) through five cycles that continue to this day.

The foundation also invested £26 million (\$39.7 million) for a similarly successful programme, called SPUR or Support Programme for University Research, in Northern Ireland. For these reasons, “when the history of Irish higher education is written, the name of Chuck Feeney will hold an honourable place,” according to Dr. Brady.

Postgraduate Research student Eric Farrell and Minister of Education and Science Mary Hanafin at Trinity College Dublin’s Centre for Bioengineering.
Photo: Trinity College Dublin



Enriching a University to Strengthen Learning and Research

The nearly \$1 billion investment in Cornell University made by Atlantic and its Founding Chairman has enriched the experience of students and faculty on campus; strengthened its academics, research and athletics; and enabled the university to expand its role in the applied sciences, which will invigorate the economy of New York. These are a few highlights of Atlantic's giving to the Ithaca, New York-based university.

Supporting Students

Ensuring that the university's doors are open to all deserving students, regardless of their financial means, motivated Atlantic to provide important scholarship support.

The Cornell Tradition Program (\$33.6 million)

- Since 1983, has provided an estimated \$40 million in student loan replacement for 4,315 former and 500 current students, combining paid work, community service and scholarship
- Inspired other donors to create 263 named fellowships, supporting 374 students each year.

Scholarship Challenge Campaign (\$50 million)

- Generated \$150 million in other donors' support for undergraduate scholarships.

School of Hotel Administration (\$16.5 million)

Atlantic's support created an enhanced learning environment for new generations of hospitality professionals. The school:

- Built the Statler Hotel and J. Willard Marriott Executive Education Center, among the finest hospitality teaching facilities in the world. Now an AAA, four-diamond rated property, its staff welcome visitors from around the globe
- Constructed four modern amphitheatre lecture halls and ensured that they had leading-edge instructional technology
- Created the Center for Hospitality Research, a pre-eminent source of new knowledge related to the industry.

Supporting Faculty

Atlantic's support enabled Cornell to fund world-class labs to recruit new science faculty.

Academic Initiatives (\$55.8 million)

- Enabled the president and provost to hire 70 new faculty members in areas of strategic importance.

“Because of his deep concern for disadvantaged children, and the elderly and the marginalised, he has funded schools and hospitals in Viet Nam, worked to combat poverty in South Africa, supported peace initiatives in Northern Ireland and he has transformed his alma mater.... No other individual in our history even begins to match his giving to his alma mater, within the scope of broad worldwide philanthropy.”

Cornell President David Skorton

Founding Chairman

Campaign to Create the Future Challenges (\$50 million)

- Created three challenges to encourage alumni, parents and friends to support endowments
- Generated matching gifts from others to endow a total of 77 new faculty positions, with 436 donor gifts adding \$31.8 million to the endowment.

Transforming Life on Campus

With \$160.8 million in support from Atlantic, Cornell enacted a sweeping initiative to incorporate academics into residential life on two campuses: one for first-year students and another for sophomores, juniors and seniors.

North Campus

By housing all freshman students at the renovated North Campus, the university enriched the first-year experience with mentoring, academic tutoring and writing seminars in a residential environment.

West Campus

By incorporating academics into residential life, Cornell created an entirely new way of living and learning for sophomores, juniors and seniors on the rebuilt West Campus. Over eight years, nearly 10,000 students and hundreds of faculty have interacted in a residential setting dedicated to learning.

Developing Sustainable Food Systems

The Cornell International Institute for Food, Agriculture and Development (\$15 million) improves the lives of the poor around the world by developing sustainable food systems, including:

- System of Rice Intensification, which increases the yield of irrigated rice by 50–100 per cent. Rice is the major source of calories for half the world's population and the single largest source of employment for rural people.

Preparing Tomorrow's Tech Leaders and Entrepreneurs

The CornellNYC Tech (\$350 million) applied sciences and engineering campus will bolster the entire field of applied science and the economy of New York City. Cornell anticipates the campus will:

- Create an estimated 20,000 short-term construction jobs, 38,000 permanent jobs and 600 spin-off companies
- Generate more than \$23 billion in overall economic activity over the next three decades, as well as \$1.4 billion in additional tax revenue.

In addition to these highlights, Atlantic has also given Cornell another \$200 million for various academic and campus projects over the years.

Students attend 2012 commencement ceremony.
Photo: Cornell University



ZAR6.9bn

The Department of Education ended a 15-year moratorium on spending for higher education infrastructure when it matched Atlantic's grant to the University of the Western Cape, and has since given or made commitments of ZAR6.9 billion to all universities.

Providing for the University of Western Cape to Reach New Levels of Excellence

In 2005, Founding Chairman Chuck Feeney decided that Atlantic would invest in a state-of-the-art Life Sciences building for the University of the Western Cape (UWC) after learning that researchers at this historically disadvantaged school were producing internationally recognised work despite outdated facilities and technology.

At the time, UWC researchers were conducting Africa's leading groundwater data collection and analysis and developing the first side-effects free male contraceptive pill. Furthermore, the United Nations selected UWC's South African Herbal Sciences and Medicines Institute (SAHSMI) to establish a global centre for the study of traditional medicines.

By 2010, the new building became the home of SAHSMI and the National Bioinformatics Institute, the Water Research Programme, Groundwater Centre, Male Fertility Research unit and six academic departments.

"The Atlantic Philanthropies' support for life sciences came at a critical stage of UWC's history," explained UWC Rector Brian O'Connell. "We were on the cusp of being recognised as a serious research university, when Atlantic gave us its confident support and undoubtedly the most advanced science building on the continent."

To further bolster UWC, Atlantic funded a state-of-the-art building for the School of Public Health (SOPH), which opened in 2009. SOPH is increasingly seen as a centre of excellence by the international public health community, and the World Health Organization designated it a "Collaborating Centre for Research and Training in Human Resources for Health." SOPH houses the new Centre for Research in HIV and AIDS, which is strengthening collaboration among UWC and other African institutions.

Today, the South African National Research Foundation (NRF) ranks UWC first in research impact in biology and biochemistry, molecular biology and genetics, and physics. Breaking another barrier, UWC produces the largest number of black and female science graduates, a noteworthy achievement for a school founded as a coloured university during apartheid that continues to educate mostly low-income, black students.

Atlantic provided ZAR190 million (\$26 million) for the two buildings, significantly boosting UWC's growing research reputation. Its NRF-rated researchers have grown from 66 to 90 in three years, and UWC's number of research chairs ranks it fourth nationally.

In keeping with Atlantic's hallmark of leveraging government support, its UWC investment was the catalyst for far-reaching benefits at this and other universities. By matching the life sciences grant, the national Department of Education (DOE) ended a 15-year moratorium on spending for higher education infrastructure. Since then, DOE has provided universities ZAR3.1 billion (\$396 million) plus allocated ZAR3.8 billion (\$485 million) through 2014.

UWC has demonstrated that a historically disadvantaged school can compete with the best, confirming Mr. Feeney's belief that "good buildings for good minds can make a big difference in the lives of a lot of people."

School of Public Health. *Photo: UWC*





Giving While... Living.

“I cannot think of a more personally rewarding and appropriate use of wealth than to give while one is living – to personally devote oneself to meaningful efforts to improve the human condition. More importantly, today’s needs are so great and varied that intelligent philanthropic support and positive interventions can have greater value and impact today than if they are delayed when the needs are greater.”

Chuck Feeney

The Giving Pledge

Letter to Bill Gates from Chuck Feeney – 3 February 2011

Dear Bill,

I greatly appreciated the recent opportunity you provided to update me on the successes and challenges of the Giving Pledge, and to allow me to share my own related thoughts and experience. As you know, shortly after the announcement of the Giving Pledge in June 2010, which followed our meeting at the first exploratory gathering in May 2009, I made an initial decision to withhold participation. Because I had already transferred virtually all of my personal and family assets to The Atlantic Foundation (the precursor to The Atlantic Philanthropies) over 25 years ago, I did not think it appropriate to be among the early signatories of this undertaking. Nevertheless, I have been carefully following the Giving Pledge initiative and am heartened by the great response. Though I cannot pledge that which I already have given – The Atlantic Philanthropies have made over \$5.5 billion in grants since inception – I want now to publicly add my enthusiastic support for this effort and celebrate this great accomplishment.

I also want now to add my own personal challenge and encouragement for Giving Pledge donors to fully engage in sustained philanthropic efforts during their lifetimes. I cannot think of a more personally rewarding and appropriate use of wealth than to give while one is living – to personally devote oneself to meaningful efforts to improve the human condition. More importantly, today's needs are so great and varied that intelligent philanthropic support and positive interventions can have greater value and impact today than if they are delayed when the needs are greater. I urge those who are taking up the Giving Pledge example to invest substantially in philanthropic causes soon and not postpone their giving or personal engagement.

On now approaching my 80th birthday, I am content with my action, in 1982, to establish The Atlantic Foundation. I am convinced this was a sensible means for directing to good purpose a large and increasing wealth that exceeded my and my family's lifetime needs and which I believe would have become problematic. Reflection on the many worthwhile undertakings that these funds have since made possible always reaffirms for me the prudence of this decision. The process of – and, most importantly, the results from – granting this wealth to good causes has been a rich source of joy and satisfaction for me and for my family. Beginning with little more than a few nascent ideas, the experience of having made a few sizeable donations, and a passionate interest in assisting those whose life circumstances or experience resulted in deficit or vulnerability, I have been fortunate that many others with a wide range of backgrounds and expertise have been willing to participate in and enhance this grant making endeavor over many years.

Our efforts were organized somewhat loosely at first, consistent with my preferred working style and our needs, but over time as the volume of activities expanded, the work was arranged in a more formal organization. Over the course of this journey, and alongside others who contributed enormously, I learned and came to appreciate the challenges and complexities of philanthropy. And, together, much good work has been done. I think often of, and I am truly grateful to, the many people who have contributed in so many ways to the work of The Atlantic Philanthropies over the years.

While my approach to philanthropy has surely developed and matured through experience, fundamental guides for me have always been the same methods of working and values that served me well in my business career.

Key among these, I believe, is the dynamism, vigilance and informed risk taking inherent in entrepreneurial work, together with priority on good relationships and personal engagement. In business, as in philanthropy, I have always sought an independent, strategic edge where potential is often greatest, as well as opportunities that I can understand and to which perhaps I can contribute personally.

A lot is expected from us in philanthropic endeavors – and not all good initiatives will be met with universal positive acclaim – but this challenge should not divert each of us from making philanthropic investments in what we thoughtfully believe to be the highest and best use of our resources. The challenges, even set-backs, I have experienced in my decades of personal engagement in philanthropy pale in comparison to the impact and deep personal satisfaction we have realized.

As I indicated at our recent meeting, I don't pretend to have the answers to the many challenges facing those who choose to contribute their wealth to philanthropic activities. But I do have almost 30 years of personal and institutional experience engaging with the wide range of philanthropic issues and choices, and I would like to contribute this experience to the Giving Pledge effort.

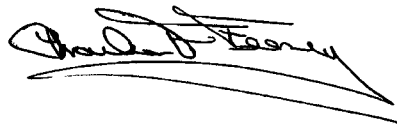
Fundamental to all philanthropic efforts are choices about grant making focus and strategy, which naturally are strongly influenced by one's passions and interests, as well as one's perception of how best to achieve good value and lasting impact with the intended grant funds. This typically is a frequently-revisited process as one learns and gains perspective from experience and granting opportunities evolve. Another key element is the myriad decisions associated with how to conduct grant making, such as the nature, size and cost

of support staff and operations. Critically, one must also navigate the complexities inherent in establishing an appropriate governance and long-term leadership structure to carry out one's philanthropic intentions. This incorporates many aspects, such as whether or not to institutionalize a set of guiding principles; the size, role and scope of authority of an outside board, if any; the involvement of children and other family members; and the participation and function of outside advisors – and the approach decided upon must stand the test of time.

Thoughtful and effective philanthropy requires that the above issues, and more, be addressed with the same acumen, creativity and tenacity that many of us learned and applied in our business careers. Philanthropy, though, also brings with it a different set of complexities, attractions and distractions. I welcomed our initial discussions on these important issues and hope to have the opportunity to follow up on them with you and others.

My deepest thanks to you, Melinda and Warren for leading this transformative effort – and, again, congratulations on this historic achievement.

With best regards,

A handwritten signature in black ink, appearing to read "Paul F. Firey". The signature is written in a cursive style with a long, sweeping underline that extends to the right.



www.atlanticphilanthropies.org



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