Mission of the Foundation

The Greater Cincinnati Foundation is a philanthropic leader that exists to improve the quality of life for the people of our region.

The Foundation provides leadership by:

- promoting philanthropy broadly throughout the region;
- building and preserving permanent funds for the support of arts and culture, community progress, education, the environment, health, and human services;
- making grants and providing counsel and assistance that will have a significant impact upon the recipients; initiating responses to targeted needs;
- promoting collaboration among funders and service providers to address community needs; and
- providing flexible, efficient and lasting ways for donors to benefit the people and institutions of our region.
Introduction

The year was 1963. In a year marked by social and political upheaval, a group of dedicated, caring Greater Cincinnati leaders was forming a rock-solid institution; one they hoped would inspire philanthropy for generations to come.

In 2003, we find ourselves once again in a world where we are faced every day with uncertainty — economic, political and social. But one thing is certain: the spirit of caring and generosity that made The Greater Cincinnati Foundation a reality 40 years ago is as strong as ever.

We hope you will enjoy this brief account of some of the people and projects that have sustained The Greater Cincinnati Foundation as it has grown and matured. As a companion to this history, our 2002 Annual Report to the Community features the stories of some of the individual grants that have improved the quality of life of our Tristate region.

Although we have highlighted just a few individuals in this publication, we appreciate and acknowledge the important contributions of each and every individual who has given service to the Foundation since 1963.

Since 1963, GCF has used the Tyler Davidson Fountain as its symbol. More than just a downtown landmark, it stands for the heart of the diverse Tristate region. GCF also embodies the heart of this community — a place where people who call Greater Cincinnati home can come together to celebrate what is good about this community and work to make it better.
What’s the Big Idea?

Community foundations got their start in 1914 in Cleveland. Bank president Frederick Goff envisioned a trust that would facilitate donors’ charitable giving, while at the same time creating a permanent charitable entity that could respond to changing conditions within a geographic community.

Most histories of the community foundation movement cite many examples of trusts in which the original purpose became outdated long after the original benefactor was gone. One of the primary selling points of a community foundation was to be its flexibility to determine the needs of the community at the time the money was disbursed, not at the time it was contributed. Frank J. Parsons, founder of the New York Community Trust (the nation’s second community foundation), perhaps put it best when he said, “the charitable problems of each generation can better be solved by the best minds of these generations rather than through the medium of the dead hand of the past.”

The community foundation field grew quickly, mostly in the Midwest and Northeast, but the momentum was slowed by the Great Depression and World War II. Many foundations didn’t make it through this difficult period. However, a revival of interest in community foundations occurred nationwide during the post-World War II economic boom. It was during this period that the idea for Cincinnati’s own community foundation took strong root.

“Community foundations, of which the GCF is one, have in recent years increased greatly in number and size because they have proved an important means of bringing the philanthropic potential of the community to bear on the complex and ever-changing needs of our modern societies. In city after city, they have proved an invaluable source of funds to support vital projects that have no other established place to which to turn for such help. For example, much of the effort to develop new approaches to the solution of the problems of society is being supported by such foundations.”

— 1965 GCF annual report

“Just over 100 community foundations were in existence in 1963 in the U.S.

In 2003, there were more than 650 community foundations nationwide.

In recent years, GCF has consistently ranked in the 20 largest community foundations.

— 1965 GCF annual report
The Leader and Guiding Spirit

An early GCF report called William E. Anderson the “leader and guiding spirit” of The Greater Cincinnati Foundation. This transplanted Cincinnatian indeed played a major role in gathering support for a community foundation and getting the right people together to make it happen.

“Andy,” as he was known to his friends, brought the community foundation idea with him from Cleveland, where he had been an attorney and bank trust officer before joining Cincinnati’s Central Trust Company in 1935. By the late 1950’s, he was senior vice president and trust officer there, and spreading the word about the benefits a community foundation could bring to Greater Cincinnati. In 1957, in a paper presented to the Literary Club of Cincinnati, he laid out the case and a call to action to influential local businessmen. It took a few more years before the idea came to fruition, but the wheels had been set in motion by Anderson. Guy Thompson, then Executive Director of the Community Chest, joined with Anderson in organizing group meetings of civic-minded citizens that ultimately led to the founding of The Greater Cincinnati Foundation.

By 1963, Anderson was President of the Central Trust Company and became one of GCF’s founding trustees. He chaired the Trustees’ Committee until 1967. He also served as Volunteer Director from 1971-78 and Associate Director from 1969-71 and 1978-80. Anderson reported in a second Literary Club paper in 1979 that “For some years I talked to other groups, lawyers, bankers, trust officers, accountants, whoever would listen, but like the Literary Club membership, they didn’t have any money either, or at least any that they were willing to part with.” By the time of his death in 1980, GCF had grown from a great idea with an empty wallet to a community trust with an asset base of almost $14 million.

1 The Community Chest is now known as United Way of Greater Cincinnati.

AN EARLY EFFORT COMES FULL CIRCLE

A “Cincinnati Foundation” was established in 1920 by Jacob G. Schmidlapp, philanthropist and president of Union Savings Bank & Trust Company, now Fifth Third Bank. Schmidlapp had been impressed with The Cleveland Foundation and introduced Cincinnati to this local and personal brand of philanthropy. Two funds were created at the bank, but it was difficult to sustain momentum through a depression and war. The idea came full circle in 1989 when the Cincinnati Foundation funds, established by bequests from Morris W. Gates and Anna L. Naeher, were transferred to The Greater Cincinnati Foundation. Today, these funds are valued at more than $800,000.
“Cincinnati’s Fort Knox”

“The establishment of The Greater Cincinnati Foundation … points to exciting new opportunities in the field of research into better ways of meeting the needs of the community, in the financing of one-time requirements such as new buildings or expanded facilities for hard-pressed charitable or cultural activities, and in making certain that established sources of funds are flexible enough to meet the constantly changing problems of a fast-moving society.”


The Foundation, which another Literary Club member would dub “Cincinnati’s Fort Knox” many years later, became a reality in the spring of 1963 when six founding trustee banks adopted a Resolution and Declaration of Trust creating it.

Robert P. Goldman of the law firm Paxton & Seasongood worked pro bono to create all of the legal documentation to establish the Foundation and served as volunteer legal counsel for 13 years (followed ably by William T. Bahlman, Jr. and Richard J. Ruebel).
A Breath of Fresh Air

“The Fresh Air and Convalescent Aid Society faced a problem. For 64 years, it had operated a Fresh Air Farm in Terrace Park which brought mothers and their children out of the crowded tenement areas during the hottest months of the summer for two weeks of good food, comfortable living, and planned recreation in the country. Provision was made also for elderly women who were recuperating. In all, more than 100,000 women and children were benefited.

“In recent years however, the demand for spaces at the Farm had lessened, with a changed pattern in metropolitan living and newer concepts and expansion of family camping programs. The Society had been receiving an allocation from the Community Chest. In December 1961, it asked that this allocation be discontinued, and began a search for the best way in which its very sizable endowment could be used to serve community needs that were more vital and urgent.

“Discussions between members of the Society’s Board and leaders in the field of philanthropy and community service led to the perfect solution: the establishment of The Greater Cincinnati Foundation, with the endowment fund of The Fresh Air and Convalescent Aid Society as its first large grant and nest egg.”

— 1963 GCF annual report

It takes a special group of people to know when it’s time to go out of business. The Fresh Air Society’s board was a very special group of women, and their timely decision proved to be just what the fledgling GCF needed to get started. The Society gave its endowment to The Greater Cincinnati Foundation with the provision that Stepping Stones Center for Handicapped could operate its camp on the property for as long as the Center remained in existence.

GCF is grateful to the Fresh Air Society board for its forward-thinking generosity in making this serendipitous gift. The initial gift of $600,000 is an endowment worth more than $2 million today. Following their fine example, this selfless act of generosity has been repeated many times by many donors throughout the Foundation’s 40-year history.
In the Beginning

It’s hard to imagine now, but originally GCF operated with one paid staff member, office manager Jo Urmetz. All the rest of the staff were volunteers. Mark Upson, the Foundation’s first Volunteer Director, set the standard for all who would follow him. J. Reed Hartman, vice president at Cincinnati Gas & Electric Company, became the first volunteer Associate Director. Volunteers also filled the roles of legal counsel and public relations counsel. (In later years, volunteers also served as controller, volunteer coordinator and administrative associate).

ADMINISTRATION

In the early days, there was no budget for administration of the new enterprise. It had been important to the founders to be able to tell the public that no contributions would be used for administrative expenses. Therefore, from 1965 until 1978, GCF’s operating expenses were supported by generous contributions from the six founding trustee banks and several area corporations, including Cincinnati Milacron, Federated Department Stores, The Kroger Co., Procter & Gamble, Shillito’s (now Lazarus), and Cincinnati Gas & Electric (now Cinergy), which furnished office space.

FIRST GIFTS

In 1963, four funds were established, all designated by the donor as “unrestricted funds,” giving maximum flexibility to the Foundation’s leadership to use the funds in a way that would best benefit the community at a given point in time. Together, these funds had a market value of about $618,000 at the time they were established. In 2003, their value is nearly $2.4 million.

GOVERNANCE

William Anderson wrote in his 1979 Literary Club paper, “GCF’s seven-man Distribution Committee meets quarterly and, after recommendations, has the task of deciding which of the cultural, educational, medical, or other eleemosynary endeavors is to receive our funds, and how much.” The founders had determined that to make the Foundation representative of various community interests and keep it “free of politics,” the seven-member Distribution Committee would be appointed by the following entities:

• Cincinnati Academy of Medicine
• Community Chest
• Cincinnati Institute of Fine Arts
• Cincinnati Bar Association
• Presidents of Hebrew Union College, University of Cincinnati, and Xavier University
• Trustees’ Committee (2 appointments)

It is interesting to note that this scheme has been so successful that it continues to the present day, even after the Distribution Committee was converted into a larger Governing Board structure in 1986.

GRANTS

In 1964, the Distribution Committee made GCF’s first grants to 15 organizations, including Camping for the Handicapped (operating at the former Fresh Air Farm), Cystic Fibrosis Clinic at The Children’s Hospital, Jewish Vocational Service, Junior Achievement of Greater Cincinnati, and Cincinnati Art Museum.
Keeping the Trust

Following the Cleveland model, it was the responsibility of the Trustees’ Committee, composed of the senior executive officers of six local banks, to consult and advise on general development of the Foundation. William Anderson chaired this committee of bank executives from 1963 until 1967.

The trustee banks have filled several other crucial roles for GCF through the years. Today the Trustees Committee appoints five of the 14 members of the Foundation’s Governing Board. Many of the banks’ executives and trust officers have served as sources of donor referrals over the years. In addition to the essential operating support they provided in the early years, the trustee banks have also in recent years sponsored the annual Jacob E. Davis Volunteer Leadership Award ceremony.

Devoted to the Foundation

“Mark Upson was coming in from the golf course when he was called to the phone. It was Anderson, who described the new enterprise and said, ‘I’ve told them I’d take the job only if you would agree to be Executive Director.’”

—They Helped Shape Our City, Oliver Gale

Fortunately, Mark Upson agreed to serve — for no compensation — as GCF’s first Director and held the post through GCF’s critical formative years. Then a recent Procter & Gamble retiree, Upson devoted much of his time and energy to managing the Foundation.

Upson was seldom in the company of any Cincinnatian that he didn’t find an opportunity to talk about the Foundation and what its growth could mean to the quality of life in Greater Cincinnati. Over the years, the Foundation has received bequests from many public-spirited individuals to whom Mark Upson originally sold the idea of the community foundation.

Former executive director Carolyn McCoy has said about Upson that he was known to have commented, “I’m so glad I have GCF to talk about because at boring cocktail parties, when there is a lull in the conversation, I say ‘Have you ever heard of The Greater Cincinnati Foundation?’”

A GCF communication at the time of Upson’s retirement as Director noted, “Under Mr. Upson’s energetic and effective management, the GCF has grown. The market value of its assets, amounting to $4,322,500 at the end of 1971, has averaged a gain of 27% a year, increasing by 45% and 34% respectively the last two years.”

Upson led a variety of charitable boards and civic committees during his lifetime. The Greater Cincinnati Foundation owes much of its success to his willingness to spend some of his “retirement” leading this new venture.
“Everything’s Jake”

This Jazz Age slang for “things are real good” is an apt description of the many years Jake Davis had a leadership role at GCF.

Jacob E. Davis, then President of The Kroger Co., was involved in the initial conversations about establishing a community foundation. He served as the founding chairman of the Distribution Committee from 1963-74. Davis returned to take the helm of GCF in 1978, serving as the Foundation’s Volunteer Director until 1987.

According to Bill Friedlander, a later Volunteer Director and board chair during Davis’ tenure, Davis knew what he wanted for the Foundation, but “Jake rarely had a position we didn’t agree with.” He had strong opinions about the direction the Foundation should take, but Davis was a “generous thinker” and was able to be flexible and adapt as times changed.

During much of Jake’s tenure, the Foundation was graced by the talents of another Jake, in many ways Davis’ right-hand man. Walter L. “Jake” Lingle, Jr., a retired Procter & Gamble executive, worked alongside Davis and other leaders as an Associate Director for 20 years, beginning in 1974.

One belief that Davis stuck to during his tenure at GCF and in later years was that the unrestricted funds were the lifeblood of the Foundation. He believed in the importance of unrestricted funds to benefit unanticipated and future community needs. He had a remarkable ability to persuade Cincinnati’s leading philanthropists to follow his example of leaving a legacy to this community. He was known to have cornered friends and colleagues on the street to take their arm and persuade them to start a fund at GCF — an unrestricted fund, of course.

Jake provided the inspiration for a volunteer leadership award that has been given annually in his name since his retirement from the Foundation in 1987 for exemplary service to the nonprofit community. He remained interested and involved in GCF’s work, communicating regularly with Foundation executives to give his advice and feedback on GCF’s activities.

GCF’s 1984 annual report said, “his middle initial might stand for enthusiasm, ebullience and energy for The Greater Cincinnati Foundation.” Until his death at 97 in 2003, that was Jake.

Jacob E. Davis Volunteer Leadership Award Recipients:

- Miriam West (2002)
- Judge Robert and Helen Black (1997)
- J. Rawson Collins* (1991)
- Harry H. Santen (2001)
- Tony Linz (1996)
- Joan Jones Portman* (1990)
- Dick Bere (2000)
- The Rev. Dr. L.H. Mayfield (1999)
- Virginia R. Weatherbie (1994)
- William T. Robinson III (1988)
- Marian A. Spencer (1993)
- Susan I. Radabaugh (1992)
- *Deceased
Complementary Missions

In Bill Anderson’s 1957 Literary Club presentation, he noted, “(The community foundation) in no way conflicts with the aims and ideals of the Community Chest, but rather supplements them. The Chest takes care of current needs of existing agencies. The foundation may help with that too, but it also can help with research and new things and educational needs.”

Historically, the relationship between a local United Way and community foundation has often been described as similar to having checking and savings accounts, with United Way helping to meet immediate community needs and the community foundation providing long-term security. A newspaper editorial at the time of GCF’s founding called it a “corollary” of United Way. Bill Friedlander describes the traditional distinguishing elements of community foundations as including grants for one-time funding rather than annual operating support, grants for special needs including capital, and building endowments for long-term support of the region’s nonprofits. This is how GCF’s founders and their Community Chest colleagues envisioned the relationship in the early 1960s.

GCF and United Way have shared an important and durable relationship since 1963. Both organizations have changed much with the times in 40 years, but the modern linkages remain as important as they were in 1963. Through the years, many of GCF’s volunteer leaders have also served as leaders of United Way and its annual fundraising campaign. United Way appoints a member of GCF’s Governing Board. Especially in recent years, GCF and United Way have collaborated on several significant multi-year grantmaking initiatives. As two of the community’s leading philanthropic institutions, GCF and United Way of Greater Cincinnati willingly share great responsibility for the integrity and vitality of the community’s charitable giving efforts.

The “Best-Kept Secret”?

No history of The Greater Cincinnati Foundation would be complete without a tribute to one of its early chroniclers and troubadours, Oliver M. Gale. “Muff” Gale wrote all of GCF’s annual reports and other communications until 1982, many of which were used as source materials for this history. He was an indefatigable supporter of the Foundation and his voice was quite literally instrumental in shaping many of the Foundation’s early policy decisions. His efforts set a standard for future communicators to follow to ensure that the Foundation would not remain Cincinnati’s best-kept secret for long.
Opening Up to the Community

Carolyn Fell McCoy originally came to GCF in 1978 as a volunteer, handpicked from Kroger by Jake Davis to assist him at meetings. As the Foundation and its needs grew, Mrs. McCoy won the confidence and gained the admiration of the volunteers. After several years as a volunteer member of the staff and a year as part-time Assistant Director, Mrs. McCoy was appointed as the Foundation’s first full-time paid staff Executive Director in 1984. The annual report from that year promised “Her warmth, understanding and graciousness will represent the Foundation in fine style both to donors and grant seekers.”

So true were these words about her. Mrs. McCoy was (and is) known widely throughout the community as a trusted advisor, as a mentor to many, as a person who listened and gave advice with kindness and wisdom. During her years at GCF, the Foundation truly became the community’s foundation, in large part because of Mrs. McCoy’s concerted efforts to engage in dialogue with donors, nonprofit organizations and the public. She is credited with opening GCF to become a more representative community foundation that was ready, willing and able to address the full range of needs of the total community.

Mrs. McCoy was consistent and persistent in her efforts to present new ideas and needs for consideration by the Governing Board, whether it was the emergence of community development corporations or the need for an adolescent pregnancy prevention network. One of those big ideas was to create a volunteer leadership award named for Jake Davis in honor of his retirement from GCF, an award (including a grant to the nonprofit organization of the recipient’s choice) that has been given to an outstanding volunteer every year since then.

In 1987, Mrs. McCoy left GCF “well positioned to be of increasing service to the people of Greater Cincinnati.” She went on to become the first foundation officer at Fifth Third Bank. But her considerable expertise and institutional memory were not lost. Mrs. McCoy has remained a wonderful friend and counselor to the Foundation throughout the years.

Top: “Angel,” the Cincinnati Zoo’s cheetah helps make the case at a grant hearing.
Bottom: Carolyn Fell McCoy

In 1982, GCF made the lead start-up grant to the Cincinnati Bicentennial Commission.

The Johnny Bench Scholarship Fund of GCF was started with $25,000 from the Cincinnati Reds at Johnny’s retirement in 1983.

Assets climbed over the $100 million mark in 1991.
Leading the Way to Change

“Bill’s involvement with the Foundation extends over a period of 14 years, beginning with two terms on the Governing Board. In 1990, Bill was asked to serve as the Director, and he spent four years in that capacity. Under Bill’s leadership the 1991 Future Directions Report was commissioned by the Governing Board. That report provided us with a blueprint for progress. Bill challenged the Governing Board to consider new and different directions and goals. He has always been a strong advocate of GCF in terms of both development and grantmaking.”

— 1994 GCF annual report

William A. Friedlander, chairman of Bartlett & Company, presided over a period of crucial transition for the Foundation’s operations, both internally and externally. Friedlander was a member of GCF’s Governing Board from 1981 to 1990, chairing the board in 1985 and 1986, and served as Volunteer Director from 1990-1994.

During his term as Director, Friedlander spearheaded a strategic planning process that, among other things, resulted in more strategic grantmaking, the recognition that donor advised funds could be a growth area for the Foundation, and the decision to transition from a primarily volunteer staff to a paid professional staff guided by volunteer leadership. Friedlander credits much of this growth in perspective to the support of board member John G. Smale, then Procter & Gamble chairman.

While GCF’s assets grew about $100 million during his term of service, Friedlander — as well as many others associated with the Foundation — considers these structural changes to be his greatest contribution to the Foundation.

In 1992, GCF began focused grantmaking initiatives: Early Childhood Education and Affordable Home Ownership.

Trustee banks funded the production of an informational video to introduce GCF to new audiences in 1992.

GCF hired its first Advancement Officer in 1993 to provide additional service to current and prospective donors.
Making the Transition

“Early in 1994, the Board accepted a transition plan in which Bill Friedlander retires in the fall and Karen Hoeb becomes the sole professional staff leader of the Foundation. The group formerly known as Associate Directors was asked to assume a direct Board-reporting relationship … These changes will allow the Foundation to be more efficient and to deliver better service to its constituencies.”

“Around this time, the Board also concluded that the Foundation should become more active in its approach to grantmaking, community leadership and development.”

In 1993, the Governing Board decided that the Foundation had grown to a size where it was time for paid professionals to manage the organization. The following year, the Governing Board expanded from 10 to 14 members. The Volunteer Director and Associate Director positions were dissolved and these volunteers shifted their work to committees. Finally, the Executive Director at that time, Karen D. Hoeb, became GCF’s first President/CEO.

Carolyn McCoy reflects that GCF had been “bucking a national trend — we were volunteer-run longer than most large community foundations.” When Foundation leaders began attending national foundation conferences, they saw the ways in which a community foundation could extend its service in the community with paid professional staff. Mrs. McCoy also believed that more staff resources were needed to handle the growth in the number of funds. Increased demands on volunteers’ time made it difficult to run the organization full time. Karen Hoeb observes that “the director’s job was a big one in terms of time — no one really realized that.”

As the first President/CEO, Karen Hoeb believes that the transition was made possible “because of Bill Friedlander’s leadership and finesse. It was done thoughtfully and carefully with a minimum of disruption.” Ms. Hoeb felt it was her role to execute that transition “in a seamless way” and she was well prepared with the experience and the temperament to do just that.

Sound Advice

In 1964, the Foundation held a luncheon for about 40 local attorneys. It was the first of many opportunities for professional advisors to learn about the charitable giving tools offered by the community foundation. It has always been important that local attorneys, accountants, financial planners, investment advisors and other professionals have a good understanding of the flexible options that a community foundation presents for clients and the ways the Foundation can be of service to the advisor.
In the early years, “Flash-o-Grams” — letters that today might be faxes or e-mails — were mailed to attorneys and trust officers to keep them up to date on the Foundation. Over the years, the level of communication and services offered to professional advisors has grown to become a significant part of GCF’s development efforts. Continuing education seminars, on-line resources and a dedicated Advancement Officer are now all available to local professional advisors. Today, professional advisors serve in various volunteer roles at the Foundation and a significant number of all new funds established at GCF are the result of referrals from advisors with whom GCF has worked over the years.

A Productive and Successful Future

“We are delighted to welcome Ms. Hoeb, who brings to the job extensive hands-on volunteer experience, knowledge of the nonprofit community and solid management expertise. We anticipate a productive and successful future with her at the helm.”

Like Carolyn McCoy, you could say that Karen Hoeb was handpicked by Jake Davis, although somewhat indirectly. As she recalls it, Ms. Hoeb made a presentation in 1984 to the Distribution Committee — “they called them ‘hearings’ then” — in her role as President of Jobs for Cincinnati Graduates. “After the interview, Jake Davis clamped his hand on my arm and said, ‘Young lady, you are very persuasive.’” Davis called her a few days later and asked if she would have any interest in working for GCF as a program officer. But at the time, she was not. Ms. Hoeb ran into Davis at a Christmas party in 1987 where he again clamped her arm and said, “I still want you to work for The Greater Cincinnati Foundation.” Shortly, she got a call from a search firm and came to work as GCF’s second Executive Director in May 1988.

Ms. Hoeb was familiar with the Foundation, but “the magnitude of what GCF does wasn’t yet clear. It wasn’t until I came to work at GCF that I began to put the puzzle together.” Among Ms. Hoeb’s many accomplishments were helping to manage the volunteer-to-staff management transition. Before and during the transition, she and Friedlander worked very closely — in adjoining offices even — to run the day-to-day affairs of the Foundation. “It was a true partnership,” Friedlander remembered.

It was under Ms. Hoeb’s leadership in 1989 that GCF entered the computer age, transferring the record keeping for 490 funds from manual ledger books to an electronic system. The Foundation also took steps toward more proactive grantmaking and increased its visibility among business and community leaders. During her 8½-year tenure, assets increased from $65 million to $190 million and the staff grew to 11.
Welcome Surprises

As a form of giving, charitable bequests provide flexibility since the donors can specify beneficiaries and ensure a legacy of giving to the causes they care about most. Many of the largest contributions to GCF’s unrestricted assets have come from bequests, adding significantly to GCF’s ability to respond to changing community needs over time.

AN EARLY LEGACY

“An outstanding contribution to the GCF received in 1969 was a trust of more than $100,000 created under the Will of Mrs. Ethel Lonney which requests that the income and principal be used to provide medical care and treatment for underprivileged children.”

— 1969 GCF annual report

This major bequest was the first in a series of generous legacies left to the Foundation, many of which came as a surprise to volunteers and staff. Ethel Lonney’s bequest established a “field of interest” fund now valued at more than $400,000, providing additional resources to the Foundation’s responsive grantmaking process for the purposes Mrs. Lonney intended.

A QUIET BENEFACTOR

“Dorothy M.M. Kersten had a belief in the Foundation from its very beginning. She had a vision of how one gift to The GCF could touch the total community. She became one of the first major contributors in 1903.”

— 1984 GCF annual report

Mrs. Kersten made sizeable anonymous gifts to GCF through the years. Just before her death in 1984, she consented to the “Dorothy M.M. Kersten Fund” being publicly named. When word of her estate came to GCF, the bequest was more than $2.5 million; the largest GCF had ever received at that time. Today Mrs. Kersten’s fund is valued at nearly $8 million.

IN THEIR NATURE

Richard and Lucile Durrell carefully planned their estates to provide a generous legacy to causes that were important to them, especially conservation and the preservation of natural areas. Their dream was realized with a total bequest of $13.2 million to designated funds they established at GCF.

Professor Richard H. Durrell taught geology and was a dedicated conservationist, personally involved with many of the causes his estate benefits. The estate settlement following Prof. Durrell’s death in 1994 and Mrs. Durrell’s death 1998 set into motion the plans they had outlined many years ago to support specific institutions that were important to them. Beneficiaries include the Cincinnati Museum of Natural History (for the Edge of Appalachia Preserve System), Cincinnati Nature Center, and both the Ohio and Kentucky chapters of The Nature Conservancy, among others.
A PERENNIAL GIFT

Until May 2002, the Foundation had never heard of Edna Balzhiser Flower. But thanks to the North Side Bank & Trust Company, Mrs. Flower had heard of GCF. After her death in 2001, a nearly $2 million dollar bequest from Mrs. Flower’s estate established an unrestricted fund at GCF. “She had heard of The Greater Cincinnati Foundation and liked it; she liked the charitable work GCF does in the community,” according to North Side’s Suzanne Weisbrod, who handled Mrs. Flower’s estate. “We decided GCF would be a good fit for her wishes.” The Oakley resident also left a significant gift to the Rabbit Hash (Kentucky) Historical Society, where she had spent time as a respite from city life.

Listening to the Community

In 1991, GCF asked 15 people to assess how well the Foundation was fulfilling its community leadership responsibilities and to recommend grantmaking priorities. In many respects, the Future Directions Committee’s work changed and guided GCF’s grantmaking programs for the next 10 years with these powerful recommendations to address “patterns of need” and “threads of continuity”:

- look for leverage
- encourage networking
- recognize racism as an ongoing issue
- promote leadership development
- take a more active role as a leader and agent for change
- engage in positive marketing

As a result of Future Directions, GCF decided to address two high-priority issues: early childhood education and affordable home ownership. These two projects, both implemented in 1994, served as prototypes for what has become a well-established program of Foundation-led multi-year strategic initiatives. Former Program Officer Ruth Cronenberg developed Learning Links and Summertime Kids, mini-grant programs intended to give adults extra resources to be able to provide creative and enriching experiences for children. These popular programs have been replicated by other community foundations in Ohio and elsewhere.
Thinking Strategically

Until the mid-1980s, most of GCF’s grants were awarded in response to specific proposals from local agencies, or to nonprofit organizations suggested by people who established donor advised funds. One of the Foundation’s first forays into strategic grantmaking was the Teacher Recognition Program in partnership with the Scripps Howard Company’s newspaper The Cincinnati Post (1984-86).

GCF’s leadership on this project, together with its experience in early childhood education and affordable housing (1994-96), paved the way for a new cluster of initiatives aimed broadly at “community progress” — strengthening the quality of life throughout the region by encouraging civic participation and collaboration across traditional boundaries.

Since 1997, GCF has partnered with other grantmakers and nonprofit organizations to strive for community progress in the following areas:

- Community Investment Partners, a $2.3 million grant program to support comprehensive community development in Cincinnati neighborhoods.
- Metropolitan Growth Alliance, to foster and encourage Tristate regional cooperation.
- Regional Initiatives Fund, a $1.2 million grant program to support and implement cooperative regional projects.
- Better Together Cincinnati, a national study of social capital including the Tristate region headed by Bowling Alone author Robert Putnam.
- Following civil disturbances in 2001, a series of efforts to help strengthen race relations and reduce racial disparities, including support for Cincinnati Community Action Now (CAN) and development of a new “Funders’ Collaborative” to achieve these goals.

Back to the Future

In 2001 GCF commissioned Future Directions II, a reprise of the 1991 process that included nearly 300 volunteers, to assess community issues and opportunities in the Foundation’s six grantmaking areas and to recommend priorities for the next three to five years.

As a result, in 2002 GCF approved four new initiatives that will build on the strengths and priorities of other leading community organizations. These new initiatives are built upon GCF’s firm and continuing commitment to community development, regional cooperation, improved race relations and social capital.

In partnership with the Fine Arts Fund, The Health Foundation of Greater Cincinnati, Ohio River Way, and United Way of Greater Cincinnati, GCF has made a commitment to:

- leverage the region’s arts and cultural assets for a stronger economy and quality of life;
- expand the supply of best-practice behavioral health services for children to improve success in school and family self-sufficiency;
- capitalize on Cincinnati’s heritage as an important U.S. river city; and
- improve and expand early childhood education opportunities to ensure Success by 6®.
Now You Don’t

Proof of the difference The Greater Cincinnati Foundation makes in this community is visible in many of the region’s most beloved and familiar institutions and landmarks.

In the late 1990s, the Tyler Davidson Fountain was threatened by a crumbling infrastructure. Greater Cincinnati’s citizens and corporations stepped forward to raise several million dollars to repair and maintain the “Genius of Water.” GCF made a grant of $50,000 to help preserve this beautiful landmark.

In 1973, Charles Sawyer, a GCF Distribution Committee member, offered a million dollars in matching funds to create a riverfront park out of a junkyard. He entrusted the money to GCF to hold for this purpose. When Bicentennial Commons became a reality in the late 1980s, the community received a wonderful gift. Through five separate funds established to maintain the park, GCF is helping to ensure that this beautiful riverfront recreation spot can be enjoyed by future generations.

GCF has provided a number of grants to the Cincinnati Art Museum over the years from unrestricted and designated funds, including a $50,000 grant towards The Cincinnati Wing: The Story of Art in the Queen City, opened in 2003. Many donor advised funds at the Foundation also regularly support the Museum and other cultural treasures.

Most of Cincinnati’s landmarks and institutions have benefited from the generosity of past and current GCF donors. The Museum Center at Union Terminal, Taft Museum of Art, Contemporary Arts Center, Cincinnati Zoo and Botanical Garden and the National Underground Railroad Freedom Center are just a few of these cultural treasures.

...Now You Don’t

But maybe it is the things that are not so visible that reveal the most about the powerful impact of the money donors have entrusted to the Foundation. Since 1964, GCF has given almost $228 million to the community through responsive grants, donor advised grants, scholarships and other donor-specified purposes. Grants have gone to nonprofit organizations large and small, for innovative programs at long-established agencies and for new start-ups. As a companion piece to this history, GCF’s 2002 annual report will feature a wide variety of grants made over the 40-year period.

Since a community foundation is purposely broad in scope, GCF is able to make grants in many different focus areas, strengthening the quality of life in Greater Cincinnati in a variety of ways. The specific areas of emphasis have changed slightly over the years, but the six categories in use since 1991 demonstrate the Foundation’s diversity:

- Arts & Culture
- Community Progress
- Education
- Environment
- Health
- Human Services
In the community foundation field, the first donor advised fund was established at the Winston-Salem Foundation in 1932. GCF’s first donor advised fund was created in 1964; however, given GCF’s strong emphasis on unrestricted funds, the Foundation was cautious about setting up donor advised funds in the early years.

Back in 1969, new tax provisions went into effect that made it less attractive for some individuals and families to establish and maintain private foundations, providing a boost to many community foundations across the country. In 1970, The Thomson Foundation became the first private foundation to terminate its status in favor of joining the GCF family, establishing the Alexander and Mary M. D. Thomson Fund of GCF. A number of other families have followed suit over the years, notably the Crosset Charitable Trust, Mark P. Herschede Foundation, Robert J. O’Brien Fund and Roe Walker Charitable Trust. Today, many individuals have found that creating a donor advised fund at a community foundation provides a more flexible and cost-effective vehicle for their family philanthropy than establishing an independent foundation.

Another tax law change in 1986 provided an immediate incentive to make charitable contributions before that year’s end, resulting in a record number of funds being established in 1986, more than two-thirds of them donor advised funds. Despite the Foundation’s initial goal to build unrestricted endowments for the future, it was clear that donors were increasingly interested in being personally involved in their charitable giving during their lifetimes. This trend continues today: nearly 50% of all active funds at the Foundation in 2003 are donor advised.

GCF has gradually expanded its services to match donors’ growing interest in active and engaged philanthropy. For example, Food for Thought, a donor and community education series, began in 2001 as a way to provide in-depth information about specific topics of interest to donors. Several times a year, local and national experts are called upon to speak about timely community issues so that donors and other community leaders can learn more and find out ways to become part of the solution.
Fulfilling a Regional Vision

When GCF was established, its founders envisioned a Tristate community foundation that would benefit the residents of Indiana and Kentucky as well as Ohio. From its very beginning, GCF’s broad regional mission encompassed the seven counties contiguous to Hamilton County, Ohio. But GCF’s founders were way ahead of their time. Their dream of a united region took three decades to fulfill.

CLERMONT COUNTY FUND
Celebrating 10 Years of Philanthropic Partnership with GCF

In 1993, concerned citizens involved in Clermont 2001 (since renamed Clermont 20/20) realized that specific community needs in Clermont County could not be addressed by existing avenues of support. They wanted a new way to help nonprofit organizations and a new means for Clermont County citizens to become involved in philanthropy.

Clermont leaders quickly realized that The Greater Cincinnati Foundation could lend its special expertise to help create The Clermont Community Fund and its associated “family” of funds. GCF provided a $100,000 matching grant to stimulate development of the new Fund. Today, The Clermont Community Fund is dedicated to supporting charitable projects in Clermont County. Clermont volunteers oversee the development and promotion of the fund throughout the county, and representatives of a local Advisory Committee serve on GCF’s Grants Review Committee to lend their perspectives to the Foundation’s regional grantmaking decisions.

NORTHERN KENTUCKY FUND
Celebrating Five Years of Philanthropic Partnership with GCF

In 1997, Northern Kentucky community leaders approached GCF to discuss establishing a charitable fund for Northern Kentucky. Forward Quest, a catalyst for regional cooperation in Northern Kentucky, had originally considered creating a separate community foundation, but decided to take advantage of the infrastructure already available through GCF. In June 1998, The Northern Kentucky Fund was launched with more than $1,000,000 in challenge grants from 10 major donors, including a $100,000 grant from GCF.

In 1999, The Northern Kentucky Fund collaborated with the Kentucky Post to conduct a Millennium Gift Campaign. Kentuckians from all walks of life contributed their final hour of pay of the millennium to The Northern Kentucky Fund, raising over $600,000 in new contributions to the Northern Kentucky “family” of funds.

Northern Kentucky volunteers oversee the development and promotion of the fund and representatives of the local Advisory Board serve on GCF’s Grants Review Committee to lend their perspectives to GCF’s regional grantmaking decisions.
Since she became GCF’s second President/CEO in 1997, Kathryn E. Merchant has built on the success of her predecessors and led GCF through a series of strategic and structural changes that have made the Foundation a more visible and flexible vehicle for the region’s charitable giving. These include implementation of a spending policy that reduces fluctuations in grant distributions, creation of a corporation that operates in tandem with the original trust, and new grantmaking policies that permit GCF to take a greater leadership role in funding major initiatives with other partners.

John S. Stith, 2003 GCF chairman elaborated on Ms. Merchant’s impact. “Shortly after Kathy had established herself as a new kind of professional leader at the Foundation, our Board asked her to help GCF attain a greater measure of regional leadership and community visibility, with particular emphasis on collaboration, consensus-building and communications. She has responded with a dynamic combination of energy, sensitivity and determination. With her strong, positive skillset, Kathy has been exactly the right President for GCF and the right person for our community, especially through the unprecedented challenges of the last few years. Everyone in this region, in one way or another, is a beneficiary of her dedicated leadership.”

After racial tensions flared in April 2001, Ms. Merchant helped GCF develop a framework of start-up support for Cincinnati CAN, the mayor’s racial reconciliation task force, which included financial and in-kind support, and lent her management expertise to advise CAN on structure and staff development.

For a relative newcomer (by her own admission), Ms. Merchant has gained remarkable insight into Cincinnati’s issues and opportunities. She has great compassion for and interest in the people of Greater Cincinnati, a passion for the revitalization of the urban core, and a commitment to helping the government, corporate and philanthropic sectors work collaboratively to improve the quality of life in the Tri-state region.

William R. Burleigh, E.W. Scripps Company chairman and former Governing Board chairman, put her contributions this way: “Kathy Merchant has brought a passion and professionalism to The Greater Cincinnati Foundation that paved its way into the new millennium. Her sure-footed sense of GCF’s role in creating a greater Greater Cincinnati guarantees for the generations to come a wonderfully bright future.”
No Place Like Home

For most of its 40 years, GCF has “lived” in donated or discounted office space in downtown buildings, including the Gas & Electric Building, Carew Tower and Star Bank Building. In 1999, as the Foundation outgrew space in its fourth location at 300 West Fourth Street, the Governing Board decided that securing permanent, flexible office space would be the most responsible stewardship of the resources entrusted to the Foundation by its donors.

GCF purchased the historic six-story building at 200 West Fourth Street known as the S.P. Nelson & Sons Building. Built in 1919, it housed a mercantile warehouse, later an interior design firm, and the Northlich Stolley LaWarre advertising agency in recent years. It had stood vacant for two years on this busy downtown corner before being purchased by the Foundation.

“The Foundation’s commitment to the core of our Tri-state region is behind our decision to buy and renovate this historic building,” said Kathryn Merchant, President/CEO at the time of the purchase. “We are helping to revitalize historic Fourth Street in addition to securing permanent headquarters.”

The building was renovated to house GCF offices, a community art gallery and versatile meeting space on the first three floors, with leased office space on the top three floors. Financing for the purchase and renovation of the new building was provided by GCF’s trustee banks: Fifth Third Bank, US Bank, North Side Bank & Trust, PNC Bank and Provident Bank. Since moving into the renovated building in May 2000, GCF has welcomed literally thousands of people to experience the strong sense of community the space provides.

To acknowledge the generosity and community leadership of a special Cincinnati family, GCF named the new headquarters The Robert & Ruth Westheimer Center for Philanthropy. Ruth Westheimer and children Sallie, Ann and Dick, believed that helping GCF secure a permanent home was a fitting testament to Bob’s commitment to the community and to the Foundation.

Robert I. Westheimer

The late Bob Westheimer provided dedicated leadership to GCF as an Associate Director and then Governing Board member for more than 15 years. Bob is best known within GCF for his work on the Grants Review Committee responding to requests for grants. He asked tough questions to make sure that GCF’s precious dollars would be well spent, but he always kept an open mind to the needs of the community and new ways to address them.

GCF hosts a variety of community groups in its flexible and welcoming meeting space.

29 local artists’ works were exhibited at The Foundation Gallery at GCF in its first three years.

The Foundation’s downtown location symbolizes its commitment to urban core revitalization.
All of the people described in this short history of The Greater Cincinnati Foundation believed that it was important to look to the future, and at the same time preserve excellent community traditions. Their many accomplishments over a 40-year period provide significant inspiration for the years to come.

To borrow a concept from the 1991 Future Directions committee, there are several important “threads of continuity” that will be pulled forward into the future.

TECHNOLOGY

One of those threads is technology. When Karen Hoeb joined the Foundation in 1988, there were no computers, just one word processor. All records were maintained manually. Volunteer Glenn Roberts wrote a computer program that was used to track funds and finances and maintain mailing lists. His program was used until 1996 when GCF purchased a sophisticated database, called Foundation Power, which integrates gifts, grants and financials.

Today, it’s hard to imagine a day without continuous technology enhancements and 24-hour-a-day access to information. For example, two years ago, GCF launched a Web site that offers on-line services and vast amounts of information about the Foundation and charitable giving to donors, professional advisors and grant recipients. These charitable giving tools will expand and continue to improve in the coming years.

With similar goals in mind, former Chief Financial Officer Michael A. Cheney chaired a national project to design new technology tools that would help all community foundations operate more efficiently and deliver better services to their many constituents. Beginning in 2004, the fruits of this labor will be realized through greater Internet access to information about funds and grant results, “seamless processing” of account information between financial institutions, and other features that will make community foundations like GCF even more accessible and flexible.

In the aftermath of recent corporate accounting scandals, imperatives to operate with highest accountability are critically important to foundations and the nonprofit organizations they fund. While GCF has a strong record of accomplishment in this regard, once again technology will provide a thread of continuity. While all grant recipients submit an evaluation report attesting to the results of their programs and projects, this information is “hidden” to all but the Foundation’s program staff. A new Internet-based tool, in the final stages of development in 2003, will permit grant recipients to report their results on-line and share them with their own constituents, while permitting GCF to aggregate the information and share it with Foundation donors.
BALANCING ACT

A second thread of continuity is the balancing of effort — people, time, money and other resources — that the Foundation devotes to two very important roles: community leadership and grantmaking, and donor services for individuals and families. These are highly complementary and mutually beneficial sets of activities that, in tandem with an exclusive focus on this local geographic area, distinguish The Greater Cincinnati Foundation from other types of philanthropic entities.

While earlier sections of this history describe elements of GCF’s leadership roles, it is also important to note the many ways in which GCF adds increasing value to donors’ charitable giving. Vice President for Advancement Amy L. Cheney, who has spearheaded development of the Foundation’s donor service program, embodies the spirit of tradition combined with future orientation. With ten years of experience at GCF, she has the longest tenure of any current employee.

A thread that ties technology and donor services together is an on-line grant suggestion tool. Donors can suggest grants over the Internet at their leisure. Another example is that GCF has been able to gradually increase the frequency of opportunities for donors to suggest grants from monthly to weekly.

A program called Partners in Giving was adapted in 1998 to help donors take greater advantage of the Foundation’s thorough review of grant applications. The Donor Connections newsletter is published quarterly to help connect donors with the causes they are most interested in supporting.

The Foundation’s staff structure also changed to help donors maximize their charitable giving goals. Like private banking, each donor has a personal “relationship manager” to assist them with their giving and grantmaking activities. As GCF’s staff learns more about donors’ specific interests, information can be provided to donors about their priority concerns and help facilitate the “match” with their grantmaking interests.

THE IMPORTANCE OF RELATIONSHIPS

The final thread of continuity is the Foundation’s traditional ability to manage relationships with a growing variety of individuals, groups and organizations. The core of GCF’s work is the more than 1,300 unrestricted, field of interest, restricted and donor advised funds established by donors in the last 40 years. More recently, regional affiliates in Clermont County and Northern Kentucky have been added and the Foundation has begun providing staff support to a group of leading women who are helping The Women’s Fund of GCF to create greater opportunities for women and girls. GCF also manages The Anthem Foundation of Ohio, a $23 million supporting organization dedicated to funding preventive health services for the indigent residents of 36 counties in Ohio.
A Proud History of Leadership

“Since its beginning, a major strength of the Foundation has been the excellence of community leaders willing to share, on a volunteer basis, their knowledge, skills and energies to guide it. An ever-increasing pool of dedicated individuals has committed themselves over time to the Foundation’s service throughout Greater Cincinnati and we are forever grateful for their insights, devotion and generous leadership.”

— 1992 GCF annual report

This list represents the many individuals who have served as volunteer leaders of The Greater Cincinnati Foundation since 1963. They led the organization through its formative years, guided its transition to a paid staff, and have provided the diverse and thoughtful guidance needed to guarantee the continued success of this community foundation in the Tristate region. A complete list of current volunteers (by committee) is available on the Foundation’s Web site (www.greatercincinnatifdn.org) or in the most recent annual report.

DISTRIBUTION COMMITTEE AND GOVERNING BOARD, 1963-PRESENT

Jacob E. Davis* 1963-74
James L. Elder* 1963-75
Frank T. Hamilton* 1963-68
Ralph Lazarus* 1963-70
Louis Nippert* 1963-72
Charles Sawyer* 1963-78
Edward F. Willenborg* 1963-64
John J. Cranley, Jr., M.D. 1965-66
Joseph E. Ghory, M.D.* 1966-69
Lawrence H. Rogers II 1968-76
Elmer R. Maurer, M.D.* 1970-73
Philip Steiner* 1971-80
Harold S. Schiro, M.D.* 1973
Mark Upson* 1973-77
Eugene J. Burns, M.D., M.* 1974-76
Dean P. Fite 1974-82
Robert O. Klausmeyer 1976-85
Edmund C. Casey, M.D.* 1977-79
Marjorie Hiatt Marx 1977-86
William T. Earls* 1978-79
Robert H. Castellini 1979-87
William C. Portman 1979-83
Neal N. Earley, M.D. 1980-84
William A. Friedlander 1981-90
John J. Cranley, Jr., M.D. 1981-90
Join L. Strubbe* 1983-92
Kathryn M. Pettengill 1984-93
Richard B. Budde, M.D. 1985-89
Robert G. Stachler 1985-95
Louise A. Head 1987-96
Charles S. Mechem, Jr. 1987-91
Doris R. Sells* 1987-88
W. Wallace Abbott 1988
William D. Atteberry* 1989-92
Cynthia O. Booth 1989-97

DIRECTORS

Mark Upson* 1963-71
Jacob E. Davis* 1971-78
William D. Atteberry* 1977-79
William O. Coleman 1981-83
William A. Friedlander 1990-94

ASSOCIATE DIRECTORS

Jacob E. Davis* 1974-78
Walter L. Lingle, Jr.* 1974-94
William D. Atteberry* 1977-79
James P. Orr II 1981-83
Robert L. Westheimer* 1982-93
Herbert R. Brown+ 1983-91
Nelson Schwab, Jr.+ 1984-94
William O. Coleman 1985
Charles W. Goering+ 1988-94
Daniel W. LeBlond+ 1988-94
Elizabeth D. Goldsmith+ 1990-93
Merri Gaither Smith+ 1992-93

2003 GOVERNING BOARD

John S. Stith, Chairman
Barbara G. Lewis, Vice Chairman
Thomas A. Brennan
Lee A. Carter
Paul W. Chellgren
Cathy T. Crain
Johnathan M. Holifield
Bert M. Huff
William C. Portman III
Myrtis H. Powell, Ph.D.
Carole T. Rigaud
Marvin H. Rorick, M.D.

* Deceased  + Currently serving on a Governing Board committee or task force
Sidney A. Peerless, M.D. 1990-92
Dwight H. Hibbard 1991-99
John G. Smale 1991-94
Frank Bloom+ 1992-2000
W. Monty Whitney, Ph.D. 1992
Herbert R. Brown+ 1993-2000
Frank W. Cianciolo, M.D.+ 1993-2000
John T. Lawrence III+ 1993-2001
Paul G. Sittenfeld 1993-2001
Elizabeth D. Goldsmith+ 1994-2002
Joseph A. Pichler 1994-96
Merri Gaither Smith+ 1994-2002
Robert I. Westheimer* 1994-97
John S. Sith+ 1996-
Walter E. Bartlett 1997-99
Lee A. Carter+ 1997-
David B. O'Maley 1997-2002
Bert M. Huff+ 1998-
Myrtis H. Powell, Ph.D.+ 1999-
Barbara G. Lewis+ 2000-
Thomas A. Brennan+ 2001-
Jennifer M. Dauer 2001-02
Marvin H. Rorick, M.D.+ 2001-
Paul W. Chellgren+ 2002-
Johnathan M. Holifield+ 2002-
William C. Portman III+ 2002-
Cathy T. Crain+ 2003-
Carole T. Rigaud+ 2003-

LEGAL COUNSEL
Robert P. Goldman* 1963-76
William T. Bahlman, Jr.+ 1976-94
Richard J. Ruebel 1995-

PUBLIC RELATIONS COUNSEL
Oliver M. Gale 1963-83

CONTROLLER
Raymond W. Klink* 1974-83
Oliver H. Hunter, Jr. * 1983-87

ADMINISTRATIVE ASSOCIATE
Thomas S. Heldman* 1990-94

VOLUNTEER COORDINATOR
Barbara G. Lewis+ 1991-94

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McCoy, Carolyn, notes from personal interview with Jacob E. Davis, May 1999.
The Greater Cincinnati Foundation (GCF) is a charitable organization that builds and preserves permanent funds, identifies opportunities to improve the quality of life for people in our region, and responds with grants addressing six key areas: arts and culture, community progress, education, the environment, health, and human services. Formed in 1963, GCF provides philanthropic leadership to eight counties in the Ohio-Kentucky-Indiana region.

Current information about The Greater Cincinnati Foundation, including electronic copies of most publications, is available at GCF’s Web site: www.greatercincinnatifdn.org