



Cover: *Family Going for a Walk* by British sculptor Kenneth Armitage (1916-2002) was purchased by Emily Hall Tremaine and Burton Tremaine Sr., in 1954, at about the same time they were completing the renovations to their home in Madison, Connecticut. Armitage wanted his work to be remembered as optimistic and playful, and the scene evoked by this sculpture is both. One viewer said that the sculpture also, "conveyed a feeling of timeless congeniality". As such, it is a perfect statement of the Tremaine family's confidence and commitment toward moving forward together, hand in hand, as the work of the Emily Hall Tremaine Foundation continues.



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Founding Principles

- I The Foundation is forever to be a center of support to the community of family members who are the descendants of Burton G. Tremaine, Sr.
It will create and sustain a sense of the family's cohesion in a world where families are spread out geographically and culturally.
It will honor and draw strength from the family's diversity and will encourage individual family members in achieving their full potential.
- II The Foundation is to be a concrete expression of the family's highest values: its optimism that enduring societal problems can be solved; its belief that good fortune goes hand in hand with a larger purpose and increased responsibility; and its commitment to contribute to a better world.

Vision

Co-creating visionary and lasting solutions.

Mission

The Emily Hall Tremaine Foundation will seek and fund innovative projects which advance solutions to basic and enduring problems.

With an overall emphasis on education and principally in the United States, it will take an active role in three major areas:

Art,
Environment and
Learning Disabilities.

Our efforts will reflect the entrepreneurial spirit of our family forbears and the founder's distinction for foresight, imagination and risk taking.

We shall pursue our mission so that the Foundation will also engender family unity, equality, and mutual respect, and serve to educate family members in philanthropy, service and stewardship.

Moving Forward Together:

Letter from the Board

The past few years have been a time of great transition for the Tremaine family and the Emily Hall Tremaine Foundation. With the loss of our founding chairman Burton G. Tremaine Jr. on April 6, 2002, we experienced deep sadness tempered by an equally deep sense of accomplishment. Burton achieved many things in life, but his legacy at setting high standards for the Foundation will surely be among the most memorable. We now have in place the kind of organization of which Burton would be proud. As he would have wished, we will continue the good work of the Foundation for generations to come, making grants in the areas of learning disabilities, the arts, and the environment.

Of significance is the enhanced role of the second generation on the Board and its committees. In 2001, Burton G.

mism and a healthy dose of inquiry that energizes us all. Equally important has been their focus on pooled giving, resulting in an exciting grant to the Maplewood School in Bridgeport, Connecticut.

We welcomed Stewart Hudson as president in April 2001. He took over from Sally Bowles, our first president, who embarked on a new pursuit of various personal and professional interests in March 2001. We can't offer enough thanks to Sally for her leadership during the Foundation's formative years and appreciate the way that Stewart and Sally smoothly managed the transition of leadership. The Foundations continued success is also due to the seasoned and dedicated professionals, Dini Merz, Program Director, Nicole Smith, Program Associate, and Lisa Kampman, Assistant to the President.

Directors (from left to right): Atwood Collins III, Susan Tremaine, John M. Tremaine, Sarah C. Tremaine, Arthur J. Bulger, Jr., Dee Tremaine Hildt, Stewart J. Hudson, Burton G. Tremaine, III, Barbara S. Tremaine, Kenneth Bryant Wick, Jr., Janet Tremaine Stanley, Philip T. Stanley



Tremaine III (Tony) was elected Chairman of the Board, taking over from Dee Tremaine Hildt, our immediate past Chair. Close behind is the enthusiastic third generation—the G3's, as we like to call them—many of whom are already knowledgeable about philanthropic giving and charitable service. They bring to the Foundation a refreshing sense of opti-

Another addition to the staff was Carole LaRochelle, Accounting Manager, who has helped to streamline the Foundation's operations since joining the team in 2001.

From the beginning, our LD public education efforts have stressed the need for early intervention and parental involvement. We are particularly proud of the accomplishments of the Coordinated Campaign for Learning Disabilities (CCLD). As a coalition of the nation's leading LD organizations, CCLD has spread the message of early intervention, and has helped coalition members to speak with a clear and consistent voice.

The Emily Hall Tremaine Exhibition Awards, which honor the Foundation's benefactor, provide an opportunity for museum curators to mount innovative art exhibitions that might not otherwise be possible. A new endeavor will provide independent, visual artists with the business skills they need to succeed in the rapidly changing contemporary art scene.

Our environmental area is undergoing an important transition. It has evolved from helping to forge the tools of environmental problem solving, such as consensus building and market transformation, to applying those tools to specific topics of environmental concern, including climate change and the loss of open space.

In closing, while we mourn the passing of Burton G. Tremaine Jr., we celebrate his accomplishments as the architect whose attention to detail allowed the cornerstones to be laid. Hopefully, this report will provide a glimpse of how we intend to honor the contribution made by the first generation. As we move forward together, their hands will always guide us, and for that we are most grateful.

Directors

Dorothy T. Hildt, *Chair*
March 1998 - March 2001
Burton G. Tremaine III, *Chair*
March 2001
John M. Tremaine
Janet Tremaine Stanley
Sarah C. Tremaine
Atwood Collins, III
Arthur Bulger, Jr.
Kenneth Bryant Wick, Jr.
Susan C. Tremaine

Associate Directors

Philip T. Stanley
Barbara S. Tremaine

President

Stewart J. Hudson

Learning Disabilities:

A dynamic strategy to help all children succeed in school and in life

The Board's unwavering support of learning disabilities (LD) stems from a personal understanding of the frustration faced by nearly 15% of all Americans with dyslexia or one of the other common forms of LD. These individuals are equally intelligent as their peers, but are compromised in reaching their full potential by misinformation, prejudice, stigma and inappropriate tools to assist their learning. From the beginning, we understood that sustainable change would result only by our making a long-term commitment to bring about a shift in public understanding. We decided to work on the following four fronts:

- launching a public awareness campaign to bring about a broad shift in understanding
- fostering a strong, coordinated, non-profit sector to meet the needs of people with LD
- supporting and disseminating up-to-date, practical research on how people learn
- developing effective learning tools.

In all four areas, we have been mindful of achieving wide applicability to help people across economic and other societal divisions.

Recognizing the enormous national challenge we faced in addressing this area, we have attempted to embody the best of the Tremaine family philanthropic spirit in our LD grant-making: focus, sustained commitment, risk-taking, and practicality. We have been committed to the long-term support of our funded partners, while making a concerted effort to build their independence from our support over time. The grants have typically provided operational support and start-up funding as appropriate, rather than project-based funding. Some of the grants have involved a degree of risk, but we have made these commitments with the faith and spirit that anything is possible with the right strategy.

We have also been interested in on-

going research on the nature of learning, realizing that it is a field in flux. For example, the words disability, diversity and difference have begun, in some circumstances, to be used interchangeably. This convergence of terms is reflective of a trend that recognizes that individualizing instruction to the needs of each child's learning style is the key to academic success of all students in a new age of inclusion.

Public Awareness

Since 1995, our primary strategy has been to build national public awareness through the Coordinated Campaign for Learning Disabilities (CCLD). CCLD is a collaborative, public-information initiative of the six leading national LD organizations:

- International Dyslexia Association (IDA)
- The Learning Disabilities Association of America (LDA)
- The National Center for Learning Disabilities (NCLD)
- The Schwab Foundation for Learning,
- Council for Learning Disabilities (CLD)
- The Division for Learning Disabilities of the Council for Exceptional Children (DLD).

Our primary grantee is the Communications Consortium Media Center (CCMC), which coordinates the development of campaign strategies, including earned media outreach and the creation of public service advertisements by the Advertising Council of America.

In 2000, a public opinion poll commissioned by the Foundation from Roper ASW (formerly Roper Starch, Worldwide) revealed that the campaign had resulted in significant improvement in public understanding but that harmful misconceptions remained. The findings underscored the critical importance of early intervention, and the crucial role of parents in unlocking a child's full learning potential. As a result, the campaign shifted its focus exclusively to the parents of children ages 4-8 to

encourage them to seek early intervention for their children, and to overcome the stigma that prevents their taking action.

As part of the campaign, CCLD worked steadily to increase positive press coverage. It generated strong and informative LD news stories in media outlets of all sizes including The New York Times, Good Morning America, NPR, CNN, Child Magazine, and ABC World News Now. The Ad Council Campaign continued to bring attention to LD with both a print advertisement and a television commercial stressing the importance of early intervention for children who learn differently.

With a database of over 900 reporters and editors, CCLD sent out a steady stream of press releases and mailers, as well as providing timely material on its website. Due to the findings of the Roper poll, CCLD not only updated its most popular mailers but also added several new ones including How to Raise a Reader, and Homework Tips. Finally in 2001, CCLD launched a new website www.aboutLD.org, including a reference to the site on the ads. The website received approximately 72,000 visitors per month in its first year. This site not only simplifies the complex LD issues for a parent approaching the subject for the first time, it also helps CCLD track how much on-line traffic is the result of the PSAs being aired. A Spanish version of the site coincided with the release of the Spanish public service announcements.

Organizational Strengthening and Legislative Advocacy

To achieve maximum overall results, the CCLD organizations decided to specialize in certain aspects of strengthening the LD advocacy field. The Foundation has supported each of these major organizations, mainly through the following operational support grants:

- building the grassroots network (LDA)
- maintaining a strong information and referral system (NCLD and IDA)
- legislative advocacy (NCLD and LDA)
- accurate and comprehensive web-based information (LD Online).

In 2002, the Individuals with Disabilities Education Act (IDEA) is up for Congressional re-authorization. IDEA establishes the framework for the support and assessment of children with LD. A fractious debate may impede progress on certain key revisions. In anticipation of the need for a broad stakeholder consensus on re-authorization, we funded NCLD to develop joint positions with key organizations to help guide the debate and incorporate important changes to the act with respect to early identification and intervention.

Timely and Appropriate Assessment by Educators and Families

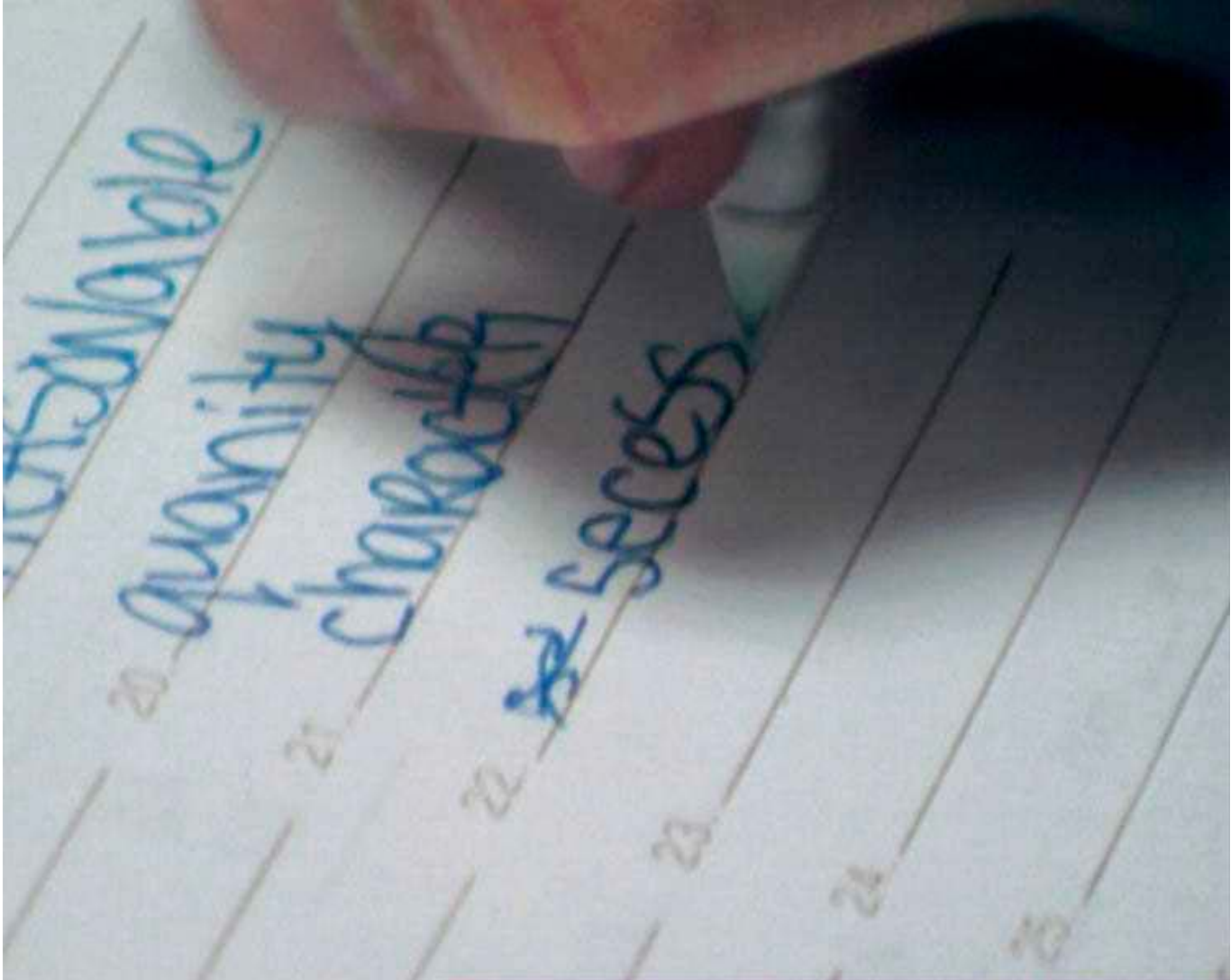
Our support for timely assessment resulted in another grant to NCLD to develop, launch, and disseminate an easy-to-use early literacy screening tool for pre-schoolers. The tool, titled *Get Ready to Read!*, is research-based and is available in print and web-based forms. Significant national dissemination has already occurred through: a 17-member outreach coalition of highly respected organizations, piloting through Head Start programs, an innovative partnership with the Pearson Learning Network, and promotion on PBS's early literacy program *Between the Lions*.

In addition, we continued our partnership with the All Kinds of Minds Institute (AKOM). The Institute is dedicated to providing training and support to change educational and clinical assessment and evaluation practice throughout the professional communities that help children learn. It is also expanding and disseminating Dr. Mel Levine's ground-breaking framework for understanding how complex brain functions interact in the learning process. The Institute combines research, daring, and a broad vision, leaping across traditional "fault" lines to foster public support for the concept of diversity of learning. Since AKOM's approach is curriculum neutral, it can be applied in any educational context.



National Center for
Learning Disabilities

Whether its a spelling test, or any other part of our children's education, success requires careful attention to the strengths and weaknesses of each individual.



Through its Schools Attuned Program, the Institute trains and supports educators in recognizing, understanding and assisting students who have learning differences. The core of the approach is the learning profile, which is an assessment of a child's strengths and weaknesses that can be used by educators and parents to help the child learn. At the end of 2001, the Institute had trained 6500 teachers, impacting over 100,000 students. In the future, it will partner with a few key states for statewide teacher training.

At AKOM's Student Success Center, clinicians and professionals, who work with students outside of a school setting, learn how to test children for learning differences and to develop learning profiles. The Center has successfully completed the pilot stage and is into scale-up for high volume training and support of clinicians.

AKOM has complemented the Foundation's public awareness objectives by significantly advancing mainstream acceptance of "diverse learning styles." This is a necessary precursor to eliminating the stigma associated with LD and to increasing public demand for individualized instruction. Specifically, it has:

- developed and disseminated a video library targeted to parents and teachers;
- supported a creative partnership with WGBH Boston for a three-hour documentary on learning diversities for the Public Broadcasting System (PBS); and
- attracted widespread media attention for Dr. Levine and his recently published book, *A Mind at a Time*; (including appearances on *Oprah* and the *Today Show*.) The book is already high on *The New York Times* "Best Seller" list.



all kinds of minds

Supportive School Environment for Diversity of Learning

Finally, in response to the trend to integrate LD students into the general education classroom, we recognized the critical importance of providing teachers with effective tools to increase the success of all learners. This led to the awarding of a \$1,000,000 grant to the Center for Applied Special Technology (CAST) to create the Universal Learning Center (ULC). This internet-based service will provide teachers, administrators, publishers, and parents access to education materials in digital form that can be customized to meet the needs of diverse learners. ULC's website will have a searchable index and a rating system that will help users navigate through the materials. CAST will also provide consulting and production services to assist publishers in revising books, tests and other products into what is called universally accessible materials.

CAST has successfully launched the beta version of the ULC and is moving forward on the second phase of the project, which is to pilot the program in schools. A targeted evaluation of the ULC has already demonstrated some tangible results in student achievement, particularly for those with LD.

Looking Ahead

We are looking to extend the program in the next several years to focus on creating successful classroom environments for children with a diversity of learning styles. Several factors point to the conclusion that the overall success of LD students is tied inextricably to the redesign of general education settings—from one-size-fits-all to a model amenable to differentiated instruction.

Other factors that will affect our grant-making direction are: 1) new accountability and standards, as well as inclusion mandates, which have increased both incentives and pressures on educators; and 2) the increasing demand for strong teacher training and certification.

The Arts:

Reinvigorating the arts community, and supporting contemporary art and artists

In 1998, we shifted our focus in our arts grantmaking strategy to advance the field of contemporary art. This shift was prompted by the Tremaine family's love of art, which is part of our legacy from Emily Hall Tremaine. Keeping in mind the Foundation's mission statement that its "efforts will reflect the entrepreneurial spirit of our family forbears and the founder's distinction for foresight, imagination and risk-taking," we pursued a comprehensive approach to the visual contemporary art field that would support both artists and curators.

Emily Hall Tremaine Exhibition Award

The Exhibition Award was created to honor the artistic vision of Emily Hall Tremaine who had a gift for juxtaposing art to make intriguing visual connections that were both aesthetically pleasing and thought-provoking. She believed these connections had the potential to advance public discourse and cultural conversations, a belief deeply shared by the Board. Through the award, we encourage curators to create thematic concepts that are challenging and experimental and then to develop those concepts into exhibitions that expand the boundaries of contemporary art. The award is presented to curators who propose concepts that are so that funding may be otherwise elusive.

In the second award cycle, which occurred in 2000, four curators were chosen by the esteemed jurors Robert Storr, formerly Senior Curator, Department of Painting and Sculpture at the Museum of Modern Art, N.Y.; Andrea Miller-Keller, independent curator; and Trevor Fairbrother, formerly Deputy Director of Art and Jon and Mary Shirley Curator of Modern Art at the Seattle Art Museum.

John Ravenal of the Virginia Museum of Fine Arts, won for the innovative concept *Outer and Inner Space: A Video Exhibition in Three Parts*; Larissa Harris of P.S. 1 Contemporary Art Center won for the concept *Heart of Gold*; Jessica Morgan of the Institute of Contemporary Art won for the exhibition *Art and Healing: Ritual and Transformation*; and Helen Molesworth of the Baltimore Museum of Art won for *Work Ethic*.

Empowering Visual Artists

The broad cutbacks at the National Endowment for the Arts and the decline of support networks for visual artists spurred our commitment to finding a strategic niche to address the needs of artists. Believing that the creative voice of independent visual artists is critical, in 1999 we decided to help initiate the Creative Capital Foundation. This collaboration of 23 foundations and individual funders makes multi-year grants to artists who are pursuing original approaches in the visual, performing, digital, and media arts.

Creative Capital is the only nationwide program that provides grants as well as business-planning and marketing assistance to participating artists. This individualized attention, provided by means of professional consultations and coordinated workshops, is one of the program's core components. It has changed the lives of the artists Creative Capital serves by empowering them to become self-sustaining and less reliant on a more patronage-oriented model of support. In addition, if their projects achieve commercial success, artists return a portion of proceeds generated by their funded projects to Creative Capital, thereby enabling the support of more artists in the future.

In 2001, Creative Capital completed their second award cycle. During their first two award years, they received over 4,000 applications from across the country and selected 118 projects. They continue to provide on-going strategic planning assistance to their original grantees.

Through our work with Creative Capital, we realized that in order for visual artists to thrive in the increasingly competitive contemporary art scene, they needed to master business-oriented skills and knowledge so that they could successfully manage their creative careers. Therefore, we decided to develop a strategy to build and strengthen networks, programs, information, and services to empower visual artists to prosper independently.

In 2001, we made exploratory grants as part of the development of strategy. Considering the importance of accurate, accessible, and understandable information for those in the visual arts field, a grant was awarded to the New York Foundation for the Arts to evaluate, improve, and disseminate their information resources for visual artists throughout the nation.

A second unique grant was made to

Creative Capital



The Tremaine Foundation's support for contemporary art honors the collection of the artwork amassed by Emily and Burton Tremaine. Piet Mondrian's *Victory Boogie-Woogie* was one of the most important paintings in the Tremaine's collection and was used as the inspiration for the Tremaine Foundation's logo. Robert Delauney's *Premier Disque* was acquired by the Tremaine's in 1953 and graced the cover of the Foundation's 1992 - 1995 report.

Emily Hall Tremaine firmly believed the positioning of artwork could be a potent fuel for discourse. This view was reflected in the decoration of the Tremaine's home. Robert Irwin's glowing disk *Untitled* (1970) is parallel to a drawing by de Maria, and both are complemented by a small sculpture by Jesus Rafael Soto. Further information on Emily Hall Tremaine and the Tremaine's collection can be found in her biography, *Emily Hall Tremaine: Collector on the Cusp*, published by the University Press of New England and available through any bookstore.



Creative Capital in 2001. Their unique framework of supporting artists through direct funding and empowering them through teaching strategic planning and other technical life skills has laid a foundation for progress in this arena. They have succeeded in achieving attitudinal changes among their artists, which affect the way their artists view themselves, their craft and their potential for success. Honing in on a key aspect of the program, our multi-year grant enabled Creative Capital to expand their Professional Development program to reach artists who are not among their grantees via a network of peer-to-peer strategic planning workshops. Based on the

model of the workshops available to their grantees for the annual summer retreats, they will be held across the country.

In the future, the Board foresees working with academic institutions, arts organizations, and museums to integrate business skills and strategic planning into the programs they offer. A key component of our work will be to assess, by means of polling and data-collecting, whether a shift has occurred in artists' attitudes toward their profession. It is hoped that they will come to see themselves as professionals, and will begin to define the terms with which their field interfaces with government and society.

• **Arts Grants:**

2000

Exhibition Award Recipients

The Baltimore Museum of Art

(www.artbma.org)

Baltimore, Maryland

Work Ethic

An exploration of the ways artists challenge, subvert, and question the creation of art through the labor of creating art.

The Institute of Contemporary Art

(www.icaboston.org)

Boston, Massachusetts

Art and Healing: Ritual and Transformation

An interactive exhibition examining the roles of ritual, narrative, metaphor, and movement to promote healing.

P.S. 1 Contemporary Art Center, Inc.

(www.ps1.org)

Queens, New York

Heart of Gold

The work of seven artists reflecting on themes raised by the actress Mae West's theatrical persona (e.g., money, dreams, capitalism).

Virginia Museum of Fine Arts

(www.vmfa.state.va.us)

Richmond, Virginia

Outer and Inner Space:

A Video Exhibition in Three Parts

An exploration of video as a discipline with its own history, underlying formal issues, and broadly shared thematic concerns.

2001

New York Foundation for the Arts

New York, NY

(www.nyfa.org)

To evaluate the delivery of technical information to visual artists.

\$30,000

Creative Capital New York, NY

(www.creative-capital.org)

To support the Professional Development Program that conducts strategic planning workshops across the country for artists.

\$200,000 over two years

To continue contribution to the Creative Capital Foundation, dedicated to supporting artists pursuing innovative approaches to form and content.

\$300,000 1999-2001

The Environment:

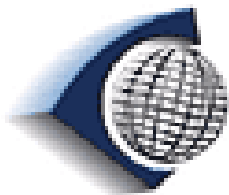
Harnessing the power of market forces and collaborative decision-making to bring about positive change

Addressing environmental issues has always been a fundamental priority of the Foundation. We have focused in the last two years on the use of consensus building in resolving environmental challenges, and in the application of market transformation strategies, especially as they relate to the quest for sustainable forest practices. Consensus-based decision-making brings together diverse stakeholders to work toward innovative solutions that are respectful of core interests, ideals and beliefs. Market transformation refers to ways by which the market can advance environmental priorities.

Consensus-Building

The Meridian Institute, a long-time grantee of the Foundation, is one of the leading organizations in the field of consensus building and collaborative problem solving. Their approach has proven increasingly valuable both on a local and national level. In 2001, our grant made it possible for Meridian, in partnership with two other grantees and communications experts, to conduct a study of attitudes toward consensus building among a wide array of opinion leaders and policy makers in the Western United States where the thorniest environmental issues often unfold. The study showed that collaborative approaches are frequently an effective means of dealing with contentious environmental problems. The report was distributed to over 1000 recipients in the U.S., mostly in the West.

Meridian has also conducted a series of Congressional workshops and meetings to enhance the use of consensus-based approaches at the Federal level. In the Senate, a bipartisan group of members of the Committee on Environment asked Meridian to help them think through their approach to regulating the emission of carbon and other pollutants from the nation's power plants. According to Sen. James Jeffords, chair of the Committee, in a letter to the Foundation he stated, the intervention of Meridian was, "...highly effective and brought together a variety of perspectives on a complex issue...It is no exaggeration to say that movement towards a more collaborative, inclusive way of addressing environmental and natural resource problems may hold the only real hope of releasing us from a self-destructive gridlock."

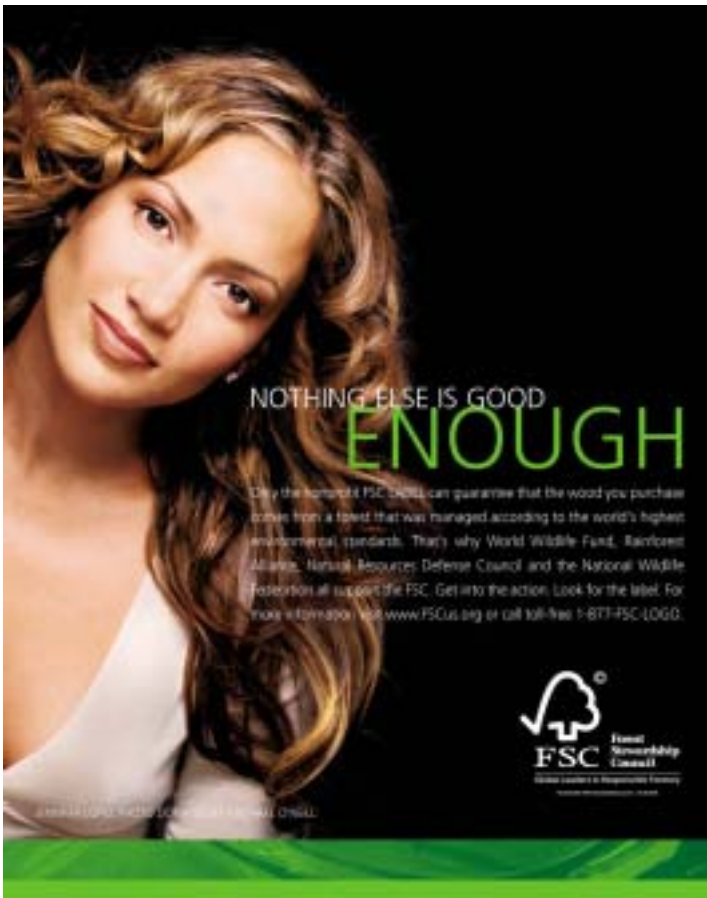


Market Transformation

In the area of market transformation, Forest Trends and the U.S. affiliate of the Forest Stewardship Council (FSC) received grants in 2000-2001. Both have made enormous contributions to sustainable development in the forest sector.

Forest Trends encourages the creation of investment markets for sustainably produced timber and timber products. Through their collaborative Katoomba Group, they have advanced the concept that financial investment flows can help, rather than hinder, the development of such markets. In doing so, they have increased the awareness that well-managed forests have economic as well as ecological and aesthetic value. In an article in Financial Times, the Executive Director of Forest Trends estimated that "the forest markets have huge potential value," pointing out that, "...the role of forests in stemming global warming by storing carbon could be worth \$2 billion per year."

On another front, the FSC has moved the forest industry from open opposition to strong support of certification as a means of encouraging sustainable forest practices. With help from the Foundation, specifically in capacity building and communications, FSC has increased the amount of certified forest acreage from 4 million to over 11 million acres in North America. Their strategic partnerships with organizations such as Home Depot, and their creative use of media figures, including Pierce Brosnan and Jennifer Lopez, have created a groundswell of support for their efforts. As imitation is the sincerest form of flattery, the U.S. forest industry has adopted its own form of certification. While certainly less robust than that of FSC, the industry standard now applies to over 60 million acres of forest in the U.S., up from 28 million acres just four years ago. Clearly, FSC has moved the market.



Through support from the Tremain Foundation and other members of the funding community, the Forest Stewardship Council (FSC) was able to develop and implement a strategic communication campaign to encourage market development for products from sustainably harvested wood. One of the results – clever public service advertisements featuring two of today's most recognizable celebrities. The entire campaign has led to an even greater recognition of the FSC logo and mission.



• **Environmental Grants:**

2001

Clean Energy Group

(www.cleanegroup.org)

Montpelier, VT

To support their work to educate commercial and industrial customers about the economic and environmental benefits of fuel cell technologies. \$30,000

Connecticut Fund for the Environment

(www.cfe.org)

New Haven, CT

To support CFE's investigation and analysis of opportunities within Connecticut's transportation sector to reduce greenhouse gas emissions. \$20,000

Connecticut Innovations

(www.ctinnovations.com)

Rocky Hill, CT

To provide seed money for the conception and implementation of Smart Power Connecticut, an organization which seeks to increase consumer demand for renewable energy. \$300,000

Forest Stewardship Council - US

(www.forest-stewardship.org)

Washington, D.C.

To help FSC-US to improve internal and external communications as well as to strengthen the organization's effectiveness. \$50,000

Forest Trends Association

(www.forest-trends.org)

Washington, D.C.

To support FTA's engagement of mainstream investors in sustainable forestry and help create new financial instruments and markets to support the emerging industry. \$75,000

Meridian Institute

(www.merid.org)

Dillon, CO

To support an evaluative review of the impact of the collaborative process on society. \$13,150

To support the summarization and dissemination of the findings of the report by Beldon, Russenello and Stewart about consensus messaging to collaborative-oriented organizations nationwide. \$30,000

The Trust for Public Lands

(www.tpl.org)

New Haven, CT

To support research, analysis and assessment of current community level planning model, greenprinting and opportunities to apply that model throughout the United States. \$48,500

2000

Forest Stewardship Council

(www.forest-stewardship.org)

Washington, D.C.

To help FSC-US to use communications to effectively promote FSC-certification and to remain the leading system for landscape-level forest conservation in the U.S. \$75,000

Forest Trends Association

(www.forest-trends.org)

Washington, D.C.

To support FTA's engagement of mainstream investors in sustainable forestry and help create new financial instruments and markets to support the emerging industry. \$75,000

Meridian Institute

(www.merid.org)

Dillon, CO

To support a series of congressional workshops on consensus-building techniques, and to support efforts to move consensus-building more broadly into the national mainstream. \$100,000

New Theme-Based Approaches

Having learned a great deal from our grantee partners about collaborative problem-solving and market transformation strategies, we are emboldened to apply these approaches to some specific environmental challenges that confront us.

Our new theme-based approach to environmental grant making has resulted in the development of guidelines in the following two important areas. Our Climate Change: Connecticut Initiative will pioneer strategies for addressing global warming at a state level. We will also advance an agenda for innovative approaches to Protecting Open Space. It will emphasize the critical role of planning strategies that involve communities at a regional level in creating and implementing a vision for protecting the places they value. In both instances, our experience and the knowledge we have gained from our all of previous grantees will be essential.

The Third-Generation Associates' Program:

Building a solid base of philanthropic experience and knowledge

"We shall pursue our mission so that the Foundation will also engender family unity, equality, and mutual respect, and serve to educate family members in philanthropy, service and stewardship." The past two years have marked the further evolution of the Associates Program to execute the ideals articulated in the mission statement.

The Associates Program was established in 1996 when the Board recognized the need to involve the next generation of Tremaines in the Foundation's activities. While participation in the Program was open to any family member from age 16 to 72, in actuality it was a formalized way to encourage and prepare the younger generation to become stewards of the Foundation.

In 1999, the Board of Directors composed the document Cornerstones for the

the G3's, currently ages 16-32. From the reassessment, the Board realized that the degree of involvement of the G3's would increase as they reached different levels in their lives. However, only the G3's themselves could bring about true engagement. Most importantly, the Board recognized that the G3's were maturing and desired more responsibility and ownership of their grant-making initiatives. The reassessment resulted in a fundamental shift in the embodiment of the Associates Program to include Associates retreats, pooled grant-making, committee service, and the Matching Grants Program.

Associates Retreats

In line with the provision of greater decision-making power, the Board decided not to set an agenda for the 2001

Third Generation Associates (From Left to Right): Dylan Stanley, Evan Stanley, Kady Tremaine, Palmer DePetro, Amanda Stanley, Jordan Nodelman, Alexandra Tremaine, Tyler Tremaine, WyndSOR DePetro, Cleighton DePetro.



Future, which set specific goals for the election of new second-generation directors to the Board, as well as for the election of the first directors from the third generation (G3's). In addition, components were added to the Associates Program to broaden the avenues for their involvement.

In 2001, the Board realized that involving the next generation and engaging them were two different concepts. With this realization, the Board decided to evaluate and reassess the Associates Program and to redesign it based on the guidance of those it was primarily serving,

Associates Retreat, but instead to have them fully participate in the board meeting held conjointly. With great enthusiasm, the G3's were involved in all aspects of the meeting, from the Friday evening reception through the Sunday afternoon closing session, including the various committee meetings.

Throughout, they were encouraged to ask questions during the presentations and to participate in all of the discussions for both the program areas and the financial topics. The retreat concluded with a candid discussion between the Board and the G3's about the Associates Program.

Pooled Grantmaking

The year 2001 marked a turning point for the G3's as they took ownership of the grant-making process. Concluding their grantmaking in wood use reduction, they chose to diverge from the Foundation's three focus areas and develop a new strategy that would enable them to better connect with their grants. First, they formed the Associates Grantmaking Group (AGG) who were interested in taking leadership in the grantmaking. Second, they selected a new focus—meeting the educational needs of local inner-city youth. Then they elected a representative from within the group to work with the staff and Board to execute the grant strategy.

The AGG was dismayed at the disparity of resources available to schools in inner city communities compared to their suburban counterparts. They decided to invest in one elementary school over a period of time to increase its educational resources. The group selected the Bridgeport, Connecticut, school system and awarded a grant to the Maplewood School, an elementary school with a diverse student body located in the heart of the city. The initial grant was to equip the school with laptops and wireless Internet access for the fifth and sixth graders. The goal is to help them become computer-literate and able to use computers as effective learning aids.

In the process, the G3's dealt with the same grantmaking issues that the Board handles, reached consensus among a diverse group of people to achieve a common goal, and communicated their interests effectively with each other, the Board and the staff.

Committee Service

A marked increase of G3's became non-voting members of the program committees, art, environment, and learning disabilities. As members, the Associates were eager to bring their inquisitiveness and fresh perspective to the programmatic work of the Foundation. In 2000-2001, they took the time to read through grant applications and in some cases made site visits. As a result, their input was invaluable to committee decisions about program direction and individual grants.

Matching Grants Program

As part of the reassessment of the program, the Associates reaffirmed the worth of the Matching Grants Program and chose to continue participating in it. The program provides them with the opportunity to learn the value of using their personal finances to leverage additional support for organizations and causes about which they are personally concerned. The Foundation provides a 10:1 match with a limit of \$500 for a contribution that they make to a non-profit organization in their community.

• *The Third Generation Associates' Program Grants:*

Maplewood Elementary School

Bridgeport, CT

To equip the school to have a wireless Internet capacity for laptops.

\$35,000

2001

Business for Social Responsibility

San Francisco, CA

To eliminate the use of woods from old growth forests in the business practices of selected influential companies.

\$25,000

2000

Coastal Rainforest Coalition

San Francisco, CA

To support their leadership in the markets campaign to change the purchasing and selling practices of STAPLES to increase their acquisition of high content post consumer recycled paper and eliminate the purchasing of any products that contain materials from old growth forests.

\$25,000

2000

Statements of
Financial Position—
Modified Cash Basis

Statements of Financial Position:
December 31, 2001 and 2000

	2001	2000
Cash and cash equivalents:	3,597,474	310,291
Prepaid excise taxes	28,823	41,727
Office equipment, net	83,054	82,707
Investments, at market (cost - \$95,531,382 and \$101,458,476 in 2001 and 2000, respectively):		
Money market funds	519,071	555,954
U.S. Government and corporate fixed income Securities	14,547,473	14,590,766
Common stocks	32,604,920	41,432,086
Limited partnerships	17,819	49,235
Mutual funds	38,513,154	43,729,769
Total investments	86,202,437	100,357,810
Total assets	\$89,911,787	\$100,792,535
Net Assets		
Unrestricted net assets	89,911,788	100,792,535
Commitments and contingencies		-
Total net assets	\$89,911,788	\$100,792,535

Selected Discretionary Grants

Besides the grants made by the Emily Hall Tremaine Foundation as a whole, each board member has the privilege of making discretionary grants every year from limited funds reserved for that purpose. These grants constitute a small proportion of the total. The Foundation does not receive applications for discretionary grants. This list of selected discretionary grants reflects the diversity of the board's personal philanthropic interests.

Burton G. Tremaine, Jr.

*John's Island Foundation, Inc.
Indian River Shores, FL
Charitable Support for Indian
River County
\$5,000 2000*

*Island Health Project
Fishers Island, NY
A Campaign for the Health of
Fishers Island
\$10,000 2000-01*

Burton G. Tremaine, III

*Midstate Medical Center
Meriden, CT
Support of the Arts Program
\$15,000 2000*

*University of Vermont
Burlington, VT
Support of ACCESS
(Accommodation, Consultation,
Counseling &
Educational Support Services)
\$25,000 2000-04*

Dorothy Tremaine Hildt

*Cleveland Center for
Contemporary Art
Cleveland, OH
Support of Curatorial Fellow
\$27,000 2000-01*

*Hathaway Brown School
Shaker Heights, OH
Support for the Middle School
Center for Learning Resources
\$100,000 2001-03
\$10,000 1999*

John M. Tremaine

*Aldrich Museum of
Contemporary Art
Ridgefield, CT
General Support
\$10,000 2001*

*New York Times
Scholarship Fund
New York, NY
College Scholarship Fund
\$48,000 1999-02*

Janet Tremaine Stanley

*School Of The Arts
(Tacoma's Arts High School)
Tacoma, WA
Support Tacoma Schools-Gates
Fdn Challenge grant
\$60,000 2001-02*

*The Fund for Women and Girls
Tacoma, WA
Support of the Endowment Fund
\$10,000 2000*

Sarah C. Tremaine

*Crossroads Waldorf School
Crozet, VA
Support of a School
Infrastructure
\$105,000 2000-01*

*FOCUS Women's Resource
Center
Charlottesville, VA
Support for Strategic Planning
\$19,000 2000*

Arthur J. Bulger, Jr.

*American Fisheries Society
Bethesda, MD
AFS Book Publishing
Endowment
\$5,000 2001*

*Sea Research Institute
Mystic Aquarium
Mystic, CT
Support of Educational
Programs
\$10,000 2001*

Atwood Collins, III

*Brown University
Providence, RI
University Men's Crew Annual
and Endowment Funds
\$100,000 2000-03*

*Yale University
New Haven, CT
Support of the William S.
Beinecke '36 Endowment
\$10,000 2001*

Kenneth Bryant Wick, Jr.

*Harvard College
Boston, MA
Support of the Annual Fund
\$5,000 2000*

*Hillside School
Marlborough, MA
Support Capital Gift Campaign -
Tutorial Center
\$100,000 2000-04*

Barbara S. Tremenine

*Carlos Otis Clinic
Stratton Mountain, VT
Support of Capital Campaign for
New Ambulance
\$15,000 2000-01*

*Rollins College
Winter Park, FL
Support of Capital Campaign
\$10,000 2001*

Susan C. Tremaine

*Aldrich Museum of
Contemporary Art
Ridgefield, CT
General Support
\$10,000 2001*

*First Church of Round Hill
Greenwich, CT
Outreach and Avery Manchester
International Fund
\$9,500 2000-01*

Philip T. Stanley

*Henry Ferguson Museum
Fishers Island, NY
Support of "Osprey Campaign
2000"
\$5,000 2000*

*Tacoma Art Museum
Tacoma, WA
Support Educational Programs
and
General Operations
\$23,500 2000-01*

Co-Funded Grant

*Burton G. Tremaine, Jr.,
Burton G. Tremaine, III and
Atwood Collins, III*

*Salisbury School
Salisbury, CT
Support to convert Belin Lodge
to an Arts Center
\$250,000 2000 - 2004*

**Inquiry Submission
Guidelines**

While the Emily Hall Tremaine Foundation occasionally receives letters of inquiry, it should be understood that unsolicited proposals and letters of inquiry rarely develop into a grant, and are not encouraged. Most Foundation grants result from our consultations with experts in our three focus areas to proactively identify organizations whose approaches match our strategies and priorities. Once identified, the Foundation works in partnership with these organizations to co-create programs that advance our areas of focus.

Other organizations actively pursuing our objectives, and who wish to inform us of their work, may nevertheless submit an informative two-page letter highlighting the following: the organization's mission, goals, strategies, history, and the programmatic and geographic scope of its activities. However, the Foundation does not normally respond to these inquiries, other than to acknowledge their receipt.

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