Laying Foundations for Change: Capital Investments of The Atlantic Philanthropies



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# Laying Foundations for Change: Capital Investments of

The Atlantic Philanthropies Front cover: The climate façade at the Engineering Building, National University of Ireland, Galway. The award-winning building functions as a "living classroom" that allows students to study engineering principles in reference to the facility itself.

Endpapers: A two pence coin, found by Chuck Feeney on a tour of the Cicely Saunders Institute, King's College London, remains taped to the wall, with his message.

Page 1: Tristan Adams at home in Cape Town, South Africa, after recovering from heart surgery at the pediatric intensive care unit at the Red Cross War Memorial Children's Hospital. The Atlantic Philanthropies funded the hospital's new operating theaters.

Page 2: The Ussher Library at Trinity College Dublin fits seamlessly into Trinity's traditional campus—it backs the cricket pitch in the foreground while modernizing and linking Trinity's library system.

Page 4: Camella Wilson, researcher, UCSF School of Medicine, in her office at the UCSF Medical Center at Mission Bay, one of Atlantic's largest philanthropic investments.

Page 6: Hoang Van Sy walking in his garden in Viet Nam's central Quang Binh province, after recovering from heart surgery at Hue Central Hospital's Cardiovascular Center. With support from Atlantic, staff from the state-of-the-art building, equipped with modern medical technology, have performed over 6,000 open heart surgeries, including the first heart transplant performed solely by Vietnamese medical personnel.

Page 8: Eight-day-old Alain Daniel in the maternity ward at the main hospital on Cuba's Isle of Youth. The Atlantic Charitable Trust helped rebuild the island's medical infrastructure after a series of devastating hurricanes.

Page 10: The atrium of the Irish World Academy of Music and Dance at the University of Limerick features a mosaic by the late Desmond Kinney depicting the lore of the origin of the River Shannon. Atlantic funded 90% of the buildings on the University of Limerick campus.

Page 12: Chanda Le, class of 2017, Cornell University School of Hotel Administration. Each year the students at Chuck Feeney's alma mater run the Statler Hotel for a day. Atlantic has donated over \$1 billion to Cornell, which played a formative role in Mr. Feeney's belief that the built environment can create opportunities for young people.

Page 14: The future site of the Cornell NYC Tech Campus on Roosevelt Island, in the East River across from Manhattan. Atlantic's \$350 million grant leverages support from other sources and is intended to maximize educational opportunity, job creation and economic impact.

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# Contents

	Dedication 20	Foreword 21 Christopher G. Oechsli	<b>Introduction</b> 22 Bill Gates	
Part I	A Brief History of The Atlantic Philanthropies 24 Liz Welch	Philanthropic Leverage 34 Matthew Bishop	Scanning the Skyline 40 Tony Proscio	
Part II	Ireland, North and South 49	South Africa 147	Viet Nam 205	Australia 263
Geographies	University of Limerick 60 Dublin City University 84 Mercer's Institute for Successful Ageing at St. James's Hospital 96 Trinity College Dublin 98 Marymount University Hospital and Hospice 104 University College Cork 108 National University of Ireland, Galway 112 Queen's University Belfast 122 University of Ulster 134 Millennium Forum Theatre and Conference Centre 140	University of the Western Cape 156 District Six Museum 164 Nelson Mandela Gateway 168 Operating Theatres at Red Cross War Memorial Children's Hospital 172 Sabona Eye Centre 180 University of the Witwatersrand 186 Constitution Hill— Old Fort Museum 196	National Hospital of Pediatrics 214 Ireland-Viet Nam Blood-Borne Virus Initiative 222 Royal Melbourne Institute of Technology University 228 Hue Central Hospital 234 Hue University 238 Hue University of Medicine and Pharmacy, Faculty of Public Health 244 Commune Health Centers 248 Da Nang Eye Hospital 256	Translational Research Institute 272 Queensland University of Technology 276 University of Queensland 280 Walter and Eliza Hall Institute of Medical Research 290
	Cuba 297 Isle of Youth Research and Education Facilities 306 William Soler Pediatric Teaching Hospital 310	United States 315 Cornell University 322 Cornell University NYC Tech Campus 346 Stanford University Medical Center 352 University of California, San Francisco Mission Bay Campus 358		
	About This Book 381 Christopher J. Klatell	Photographers 382	Photo Credits 385	
	Acknowledgments 386	Index 388		

For more stories, images and an interactive experience please visit www.layingfoundationsforchange.org

To Charles Francis Feeney, visionary and trailblazer for a new approach to philanthropy.

"Cease-fires, and Velvet Revolutions and The Atlantic
Foundation are parts of a saving undersong within the music
of what happens as our century comes to an end."
– SEAMUS HEANEY, OCTOBER 1997

# Foreword

Imagine having the resources to build something that can dramatically alter the lives of people, communities, even nations. Conversely, imagine an unassuming man coming to you and asking what you could build to change many lives, of the people in your community or even your nation. Imagine the possibilities. That's what this book is about. It's about fields of dreams, and about the people who were asked to imagine what could be built upon those fields to improve the lives of people, and of the people who come and till those fields and are part of that change. It's a visual and narrative story of Charles Francis "Chuck" Feeney and The Atlantic Philanthropies and what literally laying the foundations for change means for people and nations.

A brief bit of background on Chuck Feeney (the full story is told by Conor O'Clery in his biography *The Billionaire Who Wasn't*): Chuck co-created the world's largest and most successful duty-free retailer and in turn spawned successful investments in other global enterprises, through his business vehicle the General Atlantic Group, ranging from Pacific resorts to early U.S. Internet technology companies, and a lot in between. But that was just the beginning; just a platform for his life's work. The wealth that Chuck and his business teams generated was placed in a different kind of investment vehicle for a higher type of return. Chuck's vehicle became The Atlantic Philanthropies, and the quest for visible improvements in the human condition became his measurement for rate of return on its investments.

The roots of this book lie in Chuck's fundamental request of Atlantic's philanthropy: "What will we have to show for it?" Showing what is possible, what is achievable, is not easy because the ripples of the visible extend well beyond the ken of photography, and beyond narrative. With the help of Magnum's photographers and photography students from seven Atlantic regions, we have tried to capture the visible and glimpse the spirit of the less visible.

First, and most visibly, we have captured in the first volume a few of the many buildings that were supported some inspired—by Chuck Feeney and Atlantic. The Compendium (volume two in this box) tries to capture the more comprehensive breadth of that sweep and includes a summation of more than 300 capital projects. Chuck has always wanted to help people in tangible, lasting ways. Capital investments are *concrete* manifestations of his philosophy of Giving While Living. In his inimitable American Zen articulation: "Good buildings for good minds can make a big difference in the lives of a lot of people." Capital projects account for almost one third of Atlantic's total grantmaking of \$6.8 billion, as of August 2014.

But the buildings that Chuck and Atlantic launched have always been about the people who dreamed them and who inhabit them: the leaders, innovators, scientists, educators, medical doctors, nurses, students, patients, social workers, community and rights activists, athletes, thespians, musicians and audiences. The buildings are intended to house and serve young, vulnerable children; curious and aspiring youth; engaged professionals and dignified elders. They are the homes, the incubators of change, in the lives of those who come to them.

Atlantic's programs complemented these facilities. Among the buildings in this book you will glimpse in people's eyes some of the less visible, but most essential, impact that these buildings and programs have made. These faces speak volumes.

Beyond even the buildings and the people, Atlantic's investments enhance economic development and build communities. The University of California, San Francisco's Mission Bay campus; Royal Melbourne Institute of Technology University's Saigon South campus; Parkville Precinct in Melbourne; Cornell NYC Tech, Roosevelt Island; Queensland University of Technology's Kelvin Grove campus; University of Limerick—virtually all hatched with Chuck personally engaged at their inception—are a few examples. The ripples of jobs, innovation, cultural energy, health and connectedness are barely hinted at in this book. But if you read the notes of those who are in the middle of these projects and look at and invest some sober imagination in the photos, you can't escape the implication that these buildings and the activities they house are central to lifting up entire communities, and, yes, even nations.

It is not in Chuck's character to take credit. He knows opportunities and achievements are due to many people-and Chuck and Atlantic have bet on, supported and worked with many great and inspiring people, guite a few of whom prefer to remain anonymous. No buildings bear Chuck's name, though in a couple, someone managed to sneak a plaque onto a wall, unable to bear to think that Chuck's munificence might go unnoticed. But Chuck himself has been clear about this. He has been known to insist that if a name is to appear somewhere on a plaque or honor roll it be the name of another donor who was willing to take Chuck's challenge to contribute in a big way. Or that it bear a modest reference to The Atlantic Philanthropies. Why? There have been more than 300 Atlantic employees in seven regions over more than 30 years investing themselves in helping to build others' dreams. There have been more than 6,000 grants to more than 2,000 grantees in that period. Atlantic's team, these grantees and their staffs, are the architects, the designers, the engineers, the builders, the laborers and maintenance crew, literally and figuratively, for all of Atlantic's works. Though too numerous to name, each deserves praise for what you see in these volumes and beyond.

It is, however, inescapable that Chuck Feeney has been the force at the inception of these works, a formidable force for good and for building more good. It is our hope that Chuck's and Atlantic's work—as captured here—might inform and motivate others to engage in similar efforts to improve lives. No doubt, if you build it, that change will come.

- CHRISTOPHER G. OECHSLI, President and Chief Executive Officer, The Atlantic Philanthropies

# Introduction

Chuck Feeney is a hero. He probably wouldn't like that characterization very much. But his modest manner and thoughtful embrace of philanthropy make him a figure that everyone can learn from. I certainly have.

In the early 1970s, Chuck read Andrew Carnegie's essay on wealth, which said surplus wealth should provide "ladders upon which the aspiring can rise." Not only did he become a convert, but he became one of the great philanthropists of our age, just as Mr. Carnegie had done in his.

In the early 1980s, Chuck and his family began to sell most of his immensely successful businesses and to focus on smart and compassionate investments around the world in health, education, and peace and reconciliation, among other fields.

Chuck made a living by building things, but his passion is cultivating opportunity. As he noted at our first meeting of the Giving Pledge, "Good buildings for good minds can make the difference in the lives of a lot of people." Chuck is unassuming, and initially he was most comfortable with giving anonymously. But his decision to become public with his giving has transformed philanthropy and most certainly inspired many others to get involved. Chuck's longstanding commitment to Giving While Living has been a guidepost for Melinda and me. Chuck has been a beacon to us for many years; he was living the Giving Pledge long before we launched it.

By quiet example, Chuck has been an icon of global philanthropy, and he has changed the philanthropic landscape. He is the consummate builder and giver. Chuck reminds us all of the importance of living our lives in service to others.

— BILL GATES, Co-Chair, the Bill & Melinda Gates Foundation

# A Brief History of The Atlantic Philanthropies

Facilitating the peace process in Northern Ireland. Catalyzing the creation of knowledge economies in the Republic of Ireland and Australia. Hastening the end of the juvenile death penalty and reducing the number of children without health insurance in the United States. Securing lifesaving medication for millions in South Africa afflicted with HIV/AIDS. Improving public health and health care equity in Viet Nam. These are just a few of the major accomplishments that The Atlantic Philanthropies have helped achieve since Chuck Feeney founded the organization in 1982. And yet, many close to Mr. Feeney say that he derives as much pleasure from far smaller achievements, such as witnessing a teenage girl beam when she goes online for the first time at one of the Atlantic-funded Learning Resource Centers in Viet Nam. Or seeing three young children from Hong Kong and Latin America in a joyous mood while learning Irish music at the Irish World Academy of Music and Dance. These moments, big and small, help explain why Atlantic's Board of Directors decided to limit the life of the foundation, which will have committed to investing more than \$7.5 billion by 2016. "I believe strongly in Giving While Living," Mr. Feeney once said. "I see little reason to delay giving when so much good can be achieved through supporting worthwhile causes today."

Born in 1931 in Elizabeth, New Jersey, Mr. Feeney was the middle of three children, and the first of his Irish American family to go to university. He considered his college experience, at Cornell, his gateway to success: There he met Robert W. Miller, with whom he later co-founded Duty Free Shoppers (DFS), the company that made both men billionaires, and Harvey Dale, who went on to earn his law degree at Harvard and to provide legal counsel to DFS. "By the mid-1970s, the DFS partners were each taking a profit of a couple hundred million dollars annually," Mr. Dale recalls. "Chuck had homes in Paris, Hawaii, Connecticut, New York;

but it became increasingly clear that he was uncomfortable with the lavishness of it all. He just didn't like it." Mr. Feeney read Andrew Carnegie's famous essay, "Wealth," which argued that the best way to use one's wealth was to help others. "After thousands of hours of conversation, Chuck decided he wanted to start putting his money toward philanthropy," Mr. Dale recalls. There was one catch, however: Mr. Feeney wanted the giving to be anonymous. It had given his company a competitive advantage, allowing it to investigate opportunities under the radar, and he felt it would give Atlantic's philanthropy an advantage, too. "The desire for anonymity was a combination of Chuck's humility and a desire to be flexible," says Christopher G. Oechsli, Atlantic's president and CEO since 2011. "He thought accolades and responding to the inevitable requests for funds would get in the way and wouldn't allow him to do what he wanted to do-meet people, talk, learn and act without attracting a lot of attention."

Atlantic's grantmaking throughout the 1980s and 1990s was driven by this ability to operate nimbly and in secret. Most of the early grants began with Mr. Feeney visiting a place, meeting an educator, a researcher, a physician or an artist and then sending a check. "Retaining anonymity allowed him to do these things without the dogand-pony shows," Mr. Oechsli says. "It allowed him to be much more effective." It also presented a challenge: Being anonymous made asking for outside advice impossible. Instead, Mr. Feeney and Mr. Dale had to figure out how to build a philanthropic organization on their own-which included moving Mr. Feeney's family to Bermuda to establish residency, as United States laws made anonymity impossible.

After two years of making mostly small grants, Mr. Feeney and his family were sure of the decision to devote their wealth to philanthropy, and the DFS shares—then conservatively valued in the hundreds of millions of dollars—were irrevocably transferred to Atlantic in 1984. Cornell, which had given Mr. Feeney so many early opportunities, had received a number of initial grants, but with bigger coffers, he started looking for investment opportunities in other countries: first in the Republic of Ireland, then Northern Ireland, Viet Nam, Australia and South Africa. The first four were places he had visited through his business dealings and that he felt shared a similar underdog quality—places that were being overlooked and therefore promised strong returns on Atlantic's philanthropic investments. South Africa shared those qualities too, but it was included in the Atlantic family primarily due to Mr. Dale's interest in supporting the country's new constitution, including by promoting black lawyers to advance the rights enumerated within that progressive document.

Atlantic established an office in New York to assist in its charitable giving, and Mr. Dale, who was the foundation's president from 1982 to 2001, worked on building a small staff, which would become another important piece of Atlantic's story. Both Mr. Dale and Mr. Feeney knew they would need deeply knowledgeable and trustworthy people to find worthy projects for Atlantic grants, especially given the organization's anonymity. "One of Atlantic's greatest legacies will be our staff," Mr. Dale points out. They were the ones on the ground, actively looking for grantees, as anonymity meant no institutions or organizations could apply for grants. Mr. Dale, at that point, was teaching law at New York University, acting as counsel to a law firm and running an anonymous organization that sought out its grantees instead of having them apply for support. "I told the dean of the law school and swore him to secrecy," Mr. Dale recalls. "And I suggested teaching nonprofit law, which provided a good cover." That led to the formation of NYU's National Center on Philanthropy and the Law, which gave Mr. Dale the ability to talk to presidents of foundations about how to run a philanthropic organization.

During Atlantic's first two decades, the foundation focused its grantmaking on strengthening higher education, particularly university systems. Having started with Cornell, Atlantic used the experience as a prototype and catalyst, specifically to re-envision and recast university systems in the Republic of Ireland and Northern Ireland to help foster knowledgebuilding and economic growth there. Ideas for early grants were almost always sparked by a dynamic person who Mr. Feeney felt could make extraordinary progress with Atlantic's financial support. In Ireland, that included Ed Walsh, then the president of the fledgling University of Limerick. Mr. Feeney, always an entrepreneur, saw the right ingredients in Limerick for an Atlantic investment: A stellar leader and an undervalued environment usually meant a ripe opportunity. Not long after meeting Mr. Feeney, Dr. Walsh met in Ithaca with Cornell's president, Frank Rhodes, who then flew to Limerick to offer advice as to how best to grow the university. With Atlantic's support, Limerick thrived and grew from 735 students in 1988 to in excess of 14,000 students in the 2013-14 academic year. And Dr. Walsh would eventually find himself on another airplane, this time to Viet Nam, to inform Atlantic's grantmaking there. "One of Chuck's gifts is he invites other people into his thinking," Mr. Oechsli says. "He likes to tie together relationships and then explore whether there is value in connecting them organically."

Interconnection and cross-pollination are trademarks of Atlantic's grantmaking: Grantees are encouraged to collaborate; ideas are exported; and similar types of projects—libraries/learning resource centers, pediatric and eye hospitals, athletic centers or translational research centers—are funded in its various regions. Crossfertilization also means that strategies—such as the use of large grants to leverage matching funding from government, which was pioneered in the Republic of Ireland and then exported to Northern Ireland, Australia, South Africa and Viet Nam—can be advocated and replicated successfully on the basis of tested models.



Chuck Feeney, the Founding Chairman of The Atlantic Philanthropies.

"If I had to pick a phrase that captures the Atlantic I've known ... it is 'humility and fierce resolve.' It's never been about Atlantic. It's always been about the fierce resolve to address the causes and constituents the foundation really cares about." — TOM TIERNEY, CHAIRMAN AND CO-FOUNDER OF

THE BRIDGESPAN GROUP

# Capital Grants by Geography and Decade

# \$45.1 Million

But the largely intuitive, relationship-driven approach to making large grants would soon start to shift, as would the focus on capital giving. In 1996, Mr. Feeney sold his DFS stake to Louis Vuitton Moët Hennessy (LVMH), and the foundation suddenly had an enormous influx of cash. A disagreement with Mr. Miller about the LVMH deal was heading to court, which meant Mr. Feeney's secret would ultimately be revealed. In a preemptive strike, he called *The New York Times* and on January 23, 1997, the newspaper ran a story entitled "He Gave Away \$600 Million and No One Knew." That changed Atlantic forever.

Reflecting the organization's increasingly international grantmaking, John R. Healy, then head of Atlantic's Dublin office, became the foundation's new president and CEO in 2001. Atlantic has maintained its practice of selecting grantees instead of considering requests from applicants, but Mr. Healy's approach to the process was more formal and proscribed than Mr. Feeney's, says Mr. Oechsli. It was also necessary for the foundation's next phase: Atlantic's Board of Directors announced in 2002 that Atlantic would be a limited-life organization that would complete grantmaking by 2016 and close its doors by 2020. Atlantic had invested \$2.5 billion at the time of the 2002 announcement and had a remaining estimated endowment of \$3.5 billion—which meant the organization would have to increase the pace of grantmaking. To do this in a systematic and organized way, Atlantic's Board of Directors established four categories of foundation initiatives-aging, disadvantaged children and youth, population health, and reconciliation and human rights-and formalized the Founding Chairman Program, which provided for Mr. Feeney to continue doing what he loved: identifying and recommending "big bet" projects.



The themes selected for the programs had their roots in Mr. Feeney's personal interests, but the process became less of an "informed intuition" approach, Mr. Oechsli says, and more structured, with funding decisions reviewed and made by the Board, informed by logic models, theories of change, and recommendations from an experienced team of staff members who had been recruited from the regions in which Atlantic operated. "The challenge for Chuck and this organization has been a productive, dynamic tension between being flexible, opportunistic and intuitive on the one hand, and disciplined, focused and strategic on the other," Mr. Oechsli says.

The next decade saw a smaller percentage of capital grants, and more money put toward programming, as researched and recommended by regional program directors and their teams. But the goal remained the same: to advance opportunity and lasting change for those unfairly disadvantaged or vulnerable to life's circumstances. Work by grantees on LGBT (lesbian, gay, bisexual and transsexual) rights in the Republic of Ireland, for instance, led to the passage of a landmark 2010 civil partnership law and a public referendum on civil marriage that is scheduled for 2015. A focus on gender equity in South Africa helped overturn the Communal Land Rights Act in 2010, enabling more than 16 million rural women to own property. A commitment to restoring dignity to aging in the United States resulted in the recovery of \$7.9 billion in unclaimed low-income benefits that were due to 1.6 million older adults. Mr. Feeney remained engaged as a member of the Atlantic Board and through the Founding Chairman Program, which allowed him to have direct impact and continue his quest for big opportunities. "It was a growth issue," Mr. Oechsli says. "The challenge was, when you can no longer have direct engagement in everything that's going on, what's a good approach? Chuck was searching for that answer."



Mr. Feeney and the rest of the Board decided that part of their new approach would be to let the world know about the work Atlantic was doing, in an effort to encourage others of significant wealth to engage in major philanthropic pursuits in their lifetimes. In 2011, Mr. Feeney signed the Giving Pledge, which its founders, Bill and Melinda Gates and Warren Buffett, all agree was inspired by Mr. Feeney's philanthropy. "He was ambivalent," explains Mr. Oechsli. "Chuck is not a joiner. He takes real pleasure in doing, not talking about it." But he hoped his involvement and example would inspire others to follow suit and to consider Giving While Living. In his pledge, Mr. Feeney wrote, "I also want now to add my own personal challenge and encouragement for Giving Pledge donors to fully engage in sustained philanthropic efforts during their lifetimes. I cannot think of a more personally rewarding and appropriate use of wealth than to give while one is living-to personally devote oneself to meaningful efforts to improve the human condition."

Then, in 2012, the generally reclusive and media-shy founder, whose name does not adorn a single building or program he funded, accepted three prestigious awards, including the first and only honorary doctorate of laws degree from all nine universities in Ireland, North and South; the Republic of Ireland's Presidential Distinguished Service Award for Irish Abroad; and the University of California, San Francisco's UCSF Medal, which acknowledges contributions to the university's mission of advancing health worldwide.

By the end of 2013, Atlantic had made \$6.5 billion in total grants, including a \$350 million grant to Cornell to fund phase one of the university's NYC Tech campus on Roosevelt Island. The largest single donation in Atlantic's and Cornell's history, this grant represents the kind of big bet Mr. Feeney has championed over the years, and had all the right components to inspire him: Cornell would receive the chance to create a world-class facility that combines academic innovation with applied research and practical applications, and that provides a forum



for thinkers from different fields to connect and challenge one another's ideas and theories. The campus would support New York City's push to establish its own Silicon Valley on a piece of land that, like Mission Bay in San Francisco and Da Nang in Viet Nam, is centrally located but had been long-neglected. The grant would reverberate beyond the students who study and faculty who teach on the campus and invigorate a local economy and impact a global one. All these developments would be equally thrilling to Mr. Feeney, who has often said that he wants to devote every last Atlantic dollar to creating opportunities, and would like his last check to bounce. While that is unlikely, his intent is clear: Mr. Feeney wants to invest the last penny on organizations that will continue to have impact.

Roosevelt Island, and other late, large-scale projects like the University of California, San Francisco's Mission Bay Campus, also bring Atlantic's philanthropic giving full circle: The foundation started by making capital investments, and is now ending with ones on an even larger scale that reflect the original vision but incorporate all the lessons learned along the way. These late grants are both intuitive and rigorously planned; they fund buildings that provide homes for the kind of progressive programming Atlantic has championed, while attempting to create a sustainable economic model that will allow the work to continue long after Atlantic shuts its doors. They build the foundations for change.

Mr. Feeney was 51 when he founded Atlantic, and he has said that he is glad he started the philanthropic process early. "It's a lot of work to start a giving program," he explained. "It doesn't happen overnight. If you want to give it away, think about giving it away while you are alive because you'll get a lot more satisfaction than if you wait until you are dead. Besides, it is a lot more fun."

— LIZ WELCH, author and journalist

# Milestones



### 1982

Chuck Feeney, co-founder of Duty Free Shoppers Group, Ltd. (DFS), establishes The Atlantic Foundation, the first of The Atlantic Philanthropies.

### 1982

Atlantic makes first (anonymous) grant, to Cornell University, Mr. Feeney's alma mater, for \$7 million to establish the Cornell Tradition. **Total gifts to Cornell:** \$1 billion

## 1980

### 1983

Atlantic makes \$2 million grant, its first investment in a building, to Cornell for a performing arts center. Total capital project investments worldwide: more than \$2.5 billion

### 1984

DFS ownership irrevocably transferred to Atlantic, vastly increasing its assets and grantmaking capacity.

**Royal Melbourne Institute** of Technology in Viet Nam opens in 2001 with 40 students; by 2014, enrollment is more than 6,000.

Chuck Feeney (I), founder of The Atlantic Philanthropies, and Harvey Dale (r), founding president from 1982 to 2001.

### 1990

Atlantic opens an office in the Republic of Ireland and makes its first grant there, to University of Limerick. Total grants in Republic of Ireland and Northern Ireland: more than \$1.7 billion

1990



### 1991

Atlantic makes first grant for promotion of peacebuilding, reconciliation and the protection of rights in Northern Ireland.

### 1994

Atlantic makes first grant in Bermuda, to the Coalition for the Protection of Children.

1999 Atlantic makes first grants in Viet Nam, to support higher education and health care.

Through 2014, 940 commune health centers, serving more than 9 million people in eight provinces, built or renovated.

### 1996

Atlantic sells holdings in DFS to LVMH for \$1.6 billion, bringing total endowment to \$3.9 billion.

> 1997 Chuck Feeney ends Atlantic's anonymity in an interview with The New York Times.

### 1998

Atlantic begins partnership with Irish government to fund university research and create a knowledge economy. **Total Atlantic investment** in Programme for

**Research in Third Level** Institutions (PRTLI): €178 million; leverages €1.1 billion from the Irish government

### 1998

Atlantic makes first grant in Australia, for biotechnology research.

### 2002 Atlantic Board decides to commit entire endowment by end of 2016 and conclude operations by 2020, to reflect Chuck Feeney's philosophy of Giving While Living, and formally establishes

Atlantic's mission: to bring about lasting changes in the lives of disadvantaged and vulnerable people.

### 2002

Atlantic Charitable Trust makes first grants in Cuba, for breast cancer screenings and equipping nephrology laboratories.



### 2000+



Nelson Mandela with John R. Healy, president and CEO of Atlantic from 2001 to 2007.

2002

Atlantic opens an office in South Africa, focusing on population health, postapartheid reconciliation, and human rights.

In 1998, Chuck Feeney actively supports and participates in the Belfast Agreement, leading to peace and a new system of government in Northern Ireland.

Change in customary law allowing rural women to own property enacted in 2010. Same-sex marriage legalized in South Africa in 2006.
### 2004

Atlantic begins funding efforts to abolish the U.S. death penalty. Investment as of 2014: \$44.2 million

### 2006

Atlantic starts efforts to ensure health coverage for uninsured children in the U.S. and establishes Elev8, a full-service community school model in Baltimore, Oakland, New Mexico and Chicago. Elev8 has helped leverage more than \$200 million from the U.S. government for school-based health center construction.

### 12% reduction in motorcycle deaths and 24% reduction in injuries by year-end 2008.

2007

Viet Nam government enacts helmet law for motorcyclists.

**U.S. Supreme Court rules juvenile death** penalty unconstitutional in 2005. Sixth U.S. state (Maryland) abolishes death penalty in 2013. Public opposition to capital punishment at highest level since 1972.



2013

2013

The Human Rights

Amendment Act is passed

discrimination on the grounds

grantmaking in South Africa, Viet Nam and Bermuda.

**Total Atlantic grantmaking:** 

in Bermuda, outlawing

of sexual orientation.

Atlantic completes

in Bermuda

2014

Gara LaMarche, president and **CEO of Atlantic from** 

2007 to 2011.

The Bermuda Community

Foundation established.

2012 For the first and only time, all nine universities on the island of Ireland jointly confer an honorary doctorate, to Chuck Feeney.

### 2012

2010

Atlantic's largest-ever investment enables Cornell University to build a technology and applied science hub in New York City to rival Silicon Valley. **Total investment:** \$350 million



\$354 million in South Africa, \$381.8 million in Viet Nam and \$28 million

Christopher G. Oechsli, president and **CEO of Atlantic from** 2011 to present.

2016 Atlantic to complete all grantmaking. Total expected philanthropic investment: more than \$7.5 billion

2020

2018-2020 Atlantic to conclude operations and close its doors.

2008

Health Care for America Now established, to promote health reform in the U.S. **Total investment** in advocacy and implementation of **Affordable Care Act:** \$72.6 million

The Affordable Care Act (ACA) enacted in 2010. By 2014, 9.5 million U.S. residents newly insured.

> 2009 The Giving Pledge is launched by Bill and Melinda Gates and Warren Buffett.

As of 2013, 2 million individuals receive antiretroviral (ARV) medication treatment in South Africa, from zero in 2004.

2011 Civil partnerships between gay and lesbian couples legalized in the Republic of Ireland.



A\$481 million

2012 Atlantic completes grantmaking in Australia, having funded 25 research facilities in four states and leveraged significant funding from the government. **Total program** grantmaking:

> In 2011, Chuck Feeney becomes the 59th signatory of the Giving Pledge, more than 25 years after giving his fortune away.

# Philanthropic Leverage

There is a certain sort of philanthropist who funds buildings to gain the immortality that comes from having his or her name carved in stone above the door. Chuck Feeney is not one of them. A lack of fanfare has been one signature theme of his giving, even if he has been persuaded to abandon his preferred anonymity in the interest of transparency. Yet so, too, has been putting up buildings, which has accounted for approximately one third of the \$6.8 billion or so his foundation has given away over the past three decades, mostly through The Atlantic Philanthropies.

Clinics in rural Viet Nam; health centers in schools in Oakland, California; a hospice in Cork, Ireland; and the Nelson Mandela Gateway to Robben Island in Cape Town, South Africa, have all benefited from Mr. Feeney's largesse. University buildings, in particular, are to Mr. Feeney what libraries were to Andrew Carnegie: the most tangible evidence of a bold and transformational approach to giving whose impact extends far beyond mere bricks and mortar.

The echo of Mr. Carnegie is no accident. "Wealth," which the steel magnate published in 1889, has been a source of inspiration to Mr. Feeney throughout his philanthropic journey. He has heeded the call for the successful businessman to give most of his money to good causes during his lifetime. Giving to fund buildings has played a crucial role in these meaningful efforts, not least because the best building projects are among the most effective ways to deploy large sums of money quickly while delivering benefits to society that can continue to flow for many decades.

In our book *Philanthrocapitalism: How Giving Can Save the World*, Michael Green and I describe the growing movement of entrepreneurial, impact-oriented donors whom we call philanthrocapitalists. These are philanthropists who bring to their giving the same can-do spirit and thinking that helped them prosper in business. (As Mr. Feeney put it in his Giving Pledge letter, "In business, as in philanthropy, I have always sought an independent, strategic edge where potential is often greatest, as well as opportunities that I can understand and to which perhaps I can contribute personally.") In the book, we describe Mr. Feeney's gifts to universities, in particular, as "probably the greatest example of philanthrocapitalistic giving to higher education" by the current generation of donors. This is because he has understood how the right building in the right place can be used to leverage large additional sums of money from other sources, including fellow philanthropists and government.

One way in which today's philanthrocapitalists differ from Mr. Carnegie and his peers is that even the largest personal fortune nowadays is tiny compared to the budgets of governments, multilateral agencies and multinational corporations, and, often, compared with the size of the problems they are trying to tackle. Unless donations are used to leverage other money to join the cause, philanthropic dollars are unlikely to stretch far enough.

### UNLEASH HUMAN CAPITAL

Mr. Feeney's gifts of buildings have shown him to be a master in the art of philanthropic leverage. University facilities, of which many have been built or upgraded with his foundation's money as far afield as Australia, the United States, Ireland, Viet Nam and South Africa, are in some ways an inherently leveraged gift, because they help unleash the human capital of the researchers and students who work in them. Mr. Feeney emphasizes the impact buildings can make in people's lives. But not all buildings are equal, even university buildings. Over time, Mr. Feeney and his colleagues at The Atlantic Philanthropies have become increasingly adept at achieving leverage by identifying when a physical infrastructure can help lift an impactful institution or organization to a higher level of impact and how to use it to recruit other funders and even drive systemic change. In this sense, investing in buildings is really about betting big on the people who will lead and make use of them, through personal engagement, often over many years. Mr. Feeney has come to know well and believe in these people as forces for good.

His initial giving for buildings at Cornell University, which has now received \$1 billion of his fortune, was driven more by gratitude to his alma mater than by a coherent longterm leverage strategy. Contrast that with his foundation's recent \$350 million gift to help build Cornell's applied technology campus on Roosevelt Island in New York's East River, which was accompanied by significant matching grants from government and other donors, as well as an impact assessment forecasting that the new campus would create an estimated 20,000 short-term construction jobs, 38,000 permanent jobs and 600 spin-off companies, as well as generating more than \$23 billion in economic activity and \$1.4 billion in additional tax revenues in its first three decades.

As Mr. Carnegie would not provide the capital to build a library until the community where it was to be located committed to paying for its ongoing operating costs, so has Mr. Feeney increasingly given on condition that others join him in doing so. Among other things, this requirement provides a useful market test of whether a building is a genuinely useful investment rather than a rich man's folly. Typically, Atlantic's support of buildings has generated three times as much in matching funds, though in some cases the multiple has been far higher.

This strategy really took off in 1997, when Mr. Feeney decided to add to his already substantial giving to universities in Ireland and Northern Ireland. On the grandest scale, this was born out of his belief that a strong economy would promote peace and reconciliation among the island's divided communities, and that developing a knowledge-based economy was the best strategy for attracting international companies and the better jobs that would come with them.

### THE ART OF LEVERAGE

Having initially funded building at Irish universities such as Limerick and now convinced that the time had come for Ireland to get serious about postgraduate research, Mr. Feeney and his team at Atlantic entered into direct negotiations with the government over a match funding deal. The result was an initial publicprivate partnership to boost this research, which has gone on to provide approximately 100,000 square meters (1.1 million square feet) of new research facilities, 46 research institutes or programs, 1,000 research positions and 1,600 new postgraduate positions. The €178 million (\$262 million) given to this scheme by Atlantic has leveraged more than €1.1 billion (\$1.3 billion) in matching spending by the Irish government. This success did not come easy. Indeed it required that Mr. Feeney behave like a hard-nosed businessman in his philanthropy. When, in 2002, a newly elected government tried to wriggle out of its commitments, Mr. Feeney made it clear that Atlantic's money would stop flowing unless the government honored the original agreement. Rightly sensing that he was serious, the government did the right thing and the project was soon back on track.

Mr. Feeney's relationship with the University of the Western Cape (UWC) in South Africa is another great example of the art of leveraging buildings. After the end of apartheid, 85 percent of the school's students were black and poor. To retain and attract leading scientists and students, and establish UWC's reputation as a serious research institution, Atlantic invested in a state-of-the-art Life Sciences Building, which has helped UWC become ranked by the South African National Research Foundation as first in research impact in biology and biochemistry, molecular biology and genetics, and physics. As a condition of the funding, the government of South Africa matched Atlantic's grant, ending a 15-year moratorium on spending for higher education infrastructure. This seems to have turned on the spigot of investment in higher education by the government, which has since provided all its universities with a further ZAR6.9 billion (\$880 million) for infrastructure. Not a bad return on Mr. Feeney's ZAR190 million.



Jane Goodman being monitored at the Cardiovascular Care & Prevention Center at the UCSF Smith Cardiovascular Research Building. UCSF has leveraged Atlantic's support into an entirely new, state-of-the-art medical campus that focuses on linking patient care to cutting edge research.



A tuck shop, or food stall, in rural Zeerust-Lehurutshe, North West Province, South Africa, outside the Clinical Associates training program supported by Atlantic. The new facility creates a sustainable model for improving population health in medically underserved areas of South Africa, while also generating economic activity at the local level. Similarly, as his involvement grew with universities in Queensland, Australia, he saw the opportunity to develop a biotech industry where none existed. The A\$102.5 million (\$61 million) Atlantic provided for three buildings in Queensland—the Translational Research Institute, Queensland University of Technology and Queensland Institute of Medical Research (now QIMR Berghofer Medical Research Institute)—was the single largest philanthropic gift to higher education and medical research in the history of Australia. In partnership with government, it has led to the construction and expansion of many additional university and medical research institutes.

Ironically, Mr. Feeney's purposeful efforts to avoid placing his name on buildings has made it easier for the recipient institutions to seek complementary funding with the prospect of naming rights. So Cornell's New York City campus will be the Joan and Irwin Jacobs Technion-Cornell Innovation Institute, whilst buildings that Mr. Feeney helped fund at the University of California, San Francisco, include the UCSF Betty Irene Moore Women's Hospital, UCSF Benioff Children's Hospital and UCSF Bakar Cancer Center.

Mr. Feeney has also achieved leverage outside the university sector. In Viet Nam, Atlantic has been investing in improving community primary health care, including funding the construction or renovation of more than 940 local commune health centers. The \$259 million of Atlantic's money deployed in Viet Nam's health care system since 1999 has secured \$690 million in matching funds from both national and provincial governments and other donors. A less direct way of leveraging government funding has been exemplified by Atlantic's Elev8 initiative—a flexible, full-service community school model that includes school-based health centers in Baltimore, Chicago, Oakland and the state of New Mexico that has received more than \$100 million from Atlantic since 2006. Advocacy efforts led by the School Based Health Alliance, another Atlantic grantee, have helped to secure more than \$200 million for school-based health center construction throughout the United States.

Buildings have also been at the core of Mr. Feeney's efforts to leverage goodwill and collective memory to promote peace and reconciliation in divided societies. In this respect, even building a place where people of different backgrounds can have fun together, such as the Millennium Forum Theatre and Conference Centre in Derry/Londonderry, Northern Ireland, can have an impact far beyond what goes on within its walls. Investing in the Nelson Mandela Gateway to Robben Island, the expansion of the District Six Museum (memorializing 60,000 inhabitants who were forcibly removed from their homes in a racially mixed area of Cape Town during the 1970s), and restoration of Johannesburg's Old Fort at Constitution Hill (turning the Old Fort prison into a museum about the struggle against apartheid) were part of a "memory portfolio" strategy based on the belief that preserving historic sites—which the government did not consider a priority at the time—would keep alive memories essential to the process of societal healing in South Africa and provide a permanent reminder of the importance of democracy.

As Mr. Feeney begins to pass the philanthropic baton to the next generation of philanthrocapitalists, the lesson they should learn is that even traditional forms of giving such as putting up buildings can be leveraged into massive social impact—especially if you don't insist on putting your name above the door.

— MATTHEW BISHOP, *New York Bureau Chief of* The Economist *and co-author of* Philanthrocapitalism: How Giving Can Save the World.

## Scanning the Skyline: Lessons from 30 Years of Capital Grantmaking

Buildings have a special allure for philanthropy—their mass, their unambiguous reality, their durability, their promise of sheltering great transformative enterprise—that few other achievements can match. They also conjure a cloud of distinctive risks: the possibility of inadequate maintenance, financial drain, premature obsolescence, the danger that the activities they house may not end up being all that transformative.

For a certain kind of donor—the philanthropist as creator, whose passion is to summon new things into being—the appeal of a building, if well planned and managed, more than compensates for the risks. It can transform the physical landscape, concentrate attention and resources on important lines of work, galvanize public will, raise standards of effort and performance, perhaps make a striking architectural statement. Yet even from this vantage point, the goal is rarely the thing in itself, but the activity it makes possible: superior learning and discovery, more effective human services, accelerated scientific or technological innovation, improved medical care, or intensified creative energy, will and collaboration.

In other words, if done properly, philanthropic support for a building is not the purchase of a product. It's an investment in enterprise, a longterm underwriting of whatever goes on inside. As Chuck Feeney summed it up in 2010, capital philanthropy creates "good buildings for good minds" that in time "can make the difference in the lives of a lot of people." Partly for that reason, it is especially popular among entrepreneurial givers, for whom building a business and building a cause are related undertakings.

Admittedly, for another kind of donor—let's say, the philanthropist as reformer, whose aim is to change policies and systems, to alter ideas and practices, to improve the way societies and economies function—buildings can trigger more aversion than fascination. Their scale and finality may seem, to some, too costly and irreversible, too inflexible a bet on one thing in one place.

Among institutional funders especially, this aversion to buildings is fairly common. Unlike individual donors, institutions may not derive much satisfaction from placing their names on a structure; many also fear a latent stream of future requests to keep funding maintenance and improvements long after a building is finished. For whatever reason, as South Africa's Constitutional Court Justice Albie Sachs put it elsewhere in this book, "Anyone connected with philanthropy could have told us that we would be wasting our time trying to get funding for physical infrastructure. Money could go for equipment, salaries, transport and conferences, but never, ever for buildings." An exception to that rule, Justice Sachs discovered, was The Atlantic Philanthropies.

Perhaps the most significant and fascinating revelation from the hundreds of capital projects in these pages is that Chuck Feeney and Atlantic together have managed to be both kinds of philanthropist, creator and reformer, in one. Though Mr. Feeney's personal enthusiasm has tilted toward creation, and his foundation's institutional efforts have tilted more toward reform, each of these inclinations has been inspired and invigorated by the other. Far from being averse to buildings, Atlantic-even in its most reformist endeavors-has used buildings to educate, empower and equip the leaders of change. And it has built many of its most ambitious reform efforts partly on the credibility that comes from creating significant buildings.

For Atlantic, as for Mr. Feeney personally, great efforts to improve society, promote justice and advance human achievement entail major near-term investments in both the methods and the physical surroundings that make long-term progress possible. Seen this way, Giving While Living is not a short-term undertaking, though it occurs in the concentrated span of a single lifetime. Instead, philanthropy conducted intensively today lays a foundation—often literal, but also figurative—for generations of future achievement, invention and aspiration.

"Yes," writes The Honorable Michael Bloomberg in his reflection on the projects in this book, "they are investments in bricks and mortar and infrastructure, but at base they are investments in people and in their economic and creative futures. This is the power of philanthropy." From this point of departure, it's possible to draw several related lessons:

1. Capital grants are one critical point in a philanthropic process; they're not the whole story. Support for a new building or complex is usually a kind of midpoint between smart planning and smart management-all of which are part of a longer-running project. Before the first brick is laid, a building must be the fruit not only of good architecture and engineering, but also of the strategic, business and humanresource planning for what will go on inside the new walls. And long after the ribbon is cut, the building's success will depend on steady, skilled management of the facility, its finances and the quality of the activities inside. For the capital philanthropist, it isn't necessary to fund all these things. In fact, other donors are often more willing to support planning and management than construction. But making a capital grant wisely usually calls for reasonable confidence that all these other questions-those that precede the building and those that follow ithave good, dependable answers.

Consider, for example, the Ha Noi School of Public Health or Mercer's Institute for Successful Ageing at St. James's Hospital. In neither case could Atlantic have hoped to fund the vast web of activity necessary to elevate public health across Viet Nam or services for older people across Ireland. But it could be, and it was, confident that the leadership of the recipient institutions and the public support for their work were sufficient—that the grantees were intellectually prepared for the challenges ahead, expert enough to carry them through, and securely enough funded to sustain their operations and exert nationwide influence.

As with all grantmaking, however, a lapse in vigilance can lead to long-term disappointment. For example, early in its grantmaking in Viet Nam, Atlantic supported a new \$1.3 million facility for residential vocational training for adolescents with disabilities. The cause was impeccable, the need was evident, the building was well designed and soundly built. But the business plan for operating the training program was faulty, and Atlantic arguably missed opportunities to help improve it. In time the program failed. A decade later, the government rents the building out to unrelated nongovernmental organizations.

### 2. Capital grants are human capital grants.

The success of any building is ultimately a function of the people who will govern, manage and use it. For Chuck Feeney, the first calculation behind a major capital grant was almost never about architecture, but about talent and leadership. He viewed buildings as ways of expanding and solidifying the ambitions of brilliant people. His largest, most sustained investments—in New York, Limerick, San Francisco, Belfast and Brisbane, among many other places-were inspired first by leaders in whom Mr. Feeney recognized intellectual dynamism and entrepreneurial zest. Investments in these exceptional leaders then in turn made it possible for them to equip and embolden other talented colleagues who would occupy the buildings.

Describing the Atlantic-supported Walter and Eliza Hall Institute of Medical Research in a suburb of Melbourne, Australia, former director Suzanne Cory said that the facility "enabled me to bring in new teams in biomathematics, proteomics and structural biology—enormous strengths for our research. Those people would not have joined up, and may even have gone overseas, had I not been able to develop out those labs further here."

Especially in undercapitalized areas of work and in under-resourced communities, a superior building often helps to elevate the ambitions of the people who work there and gives employees greater credibility in advocating for improvement. Dr. Bui Duc Phu, director of Viet Nam's Hue Central Hospital, concluded that his new cardiovascular center, funded by Atlantic, "was a meaningful turning point in the development of the hospital, a move that motivated people to believe in the future and that we could do anything if we had the dreams and ambition."



The line of people waiting to see the Book of Kells at the Old Library, Trinity College Dublin. Visitors pass through the gift shop on their way in, and again on the way back out.



Buildings funded by Atlantic at Stanford University create spaces that promote systemic change in the way research is done by focusing on collaboration, experimentation and innovative thinking.

3. Capital projects are interventions in systems that extend well beyond the perimeter of the **project.** This point may sound abstruse—a bit of abstract political theory at odds with the solid practicality of financing new structuresbut it is actually both concrete and central to the philanthropy of buildings. Create a facility for research, teaching, medical care, human services, or artistic display or performance, and you are inevitably altering the productive environment of a much broader field of activity in which the building and its occupants will play a role. Whether that role merely augments the current field of activity or actually changes it in some significant way (preferably for the better) is a critical part of the grantmaking calculus.

The work going on in a new building may incubate new practices, set new standards, train new leaders, or significantly widen the sphere of influence of the field or profession doing its work in the new space. It is the flow of changes that ripple *out* from a new physical structure that make it an appealing philanthropic project. So, for example, Atlantic's support for small clinics in dozens of poor and rural Vietnamese communities is not significant solely for bringing better medical facilities to those communities (though that is, in fact, a huge benefit to the residents and to the staff who practice there).

The far greater significance of these buildings is in the way they've drawn attention to the superior primary health care being delivered inside, including better training for the staff and physicians, better communication between the clinics and the provincial health authorities, and a wider array of local services to help prevent illness and treat diseases early. Most important, they have demonstrated a way of integrating services for a more complete approach to family health. Independent evaluations, funded by Atlantic, made it clear that the benefits for the overall health system more than compensate for the capital cost of upgrading facilities. These demonstrations have been closely followed in Viet Nam's national Ministry of Health and have since been replicated across the nation's health system-including in hundreds of places where Atlantic has made no contribution to construction.

**4. A project's name is one of its value-generating assets.** A funder who waives the right to name a project is, in effect, granting that right (potentially worth millions of dollars) to the organization putting up the structure. Forgoing the opportunity to put one's own name on a building, thus making that opportunity available to some future donor, may well constitute a noncash grant of immense financial value.

In his reflection on Chuck Feeney's approach to philanthropy, journalist Matthew Bishop observes that "Mr. Feeney's purposeful efforts to avoid placing his name on buildings made it easier for the recipient institutions to seek complementary funding with the prospect of naming rights." It is surely one of the most extraordinary features of Atlantic's history that there is not one building in the world named for Atlantic or for Chuck Feeney. Instead, there are several where Mr. Feeney was the project's prime mover, but another major donor was enticed by the opportunity to name the structure.

5. An important, well-chosen building can establish alliances and credibility that make other achievements possible. Capital projects produce tangible, three-dimensional products that (if well chosen and planned) are highly valued by other parts of society, including government, philanthropy and the voluntary sector. They also make it possible for other funders, public and private, to envision work that they might not have imagined, or thought possible, before. Working with these other actors, and producing something of lasting value to them, can forge relationships of trust and collaboration from which even more ambitious and far-reaching activity can be launched.

Brian O'Connell, former rector and vice chancellor of South Africa's University of the Western Cape, has written that Atlantic's support for a new life sciences building there helped trigger a massive increase in government investment in the infrastructure of higher education in the ensuing years. At the same time, it fed a new sense of confidence and possibility across his university's campus. "Here was someone external to ourselves having faith in us," he wrote, referring to Mr. Feeney. "And the psychological impact was tremendous." As Matthew Bishop concludes, "The right building in the right place can be used to leverage large additional sums of money from other sources, including fellow philanthropists and government."

Another example: Atlantic's historic collaboration with the governments of the Republic of Ireland and Northern Ireland had its roots in dozens of academic buildings that Mr. Feeney and the foundation helped to create, from Galway to Limerick, Dublin to Belfast. But once those relationships were cast in (literal) stone, they became the basis for much wider-ranging joint investments in higher education. These did not involve capital construction, but they generated new engines of research across the universe of third-level institutions in both parts of the island.

Chuck Feeney "raised the game of the universities collectively," Mary Robinson, former president of the Republic of Ireland, writes, "by enabling capacity dedicated to research in stateof-the-art facilities. But his perspective was not a narrowly academic one. It was about making university campuses better places." And as the places improved, the ability to think more expansively about what they could strive for and achieve grew ever wider.

6. Capital grants need not be only for bricks and mortar; equipment can also make a lasting difference in the infrastructure of human achievement. Many of Atlantic's contributions toward improved facilities for research, education, and health—including virtually all of Atlantic Charitable Trust's capital grants in Cuba—have been for new and upgraded equipment to transform what happens inside key buildings. Particularly for smaller donors, or those who feel unable or unready to plunge into the complexities of real estate finance, an investment in significant equipment and technology may offer a more appealing option, often with equally far-reaching consequences.

### 7. Capital funding is a specialized skill.

It requires funders—or their staff, agents or advisors-to understand the financial complexities that the project may create for the recipient institution and to incorporate solutions (or at least mitigation) into the planning of the grant. If done well, capital funding is often more technically demanding than other types of grantmaking. That is not solely because it requires a sound grasp of real estate development and finance-forms of expertise readily available to most foundations from outside specialists. The subtler technical challenges arise from lesson number one above: A new facility can place operational and management burdens on a grantee that are easy to underestimate and require careful analysis and preparation before the investment is made.

It can be tempting to view an impressive new headquarters or operations center as the solution to a struggling organization's problems. Yet in some cases it could actually just become a new and greater source of struggle. Such risks can be minimized with good planning, management and fundraising. But a funder needs to be sure, in advance, that these things are truly adequate to the challenges ahead—a kind of assurance that takes skill and experience to achieve.

Fortunately for Atlantic, Chuck Feeney made a significant part of his fortune by creating and managing successful buildings and spaces. Managers at Trinity College Dublin got the benefit of that expertise, for example, when he persuaded them to reposition the Old Library's gift shop adjoining the Book of Kells so that it would attract visitors both arriving and leaving. His own experience, and that of his advisors and associates, has been a potent resource for all the foundation's capital giving. Most donors, however, cannot expect to master all the complexities in-house. Instead, they can and should seek out expert support with a substantial history of experience amassed behind it.

The photographs and stories in this book are a testament in stone, steel and glass to one person's particular philanthropic vision. Another foundation or donor might not have supported this precise combination of projects and aspirations. But funders in many fields confront the need, at some time or other, for a building



A patient awaiting treatment at the Sabona Eye Centre, Queenstown, South Africa. Ultimately, all of Atlantic's capital investments have been driven by a common vision: That building the right facility—in the right place, at the right leadership—can lead to the creation of new opportunities for the entire community. or set of buildings that can anchor a critical endeavor, give it physical expression, and provide the space for it to progress, grow and adapt. The aversion many funders feel about meeting that need with grants or low-interest loans is, at least in some fields, probably overblown. The projects in this book, taken as a whole, surely demonstrate that capital philanthropy can produce impressive results whose significance reaches far beyond the buildings themselves.

But some degree of caution is surely called for. The best capital philanthropy is a complex calculation about both masonry and movements-about locations and structures and the wherewithal to maintain them, but also about the business to be done inside, including its soundness and management and the influence it will exert outside the newly constructed walls. The lessons of this book do not suggest that these calculations are any easier than those of other forms of grantmaking, or that success is more certain. Rather, if the message can be summed up in a phrase, it is that bricks and mortar are often an essential part of great human achievement-that, to borrow Chuck Feeney's words, good minds often need good buildings. And good philanthropy can provide the means and the vision to build both.

— TONY PROSCIO, Duke University Center for Strategic Philanthropy & Civil Society

# Ireland North and South

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### Limerick

University of Limerick The Irish World

Academy of Music and Dance University Arena

### Dublin

Dublin City University The Helix National Centre for Sensor Research

Mercer's Institute for Successful Ageing at St. James's Hospital

Trinity College Dublin Ussher Library

Institute of Neuroscience

### Cork

Marymount University Hospital and Hospice

University College Cork Tyndall National Institute

Galway

National University of Ireland, Galway

Engineering Building The Institute for Lifecourse and Society Building

### Belfast

Queen's University Belfast The McClay Library

The Sonic Arts

**Research Centre** 

Centre for Cancer Research & Cell Biology

**Centre for Molecular** 

Belfast, Coleraine, Derry/Londonderry

and Jordanstown

**University of Ulster** 

Biosciences

Derry/Londonderry

Millennium Forum Theatre and Conference Centre Chuck Feeney has done remarkable things for Ireland, North and South: transforming the higher education system, deepening respect for human rights, investing in programmes on ageing, palliative care and children services, and moving the peace process forward to anchor a more stable society on our island.

Chuck is Atlantic and Atlantic is Chuck, and his relationship to the Irish people is personal. I feel fortunate that he took an abiding interest in Ireland, and marvel at the extent, variety and the longevity of it. His gifts to this island have been extraordinary.

He raised the game of the universities collectively by enabling capacity dedicated to research in state-of-the-art facilities. But his perspective was not a narrowly academic one. It was about making university campuses better places.

His own experience in education-he was the first in his family to attend university-convinced him of the transformative effect of education for both the individual and society. One of the fundamental themes that comes through in Atlantic programmes is that the advances of society are nourished by education. Atlantic has made extraordinary investments both within and outside the walls of educational institutions around the globe and nowhere more so than on the island of Ireland. Chuck's faith in our potential to participate in the knowledge society and to compete in the knowledge economy has been invaluable. Of equal significance has been Chuck's benign pressure on the governments of Ireland, North and South, to make parallel investments in education.

As Bill Gates noted in his introduction to this book, Chuck claims he was inspired by the vision of another remarkable philanthropist, Andrew Carnegie, who advocated the need for a policy which, as he put it in his essay "Wealth," would "work powerfully to induce the rich man to attend to the administration of wealth during his life, which is the end that society should always have in view, as being by far most fruitful for the people." Taken all together, the beneficial effects of Chuck's dedication to our intellectual potential are countless, impossible to measure.

His beneficence is legendary, but we should not forget the keen business mind that fueled his significant success. At Trinity College Dublin, we have a bookstore that features the Book of Kells on display. With his retail instincts, Chuck took one look at the store's layout and said it was all wrong. Move the cash registers to catch people on the way in, let them circulate, see the Book of Kells and catch them again on the way out, he said. He gets full credit for designing the shop for maximum foot traffic and trade. You have to admire a billionaire philanthropist with an eye for everyday commerce.

Samuel Johnson once said, "Let him who desires to see others happy make haste to give while his can be enjoyed, and remember that every moment of delay takes away something of the value of the benefaction." That is the unshakeable principle behind Chuck's philosophy of Giving While Living. "I had one idea that never changed in my mind. Use your wealth to help people," Chuck has said. He who has done so anonymously and unassumingly is an honest and true benefactor. For the good man is the one who makes the gift for the sake of giving and expects nothing in return. Chuck Feeney is such a man.

### - MARY ROBINSON

President of the Republic of Ireland (1990–1997) UN High Commissioner for Human Rights (1997–2002) President and Chair of the Mary Robinson Foundation on Climate Justice

ightarrow University of Limerick campus from the air.









### **Republic of Ireland**

Like many Irish Americans, Chuck Feeney has a profound affection for his ancestral land. Luckily for the Irish, that abiding love has prompted a radical transformation in the country, which started with a focus on enriching the university experience nationwide-both with capital grants and program initiatives-and ultimately helped create a thriving knowledge economy. Beginning with his very first grant in Ireland, to the University of Limerick in 1990, Mr. Feeney's focus on improving higher education in both the Republic of Ireland and in Northern Ireland, from which his mother's family hails, has been so profoundly effective that in 2012 all nine universities of Ireland, North and South, jointly awarded him honorary doctorates of law, a first. "When Chuck came to Ireland around 1990, the country was in a very bad state," says Colin McCrea, Atlantic's Dublinbased former senior vice president. "He thought, 'If you have a good university education system that will stand for many years to come, that provides a good foundation for the country to prosper." The decision to focus on not one but all universities started a layering effect that would change Ireland's university system-and research capacity-forever. "It would be difficult to exaggerate how bleak the Irish research landscape looked," Dr. Hugh R. Brady, president emeritus of University College Dublin, has said. "It has been totally transformed, thanks in large part to the catalytic initiative shown by Atlantic."

Mr. Feeney's philanthropic interest in Ireland came from both a personal place and from a business interest. A family trip in 1971 connected him to his Irish roots and inspired the acquisition of several hotel properties. Those businesses meant more visits and deeper engagement. The more he traveled throughout Ireland in the 1980s, the more he became convinced that Irish Americans could be doing more to help the struggling nation. So when he read about the Irish American Partnership (IAP), an organization that specifically sought out wealthy Irish Americans to invest in Ireland, he contacted John R. Healy, IAP's then executive director, to discuss investment possibilities. Mr. Healy joined Atlantic in 1990 to head the Ireland office, then called Tara Consultants, a ubiquitous name in Ireland and therefore a good cover during Atlantic's anonymous years.

← The pedestrian Living Bridge at the University of Limerick crosses the River Shannon in a flowing line, linking the Glucksman Library, Concert Hall and Millstream developments on one side of campus to the Graduate Medical School, Health Sciences Building and the Irish World Academy of Music and Dance. → A woman in the gift shop at the Old Library at Trinity College Dublin. Chuck Feeney encouraged Trinity to reconfigure the facility, which houses the Book of Kells, to be selfsustaining. Visitors pass through the shop on their way in and out and they see merchandise as they wait to see one of Ireland's top tourist attractions.

In a story that typifies Mr. Feeney's informal approach to grantmaking in those early days, Mr. Healy recalls having a meal with him in 1988 at the University Club in Dublin, which is popular among Irish academics. It so happened Ed Walsh was dining there as well, specifically to raise interest and awareness for the school that he had founded in Limerick in 1970, which was not yet a university, but an "Institute of Higher Education." Mr. Healy introduced Mr. Walsh to Mr. Feeney and the two immediately clicked: "They had a similar sparkle in their eye," Mr. Healy explains. Mr. Walsh invited Mr. Feenev to Limerick for a tour of the campus, and his most audacious round of early capital grant giving was set into motion. "Chuck always likes the underdog," Mr. McCrea explains. "The University of Limerick was new, and looked down on by the established universities-Chuck gravitated toward it." He also liked Mr. Walsh's enthusiasm and grit. "Chuck is motivated by compelling leaders," explains Christopher G. Oechsli, Atlantic's president and CEO. Mr. Walsh was just that: He had big plans for his fledgling campus, then a collection of prefab buildings. Mr. Feeney immediately saw that an investment in the school-and in Mr. Walsh-could make a huge impact. As he would later do in Viet Nam. Australia and South Africa, by the end of the tour, Mr. Feeney asked Mr. Walsh, "What do you need?" followed by what would become his motto: "Think big."

Mr. Walsh came up with a plan for a concert hall and research building, and Atlantic made the first of more than a dozen grants totaling €118.2 million (\$136 million) that were instrumental in developing the entire campus over the ensuing years, including academic buildings, the University Arena, and the Irish World Academy of Music and Dance. Mr. Feeney himself also actively looked for ways to grow the campus: "Chuck used to walk around the campus asking what else could be done," Mr. McCrea explains. "The River Shannon bordered the university—Chuck saw that there was agricultural land on the other side and decided the university should buy that land. They did, funded 100 percent by Atlantic." A pedestrian bridge, called the Living Bridge, now spans the river, linking the two campuses.

Early success in Limerick led Mr. Feeney to reach out to the other universities in Ireland with one goal: to strengthen the country's institutes of higher learning in order to create a knowledge economy to attract topnotch professors—and students—to Irish universities and further preempt the "brain drain" that Ireland had been experiencing. As with Mr. Walsh, Mr. Feeney sought out relationships with key leaders, including Daniel O'Hare, the founding president at Dublin City University (DCU), and Thomas Mitchell, the provost of Trinity College Dublin and a current Atlantic Board member. "If you talked to any of the university presidents who were around during the 1990s, they would say that Atlantic gave them the opportunity to dream dreams they had never believed





Tyndall National Institute, University College Cork. Atlantic funding has helped renovate older buildings as well as construct new ones throughout the Irish university system.

> Impact by Numbers Ireland, North and South

126 Capital Projects

**€563.7 Million + £105.5 Million** (Total \$776.0 Million)

**6,281** number of PhD students in 2010, from 3,926 in 2004

"When you've got the honorary degrees from all the universities on the island—that is unique. It's never happened before and I can't think of a circumstance where it's likely to happen again. I can't think of any other individual where we would all agree with such enthusiasm to do it."

- UNIVERSITY OF ULSTER VICE-CHANCELLOR RICHARD BARNETT

possible and to pursue projects that seemed absolutely impossible," John R. Healy says. Each connection led to an array of capital projects: DCU received its first Atlantic grant to buy 35 acres of land adjacent to the campus for a new University Arena—and a subsequent grant to build The Helix, a state-of-the-art performing arts center that has won numerous design awards. Trinity College Dublin received one grant to build the eight-story Ussher Library, and another to renovate the Colonnades in the Old Library, home to the Book of Kells.

Throughout the 1990s, Atlantic made huge contributions to a variety of capital projects—but Mr. Feeney wanted to do more. Following the sale of DFS to Louis Vuitton Moët Hennessy in December 1996, the foundation suddenly had an influx of liquid capital. "Chuck called me in spring 1997 and said, 'I really want to expand our bricks and mortar program with the Irish universities," John R. Healy recalls. "He wanted to speed things up." Mr. Healy, who would go on to become the foundation's president and CEO in 2001, had another idea: Instead of funding projects alone, he wanted to use Atlantic's capital as a way to get the Irish government to co-invest in initiatives to support higher education. This led to Atlantic becoming the major funder of Ireland's Programme for Research in Third Level Institutions (PRTLI), which would become one of the foundation's hallmark initiatives. At the time, the government was only spending 11 percent of the European norm on basic research: This meant that Ireland's top researchers were moving abroad to better funded universities. Don Thornhill, then the secretary general of the Department of Education, was trying to address the issue. "We'd already started the PRTLI program with 6 million Euros (\$7 million) from the government," Mr. Thornhill explains. "This allowed Irish universities to submit proposals for research funding, which an overseas expert panel made up of prominent academics and researchers would judge." Mr. McCrea had heard of the PRTLI project and arranged a meeting with Mr. Thornhill and Mr. Healy. After three months of back and forth, Mr. Thornhill recalls a breakfast meeting that would profoundly alter the landscape of Irish research. "John R. Healy said to me, 'What would you do if I offered you 60 million Irish pounds (\$91 million) and asked you to put up a fifty-fifty match?'" Mr. Thornhill recalled. "I knew he was serious." That offer funded the first cycle of PRTLI. "A big investment like that allowed for a quantum jump in the level of funding that had been previously unavailable for research at the university level," Mr. Thornhill says. The timing was also key. "The Celtic Tiger was beginning to emerge 'snarling and growling,'" Mr. Thornhill says. "There was an air of increased optimism about the place."

Atlantic has since funded three phases of PRTLI, which has provided for approximately 100,000 square meters (1.1 million square feet) of new research facilities in Ireland, 46 research institutes or programs, 1,000 research positions and 1,600 new postgraduate positions. In the first three funding cycles, Atlantic invested €178 million (\$262 million), or 16 percent of the more than €1.1 billion (\$1.3 billion) the government has contributed in five cycles through 2014—meaning the foundation has been able to leverage its support six-fold. "It's the best thing Atlantic ever did," says John R. Healy. "And certainly the most impactful." It also led to a new Atlantic strategy—to use grants to leverage government matches which went on to be used with great success in Northern Ireland, Viet Nam, Australia and South Africa.

John A. Healy—no relation to John R. Healy—joined Atlantic in the Dublin office in 1998, just as PRTLI Cycle Two was getting started. "PRTLI was a culmination of Chuck's desire to do something big and John R. Healy's interest in strategy," says John A. Healy. "It really incentivized the universities to think boldly within their own institutions and to prioritize." Among the many capital grants funded through PRTLI were the neuroscience building at Trinity, and the molecular medicine center and the Conway Institute at University College Dublin. "They all attracted top-notch academics back to the country," says John A. Healy. "There's now a viable career path if you want to do top quality research in Ireland."

One academic who followed that path was Professor Rose Anne Kenny, MD, who first encountered The Atlantic Philanthropies in 2006 when Dublin's St. James's Hospital invited her to consult on a new proposal that it was developing for an institute for aging. An Irish native, Professor Kenny was eager to move back home after 21 years in England, where she headed the clinical aging research program at the University of Newcastle. "I really wanted to give something back to Ireland," she recalls. At the time, there was little to no activity with respect to aging research or counteracting ageism in Ireland. "It was primitive," says Professor Kenny. "The approach to health services for the aging was like fire fighting—bouncing from one crisis to another." She saw huge challenges—as well as an opportunity to make a big impact.

Atlantic played a catalytic part by contributing more than €19.9 million (\$26 million), through a PRTLI grant, toward building the Mercer's Institute for Successful Ageing which, led by Professor Kenny, has raised standards and expectations for the care of elderly people, and has provided a hub of clinical services, research, training and education in the country. "We worked closely with Atlantic to take the whole health and aging domain into a completely new vista for Ireland, and to help create innovation with respect to health services and new health technologies in Ireland," Professor Kenny says. "There's no doubt that people are talking differently about aging now—this is one of Atlantic's greatest legacies."

## Limerick University of Limerick

Starting with its very first grant in Ireland and over the next 25 years, The Atlantic Philanthropies have helped grow the University of Limerick's campus from 11 buildings to more than 40. The new facilities include the University Arena-which houses the first Olympic-size swimming pool in the country, the Glucksman Library, and housing accommodations for more than 2,500 students, as well as the Irish World Academy of Music and Dance. "All of these buildings created a visual statement about the university's status," says John A. Healy. "It visually moved the university from being a wannabe to owning its status as an institution of academic excellence." The recipient of nearly €118.2 million (\$136 million) in grants for capital projects, the University of Limerick is the Irish institution that has most benefited from Mr. Feeney's vision for a new, empowered Ireland, fueled by a knowledge economy cultivated through its universities. Speaking at the launch of a 2013 grant to support biomedical research at the university, current President Don Barry said: "For over 25 years, Chuck Feeney has been intimately involved in UL's extraordinary development journey. Chuck has helped us be confident about the future, to set greater goals than we could imagine for ourselves and to drive us on with the belief that anything is possible."

### **University of Limerick**

The Irish World Academy of Music and Dance Atlantic Investment: €11.8 million (\$16 million)

University Arena Atlantic Investment: €8.0 million (\$9.3 million)



The Materials and Surface Science Institute, right, and, in the distance, Brennan Court, one of the student accommodations providing housing for 2,500 students at the University of Limerick. Atlantic was instrumental in development of the entire campus.



 → University of Limerick campus from the air.
"We picked Limerick not so much because it's an overlooked part of Ireland, but it was an upstart university,"

says John R. Healy. "I think Chuck rather liked the idea of this institution being an upstart and shaking the system up."









University Concert Hall, University of Limerick, was Ireland's first purpose-built concert hall. Its atrium features a nearly 15-meter (48-foot) long mosaic mural by the late Desmond Kinney based on Buile Suibhne that incorporates lines from Seamus Heaney's "Sweeney Astray."

A student at the Glucksman Library, University of Limerick. Atlantic consistently supports the construction of dynamic libraries as a way of empowering students to engage creatively.



The Irish World Academy of Music and Dance, left and center, and Graduate Medical School **Building and Health** Sciences Building, right, create a cluster on the campus north of the River Shannon. The Irish World Academy, which opened in 2010, seeks to provide an inspired space for an international community of musicians, dancers and scholars to find their voices.





The Irish World Academy of Music and Dance supports research alongside rehearsal and performance facilities.

> "The Irish World Academy of Music and Dance was pure Chuck. He was interested in Irish music but more his interest was in the director, Mícheál Ó Súilleabháin, who Chuck thought was a visionary. So it was the real entrepreneur backing the person with the idea, and the director certainly had big ideas and a huge amount of talent as well. So Chuck rode in behind that." — JOHN A. HEALY, FORMER DIRECTOR OF STRATEGIC LEARNING AND EVALUATION, THE ATLANTIC PHILANTHROPIES


Nicole Kidd and Anna Brennan, second year students in the Bachelor of Arts Voice and Dance program, rehearse at the Irish World Academy of Music and Dance.



Student studying at the Graduate Medical School.



Samuel Yellin, a first-year student at the Graduate Medical School.

"Apart from the money, one of the greatest gifts Chuck Feeney gave us was leadership. He has been an exemplar and his influence will continue to reverberate for generations. Now it falls to us to realize what President Bill Clinton has described as the democratization of giving—opening philanthropy up to everyone." —DAVID CRONIN, CEO OF THE UNIVERSITY OF LIMERICK FOUNDATION, AS QUOTED IN THE *IRISH TIMES* IN FEBRUARY 2014.

ightarrow The entrance to the main campus and the Glucksman Library, University of Limerick.









Richie Clifford's Total Body Workout class at the University Arena, University of Limerick. Known as Ireland's "Sports Campus," UL provides a wide range of athletic activities to students and the community.



John Long, University Arena Pool, University of Limerick.



John Dempsey, University Arena Pool, University of Limerick.



Jim Walsh, cleaning staff, University Arena Gym.



Eileen Healy, waitress, and Edel Lammond, supervisor, Plassey House.



Orfhlaith Ni Bhriain, lecturer in dance, Irish World Academy of Music and Dance.



John Neeson, catering supervisor, Plassey House.



Late night indoor kayaking, University Arena Pool, University of Limerick. Ireland's first Olympic-size pool is open to students, faculty, staff and the public, and hosts boating, water safety and sports training activities in addition to swimming.





The Mall, Dublin City University. Atlantic has invested more than €112 million (\$122 million) in capital projects at the now 29-hectare (72-acre) campus.



## Dublin Dublin City University

Like the University of Limerick, Dublin City University (DCU), established in 1989, was a very young institution when it first engaged with Atlantic. Always an entrepreneur, Chuck Feeney saw an opportunity to help grow it into a premiere university. In 1995, DCU received the first of many Atlantic grants to assist in the purchase of a 14-hectare (35-acre) lot adjacent to the existing campus for a new sports ground. Since then, Atlantic has invested €112.8 million (\$121.9 million) in helping grow and establish the now 29-hectare (72-acre) campus. The National Centre for Sensor Research, one of the first research centers established under the Programme for Research in Third Level Institutions (PRTLI), has emerged as a world renowned institute, having produced, by 2012, more than 250 PhD graduates. The Helix, one of Ireland's most impressive arts centers, stands out in a different way. Named for its helical staircase, the award-winning building has three stories and three venues to stage a variety of performance-based arts, including opera, orchestral music, drama, ballet and even ice shows. "I was with Chuck the day The Helix opened-the roof and wood paneling were specifically designed for acoustic affect, and the building itself is visually stunning," John A. Healy says. "Chuck was muttering, 'This is my juice.' He was like a kid who had gotten a Star Wars Millennium Falcon for Christmas. It was a bold visual statement about the ambition of the university that gave him a huge amount of joy." It gave DCU the ability to host worldclass and cutting edge performances. "In developing this arts center, DCU strove to enrich the community in which we live," former DCU president Professor Ferdinand von Prondzynski said. "The university has a major role to play in supporting and facilitating artistic expression and entertainment."

Dublin City University The Helix Atlantic Investment: €22.2 million (\$24.6 million)

National Centre for Sensor Research Atlantic Investment: €4.8 million (\$5 million)





Reading room, John and Aileen O'Reilly Library. The library, which opened in 2002, provides spaces that promote focused and effective learning.



Main Sports Hall, University Sports Pavilion, Dublin City University. The complex also includes a swimming pool and fitness center.

> Gabriele Dovydaite, a member of the mathematics study group project run by Dublin City University, is among the university students supporting education in inner city schools.





The McNulty Building at Dublin City University houses the School of Computing.



From left to right: The Lonsdale Sciences Building; the Stokes Research and Engineering Building (which houses the National Centre for Plasma Science and Technology, the School of Mechanical & Manufacturing Engineering, the National Centre for Sensor Research, and the Research Institute for Networks and Communications Engineering); and the National Institute of Cellular Biology.







The National Centre for Sensor Research, DCU. The NCSR was established with a grant of 11 million Irish pounds (\$14.9 million), half of which was funded by Atlantic. Since then, the NCSR has generated competitive research income of more than 150 million Irish pounds (\$196 million), and has been referenced in more than 1,500 journal articles.





The Helix, one of Ireland's most impressive arts venues, is located on the DCU campus, five kilometers (three miles) north of Dublin city center.

> Helix Stage 3. The Helix hosts a wide variety of events, from cuttingedge performances to popular entertainment.



Junior Certificate School Programme Demonstration Library Project

Madge Murphy in a class devoted to developing an understanding of aging at Mercer's Institute for Successful Ageing. The students participate in the LAMP (Local Asset Mapping Project), which seeks to create a new paradigm for health care by focusing on a community's existing priorities and assets.



## Dublin Mercer's Institute for Successful Ageing at St. James's Hospital

**The Atlantic Philanthropies helped** conceive the Mercer's Institute for Successful Ageing, which promotes healthy and successful aging-one of the foundation's program initiatives in Ireland. As Atlantic's President and **CEO Christopher G. Oechsli explains,** Chuck Feeney has always believed in supporting inspiring institutions as well as visionary leaders. "Mercer's Institute is a perfect example of how building a strong institution with good facilities attracts good people," he says. Irishborn Professor Rose Anne Kenny was a leading thinker on the topic of aging when she returned to Ireland in 2005 from England, where she was running a clinical aging research program at the University of Newcastle. She left that position to join Trinity College and St. James's Hospital in 2005 as head of the Department of Medical Gerontology, Director of the Falls and **Blackout Unit and Director of Mercer's** Institute. "There was little to no activity in Ireland with respect to aging research or counteracting ageism or substantial policy in the aging space," Prof. Kenny explains. "But there was a huge willingness—and enthusiasm." That was fueled by an Atlantic grant of more than €19.9 million (\$26 million) toward building a state-of-the-art facility combining prevention and clinical care as well as facilities for training, education and research. A parallel major initiative has been the Irish Longitudinal Study on Ageing (TILDA), helmed by Professor Kenny. TILDA is a large-scale nationally representative study of more than 8,000 individuals aged 50 and up. "We are now considered at the cutting edge of longitudinal research," Prof. Kenny explains. "TILDA will help us to inform policy, to develop new treatments and technologies to make aging a better experience in Ireland."

Mercer's Institute for Successful Ageing at St. James's Hospital Atlantic Investment: €19.9 million (\$26 million)

## Dublin Trinity College Dublin

The Old Library at Trinity College is one of Ireland's most popular tourist destinations-particularly because it is home to the Book of Kells, an illuminated manuscript created circa 800 AD containing the four **Gospels of the New Testament.** An Atlantic grant of €9.1 million (\$10.7 million) supported the expansion of the library, built in the early 1700s, and the adjacent gift shop, as well as the construction of the new eight-story Ussher Library, opened in 2002. The library programs at Trinity were a critical part of the first cycle of the Programme for **Research in Third Level Institutions** (PRTLI), and the main reason Atlantic asked the Irish government to include libraries within the terms of the PRTLI. A legal depository of all copyrighted material published in Ireland, the Ussher Library now joins the Berkeley and Lecky Libraries into one main entrance. Modernizing the library experience, the Ussher Library has computer connectivity at every

reading station and was designed for optimal energy efficiency, using exposed concrete and a thermal mass technology that absorbs the heat generated in the building during the day, which is then dissipated by trickle ventilation at night.

Atlantic has invested €80.6 million (\$88.3 million) in capital projects at Trinity College Dublin. In addition to the libraries, PRTLI funds were used to construct the Trinity College Institute of Neuroscience, now a worldwide leader in brain research. Other grants supported the construction of 850 student housing units, an indoor athletics complex, the Trinity Centre for High-Performance Computing, and the rehabilitation or construction of numerous academic and research facilities on the historic campus.

## **Trinity College Dublin**

Ussher Library Atlantic Investment: €9.1 million (\$10.7 million)

Trinity College Institute of Neuroscience Atlantic Investment: €13.5 million (\$12 million)







Atlantic has invested approximately €139.4 million at Trinity College Dublin, more than €678.6 million at universities in the Republic of Ireland as a whole and £122.9 million at universities in Northern Ireland. At current exchange rates, that investment is equivalent to \$937.8 million.

Ussher Library, Trinity College, Dublin. The Atlantic-supported Ussher, completed in 2002 and opened by President Mary McAleese in 2003, connects the Berkeley and Lecky Libraries to create an integrated library complex for the arts and humanities.



Trinity College Institute of Neuroscience (TCIN). The Institute, initially constructed with Atlantic and PRTLI funds, houses researchers from several disciplines as well as Ireland's first research-dedicated high-field MRI systems. TCIN has become an international leader in neuroscience research, which, among other things, is tightly linked to the study of aging.

> Trinity College Institute of Neuroscience. The Institute has 80 registered PhD students and 18 post-graduates studying the brain. Here, a research subject wears a device for monitoring neural activity.





Marymount University Hospital and Hospice. The wards face onto a serene campus.


## Cork Marymount University Hospital and Hospice

When Chuck Feeney saw the old, dilapidated Victorian brick building that had housed Marymount Hospice for 141 years, he had an idea: build a new facility on a new site. "Atlantic was doing quite a bit of work in helping improve the quality of life for people with life-threatening illness under the aging program when Chuck went to visit," Mary Sutton, Atlantic's country director for the Republic of Ireland, says. "He heard their plans to refurbish this old dilapidated building and got in touch with them the next day to say, 'You need to move the whole thing to a green field site and build a modern purpose-built structure." That was in 2005, one year after an Atlantic-funded study found the vast majority of people in Ireland were not receiving adequate palliative or end-of-life care. Today, Marymount Hospice is considered a world-class palliative care facility. "It's a fantastic facility serving the whole region," Ms. Sutton explains. "It's difficult to even compare the new building to what it replaced. It welcomes patients and their families in a user-friendly facility that is surrounded by beautiful gardens. It offers a much more holistic, rounded, rich experience, even in the situation of grave or mortal illness."

Marymount University Hospital and Hospice Atlantic Investment: €10 million (\$11.8 million)

> → A church service for patients at Marymount Hospice.







Research department, Tyndall National Institute, University College Cork.



## Cork University College Cork

On her historic state visit to the Republic of Ireland in 2011, Queen **Elizabeth II visited University College Cork's Tyndall National Institute** (TNI), which is now the country's largest research institute, with 450 researchers led by 50 principal investigators. Between 1995 and 2012, through PRTLI and Atlantic grants, UCC was able to buy land to expand its campus and erect the BioSciences Institute, build a postgraduate library, and extend the Tyndall National Institute, which has created more than 200 partnerships with global companies and has earned many high-potential patents. The TNI is also responsible for innovative inventions, including junctionless transistors, broadband optics communications and technologies for making painfree micro-needles. "The institute is an extraordinary hub of knowledge creation," explains Mary Sutton. "To see Irish universities now being able to draw in all these resources to engage in global level research is hugely exciting. That is multiples of what Atlantic ever gave them-our grant enabled them to take the first step on that ladder."

University College Cork Tyndall National Institute Atlantic Investment: €20.5 million (\$19.3 million)





Tyndall National Institute, University College Cork. Atlantic provided grants of over €20.5 million (\$19.3 million) to construct research facilities and support the project. Tyndall National Institute, University College Cork. A silicon wafer for producing Tyndall silicon micro-needles.



# Galway National University of Ireland, Galway

NUI Galway has been transformed into a globally recognized university known for its expertise in biomedical engineering-thanks to The Atlantic Philanthropies. Through PRTLI, NUI Galway, with matching Atlantic grants, was able to build the National Center for Biomedical Engineering Sciences (NCBES), the Environmental Change Institute (ECI) and the Moore Institute in the Humanities, as well as embark on a major expansion of marine sciences. Other grants from Atlantic have supported the completion of the J. E. Cairnes Graduate School of Business, the University Sports and Cultural Center and the new **Engineering Building-which has** been called the "jewel in the crown" of NUI Galway's North Campus. **Completed in 2011, the four-story** architectural gem, which won the 2012 Royal Institute of Architects of Ireland's Public Choice Award, has 400 rooms, which accommodate more than 1,000 students and 110 staff, and the building itself functions as an interactive teaching tool. NUI Galway also houses the Institute for Lifecourse and Society **Building and Project Lifecourse,** a flagship initiative that produces research to support innovative policy reform across the lifecycle, focusing on children and young people, people with disabilities, and older people.

National University of Ireland, Galway Engineering Building Atlantic Investment: €5 million (\$5.7 million)

The Institute for Lifecourse and Society Building Atlantic Investment: €4.5 million (\$6.3 million)



The Engineering Building at NUI Galway, on the banks of the River Corrib.





Eanna McKeon, a master's student, conducts research in the "Living Laboratory" at the Engineering Building, NUI Galway.



Gregory Leen and Aoibhin O'Broin participate in the Galway Youth Academy, part of the Lifecourse Institute program at NUI Galway, which studies human potential across age groups.



The Climate Façade, a unique ventilation system at the Engineering Building, NUI Galway, features top-vented stack control and solar control via blinds.

→ The Aughrim Active Retirement Group, part of the Lifecourse Institute program at NUI Galway.









University of Ulster, Belfast campus. The renovated campus, located in the Cathedral quarter of the city center, hosts the staff and students in the Faculty of Art and Design. Belfast's city center has experienced a surge in redevelopment since the implementation of the peace process.

Impact by Numbers

**£140 Million** (\$219 million) in other funding leveraged by Support Programme for University Research (SPUR)

### **Northern Ireland**

The sectarian violence known as the Troubles, which plagued Northern Ireland throughout the 1970s and 1980s, deeply upset Chuck Feeney, who is of Irish descent. When a bomb went off on November 8, 1987, at a war memorial not far from his mother's ancestral home in County Fermanagh in Northern Ireland, it moved him to want to help find a solution to the conflict. "He was deeply shocked by the violence and what it did to people," says Belfastbased Martin O'Brien, Atlantic's senior vice president of programs, former Northern Ireland country director and a veteran human rights activist. "He wanted to see if there were ways he could help prevent that, and to do what he could to put things right and to add his weight behind people who weren't getting a fair deal." Indeed, Mr. Feeney played an important role in the process that led to the historic Belfast Agreement of 1998, which brought peace and a fragile political resolution to a region deeply scarred by social and cultural divides that permeated nearly all aspects of life: He was instrumental in bringing about the White House's involvement in the nascent Northern Irish peace process.

The political situation set the stage for the work that Atlantic has supported in Northern Ireland ever since—in particular, strengthening universities and restorative justice processes, pioneering early integrated and shared education initiatives, and backing community-based peace-building initiatives. Capital investments have played an important role in the strategy. Over 23 years, Atlantic has invested £105.5 million (\$166.4 million) in Northern Ireland in more than 30 such projects, ranging from multiple buildings at Queen's University Belfast (QUB) and the University of Ulster and preschool facilities for integrated education to a new cultural center in Derry/Londonderry and shared spaces for reconciliation, regeneration, healing and business development. Each building has, in addition to its primary function, also contributed to conflict resolution. "Atlantic's investments in the universities specifically have helped normalize a post-conflict Northern Ireland as a society through the advancement in research, and attracting quality students," explains Padraic Quirk, Atlantic's country director in Northern Ireland. "These projects have helped usher Northern Ireland into a post-conflict era."

Capital investments at universities quickly became a focus after Atlantic opened its Belfast office in 1997, building on Atlantic's experience in the Republic of Ireland. "The Programme for Research in Third Level Institutions was such a great success in the Republic, that we said, 'Let's try to get a similar collaboration with the government going in Northern Ireland," says John R. Healy. That initiative became the Support Programme for University Research (SPUR). SPUR and PRTLI have "transformed higher education in Ireland, both North and South," Mr. O'Brien says. SPUR has also transformed health care in the region as one early recipient-the Centre for Cancer Research & Cell Biology at Queen's University Belfast-has become globally known for cancer care and research. Capital projects like the Cancer Centre, combined with the increased research activities and knowledge transfer through SPUR, have helped the universities make major contributions to the cultural, social and economic life of Northern Ireland. "Our schools had been at a competitive disadvantage because of the Troubles here and the difficulty of attracting staff," says Richard Barnett, Vice-Chancellor of the University of Ulster. "SPUR literally changed our ability to do quality research."

The impact of SPUR and the work done around securing peace in the region have had ripple effects on university funding and research success. In 2008, both the University of Ulster and Queen's Belfast did well in the United Kingdom-wide Research Assessment Exercise, which rates university-level research and helps determine future government funding levels. Northern Ireland as a whole received "world class" ratings in biomedical sciences—an area that Atlantic has supported. That success, in turn, has reverberated throughout Northern Ireland. As former Employment Minister Sir Reg Empey told the *Belfast Telegraph*: "Research capability is vital for economic growth, competitiveness and the well-being of the community."

What is particularly significant about Atlantic, says Mr. O'Brien, is that Mr. Feeney was willing to take a chance on Northern Ireland, a region often overlooked because of its political challenges. "Chuck often has invested in places where others might not," he says. "That gives people a boost. A core element of Atlantic's work in Northern Ireland has been about helping society to transition, to move forward, to deal with the past and transcend that, and to open up new opportunities." Vice-Chancellor Barnett agrees, adding: "The impact of Atlantic across Northern Ireland and Ireland has just been massive—I doubt actually if there's any other country in the world where one individual has had such a massive impact on the university sector. That is Chuck Feeney."

# Belfast Queen's University Belfast

The Centre for Cancer Research & Cell Biology at Queen's University Belfast, which in 2003 received the largest **SPUR grant from the Northern** Ireland government and a matching grant from Atlantic, is now the leading center for cancer research and care in the United Kingdom. "The Cancer Centre has led to Northern Ireland being a global leader in certain aspects of cancer," says **Queen's University President and** Vice-Chancellor Patrick Johnston. According to Vice-Chancellor Johnston, the Centre receives more than £12 million (\$19.2 million) annually in research funding and "cancer outcomes are the best in the UK and among the best in Europe; and we have clinical trials, we have discovery going on at a level that wouldn't have been dreamed of 12 years ago." These results earned the Centre Her Majesty's Diamond Jubilee anniversary prize in 2012.

The McClay Library, which opened in 2009, is another awardwinning building sparked by an Atlantic investment: A £11.3 million (\$17.5 million) grant from Atlantic leveraged another £38.7 million (\$59.9 million) from other sources, including government and private donors. The building helped

consolidate and modernize the library facilities at Queen's, which now houses 1.2 million volumes, 2,200 reader spaces, a language center, a computer help desk and specialists in media production. Co-designed by U.S. and Belfast-based architects, the library won the Society of College, National and University Libraries (SCONUL) Award in 2013 and attracts 10,000 users daily. Atlantic also helped fund the construction of several specialized research centers, including the **International Research Centre** for Experimental Physics; the Centre for Climate, the Environment and Chronology; and the Sonic Arts **Research Centre. "Chuck understood** that he wasn't building buildings," Vice-Chancellor Johnston says. "But that he was building facilities that were going to empower people who had ambitions to do something bold for themselves, their institutions and for the betterment of society."

#### Queen's University Belfast

The McClay Library Atlantic Investment: £11.3 million (\$17.5 million)

The Sonic Arts Research Centre Atlantic Investment: £2.4 million (\$3.4 million)

McClay Library, Queen's University Belfast. The library features 23 group study rooms to encourage and facilitate collaborative work.

Centre for Cancer Research & Cell Biology Atlantic Investment: £7.9 million (\$12.6 million)





McClay Library, Queen's University Belfast, houses more than 1.2 million volumes, including the university's special collections and journals that support research in the arts and humanities, science and engineering, the social sciences and law.

> "One of the things that bothered Chuck was that people were focused too much on the past and not building for the future, for their children and for society. He had the desire to actually put capital behind that process." — PRESIDENT AND VICE-CHANCELLOR PATRICK JOHNSTON



Rare politics and philosophy books from the Special Collections at the McClay Library.







John Dyer, a PhD student, conducts research at the Sonic Arts Research Centre. Students from all over the world study at the Centre's unique research community.

← The stage and sound pit at the Sonic Arts Research Centre, Queen's University Belfast. "The Sonic Arts Centre was funded through SPUR, and has since become globally known for music and technology. Students come from all over the world to study creative arts, music, psychology and to develop new technology with some of our computer science colleagues."

- PRESIDENT AND VICE-CHANCELLOR PATRICK JOHNSTON



Notes mapping aural progressions at the Sonic Arts Research Centre at Queen's. The Centre is a purposebuilt, state-of-the-art facility for research in sonic arts, as well as for creative practice. The creative industries play an increasingly large role in the Northern Ireland economy.



An improvised instrument at the Sonic Arts Research Centre.

> Augustine Leudar conducts research on complex electronic signals in plants and spatial audio. He has used the results of his research to create three-dimensional sound-art, audio holograms, and sonic illusions at installations throughout Ireland, the UK and Europe.





Queen's University Belfast, Centre for Cancer Research & Cell Biology (CCRCB), foreground, and Centre for Experimental Medicine, background. A recent breakthrough at CCRCB could potentially eliminate the need for women with the fatal cancer gene BRCA1 to have preemptive surgery. Drug trials began in 2014.

> Atlantic funded the construction of a new, purpose-built facility for CCRCB, which opened in 2007. The building consists of five floors of research laboratories, writing rooms for post-doctoral and postgraduate students, meeting/ seminar rooms and modern office space.









The "BOD POD" at the Centre for Molecular Biosciences (CMB), University of Ulster.



The Atlantic Philanthropies have made capital grants, totaling £26.9 million (\$42.3 million), to support and grow the University of Ulster. One quarter of that amount-£7.2 million (\$10.4 million)was earmarked specifically for the Centre for Molecular Biosciences (CMB), funded under the first phase of SPUR to facilitate the construction of a four-story, 6,700-square-meter (19,685-square-foot) building with laboratory facilities equipped with the highest standard technology and tools. This top-rated research facility in the UK and internationally is home to nearly 200 active research staff and doctoral students who focus on molecular and nutritional aspects of degenerative diseases and in health areas such as cancer, diabetes and heart disease. "To compete in the sciences, you need critical mass," says Vice-Chancellor **Richard Barnett. "With all of that coming** together in one building, we have been able to achieve groundbreaking research that has clear societal impact-such as the research we've done on degenerative diseases linked to the aging process and the leading work we do on diabetes and Alzheimer's."

Atlantic has also made major grants to support buildings on each of the University's four campuses, including the School of Art in Belfast, Learning Resource **Centres at the Jordanstown Campus and** the Magee Campus in Derry, and facilities directly related to the legacy of the **Troubles: the Transitional Justice Institute** and the Centre for Media Research. The Foyle Arts Building came about when Mr. Feeney spotted a Georgian building near Magee. "He peered over the wall and said that should belong to the university," recalls Vice-Chancellor Barnett. "Then he came to the university and said you should have this building. It's now the home to a fantastic school of music and drama and dance. That was all him."

**University of Ulster** Centre for Molecular Biosciences Atlantic Investment: £7.2 million (\$10.4 million)





The Centre for Molecular Biosciences, University of Ulster. Atlantic and SPUR provided half each of the total £14.4 million (\$22.4 million) in funding for the construction of this new standalone facility on the Coleraine campus. The University of Ulster has the top-rated biomedical sciences research unit in the United Kingdom.

> SPUR funding has enabled a dramatic expansion and diversification of the research at CMB, which concentrates on degenerative diseases, and in particular their interaction with nutritional factors. Its research draws on genomics, proteomics, molecular imaging, transgenics, biotechnology and bioinformatics/ systems biology.





The Coleraine campus of the University of Ulster. In addition to the Centre for Molecular Biosciences, Atlantic and SPUR have funded the Centre for Media Research and the Biotechnology Incubator Units on campus.



"I grew up in Northern Ireland and can say that Ireland has been radically transformed by Atlantic's investments. What's most striking is how these projects have so many layers that percolate throughout the entire island. You get this overwhelming sense of a country that has been empowered and that can stand on its own two feet. It is a different place than the place I knew growing up. When I was a boy, if you wanted to make something of yourself in your field, you felt like you had to leave. Now I truly believe we're creating a culture where today's students don't feel like they need to leave Northern Ireland to operate at a world-class level." — DONOVAN WYLIE, MAGNUM PHOTOGRAPHER AND LECTURER, UNIVERSITY OF ULSTER

# Derry/Londonderry Millennium Forum Theatre and Conference Centre

"Derry/Londonderry is the second largest city in Northern Ireland and was dramatically affected by the conflict," says Atlantic's Martin O'Brien. "It often played second fiddle to Belfast and so hadn't been as fairly treated in terms of the allocation of resources and facilities." A £3.5 million (\$5.7 million) grant from Atlantic helped change that by contributing to the construction of the Millennium Forum Theatre and Conference Centre, one of the largest purpose-built theaters on the island of Ireland, offering a wide array of events from theater to music to dance performances. The facility, located in the recovering city center, also provides residents with a shared cultural space. The project, says Mr. O'Brien, was a huge statement of confidence and "an investment in the city and its future and culture and people and that probably paid off quite significantly"including by Derry/Londonderry being named the 2013 United Kingdom **City of Culture.** 

Millennium Forum Theatre and Conference Centre Atlantic Investment: £3.5million (\$5.7 million)



The Millennium Forum Theatre and Conference Centre, Derry/Londonderry. The facility draws many people to the city.




Shay McAleer waiting for class to start at the School of Speech and Drama, a program that takes place at the Millennium Forum, Derry/Londonderry.



Sandra Biddle, founder of the School of Speech and Drama, teaching a class at the Millennium Forum, Derry/Londonderry. The school's ethos is to promote selfconfidence and effective communication through the medium of speech and drama.

> ightarrow A theatre production at the Millennium Forum, Derry/Londonderry. The Millennium Forum was critical to the formerly troubled city being named the 2013 UK City of Culture.





# South Africa

For an interactive experience visit: www.layingfoundationsforchange.org



Cape Town		Queenstown, Eastern Cape	Johannesburg/ Zeerust-Lehurtshe,	Johannesburg
University of the Western Cape	District Six Museum	Sabona Eye Centre	North West Province	Constitution Hill— Old Fort Museum
Life Sciences Building	Nelson Mandela Gateway		University of the Witwatersrand	
School of Public Health Building	Operating Theatres at Red Cross War Memorial Children's Hospital		School of Public Health	
			Clinicians Associate Programme	

Let's face it, we were slightly mad. No, not slightly, very. We believed we could transform the raceobsessed authoritarian country that had given the word "apartheid" to the world into an exemplary non-racial democracy. We thought that our Constitution—founded on principles of human dignity, equality and freedom—could actually be made to work. So, given the wild improbability of our aspirations, it was not surprising that, although the international applause was immense and some decent, practical support arrived, belief in the idealistic side of our project was virtually nonexistent outside of ourselves.

Well, it takes a crazy—like an unnamed philanthropic group we had never met—to spot and link up with a fellow crazy. We judges of the newly established Constitutional Court had what many thought of as the demented idea of building our permanent home in the heart of a notorious prison. The Old Fort Prison of Johannesburg was a site of pain, where hundreds of thousands had been imprisoned, including both Mahatma Gandhi and Nelson Mandela. And the building was crumbling, metal was being stolen and weeds were proliferating in and around the cells. Certainly not, any sane person would have said, the place to locate a confident new court intended to hold the judicial reins in our new democracy.

Yet, talk about *folie à deux*. We met counterparts in the philanthropic world who were as besotted as we were about responding not just to humanity's needs but to humanity's dreams. And we didn't even know who they were. How could we obey rule number one of grantee gratitude: extol the virtues of our benefactors. Yet here the left hand would not know what the right hand was doing. Indeed, this was a benefaction that dared us not to speak its name. (We were warned again and again that, if we sought to discover their identity, any grant proposal they were considering would automatically self-destruct.)

And the oddity of the relationship didn't stop there. Anyone connected with philanthropy could have told us that we would be wasting our time trying to get funding for physical infrastructure. Money could go for equipment, salaries, transport and conferences, but never ever for buildings. Yet conserving the disintegrating prison precinct is exactly what we needed. Government could find the money for building the court. But it faced too many other demands to invest in rehabilitating a dilapidated prison of dark memory.

And then we all knew that the most important part of a grant proposal was to establish measurable goals with precise costing of how they could be reached. Not so with No-Name Philanthropy. Everything went on trust: trusting a core idea, discerning a powerful if intangible goal, and finding people of integrity and commitment to follow through with the project.

Of course, after a while we knew at least one defining element of who the donors were: They were the only ones who didn't want their name to be known! And finally, and apparently for the least dream-like of reasons, it seems, namely for banal tax-compliance reasons, the cat had to be let out of the bag and the anonymous became nonymous: Atlantic Philanthropies!

Our fellow dreamers not only had the vision, they had the money to accomplish amazing projects of all magnitudes. Their investments in the University of the Western Cape were big and audacious, propelling what had been known as the "bush college" into one of the country's top five universities. The Nelson Mandela Gateway to Robben Island, a medium-scale project, produced a dignified departure point from the continent to the island synonymous for pain, endurance and ultimate triumph. The District Six Museum was a relatively small project. Yet, in its modesty, it became all the more inspiring as it powerfully revealed its stories directly and intimately to the viewer. Such investments transcend concrete and steel to become part of the country's soul.

Eschewing the accountant's bean-counting mindset, Atlantic cared deeply about policy, values and improving lives. And approached its work with an esprit that lifted our hearts. Rather than over-thinking and asking for yet more study, Atlantic did an amazing thing: It simply believed. And then it acted. And literally helped us build a new democracy.

— ALBIE SACHS, Justice of South Africa's Constitutional Court 1994–2009





## **South Africa**

In 1994, Nelson Mandela had just been elected president of South Africa after serving a 27-year prison sentence, and Atlantic began investigating ways to support this country on the brink of radical, hopeful change. Although working in South Africa seemed in keeping with the peace and reconciliation initiatives Atlantic had begun in Northern Ireland, making grants in the country had not originally been the plan. "South Africa is the one country in Atlantic's portfolio that Chuck did not initiate," says Harvey Dale, Atlantic's founding president.

Mr. Dale was the driving force here. A Harvardtrained lawyer who first encountered Mr. Feeney as an undergraduate student at Cornell, Mr. Dale was instrumental in setting up The Atlantic Philanthropies. When President Mandela signed South Africa's progressive new constitution in the early 1990s, Mr. Dale saw an opportunity. "It was the prospect of a new era—a modern constitution, embodying civil liberties and the rule of law, and avoiding scorched earth," Mr. Dale explains. "Being engaged in a potentially game-changing period in a society emerging from apartheid repression was something Chuck supported."

Aided by John R. Healy, who was then heading up the organization's Ireland office, Atlantic first focused on the Constitutional Court, with the aim to help young black lawyers get degrees and clerkships. "Support the people who will populate this new system and do it in a way that reflects the aspirations of a post-apartheid society," Christopher G. Oechsli, Atlantic's president and CEO, explains. That work segued into a focus on higher education from 1996 through 2002, when Atlantic opened its regional office in Johannesburg. Gerald Kraak, who had been working in South Africa's human rights sector for more than a decade, became the country's first program director. "We started a significant expansion," Mr. Kraak says. "And another shift in focus to rights and reconciliation and population health, where we thought we'd have the biggest impact."

← Schoolchildren arrive at the Nelson Mandela Gateway in Cape Town before boarding the ferry to Robben Island, where Nelson Mandela was imprisoned for many years. Atlantic's support of 21 capital projects in South Africa amounted to ZAR494.3 million (\$53.4 million). In addition to the projects featured in this chapter, other noteworthy efforts include renovating two nursing schools and additional schools of public health; supporting memory and peace-building projects; purchasing headquarters buildings for two anchor grantees (the Treatment Action Campaign and Lawyers for Human Rights); and adding a moot courtroom and purchasing a working community newspaper to provide students with hands-on journalism experience.

**Chuck Feeney first came to South Africa in 2005** on a Board trip-11 years after Atlantic's first grant there. Christine Downton, then the chair of Atlantic's investment committee, accompanied him. "We visited a lot of grantees who were all doing extraordinary things," Ms. Downton recalls. This included the University of the Western Cape (UWC), which had been, under apartheid, an institution for "colored," or mixedrace students. "UWC was doing good work in the public health sector, so we took Chuck there knowing he had an interest in university infrastructure," Mr. Kraak explains. On that visit, Mr. Feeney noticed the mostly prefab buildings were crumbling and overcrowded. So when Mr. Feeney met Brian O'Connell, the University's then rector, he asked how Atlantic could help. "Brian spoke very passionately about the history of UWC and its potential to become a leading university in the new South Africa," Ms. Downton recalls. "He had a real vision, and a contagious energy, which is what Chuck looks for to back." Out of that conversation came a commitment to build the Life Sciences Building-a new structure to house all the sciences in one place and the largest capital grant by Atlantic at a South African university. "That was entirely Chuck's idea," Mr. Kraak says.

As in Australia, Ireland and Viet Nam, Atlantic challenged the government to match its contribution. "It was a big breakthrough because up until then the government had placed a moratorium on capital projects due to budgetary constraints," Mr. Kraak explains. "But the minister of education was visionary enough to see that this was a new way of doing things. That was a significant by-product of the Life Sciences Building project." Another capital project at UWC was the School of Public Health. "It was in dire need of its own facilities," Mr. Kraak explains. "And it is now one of the leading schools—not only in South Africa but on the entire continent."



Dr. Rasayi Mdlankomo, center, inspects a patient's eye at the Sabona Eye Centre in Queenstown. She alternates days with another doctor: One day she sees up to hundreds of outpatients, and the next day she performs eye surgery.



The Nelson Mandela Gateway provides an interactive educational space where visitors learn about South Africa's history before travelling by boat to Robben Island, home of a notorious prison during the apartheid era.

Impact by Numbers

21 Capital Projects

**ZAR494.3 Million** (\$53.4 Million)

**44%** increase in number of nurses between 2005 and 2011 Both capital projects exemplified Mr. Feeney's passion for bricks and mortar. "Build a building and people will do great things in it," Mr. Oechsli says. "That's the idea behind our capital projects." UWC was one of four schools of public health in South Africa that Atlantic has supported: the University of the Witwatersrand, the University of Cape Town, and the University of Pretoria also received Atlantic funding. For each of these institutions, Atlantic's strategy was the same: better buildings and programming become a vehicle for attracting quality staff and students. "Chuck saw how these grants were vital developmental components of the university strategy and trajectory," Mr. Oechsli says.

The schools of public health were supported under the Atlantic Population Health Program. Zola Madikizela started as the program officer in charge of these projects in 2002, at the height of President Thabo Mbeki's devastating AIDS denialism: He claimed poverty, rather than the HIV virus, caused AIDS. He also stated that he didn't know one person who had HIV/AIDS, seemingly impossible in a country where 600 people were dying daily from the illness. To make matters worse, the government was refusing to provide a lifesaving antiretroviral medicine (ARV) to pregnant women that would prevent the transmission of HIV/AIDS to their unborn children.

In addition to supporting a public campaign that helped bring about a huge change in the government's policy toward HIV/AIDS, Atlantic saw how a serious shortage of properly trained nurses-the first line of defense, especially in rural areas—was an intrinsic part of the problem. Making grants to institutions of higher learning—such as UWC and the University of Fort Hare-addressed the shortage as part of a comprehensive strategy. Between 2006 and 2012, Atlantic invested \$32.8 million to strengthen the nursing sector. "The connecting thread in all our work is that we're trying to address the injustices of the past," Mr. Madikizela says. "Ensuring access to good quality health care, particularly for the marginalized population, means that you have appropriately qualified staff in areas that need health care services the most. How do you do it? By building and strengthening your own institutions so that they continue to produce health professionals."

From the early days of the program, Atlantic supported the Treatment Action Campaign (TAC), a grassroots social movement, to lead a public campaign that improved access to antiretroviral therapy for those with HIV. The TAC has used social mobilization and litigation to advocate for social change. Over the years, its focus has evolved from a narrow emphasis on HIV and AIDS to a social movement that campaigns for the realization of rights to health and social justice. More recently, TAC has brought attention to the systemic weakness of the public health system and its failure to deliver equitable, quality health care services to the most vulnerable citizens, primarily due to human resource shortages.

Beyond the serious health challenges, there were also old and deep psychological wounds that had to be addressed in South Africa. "There was no place to discuss past atrocities," Mr. Kraak explains. "An apartheid museum was one critical step toward reconciliation." Atlantic began making grants to help surface and share once-secret archives that collectively told the story of colonialism, the birth of apartheid and the struggle against it. Then, the organization contributed to the transformation of Johannesburg's Old Fort, a reviled prison under apartheid that held many political prisoners, into a museum that commemorated the struggle against apartheid—and that occupied a space right next to the new Constitutional Court in an area now called Constitution Hill. "It's become a real place of remembrance," Mr. Kraak says. "It symbolizes both old and new South Africa."

In the same vein of healing, Atlantic funded the District Six Museum in Cape Town, which commemorates the forced removal of people of color from the city center to its outskirts. "That was a very painful and brutal process." Mr. Kraak says. "This museum is another way to remember South Africa's past." Neither museum is as infamous as Robben Island, the prison where Nelson Mandela spent the bulk of his sentence. "To get to Robben Island, you catch a ferry from the docks in Cape Town," Mr. Kraak explains. "Once you get to the island, it's just the prison, so the idea was conceived to build a gateway which was a mix of auditorium, exhibition space and shops so people have an orientation toward what they're going to see at the prison." Atlantic provided funding for the Nelson Mandela Gateway, which also functions as a symbolic entrance to the past that helps visitors envision a better future.

Part of Atlantic's goal for the future has been to encourage other philanthropists—which is why Atlantic has partnered with the Inyathelo Institute for Advancement, an organization that promotes considered, strategic philanthropy. "The nature of giving is quite conservative here, but we're beginning to see a number of individuals coming forward and publicly saying they're going to put their money into social justice issues," Mr. Kraak says. "So the work has really been about trying to change mindsets."

Atlantic and Chuck Feeney provide a powerful model. "Chuck is intuitive and inspirational, but he always brings a business analysis and instinct for opportunity to his philanthropy," Ms. Downton says. "This is part of his innate gift, which includes how he measures success."

With respect to capital projects in South Africa, one might count the number of buildings, or nurses, or lawyers, or ARV vaccines produced to try to measure the impact Atlantic has had. But, as Ms. Downton points out, how do you come up with a metric that measures the change in spirit and optimism? For that, unquestionably, has been one of Atlantic's biggest impacts.



The newly constructed School of Public Health at the University of the Western Cape. The school, Atlantic's first major investment at UWC, houses approximately 250 master's and PhD students. Overall, the university produces the largest number of black and female science graduates in the country.



## Cape Town University of the Western Cape

In true Chuck Feeney style, a 2005 visit to the campus at this once "coloredonly" university in Cape Town led to Atlantic's largest capital grant in South Africa. At the time, with few resources, University of the Western Cape (UWC) researchers were conducting Africa's leading groundwater data collection and analysis as well as developing the first free male contraceptive pill. "The Atlantic Philanthropies' support for life sciences came at a critical stage of UWC's history," former Rector Brian O'Connell has said. "We were on the cusp of being recognized as a serious research university, when Atlantic gave us its confident support and undoubtedly the most advanced science building on the continent." The Life Sciences Building-a stateof-the-art, six-story building that includes two floors of instructional laboratories and four floors of research labs-brings together all of the sciences offered at the university under one roof. At its dedication in July 2010, **UWC Chancellor Archbishop Emeritus** Desmond Tutu said, "In these labs, our scholars will engage in finding ways to create a better life for our beautiful country, our continent and the wider world." Atlantic also funded UWC's School of Public Health (SOPH), which opened in 2009 and is now a World Health Organization **Collaborating Center for Research in** Human Resources Training for Health **Development. The SOPH also houses** the Centre for Research in HIV and AIDS. Today, the South African National **Research Foundation ranks UWC first** in research impact in biology and biochemistry, molecular biology and genetics, and physics.

**University of the Western Cape** Life Sciences Building Atlantic Investment: ZAR229.2 million (\$16.7 million)

School of Public Health Atlantic Investment: ZAR66 million (\$9.2 million)



A lecture room in the Life Sciences Building at University of the Western Cape. The University is "proud to have come to this point in our history where we are competitive and have made strides to become national leaders in many areas of science," says **Professor David Fisher,** UWC's Deputy Dean of Research.

> "Chuck saw a great leader in University of the Western Cape Rector Brian O'Connell who deserved Atlantic's support. It was another example of making a connection with a leader and seeing an undervalued institution that could be leveraged. Seeing an opportunity for a building and then marrying that with an Atlantic programmatic theme. In this case, population health. These two buildings reflect Chuck's and Atlantic's inspiration in South Africa and elsewhere."

— CHRISTOPHER G. OECHSLI, PRESIDENT AND CHIEF EXECUTIVE OFFICER, THE ATLANTIC PHILANTHROPIES



Delegates gather during the Fifth Annual Conference on HIV in Context at the UWC School of Public Health. The new facility's open spaces encourage interaction and collaboration.



A field researcher for the PURE Project at work in Langa Township locating individuals and households who have registered for a study. The project, based at the UWC School of Public Health, tracks basic health indicators, such as diet and exercise habits and family relationships. Researchers conduct hour-long interviews with participants, who are then invited to a local church the following week for a series of medical tests. The hope is that public health initiatives such as the PURE Project will lead to innovative approaches to population health in South Africa.

> The School of Public Health has a unique reach into the practitioner community through its summer and winter schools, which have provided continuing education for over 10,000 practitioners, mostly in the South African health services. The facility also serves

as a base for large-scale public health projects such as the PURE Project, which tracks basic health indicators to monitor and improve population health. Field researchers participate in ongoing training workshops at UWC to strengthen their research skills.















#### Participants in the UWC Public Health School's PURE Project

1. Nonleko Nipemba lives with her brother in a self-made home. Her brother Ray cannot walk as he was shot by a gang member.

2. Nonhle Mtongana in her home in Langa. She sells cool drinks and fast food from her kitchen. 3. PURE participant Buyiswa Eunice Mabija at her family home.

4. Cynthia Lande at her home. She is the eldest of four siblings who stay in the house, while her brother and sisters live in self-made homes on the property. They run a tuck shop selling cool drinks from one of the shacks in their backyard. 5. PURE field worker Khumbula Ndibaza posing with his ballroom dancing trophies in his home in Khayelitsha. In his spare time he teaches schoolchildren ballroom dancing at the local community hall.

6. Nopinkie Ngxangane at her home.



The Life Sciences Building at the University of the Western Cape. The building set an important precedent: By matching Atlantic's grant, the national Department of Education (DOE) ended a 15-year moratorium on spending for higher education infrastructure. Since then, DOE has provided or allocated through 2014 ZAR16.9 billion (\$881 million) to universities throughout the country.



An anatomy lecture for nursing students at the Life Sciences Building. The building has two stories of instructional labs; four floors of research labs; a learning resource center, which offers lecture theaters, a computer lab, and assembly spaces; and a cafeteria.



# Cape Town District Six Museum

First conceived of in 1994, the District Six Museum was founded as a place to commemorate the forced removal of people of color from the once thriving central city neighborhood known as District Six. Black Africans were the first to be displaced in 1901, followed by all other non-white people. On February 11, 1966, District Six was declared a "whites only" area under the Group Areas Act of 1950. By 1982, the community had been decimated: All told, more than 60,000 people were forcibly removed to the Cape Flats, on the barren outskirts of the city, and their homes were demolished.

Soon after the museum's founding, it became clear that more space would be needed to effectively commemorate this painful period in South African history. An Atlantic grant of ZAR5 million (\$380,249) allowed the museum to purchase the Sacks Futeran building, just two blocks from the original facility. Now called the District Six Museum Homecoming Centre, the building offers a place for returning families to gather, share stories and engage in the "memory work" vital to the healing and reconciliation process. The Homecoming Centre also gathers these stories as part of an education program and provides meeting and event spaces for NGOs working on similar issues, which contributes to the museum's financial sustainability. In 2006, the South African Heritage **Resources Agency declared District** Six a National Heritage site, which means it will never again be erased from the country's consciousness.



Tour guide Vivienne Sebastian escorts a visitor through the District Six Museum. A map of the neighborhood, from which people of color were forcibly removed, dominates the floor.

**District Six Museum** Atlantic Investment: ZAR5 million (\$380,249)







The Homecoming Centre sits next to the vibrant Fugard Theater in Cape Town.

# Cape Town Nelson Mandela Gateway

Robben Island, home to South Africa's most infamous prison, is just off Cape Town's shore, and remains stark evidence of the country's brutal and unforgiving past under apartheid. Nelson Mandela, its most famous prisoner, served 18 years here. But rather than break him, this prison was where he evolved his ideas for a new South Africa. The prison is still standing on the island, which was declared a World Heritage site in **1999.** To create a literal and figurative gateway to the island, Atlantic contributed nearly ZAR5 million (\$600,000) toward building a visitors' center and bridge on the docks of Cape Town. "To get to Robben Island, you catch a ferry," Atlantic's Gerald Kraak explains. "Once you arrive at the island, it's just the prison, so the idea was to build a gateway ... so people had context and an orientation towards what they were about to experience."

**Nelson Mandela Gateway** Atlantic Investment: ZAR4.9 million (\$579,760)



Ferries arrive at the Nelson Mandela Gateway in Cape Town to take visitors to Robben Island.





"Today when I look at Robben Island, I see it as a celebration of the struggle and a symbol of the finest qualities of the human spirit, rather than as a monument to the brutal tyranny and oppression of apartheid. It is true that Robben Island was once a place of darkness, but out of that darkness has come a wonderful brightness, a light so powerful that it could not be hidden behind prison walls..."

- NELSON MANDELA, 1918-2013



A young South African photographs Nelson Mandela's former cell on her tour of Robben Island.

Robben Island prisoners, including Nelson Mandela, were forced to work long hours in a limestone quarry on the island. They were given a cave for their ablutions, but instead of using it as a toilet, they turned it into a university, where they taught each other in one of the few places where they were spared from surveillance by the wardens.



## Cape Town Operating Theatres at Red Cross War Memorial Children's Hospital

**The Red Cross War Memorial** Children's Hospital was built in **1956 and remains the only specialist** pediatrics hospital dedicated entirely to children in southern Africa. In 2009, an Atlantic grant of more than ZAR20 million (\$2.7 million) contributed to the building of a new state-of-the-art Operating Theatre Complex that includes eight fully equipped operating roomseach designed for a sub-specialty, including emergency and septic orthopedics and burns. The neurosurgery and spinal orthopedics operating theater is one of three rooms to be fully digitalized, a first in sub-Saharan Africa. "The new facility is a significant development in the history of the hospital and the biggest upgrade to date," said Dr. Dimitri Erasmus, **CEO of the Red Cross War Memorial** Children's Hospital, on the day of its unveiling in September 2009. "The refurbished and expanded complex is set to advance the hospital and keep it abreast of modern surgical techniques and technology." The impact, says Zola Madikizela, Atlantic's program executive in South Africa for population health, was immediately felt. "In addition to an increase in patients receiving surgery, the new theaters allowed the introduction of minimally invasive endoscopic surgery for young patients, which reduces recovery time and the risk of repeat surgeries due to infection or wound complications," Mr. Madikizela explains. "Surgical waiting periods have been reduced substantially and today the hospital is considered a world expert in pediatric neurosurgery."

Red Cross War Memorial Children's Hospital Operating Theatres Atlantic Investment: ZAR20 million (\$2.7 million)



A statue of Peter Pan stands outside the Red Cross War Memorial Children's Hospital in Cape Town.








These "before and after" photographs represent a collaboration between Gideon Mendel, who photographed the children and their families in the operating theaters funded by Atlantic, and George Marashe, who visited the same children weeks or months later, after they had returned home.

#### Nelisa Sitishi

← Nelisa Sitishi in the Paediatric Intensive Care Unit with her mother two days after major heart surgery.

Nelisa at home with family and friends after recovering from her surgery.

## Awombulelo Mandoyi

 Awombulelo Mandoyi working with two physiotherapists in the Paediatric Intensive Care Unit the day after major lung surgery.
 They are trying to make him blow bubbles to exercise his lungs.

Awombulelo playing with his big brother.

## Noag Adrian

→ Noag Adrian is put under anesthetic before surgery, with his mother helping.

Noag playing with his siblings and friends after returning home.

## Tristan Adams

 $\rightarrow$  Tristan Adams with his mother as he wakes up after major heart surgery in the Paediatric Intensive Care Unit.

Tristan back at home.





## Queenstown, Eastern Cape Sabona Eye Centre

The Eastern Cape Province is the poorest province in South Africa, and home to roughly seven million people-more than 50,000 of whom are blind and most of whom had no or limited access to eye care services. The cause of two-thirds of these cases is cataracts, which are both preventable and treatable by simple and inexpensive means. In 2005, Atlantic provided half of the construction costs-ZAR31 million (\$4.9 million)-for the Sabona Eye Centre, a 30-bed modern eye hospital that opened in 2009 in Queenstown. Intended to serve the entire subregion, the center's goal is to increase the annual number of sight-saving operations in the area from 1,500 to 3,500. Sabona Eye Centre also serves as a training and service center for ophthalmic nurses and cataract surgeons from nearby Walter Sisulu **University and the Lilitha Nursing** College.

Until 2004, there was no full-time optometrist in the public sector in the Eastern Cape Province. Today, with the support of Atlantic, Fred Hollows Foundation provides approximately 3,000 sight restorative surgeries each year at the Centre and a further 2,500 operations in five rural satellite hospitals, each of which is run by local doctors and nurses who were trained in cataract surgery at the Sabona Eye Centre.

Sabona Eye Centre Atlantic Investment: ZAR31 million (\$4.9 million) THE SABONA EYE CENTE FRONTIER HOSPITAL WAS OFFICIALLY OPENED E HONOURABLE MEC FOR H MS P. MAJODINA ON THE 08 FEBRUARY

The entrance to the Sabona Eye Centre. In 2011, 2,074 cataract operations were performed along with an additional 129 sightsaving or improving interventions. More than 19,000 people were screened and 43 nurses and clinical support staff received training.



An 85-year-old patient called "Mama," had been blind for many years and, as a result, restricted to her one-room hut on the outskirts of Queenstown. Following a bilateral cataract surgery, the surgeon asked, "What are you looking forward to?" And she replied, "To be able to see my sons and grandchildren again."



























← Facilities and equipment at the Sabona Eye Centre. Atlantic sees eye care as an area in which a relatively small investment offers outsized results on population health and well-being.



A patient takes an eye test at the Sabona Eye Centre, Queenstown.

# Johannesburg University of the Witwatersrand

Atlantic has contributed ZAR144.9 million (\$18.8 million) to the University of the Witwatersrand (Wits), including a ZAR20 million (\$2.9 million) grant to fund construction of the new School of Public Health, which opened in 2013. As at UWC, the facility enhances the institution's capacity to train the next generation of public health specialists, hospital management and district level workers-the clinical associates, who are key to the primary health care system in South Africa. Atlantic simultaneously funded Wits' first Clinical Associates training program, in collaboration with the provincial government, and a research program to develop and strengthen the evidence for improved nursing policy and practices. "It has been evident that health care has improved in the largely rural North West Province, which has some of the lowest health indicators, including health care personnel, of any South African province," says Prof. Ian Couper, director of the Wits Centre for Rural Health, of the program's impact. "The Department of Health there has been very enthusiastic about these workers-both clinical associates and hospital CEOs-being trained as one solution to many of its needs in district hospitals." Other grants to Wits include projects more directly linked to Atlantic's Reconciliation & Human Rights Program, such as the Traces of Truth initiative, which helped bring to the public once obscure archives detailing human rights violations under apartheid. Housed at Wits, these records are now part of the national legacy and facilitate discussion of the country's painful past.

## University of the Witwatersrand

School of Public Health Atlantic Investment: ZAR20 million (\$2.9 million)



University of the Witwatersrand campus in Johannesburg from the roof of the medical school. The new School of Public Health is on the right.





The School of Public Health features a lightfilled courtyard. Atlantic has provided funding to four schools of public health in the country as part of its emphasis on population health.



The entrance to the School of Public Health campus. From 2005 to 2011, the number of nurses in South Africa grew from 177,869 to 248,737, or 44 percent. Atlantic-funded grantees produced 50 percent of all nurses in South Africa during that period.

> Parallel to its capital grants, Atlantic also funded research on the state of nursing in South Africa, led by the Centre for Health Policy. This work pointed out the problems with agency nursing and moonlighting. On the basis of the study, the health minister directed the Department of Health in 2012 to draft regulations to address moonlighting and agency nursing issues. The study's findings and recommendations also were included in the government's five-year strategy on nursing education, training and practice, which is the main document that guides all action in nursing.





The daughter of William and Daphne Motsusi at the Tsogng Tuckshop, Lehurutshe, North West Province, near the District Training Centre. Clinical associates serve rural residents from the very young to the elderly.

Temoso Moseki in a Clinical Associates training program class at the District Training Centre, Zeerust-Lehurutshe District Hospital, North West Province.

# Zeerust-Lehurutshe University of the Witwatersrand

Rural North West Province does not have a medical school, a serious impediment to improving primary health care in the region. An Atlantic grant of ZAR9.2 million (\$1.2 million) renovated the rural Zeerust-Lehurutshe District Hospital into a pilot educational campus, where the University of the Witwatersrand now operates a Clinical Associates training program, which has created a scalable model for efficiently developing and retaining health professionals in South Africa's most medically underserved regions.

University of the Witwatersrand Clinicians Associate Programme Zeerust-Lehurutshe, North West Province Atlantic Investment: ZAR9.2 million (\$1.2 million)





Rural Zeerust-Lehurutshe, North West Province, is 20 kilometers (12.5 miles) from the main highway. Clinical associates provide a vital health resource for isolated rural populations.





Bright Sithole, program coordinator and trainer, works with students in the Clinical Associates training program, District Training Centre, Zeerust-Lehurutshe District Hospital, North West Province.

Clinical associates can assess patients, make diagnoses, prescribe appropriate treatments and undertake minor surgical procedures under the supervision of doctors. The threeyear degree programwhich was developed at the University of the Witwatersrand-has since spread to two other universities, and the programs are now primarily funded by government. The first group of 24 clinical associates graduated in 2011 and work in district health facilities, the cornerstones of the primary health system.



The exercise yard at the Old Fort, which used to house prisoners awaiting trial, is now a civic space for new generations of activists and protesters attending sessions of the nearby Constitutional Court. These women, from an organization that campaigns against the eviction of squatters and in favor of public housing, just attended a case addressing housing rights.



# Johannesburg Constitution Hill— Old Fort Museum

With Atlantic's support, the Johannesburg Development Agency (JDA), turned the Old Fort, an infamous former prison that held both Nelson Mandela and Gandhi, into an apartheid memorial. Adjacent to the country's new Constitutional Court in an area now known as Constitution Hill, the memorial commemorates a brutal past in order to make way for a progressive and brighter future. "The prison was a place of oppression and a symbol of apartheid," says Atlantic's Gerald Kraak. "Placed next to this building which represents the new democratic South Africa-there is great symbolism in that." Atlantic's grant helped fund the building renovations, as well as exhibits and educational programs, all aimed at strengthening the national discourse about memory and reconciliation. "Bringing these stories into the public realm meant beginning to create a debate about what happened in the past," says Mr. Kraak. "It pushes people to ask, what's the meaning of reconciliationand common citizenship?"

**Constitution Hill–Old Fort Museum** Atlantic Investment: ZAR25 million (\$4.4 million)





The Constitution Hill complex, formerly a notorious prison, now houses the South African Constitutional Court, the Women's Gaol museum, Number Four museum, and the Old Fort museum, which Atlantic restored.







Students in an outreach program visit the Constitutional Court at Constitution Hill.

← A group of students tour the solitary confinement punishment cells in Number Four Museum, now part of Constitution Hill. These cells housed black prisoners who were allowed outside for just one hour a day.



"We South Africans have the only prison in the world, we can say with dubious pride, where both Gandhi and Mandela were locked up. And that's where we decided to build our [Constitutional] Court, in the heart of that prison. And we needed something that would conserve those buildings, that could tell the stories of people who were locked up there and also the stories of people who were hoping and dreaming of a new, good, decent, humane South Africa that embraced everybody. Well, that's not the easiest thing to get from government, when they need money for health, for housing, for education, for everything else. If government could not afford to spend money on preservation, where would the money come from? As it happened, there was a source that did not wish to call attention to itself. And this mysterious organization—The Atlantic Philanthropies we learned afterwards—was there."

— Albie sachs, former justice on the constitutional court and anti-apartheid activist

# Viet Nam

For an interactive experience visit: www.layingfoundationsforchange.org



Ha Noi	Ho Chi Minh City	Hue City	Khanh Hoa	Da Nang
National Hospital of Pediatrics	Royal Melbourne Institute of Technology University	Hue Central Hospital Cardiovascular Center	Commune Health Centers	Da Nang Eye Hospital
Ireland-Vietnam Blood Borne Virus Initiative	RMIT Saigon South Campus	Hue University		
National Institute of Hygiene & Epidemiology		Center		
		Hue University of		
		Medicine and Pharmacy, Faculty of Public Health		

Mr. Chuck Feeney loves central Viet Nam. He came to our region for one reason: He wanted to help. The northern half has Ha Noi, the capital of Viet Nam and the political center of the country. The southern half has Ho Chi Minh City, the economic center of the country, demonstrating the strong growth of Viet Nam in the north and south. Meanwhile, our region has typhoons and droughts, the worst of the war, the worst of the developing economy. No industry, no agricultural base. We faced myriad difficulties, but Mr. Chuck saw potential in Central Region cities like Hue and Da Nang.

I remember well the first time I met him. He and a delegate from the East Meets West Foundation visited our pediatrics department at the hospital and told us they were interested in helping us provide care to children with congenital cardiac disease. Before that, I did not even know who he was. I just knew that he was a gentleman who had very bright and attractive eyes, in casual clothes. He asked me: "What do you need to do your job better?" I told him we were providing good care in a deteriorating 50-year-old structure. He asked me how much a new building would cost. I hesitated before answering. I was nervous.

I made a quick calculation based on the size of the existing building and construction costs at the time—about \$1 million. He nodded in agreement and asked how long construction would take. Two or three years? He said he would come back in one year to check on the progress and said if we were on schedule, he would help us build other facilities. That was our first meeting and I had the great honor to talk to a famous man with power, generosity and kindness—Mr. Chuck. It was the beginning of a 15-year relationship.

He came back—exactly a year later, as promised—and saw our building under construction. We began to discuss the next big project, a cardiovascular center. It was my dream as a heart surgeon. This was a meaningful turning point in the development of the hospital, a move that motivated people to believe in the future.

After six years in operation, the cardiovascular center is a great success. Our most significant achievement was conducting Viet Nam's first heart transplant solely with Vietnamese staff. The real benefit of this crowning achievement is similar to a pyramid: The peak is only possible because of the solid base, which in our case is the solid performance of our hospital staff in every department. For a developing nation like Viet Nam, that's important, both tangibly and symbolically.

Here, we are not only treating patients, but also training health personnel—physicians, nurses and aides—who later provide services throughout the country. It takes time, capacity, a standardized training system and a state-ofthe-art facility to acquire in-depth specialization in cardiology. We have trained a generation of experts who can then train future generations. Even Ha Noi and Ho Chi Minh City send teams to our hospital to learn from our model. As a heart surgeon, this is a dream come true.

Mr. Chuck came back to Viet Nam after seeing the destruction caused by the tsunami in Phuket, Thailand. He had pain in his leg caused by gout, but we went together to visit the hospital's facilities (donated by Atlantic). His eyes glittered with happiness when he saw so many children being cared for in perfect conditions. I told him that we, the patients and Vietnamese people, expected to do something to express our gratitude. He said the honor should be given to the medical staff at Hue Central Hospital, whose efforts were helping cure patients. He just wished to continue working with me to further improve working conditions. And so, the Center for Medical Training and Ophthalmology was built.

Atlantic started its work in hospitals like ours, then looked at the whole system and began addressing public health training and practices, and primary health care reforms. Thua Thien Hue and Khanh Hoa Provinces are examples of the tremendous change in primary health care. They provide models for expanding high-quality, essential primary health care services to all the people of Viet Nam.

This work is nation-building at its best. And we have Mr. Chuck Feeney and Atlantic to thank for it.

DR. BUI DUC PHU
Director of Hue Central Hospital
Director of Cardiovascular Center
& Medical Training Center
President of Vietnam Association of Thoracic
& Cardiovascular Surgery





## Viet Nam

The headline caught his attention: "U.S. Foundation Last Hope for Many of Vietnam's Poor." Chuck Feeney read the accompanying article in *The San Francisco Examiner* about East Meets West Foundation (EMWF), a Californiabased organization dedicated to improving the health and education of poor people in Viet Nam, and was intrigued. That was in early 1997 and, as the story reported, EMWF was about to run out of funding. Mr. Feeney reached out to Mark Stewart, the California-based organization's then executive director and a veteran of the U.S. war in Viet Nam, to learn more about the work. By the end of their conversation, Mr. Feeney offered to write a \$100,000 check.

That crucial initial donation—used to build and renovate elementary schools, and to install water systems—proved the precedent for a transformative relationship between The Atlantic Philanthropies and Viet Nam. Since then, Atlantic has invested more than \$178.8 million in health care and higher education initiatives throughout the nation in 40 capital projects and leveraged an additional \$735 million in matching funds from the government and other donors.

Nurtured over nearly two decades, Atlantic's strong relationships with Vietnamese officials, both provincial and national, have led to significant reforms and better health equity for disadvantaged people. An Atlantic-led initiative to rebuild and renovate more than 940 commune health centers (CHCs) in eight provinces has stimulated primary health reform and has become a model for primary and preventive health care, according to Dr. Truong Tan Minh, director of the health department in Khanh Hoa Province and a leading public-health expert. Atlantic also built or reconstructed five Learning Resource Centers (LRCs), which reconceptualized the idea of libraries as cuttingedge educational and technology hubs.

Mr. Feeney sent a trusted emissary, Bob Matousek, to Viet Nam following his meeting with Mr. Stewart to see how EMWF had used the initial funds. Impressed by his proxy's findings, he flew to Viet Nam himself to meet with Mark Conroy, EMWF's Da Nang-based country director. "We met for two hours in my office," Mr. Conroy recalls. "Chuck made it clear that he felt Viet Nam got a bad deal from our country following the war. He wanted to see how he could help." On that same trip, Mr. Conroy

 A young patient in the pediatric wing of the Cardiovascular Center in Hue. took Mr. Feeney to see Da Nang General Hospital, one of two main tertiary hospitals for central Viet Nam, where he observed an overburdened medical staff doing its best despite crumbling buildings, outdated equipment and such overcrowding that patients rested on mats lining the hallways due to a lack of beds. "On our way back to the office, Chuck asked what the hospital's most pressing needs were," Mr. Conroy recalls. Soon after, EMWF received its second grant-\$300,000-to renovate the hospital's burn unit and pediatric wing. Atlantic has invested \$13.5 million to help improve the hospital's intensive care and obstetrics and gynecological departments, build a seven-story internal medicine unit, an emergency-care center and a waste-treatment system. Viet Nam's Ministry of Health upgraded the hospital to Level One, the nation's highest rating.

But Mr. Feeney didn't want only to address health care. He knew—from his own personal experience and Atlantic's work with universities in the Republic of Ireland, Northern Ireland and the United States—that the key to sustaining systemic, long-lasting change was to empower people to produce change themselves, through education. First, he hired a journalist to do a six-month study of schooling in Viet Nam, and then he visited the director's office at Da Nang University. There, Mr. Feeney saw a half-finished concrete building that, he learned, was meant to be the school's library. Another Atlantic initiative—building libraries that were inviting enough to encourage learning and inspire students to effect change—came into sharp focus.

Christopher G. Oechsli, president and CEO of Atlantic, was first invited by Mr. Feeney to Viet Nam in 1999, when he was working as legal counsel for General Atlantic Group, the Feeney-led business subsidiary of the Atlantic Foundation. "I found myself at the breakfast table at our twenty-dollar-per-night hotel, with Chuck and Danny O'Hare and Ed Walsh, two presidents of Irish universities," Mr. Oechsli recalls. "With Chuck, there are no expectations, just people talking, 'What could we do to make this better?"

That morning, the group identified Viet Nam's higher education system as the crucial sector in need of improvement. "Then, there was no global perspective being taught at public universities, or any significant information technology access to connect students to the rest of the world," Mr. Oechsli says. "We were interested in supporting student-initiated learning, and thought, let's make libraries an effective resource toward that goal."

The moment was pivotal: Instead of building just one library, Atlantic "looked more systemically at the role of libraries in higher education in Viet Nam," Mr. Oechsli says. "We had just done that to great success in Ireland, and Chuck likes to work off winning concepts."



In 2007, an average of 38 people a day in Viet Nam were dying in traffic accidents, the leading cause of death in the country for those age 18 to 45. Atlantic worked with grassroots groups and government to create a public awareness campaign, fund a helmet factory, and ultimately helped to pass a law requiring all motorbike drivers and passengers to wear helmets. The first day the bill was in effect 98 percent of these drivers were wearing helmets. By 2008, related deaths had decreased by 12 percent and injuries by 24 percent. It took eight years to get the helmet law passed.

"Every project seems to start with relationships. It's not bureaucratic. It's not intellectual. It's very human. And it's very Chuck." — CHRISTOPHER G. OECHSLI, PRESIDENT AND CHIEF EXECUTIVE OFFICER, THE ATLANTIC PHILANTHROPIES



By reinvigorating a network of more than 940 commune health centers in eight provinces, Atlantic helped put essential primary care close to home for families, delivering quality, affordable services that include primary and preventive care, such as vaccines and flu shots, as well as reproductive, prenatal and emergency medical capability.

Impact by Numbers

40 Capital Projects

\$181.9 Million

## 76%

drop in maternal mortality rate between 2006 & 2010 at commune health centers in Da Nang City and Khanh Hoa Province
The Learning Resource Centers at Da Nang University were the first of five LRCs that Atlantic has built, including the one it added to significantly. "The LRCs initiated a whole new approach to learning in a country that was stuck in a passive, lecture-style model of education," Dr. Le Nhan Phuong, Atlantic's country director in Viet Nam, explains. Based on an open-stack browsing model, each center doubles as a technology hub with Internet and audiovisual capabilities for students to seek information and become active, inquisitive learners, and offers meeting places for collaboration. "These centers have attracted more than students and professors; NGOs and professionals use the space to do research and share ideas. They have redefined what a library can be."

Atlantic looks for projects that make big impacts and that lead to systemic and sustainable change. But Atlantic also looks to support work already being done by other organizations, in keeping with its goal of maximum impact. Hence, the decision to provide initial funding for the Saigon South campus of Australia's Royal Melbourne Institute of Technology in Ho Chi Minh City, which was the first 100-percent foreign-owned university in Viet Nam. Since its launch in 2001, it has grown from 40 to more than 6,000 students—and as of 2014 had won the prestigious Golden Dragon Award 11 years in a row for its significant contributions across the education sector.

Atlantic also looks for dynamic, dedicated people who will realize impact with or without Atlantic's help. "Chuck places bets on people, as well as on projects," explains Mr. Oechsli. Case in point: During a tour of Hue Central Hospital, Mr. Feeney met its visionary director, Dr. Bui Duc Phu. The story has become anthemic to Atlantic's story in Viet Nam: Mr. Feeney asked Dr. Phu what was needed, and the doctor said a pediatrics wing. Atlantic funded it. Mr. Feeney then asked Dr. Phu what else was needed. The doctor's response: a cardiovascular center.

At the time, any patients in Central Viet Nam with cardiovascular concerns had to travel to Ho Chi Minh City or Ha Noi for care. The trip alone could decimate a person's savings and health—even before any medical treatment. Things had to change, and Mr. Feeney was confident that Dr. Phu's determination and vision could make that happen. Dr. Phuong explains, "Having the right leader manage the development of that project is key to sustainability. It's not our dream we're realizing, it is theirs."

The capital projects in Viet Nam were not just buildings, but places with people who would transform those spaces into their own dreams. "Chuck deeply believes in the people in Viet Nam," Dr. Phuong says. "These buildings will ultimately be sustained and run by them—so let's help them build something to be proud of." An Atlantic-funded building is designed in every way to be an enduring source of pride for the community and the region, a well-equipped facility with positive, sustainable impact.

In that way, every health- and education-related Atlantic project is connected: Build a better library for students, then fund grants for librarians to learn how to maximize the technology and resources within. Build a cardiovascular center in Hue to address the needs of disadvantaged people, then take it to a state of excellence responsible for the first heart transplant performed solely by Vietnamese doctors. Then back an anti-smoking campaign to prevent heart disease.

Renovate the pediatric care units at three major Vietnamese urban hospitals and lower infant mortality. And offer the government a prototype to extend and revitalize the primary care system by renovating or building 940 commune health centers that focus on primary and preventive health care, offering essential medical services, including reproductive health care.

The commune health centers are like veins extending their work throughout the country. Before the war, there was an effective network of community-supported primary care clinics, funded by communal cooperatives. But the postwar Doi Moi period—marked by land reform and a push toward privatization—eradicated that system, which meant support had to come from the government, and it did not have sufficient resources to meet changing health care needs. CHCs, so key to the well-being of rural Vietnamese especially, were left to languish.

To start resolving the inequity, Atlantic followed a model similar to the libraries. It began with a prototype and a partner already operational in the particular needs of the region. Dr. Minh had a vision for improving primary care throughout Viet Nam, and Dr. Phuong supported his priorities and approach: "We agreed that infrastructure and equipment were key," he says. "Without a facility to work in, nothing can be done."

With Atlantic's support, Dr. Minh designed and tested the first commune health center for the Khanh Hoa Provincial Health Department, which today oversees 140 centers and serves more than one million people. "We decided to help with the building material, or hardware, to begin realizing his vision," Dr. Phuong says. Using hardware to leverage software is key to Atlantic's capital projects process: On a micro level, doctors and nurses want to work in well-equipped facilities. On a macro level, each successful center provides leverage to secure additional funds from the Vietnamese government to reconstruct more centers. The goal is for the CHC staff to become advocates for their own communities. In 2014, there are 940 CHCs—all born of a singular vision for a more equitable, healthier Viet Nam.

Atlantic ended its formal country program grantmaking in Viet Nam in 2013, but its mission lives on in every organization, in every building, and more important, in every person supported in the process to help build the foundation for the health care system to evolve.



"Our partnership with the Ministry of Health to rebuild the National Hospital of Pediatrics will deliver the best care to the children of Viet Nam. Our children are our future, so this is exactly what Viet Nam needs."

- DR. DUONG HOANG QUYEN, ATLANTIC PROGRAM EXECUTIVE FOR POPULATION HEALTH.



"The Neonatal Intensive Care Unit is often the last hope for families with children born with significant problems," says Dr. Phuong. "But it also plays a vital role in teaching and training secondary and primary hospitals to handle medical issues that will prevent such drastic measures."

## Ha Noi National Hospital of Pediatrics

Serving 30 million people in the north and doubling as the main training facility for every pediatrician in the nation, the National Hospital of Pediatrics (NHP) is today considered the anchor of children's medicine in Viet Nam. Its influence on government policy affects every Vietnamese household with kids. The health of the country's next generation was unfolding in a very different environment when, in 2003, visionary NHP Director Dr. Nguyen Thanh Liem invited The Atlantic Philanthropies to tour the facility. "The buildings were dilapidated, the equipment outdated, and yet the staff was doing its best to serve a huge population," recalls Atlantic's Dr. Le Nhan Phuong. "The need was great, but resources were limited." Atlantic saw an opportunity for significant impactand a ripple effect. "We figured if we can show people that things are moving in the right direction, then it's easier to get others to join along," says Dr. Phuong. It worked. Atlantic funded phase one-a collection of four buildings around the periphery of the existing hospital, and a budget for clinical and human resources training. "What's the point of a building if the people in it don't know how to get and use resources to sustain it?" Dr. Phuong explains. This educational component was key, as it empowered the hospital staff to successfully lobby the government to fund phases two and three-adding a \$52 million investment to Atlantic's initial \$18 million donation.

**National Hospital of Pediatrics** Atlantic Investment: \$10.5 million







A mother comforts her child in the measles ward.

← The number of ill children arriving at NHP has been increasing by more than 12 percent per year, risking overloading the hospital's staff, beds and care. In 2013, there were 600 patients who often required a stay of at least 15 days.



"Before Atlantic funding, the Neonatal Intensive Care Unit (NICU) department only consisted of 25 beds, and the number of children coming in for treatment could be up to 100. There were times when four newborns occupied one bed. We now have a new four-story building containing 200 NICU infant beds."

— LE THANH HAI, DIRECTOR, NATIONAL HOSPITAL OF PEDIATRICS

Nurses monitor infants around the clock to reduce cross infection rates.



→ The children in this room have developmental issues, ranging from autism to general behavioral or psychological disorders. Doctors consult with parents to determine the best activities and treatment for their child, including picture-exchange communication and language and movement therapy.





# Ha Noi Ireland-Vietnam Blood Borne Virus Initiative

Professor William "Billy" Hall. an Atlantic director, was the brain behind the **Ireland-Vietnam Blood Borne Virus** Initiative (IVVI) at the National Institute of Hygiene & Epidemiology. An expert in infectious diseases, Prof. Hall retired as both the chair of medical biology and the director of the Center for **Research in Infectious Diseases at** University College in Dublin (UCD) in 2014. So when he suggested that Atlantic partner with UCD and the Irish government through Irish Aid in 2007 to build an institute in Viet Nam that studied blood-borne viruses, the idea had vital appeal. "Whatever the big epidemic is, whether SARS, HIV or swine flu, Viet Nam is somehow affected," Dr. Phuong says. "It makes sense to do this work in Viet Nam, not only for us but for the rest of the world." The laboratory investigates emerging and ongoing epidemics, addressing a serious public health need as well as keeping bright young students who had opportunities to study abroad. Funding included a new building equipped with laboratory suites for diagnostics and virology and immunology research, as well as training programs. The facility was accredited by the World Health Organization in 2012 and is considered one of the best viral diagnostic labs in South East Asia. The laboratory has also carried out large-scale epidemiological studies involving more than 1,000 participants from throughout Viet Nam to evaluate the impact of several key viral infections within the population. These have been published in international journals and, according to Prof. Hall, "provide an evidence-based approach for their prevention and treatment." Indeed the studies have contributed to the introduction of new treatment regimens for HIV infection.

Ireland-Vietnam Blood Borne Virus Initiative (IVVI) National Institute of Hygiene & Epidemiology Atlantic Investment: \$3.2 million



Though IVVI's initial focus was on bloodborne viruses, studies now include other important viral agents, including research on Dengue, Chikungunya and Japanese encephalitis viruses. The laboratory was also responsible for investigating a large outbreak of measles associated with severe encephalitis in adults in northern Viet Nam.



"Scientific learning and research has the capacity to bridge enormous gaps. The skills developed in identifying and managing deadly viruses in Ireland are readily transferable to Viet Nam, and I am encouraged by the rapid achievements of the IVVI." — CHUCK FEENEY





Health workers from provinces throughout the country study to bring advanced care back to their home.

→ The work at IVVI is drawing increased interest from government policymakers and researchers from throughout the country.





# Ho Chi Minh City Royal Melbourne Institute of Technology University

Along with health initiatives, one of Atlantic's original goals in Viet Nam has been supporting higher education-while recognizing that trying to entirely transform the country's entrenched public system would have taken far too long. The government of Viet Nam wanted to spur educational reforms. **Enter the Royal Melbourne Institute** of Technology's (RMIT) Saigon South campus in Ho Chi Minh City, the first 100-percent foreign-owned university in Viet Nam. It started with 40 students and now has 6,000. Just as IVVI connected Atlantic's work in Ireland to Viet Nam, RMIT fostered a similar relationship between Australia and Viet Nam. "Students coming from Viet Nam's public institutions were lacking skills necessary for today's world, like being assertive thinkers. Chuck saw the need for a different model," says Dr. Phuong. RMIT, which offers degrees in business, technology, design and management, already had a foothold in Ho Chi Minh City, which Atlantic helped turn into a thriving campus, funding the initial campus classrooms, student center and library, as well as the dorm and sports complex. "Chuck's heart is always with the students," Dr. Phuong says. "He's interested in ways to make their lives better."

**Royal Melbourne Institute of Technology University** RMIT International Saigon South Campus Atlantic Investment: \$22.0 million



RMIT's Residential Center houses 100 students, offering single studios as well as three- and five-bedroom apartments, with shared kitchens and reading rooms on each floor. Each student gets his or her own fully furnished bedroom, which has wireless connectivity to the university's intranet, and a printer.



 → The RMIT indoor soccer team trains with its coach in the sports hall of the Recreation and Events Complex, built with Atlantic funding. This multipurpose fitness center has courts for badminton, volleyball and handball.











Students in Associate Professor Bob Baulch's marketing and business class.





## Hue City Hue Central Hospital

Hue Hospital is central Viet Nam's main tertiary hospital, responsible for a population of roughly 20 million, as well as a key center for medical training and policymaking. It was the first place Mr. Feeney visited when he came to Viet Nam in 1998. "Chuck loves central Viet Nam," says Dr. Phuong. It has Dr. Bui Duc Phu, the hospital director who first walked Mr. Feeney through the facility. Following the tour, he asked Dr. Phu-in the simple and now famous exchange that launched Atlantic's involvement in the country-"What do you need?" Dr. Phu's reply was, "A pediatrics wing." Once that building was complete, Mr. Feeney asked, "Anything else?" Dr. Phu had already begun a nascent cardiovascular program which, with Atlantic's help, became Hue Cardiovascular Center, a state-of-the-art building equipped with modern medical technology. It has served more than 57,000 outpatients, and more than 24,000 inpatients, as well as performed more than 6,000 open-heart surgeries, including the first heart transplant solely by Vietnamese doctors, which saved the life of 26-year-old Tran Mau Duc. Recently, the Ministry of Health recognized Hue Central Hospital as one of the top three hospitals in the country.

Hue Central Hospital Cardiovascular Center

Atlantic Investment: \$8.3 million



"The truth is all the credit for this is yours," Mr. Feeney has emphasized to hospital staffs. "The real work was on your side. Atlantic is proud to be associated with high-quality people doing what they say they will do." The newly completed Ophthalmology Department and Medical Training Center of Hue Central Hospital provides training for health care workers throughout the Central Region.





Family members wait outside the surgical suite for information on their loved ones.



# Hue City Hue University

"What better way to improve teaching and learning in the university than to re-imagine its library?" Dr. Phuong asks. "Chuck wanted students to have access to resources and information. He knew the library is the heart and soul of any university, so that's where he wanted Atlantic to focus." Having already successfully built libraries in the United States and the **Republic of Ireland, Atlantic was** well aware of the impact they have on the education of an entire community. "Chuck saw how libraries are an effective resource," says Atlantic's President and CEO Christopher G. Oechsli. "So we decided to approach the key universities in Viet Nam and offered to build facilities that would support student-initiated learning in a systemic way." The first two Learning Resource Centers-multistoried buildings based on an openstack model that offer a mix of print, electronic, and audiovisual resources, as well as computer work stations, video conferencing centers and other areas for students to gather and learn together-opened in 2005 at Hue University and Da Nang University, followed in 2006 by one at Thai Nguyen University in Ha Noi and another at Can Tho University in the Mekong Delta. Each center has content unique to its region. Hue, for example, focuses on royal history and culture, whereas the Can Tho site focuses on development and agricultural issues. But the libraries are all designed to share knowledge, with each other and with their users. In fact, says Dr. Phuong, one Atlantic grant was made specifically to translate the Dewey Decimal System to Vietnamese, "So now the system is standard at all the centers so they communicate and have formed a network," he says.

#### **Hue University**

Learning Resource Center Atlantic Investment: \$6.4 million



Learning Resource Center, Hue University. "You go to university to learn how to access information and become a critical thinker," Dr. Phuong says. "This place allows you to do that. The students love it."



→ "This Learning Resource Center was designed to operate at an advanced world-class level in higher education," says Prof. Nguyen Van Toan, president, Hue University, where the first LRC was built. "The center is not only a place for the dissemination of information and digital materials, it is also a place to host and provide modern training in technology to connect universities around the world that are collaborating with Hue University."







Atlantic funds a grant that sends 25 Vietnamese librarians to Simmons College in Massachusetts to earn master's degrees in library science.



# Hue City Hue University of Medicine and Pharmacy, Faculty of Public Health

Inherent in the Atlantic philosophy is the belief that high-quality health-care systems start with high-quality primary care—which starts with high-quality education. The Hue University of Medicine and Pharmacy, which enrolls more than 4,000 students annually, has become a cornerstone for training professionals in health promotion and disease prevention, seeking to improve health care for all, especially vulnerable populations. In 2009, Atlantic gave a \$5.5 million grant to East Meets West to oversee the expansion of the facilities. The five-story Faculty of Public Health building includes classrooms, a library, a laboratory and research center, and a public health information resource center built to meet the training needs of primary care doctors, nurses, social workers, midwives and other health professionals. As Professor Cao Ngoc Thanh, rector of Hue University of Medicine and Pharmacy, explains, "Our goal is to train health care workers from the Central and Highlands regions so that they can return to their communities to provide the best health care possible. If we can influence the training and commitment of the medical students to serve their communities, the impact will be long lasting."

Hue University of Medicine and Pharmacy, Faculty of Public Health Atlantic Investment: \$5.5 million



The new Faculty of Public Health building elevates the status of public health education and offers bachelors, masters, and PhD programs.



→ Students take a final exam, furthering a mission of delivering better health—and health care—to all.





# Khanh Hoa Province Commune Health Centers

**The Khanh Hoa Provincial Health Department oversees a network** of nearly 140 commune health centers (CHCs) in Khanh Hoa Province, on the south central coast, providing primary care for more than one million people. Once a vital part of Viet Nam's medical system. the CHCs had fallen into disrepair in the 1980s, which meant they were underutilized while city hospitals were overrun. "We know that providing affordable health care to the vulnerable and disadvantaged saves lives and minimizes costs," Atlantic's Dr. Phuong says. "So developing a primary care initiative was an easy decision." In 2003, Atlantic decided to build replicable models of quality health centers that would deliver primary care in provinces across the country. "We started with a small grant to test the system," he says. The first grant paid to either rebuild or refurbish eight centers and included staff training in newborn care, mental health and reproductive health issues. The clinics were an immediate hit, Dr. Phuong says: "We saw an increase in patient visits by 300 to 400 percent." The success inspired Atlantic to fund another 60 centers-and once the provincial government saw the impact that the new model for primary care was having, the government decided to upgrade all 140 clinics throughout the provincefunding an additional 71 beyond the 68 Atlantic had funded. "It was a good idea that spread," says Dr. Phuong. "Now these provincial health directors are at the table with Viet Nam's health minister discussing how to deliver these health centers throughout the country. All told, 940 CHCs have been built or renovated throughout eight provinces-Khanh Hoa, Thua Thien Hue, Da Nang, Vinh Long, Thai Nguyen, Ca Mau, Dak Lak and Yen Bai-since Atlantic initiated this work. This is the kind of systemic change Atlantic is interested in."

THAT CHENG THANG, VAO NGAY DEA2014

Between 2005 and 2008—the first phase of this project—Atlantic invested more than \$4.9 million in the planning, reconstruction, and enrichment of CHCs. By 2014, more than 940 centers in eight provinces are available to serve more than nine million people. → A patient receives an intravenous solution at a commune health center in Khanh Hoa Province. Atlantic has constructed, rebuilt or provided medical equipment and supplies to 68 CHCs in Khanh Hoa province alone.

**Commune Health Centers** Atlantic Investment: \$4.9 million


"We are also very proud that in Thua Thien Hue, according to 2012 statistics, 99.8% of mothers gave birth at medical facilities, not at home or somewhere else as before. This is because the local clinics and the primary health care system are very close to the community so people can come for help in giving birth to their children."

— PROFESSOR NGUYEN DZUNG, DIRECTOR OF THUA THIEN HUE PROVINCIAL HEALTH DEPARTMENT









With the CHC investment, Atlantic focused on the services that people needed most reproductive and maternal and child health care in rural areas, where maternal and infant mortality rates were double what they were in the cities. Following the new CHC initiative, the Da Nang and Khanh Hoa Provinces reported more than a 75-percent drop in maternal mortality between 2006 and 2010.







health care system to be the standard model for other provinces to follow," says Professor Nguyen Dzung, director of the Thua Thien Hue Provincial Health Department.



Patients waiting to see their doctors. "There is a much more intimate relationship between the doctors and the patients here than at the city hospitals," Magnum photographer Chien-Chi Chang observed while photographing the CHCs. "The people clearly trust those doctors."





"The moment when I witness patients getting their eyesight back, I feel the happiness of humanity."

- DR. TRAN MINH PHUONG, SURGEON, PHU YEN EYE HOSPITAL



This man, from Quang Nam Province, is just out of cataract surgery. It lasts 30 minutes and he'll go home with improved vision in the next day or two. "Many people were waiting to get cataract surgery, which is a very quick procedure," photographer Chien-Chi Chang explains. "When I arrived, a dozen or more people were waiting, wearing shower caps, with an X above the eyebrow indicating the eye to operate on."

## Da Nang Da Nang Eye Hospital

In 2003, Mr. Feeney met Dr. Pham Binh, then the director of the Da Nang Eye Hospital, which is dedicated to treating reversible blindness worldwide. A stunning 71.3 percent of all cases of bilateral blindness is due to cataracts-which is a \$200 procedure to correct. "To Chuck, supporting that made great sense," Dr. Phuong explains. "The Fred Hollows Foundation was already committed to doing this work in the region, on an issue that's treatable, and affordable. Suddenly, someone who was blind and dependent on others becomes someone who can see and take care of him or herself. There's no better return on investment." Viet Nam Institute of **Ophthalmology also received support** to launch a training program and to standardize training and textbook curriculum. Atlantic funded the Da Nang Eye Hospital, established in 1998, which today is the foremost eye-care institution in the Central and Highland regions, serving 11 million people in eight provinces-and treating 3,500 people a year for cataracts. Two Atlantic grants, totaling \$4.5 million, allowed the hospital to upgrade its infrastructure, obtain much-needed equipment, and expand its staff and capacity. **The Fred Hollows Foundation also** received funds for community-based primary eye care.

**Da Nang Eye Hospital** Atlantic Investment: \$6.4 million



A patient in recovery after cataract surgery. Her health is good and she returns home the next day.



A cataract operation in progress. The Fred Hollows Foundation has trained six surgeons in Viet Nam. Its community-based vision care network includes 2,500 volunteer village health workers trained to identify eye problems.

> Le Hai Huyen My was 14 when she lost sight in her right eye. "The worst thing about my blindness was the fear," Ms. My says. "I didn't know what was happening." Her father took her to Da Nang Eye Hospital, where she was diagnosed with cataract with uveitis. There, they learned about the Fred Hollows Foundation, which agreed to cover the operation that restored My's sight.





On average, there are about 30 surgeries a day at Da Nang Eye Hospital, 20 of them for cataracts and the rest a combination of trauma emergencies and myopia, farsightedness, astigmatism and collective refractive corrections by laser.

# Australia

For an interactive experience visit: www.layingfoundationsforchange.org



### Brisbane

anslational Research Istitute	Queensland University of Technology	University of Queensland Institute for Molecular Bioscience	Walter and Eliza Hall Institute of Medical Research
	Biomedical Innovation	Australian Institute for Bioengineering and Nanotechnology	Biotechnology Centre, Bundoora
	Centre for Physical Activity, Health		
	and Clinical Education	UQ Centre for Clinical	
	Science and	Research	
	Technology Precinct and Community Hub	James and Mary Emelia Mayne Centre	

Melbourne

It was only after I became Prime Minister that I came to know the full extent of what Chuck Feeney was doing around the country. Flying under the radar, he had invested over A\$426 million (\$317.4 million) in 25 educational and research facilities in Queensland, Victoria, New South Wales and Tasmania. He is well loved by those who know what he is up to, but the challenge with Chuck is he doesn't want you to know.

Once, during a long lunch conversation, he had made it clear he wanted to work with government and saw us as a partner. In his view, it was very important to have buyin by all levels of government and all political persuasions. Without that level of cooperation, he said, the projects will not be properly valued. Shared funding, he said, was the best way to build a supportive constituency.

Atlantic's investments started at the Queensland University campus when an administrator there proposed an institute of molecular bioscience in the late 1990s. Chuck got wind of the idea and put up A\$10 million (\$6.1 million). Queensland state government promptly kicked in A\$15 million (\$9 million), and the federal government in Canberra offered another A\$15 million. Then the university itself directed A\$15 million more to the project.

He was proud of the fact that in Australia, every Atlantic grant was approximately one-third of the total project cost: "One-third from us, one-third from the institution and one-third from the government." All told he leveraged more than a half billion dollars on donations from Atlantic.

Chuck also loved to expound on his theory of philanthropy. So I organized a group of highwealth Australians so he could make his pitch for Giving While Living. I will never forget that meeting. We had a tableful of rich Australians, and Chuck, in his well-worn suit and well-worn shoes, regaling them with his fervent belief that giving all your money away before you go was the best course of action. It was a brilliant presentation, and the participants suddenly felt the pressure turning on them. I have never heard such audible clearing of throats as they slunk deeper into their chairs. I'm not sure we loosened a single dollar that day, but it was great fun to watch their reactions to this interesting, mildly disheveled man as he hammered his message home.

On many occasions, I have told Chuck that we had to honor him for all he had done for Australia. I planned to give him the Honorary Award of Australia, which is bestowed a couple of times a year to deserving non-Australian nationals. I personally submitted the application, endorsed it and sent it to the Governor-General who, after examining all the facts, approved the award. But Chuck, in his inimitable way, refused to accept it and told us to find someone else to give it to. I took him to lunch again to encourage him to take the award. I was not successful. Yes, it demonstrates his modesty. And illustrates the frustration of those who know what he has done and wish to recognize his philanthropy.

The general public doesn't know who he is, but large numbers of Australians in political, corporate, university and research circles certainly do: a very private man, a very modest man who wants to leave his mark and stay in the shadows.

His legacy in Australia can be quite easily expressed: hundreds of medical breakthroughs, large or small, that would not have happened were it not for him. As a result of these advances, thousands of lives have been lengthened or saved and many thousand more yet to come, and quality of life improved because of his generosity of heart. For those of us who know him, he's a living example of what a generous and giving spirit can do for the world.

I love the guy dearly. He is a seriously rare bird, a guy who worked hard to be successful in business and has worked even harder to give it away. He is a human being with a global conscience.

— KEVIN RUDD, Prime Minister of Australia, 2007–2010, 2013





### Australia

In the early 1990s, after a brief break from his active role as chairman of the General Atlantic Group, his global investment company, Chuck Feeney turned his attention to some of the group's InterPacific resort properties, which included prospects off the Queensland coast. These early visits to Australia piqued his interest in the rugged and often overlooked country, and the no-nonsense, can-do attitude of its people.

"Australia echoed Chuck's experience in Ireland, where Atlantic had already started to advance work in education and health to great effect," says Christopher G. Oechsli, Atlantic's president and chief executive officer. "It was a country of high intellectual capital that was, at the time, undervalued. Chuck saw that there was room for elevation."

Melbourne and Sydney tended to overshadow Brisbane, a northern coastal city known more for its beaches than its brains, even though two major universities-the University of Queensland (UQ) and Queensland University of Technology (QUT)-were based there. Mr. Feeney wanted to find out more about both schools and met with UQ's then vice chancellor, Professor John Hay, and Professor Lawrie Powell, then the director of the Queensland Institute of Medical Research (now QIMR Berghofer Medical Research Institute). They shared their frustrations, which echoed ones Mr. Feeney had heard in Ireland: bright students, ambitious development ideas and smart leaders, but scarce resources. With no alumni gift system in place, universities relied on government grants for support. Mr. Feeney saw a unique opportunity to make a huge impact. The following day, he called Prof. Hay and asked for a written proposal for the Institute of Molecular Bioscience that Prof. Hay had spoken so passionately about the night before. In response to the proposal, Atlantic made its first gift of A\$10 million (\$6.1 million) in seed money, which Mr. Feeney told **Prof.** Hay to use as leverage with the local government. He did, and quickly amassed A\$55 million (\$33.6 million), reflecting a strategy that became a prototype for future Atlantic grants in Australia. Mr. Feeney made a similar offer to Prof. Powell, who received A\$20 million (\$12.3 million) to start a cancer research center at QIMR. "Brisbane had all the characteristics for a Chuck Feeney investment,"

says Mr. Oechsli, who at the time became Atlantic's director of Australia programs. "Undervalued institutions with creative leaders who deserved more opportunity. It was an investment value analysis: The upside was very good."

Profs. Hay and Powell were only two of a dynamic group of leaders looking to transform Queensland, the northern Australian state of which Brisbane is the capital, into a knowledge-based economy. Simultaneous with Mr. Feeney's arrival in Australia, Peter Beattie, Queensland's then premier, was launching a public campaign that aimed to make the province a "smart state" with an economy based on science, technology and innovation, versus the coal, tourism and agriculture for which it was known. QIMR and UQ were already strong research universities, and the newer Queensland University of Technology was just starting to blossom. Premier Beattie's goal was straightforward: Keep Brisbane's brightest students and professors close to home, and attract smart ones from afar.

Mr. Feeney wanted to help, but rather than choose one institution as a primary beneficiary, he strategically decided to support all three. "We compete ferociously for students in the undergraduate arena," says Peter Coaldrake, QUT's vice-chancellor and CEO, who first met Mr. Feeney in 2000. "But at a postgraduate level, we know how to converse amongst one another." Prof. Coaldrake insists that by making key grants to all three institutions, Atlantic provided a vital lubricant that helped Queensland redefine itself as a knowledge-based economy. "It's not just the contributions that Chuck Feeney made, it's the effect they've had on other people's behavior," he says. "It has helped reposition Queensland to see the role of education and science in the future economy."

Mr. Oechsli agrees. "In Queensland, Chuck found an enthusiastic and committed group of scientists, educators and government leaders who shared a vision," he says. "Chuck may not be a scientist—but he's good at making judgments about leaders and their ability to use a facility to further their work."

> The University of Queensland's Australian Institute for **Bioengineering and** Nanotechnology (AIBN), an integrated multi-disciplinary research institute, brings together the skills of worldclass researchers from both fields. The construction of collaborative, crossdisciplinary facilities has transformed **Queensland's research** infrastructure.

← The Science and Engineering Centre at QUT's Gardens Point Campus in Brisbane opened in late 2012 and became fully operational in February 2013. This facility contributes to the development of science, technology, engineering and mathematics to research and develop solutions for climate change, global sustainability and Australia's green workforce needs.





Young students experience work in a real science laboratory at the Translational Research Institute.

Impact by Numbers

27 Capital Projects

**A\$444.7** Million (\$293.4 Million)

**18,100** scientists in Queensland in 2012, double the number in 1998

Kenneth Bowman, now an emeritus professor of the Faculty of Health at QUT, was another such leader. "All I knew about Chuck when I first met him in 2000 was that he had supported institutions like ours in Ireland," Prof. Bowman recalls. "And that this was our chance to make things happen." As with Prof. Coaldrake, Prof. Bowman's first meeting with Mr. Feeney was the start of a long and fruitful relationship that led to the development of QUT's Kelvin Grove Urban Village, a college campus in the middle of Brisbane. At the time, QUT had two major campuses roughly three kilometers (1.8 miles) apart. In between was a 15-hectare (37-acre) vacant plot, a defunct military site, which the university was interested in developing into a campus. "Chuck was doing something similar in the Mission Bay area in San Francisco," Prof. Bowman explains. "The idea of an urban village excited him." Kelvin Grove Urban Village is now QUT's "heart," he says, a vibrant mix of university buildings, affordable and higher cost housing, and a lively shopping center where students and faculty spend leisure time. "It was also home to the first building dedicated entirely to research, funded in part by Atlantic, so it made a bold statement to the university and the state government and the research community that QUT was serious," Prof. Bowman says. "But it also allowed the university to be integrated on a macro level with the community."

Building on Atlantic's early success, Mr. Feeney approached the federal government with an unusual request: Atlantic would provide half of the more than A\$200 million (\$156 million) in funding requested by three institutions (UQ, QUT and QIMR Berghofer) if the government provided the other half by December 31, 2009. It worked: grants totaling A\$170 million (\$132 million)—A\$67.5 million (\$45.5 million) more than Atlantic had suggested-were announced in May 2009, with several months to spare. Atlantic kept its original pledge of A\$102.5 million (\$69 million) and history was made: It was the largest set of grants made by a philanthropic foundation for higher education and medical research in Australia's history. It was also cause for Atlantic to shed, once and for all, its anonymity in Australia. That July, the Brisbane Times reported, "Shy billionaire gives \$102 million to Queensland" and Mr. Feeney was photographed with Queensland's then premier Anna Bligh, who announced, "This is the biggest single donation in the nation's history."

Mr. Feeney once boasted that every grant Atlantic made in Australia was one third of the funds needed: "One third from us, one third from the institution, one third from the government." By 2012, Atlantic had donated A\$426.6 million (\$317.4 million) to research and education in Australia, but the total amount of funding leveraged is estimated at A\$2 billion (\$1.5 billion). "I always talk about what Chuck Feeney has done for Australia—not just OUT or Queensland," Prof. Coaldrake says. "He changed the game."

**Professor Suzanne Cory, former president of the** Australian Academy of Science, agrees. She was the director of the Melbourne-based Walter and Eliza Hall Institute of Medical Research (WEHI), Australia's oldest medical research institution, when she first met Mr. Feeney. Like Prof. Bowman, she knew little about the man beyond the fact that he was a philanthropist who might be able to help. "We had a very lovely building on our Parkville campus in Melbourne that was becoming dangerously overcrowded," Prof. Cory explains. "I knew if we couldn't expand and give the next generation of young researchers the opportunities that I'd had, then we'd slowly decline." She shared her vision for an upgrade and expansion with Mr. Feeney, who provided an initial donation contingent on matching grants-which Prof. Cory used to get the Victoria state government to co-invest. "Our first grant was A\$20 million (\$11.4 million), which allowed us to create an entirely new center," Prof. Cory says. "That enabled me to bring in new teams in biomathematics, proteomics and structural biology, enormous strengths for our research. Those people would not have joined up and may even have gone overseas had I not been able to develop out those labs further here."

In the early days in Australia, Mr. Feeney believed the best opportunities were to co-invest with government, but later he became more focused on his fellow philanthropists. "Chuck really wanted to encourage others to give," Prof. Cory says. Shedding his anonymity helped the cause. "Once his name came out more freely," Prof. Coaldrake notes, "it had a powerful impact." Mr. Feeney's philanthropic philosophy also trickled down at the institutions Atlantic supported. "We set up the Learning Potential Fund to support low-income and indigenous kids to come to QUT," Prof. Coaldrake says. "Four hundred seventy-two staff make contributions every fortnight. It could be a A\$5 or a A\$1,000 contribution. I call that organic philanthropy, and it was entirely inspired by Chuck. His generosity has washed through this place."

"Atlantic leaving Australia has left a very big hole," says Prof. Cory. "There's nothing comparable. Chuck has contributed mightily to the strength of the future of Australian science and we're immensely indebted to him. That's his biggest legacy here. I would like to think that philanthropy will continue to grow in Australia. I'm confident, however, that science will continue to grow in Australia because of his generosity."

# Brisbane Translational Research Institute

A unique collaboration among the **University of Queensland School of** Medicine, QUT's Institute of Health and Biomedical Innovation, University of Queensland's Diamantina Institute, and the Princess Alexandra **Hospital's Centres for Health Research and Education and Mater Research Institute, the Translational Research Institute (TRI) is Australia's** first "bench to bedside" medical research and biopharmaceutical facility. TRI's primary focus is to maximize the ability to manufacture pharmaceuticals based on in-house research, a capacity formerly missing in Australia, which had relied on clinical trials conducted overseas. Founded by world-renowned immunologist lan Frazer, TRI employs scientists working on cancer,

diabetes, HIV and inflammatory disease research, all with a common goal: to improve public health globally. "Atlantic has always been interested in catalyzing effective collaboration," says Christopher G. Oechsli, Atlantic's president and **CEO. "TRI was about bringing institutions** together-and focusing on research and how you translate it to achieve meaningful outcomes." Atlantic invested A\$50 million (\$32.2 million) in the A\$332 million (\$214 million) project, which opened in 2013 and is now one of the few facilities globally with the ability to discover, produce, clinically test and manufacture new biopharmaceuticals and treatments on site.

"If you ask anyone what state has changed the most profoundly in the last 10–15 years, it's going to be Queensland. Chuck has been critical in that."
PETER COALDRAKE, VICE-CHANCELLOR AND CEO, QUEENSLAND UNIVERSITY OF TECHNOLOGY

272

The Translational Research Institute is the largest facility for translational research—translating discoveries into practical application—in the Southern Hemisphere.

Translational Research Institute Atlantic Investment: A\$50 million (\$32.2 million)





The Translational Research Institute was built in part to bring Australia's top scientists all to one place, promoting a culture of synergy and cooperation. Professor lan Frazer is founding CEO & Director of Research at TRI.



The Translational Research Institute is one of the few facilities in the world to discover, produce, clinically test and manufacture new biopharmaceuticals and treatments.

> The seven-story Translational Research Institute building comprises four floors of laboratory research plus facilities for research support, administration and teaching. A biopharmaceutical manufacturing facility is adjacent to the main TRI building, housing the first major mammalian biopharmaceutical production facility in Australia.



"For Chuck, it's not just a building. And it's not just supporting particular research or a specific project. It's all integrated and that's the power of it: It builds capacity and gives people a platform from which all of these things happen."
KENNETH BOWMAN, EMERITUS PROFESSOR OF THE FACULTY OF HEALTH, QUEENSLAND UNIVERSITY OF TECHNOLOGY



The Medical Engineering Research Facility at the Institute of Health and Biomedical Innovation provides researchers an opportunity to work together with clinicians to deliver better health for the community. Here, 18 surgeons use new equipment to allow them to practice hip fracture management on cadavers in preparation for clinical application.

### Brisbane Queensland University of Technology

Between 2001 and 2013, Atlantic gave **Queensland University of Technology** (QUT) grants totaling A\$67.5 million (\$43.2 million) for three buildingsthe Institute of Health and Biomedical Innovation (IHBI); the Centre for Physical Activity, Health and Clinical Education; and the Science and Engineering **Centre. Developed on 15 hectares** (37 acres) of previously abandoned land, QUT's bustling campus now incorporates educational, residential and retail facilities, all planned for optimal community building. "We designed the **IHBI to have biomedical research** labs, as well as labs for other research for people doing work in vision, mobility and other areas," says Prof. Kenneth Bowman, who was part of the design process. "But we also designed it with a glass atrium so you could look across and see colleagues. The whole idea was to bring people together-so that people across disciplines actually got to see what their colleagues were doing." This approach appealed to Mr. Feeney. "There were two aspects of the proposal that interested Chuck," Prof. Bowman says. "The building itself, because obviously Chuck likes tactile programsand what the building would actually allow people to do." Atlantic's investments also include contributions to the sports center-a Feeney favorite, as he believes that young people should work hard, and also have fun. The physical fitness facilities include a pool, gymnasium and a multi-use sports hall.

**Queensland University of Technology (QUT)** Institute of Health and Biomedical Innovation Atlantic Investment: A\$22.5 million (\$11.8 million)

Centre for Physical Activity, Health and Clinical Education Atlantic Investment: A\$20 million (\$15.3 million)

Science and Technology Precinct and Community Hub Atlantic Investment: A\$25 million (\$16 million)



"Alongside the scientific facilities, Atlantic has built a swimming pool on campus. The social fiber is as important to Chuck as the facilities. He's really committed to the building of community." — PETER COALDRAKE, VICE-CHANCELLOR AND CEO, QUT



Pictured here at the Healthstream Fitness Centre swimming pool, Instructor Bronwyn Gray has 30 years' experience instructing water aerobics. OUT Centre for Physical Activity, Health and Clinical Education.

# Brisbane University of Queensland

Atlantic gave a total of A\$67.5 million (\$45.5 million) to establish four major research institutes and centers at the University of Queensland that have collectively transformed biomedical research in Australia. These grants include A\$10 million (\$6.1 million) to the Institute of Molecular Bioscience for research into improved drugs and diagnoses for disease, and an additional A\$17.5 million (\$8.9 million) for the Australian Institute for Bioengineering and Nanotechnology, a laboratory complex that focuses its research efforts in areas that benefit human health, manufacturing, information technology and the environment. Additional grants of A\$20 million (\$15.2 million) each were made to the Queensland Brain Institute and the UQ Centre for Clinical Research. Atlantic's grants, which were matched by both the university and local government, served as a catalyst to elevate UQ's global and national rankings: As of 2014, UQ ranked among Australia's top two universities, and UQ has received the highest rankings nationally in 13 fields of research. Atlantic's funding also supported conversion of the university's existing Mayne Hall into the James and Mary Emelia Mayne Centre, an art museum and cultural facility that includes a National Self-Portrait Gallery inspired by a similar project in Limerick, Ireland.

**University of Queensland** Institute for Molecular Bioscience Atlantic Investment: A\$10 million (\$6.1 million)

Australian Institute for Bioengineering and Nanotechnology (AIBN) Atlantic Investment: A\$17.5 million (\$8.9 million)

UQ Centre for Clinical Research (UQCCR) Atlantic Investment: A\$20 million (\$15.3 million)

James and Mary Emelia Mayne Centre Atlantic Investment: A\$5 million (\$2.5 million)



The University of Queensland has developed the A\$70 million UQ Centre for Clinical Research (UQCCR) at the Royal Brisbane and Women's Hospital. Focused on improving people's lives through patientorientated research, UQCCR offers stateof-the-art facilities and brings together leading health professionals, clinicians and scientists from around the globe.



"I am passionate about recruiting the next generation of clinical scientists and practicing doctors and, since the opening of UQ's Centre for Clinical Research, our work is so much easier. Research money from outside sources approached a 50 percent jump, beginning in 2008–2009 when the UQCCR was opened." — LAWRIE POWELL, DIRECTOR OF THE ROYAL BRISBANE WOMEN'S HOSPITAL CENTRE FOR THE ADVANCEMENT OF CLINICAL RESEARCH



Professor Ben Hankamer, Laboratory Head, Chemistry and Structural Biology Division, working on algae and biofuel production in his lab. Shakers of algae cultures are being cultivated.

> "Before Atlantic came with this investment in bioscience and research, Queensland was largely beaches. That all changed thanks to Chuck's foresight and partnership with government."
> PETER BEATTIE, FORMER PREMIER OF QUEENSLAND

282 University of Queensland



A scientist works on a silicon wafer with several nano-patches. Nanoparticles are developed to detect early cancer markers in the blood, as "smart surfaces" mimicking conditions in the body and encouraging high rates of stem cell production, and for the engineering of cells to produce the building blocks for plastic.



Geodesic sensor nets, which include as many as 128 electrodes, hang on the wall of the Electroencephalography Lab.

The electrodes in the geodesic sensor nets are used to pick up brainwaves just below the scalp.




Alicia Rawlings, PhD student and research assistant, takes measurements for fitting a geodesic sensor net on the head of patient Lisa Dingwall.

Alicia Rawlings monitors the results of the geodesic sensor net.



The Queensland Brain Institute (QBI) is a leading research facility focused on discovering the fundamental mechanisms that regulate brain function. Unlike research institutes that focus on a specific disease or condition, QBI is structured to study the brain's molecular and physiological mechanisms. This strategic approach is an unusually productive way to create an environment of discovery that will lead to the development of much-needed therapeutic treatments.



visual art students enter the James and Mary Emelia Mayne Centre of the University of Queensland Art Museum. The art museum was established in 1976 to house the artworks collected by the university since the 1940s. In 2004, Wilson Architects transformed Mayne Hall—a building originally designed as the University's graduation hall-into a well-appointed art museum.

Stuartholme School

→ Stuartholme School visual art students viewing the Danie Mellor Exhibition. "Exotic Lies Sacred Ties."









"In collaboration with two companies in the United States, WEHI has been part of a program that has produced new drugs that are now in extremely exciting trials for chronic lymphocytic leukemia. We could not have done that program without the people and the facilities that we were able to build with Chuck's help." — SUZANNE CORY, PROFESSOR AND FORMER DIRECTOR OF THE WALTER AND ELIZA HALL INSTITUTE OF MEDICAL RESEARCH



The Walter and Eliza Hall Institute (WEHI) has an international reputation for biomedical discovery, particularly in immunology, cancer, diabetes, malaria and neurodegenerative diseases. The Atlantic Philanthropies' contribution to the Walter and Eliza Hall Institute helped to build a new wing adjacent to and fully integrated with the current building in Parkville, and to upgrade facilities in the existing building.

### Melbourne Walter and Eliza Hall Institute of Medical Research

Atlantic's grants to upgrade and expand WEHI's Parkville campus in a suburb of Melbourne have allowed Australia's oldest medical institution to remain at the cutting edge of scientific discovery and to continue producing breakthrough research on immunity, autoimmunity, cancer and infectious diseases. Atlantic's first grant supported the expansion of the existing facilities, including the Clinical Translation Centre, built specifically to house research nurses and regulatory personnel, and facilities to foster robust interactions between basic scientists and clinicians. Atlantic has also supported increased capacity for key technologies like rapid cytometry; short-term experimental mouse facilities; and meeting spaces for scientists to share their ideas and work. With these upgrades, WEHI has been able to attract a new cadre of scientific and clinical leaders who are producing better evidence-based medicine that will directly improve health outcomes, both nationally and internationally. As WEHI's first major outside donor, Atlantic also started a welcome trend: WEHI has subsequently garnered support from the Bill & Melinda Gates Foundation, the World Health Organization, the Howard Hughes Medical Institute and the Australian Government **Department of Health.** 

Walter and Eliza Hall Institute of Medical Research Atlantic Investment: A\$37.9 million (\$25.9 million)

**Biotechnology Centre, Bundoora** Atlantic Investment: A\$12.1 million (\$7.3 million)





"The more ambitious part of the project was to create a biotechnology center out of a mining exploration building. It was a beautiful sinuous building that looks like a chromosome. Chuck loved it as much as I did. We transformed that into very sophisticated mouse breeding facilities for genetic work and created chemical screening facilities and space for our own biotech start-up companies. It was just an amazing opportunity for us. That first A\$20 million (\$11.4 million) grant, which of course had to be matched by grants from the Victorian government and competitive grants that we applied for from the Australian government, enabled us to both expand our abilities here in the central labs and also acquire and create this biotechnology center. We owe all that to Chuck."

— SUZANNE CORY, PROFESSOR AND FORMER DIRECTOR OF THE WALTER AND ELIZA HALL INSTITUTE OF MEDICAL RESEARCH



The Atlantic Philanthropies provided a grant to WEHI for a biotechnology center in Bundoora, a suburb of Melbourne. The Bundoora campus greatly enhanced the ability of its scientists to further develop their discoveries.

← Doreen Agyapomaa, a research assistant in Systems Biology and Personalised Medicine, in a lab on the Parkville campus.



The Bundoora campus is a center for promising new work including an anti-cancer treatment for leukemia and other cancers.



# Cuba

For an interactive experience visit: www.layingfoundationsforchange.org





Research and Education Facilities

William Soler Pediatric Teaching Hospital When I was director of the National Institute of Nephrology in Havana, I had long had an intense interest in doing a sustained study on chronic vascular diseases and their common risk factors, to identify markers and genetic issues related to these conditions. These diseases—the main causes of disability and death worldwide—are a particular burden for poor countries and threaten to cripple their health systems. I hoped to make inroads through research to shape more effective prevention programs. As a doctor, it was something like an unrealized dream.

Then I met Chuck Feeney. After we became friends, he surprised me one day by asking me a curious question: "What would you like to do, what is possible? If you could do something significant, what would it look like?" Chuck immediately took an interest in the study's idea and helped us to make it as thorough and meaningful as possible.

We chose Cuba's Isle of Youth because it is a microenvironment that we could easily follow, and studies growing out of it would have long-term meaning about how chronic vascular diseases progress. Nearly 80,000 residents agreed to participate, making ours the world's first research of its kind in a total population. The study is Cuba's contribution to regional and global health. Chuck encouraged us throughout the process.

We were invited to present our findings at the World Nephrology Congress in 2009 and submitted a comprehensive article on the work to *Nephron*, the leading European journal in the field. It was also judged the best paper presented at the 10th Central American and Caribbean Nephrology Congress in 2008. Our model was adapted in El Salvador to study a mysterious kidney disease killing thousands of poor farmworkers in Central and South America, Africa and Asia. At home, the study was awarded the National Grand Prize in health sciences by the Ministry of Public Health and later that of the Cuban Academy of Sciences.

But, most important, we are getting results that will help shape more effective prevention programs for heart disease, stroke, diabetes and hypertension, as well as kidney disease. We hope that our new understandings will lead to a more holistic approach in Cuba to reduce the prevalence, disability and death from these conditions, and offer a good model for other countries. Because of the U.S. embargo, Chuck and Atlantic's investments were mostly in professional exchanges, publications and research-related collaborations to help our study become better and more widely understood internationally. Chuck eagerly contributed his experience and relationships in the global community to train the spotlight on kidney disease, and help societies face the health, moral and fiscal challenges it presents. Chuck did not participate in the building of facilities, but his enthusiasm for the study inspired non-U.S. groups to help us with equipment and other inputs critical to analyzing the data being collected.

At heart, Chuck was a catalyst who saw opportunities to support people doing highcaliber work and emerging leaders with underappreciated prospects. He inspired us to have a broader vision than we otherwise would have had, opened the doors to what is possible and made our aspirations a reality. By doing so, he brought global attention to what Cubans were doing in health generally—a highly integrated system that links community-based primary care clinics to hospitals and scientific research centers.

Chuck is truly enamored of the Cuban people and culture, and felt we were undervalued in historical ways and not treated fairly. Atlantic's contributions to our study were vitally important. But Chuck also emphasized the elimination of misconceptions and diminishing barriers between our two countries. Rather than focusing on historic enmity, Chuck instead saw common concerns, mutual benefit and shared goals. He had no interest in debating sensitive issues from the past. His interest lay solely in Cuba's successful model for health care and what it meant for the region and the world. That is Chuck Feeney's great achievement.

RAÚL HERRERA VALDÉS, MD, PHD, DRSC
Consultant Professor, Institute of Nephrology
Full Researcher
Coordinator, ISYS Chronic Vascular Disease
Longitudinal Multidisciplinary Research





### Cuba

Chuck Feeney first became interested in Cuba by way of Viet Nam. "We wanted to address health care from a prevention, primary care and community outreach outlook," says Christopher G. Oechsli, the president and CEO of The Atlantic Philanthropies. "Who has a great reputation for doing that with limited resources? The Cubans." Despite its poverty, Cuba has one of the best health care systems in terms of outcomes. Intridued, Mr. Feeney visited Cuba in 2004 with Mr. Oechsli and met Gail Reed, an American journalist and then the executive director of Medical Education Cooperation with Cuba (MEDICC), an Atlanta-based nonprofit that builds bridges between the medical, nursing and public health communities in Cuba and the United States. "We were walking with a family doctor in a rural village when we came across a barking dog, who quieted as we approached," Ms. Reed recalls of an early visit with Mr. Feeney. "Chuck asked, 'Why did he stop?' and the doctor replied, 'I play dominoes at this house every night.' Chuck turned to me and said, 'These family doctors are the heroes of this health system." Mr. Feeney's intuition was correct. Almost all Cubans have a relationship with a primary-care doctor: They are an intrinsic thread in the fabric of Cuban communities.

The sense that Cuba's experience, public health strategies and population health outcomes could be more effectively integrated into mainstream discussions of health policy was reinforced during a visit to the Havanabased Latin American Medical School (ELAM), the world's largest medical school. ELAM has graduated more than 10,000 low-income international doctors and currently provides scholarships to more than 21,000 low-income students from Africa. Asia and the Americas (including the United States) who commit to work in underserved communities. While touring the campus, Mr. Feeney asked Ms. Reed, "How come nobody knows about this?" "That's how Salud! came about," explains Ms. Reed, who produced the award-winning film about the health system in Cuba with help from an Atlantic grant. "Chuck saw how the Cubans were addressing serious human resources problems in the world of health. He thought it was an enormously important social experiment that the world needed to know about."

While Mr. Feeney remained interested in the wavs Cuba's comprehensive health system could inform other Atlantic projects globally, Atlantic Charitable Trust, an English charity, made 22 capital grants, totaling €19.4 million (\$26.2 million), to enhance the country's medical infrastructure. "Chuck likes to go where no other people want to go," says Colin McCrea, who oversaw Atlantic Charitable Trust's grants in Cuba. "We saw how poor the Cubans were, and yet they had this wonderful preventive health system which was desperately short of facilities." Atlantic Charitable Trust's capital investments included funds to support the reconstruction of the main hospital on the Isle of Youth following the devastation wreaked by two hurricanes and a grant to build and improve facilities at the Cardio Center at the William Soler Pediatric Teaching Hospital in Havana. In addition to buildings, Atlantic Charitable Trust has made grants at ELAM, the National School of Public Health and

← The main lobby of the rebuilt hospital, Nueva Gerona, Isle of Youth.



Alejandro Fuentes Rubio, 11 years old, waiting for a heart transplant at the William Soler Pediatric Teaching Hospital in Havana.



Outpatient clinic Number 14, La Santa Fe, Isle of Youth. The island's network of easily accessible clinics had to be rebuilt after devastating hurricanes in 2008.

### Impact by Numbers

## 22 Capital Projects

€19.4 Million (\$26.2 Million))

**31,000** Latin American Medical School (ELAM) students and graduates from more than 30 countries pledged to practice in underserved communities

### **23 Million**

people in the Americas, Africa and Asia reached by ELAM students and graduates

elsewhere to upgrade clinical skills and science laboratories; has refurbished libraries at provincial universities; and has enabled the acquisition of equipment, computers and printing facilities that allow public health initiatives to be implemented effectively on the island, and then communicated in a meaningful way internationally. Consistent with the theme of disseminating useful knowledge about the Cuban health care experience, the Trust also funded ELAM's Observatory, an online communications network that allows the school to stay linked to, support and evaluate the impact of its graduates in their home countries.

Atlantic's grants throughout the world have often been inspired by a dedicated individual's unique vision. In Cuba, Raúl Herrera Valdés, MD PhD DrSc, then director of the National Institute of Nephrology in Havana, was one of the people who played that role. "In some of our early visits to Cuba, we were looking at renal disease, which is becoming an increasing health burden in countries all over the world," Mr. Oechsli explains. "Raúl wanted to identify markers in the progression of the disease to see if there was a way to tackle prevention." Dr. Herrera's groundbreaking Isle of Youth Study (ISYS) was the result: 96.6 percent of the inhabitants on this island, 120 kilometers (75 miles) south of mainland Cuba, gave consent to be part of the decades-long study that measures markers for chronic kidney disease in order to devise strategies to slow the disease and to prevent it. Such broad participation in a well-monitored study, which is extremely important epidemiologically, is made possible by the unique structure of the Cuban health care system and its wide network of primary care providers. The scope of ISYS and similar studies in Cuba excites international experts such as Harvard University's Dr. Barry M. Brenner, director emeritus of the Renal Division of Brigham and Women's Hospital in Boston and a world leader in preventive nephrology. During a 2002 International Society of Nephrology interview, Dr. Brenner said, "Cuba is a laboratory for clinical studies and for the epidemiology of disease. What's missing? Sufficiently trained manpower and the funds to make the reality from the dream."

"Chuck recognized the importance of this study not just to Cuba, but to the whole developing world," Ms. Reed says. "Renal disease is an interesting tracer disease because once the kidney is affected, every other vascular organ has been affected as well. So this is the first study to link all of this information together and look for risk factors as well as what prevention strategies work best." As renal and cardiovascular illnesses are leading health burdens in both developed and developing countries, the study results should have global significance.

Cuba is a model for health care internationally—and Atlantic sees the importance of sharing that knowledge with the rest of the world. "There's a lot that Cuba has to teach us in terms of prevention and primary care," Ms. Reed says. "It has similar life expectancy and lower infant mortality than the United States yet spends one twentieth of what we do on health care."

## Isle of Youth Research and Education Facilities

Hurricanes hit the Isle of Youth not once, but twice in the fall of 2008, destroying the general hospital and many of the polyclinics and walk-in medical clinics that are residents' first stop for primary health care. "The medical school was completely destroyed," says MEDICC's Gail **Reed. Atlantic Charitable Trust (ACT)** made a capital grant to rebuild the hospital and polyclinics under the Pan American Health Organization's "safe hospital" initiative, with a goal of making the facility resistant to future hurricanes. "So they didn't just rebuild, they rebuilt for the future, so they won't have to do this again," Ms. Reed says. "And now they can be an example for other countries and regions in the Caribbean."

Atlantic Charitable Trust also helped establish a center for the research, prevention and management of vascular diseases and supported the groundbreaking Isle of Youth Study on chronic renal diseases, cardio-cerebrovascular diseases, diabetes mellitus and hypertension. Among other things, ACT supplied software, equipment and reagents that have allowed Cuban medical professionals to implement and extend the study's reach.

Isle of Youth Research and Education Facilities ACT Investment: €4.8 million (\$6.8 million)



Interior courtyard at the hospital, Nueva Gerona, Isle of Youth.



Yarol Yamel, 3, is examined by Dr. Janisleydis Rosado for bronchial asthma at walk-in clinic Number 15, La Santa Fe, Isle of Youth.



Second-year medical students attend a lecture at the polyclinic about the pathology of tumors. La Santa Fe, Isle of Youth.



Dr. Rodriguez provides primary care to Shexley Benent, 2, at walk-in clinic Number 14, La Santa Fe, Isle of Youth.





Dr. Ramon Villamil (I) and his team surgically extirpate a cyst and perform a biliary tract reconstruction at the William Soler Pediatric Teaching Hospital, Havana.



### Havana William Soler Pediatric Teaching Hospital

The Cardiology Center at the William **Soler Pediatric Teaching Hospital** in Havana primarily treats children with congenital heart defects. "It has a very high survival rate for delicate and at-risk infants," says Gail Reed. The rate of mortality from congenital heart diseases in Cuban children under one year old dropped from 3.0 per 1000 live births in 1985 to 0.5 per 1000 in 2008. This is in part due to the National Pediatric Cardiology Program, inaugurated in 1986, which integrates prevention, diagnosis, treatment, rehabilitation, research and advanced professional training, as well as the impact of the **Cardiology Center, which opened** that same year. The 100-bed facility, which Atlantic Charitable Trust has supported with extensive grants, has three operating rooms, an intensive care unit, a hemo-dynamics laboratory and a transfusion service, among many other lifesaving services. **Atlantic Charitable Trust** also funded William Soler's pediatric liver transplant program. "In addition to installing modern technology, another grant made it possible for the whole team to travel to Madrid for further training in pediatric liver transplantation," says Ms. Reed. "As a result, this is the only public center in all of Latin America that does such transplants." Each year, the doctors at William Soler perform approximately 300 pediatric heart surgeries, and they have performed 60 pediatric liver transplants, with significant improvements in mean survival rates among the most vulnerable children.

William Soler Pediatric Teaching Hospital ACT Investment: €365,300 (\$500,000)



The Cardiology Center at the William Soler Pediatric Teaching Hospital, Havana.





Arley Concepcion Gonzalez, 14, being tested for arterial hypertension. William Soler Pediatric Teaching Hospital, Havana.



## United States

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Ithaca, New York	New York, New York	Stanford, California	San Francisco, California	
Cornell University	Cornell University	Stanford University		
Cornell North Campus	NYC Tech Campus	Medical Center James H. Clark Center for Biomedical Engineering and Sciences Stanford Cancer Institute	University of California, San Francisco Mission Bay Campus	UCSF Mission Hall (Global Health & Clinical Sciences Building)
Cornell West Campus				
Statler Hotel			UCSF Helen Diller Family Cancer Research Building	UCSF Medical Center and UCSF Benioff Children's Hospital at Mission Bay San Francisco
			UCSF Smith Cardiovascular Research Building	
		Center for Clinical Sciences Research		

Not many New Yorkers know who Chuck Feeney is, but in the decades ahead, tens of millions of residents will benefit from the impact his generosity has had and will have on the city.

In 2011, during my third term as mayor of New York, our administration launched a competition to attract major new investments in the fields of applied science and engineering. The goal of the competition was to strengthen New York's economy in the 21st century by transforming it into a global capital of technological innovation. To do that, we offered city-owned sites that had been long neglected or under-used and invited top-tier universities from around the world to submit proposals to build a new applied science campus on one of the sites. The competition succeeded beyond our wildest expectations.

Cornell University, Chuck's alma mater, was one of many world-class academic institutions that submitted proposals—and it was not only the most ambitious proposal, it was also the most achievable, thanks in no small part to Chuck. The \$350 million commitment that Atlantic made to Cornell's proposal is expected to cover the cost of the first phase of the project, which is now being built on Roosevelt Island, a stone's throw from Manhattan with spectacular views of the skyline and surrounding waterfront.

Chuck had hoped that this donation—like so many others—would remain anonymous. But few people were surprised when, after a flood of inquiring calls from reporters, The Atlantic Philanthropies confirmed that he was the source. Atlantic's gift to Cornell NYC Tech is a wonderful example of its generosity, and it helped make one of the largest economic development initiatives in the city's history possible. In the next three decades, New York's three new applied sciences campuses will create almost 40,000 jobs, spin off hundreds of companies, and pump more than \$33 billion into the city's economy, helping generate revenue for the essential services that all New Yorkers rely on. And Cornell NYC Tech will not only transform Roosevelt Island, it will help transform New York City's economy for generations to come.

Cornell NYC Tech demonstrates how philanthropy—especially public-private partnerships—can be a powerful force for change. Governments have finite resources; there is only so much money to go around. But there is virtually no limit on what publicprivate partnerships can achieve.

The Cornell NYC Tech campus also illustrates how Chuck focuses his giving on projects that create lasting, transformative change. Through The Atlantic Philanthropies, Chuck has donated billions of dollars to education, health, scientific research and peace-making initiatives in countries around the globe—making a huge difference during his lifetime, and inspiring others to do what they can to make our world a better place.

Like Chuck, I've supported my alma mater— Johns Hopkins University—for many years. I gave my first contribution to my alma mater the year after I graduated—\$5, which was all I could afford. But I never stopped giving, and as I became more active in various philanthropic causes, I found that there is nothing more rewarding than making a difference in people's lives. That's why I decided to run for mayor in 2001, and it was one of the best decisions I ever made.

I have always said that the ultimate in financial planning is to bounce the check to the undertaker. After all, as the saying goes: You can't take it with you. And the greatest inheritance you can leave your children is a better world and a brighter future. Chuck Feeney knows that, too—and we are all better for it.

— MICHAEL BLOOMBERG Former Mayor of New York City Founder of Bloomberg Philanthropies

> → The James H. Clark Center at Stanford University. The center, which opened in 2003, provides spaces where scientists from a variety of disciplines, including physics, engineering, chemistry, robotics, biology and medicine, collaborate on research.





### **United States**

Atlantic's philanthropic endeavors are guided by Chuck Feeney's conviction that brilliant, capable people who think big can achieve great things with the right support at the right time. In the United States, supporting higher education to help "pay forward" the opportunities that Mr. Feeney received-support to students, professors, scientists, doctors, patients, researchers and the many others who benefit-is the basis of most every Atlantic capital grant. Just ask Frank H. T. Rhodes, the former president of Cornell University, or David Skorton, its current president, or John Hennessy, president of Stanford University, or Regis Kelly, the former executive vice chancellor of the University of California, San Francisco (UCSF). All have witnessed the impact of Atlantic's strategic philanthropy at their institutions: big bets on innovative places that bring together people from diverse fields to address real-world problems.

The first in his family to attend college, Mr. Feeney went to Cornell on the GI Bill following a four-year turn in the U.S. Air Force. He graduated from the Cornell School of Hotel Administration in 1956 before setting out to start a business-and to make his fortune-with a fellow Cornell alumnus, Robert W. Miller. "At Cornell, Chuck was a young man who felt supported, encouraged and enabled to go off and have almost unimaginable success," says Mr. Rhodes, Cornell's president from 1977 to 1995. As much as Mr. Feenev has received from Cornell. he has given back manifold: Starting with Atlantic's very first grant in 1982, and its first capital grant in 1983, the university has received a total of \$1 billion. More than half, \$598.5 million, has funded capital projects, including Atlantic's largest grant of \$350 million, which is funding perhaps the boldest investment of all, the first stage of the new Cornell NYC Tech campus on Roosevelt Island. "Chuck sees these new buildings as offering the same opportunities to students that he had as a student," says Mr. Rhodes, who, after stepping down as Cornell's president, served on Atlantic's Board and chaired it from 2000 to 2008.

Atlantic's first capital grant—to help build the Schwartz Center for the Performing Arts—was the beginning of a radical transformation of the Cornell campus, as well as of the student experience. Subsequent projects included

Impact by Numbers

43 Capital Projects

\$1.1 Billion

**38,000** projected number of permanent jobs created by Cornell University NYC Tech a re-envisioning of the North Campus to enable all freshmen to live together, and a similar reconfiguration of the West Campus, where faculty members and their families now live alongside sophomores and upperclassmen in what the university calls "living and learning" communities. After Cornell, making the student experience a priority became a blueprint for other Atlantic projects. Dormitories, for instance, were also built on campuses in Ireland, Northern Ireland and Viet Nam. "Dorms are a tangible way to improve the sense of well-being of young people, and foster residential communities of learning," Christopher G. Oechsli, Atlantic's president and CEO, says. The same is true of sports facilities: Atlantic funded the construction of Cornell's Bartels Hall, and then funded university sports complexes around the world.

While Chuck Feeney's name is not on a single building on Cornell's campus—or attached to programs that Atlantic has supported—his imprint is everywhere. "The change he's made at Cornell is staggering," says Mr. Rhodes. "It's not just bricks and mortar, it's the kind of transformation that goes on within the buildings, in the contacts between faculty and students, and among students. Those are the things that matter."

These intangibles are hallmarks of Atlantic's capital projects in the United States. Over more than three decades, Atlantic has invested \$1.1 billion in 43 capital projects, mainly on the east and west coasts. And though the U.S. grantees are primarily leading universities—unlike the often underdog recipients in other countries—there is a thematic similarity in the strategic approach. "There's something uncanny about the ripple effects of Chuck's initiatives," says Mr. Oechsli. "He looks for a sense of ripeness and opportunity. It is part informed intuition, part entrepreneurial style."

The Mission Bay campus of the University of California, San Francisco is a perfect example. Not far from downtown, the abandoned railway yard at Mission Bay had been neglected for years. UCSF owned 57 acres (23 hectares) of the 300plus acre (120-plus hectare) plot—and had lots of ideas for how to use it, but lacked funding. Atlantic sensed a strategic opportunity. "Chuck always pushes people to think big," says Regis Kelly, now director of QB3, a University of California affiliated institute devoted to biology and the life science industries. Dr. Kelly worked closely with Atlantic and Mr. Feeney to develop Mission Bay holistically, beyond just the UCSF medical campus. "We're surrounded by his donations here," Dr. Kelly says. "This whole plot of land has mushroomed into a living space, with … housing and companies from all over the world who want locations here—all because of him."

Like other large-scale Atlantic initiatives, Mission Bay started with a big vision and some big grants. "There are very few donors who appreciate that having the right infrastructure is necessary to make programs really achieve their goals," says Mark Laret, CEO of UCSF Medical Center. He first met Mr. Feeney over bagels and lattes at his favorite San Francisco café, where Mr. Laret shared his vision for a


The Carl A. Kroch Library houses Cornell University Library's Division of Rare and Manuscript Collections.

new \$1.5 billion medical center at Mission Bay. "Chuck said, 'It's going to take a big gift to get it going,'" Mr. Laret recalls. "Then he added, 'That's where we'll come in." Mr. Feeney offered UCSF a \$125 million grant with a requirement that UCSF secure matching funds, and he instructed the university to use naming rights as leverage for other donors, a common Atlantic approach to engaging funding partners. "That inspired Marc and Lynne Benioff to make a \$100 million gift to name the UCSF Benioff Children's Hospital," Mr. Laret says. The strategy, he believes, has ushered in a "new wave of philanthropy in California and beyond."

The Atlantic-initiated capital projects at Mission Bay do much more than support the university. "Chuck was always mindful of what these construction projects meant for the local economy," Mr. Laret adds. "When we started, it was at a low point in the economy—Chuck would say to me, 'Let's get the dollars in the pockets of these people who really need the help.""

The reach is both local and global. "When I first met Chuck, Atlantic was working on public health projects in Viet Nam and Australia and thought we might be able to collaborate with them," says Dr. Haile Debas, the founding executive director of UCSF Global Health Sciences. That meeting led to a \$20 million investment in UCSF Mission Hall, the Global Health & Clinical Sciences Building that opened in October 2014. "Chuck sees the impact Mission Bay will have on improving the human condition," Dr. Debas says. "He enjoys that big matrix, painting the big picture."

This type of big thinking also motivated Atlantic's infusion of Stanford University with \$135 million in capital support including seed funding for the James H. Clark Center for Biomedical Engineering and Sciences. "We wanted to build something that would bring people who were working at the labs in much closer proximity to people who were putting those discoveries into clinical practice," explains Stanford President John Hennessy. "All the projects Chuck has done have had a vision of trying to do something differently that would produce breakthroughs."

The largest and potentially most transformative capital grant in Atlantic's history is its recent \$350 million gift to Cornell University to build the first phase of its NYC Tech campus on Roosevelt Island. "Cornell put together a vision for a fundamentally new kind of graduate school that suggested direct ties with industry and public school systems and various government agencies," explains Dan Huttenlocher, the dean of Cornell NYC Tech. "The flexibility of that initial financial support from Chuck allowed us to have a vision that was different from the way other academic institutions view themselves." The campus, which gives Cornell a much greater presence in New York City, will directly contribute to growing the city's blossoming tech industry by "developing pioneering leaders and technologies for the information age," as its motto promises. Even as Atlantic, as an organization, nears the end of its limited life, the vision behind its final grants is forward-thinking. "I think this grant was important to Chuck because of its potential impact," says Dr. Skorton. "The idea was high-risk, high-yield—and if this worked out, what a difference it would make."



## Ithaca Cornell University

"When Christopher Wren, the great architect who rebuilt London, was buried in St. Paul's Cathedral, which he also built, the inscription on his tomb said, 'Si monumentum requiris, circumspice,' or 'if you would seek his monument, look around you,'" says Frank H. T. Rhodes, former president of Cornell University. "If you want to see the impact that Chuck has had on Cornell, just look around the campus." From the student accommodations on both the North and West Campuses to the renovation of the Statler Hotel at the School of Hotel Administration, from which Mr. Feeney graduated and where students double as concierges, receptionists and waiters, Mr. Feeney has sought to create opportunities for generations of students that mimic the ones he felt were created for him. Many other important buildings on Cornell's campus-such as the Robert A. and Pam M. Beck Center, the Carl A. Kroch Library and Bartels Hall-were also made possible by Atlantic grants, but the foundation's reach goes far

beyond bricks and mortar. Atlantic's very first grant established, and others have continued to provide core support for, the Cornell Tradition, which awards approximately 500 fellowships annually to students who demonstrate a strong work ethic and a commitment to service, in addition to academic achievement. Atlantic also funded the Frank H. T. Rhodes fellowships to further scholarship and research in poverty alleviation. Shunning the spotlight, Mr. Feeney has steadfastly refused to be honored for his gifts to Cornellnot a building or fellowship bears



his or Atlantic's name—although he did accept Cornell's Icon of Industry Award in 2010 for his lifetime achievements as a business leader and in 2012 was inducted into its Athletic Hall of Fame for his contributions to sports facilities. In the same year, he happened to be visiting the campus during the **School of Hotel Administration's** commencement, which occurred just after the announcement that Cornell had won the competition to develop an applied technology campus on Roosevelt Island. "The students at the stadium went completely crazy when

I introduced him," President David Skorton says. "Who knows what they were thinking—maybe, 'Hey, I could do something like that.'"

**Cornell University** Cornell North Campus Atlantic Investment: \$60.7 million

Cornell West Campus Atlantic Investment: \$103.6 million

Statler Hotel Atlantic Investment: \$3.8 million Court-Kay-Bauer Hall and Mews Hall on the North Campus. The Court and Mews residential complexes, opened in 2001, are part of the university's Residential Initiative, which makes it possible for all first-year students to live and study together on the North Campus.



Five new residential complexes on the West Campus provide a "living and learning" housing experience for 1,800 sophomores, juniors and seniors as part of the West Campus Living Learning Initiative. Deans and their families also live in these dorms, offering lectures and other educational opportunities.





Emily Miller, Hans Bethe House, West Campus.



Pedro Rittner, Hans Bethe House, West Campus.









1. A meeting in Scott McDonald's apartment in Hans Bethe House.

2. Sophie Rose Fruchter.

3. Kevin Chu, Alice Cook House. 4. Common space, Hans Bethe House.

5. Jaclyn Chen in her dorm room, Hans Bethe House.

6. Sam Johnson (I) and Parker Stone (r), Hans Bethe House. 7. Gibson Mulonga, Hans Bethe House.

8. Yim Tsa Mang Venus, Hans Bethe House.





Three skylights are the only aboveground features of the underground Carl A. Kroch Library, which stretches beneath the historic Arts Quad. The Library houses the University's renowned Asia Collections, as well as the Division of Rare and Manuscript Collections.





The secure, climatecontrolled facility contains 1.3 million volumes, including such treasures as a copy of William Shakespeare's First Folio and a copy of the Gettysburg Address handwritten by President Abraham Lincoln.



The Statler Hotel. The School of Hotel Administration, from which Chuck Feeney graduated in 1956, offers a world-class business education focused on the hospitality industry. The 153-room Statler Hotel and Conference Center provides an experiential learning environment, with students participating in every aspect of its management.







Amanda Connell, a food science student in the College of Agriculture and Life Sciences.

Each year the students at the School of Hotel Administration operate the Statler Hotel as Hotel Ezra Cornell, taking on all of the related tasks, from reception to food preparation. Atlantic consistently has supported facilities that allow students and faculty to bridge the gap between academic education and real-world experience, whether in the sciences or in business.

Andy Syang, a student in the School of Hotel Administration. "The hotel school students call themselves 'hotelies' and are hugely proud of their identity. Not only because of the excellent instruction but because they're going into the school that graduated Chuck Feeney."

- DR. DAVID SKORTON, PRESIDENT, CORNELL UNIVERSITY



A boxing class in Newman Arena. The arena in Bartels Hall seats 4,473 and is the home of the men's and women's basketball, volleyball and wrestling teams. It converts into three practice courts for physical education classes and is also used for speeches and other events.





Dave Godbey waters the grand piano in Lund Lounge, Mews Hall, North Campus. The piano is "watered" to keep the humidity constant and the piano in tune.



Esther and Carlton Potter. Bartels Hall. Mrs. and Dr. Potter, Class of 1940, volunteer every year at a luncheon honoring faculty, staff, retirees and their families. The 27,000-square-foot (2,500-square-meter) Ramin Room in Bartels Hall provides ample space for the 2,400 attendees.



Costume shop supervisor Lisa Boquist at work in the Schwartz Center for the Performing Arts, the recipient of Atlantic's very first capital grant. The Schwartz Center contains a proscenium theater, two blackbox spaces, a dance performance area, and numerous classrooms, studios, labs and production shops.





West Campus, completed in 2008, provides on-campus housing for sophomores, juniors and seniors.





## New York City Roosevelt Island Cornell University NYC Tech Campus

When Mayor Michael Bloomberg initiated an international competition in 2011 to attract a world-class applied science and engineering program to an underdeveloped part of Roosevelt Island, a narrow spit of land in the East River facing midtown Manhattan, Cornell University applied. Chuck Feeney was pleasedhe always wished his alma mater had a bigger presence in New York City. "Chuck asked me to keep him abreast of the process and even went out to look at the site himself," says Cornell President David Skorton. When Mr. Feeney asked Dr. Skorton how much it would cost to fund phase one, the response was \$350 million. "Chuck said, 'We'll cover up to that whole amount,'" Dr. Skorton recalls. "I knew he was generous, but this was astonishing." Dean Dan Huttenlocher, the team leader for Cornell's proposal, is certain that Mr. Feeney's promise propelled Cornell to win

the competition. "Chuck saw the potential of transforming the twelveacre Roosevelt Island site into a beautiful new campus for graduate level education and research for the new information economy, and its economic impact in New York," he explains. "But it's also a model for what other cities really ought to be doing to help accelerate change into the digital age." The campus will open in the summer of 2017 offering three graduate degree programs-a master's of engineering in computer science, a "tech" MBA and an MS in connective communication-



as well as engagement programs to connect students with New York's tech community. Phase one will also include a corporate convocation building for advanced start-up companies and a residential building but the eventual build-out will be 2 million square feet (185,806 square meters) of buildings, supporting 200 faculty and 2,500 full-time students by 2037.

Cornell University NYC Tech Campus Atlantic Investment: \$350 million View of Manhattan from Roosevelt Island, home of the new Cornell NYC Tech campus, under the 59th Street Bridge.



A planning meeting at the offices of Morphosis Architects in Manhattan. Pictured from left to right are Luke Yoo, Chad Fusco, Ung Joo Scott Lee and Edmund Kwong. The firm is designing the campus's first academic building.

Architectural plans at the offices of Cornell NYC Tech.







Mockup of the plans for the Cornell NYC Tech campus on Roosevelt Island on display at Cornell NYC Tech's temporary Manhattan offices.

Ung Joo Scott Lee at work on a Cornell NYC Tech building at Morphosis Architects in Manhattan.



A historic former smallpox hospital and Franklin D. Roosevelt's Four Freedoms Park, designed by Louis Kahn, are adjacent to the site of the new Cornell campus.





The James H. Clark Center. The Center is home to Bio-X—one of Stanford's premier interdisciplinary institutes, generating scientific advances that expand understanding of how the body works.



## Stanford Stanford University Medical Center

Atlantic has supported three major buildings at Stanford, including the James H. Clark Center for Biomedical **Engineering and Sciences, a state**of-the-art biomedical engineering building that is home to Stanford Bio-X, which brings together approximately 700 Stanford faculty members from more than 60 departments. "When we first started talking to Chuck about what eventually became the Clark Center, we believed that bringing together engineering with the medical sciences would be really crucial to advancing health care in this century," Stanford President John Hennessy explains. "The health care problems we face in the developed world are not problems that engage a single small team of one or two faculty members working with a few graduates-we have to combine people from multiple disciplines and that's really the vision we had in mind from the beginning." Atlantic's other capital grants at Stanford also represent big investments in collaborative research. A \$25 million grant to the Stanford **Cancer Center, which supports more** than 300 researchers and clinicians, helped consolidate the Stanford Medical **Center's cancer clinics and resources** into a single structure. And a \$50 million grant to the John and Regina Scully **Center for Clinical Sciences Research** enabled the construction of a four-story, 214,000-square-foot (19,890-squaremeter) research facility. "The buildings are beautiful, but the question is what do the buildings really enable you to do?" says Dr. Hennessy. "Ours have enabled us to recruit world-class faculty, which has led to major medical breakthroughs."

**Stanford University Medical Center** James H. Clark Center for Biomedical Engineering and Sciences Atlantic Investment: \$60 million

Stanford Cancer Center Atlantic Investment: \$25 million

The John and Regina Scully Center for Clinical Sciences Research Atlantic Investment: \$50 million





Students observe the dissection of a cadaver during an anatomy class at the John and Regina Scully Center for Clinical Sciences Research.

The John and Regina Scully Center for Clinical Sciences Research promotes translational research by housing clinical and basic sciences labs under one roof. In addition to creating an artificial cornea that may one day restore sight to millions (and improve the vision of many millions more), Stanford researchers are also developing studies for new therapies for Alzheimer's, diabetes, heart disease, cancer, Huntington's disease and other disorders—research that has local and global impact.



Jeff DeGuzman checking Catherine Gamboa's blood pressure at the Women's Cancer Center.

> "If you want state-of-the-art research in the biomedical sciences and engineering, you need state-of-the-art facilities. Atlantic has enabled us to build a set of research directions that we couldn't have achieved otherwise. I suspect we have already begun the work that's going to lead to a future Nobel Prize, because the quality of work going on is absolutely at that level. It's also going to lead to the kind of breakthroughs that help people. That kind of long-term commitment to making a difference through research and education—that really is what the buildings enable." — DR. JOHN HENNESSY, PRESIDENT, STANFORD UNIVERSITY


Tony Pratkanis and his robot in the courtyard outside the robotics lab at the James H. Clark Center.

# San Francisco University of California, San Francisco Mission Bay Campus

Atlantic has invested heavily in UCSF's Mission Bay campus-providing \$290 million in grants-which has helped realize many of the buildings on the site. Atlantic's key strategic investments include the UCSF Smith Cardiovascular Research Building, home to cutting-edge research illuminating cardiovascular and pulmonary biology and disease; the UCSF Mission Hall (Global Health & Clinical Sciences Building), which focuses on the strengthening of health systems in developing countries and the translation of evidence into health policy; the UCSF Helen Diller Family Cancer **Research Building, which supports UCSF's** ability to expand and accelerate cancer research; and the UCSF Medical Center at Mission Bay, which stretches for two city blocks and includes the UCSF Benioff Children's Hospital, the UCSF Betty Irene Moore Women's Hospital and the UCSF Bakar Cancer Hospital. Building all of these facilities in close proximity, for a world-class institution, in a dense urban environment like San Francisco, has had a transformative effect. In addition to the lifesaving workresearch and patient care-happening at Mission Bay, something more has been produced: "There's an energy about that campus that's way beyond the buildings and way beyond what's going on in them," Mark Laret, the CEO of the UCSF Medical Center, says. "People are stunned by it physically but they're even more stunned by what it's doing conceptually. It has really changed the whole business model of research and health care delivery."

University of California, San Francisco Mission Bay Campus UCSF Helen Diller Family Cancer Research Building Atlantic Investment: \$20 million

UCSF Smith Cardiovascular Research Building Atlantic Investment: \$125 million

UCSF Mission Hall (Global Health & Clinical Sciences Building) Atlantic Investment: \$20 million

UCSF Medical Center and UCSF Benioff Children's Hospital Atlantic Investment: \$125 million



The UCSF Smith Cardiovascular Research Building (I) and the UCSF Helen Diller Family Cancer Research Building (r).



→ The goal of the
UCSF Helen Diller
Family Cancer Research
Building: Always
Be Curing Cancer.



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1. Shigeo Ohba, UCSF Assistant Specialist, Pieper Lab

2. Shaun Fouse, UCSF Postdoctoral Scholar, Costello Lab

3. Arnaud Jabouille, UCSF Postdoctoral Scholar, G. Bergers Lab

4. Joydeep Mukherjee, UCSF Associate Professional Researcher, Pieper Lab

5. Emily Wilson, UCSF Lab Manager, Olgin Lab

6. Robert Bell, UCSF Graduate Student, Costello Lab and Song Lab

7. Smita Mascharak, UCSF Staff Research Associate, Aghi Lab

8. Mitchel S. Berger, MD, FACS, FAANS; Berthold and Belle N. Guggenhime Professor; Chairman, UCSF Department of Neurological Surgery; Director, UCSF Brain Tumor Research Center

9. Robin Lerner, UCSF Postdoctoral Scholar, Petritsch Lab

10. Duolikun Rehemudula, MD, PhD, UCSF Senior Scientist, Olgin Lab

11. Lauren McHenry, UCSF Staff Research Associate, W. Weiss Lab

12. Rogier Dik, UCSF Research Intern, Haas-Kogan Lab

13. Daniel Johnson, UCSF Staff Research Associate, Costello Lab

14. Kate Lewis, UCSF Postdoctoral Scholar, Petritsch Lab

15. Lauren McHenry, UCSF Staff Research Associate, W. Weiss Lab















![](_page_367_Picture_0.jpeg)

The UCSF Smith Cardiovascular Research Building.

![](_page_368_Picture_0.jpeg)

Leland Kim at the Cardiovascular Care & Prevention Center.

![](_page_369_Picture_0.jpeg)

Medical Assistant Kayla Andrews at work in the Cardiovascular Care & Prevention Center.

> The UCSF Helen Diller Family Cancer Research Building.

 $\rightarrow$  The UCSF Mission Bay campus is home to an enormous array of research and treatment activities.

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![](_page_371_Picture_1.jpeg)

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![](_page_374_Picture_0.jpeg)

UCSF Medical Center under construction. (I-r: UCSF Gateway Medical Building, UCSF Bakar Cancer Hospital, UCSF Betty Irene Moore Women's Hospital and UCSF Benioff Children's Hospital.)

![](_page_375_Picture_0.jpeg)

A "secret" door behind the reception desk connects the Cardiovascular Care & Prevention Center at the UCSF Smith Cardiovascular Research Building with the research facilities in the same building. The doctors greatly value this connection, which allows them to transition smoothly and directly between patient care and research.

![](_page_376_Picture_0.jpeg)

"Chuck's philanthropy has made it possible for us to recruit and retain people that we would have never been able to attract or would have lost without that support. We've been able to recruit stellar scientists in cardiovascular research as a result of the fact that we have these spectacular facilities." — MARK LARET, CEO OF UCSF MEDICAL CENTER

![](_page_376_Picture_2.jpeg)

Dr. Ethan Weiss treats his patient, Father Hayes, in the UCSF Smith Cardiovascular Research Building.

![](_page_377_Picture_0.jpeg)

![](_page_378_Picture_0.jpeg)

Dr. Ethan Weiss and researcher Camella Wilson work in Dr. Weiss's laboratory at the UCSF Smith Cardiovascular Research Building.

![](_page_379_Picture_0.jpeg)

The roof of the UCSF Medical Center.

Entrance at UCSF Mission Hall (Global Health and Clinical Sciences Building).

![](_page_379_Picture_3.jpeg)

![](_page_380_Picture_0.jpeg)

The UCSF Bakar Cancer Hospital, UCSF Betty Irene Moore Women's Hospital, and UCSF Benioff Children's Hospital.

UCSF Mission Hall (Global Health & Clinical Sciences Building). The view from the new UCSF Benioff Children's Hospital building, set to open in 2015.

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"These capital projects are testimony to Chuck Feeney's abiding belief in people, their ideas and their communities. They lay the foundation for opportunity to improve people's lives." — CHRISTOPHER G. OECHSLI,

PRESIDENT AND CEO, THE ATLANTIC PHILANTHROPIES

![](_page_382_Picture_0.jpeg)

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# **About This Book**

When The Atlantic Philanthropies first approached the Magnum Foundation about this book, it quickly became apparent to both organizations that it would not be enough simply to produce a volume of memorable photographs. Instead, we needed to design a process that itself would reflect the goals and values Atlantic has embraced over the course of its existence. In other words, we wanted the book's production to result in a human capital investment that mirrored the *physical* capital investments Atlantic has long made, and which are documented in these pages.

The Magnum Foundation serves as a bridge: between the robust documentary photographic tradition of the twentieth century and the evolving visual culture of the twentyfirst; between photographers from the developed world and those from the global south; and between elite practitioners and emerging talent. All of those bridging functions are exemplified by this book.

We were fortunate to have had some of the world's most renowned photographers work on this project. in their home countries. They have produced images that help make manifest the scope and intent of Atlantic's mission, while also demonstrating the complicated interconnection between built environments and the change that can be generated within themno easy task. They also, through their visits to the various sites documented in this book, learned a tremendous amount about Atlantic's accomplishments (and occasional failures), and those insights will have a lasting impact, through the photographs and otherwise.

Perhaps as important, we were able to establish educational programs in Ireland, South Africa, Viet Nam, and on the east and west coasts of the United States that gave young regional photographers the opportunity not only to undertake a "real" job in the field—an increasingly rare opportunity, given the collapse of the media infrastructure-but also to do so in the company of some of the best known names in their profession. That experience, we have found, can be absolutely vital to a young person's practice and to his or her career. More than 25 emerging photographers received grants to document Atlantic's regional investments in connection with this project; some of their pictures made it into the pages of this book, and many more will be featured on the project's website, together with the emerging photographers' stories.

We believe in the development of regional documentary communities not only from a theoretical and political perspective, but also from a practical one: Regional photographers can often represent things that are otherwise difficult to portray. For instance, in South Africa, emerging photographers followed children who had had major surgery at the Red Cross War Memorial Children's Hospital back into their homes and communities, and also photographed in the township where public health workers based at the **University of the Western Cape** are undertaking the PURE survey. This kind of documentation, made possible by access and intimacy, greatly deepens and enriches our understanding of both facilities, and their roles in people's lives.

Our largest educational program was in Ireland, based at the School of Art at the University of Ulster itself, as it turns out, a recipient of significant capital support from Atlantic. Paul Seawright and Donovan Wylie, who photographed for the book, also teach at Ulster. Their dedication to creating a world-class program in Ireland exemplifies, as much as anything, the energetic and ambitious university culture that Atlantic has helped to build on the island. They and their students were extremely moved to learn of the scope of Atlantic's activities in Ireland, many of which had not (prior to this book) been widely known to the Irish public.

The students in Ireland also had a transformative experience. As one said, he had worked previously as an assistant, but after this project he felt like a photographer. It is easy to forget, in an era of seemingly endless pictures online, that photographs actually come from some place, and that going out into the world to make them-to investigate, to talk to people, to engage-can be hard. It is not easy to have to walk into a hospice, or a cancer ward, or a research institute, and to develop a strategy for making photographs in a way that is ethical, responsible and effective. But you only learn to do so when you are given the opportunity. And if you seize that opportunity, you come away with much more than a set of photographs, however powerful: You leave with relationships, understanding and an eagerness to participate in the world.

The scope of this project was enormous: it involved more than 40 photographers and 30 sites spread across five continents. Atlantic likes to "go big," and the Magnum Foundation likes to use its dexterity and its networks to achieve big things. We hope that through this project we have not only contributed to Atlantic's legacy of capital giving by documenting it, but also by helping to create a new model of social documentation that itself can have a lasting and sustainable impact. Atlantic's capital investments have been, at core, about promoting, and seizing, opportunity; to the extent we have helped create new opportunities though this process, we have fulfilled our mission as well.

- CHRISTOPHER J. KLATELL

# **Photographers**

Tran Quoc Anh started working as a freelance photographer in 2000. His works have been published in Vietnamese newspapers and magazines.

**Chien-Chi Chang makes manifest in** his work the abstract concepts of alienation and connection. The Chain, a collection of portraits made in a mental asylum in Taiwan, caused a sensation at La Biennale di Venezia (2001) and the Bienal de Sao Paolo (2002). The life-size photographs of pairs of patients chained together resonate with Chang's look at the less visible bonds of marriage, treated in two books—I do I do I do (2001), a collection of images depicting alienated grooms and brides in Taiwan, and Double Happiness (2005), a brutal depiction of the business of selling brides in Viet Nam. For more than 20 years, Chang has photographed the bifurcated lives of Chinese immigrants in New York's Chinatown, along with those of their wives and families back home in Fujian. A work in progress, China Town was hung at the National Museum of Singapore in 2008 as part of a mid-career survey, Doubleness, and has been shown at the International Center of Photography in New York. Chang became a full member of Magnum Photos in 2001.

Doug DuBois teaches at Syracuse **University and at the International Limited Residency Program at the** Hartford Art School, He has exhibited at The J. Paul Getty Museum in Los Angeles; The Museum of Modern Art and Higher Pictures in New York; and at galleries in Europe and Japan. His photographs have appeared in publications including The New York Times, TIME, Details, Black Book, The Telegraph (London), Monopol (Berlin) and Outlook (Beijing). His monograph All the Days and Nights was published by Aperture in 2009.

**Claire Fox** graduated with a first class honors degree in photography in 2010 from the University of Ulster. Her series *The Village* has been published as a pop-up book. Cristina García Rodero was born in Puertollano, Spain. She studied painting at the School of Fine Arts at the University of Madrid before taking up photography. For 16 years, she dedicated her time to researching and photographing popular and traditional festivities-religious and pagan-principally in Spain but also across Mediterranean Europe. That project culminated in her book España Oculta, published in 1989, which won the Book of the Year Award at the Rencontres d'Arles. The same year, García Rodero also won the prestigious W. Eugene Smith Foundation Prize. Since then, García Rodero has traveled around the world in search of other cultures with particular traditions. Over a period of four years, she documented voodoo rituals in Haiti, producing a body of work shown for the first time at the 2001 Venice Biennale. García Rodero has received many prizes, including the Premio Nacional de Fotografía in 1996 in Spain. Her work has been widely exhibited internationally and is in numerous domestic and international collections. Other major awards include the Erich Salomon Prize and the Gold Medal for Merit in Fine Arts.

Rich Gilligan holds an MFA in photography from the University of Ulster, Belfast and a BA honors degree in documentary photography from the University of Wales, Newport. His work has been exhibited in Europe and the United States. Gilligan has worked as a contributing photographer to a range of international magazines. His book *diy* was published in 2012. He was awarded the 2013 Showcase Photography Award, which highlights the best of contemporary practice in Ireland. Jim Goldberg has been exhibiting for more than 30 years, and his innovative use of image and text make him a landmark photographer of our times. He began to explore experimental storytelling and the potential of combining image and text with Rich and Poor (1977-85), where he juxtaposed the residents of welfare hotel rooms with the upper class and their elegantly furnished home interiors to investigate the nature of American myths about class, power and happiness. In Raised by Wolves (1985–95), he worked closely with and documented runaway teenagers in San Francisco and Los Angeles to create a book and exhibition that combined original photographs, text, home movie stills, snapshots, drawings, diary entries as well as single and multi-channel video, sculpture, found objects, light boxes and other 3-D elements. He received the 2011 Deutsche Borse Photography Prize for Open See, which explores migration in Europe.

Goldberg has exhibited at museums throughout the world, including major exhibitions at MOMA, SFMOMA and the Los Angeles County Museum of Art (LACMA). His work is in numerous private and public collections including MOMA. SFMOMA, the Whitney, the Getty, LACMA, the Corcoran, the Museum of Fine Arts Boston, the High Museum, the Library of Congress, the Museum of Fine Arts Houston, the National Museum of American Art, and the Art Institute of Chicago. In addition to the Deutsche Borse, major awards include the Prix Cartier-Bresson, the Ernst Haas Award, and Guggenheim and **NEA Fellowships. He has published** seven books, and is a professor at California College of the Arts.

George Mahashe was born in Bolobedu at Ga-kgapane, South Africa in 1982. He first practiced photography as an assistant to the local roaming photographer. In 2004 he graduated with a B-tech in commercial photography, going on to work as a fashion photographer. His first solo exhibition, titled Gae Lebowa, opened in 2010 at the Johannesburg Art Gallery. In 2012 Mahashe was awarded a master of arts degree in fine art for his interactive photographic installation Dithugula tša Malefokana: Seeing Other People's Stories, Telling Tall Tales, which explores the photographic medium's materiality. **Currently Mahashe is a PhD** candidate in fine art at the University of Cape Town.

Jesse Marlow is based in Melbourne. Australia. Over the last 17 years he has worked for a range of local and international magazines, newspapers and commercial clients. His works are held in public and private collections across Australia. In 2002, he was the inaugural winner of the Australian Hasselblad X-Pan Masters competition. In 2003, he published his first book of photographs: Centre Bounce: Football from Australia's Heart, (Hardie Grant Books). In 2005 he published a book of street photographs titled Wounded (Sling Shot Press). In 2011 he was the inaugural winner of the International Street Photography Prize. In 2012, Marlow won the MGA Bowness Prize. Marlow has recently published his third monograph: Don't Just Tell Them, Show Them.

Susan Meiselas is one of the most influential photographers of our time. Her first major photographic essay focused on the lives of women doing striptease at New England country fairs. Carnival Strippers was published by Farrar, Straus & Giroux in 1976 and installed at the Whitney Museum of Art in June 2000. The original book was revised and reprinted by the Whitney Museum and Steidl Verlag in 2003. Meiselas joined Magnum Photos in 1976. Her subsequent coverage of the insurrection in Nicaragua and her documentation of human rights issues in Latin America have been published widely throughout the world. In 1981, Pantheon published her second monograph, Nicaragua, June 1978-July 1979, which was reprinted by Aperture, fall 2008. Meiselas served as an editor and contributor to the book El Salvador: The Work of Thirty Photographers (Writers & Readers, 1983) and edited Chile from Within (W. W. Norton, 1991) featuring work by photographers living under the Pinochet regime. She has codirected two films: Living at Risk: The Story of a Nicaraguan Family (1986) and Pictures from a Revolution (1991) with Richard P. Rogers and Alfred Guzzetti. In 1997, she completed a six-year project curating a 100-year photographic history of Kurdistan, and integrated her own work into the book entitled Kurdistan: In the Shadow of History (Random House, 1997; reprinted by the University of Chicago Press, 2008). Her 2001 monograph Pandora's Box (Magnum Editions/Trebruk) explores a New York S & M club. In 2003, Encounters with the Dani was featured as an installation in the International **Center of Photography's Triennial** Strangers and co-published by ICP/Steidl Verlag.

Meiselas has had one-woman exhibitions throughout the world, including a mid-career retrospective at the International Center of Photography in New York, the catalogue for which, Susan Meiselas: In History, won the And/ **Or Book Award. Recent group shows** include major surveys at the Tate Modern and the Centre Pompidou. Her work is included in many major American and international collections, including MOMA, SFMOMA, the Getty, the Whitney, and the Pompidou. Major awards include: the Robert Capa Gold Medal for "outstanding courage and reporting" by the Overseas Press Club; the Leica Award for Excellence (1982): the **Engelhard Award from the Institute of** Contemporary Art (1985); the Maria **Moors Cabot Prize from Columbia** University (1994); the Hasselblad Foundation Photography Prize (1994); the Cornell Capa Infinity Award (2005) and the Harvard Arts Medal (2011). In 1992, she was named a MacArthur Fellow.

Gideon Mendel was born in

Johannesburg in 1959 and studied psychology and African history at the University of Cape Town. Following his studies he became a freelance photographer, photographing change and conflict in South Africa in the lead-up to Nelson Mandela's release from prison. He first began photographing on the topic of AIDS in Africa in 1993 and in the past twenty years his work on this issue has been widely recognized. He has won six World Press Photo Awards, first prize in the American Pictures of the Year competition, a POY Canon Photo **Essayist Award, the Eugene Smith** Award for Humanistic Photography and the Amnesty International Media Award for Photojournalism. His first monograph, A Broken Landscape: HIV & AIDS in Africa, was published in 2001. Since then he has produced a number of photographic projects working with charities and campaigning organizations, such as the Global Fund, Médecins Sans Frontières (MSF), Treatment Action Campaign, the International HIV/ AIDS Alliance, Action Aid, the Terrene Higgins Trust, Shelter, Leonard **Cheshire Disability, UNICEF and Concern International. Since 2007** he has been working on a global project about flooding entitled Drowning World, which was featured prominently in the International Center of Photography Triennial in New York.

**Danielle Mericle's work reflects** on the complex relationship between history, knowledge, and power. She has exhibited at venues such as White Columns in New York City, Blue Sky Gallery in Portland, and the George Eastman House in Rochester, New York. Most recently, her work was shown in a survey of contemporary video art at the Columbus Museum of Art in Georgia. Mericle is the author of Seneca Ghosts, noted by Alec Soth as one of the top ten photography books of 2008. Her latest book project, entitled Archive, consists of photographs shot at various sites in Peru, and was recently shortlisted by ABOTM as one of the top artist's books of 2010. She lives and works in Ithaca, New York.

Musa Nelson Nxumalo lives and works in Johannesburg. His work explores identity and the notion of family. Nxumalo experiments with this idea in his ongoing project *Nkabantle*, a journey of self-discovery that speaks of history in both a personal and South African context. While completing his personal projects he has gone on to found "The Operator Jhb," a venture that explores creative commerce.

Martin Parr is one of the most influential photographers in the world and one of the best-known British visual artists. His photographs have been exhibited throughout the world and are in major collections internationally, including MOMA, the Tate, the High Museum, the Victoria & Albert Museum, the Getty and SFMOMA. He has won numerous awards, including the Erich Salomon **Prize and the Royal Photographic** Society Centenary Award. Martin has published more than 80 books of his own work and edited another 30, including, with Gerry Badger, three volumes of the highly influential History of the Photobook. He is a visiting professor at the University of Ulster.

Mark Power "became a photographer" (somewhat accidentally) in 1983, and worked in the editorial and charity markets for nearly ten years before he began teaching in 1992. Power is currently professor of photography at the University of Brighton. This move coincided with a shift toward long-term projects. Power's work has been seen in numerous solo and group exhibitions across the world and is in several public and private collections. He has published six books: The Shipping Forecast (1996), Superstructure (2000), The Treasury Project (2002), 26 Different Endings (2007), The Sound of Two Songs (2010) and *Mass* (2013).

Jo Ractliffe's photographs reflect her ongoing preoccupation with the South African landscape and the ways in which it figures in the country's imagination—particularly the violent legacies of apartheid. Since 2007 her work has focused on the aftermath of the war in Angola, a conflict South Africa was intricately involved in. Following Terreno Ocupado (2008) and As Terras do Fim do Mundo (2010), her recent work, The Borderlands (2013), looks at spaces within South Africa that were caught up in the mobilization and aftermath of that war. Ractliffe is the senior lecturer in photography at Wits University, where she works with Rory Bester on PhotoFocus, a pedagogy platform for taking photography education across disciplines, histories and experiences. She also teaches at the Market Photo Workshop and serves on its advisory board. She conducts lectures, workshops and short courses at many tertiary institutions in South Africa and abroad, and has initiated a number of independent public and educational projects. Recent exhibitions include: Apartheid and After, Huis Marseille, Amsterdam (2014); The Borderlands (solo show), Stevenson Gallery, Cape Town (2013); Present Tense, Fundação Calouste Gulbenkian, Lisbon (2013): **Unstable Territory: Borders and** Identity in Contemporary Art, Centro di Cultura Contemporanea Strozzina, Venice (2013); Making History, Museum Moderne Kunst, Frankfurt (2012); Rise and Fall of Apartheid: Photography and the Bureaucracy of Everyday Life, International Center of Photography, New York (2012).

Andrew Rankin resides and practices in Belfast. After graduating from the University of Ulster he helped co-found the photography collective Belfast Photo Factory and continues to create work relating to our dreams and their interaction with everyday life. Alessandra Sanguinetti was born in New York in 1968, brought up in Argentina from 1970 until 2003, and is currently based in San Francisco. She has exhibited widely, including solo exhibitions at the Museum of **Modern Art in Buenos Aires and** group shows at MOMA, SFMOMA, Le Bal, the Sao Paolo Biennial and the International Center of Photography triennial. Her photographs are included in numerous public and private collections, including MOMA, SFMOMA, the Museum of Fine Arts Houston, and the Museum of Fine Arts Boston. She is a recipient of numerous grants and awards, including a Guggenheim Foundation fellowship, a Hasselblad Foundation grant. the Discovery Award at the Rencontres d'Arles and first prize at the Buenos Aires Biennial. Her monographs include On the Sixth Day and The Adventures of Guille and Belinda and the Enigmatic Meaning of their Dreams, both published by Nazraeli Press.

Paul Seawright is professor of photography and head of Belfast School of Art at the University of Ulster. His photographic work is held in many museum collections including the Irish Museum of Modern Art, the Tate, SFMOMA, and the International Center of Photography. In 2002 he was commissioned by the Imperial War Museum London to undertake a war art commission in Afghanistan that has been subsequently exhibited throughout North America, Europe and Asia. In 2003 he represented Wales at the Venice Biennale and in 1997 he won the Irish Museum of Modern Art/Glen Dimplex Prize.

Russell Shakespeare is an Australian photographer who began his career after studying at the Queensland College of Art in Brisbane in 1987. After study, he undertook a six-year, self-funded photographic odyssey in the northern Indian city of Varanasi. In 1993 Shakespeare took up a position as a staff photographer on The Australian in Sydney, where he worked for five years, before taking a position with the same company on The Weekend Australian Magazine. He is currently employed by Q Weekend in Brisbane and continues to freelance for select clients. He has received numerous Australian photography awards and his work is in collections throughout Australia.

Mikhael Subotzky was born in 1981 in Cape Town, South Africa, and is currently based in Johannesburg. Subotzky's photographic work combines the directness of the social documentary mode with a questioning of the nature of the photographic medium itself. He is concerned with the structures of narrative and representation, as well as the relationship between social storytelling and the formal poetics of image making. Subotzky's work has been exhibited widely in major galleries and museums and is in the collections of major institutions throughout Europe, Africa and the Americas, including MOMA in New York, the Victoria and Albert **Museum in London, the South African** National Gallery in Cape Town, and the Johannesburg Art Gallery. Recent group exhibitions include SFMOMA, Museu de Arte Moderna (Rio de Janeiro), Yale University Art Gallery, **Fotomuseum Winterthur, the Palais** de Tokyo, Le Bal, and the International Center of Photography Triennial. **Recent awards and grants include** the Standard Bank Young Artist of the Year Award for Visual Arts, the 2011 Discovery Award at Rencontres de la Photographie Arles, the 2009 Oskar Barnack Award, the 2008 W. Eugene Smith Memorial Grant, and the 2007 KLM Paul Huf Award. Major publications include Beaufort West, Retinal Shift, and Ponte City.

Peter Van Agtmael was born in Washington, DC. He studied history at Yale University, graduating with honors in 2003. Since 2006 he has primarily covered the 9/11 wars and their consequences, working extensively in Iraq, Afghanistan and the USA. He has won the W. Eugene Smith Grant, the ICP Infinity Award for Young Photographer, and the Lumix Freelens Award, as well as awards from World Press Photo, American Photography Annual, The Pulitzer **Center, The Center for Documentary** Studies at Duke University and Photo District News. In 2008 he helped organize the book and exhibition Battlespace, a retrospective of largely unseen work of 22 photographers covering Iraq and Afghanistan. His monograph Disco Night September 11 was published to acclaim in 2014.

Ashley Walters was born in Cape Town, South Africa. Working primarily in photography and video, his work revolves around the mechanics of social ordering and explores relationships between social constructs and spatiality.

Donovan Wylie was born in Belfast in 1971 and discovered photography at an early age. He left school at 16 and embarked on a three-month journey around Ireland that resulted in his first book, 32 Counties (Secker and Warburg 1989). His book The Maze was published to international acclaim in 2004, as were British Watchtowers in 2007 and Outposts in 2011. In 2001 he won a BAFTA for his film The Train. He has had solo exhibitions throughout the world, including at the Photographers' Gallery, London; PhotoEspaña, Madrid; the National Museum of Film, Photography and Television, Bradford, England; the Imperial War Museum, London; and the Royal Ontario Museum, Toronto. He has participated in numerous group shows held at, among other venues, the Irish Museum of Modern Art in Dublin, the Victoria & Albert Museum, and the Centre Georges Pompidou. In 2013 he was artist in residence at the Yale University Art Gallery. He teaches at the University of Ulster in Belfast.

# **Photo Credits**

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#### Ireland

North and South

Claire Fox 125 Rich Gilligan 2 Martin Parr 69, 71, 74–82, 128–129 Mark Power 99, 102–103 Andrew Rankin 131 Paul Seawright 64–65, 68, 70, 88–89, 92–93, 95, 104, 114–115, 118, 123, 126 Donovan Wylie 52–54, 57–58, 61–62, 66, 72, 84–86, 90–91, 94, 96, 100, 108–113, 116, 120, 124, 130–144

#### South Africa

George Mahashe 177–178 Gideon Mendel 150, 156, 158–160, 162–163, 173–175, 196–203 Musa Nxumalo 190, 194 Jo Ractliffe 187–180, 191–192 Mikhael Subotzky 153–154, 165, 166–171, 181–184 Ashley Walters 161

#### Viet Nam

Chien Chi Chang 208, 211–212, 214–261

#### Australia

Jesse Marlow 290–295 Russell Shakespeare 267, 269–270, 273–288

#### Cuba

Cristina Garcia Rodero 300, 303–304, 307–313

### United States

Doug Dubois 340 Jim Goldberg and Alessandra Sanguinetti 355–357, 360–362, 365–366, 368, 372–374 Susan Meiselas 332 Danielle Mericle 333 Mark Power 318, 321–324, 335, 338, 342–346, 350–354, 359, 364, 367, 370, 376–377 Alessandra Sanguinetti 326–331, 336–337 Peter Van Agtmael 348–349 Donovan Wylie 341

#### Back End Paper

Jim Goldberg and Alessandra Sanguinetti

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# Index

### В

Barnett, Richard 58, 121, 135 Barry, Don 60 Beattie, Peter 268, 282 Bishop, Matthew 29, 46 Bloomberg, Michael 41, 307, 346 Bowman, Kenneth 271, 276, 277 Brady, Hugh R. 56 Brenner, Barry M. 305 Buffett, Warren 30, 33, 35 Bui, Phu Duc 42, 207, 213, 234

### С

Cao, Thanh Ngoc 244 Carnegie, Andrew 23, 25, 35, 36 Coaldrake, Peter 268, 271, 272, 278 Conroy, Mark 210 Cory, Suzanne 42, 271, 290, 294 Couper, Ian 186 Cronin, David 71

#### D

Dale, Harvey 25, 26, 152 Debas, Haile 321 Downton, Christine 152, 155 Duong, Quyen Hoang 214

#### Е

Empey, Reg 121 Erasmus, Dimitri 172

#### F

Feeney, Chuck Passim Frazer, Ian 272

#### G

Gandhi, Mahatma 149, 197, 203 Gates, Bill 23, 30, 33, 35, 51 Gates, Melinda 23, 30, 33, 35 Green, Michael 35

### н

Hall, William 222 Hay, John 268 Healy, John A. 59, 60, 68, 85 Healy, John R. 28, 56, 59, 121, 152 Heaney, Seamus 20 Hennessy, John 320, 353, 356 Herrera Valdés, Raúl 299, 305 Huttenlocher, Dan 321, 346

#### J

Johnson, Samuel 51 Johnston, Patrick 122, 124, 128

#### Κ

Kelly, Regis 320 Kenny, Rose Anne 59, 97 Klatell, Christopher 381 Kraak, Gerald 152, 155, 197

#### L Laret, Mark 358, 373

Le, Hai Thanh 219 Le, Phuong Nhan 213, 215, 222, 228, 234, 238, 248, 257

#### Μ

Madikizela, Zola 155, 172 Mandela, Nelson 149, 152, 168, 170, 197, 203 Matousek, Bob 210 Mbeki, Thabo 155 McCrea, Colin 56, 59, 302 Miller, Robert W. 25, 28, 320 Mitchell, Thomas 56

# Ν

Nguyen, Dzung 249 Nguyen, Liem Thanh 215

Ο

O'Brien, Martin 121, 140 O'Connell, Brian 45, 152, 157 Oechsli, Christopher G. 21, 25, 26, 28, 29, 30, 56, 97, 152, 155, 158, 210, 211, 213, 238, 268, 272, 302, 305, 320, 378 O'Hare, Daniel 56, 210

# Ρ

Pham, Binh 257 Powell, Lawrie 268, 281 Proscio, Tony 48

### 0

Queen Elizabeth II 109 Quirk, Padraic 121

#### R

Reed, Gail 302, 305, 306, 311 Rhodes, Frank H. T. 320, 322 Robinson, Mary 46, 51 Rudd, Kevin 265

#### S

Sachs, Albie 41, 149, 203 Seawright, Paul 381 Skorton, David 320, 321, 323, 327, 346 Stewart, Mark 210 Sutton, Mary 105, 109

# т

Thornhill, Don 59 Tierney, Tom 27 Tran, Duc Mau 234 Tran, Phuong Minh 256 Truong, Minh Tan 210, 213 Tutu, Desmond 157

### ۷

von Prondzynski, Ferdinand 85

#### w

Walsh, Ed 26, 56, 210 Wren, Christopher 322 Wylie, Donovan 139, 381

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