

**Annual Report
of the MacJannet Foundation
January 1, 2004 – December 31, 2004**

Annual Report
of the MacJannet Foundation
2004

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Five Year Strategic Objective of the MacJannet Foundation

Resolved: A committee of Trustees and Overseers, will identify strategic¹ objective(s) within the boundaries listed below and report at the 2004 annual meeting.

Boundaries of the potential strategic objective: the strategic objective must be within the MacJannet purposes;² support the Prieuré;³ allow the Foundation to continue to be a volunteer organization;⁴ maintain tax exempt status; maintain existing grantee commitments;⁵ maintain annual grant cap of 5% of the Foundation's corpus; promote a sense of MacJannet community;⁶ and remain within the Charter of incorporation by laws⁷.

After reviewing the Foundations' strengths, weaknesses, constituent groups, history, traditions, resources and capabilities, the Strategic Objectives group identified three strengths that are unique to the MacJannet Foundation: (1) the MacJannet purposes (or values)⁸; (2) the Talloires location; and (3) the Prieuré. Donald MacJannet dedicated the Foundation and the Prieuré in the following words:

"More than ever we feel the importance of providing the individual person opportunities to discover his potentialities and strengthen them. To this goal and to that of putting into action our belief in the brotherhood of man we have dedicated the Prieuré and the Foundation"

Donald MacJannet,
November 21, 1975

The 2004 Strategic Objectives group determined that the mission of the Foundation is to promote the Prieuré as a catalyst to unleash individual potential and to inspire international understanding." The vision of the Foundation is a community of global citizens. This means that for the next 5 years the activity, grants and efforts of the Board of the Foundation should remain focused on the mission. Specifically, activity, grants and efforts must be relevant to the life of the Prieuré and related to either or both international understanding and the opportunity for individuals to discover their potentiality and strengthen them. The existing 4 grants are good examples of the mission in action. These grants are worthy of considerable increases. In addition the Board should look for new ways to advance the mission outside the scope of grants. For example, the Foundation might find ways to honor and recognize exemplary efforts that are consistent with the mission and encourage conferences to take place at the Prieuré that are complimentary to the mission.

¹ "Strategic" pertains to a plan or series of activities aligned with a specific, relatively long-range (3-7 years) objective. A great "strategic objective" in the shared focus of a group of participants is sometimes referred to as "vision" and the activity involved in achieving the vision is sometimes referred to as a "mission."

² Purposes of the Foundation were identified in 1999 as follows: *The purpose of the MacJannet Foundation is to preserve, disseminate and foster the ideals and principles reflected in the lives of Charlotte and Donald MacJannet, specifically, international goodwill; integrity; French-American relations; world peace; non-violent conflict resolution; education of the whole person; performing arts, optimism; kindness and civility; and harmony between humankind and nature*

³ enhance the cultural, educational or intellectual value of the Prieuré consistent with MacJannet purposes i.e.- people activity more than bricks & mortar;

⁴ such as Tufts, Fletcher, IHUE, C.P.M.A and the town of Talloires. Using these institutions to carry out activity and not require the Foundation to hire employee(s).

⁵ not financially displace long-standing Foundation support for the Tufts European Center MacJannet Scholars Program, the MacJannet Fellows program involving the exchange between Fletcher and IHEU, the C.P.M.A, and the Talloires School program of English education.

⁶ Promote a sense of community among the various program participants as a whole. Find some way to bring synergy / a degree of common experience to the various programs.

⁷ A non-profit, charitable organization established in 1968 to promote international understanding and cooperation for the welfare of mankind

⁸ See footnote 2 above.

President's Report

The Board of the MacJannet Foundation is an impressive group of individuals touched and motivated by the vision and values of Charlotte and Donald MacJannet.

Brimming with creativity and enthusiasm, the Board never lacks for new ideas “to inspire agents of change for a more understanding world.” A major challenge for my presidency is to focus the Board’s energy to make us even more effective.

Dr. John H. King, the immediate past president, mobilized the Board to set the MacJannet Foundation on a solid course: with the bequest of Charlotte MacJannet the corpus of the Foundation is the best ever; a new category of “overseers” creates new opportunities for involvement with the foundation; the MacJannet virtual archives are a reality; and relations with Tufts, and in particular the Fletcher School, have never been better. The Board accomplished much under John’s leadership, and he left large shoes to fill.

Last year the Board, led by George Halsey’s strategic planning committee, undertook an examination of Foundation strengths and weaknesses. At the October meeting, we continued the process of sharpening our strategic objectives. It is largely from this exercise that I developed my first year agenda that was completed on 2004:

1. Established a scorecard to evaluate grants and clarify the criteria under which new and existing grants are awarded. At the annual meeting in Talloires in June 2004 committees identified ways to strengthen existing grants related to Tufts, Fletcher, CPMA, and Talloires schools, as well as to analyze and discuss proposals related to new programs.

2. Evaluated (on the basis of the scorecard and a template) new programs that merit attention. The template helps determine financial costs/benefits to the Foundation. The Board expressed some interest in partnering with Tufts to further a Global Citizenship Initiative and in hosting a signature biennial event, such as a new Entretiens. Both these programs need more systematic exploration.

3. Created a communication strategy to reach out to the broad MacJannet community, and to give us a common base and language for fund-raising. Tony Cook’s committee developed new tools to reinvigorate the communication strategy.

4. Improved Foundation finances by establishing clearer/better expectations of Board member contributions, fund raising vehicles and targets, and better “categories” of giving. Doug Marston, Wenke Sterns and Willard Snyder have kept the money coming in and well managed but I believe that we should broaden that group and put some additional strategies on the table.

5. Built a stronger Board, Overseers, and operation. Board members expressed interest in operating more efficiently, and, with more frequent meetings, clearer assignments, and more virtual communication. The Board also needs to be more representative of our constituencies and to build a strong body of Overseers to support the Foundation.

We had an exciting year with excellent participation. ♦

Introducing Robert W. Jerome

Dr. Robert W. Jerome was elected president of the Board of the MacJannet Foundation at the annual meeting in Talloires last June for a three-year term beginning in January 2004. Dr. Jerome, who has served on the Board since 1991 is currently the Assistant Provost for Faculty and International Programs at University of Maryland University College (UMUC), one of the eleven degree-granting institutions in the University System of Maryland. In that capacity, he is responsible for a variety of issues affecting UMUC’s 3,100 worldwide faculty and for establishing strategic plans for international institutional relationships.

Dr. Jerome first met Donald and Charlotte MacJannet in 1972 when he was a Fletcher exchange student at Geneva’s Graduate Institute of International Study (IUHEI) and spent two summers working at the Prieuré. “The MacJannets transformed my life. I came to believe that ‘all was possible’ through a combination of hard work and Providence,” said Jerome. “During the summer of 1973, between my first and second year at IUHEI, Mrs. Mac tasked me with babysitting Mr. Mac, which, given his energy, was more difficult than you might imagine. I remember one day losing sight of him only to discover that he was hauling out a ladder to fix a loose tile on the roof – at age 79, I hasten to add!”

Jerome’s second summer was spent assisting with Mr. Mac’s 80th birthday celebration, an event that captivated the entire town. Dr. Jerome continued his friendship with the MacJannets throughout their lifetimes and was invited to serve on the Board in 1991.

“The Board is a very impressive group of individuals who share a common admiration for the values held by the MacJannets, and I am pleased to have their confidence to help move the Foundation forward,” Jerome stated. Jerome succeeds Dr. John H. King. ♦

Financial Report

i. Income /Expense

Please see attached report of Brown and Brown

ii. Balance Sheet

Please see attached report of Brown and Brown

iii. Expense Detail

Please see attached report of Brown and Brown

iv. Investments / Portfolio

Please see attached Fidelity report.

v. Talloires Night Biennial Fund Raiser

Please see attached report.

vi. Annual Appeal

Please see attached report.

vii. Benefactors

Please see attached report.

viii. Legal Standing

The MacJannet Foundation is a public charity under section 501(c)(3) of the United States Internal Revenue Code and maintains tax exempt status under section 501(a). The MacJannet Foundation is an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi) and is not a private foundation under section 509(a). The MacJannet Foundation is registered with the Division of Public Charities of the Office of the Attorney General for the Commonwealth of Massachusetts, and the Secretary of State for the State of Connecticut. ♦

Annual Meeting 2004

i. President's recap and highlights of the 2004 Annual Meeting:

While memories are still fresh, I wanted to give everyone a quick summary of the June 11-13, 2004 MacJannet Foundation meetings. In short, they were a great success and we made substantive progress on many issues, AND were able to celebrate a) the marriage of George and Grace and b) the 50th wedding anniversary of Rocky and Terry Carzo. Although more detailed minutes will follow from George, here are some major accomplishments [in no particular order]:

The Foundation is moving to more continuous operation through a committee structure. Committee action – in advance of the annual meeting – will ensure that those items ready for board approval get on the agenda and have had ample vetting. If you are interested in working with any of the committees, please contact the chair [listed in parentheses] directly. Conversely, the chairs should feel free to tap anyone's expertise! And, in the interim, watch your email for progress reports.

Communications [Cook]: Tony gave a terrific powerpoint presentation on communication goals and strategy. By acclamation, the Foundation members validated the work of George Halsey's strategy committee. Tony's group has created a new vision ["a community of global citizens"] and mission ["to promote the Prieuré as a catalyst to unleash individual potential and to inspire international understanding"]. Next steps include developing specific

marketing materials targeted to different groups. Thanks to Anna Swinbourne, we now have a new logo [see www.macjannet.org].

Fundraising [Sterns]: For the first time, the Foundation has articulated a fundraising strategy, with the goal of having \$3 million within the next 5 years, and specific steps to achieve it. Wenke also made a terrific powerpoint presentation.

Les Amis du Prieuré/CPMA [Billings]/Talloires [Hervé]: On Thursday before the official meetings, we had a truly extraordinary meeting with the board of Les Amis and have agreed to work more closely on several items. We are all of like mind and share similar objectives. Some members of Les Amis, as well as the head of CPMA and the Talloires English program joined us at various parts of the weekend events. We are building important human connections. To show our support, the Foundation voted a token grant of \$500 for Les Amis. [see investment committee below].

Tufts [Goldstein]/Fletcher [Harris/Kleitz]: our two major scholarship programs are going very well. Tufts has 90+ students in Talloires this summer, with 26 sponsored by the MacJannet Foundation. Fletcher is now using the Prieuré for annual conferences. Tufts has funded a new roof and refurbishment of the Prieuré and it looks fantastic!

We created a new Program Evaluation Committee [King] that will continue work on a scorecard and questionnaire to better evaluate grants and other programs. Any changes in current grant amounts would need to be vetted here. This year the board voted for \$47,000 in grants.

We [Halsey] are exploring a “signature event” for 2006 tentative called “Festival of the MacJannet spirit”, a combination symposium and camp day. Hollister presented a framework for a Global Citizens Initiative that would invite 40 university presidents to the Prieuré for September 2005, and we will determine an appropriate role for the Foundation.

The nominating committee [Snyder] recommended 5 new overseers and 3 new trustees and will look at further clarifying the categories. We also reaffirmed our desire to diversify.

The investment committee [Marston] will propose a change in our investment guidelines that will give us greater flexibility and better suit our needs. At the meeting we adopted Iglehart’s resolution to base our grants on a 12 month running average; within that cap, the Program Evaluation Committee will recommend certain amounts, including a discretionary fund [that allowed us to vote \$500 to Les Amis this year.] My apologies for any items omitted. It was indeed an exciting and productive weekend.

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Dr. Robert W. Jerome
Assistant Provost for Faculty and International Programs



ii. Minutes of the 2004 Annual Meeting

MacJannet Foundation Annual Meeting

Minutes

June 12-13, 2004 Talloires

Welcome

The President opened the meeting with a moment of silence following which he welcomed the attendees and reviewed the agenda for the meeting. Please see President’s recap and highlights of meeting attached.

Roll call

Attending:

The following 12 voting Trustees were present at the first session of the meeting and constituted a quorum: Grace Lee Billings, Tony Cook, George Halsey, Jean-Marie Hervé, Robert Hollister, John Iglehart, Robert Jerome, John King, Douglas Marston, Dan Rottenberg, Willard Snyder, and Wenke Thoman.

Absent

The following Trustees were absent: Lawrence Bacow, Mary Harris, Tom Hunt, Philip Rich and Anna Swinbourne.

Approval of the Minutes of the Board Meeting of June 21-22, 2003 Annual Meeting

On motion duly made and seconded, the Trustees unanimously

Voted: to approve the minutes of the meeting, June 20-23, 2003 in Talloires.

Nominations and Elections

The Chairman of the Nominating Committee offered a series of motions:

Election of the Class of 2007 Trustees

In accordance with the Foundation by-laws and previous elections, the term of the class of 2004 will expire

December 31, 2004: Tony Cook, George Halsey, Mary vanBibber Harris; Jean-Marie Hervé; Thomas Hunt; and Philip Rich. The class of 2004 also has one vacancy.

Philip Rich was previously in the class of 2003 so that his term expired December 31, 2003 in accordance with the bylaws, but the Board extended his term by one year and he therefore became a member of the class of 2004.

The bylaws do not authorize nomination of a voting Trustee, bearing high level fiduciary responsibility, for a new three year term if the Trustee has been absent during two of the previous three annual meetings and is not present for re-election. Consequently the following Trustees in the class of 2004 do not qualify to be nominated as Trustees in the class of 2007 but they do qualify to be nominated as (non-voting) Overseers in the class of 2007 Overseers: Mary van Bibber Harris, Tom Hunt, and Philip Rich.

Certain Overseers have attended two or more of the previous three annual meetings and therefore qualify to be nominated as voting Trustees in the class of 2007: Maria Robinson and Tony Kleitz.

Rocky Carzo has been an Honorary Trustee for many years, but has in fact rendered the same level of participation as a voting Trustee and therefore the nominating committee nominates Rocky Carzo to the class of 2007 Trustees.

On motion duly made and seconded and after discussion it was unanimously

Voted: to elect the class of 2007 (7 seats and 1 vacancy:)

Rocky Carzo

Tony Cook

George Halsey

Jean-Marie Hervé

Maria Robinson

Tony Kleitz.

Note for record keeping purposes-

Class of 2006: (7 Trustee seats and two vacancies)

Douglas Marston

John King

Willard Snyder

Anna Swinbourne

Wenke Sterns

Class of 2005 (6 seats one vacancy)

Robert Hollister

John Iglehart

Robert Jerome

Grace Lee Billings

Daniel Rottenberg

President of Tufts University, Lawrence Bacow serves as trustee pursuant to bylaws.
Director of the Tufts European Center, Gabriella Goldstein, serves as a non-voting trustee ex-officio pursuant to vote of the Board at the 1997 annual meeting.

Election of the Class of 2007 Overseers

Note: Overseers serve in the same capacity as Trustees, participating in meetings and serving on committees but Overseers do not have fiduciary responsibility in respect to the endowment, do not vote and do not attend the brief session of the Annual Meeting at which elections take place. Overseers include both prospective Trustees and former Trustees who wish to continue a degree of active participation. Any Overseer, including former Trustees, who attends at least two of three consecutive annual meetings (including the annual meeting at which the Overseer is elected Trustee) qualifies to be nominated for election as a Trustee. Although there is no specific attendance requirement for Overseers, an Overseer who has not indicated any interest in participating in Foundation activity during an entire three year term would generally not be nominated to be elected for a succeeding three year term.

The nominating committee is pleased to nominate Gary Friedman and Andrew Pierre as Overseers in the Class of 2007. Both are highly distinguished and accomplished individuals with lifetime MacJannet connections. Their respective biographical information was reviewed by the nominating committee and summarized to the Board during the meeting. Both have indicated that they would be honored to be elected as Overseers.

On motion duly made and seconded, and after discussion the Trustees unanimously

Voted: to elect the class of 2007 Overseers:

Sally Pym

Philip Rich

Mary vanBibber Harris

Tom Hunt

Gary Friedman

Andrew Pierre.

On motion duly made and seconded, and after discussion the Trustees unanimously

Voted: to ratify the previous election of T.J. Snyder as an Overseer in the class of 2006.

Note for record keeping purposes-

Overseer Class of 2005:

Gerard Lignac

John McJennett, III

Overseer Class of 2006:

Bruno Asselin

Caren Black Deardorf

Anna Rubin Downs

The following persons have been proposed for consideration as Overseer nominees pending consultation with them by their sponsors: Todd Langton, Cynthia Hosmer, and Doris Berger.

Election of the Officers for 2005

On motion duly made and seconded, and after discussion the Trustees unanimously

Voted: to elect officers for 2005 as follows:

President: Robert Jerome

Secretary and Executive Director: George Halsey

Treasurer: Douglas Marston

Vice President – Switzerland: John King

Vice President - France: Jean-Marie Hervé
Vice President – Development: Wenke Sterns

Honorary Trustees

An Honorary Trustee is generally a person who has never served as either an Overseer or Trustee but merits special recognition in the MacJannet community. Note for record keeping purposes that the following persons were previously elected as honorary trustees: Rocky Carzo, Seymour Symches*, John O. Rich, Suzanne Lansé* (posthumous) and Jean Mayer (posthumous)*. (note *=deceased. Jean Mayer and Suzanne Lansé were deceased when this honor was conferred. Seymour Symches was alive when the honor was conferred but died subsequently.)

Trustees Emeriti

Note for record keeping purposes. Trustee Emeritus is a distinction of honor conferred by vote of the Board on a former Trustee who has rendered diligent service to the Board and is not available to be active in on-going Board committees and participation in meetings. A former Trustee who continues to participate in Board activity to some degree should ordinarily serve in the capacity Overseer. It is not unusual for a former Trustee to become an Overseer and later a Trustee Emeritus.

The following persons have been previously elected as Trustees Emeritus: John DiBiaggio, Elizabeth Eveillard; Richard Powell (also a Founder); Amos Booth (also a Founder); Carol Hambleton-Moser, Cynthia Raymond and Pierre Dietz. Upon decision of the Board to tighten the categories, Sally Pym, formerly a trustee emeritus, was converted to Overseer Class of 07

Founders

Founders are the original promoters and Trustees who launched the Foundation in 1968. Amos Booth, Howard Cook, Donald MacJannet, Charlotte MacJannet, Richard Powell, Jean-Pierre Francillion, James H. Halsey and Ruth Snyder. The Founders are honored in certain of the Foundation's publications.

Treasurer's Report

The Treasurer reports that the Foundation is in good financial standing. The most recent financial statement is the Fidelity statement and strategic analysis for the month of May 2004, which the Treasurer summarized. (Available on request to the Secretary).

Consideration of the Grants Budget for 2004

Background concerning the grants: The Foundation's bylaws require that the totality of its annual grant expenditures fall within 5% of its total corpus. IRS regulations call for the corpus to be calculated as an average balance over the most recent tax year. For the tax year 2003, the average corpus of the Foundation was \$975,000 in round numbers. 5% of this amount is \$48,750.

On motion duly made and seconded, and after discussion the Trustees unanimously Voted: grants for the 2005 calendar year as follows:.

	2005
Tufts MacJannet Scholars	30,000
Centre Pratique, Annecy	3,500
Talloires English Program	3,500
MacJannet Fellows Program*	9,500
Total	46,500

On motion duly made and seconded, and after discussion which was concluded during the open session of the meeting the Trustees unanimously

Voted: a \$500 grant for the 2005 calendar year for the Amis du Prieuré in support of its exchange program, pursuant to which the Amis send a student to the US for studies organized by Tufts.

* The MacJannet Fellows grant consists of 3 sub grants: \$3500 to the Fletcher School of Law and Diplomacy (same amount as for 2002); and \$6000 to the four exchange students for living assistance stipends (\$1,000 more than in 2002,) broken down as follows: \$1750 for each student in Boston; \$1250 for each student in Geneva.

[Note: recap of grants / funding voted in previous years. Grants are paid out in the year following the year in which the grant is voted]

Budget Year	2000	2001	2002	2003	2004
Corpus	664,044	682,777	1,022,986	931,437	975,000
5% guideline	33,202	34,139	51,149	46,572	48,750
Amis					500
MacJannet Schola	25,000	25,000	28,000	30,000	30,000
Anncy - Cntr Prtq	500	2,000	3,000	3,500	3,500
Talloires	2,000	2,000	3,000	3,500	3,500
Int'l House NYC	2,000	1,000	0	0	0
MacJannet Fellow	8,500	8,500	8,500	9,500	9,500
Archives Project		2,500	8,600		
Total	38,000	41,000	51,100	46,500	47,000
Net budget	-4,798	-6,861	49	72	1,750

Suggestions / Consensus / Action Items

Financial Reporting: Provide breakout of administrative costs at next Annual Meeting

Nominations: Republish John King's proposal to create the Overseers / delineates Overseers and Emeritus.

Develop a package of materials for new Trustees and Overseers.

Distribute background information on nominated Trustees and Overseers in advance of meeting.

Send email to Board introducing the new Trustees and Overseers.

Reaffirmed the commitment to diversify the Board.

Grants

Establish program evaluation committee to examine proposed grants, obtain scorecard data, receive questionnaire data on proposed and existing programs. See further discussion in open session below.

Document method of calculating the 5% cap on grants

Hold a portion of the grant budget for allocation during the open session of the meeting and during the balance of the year.

Adjournment to the open session

The meeting adjourned and resumed for the second session as an open meeting in the Flag room.

Open Session Attendees

The following joined the meeting: Bruno Asselin, Rocky Carzo, Anthony Kleitz, Maria Robinson and TJ Snyder.

Reports and Discussion / Suggestions / Action Items

The following reports, discussion, suggestions were made during the open session. Reports not attached or posted in the corporate web site are available from the presenters on request.

Board Meeting Improvements – Bob

Executive Decision: Board moves towards continuous operation through committee activity with more regular exchange of emails, conference calls, etc.

Executive Decision: Regional meetings [non-mandatory] to start in Fall 2004.

Executive Decision: First regional meeting in Washington DC- home of Andre Pierre

Executive Decision: Board members to submit bio information to George

Prieuré Activity report – Gabriella Goldstein

Communications Strategy – Tony Cook (see documents)

Action Item, Tony: Committee to develop targeted communication pieces.

Action Item, George: MacJannet Society – new committee to develop prospectus. George, Tony, Bob.

Action Item, Tony: MacJannet Palms (Medal) – new committee to develop external and internal recognition distinctions. External recognition (“Nobel Lite”); donor categories; contribution of service to the Board.

Action Item, Grace: Suzanne Lanse book publication. New committee to outline a business plan for post cards, stationery, and a book on the works of Suzanne Lanse. Grace.

Fund Raising Strategy- Wenke Sterns (see documents)

Executive Decision: Wenke: Committee to Plan and Execute Talloires Night 2005

Action Item: TJ / Grace: Prepare invitations for Talloires Night – using TJ’s cards.

Wenke to publish guideline for Trustee’s donations.

Action Item, Wenke: Creation of “client managers” to cultivate major donors.

Action Item, George. Organize telephone follow-up on annual appeal- top 50 donors.

CPMA Presentation

Action Item, Grace: Obtain copy of presentation by Henry Murgier of CPMA for next Entretiens

Action Item, Grace: Arrange for CPMA concert to take place during the 2005 annual meeting, if possible including Guillome Vincent.

Action Item, Grace: Arrange for group of Board members to visit CPMA to see Eurythmics class

Talloires Schools

Action Item, Grace: Arrange for Board members to visit Talloires schools to see the English language program in action.

Action Item, Grace: Obtain Laurence’s report to be included in next Entretiens.

Amis du Prieuré

Action Item, Grace: Plan to have dinner for Foundation Board with Amis officers on the Sunday evening following the 2005 annual meeting Organize a historic tour of Talloires.

Action Item, Grace: Follow-up on offer of Wenke, Bob, Grace to host Amis boursier in Boston, New York and Washington

Voted grant of \$500 to Amis as noted above in the minutes of the business meeting.

University Presidents Conference on Civic Responsibility – Rob

Action Item, George: New committee to develop a set of recommendations on how future conferences such as the University President’s conference might access or leverage the inspirational assets of the Prieuré and the Talloires area. E.g – include music provided by CPMA, consult with Amis on possibility of historic tour, climb from to Tournette refuge, climb Mt. Charbon, late night swim in the lake; Dinner at Pricaz try local specialties: roblechon cheese, Seyselle wine, fera du lac, have tea at the Prieuré tea house; provide sketch map of Talloires; take boat ride to Annecy; have a “September Morning” swim at the actual site where September Morning was painted; have a canal side dinner in Annecy, try hang-gliding. Tour Roman Talloires. Tour Annecy. Etc.

MacJannet Fellows – Tony Kleitz

Action Item, Tony Kleitz and Mary Harris to report at next annual meeting on status of the MacJannet Fellows program. What works, what needs to improve, how to improve communications, engage the interest of Fellows. Create a follow-up survey.

Action Item, Tony Kleitz, John King: Obtain updated list from Ursina Pluess.

MacJannet Talloires Scholars – Gabriella Goldstein

Action Item, George: Obtain the speeches made by the two students that shared their MacJannet experience with Board and Board of Overseers.

Action Item, Gabriella: Provide to George, the list of current and former participants in Tufts in Talloires program. Program and Grant Review Process – John King

Action Item, John King: New Committee to document process, program questionnaire, strategic scorecard, follow-up evaluation method, time table for providing a consolidated grant / program recommendation – conference call

meeting or in person meeting to establish recommendation on grants for the 2005 business session of the annual meeting: John K, Bob, George, Wenke.

Signature Event- George Halsey

Executive Decision: Committee to Plan event, "Festival of the MacJannet Esprit 2006". Maria, George, Bruno, Jean-Marie, Rob, Tony.

Action Item, Maria: Chair the committee and provide an overview of plan at October meeting: camp day follows the typical schedule of the camp. Add a seminar track. Consider this event as the planting the seeds for redevelopment of the camp area as a place of inspirational seminars in the model of Esalen in California.

Adjourned. 1:00pm June 13, 2004

Respectfully submitted:

George R. Halsey, Secretary

Activity

i. Archive

During 2003 the Foundation completed a major phase of a long range project to perpetuate the MacJannet legacy through historical research about the MacJannets and the people they influenced; the development of a new biography; a new brochure about the MacJannet Foundation; a press-release length version of the MacJannet story; the consolidation and disposition of the MacJannet personal documents into an archive; working with the Tufts librarian on consolidating various historic materials; developing a MacJannet web-site in which all of the archive and other information can be consolidated, as well as other heritage ideas that will be developed.

The Tufts University archivist, Greg Colati, helped by his assistant, Maura Kennedy, completed work organizing the MacJannet archives from the material shipped in 2000 from Geneva. The archive is completely available on the internet. www.macjannet.org. Much of the funding for this proposal was provided through special donations. ♦

ii. Website

iii. Newsletter

iv. Database / Participants

v. Grant Programs

The Foundation currently funds scholarship/fellowship programs at several educational levels. At the graduate level, the Foundation supports the MacJannet Fellows program, which is an international student exchange between the Fletcher School of Law and Diplomacy and the Institut Universitaire de Hautes Etudes Internationales in Geneva. Fellows in this program are encouraged to participate in Foundation activities. Several of the Foundation trustees are MacJannet Fellows. At the undergraduate level, the Foundation funds the MacJannet Talloires Scholarship program. College students in this program spend a summer in France near Annecy where they live with a French family, learn to speak French and understand French culture, take courses at the Tufts University European Center in Talloires and travel in Europe. During the year 2000, the Foundation welcomed to its Board, the first graduate of the MacJannet Scholars Program. At the secondary school level, the Foundation funds scholarships at the *Centre de Pratique Musicale* where members of the Annecy community develop skills in music. At the elementary school level the Foundation funds an English language teaching program in the Talloires Schools. The Foundation currently limits grant giving to these four programs and hopes to continuously improve the quality of these programs and to solicit participation in Foundation activity from grant recipients. ♦

MACJANNET FOUNDATION

List of Operational Programs
(as of July 31, 2006)

Name of Program	Program Leader(s)	Comments
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1. Programs that have been reviewed and funded:

MacJannet Fellows	M. Harris/T. Kleitz	Core program, funded
MacJannet Scholars	G. Goldstein	Core program, funded
CPMA	G. Billings	Core program, funded
Talloires English	G. Billings; J-M Hervé	Core program, funded
MacJannet Archives	M. Harris	Essentially completed

2. Programs that have been discussed but not funded:

Amis du Prieuré	G. Billings; J-M Hervé	Token funding (\$500)
CMJ Artist in Residence	J. King	Half funded by Tufts
DMJ Distinguished Scholar	J. King	Half funded by Tufts
AFS Exchange Program	D. Marston; J. King	Includes teacher exchange
MacJannet Medal*	G. Halsey	
International House	W. Thoman; D. Rottenberg	
Global Citizens Initiative*	R. Hollister; D. Rottenberg	Tufts is primary funder
Fletcher Symposium*	J. King	Fletcher is primary funder
MJF Communications	A. Cook	

3. Programs that have not been discussed nor funded:

Talloires-La Tournette Race	B. Asselin
Co-educational materials	B. Asselin
Sustainable Energy Conf.*	B. Asselin
CPMA-Juilliard	J. King
Send local child to US camp	A. Rubin
Coop. Project w/Quakers	A. Rubin
Support for UNESCO project	A. Rubin

* Signature Event program (G. Halsey)

Core Components

i. The Foundation

To perpetuate the MacJannets' spirit, their friends persuaded them in May 1968 to create the MacJannet Foundation. Donald MacJannet served as the Foundation's president until his death in 1986, and Charlotte MacJannet served as chairman until her death in 1999. Today new generations of the MacJannets' alumni and friends have embarked the Foundation on the next chapter of the MacJannet legacy: to preserve and spread the MacJannets' spirit outward from Talloires to the rest of the world.

Augustus Nasmith, Jr. one of the first MacJannet Fellows provides the following insight, which eloquently captures the essence of what made the MacJannets so unique : “Charlotte and Donald’s spirit and energy connected with the good and the potential good in every one of us. They were nourishing. They had lived through the twentieth century horrors and they were outspoken on the failures of socio political systems and the cost of abuses to the planet. But will any reminiscence describe the Macs as cynical? They treated each person who crossed their path as an agent for the balance and enlightenment that they held possible.”

The founders of the Foundation wished to further international understanding by giving bright young men and women an opportunity to have a unique overseas educational experience including bi-cultural awareness, achieving fluency in the French language, and respect for balances in nature. Through these experiences, these exceptional young men and women become agents for change.

Purposes

The purposes of the MacJannet Foundation are to preserve, disseminate and foster ideals and principles reflected in the lives of Charlotte and Donald MacJannet, specifically, international goodwill; integrity; French-American relations; world peace; non-violent conflict resolution; education of the whole person; performing arts; optimism; kindness and civility; and harmony between humankind and nature.

Vision

The vision of the MacJannet Foundation is a community of global citizens.

Mission:

The mission of the Foundation is “to promote the Prieuré as a catalyst to unleash individual potential and to inspire international understanding.”

Goals:

Establish and maintain grant programs and activities that (a) perpetuate the MacJannet legacy of experiential education, (b) preserve the MacJannet history, and (c) foster an awareness of a continuing and expanding MacJannet international community. ♦

ii. Le Prieuré

In 1958, the MacJannets bought an abandoned 11th-Century Benedictine priory in Talloires. Over the next 20 years they restored it as an international conference center, effectively providing for adults much the same learning experience they had previously offered to children. Its feeling of timelessness, combined with the beauty of its location on Lake Annecy, helped "Le Prieuré" become a magnet for international seminars, concerts and other programs. The MacJannets donated Le Prieuré to Tufts University, Donald's alma mater, in 1978 for use as the school's European campus, and it is now formally known as the Tufts University European Center.

The restoration work, conferences and concerts proceeded simultaneously as conferees, musicians, former campers and friends volunteered to help with the restoration work. The MacJannets also welcomed the high-school and college age children of their former campers and students as volunteer workers in the restoration efforts and found host French families in the area among their many local friends. This was the beginning of a new MacJannet educational program, which allowed young people to have a base from which to explore the same area that had captivated their parents and to become bi-cultural at the same time. ♦

iii. The MacJannet Legacy in Education

Donald Ross MacJannet (1894-1986) was a progressive American educator who operated private schools in Paris and its suburb of St.-Cloud beginning in 1922. Two years later he opened an international camp at Talloires on Lake Annecy in the French Alps. Both the MacJannet schools and camp functioned as models of progressive learning through experience for children of many cultures, characterized by such innovations as co-education, gender equality, frequent field trips and opportunities to interact with other cultures on a personal level.

Although French law prohibited French children from attending the MacJannet schools, the camp welcomed children from all over the world, providing many of them with their first introduction to the joys and challenges of international relationships. Among their students were: Indira Gandhi, Supreme Court Justice Potter Stewart, the Duke of Edinburgh and the children of the ambassadors to France from the United States, Japan, China and Venezuela. Commencement speakers at the MacJannet School included such inspirational legends as Amelia Earhart and Babe Ruth.

Donald MacJannet's marriage in 1932 to Charlotte Blensdorf, a prominent teacher of Eurhythmics, added a rich new element of music and folklore to the school and camp programs. Charlotte MacJannet (1901-1999) was a German native who had taught in England and Sweden, and for the rest of their lives the MacJannets functioned as *de facto* international citizens: flouting national borders with impunity, creating a community of global citizen's among their alumni and inspiring acquaintances with their perpetually youthful blend of energy, pragmatism and indefatigable optimism.

The German occupation of Paris in 1940 closed the MacJannet schools, but the MacJannets turned their camp at Talloires over to the Quakers as a refuge for French war orphans. The MacJannets fled France just ahead of the invading Axis armies and spent the World War II years in America, raising funds for French war relief and operating a school in Sun Valley, Idaho. They reopened the Talloires camp in 1949 and ran it until 1963 while establishing a winter residence nearby in Geneva, Switzerland. ♦

Policies, Procedure and Processes

i. Program Evaluation

Annual Program Evaluation Process – Guidelines and Deadlines
(as of July 31, 2006)

Background

At the June 11-12, 2004 MacJannet Foundation (MJF) Board meeting, Board members noted that the MJF never really was solely a grant-making institution. Such foundations have a corpus, receive requests for funding from outside entities, and decide which requests to fund based on foundation criteria. The MJF has never entertained grant requests from outside entities and has never contemplated doing so. All MJF programs have been conceived by MJF Board members based on their ideas for achieving MJF objectives. The programs have been carried out by partners who have been chosen and funded by the MJF, either fully or partially. MJF Board members have closely followed the programs to insure that MJF objectives were achieved, thus ensuring close MJF interest in each program.

In essence, the MJF is a hybrid organization, comprising elements of an operating foundation and a grant-making foundation. It establishes its vision and mission, creates its own programs to realize that vision and mission, funds the programs from its own corpus or from resources it finds elsewhere, establishes partnerships as appropriate to carry out the programs, and monitors/evaluates the results. It is very much a “hands on” operation, as opposed to the relatively passive approach of a grant-making institution.

Given this situation, and in order to more systematically and effectively manage its programs, the MJF established a Program Evaluation Committee at its June 2004 annual business meeting, to be chaired by John King. Committee members are Bob Jerome, George Halsey, Gabriella Goldstein and John Iglehart. Additional members are welcome (please volunteer your name to the MJF President, Bob Jerome). The purpose of the Committee is to evaluate MJF programs submitted to it and to make recommendations to the MJF Trustees concerning their disposition and funding.

The purpose of this memo is to set forth standardized procedural guidelines for doing so.

List of Programs

A list of current MJF programs, both actual and proposed, has been posted on the web at www.macjannet.org. This list represents the basic inventory control of programs to be reviewed by the Program Evaluation Committee prior to the next annual MJF Board meeting, although new programs may be added in the interim. The Committee chair will periodically revise the list. The current list was prepared based on available information as of the June 11-12, 2004 annual MJF Board meeting.

Program Proposal Document

Every program proposed for evaluation by the Committee must be described in a Program Proposal document. The MJF Board member who prepares this document is, in effect, the Program Leader for it and acts as its “champion” on the MJF Board. The Program Proposal document outlines the basic information about the program that is essential for its complete review by the Committee. The Program Proposal document, when filled out, is much like a “business plan” since it describes the program’s objectives, traits, costs, partners (if any), funding sources, and other basic information. Every MJF program must have a Program Leader, and the Program Evaluation Committee must review every program – new and existing - every year. The Program Proposal document is the basic method by which the Committee evaluates programs.

The blank Program Proposal document is, at the moment, available only in paper form; although it has been posted at www.macjannet.org, it must be printed out and filled out manually. We are working on a program that will allow this document to be filled out directly on the Internet and then submitted by e-mail to the Program Evaluation Committee chair (see paragraph E below). Stay tuned for this improvement.

Program Scorecard

The “scorecard” developed by George Halsey is the basic tool used by the Committee in evaluating and prioritizing all MJF programs. The scorecard will be periodically revised based on program evaluation experience gained by the Committee. The MJF Board can also use this scorecard in reviewing the recommendations of the Program Evaluation Committee, should that be necessary.

The scorecard is also available at www.macjannet.org where it can be filled out by Program Leaders and Program Evaluation Committee members on the Internet and submitted to the Committee chair (see paragraphs E. 1, 2 and 4 below).

Annual Program Evaluation Cycle and Schedule

The Program Evaluation Committee must review all MJF programs in time to make recommendations to the MJF President for consideration and approval by the MJF Trustees at their annual Board meeting in June. In order for the Committee to carry out its work in a timely way, an annual evaluation and review cycle and schedule has been established that will enable the full cycle to take place in an orderly fashion. The elements of the annual program evaluation cycle are as shown below:

New Program Proposal Preparation: any MJF Board member can initiate new programs at any time during the cycle. Normally, the person who initiates a program proposal becomes the Program Leader for the program. The Program Leader must complete a Program Proposal document and submit it to the chair of the Program Evaluation Committee (John King). The Program Proposal must be accompanied by a Program Scorecard filled in by the Program Leader as a self-assessment exercise. Program Proposal documents submitted after March 1 will most likely have to be reviewed during the following annual cycle.

Existing “Core” Program Proposal Preparation: Program Leaders for the existing four “core” programs will not have to submit Program Proposal documents unless they wish their programs to have increased funding. Should increased funding or any other major program change be desired, Program Leaders will have to submit a Program Proposal document and self-assessment Scorecard describing the purpose and effect of the additional funding and/or program change. This can be done at any time during the annual evaluation cycle. The same deadlines apply as for new programs.

March 1: Closing date for submitting Program Proposal documents each year. The Program Evaluation Committee chair, having collected Program Proposal documents and scorecards during the year, then sends them by e-mail to Committee members for evaluation and ranking.

March 31: Committee members e-mail their completed ratings and copies of their scorecards to the Committee chair. Should there be a MJF Board meeting in connection with Talloires Night (usually held in April every other year in New York), Committee members could meet on the margins to discuss their program evaluations.

April 15: The Committee chair circulates by e-mail to Committee members for their review and comment a draft report that contains recommendations to the MJF Trustees on all the evaluated programs. This draft report compiles and synthesizes all the Committee member reports.

May 1: Committee members e-mail their comments/approval on the report back to the Committee chair. The Committee chair then e-mails the final program evaluation report and Committee recommendations to the MJF president for circulation to the Trustees for study prior to the annual June Board meeting.

Annual Meeting: The Trustees discuss the recommendations submitted by the Program Evaluation Committee and decide on funding and any other related issues for each program. (N.B.: The existing four “core” programs will continue to be funded at current levels, unless there is a request for a change from a Program Leader – see paragraph E.2 above.)

Program Leaders

Program Leaders are the crucial element in making MJF programs effective. One or more MJF Board members can be Leaders of the same program, or of several programs. A Program Leader, besides undertaking the procedural steps noted above, is the person who insures that the program s/he is responsible for is an effective one that is properly managed. The Program Leaders are the Board members who maintain liaison with program partners who actually operate the programs, to guarantee MJF oversight. Possibly in conjunction with other MJF Board members, Program leaders might seek funding from sources outside the MJF’s corpus, if necessary to fully fund their

programs. Program Leaders and/or partners may be asked to report on their programs to the annual Board meetings, as determined by the MJF president.

General Comments

These guidelines and procedures are subject to modification/simplification at any time.

There is a certain amount of “bureaucracy” here, but these sorts of procedures are essential if all programs are to be evaluated in a thorough and even-handed manner. In any event, the President has the authority to be flexible concerning the application of these procedures on a case-by-case basis should the circumstances warrant and the Trustees agree.

As much of the evaluation process as possible should be done by e-mail for speed and simplification.

New program ideas should constantly be reviewed and discussed by whatever means. Program Leaders should volunteer or be appointed by the MJF president to insure that new ideas considered worthy are followed up and converted into programs.

Existing programs should not be taken for granted and should be constantly reviewed. Occasionally, existing programs can even be dropped (e.g., International House) if they no longer meet MJF objectives.

There are four core programs that were established by the MJF’s founders. These core programs will have to be maintained unless overriding circumstances dictate that they be modified or dropped. These core programs are indicated on the List of Programs. (See E.2 above)

The MJF Trustees are ultimately responsible for the funding and operation or oversight of each of the Foundation’s programs, taking any necessary decisions at the annual Board meeting. Trustees are also responsible for reviewing annually the results of each approved Program.

ii. **Overseers**

At the MacJannet Foundation’s annual Board meeting in June 2002, the Foundation’s Trustees decided to create a new category of Foundation Board member, to be called **Overseers**. (N.B. – the Board now includes five categories of participation: Founder Trustee, Trustee Emeritus, Honorary Trustee and Overseer. For further information on these categories, see the MacJannet website’s “corporate” section, which posts a paper on Board Member Categories.)

This paper describes various aspects concerning the Overseer category.

Purpose of Establishing the Overseer category: The Trustees believe it useful to expand the Foundation board to include people who are interested in supporting the work of the Foundation but who would not serve as voting Trustees as defined in the Foundation’s by-laws. The Overseer category would give Trustees the flexibility to have such people appointed without increasing the number of Trustees. Indeed, the number of Trustees might be subsequently reduced to improve efficiency in the conduct of the Foundation’s business while simultaneously increasing the number of people available to support the Foundation’s work.

Status/Responsibilities: Overseers shall have status as formal members of the MacJannet Foundation board. Overseers shall be expected to support the Foundation’s mission and to participate in the Foundation’s work to the extent they are able to do so. The Overseers will not be held legally responsible or liable for the conduct of the Foundation’s official business nor will they act as voting Trustees of the Foundation.

Nomination of Overseers: The President and the Nominating Committee will propose annually to the Trustees of the Foundation the names of persons they believe qualified to be Foundation Overseers. At their annual Foundation business meeting, the Trustees will then vote on whether to name any or all of the recommended persons as Overseers.

Numbers of Overseers: There is no limit on the total number of Overseers, except as the Trustees may decide. (Note: the current By-laws of the Foundation limit the number of voting Trustees to 21 persons.)

Length of Service: Overseers shall serve for a period of three years, renewable, unless they should resign or be awarded some other status (e.g., Trustee) by the Trustees of the Foundation.

Duties of Overseers: Depending on their interests and available time, Overseers could be asked or may volunteer to undertake various projects for the Foundation. No fixed duties shall pertain, but Overseers would normally be expected to demonstrate an interest in participating in the work of the Foundation as well as a willingness to be supportive and assist it in carrying out its mission by any appropriate means.

Attendance at Meetings: Overseers may attend any and all Foundation Board meetings as they may wish, without regard to any attendance requirement. Unless otherwise specified by the Foundation President and/or the meeting chairperson, Overseers would not attend the business part of the Board meetings (required for Trustees)

except by special invitation, but would be invited to attend the portion of the Board meetings devoted to the Foundation's projects and work-related issues, as defined by the President.

Other Categories of Board Members: The current categories of "Honorary Trustee" and "Trustee Emeritus" will remain unchanged. The former are elected by the Trustees of the Foundation for symbolic purposes, and the latter are designated upon retirement by the Trustees for especially honorable service as active Trustees. Both categories are expected to continue to support the mission of the Foundation in ways appropriate to their status.

Questions and Answers:

Why have three categories of inactive (non-voting) Board members? Why not collapse Trustee Emeritus, Honorary Trustee and Overseer into just one category?

Answer: Each of the three categories serves different purposes. Honorary Trustees are appointed, usually for life, and have never served as active Trustees. The Foundation confers a special honor on these persons that is not related to serving on the Board. Trustee Emeritus is a category of former Trustees deserving of special honor. Not all former Trustees are in this category. Honorary and Emeritus Trustees are expected to support the mission of the Foundation in ways appropriate to their status. There is no expectation that these categories will actively participate in the work of the Foundation, although such participation would be welcome. Overseers, however, are expected to participate in or support Foundation work to some extent. Some Overseers might be former Trustees that do not have the time for full participation but would like to have some role from time to time and be supportive of the Foundation's work. Other Overseers might be persons who have indicated an interest in being active with the Foundation but whose ability and experience in dealing with the Foundation's work should be developed. And finally, some Overseers might be major contributors with no time to actively participate on the board.

2. Would current Trustees be changed to Overseer before their current term expires?

Answer: No, except as a majority of the Trustees may decide. Ordinarily, Trustees would complete their three-year term before being considered for Overseer. Trustees would not generally be nominated for a new term as Trustee if they have not actively participated in board activities, including attendance at the annual meetings.

3. Do the Overseers have their own board, charter and meetings?

Answer: No. Overseers attend the non-business portion of the annual Board meeting, but they do not have officers or a board of their own. If there are Overseers interested in a higher level of participation, they would generally be nominated to serve as Trustees. ♦

iii. Nominating Process

1. Nominations can come from any member of the MacJannet Foundation Board (Founders, Trustees, Overseers, Emeritus, and Honorary). Nominations can be made and action taken on them at any time during the year.

2. The Board member doing the nominating should send the nomination directly to the Chairman of the Nominating Committee (Willard Snyder) Foundation President, preferably by e-mail. The nomination file must include: (a) A letter from the nominator nominating the candidate. The letter should mention the specific position for which the candidate is being nominated, and his/her qualifications; (b) A Letter from the nominee setting forth his/her desire to be a candidate and why; and (c) The nominee's Resume/CV.

3. The Nominating Committee Chairman Foundation President forwards the entire "file" (the three items indicated above, plus any other information) to the Nominating Committee by e-mail.

4. The Nominating Committee reviews the file and each member sends back a recommendation to the Chairman President by e-mail. In case of differences of opinion, the Chairman may arrange a conference call will be held with Committee members to discuss the case and decide on final disposition of the nomination. All recommendations to accept a candidate must have the unanimous vote of the Nominating Committee's members. A personal interview with the candidate is not necessary but may, in exceptional circumstances, be requested by any member of the Nominating Committee.

5. If the Committee members approve the recommendation is unanimously positive by majority vote, the Chairman President will then forward the "file" and the Nominating Committee recommendation to the Foundation President. The President in turn will send the nomination and the Committee's recommendation to the Trustees by e-mail, for their review and comment by e-mail response final action. In case of differences of opinion, the Foundation President will confer with the Nominating Committee Chairman a conference call on the nomination and decide on appropriate action will be held. Candidates should be accepted by unanimity even if a majority vote is legally

acceptable since nobody should become a Board member who is opposed by any other Board member. Trustee votes can be sent by e-mail back to the President.

6. Although the President has the option of arranging for approval of nominations by conference call in advance of the annual meeting, this should only occur in special circumstances. All nominations approved by conference call must be confirmed by the Trustees at the first annual business meeting following the nomination's approval. However, the successful nominee may nevertheless begin to act in the capacity for which s/he has been approved as soon as s/he has been notified by the Foundation President. Because of legal requirements imposed by the Foundation's By-laws, new Trustees cannot officially take up their duties until they have been formally approved by the Trustees at the Foundation's annual meeting.

If the Trustees approve the nominee by unanimity, the Foundation President will send an e-mail to the Trustees saying that such is the case, and will notify the successful candidate, also by e-mail or phone call, and send a welcoming letter.

7. Normally, the Trustees will vote on all nominees at the annual meeting. Approval or confirmation is by majority vote. If the Trustees approve the nominee(s), the Foundation President will send an e-mail to the Foundation Board saying that such is the case, and will notify the successful candidate(s), also by e-mail or phone call, and send a welcoming letter.

All nominations approved by e-mail must be confirmed by the Trustees at the first annual business meeting following the nomination's approval. However, the nominee may nevertheless begin to act in the capacity for which s/he has been approved as soon as s/he has been notified by the Foundation President. ♦

iv. Categories of Foundation Board Members

(as of June 30, 2004)

The Board of the MacJannet Foundation: The Board is the Foundation's overall operational organization and includes all the categories of Board members working to achieve the Foundation's objectives. One of these categories – that of Trustee – was created under the By-laws that set up the Foundation. The Trustees subsequently created other Board member categories for certain special Foundation purposes.

There are currently five categories of Board Members. All categories participate in the Foundation's work, although the responsibilities of each category differ in some respects.

The five categories of Board members are as follows:

Founder: The category of Founder was created by the Foundation's Trustees to honor the original founders of the MacJannet Foundation. Most are now deceased. The names of the Founders will be carried on the Foundation's Board membership rolls in perpetuity. Living Founders can attend Foundation meetings and participate in the Foundation's work if they wish.

Trustee: The category of Trustee was created by the Foundation's By-laws, which also delineate their duties. Trustees are responsible for the legal business of the Foundation as defined and required by law. They are responsible for voting on issues specified in the By-laws such as financial matters, officers of the Foundation, new trustees, overseers, trustees emeritus, and honorary trustees, and amendments to the By-laws themselves. They are legally responsible for the corporate well-being of the Foundation and for insuring that its activities are carried out within the parameters specified by all relevant laws pertaining to the operation of Foundations. The number of Trustees is currently limited by the By-laws to 21. The Trustees have decided that each Trustee shall serve for a period of three years, with the appointment being renewable depending on business meeting attendance requirements and other relevant factors.

Overseer: The category of Overseer was created by the Trustees to allow additional members to be appointed to the Board of the Foundation in order to carry out the Foundation's work. Overseers do not have legal responsibility under the By-laws for the officially designated business of the Foundation, nor are they required to attend the annual meeting, but they are full participants in all substantive and creative work of the Foundation. The Overseer category includes former Trustees who may at some point return to more active status as well as new people who will gain experience in working with the Foundation. It was foreseen that new Trustees would come primarily from the ranks of the Overseers. The Trustees elect Overseers for a period of three years, with the appointment being renewable depending on discretionary factors as determined by the Trustees.

Honorary Trustee: The category of Honorary Trustee was created by the Trustees as a way to honor non-Trustees whom they deem to have special importance or meaning for the Foundation, or who can help forward the work of the Foundation through their reputation and accomplishments. Honorary Trustees can attend Foundation meetings and participate in the work of the Foundation if they wish. However, the primary function of Honorary Trustees is a passive one - to enhance the public image of the Foundation through their status. The names of all Honorary Trustees, living or deceased, are carried on the Board's membership rolls until the Trustees decide otherwise.

Trustee Emeritus: The category of Trustee Emeritus is reserved to honor certain former Trustees who served the Foundation with particular merit. This status requires a specific vote of the Trustees. ♦

Benefactors

(note: not updated to 2004 donations)

\$ 10,000 or more

Anonymous

George Forman

Ridgefield Foundation

Willard Snyder & the Breidenthal-Snyder Foundation

Cynthia Harts Raymond

Dan Rottenberg Family

Wenke Thoman Sterns

\$ 1,000-9,999

DeraCom

Douglas Marston

Halsey Family

Vivie VonWalstrom

\$ 500-999

Alexander Family Foundation

Maryam Amirvani

Stephen/Christine Bosworth

Anthony/Corlis Cijiware Cook

Timothy Cook

Elizabeth Mugar Eveillard

Peter/Pamela Flaherty

Sheila Hehmeyer

Robert Jerome

John/Maria Jesus King

Dana Hammond Kligerman

Dan & Barbara Rottenberg

Lenore & Herman

Rottenberg Foundation

Jay Marc Schwamm

Anna Swinbourne

Edward Townsend, Jr. /

Townsend & Valenti

Tufts University

Charles Werner

- \$499

Shirley Aidekman-Kaye

Edward Barber

Grace Lee Billings

Hilary Black

Jesse/Christine Brumfield

Mrs. Howard Cook

Hans Courant

Terry Diebel

Barbara Doering

Jean-Marie Hervé

Robert Hollister

Cathy Donaher

Thomas/Judith Hunt

Tenley Jones

Anthony Kliez
Margorie Loggia
Mary Frances Lowe
Cynthia Mazzoni
Linda MacJannet
John/Jane McJennett
Sandra Meditz
Benjamin Minard
Augustus Nasmith
Louise Parent
Karlen Poma
Prudential Matching
Sally Pym
Philip Rich
Wm/Lucretia Romey
Donald Stauffer
B. Brooks Thomas
Barbara Brown Watts
Patricia Wrenn

End of Annual Report