

activities for older children (as some already do). The learning opportunities will ease parents' concerns about taking kids out of school. Conference spouse programs (on the wane because many have their own careers & few attend) will expand to *family* programs. Meeting planners may even negotiate special family airfares as a stimulus to maintain attendance levels. (More from The Herman Group, alert@herman.net)

¶ **Households That Give To Religion Are The Bedrock Of Giving To NPOs.** Those that give to both religious and secular causes give more money and volunteer more than those that give to only one type of organization, finds *Faith and Philanthropy: The Connection Between Charitable Behavior and Giving to Religion* from Independent Sector and National Council of Churches.

- Nearly 70% of households give to religious congregations.
- 52% of all households give to both religious congregations and secular organizations. They account for 81% of all donations, giving over three times (\$2,247) more than households that give to only secular organizations (\$623).
- 55% of dual-giving households give to at least two other kinds of organizations.
- Top 5 secular recipients of giving by religion donors are health, human services, youth development, education, and arts & culture.

"The extraordinary generosity of religious givers knows very few boundaries. This research clearly demonstrates that their giving to religion does not detract from giving to secular causes but inspires them to give to all causes," says Sara Meléndez, president & CEO of Independent Sector. (Copy of study from IS, 1-888-860-8118 or www.IndependentSector.org)

¶ **Example Of A Service Approach That Gains Customer Confidence** comes from Needham & Company – an investment bank in NYC. It published "*741 Things You Wanted to Know About Biotechnology But Were Afraid To Ask: A Working Guide of Everyday Terms for the Investor.*" Reference text was designed for investment analysts & portfolio managers. Intro reads, "It is our hope that this book will be durable and provide a useful reference for all serious investors. Its size and construction are made for endurance, and it is our hope that in time, coffee stains and occasional tears will be intermingled with the definitions and images in this book, suggesting that the book has added value to the investor." 180 paperbound pages offer definitions of biotechnology terms from Abscess to Zygote. In the cardiovascular & cancer arenas, definitions have been extended to include info on diagnosis, staging, treatment & prognosis – mini-primers. (More info from Mark Monane, principal, equity research, 212/705-0346; mmonane@needhamco.com)

¶ **If You Want A Handle On What The Future Holds**, futurist Ed Barlow of Creating the Future (www.creatingthefuture.com) suggests perusing these newspapers, mags, websites:

- **Newspapers:** *USA Today*, *Wall Street Journal*, *Financial Times of London*
- **The Futurist Magazine**, World Future Society, 800-989-8274, www.wfs.org/wfs, \$69/year
- **American Demographics**, 800-529-7502, www.demographics.com, \$89/year
- **Soundview Executive Book Summaries**, 800-521-1227, www.summary.com, \$89/50/year
- **Yahoo! Internet Life**, 303/665-8930, www.yil.com, \$19.97
- **Cam Report**, 517/351-2557, \$75/year
- **Technology Review**, 800-877-5230, www.technologyreview.com, \$34/year
- **Fast Company**, 800-688-1545, www.fastcompany.com, \$24.75/year
- **The Economist**, 800-456-6086, economist@neodata.com
- **Far Eastern Economic Review**, www.feer.com, \$205/year
- **World Watch**, 202/452-1999, www.worldwatch.org, \$20/year
- **Education Research Service**, 800-791-9308, www.ers.org
- **CEOExpress**, www.ceoexpress.com

BUILDING A "TRUST PORTFOLIO" AT THE WHITEHEAD INSTITUTE -- SUPPORTIVE PUBLIC AFFAIRS & COMMUNICATION PROGRAMS

On February 4, 1982, the Massachusetts Institute of Technology and the Whitehead Institute signed an affiliation agreement that was of mutual benefit. MIT could expand the boundaries of scientific knowledge into cutting-edge areas of biomedical research, and the Whitehead Institute could benefit from collaboration with a major scientific institution. MIT was willing to compromise on a major academic prerogative: the faculty of the institute (currently 14) would automatically become tenured members of MIT's Dep't of Biology.

Having just celebrated its 20th anniversary, the Whitehead Institute can point to 20 years of scientific discovery made possible by a carefully designed and nurtured culture that encourages openness, interaction and involvement among the scientific staff, its Ph.D. and MD students, and 80 post-docs. Besides advancing biomedical research, the Institute's further mission is to serve as a training facility for future scientists.

PUBLIC AFFAIRS AND COMMUNICATION ROLE

When Rick Borchelt left his federal career in science communication last fall to serve as the Institute's director of public affairs and communication, he brought with him advanced concepts of public relations associated with Jim Grunig of the U of Maryland. Borchelt wanted to move beyond the dept's past role, which might be called *development*, to managing a *trust portfolio*. **He became a member of the top management team – the dominant coalition – which allowed him to participate in strategic planning.**

Strategic planning for his office meant moving beyond publicity activities aimed at a "general amorphous audience" to identifying and communicating with key stakeholders for the purpose of establishing relationships of mutual benefit, commitment and trust. Stakeholders included policy makers in DC, scientists in universities and corporations (especially pharmaceutical companies), science-savvy donors, literate members of the public, their own alumni of post-docs and graduate students, and, most recently, scientists in the European Community. The Institute sponsors many special programs to reach these stakeholders, among which are:

- **The Whitehead Symposium:** a three-day seminar on a topic selected for its timelines and broad scientific appeal (the 2001 symposium was on "Genomic Information"), which attracts over 1,000 scientists from the national and international research community.
- **Whitehead Partnership for Science Education:** programs devoted to conveying the content and excitement of modern science to teachers and students in Boston-area schools. In one of the programs, participants in the Whitehead Seminar Series for High School Teachers visit the Whitehead Institute for monthly sessions, which include a lecture by a leading scientist, a hands-on laboratory tour or demonstration, and a working dinner with Whitehead partners (scientists who serve as resources for the teachers).



- **Whitehead Press Seminar:** an invitation-only event designed to help health and science reporters keep pace with new technologies and to provide them with new ideas and resources for their stories.
- **Biology Week:** a newsletter that provides calendar listings for meetings and seminars throughout Boston's research community. More than 1,900 researchers subscribe by mail and e-mail; the online site receives more than 1,500 hits every week.

ISSUES MANAGEMENT -- STEM CELL RESEARCH

The Whitehead Institute inescapably is involved in public policy issues that affect its ability to conduct research and receive federal funding in such controversial areas as stem cell research. Last year, after a bitter controversy involving, among others, the scientific community and religious conservatives, President Bush, in one of the most trying decisions of the opening months of the new presidency, agreed to allow federal funding on 60 existing human embryonic stem-cell lines.

In its 20-year history, the Whitehead Institute has struggled to understand the basic causes of cancer and to find HIV's Achilles' heel. More recently, as former director Gerald Fink stated, Whitehead scientists produced the first experimental evidence for therapeutic cloning, "showing that it is possible to use a combination of cloning, gene therapy and embryonic stem cell differentiation to create custom-made cell therapies for genetic disorders." It has been the leading contributor to the sequencing of the entire human genomes by blending the revolution in biology with the revolution in computer science.

As Borchelt told pr, the Institute openly lobbies for needed public policies. It not only encourages its scientists to publish scientific papers, but also to **engage the public in a discussion of sensitive issues**. For example, Robert Weinberg, a founding member of the Whitehead Institute and an MIT biology professor, wrote an article, "Of Clones and Clowns" (appearing in the June issue of *The Atlantic Monthly*), which discusses the damage the "cloning circus" is causing to serious research. To provide an opportunity for dialogue, the Institute created the Taskforce on Privacy and Public Policy, which last spring included decision makers from federal agencies, the judiciary and Congress.

In the May issue of one of its publications, *Discovery*, the current director Susan Lindquist openly speaks of the uncertainty of funding for cutting-edge research: "Budget mandates from Washington, political pressures that threaten to starve important avenues of inquiry, and the roller-coaster health of corporate America all have unanticipated – and often disruptive – impacts on biomedical research." Perhaps this is why Borchelt says that **communicating science requires a commitment to sharing the results of research with the people who fund it – the American people. And through such commitment the basis of trust is established.**

PROACTIVE BEHAVIORAL SUPPORT SYSTEMS DESIGNED FOR SCHOOLS ARE USEFUL IN ALL STAKEHOLDER MANAGEMENT

Used in schools when a student's behavior "impedes his or her own learning or that of others," these interventions, strategies and supports *reinforce positive behaviors* and are useful when building relationships with employees, customers and stakeholders in general.

The National Association of School Psychologist (NASP) has applied the time-tested behavioral underpinnings of *positive reinforcement and intervention* for children when dealing with discipline problems. In a fact sheet on dealing with challenging behavior and students with disabilities, NASP

explains how **proactive behavioral support systems are much more effective in producing positive outcomes.**

These proactive behavioral support systems focus on 1) "*increasing desirable behaviors* instead of attempting to decrease undesirable behaviors through punishment." They 2) emphasize the importance of making positive changes in the individual's environment in order to improve behavior. Such changes entail the use of 3) positive reinforcement, modeling and supportive relationships. Reported benefits of these strategies include:

- Schools that employ **system-wide interventions** for problem behavior prevention report reductions in office discipline referrals of 20-60% – **safer environments.**
- Proactive behavior support systems can lead to **dramatic improvements that have long-term effects** on the lifestyle, communication skills and problem behavior of individuals.
- There was over a **90% reduction in problem behavior** in over half of the studies on the effectiveness of positive behavior supports; the problem behavior stopped completely in over one-quarter of the studies

An example of a positive behavioral intervention in a school setting: When a student grabs and hits to get what s/he wants, teach that child the appropriate behavior and then notice when s/he does the right thing and reward with praise.

In applying this to the workplace, for example, a manager with a problem employee should "notice and praise positive behavior. Notice when there's a lack of skill, too, and they need to be taught. Things we think are self evident may not be," Kathy Cowan of NASP told pr.

(More from NASP, 4340 East West Highway, Suite 402, Bethesda, MD 20814; 301/657-0270)

ITEMS OF INTEREST TO PROFESSIONALS

¶ **2002 Business for Social Responsibility Annual Conference:** *Return on Responsibility, Realizing Value for Business and Society*, will be held November 6-8 in Miami. A growing number of leadership companies have begun to develop goals and strategies that recognize the importance of making and marketing products and services in ways that benefit both business and society. Evidence is mounting that companies acting responsibly enjoy significant and long-term advantages. Such achievements, however, require the wise use of resources and systemic changes in how companies operate and influence their business partners, states the conference literature. Conference covers: current & future characteristics of responsible companies; policies & practices of leadership companies from around the world; development & use of measurements that gauge the costs and benefits of responsible business practices. (For more info or to register on line, www.bsr.org)

¶ **New Trend In Convention Travel:** business execs attending trade shows and industry conferences are bringing their families with them, reports the Herman Trend Alert. Trend is driven by an increasing reluctance to be away from family for extended business trips. "The events of September 11 have punched the values "reset" button for a lot of people. The desire to combine business with pleasure is intensified by the renewed focus on family." Watch for changes in the way hotels & conference centers do business – offering childcare for small children and educational