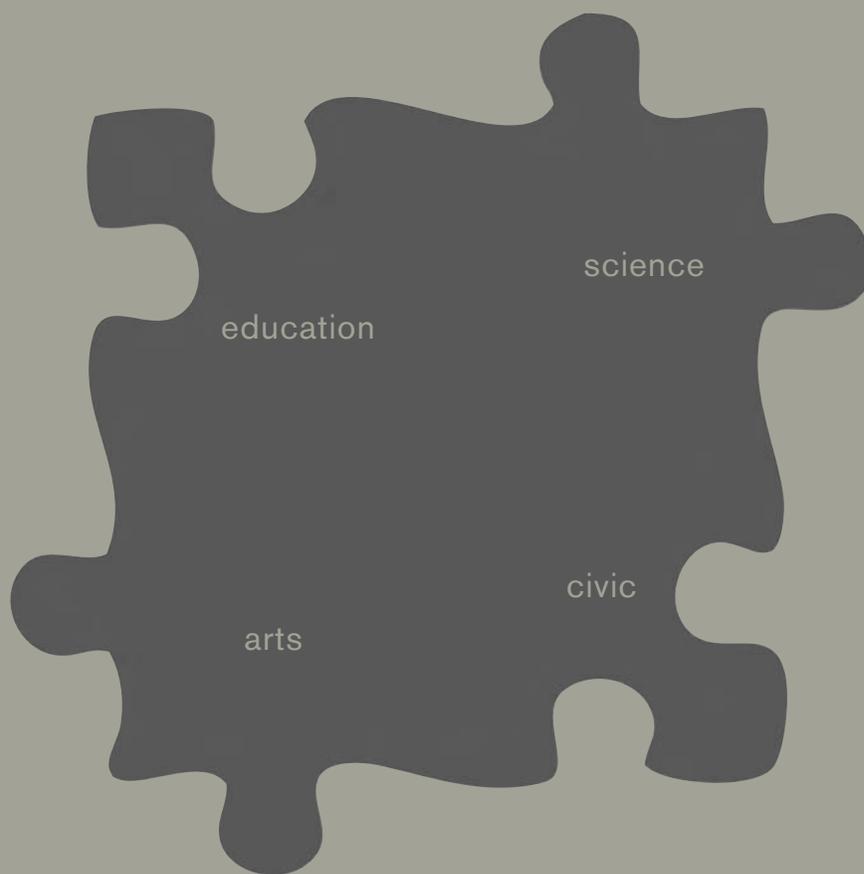
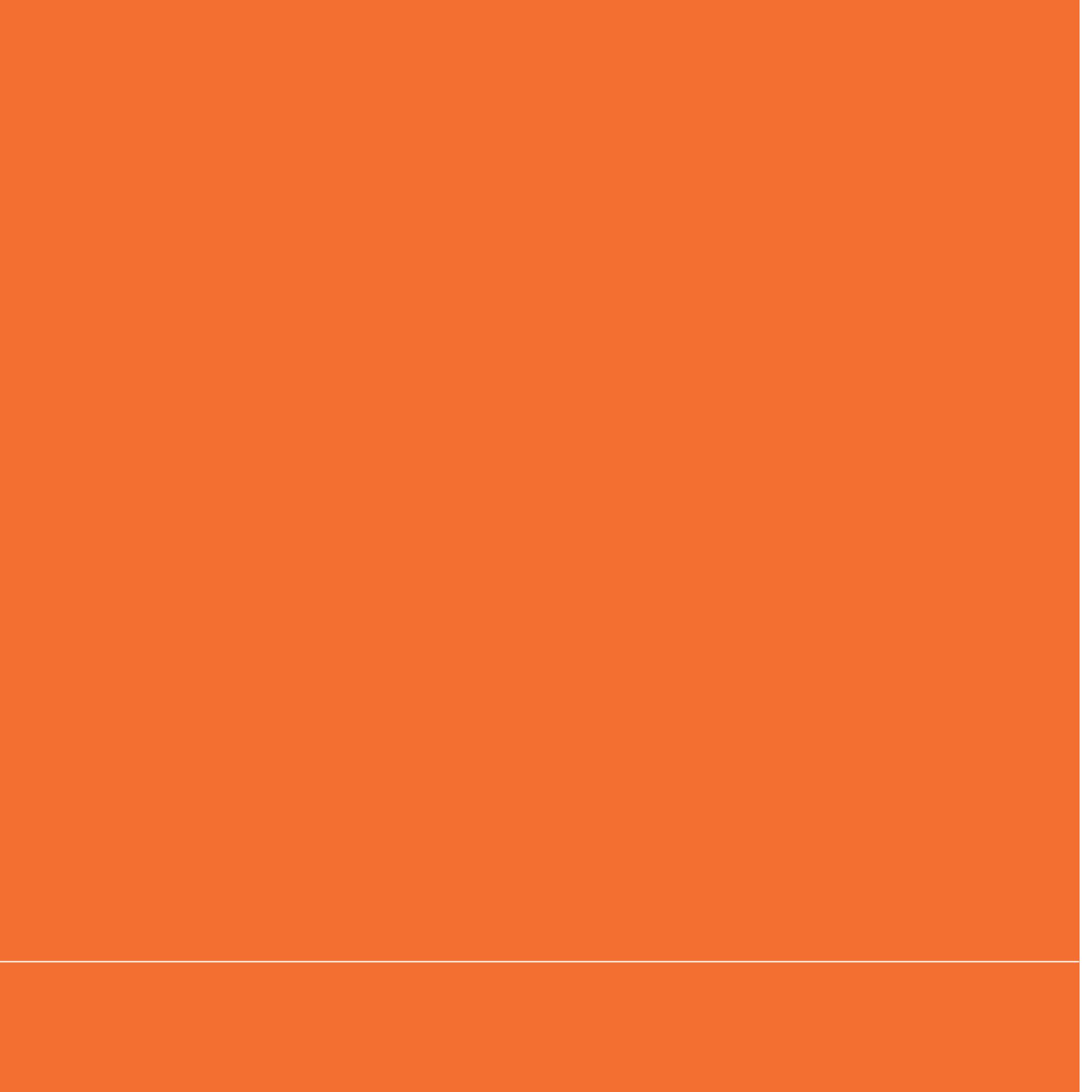


# The Broad Foundations

2008



ENTREPRENEURSHIP FOR THE PUBLIC GOOD IN EDUCATION, SCIENCE AND THE ARTS



# 2008

## The Broad Foundations

“Those of us who have been blessed with time, talent and treasure have an obligation to reach down, back and across and help those who are less fortunate and to improve our communities.”

FORMER U.S. SECRETARY OF STATE AND RET. GEN. COLIN POWELL, DELIVERING THE KEYNOTE ADDRESS AT THE ANNOUNCEMENT OF THE 2007 BROAD PRIZE FOR URBAN EDUCATION

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Letter from the Directors

# IMPACT

It's the goal of every foundation and certainly the driving force behind the work we do every day.

What impact are we having on our grantees? What impact are they, in turn, having on the world in which they operate?

## **In urban K-12 public education...**

*Is student achievement improving?*

*Are more children graduating from high school?*

*Are poor and minority students performing as well as their higher-income, white peers?*

## **In scientific and medical research...**

*Are scientists making medical progress to understand, treat and prevent diseases?*

*Will stem cell research generate the medical advances to cure the most serious medical conditions?*

## **In contemporary art...**

*Is the work of important artists being preserved for public appreciation by future generations?*

*Are arts and cultural institutions educating a broad public?*

*Is contemporary art widely available for public viewing by audiences worldwide?*

These are just some of the questions we regularly ask ourselves—and our grantees—as we evaluate the impact of our investments.

Left to right:  
Dan Katzir, Joanne Heyler,  
Eli Broad, Edythe Broad, Cindy  
Quane, Daniel Hollander

While the landscape of philanthropy is changing, with an increasing number of foundations emerging and an extraordinary infusion of dollars, The Broad Foundations have opted to take a different approach. We do not practice charity or follow the cycle of many traditional foundations, where grant officers wait for applications and then systematically approve and distribute funds.

In most areas of our philanthropy, we rarely accept unsolicited grant applications. Rather, we actively look for opportunities to invest strategically where we think our dollars can make the greatest impact. We are always looking for ways to create systemic change, shake things up, be bold and embrace risk. We look to improve institutions that already exist or to create new ones. We take risks that others may not be willing to take. We accept that we may make mistakes. Not every risk pays off, but we continue our strategy because we believe that the right investments have the potential to change the world.

This 2008 foundation report provides an opportunity to look back—and ahead—as we review what we’ve accomplished and identify those challenges we hope to tackle in the future.

As always, a chance to reflect is an insightful exercise. And we’ve come to the conclusion that, despite our best efforts, a lot more still needs to be done. While we have made some good investments in incredibly smart people—innovative educators, cutting-edge scientists and creative artists—the work we have done has been incremental. This is most evident in our work in reforming urban K-12 public education, where we have become convinced that our country’s best chance for dramatic change and improvement in our public schools rests in those districts that have mayoral control—cities like New York City, Chicago and Boston. We are now closely watching

Washington, D.C., making early investments that could potentially deepen significantly, if the mayor and chancellor stay committed to dramatically improving one of our country’s lowest performing urban school systems.

Our work in scientific and medical research has been opportunistic. We have seized upon opportunities to fund new areas of scientific study, most notably human genomics and stem cell research, which we believe hold the greatest promise for improving the human condition. The Broad Institute in Cambridge, Mass., has grown to more than 1,000 researchers from the Massachusetts Institute of Technology, Harvard University and its affiliated hospitals, and the Whitehead Institute, who are diligently working to further the scientific discovery of genomics. Not a day goes by that their work is not featured in a science or medical journal. In California, we have taken advantage of the opportunity to leverage voter-approved funds for stem cell research. Our private funding has enabled the creation of centers at the University of Southern California and the University of California, Los Angeles to advance adult and embryonic stem cell research. And in inflammatory bowel disease, we have become the “farm team” for the National Institutes of Health (NIH), providing the start-up funding for early-stage scientists to advance their research so they qualify for federal funding. Our multi-million-dollar investments have yielded a return of nearly 200 percent, based on the continuation grants our researchers have received from governmental agencies such as the NIH, public and private foundations and funding from other countries.

While our work in education has been incremental, and our work in scientific and medical research has been opportunistic, our work in the arts has developed steadily and in recent years has blossomed. In existence for more than two decades, The Broad Art Foundation has built one of the most significant contemporary art collections in the world—solely for the

purpose of sharing it with audiences around the globe. We have collected broadly and deeply, acquiring not only works by the defining artists of contemporary art, but also identifying emerging artists whose work has the potential to impact the future of the field. With the opening of the Broad Contemporary Art Museum at the Los Angeles County Museum of Art in February 2008, we are pleased that our hometown boasts an array of institutions that now can make Los Angeles the contemporary art capital of the world.

This report tells the story of our grant-making from the perspective of our grantees. We hope you will enjoy reading about the philanthropy of The

Broad Foundations through the eyes of those who are in the trenches every day—improving public education for all children, discovering causes and new treatments and cures for illnesses, and enriching our world through the visual arts.

We believe that their first-person perspectives of the work they are doing and the impact they are having—in their own words—will help define and share the importance of our grant-making.

We salute our grantees for their dedication and passion to their work, and we thank them for sharing their perspectives with us and with you.



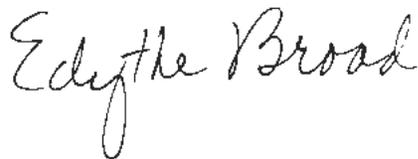
**Eli Broad**  
Founder



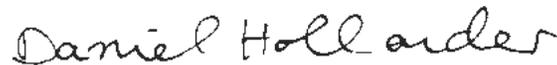
**Dan Katzir**  
Managing Director  
The Eli and Edythe Broad  
Foundation – Education



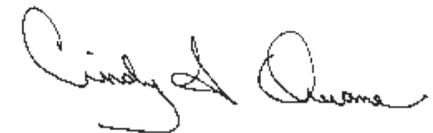
**Joanne Heyler**  
Director/Chief Curator  
The Broad Art Foundation



**Edythe L. Broad**  
Co-Founder



**Daniel Hollander**  
Director  
The Eli and Edythe Broad Foundation –  
Scientific | Medical Research Initiatives



**Cindy S. Quane**  
Senior Financial Advisor  
The Broad Foundations



Board of Governors



# GUIDE

Pictured below from left to right:

**Eli Broad**  
Founder

**Edythe L. Broad**  
Co-Founder

**Jeffrey Broad**

**David Baltimore**  
President Emeritus and Professor of Biology,  
California Institute of Technology

**The Honorable Henry G. Cisneros**  
Chairman and CEO, CityView America  
Former U.S. Secretary of Housing and  
Urban Development

**Robert A. Day**  
Chairman, The TCW Group, Inc.  
Chairman, W.M. Keck Foundation

**Paul N. Frimmer**  
Partner, Irell & Manella LLP

**Jana W. Greer**  
President, AIG SunAmerica Retirement  
Markets, Inc.

**Kent Kresa**  
Chairman Emeritus, Northrop Grumman  
Corporation

**Barry Munitz**

Trustee Professor, California State  
University, Los Angeles  
Former President, The J. Paul Getty Trust  
Former Chancellor, The California  
State University

**The Honorable Roderick R. Paige**  
Chairman, Chartwell Education Group LLC  
Former U.S. Secretary of Education

**The Honorable Richard J. Riordan**  
Former Secretary of Education,  
State of California  
Former Mayor, City of Los Angeles

**Morton O. Schapiro**  
President and Professor of Economics,  
Williams College

**Andrew Stern**  
International President, Service Employees  
International Union

**The Honorable Lawrence H. Summers**  
Professor, Harvard University  
Former President, Harvard University  
Former U.S. Secretary of the Treasury

**Jay S. Wintrob**  
President and CEO, AIG Retirement  
Services, Inc.





# REFORM

Education Overview

## People. Systems. Tools. Policies. Cities. Charter Management Organizations.

*These areas represent the majority of our investments in reforming American K-12 public education.*

Leaders of school systems—superintendents, cabinet executives, school board members, principals and charter management organization pioneers—are the key to successful reform efforts in public education across the country. We invest in the recruitment, training, support and retention of top school district talent.

Once the right people are in place, they need to be equipped with the systems and tools that enable them to accomplish their ultimate goal: improving student achievement for all children. These systems and tools range from better human resource operations that streamline the hiring of teachers and principals and improve the placement of educators in the right schools, to stronger budgeting controls that ensure critical dollars are pushed down into the classrooms. Our investments enable school districts to implement the systems and tools they need to build more effective organizations.

We recognize that there are a number of policy impediments—at all levels of government and in the areas of urban district governance, management, labor and competition—that hamper student achievement and reduce the opportunity for schools and districts to become high-performing enterprises. Our work is aimed at informing policy leaders at the federal, state and local levels about the education challenges facing our nation, and at providing solutions to those challenges with primary emphasis on professional performance compensation for teachers and principals, expanded learning time and national standards.

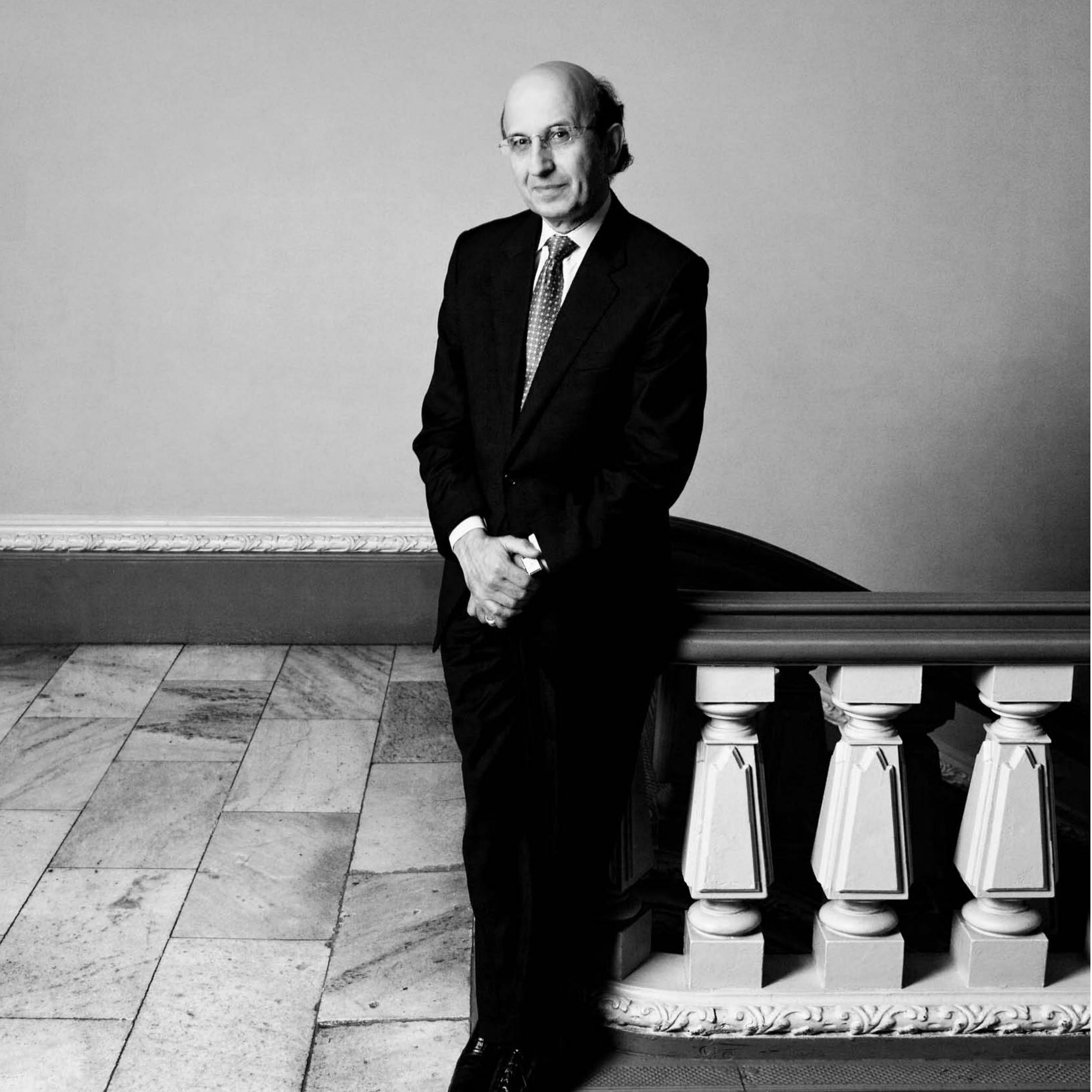
We invest in cities and charter management organizations where our dollars can be leveraged to accelerate school reform efforts. In our work with districts, we have honed in on cities that are making the greatest progress in improving student achievement. Our work in this handful of cities—including Chicago, New York City and Oakland, Calif.—has deepened over time as we watched their progress. These cities have a common distinction: the school systems in New York City and Chicago are under the control of the mayor, and the school system in Oakland was placed under state control after facing bankruptcy. We have found that the conditions to dramatically improve K-12 education are often ripe under mayoral or state control.

In our hometown of Los Angeles, where public charter schools have gained an important foothold, we have taken a different approach. Now home to more charter schools and more students attending charter schools than anywhere in the country, Los Angeles is experiencing an education revolution from the bottom up. By reaching a tipping point, we believe that high quality public charter schools will place the essential pressure on all other public schools to improve performance.

### Education

#### Overview

*For more information about  
The Broad Foundation's education  
initiatives, please visit  
[www.broadfoundation.org](http://www.broadfoundation.org).*



# The Broad Prize for Urban Education

*Joel Klein, Chancellor, New York City Department of Education*

*The \$1 million Broad Prize for Urban Education, the biggest award in public education, is given annually to large urban school districts that demonstrate the greatest overall performance and improvement in student achievement while reducing achievement gaps among poor and minority students. The winning district receives \$500,000 in college scholarships for high school seniors, and four finalist districts each receive \$125,000 in scholarships.*

*After two years as a finalist, the New York City Department of Education won The Broad Prize in 2007. With more than 1.1 million students, 80,000 teachers and a \$17 billion budget, New York City is not only the largest public school system in the country but also arguably the most challenging in which to implement significant reform. Yet with the election of Mayor Michael Bloomberg in 2001, his appointment of former federal prosecutor Joel Klein as chancellor and their partnership with United Federation of Teachers President Randi Weingarten, the mayor-controlled school system has undergone dramatic reform. And the tide has turned: New York City students—particularly low-income and minorities—are outperforming their peers in the state in reading and math at all grade levels, according to The Broad Prize methodology. New York City is also showing greater improvement than peer districts in the state. As a result, New York City was awarded The Broad Prize on Sept. 18, 2007, at the Library of Congress in Washington, D.C. U.S. Secretary of Education Margaret Spellings announced the winner, and Gen. Colin Powell delivered the keynote address.*

*Chancellor Joel Klein has championed education reform in New York City since his appointment in 2002.*

*“America will never be the country we want it to be until we get it right on public education. We’re not yet there today. For generations, public education in our big cities has failed, serving the adults it employs better than the children it educates. Mayor Bloomberg had the courage to respond and do what a lot of politically astute people told him not to do: gain control of New York City’s public schools.*

*The problem with education is that everybody looks for short-term results. We knew we needed to focus on long-term results. Since 2002, we have worked tirelessly towards long-term change in three areas: leadership, empowerment and accountability.*

*First, we recognized that in education, principals hold the most critical leadership role—a role that goes well beyond instruction. Principals must be empowered to make informed decisions and take smart risks.*

*We’ve invested close to \$70 million to train more than 200 new principals to lead reform in our high-needs schools. Over the past two years, we’ve cut nearly \$230 million from the bureaucracy, delivered those funds directly to schools and given principals much more spending discretion.*

## Education

The Broad Prize for  
Urban Education

# \$750,000

in Broad Prize college scholarships have been awarded to New York City Department of Education students since 2005.

604

students from winning and finalist districts have received Broad Prize college scholarships since 2002.

Left to right:  
Eli Broad, U.S. Secretary of Education Margaret Spellings, New York City Department of Education Chancellor Joel Klein and United Federation of Teachers President Randi Weingarten celebrate at the announcement of the winner of the 2007 Broad Prize.

*For more information about the New York City Department of Education, please visit [www.schools.nyc.gov](http://www.schools.nyc.gov).*

*For more information about The Broad Prize, please visit [www.broadprize.org](http://www.broadprize.org).*



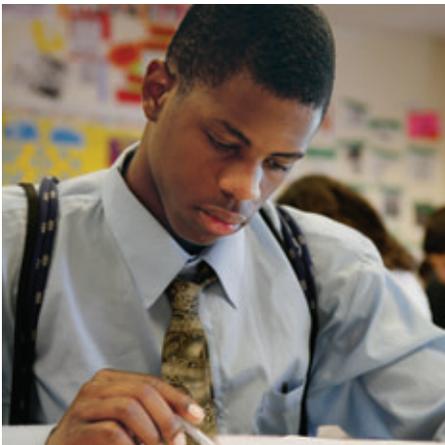
Some of our principals have chosen to reduce class size, others to develop relationships with community organizations. But now each principal evaluates the specific needs and priorities of their school community and makes decisions accordingly. Their leadership has been essential to our city's success.

While principals have been given decision-making power, they are also now required to set high expectations and be held accountable for results. Over the last two years, we've developed an innovative and robust accountability system that evaluates metrics including student progress, absolute performance and a school's learning environment. Every school earns an A to F grade, based on its results. Principals have agreed that if their school earns a D or F, we can remove them or close the school. If this level of accountability is built into the DNA of school leadership, and if they, in turn, build it into the DNA of the school, then it becomes sustainable.

There isn't a great deal of recognition in public education, so receiving The Broad Prize was especially meaningful. While the road ahead is still a lot longer than the road we've traversed, our city—teachers, principals, assistant principals, kids and parents—have pulled together to put children first."

Today is a great day that shows when  
New Yorkers work together, get the  
resources and focus them on kids, we can  
help all kids not just dream their dreams  
but achieve their dreams.

UNITED FEDERATION OF TEACHERS PRESIDENT RANDI WEINGARTEN





# The Broad Superintendents Academy

*Mark Roosevelt, Superintendent, Pittsburgh Public Schools*

*The Broad Superintendents Academy is a 10-month executive management training program run by The Broad Center for the Management of School Systems to prepare working CEOs and other top executives from business, non-profit, military, government and education sectors to lead urban public school systems. Since 2002, The Broad Superintendents Academy has trained 109 executives, and two-thirds have been placed as superintendents or cabinet members in school districts. It is the only superintendent training program in the country to recruit and train candidates from outside the field of education.*

*Mark Roosevelt is a former Massachusetts state legislator, the great-grandson of President Teddy Roosevelt and a graduate of the 2003 class of The Broad Superintendents Academy. He was named the superintendent of Pittsburgh Public Schools in August 2005.*

“There is a phrase that’s often used in public education—‘But this is the way we’ve *always* done it!’ Since I’ve come to Pittsburgh, we’ve tried to weave that that phrase out of our culture.

Not long after I arrived in Pittsburgh, people said, ‘You’re moving too fast.’ The district had low student achievement, a multi-million dollar budget deficit and student enrollment that was declining by the thousands each year. In any industry, when you are at something for a long time, what is unacceptable can start to appear normal. Perhaps fresh eyes are necessary to see how much change is really needed.

We upgraded the curriculum across the board. We implemented extensive training, particularly of principals. We closed 22 under-performing schools. We started something called the Pittsburgh Promise, which will provide college funding for every child who is accepted into college and meets certain academic standards. So far, we’ve raised \$100 million, and I know that we’re going to make sure that Pittsburgh kids have a real chance to participate in American life as we know it.

When I got a call to consider applying to the Academy in 2002, I had just started thinking I wanted to be an urban school district superintendent. I very much wanted to see if I could make what I had been doing on the policy level in Massachusetts work on the ground level—in a school district. I saw the possibility of affecting thousands and thousands of kids—in an economy that is relentlessly cruel to poor folks—in ways that are possibly profound.

For me, the Academy training helped fill in critical gaps in my existing knowledge, showing me what being a superintendent really encompasses. I was able to learn deeply with and from leaders from mixed backgrounds with diverse perspectives. I had the opportunity to build skills in areas I didn’t feel as confident, like evaluating principals. And I had immediate access to the best education leaders in the country to learn from their successes.

Without a question, this is the hardest job I’ve ever had, and I’ve had some tough jobs in my life. I went to Harvard College and Harvard Law School, but the highest quality educational experience I had was The Broad Superintendents Academy.”

## Education

### The Broad Superintendents Academy

20%

of all large urban school districts that appointed new superintendents during 2006 and 2007 filled their positions with graduates of The Broad Superintendents Academy.

*For more information about The Broad Superintendents Academy, please visit [www.broadacademy.org](http://www.broadacademy.org).*



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# The Broad Residency in Urban Education

*Recy Benjamin Dunn, Special Projects Officer, Prince George's County Public Schools*

*The absence of strong management executives with business acumen in urban school districts led to the creation of The Broad Residency. A two-year management training program, The Broad Residency places emerging leaders with M.B.A.s, public policy or law degrees and several years of solid work experience into high-level positions in school district administration offices. These full-time, paid positions partner Broad Residents with reform-minded superintendents and charge them with critical challenges like strategic planning, opening new schools, overhauling budget processes and improving human resources management.*

*Since 2002, 110 Broad Residents have been placed in 35 urban school systems and charter management organizations across the country. Broad Residents and alumni like Recy Benjamin Dunn are drawn into public education by the desire to put their management experience into practice in a field where they can make a difference.*

"I've been afforded a lot in my life, but I've always known I had the ability to do more.

I grew up in Houston and attended great public schools and then got my undergraduate degree from the University of Texas at Austin and my M.B.A. from Stanford. I worked as an analyst for an energy trading company, but I knew I always wanted to give back. I wanted to find a career where I could work to provide equality and access for everyone—especially for people who look like me.

When I became a Broad Resident in the D.C. Public Schools, I was able to immediately make use of my finance background. Because D.C. faced declining enrollment and a capital funding shortfall, I was charged with finding new ways to leverage existing school district assets.

Districts aren't typically thinking of doing deals or property valuations. But that's how I approached the problem: How much is a property worth and how can we best use this to get more resources into the classroom? I was able to broker a deal that allowed the local housing authority to redevelop land near schools that were being closed by the district. It was a win-win. The housing authority would develop new housing space, and the district would be able to use the cash from the real estate deal to meet other critical needs.

Now that I'm in Prince George's County Public Schools in Maryland, I'm managing \$13 million worth of initiatives to improve nearly 80 chronically low-performing schools. We constantly grapple with questions like: Are these initiatives truly driving improvements in classroom instruction? How do we measure their impact? How much of this money is getting to the classroom?

My corporate sector friends often call my work 'cool and noble,' something they plan to do after they make their millions. I tell them: Why not now? There is so much work to be done—so much we can actually do now, while we are younger.

There is nothing better than being afforded a lot in life—except also being afforded the chance to give it back."

## Education

### The Broad Residency in Urban Education

92%

of Broad Residency alumni still work in urban education.

*For more information about The Broad Residency, please visit [www.broadresidency.org](http://www.broadresidency.org).*



# Teach For America

*Wendy Kopp, Chief Executive Officer and Founder, Teach For America*

*Wendy Kopp was a senior at Princeton University in 1989 when she was struck by the stark reality of educational inequity: 9-year-olds growing up in poverty are already three grade levels behind their peers in affluent communities. Half will never graduate from high school, and those who do will, on average, read and do math at the level of eighth graders in high-income communities. Only one in 10 students in low-income communities will graduate from college.*

*In her senior thesis, Kopp proposed the concept of building a national movement to eliminate educational inequity. The result was Teach For America, an organization that enlists promising future leaders—outstanding recent college graduates of all academic majors and career interests—to commit two years to teach in urban and rural public schools in the nation’s lowest-income communities.*

*Since 1990, Teach For America has grown into a powerhouse in education reform. More than 5,000 Teach For America corps members currently teach in 26 urban and rural regions across the country, where they go above and beyond traditional expectations to help their students learn. At the same time, 94 percent of Teach For America’s 12,000 alumni continue to work towards fundamental, long-term societal changes necessary to ultimately realize educational opportunity for all. Since 2000, The Eli and Edythe Broad Foundation has provided \$16 million to Teach For America for national expansion, including \$3 million in 2007 to grow the teaching corps in New Orleans.*

“I am often asked whether I predicted that Teach For America would grow to the level we have when we began this work nearly two decades ago. To be honest, yes, I did.

Back then, I was a recent college graduate myself, searching for a way to make a real difference in the world. I knew I wasn’t alone—that thousands of others were searching as well. And I was deeply concerned about the state of public education in America, especially for low-income and minority children, and I wanted to find a way to channel the energy and talent of our generation to address it.

So I envisioned Teach For America—a movement that would draw thousands of our best and brightest to tackle one of our nation’s greatest injustices. But what I didn’t predict was exactly what it would take to get there. I had no idea just how difficult it would be to recruit people straight out of college and then train and support them not just to survive, but to succeed. Nor did I have any notion of how to manage and sustain an organization of real scale.

We started with a simple premise: That people are everything in education, just as in the corporate world. Then we added our revolutionary belief that if teachers set a vision that most people think is crazy, convince their kids why it’s important to accomplish the goal, and are totally relentless, they can succeed.

Naiveté and inexperience were my greatest assets, but I quickly learned the value of experience. Every time we encountered the harsh realities of impoverished communities, the tough

## No.10

The position of Teach For America on BusinessWeek's list of the top 95 places to launch a career.



obstacles in urban and rural schools and the battleground to recruit on college campuses, we've tried to use what we had learned to continuously improve our approach.

Without the support of The Broad Foundation, we would not be where we are today. The foundation's belief, not only in our particular model, but also in the importance of talent to the ultimate success of the education reform effort, has been catalytic. Time and again, we have turned to the foundation for its judgment, and we've come to expect that it will hold us to high standards. The impact of The Broad Foundation's support will be felt in communities across America for a long time to come.

These days, what keeps us up at night is how to build the internal capacity, depth and leadership necessary to meet ever-bigger goals. We are working to nearly triple our teacher corps to reach more than 600,000 kids annually. And at the same time, we are assisting our growing alumni force to move into leadership positions beyond the classroom, including principalships and political office.

We are never where we want to be. Too many kids who face poverty continue to be denied the educational opportunities they deserve. But it is our persistent dissatisfaction with today's reality and our sense of possibility for what we can achieve that drives us—that fuels our sense of urgency to do much more and have a fundamental impact. When all is said and done, I hope that the impact we have will be far greater than anyone, including I, could have predicted."

Above:  
Eli Broad visits with students  
at a Massachusetts elementary  
school.

*For more information on Teach For  
America, please visit  
[www.teachforamerica.org](http://www.teachforamerica.org).*

Nothing is more important to our future  
than the investments that we make in  
our children, their health, their education  
and the care that we give them.

UNITED STATES HOUSE OF REPRESENTATIVES SPEAKER NANCY PELOSI AT  
THE 2007 BROAD PRIZE ANNOUNCEMENT





# Strong American Schools

*Roy Romer, Chairman, Strong American Schools*

*The state of American public education has attracted the attention, funding and focus of numerous foundations across the country. In the spring of 2007, The Eli and Edythe Broad Foundation and The Bill & Melinda Gates Foundation joined together in an unprecedented public awareness campaign to galvanize the American people around the education crisis and to stimulate a debate among the 2008 presidential candidates about their specific education solutions. The resulting Strong American Schools ED in '08 campaign, which could receive up to \$60 million in funding from the two foundations, has launched an aggressive grassroots effort in the primary states.*

*Strong American Schools is led by Chairman Roy Romer, former three-term Colorado governor and former chairman of the Democratic National Committee, who also served as the superintendent of the Los Angeles Unified School District for six years.*

"I've spent a good portion of my life running political campaigns. But the most important one I've ever waged—and the one I am convinced we can't afford to lose—is the campaign to improve America's public schools.

Consider these two statistics: A child drops out of school every 26 seconds. That's more than 1 million students a year who don't graduate from high school. And 70 percent of eighth graders are not proficient in reading—and most will never catch up.

I have learned a lot as a public servant deeply involved in education for 50 years, and I am still learning. But I have come to believe very passionately that the most important policy our nation can have is to tell students, their teachers and their parents what skills and knowledge youngsters need to learn in each grade and then deliver the opportunity for them to achieve it.

That's how we developed the three issues that we believe the presidential candidates need to address: American education standards, effective teaching and more time and support for learning. I know those issues are not the only ones in education, but they are absolutely critical for improving our schools and raising the level of learning for our students.

I'm amazed that a student who goes to school in Nevada receives a different education than a child who goes to school in New Hampshire. Every student—regardless of where they live—needs to acquire the knowledge and skills to prepare them for college, for work and for life. We need teachers who are experts in the subjects they teach, and we need to implement performance pay for our most effective teachers and those who work in the schools in need of the greatest improvement. And the third tenet of our campaign is the need for a longer school day and school year so that our children aren't shortchanged compared to students in other countries who receive a more rigorous education.

Our country's leaders need to make education a top priority. We want our elected leaders to tell voters what they intend to do to strengthen America's schools so all students receive the education they deserve."



# Charter Schools

*Steve Barr, President and Chief Executive Officer, Green Dot Public Schools*

*Charter schools are public schools that have been granted a charter exempting them from selected state and local rules and regulations. In exchange for public funding and greater autonomy, charter schools are held strictly accountable for meeting goals to advance student achievement. Since 1999, The Eli and Edythe Broad Foundation has committed nearly \$90 million to develop and scale up charter schools and charter management organizations.*

*One of our earliest charter school investments was in Green Dot Public Schools. Founded by Steve Barr, who had political and entrepreneurial roots as the founder of the Rock the Vote campaign, Green Dot operates 12 high schools in Los Angeles with plans to open 19 more high schools by 2010. In the next five years, Green Dot seeks to serve nearly 10 percent of high school students in Los Angeles. Green Dot's existing schools have a success rate of sending their students to college at four times the rate of comparable schools in the Los Angeles Unified School District. Green Dot is branching out beyond Los Angeles and has partnered with the United Federation of Teachers in New York City to open a charter school in the South Bronx in the fall of 2008.*

*“Green Dot was founded in 1999 on a simple mission: small, safe schools with high expectations for every student, where parents are partners and all dollars get to the school site. I wanted to create the great American urban high school—and for a very personal reason.*

*I was living in Los Angeles and was really shaken when my brother died of a drug overdose, and then my mom passed away. I spent a lot of time wondering why my life turned out better than my brother's, and I realized that even in high school in San Jose, Calif. I was set up to succeed while he was destined to fail. High school wasn't made for kids like my brother—chubby, quiet, awkward. So I always kept him in the back of my mind when I came up with the idea for a new kind of high school.*

*I wanted to offer parents and students in the high-poverty areas of Los Angeles the same kind of education that families who could afford private schools were receiving. That's just what we did.*

*Green Dot is one of the few charter management organizations that has a unionized faculty, and we're working to professionalize the teaching industry. We don't count teachers' minutes or hours on the job. It's just a professional work day. We've created an atmosphere of teamwork, shared responsibility and empowerment among our teachers.*

*And we're seeing success with our approach. Green Dot goes into neighborhoods where 50 to 70 percent of students drop out, and instead, 80 percent of our students from those same areas graduate—and of those, almost all of them go on to college, about two-thirds to four-*

## Education

### Charter Schools

# 94

cents of every dollar of public funding Green Dot receives goes directly into its classrooms.

## Ánimo

a Spanish word meaning vigor, spirit and courage, is the name given to every Green Dot school.



year universities. That's four times the number in neighboring high schools. It's incredible. We're really getting these students to do what just a few years ago seemed impossible.

It sounds simple. For Green Dot, it's about discovering how many kids we can get to do the impossible—graduate from high school, go to college and return to their communities to encourage more kids to replicate their success.

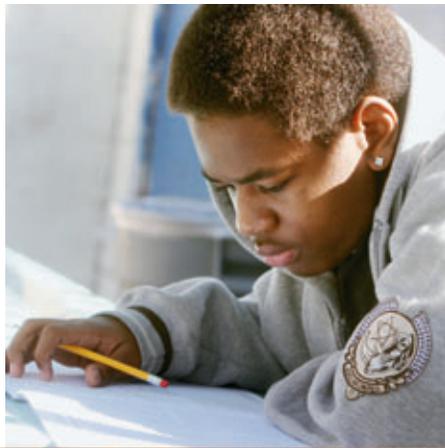
But it would have been hard to do it at this scale without the well-timed relationship between Green Dot and The Broad Foundation. We needed someone with a passion not only for reforming public education, but also a passion for this city. Eli Broad and The Broad Foundation have just the right mix of these two characteristics.

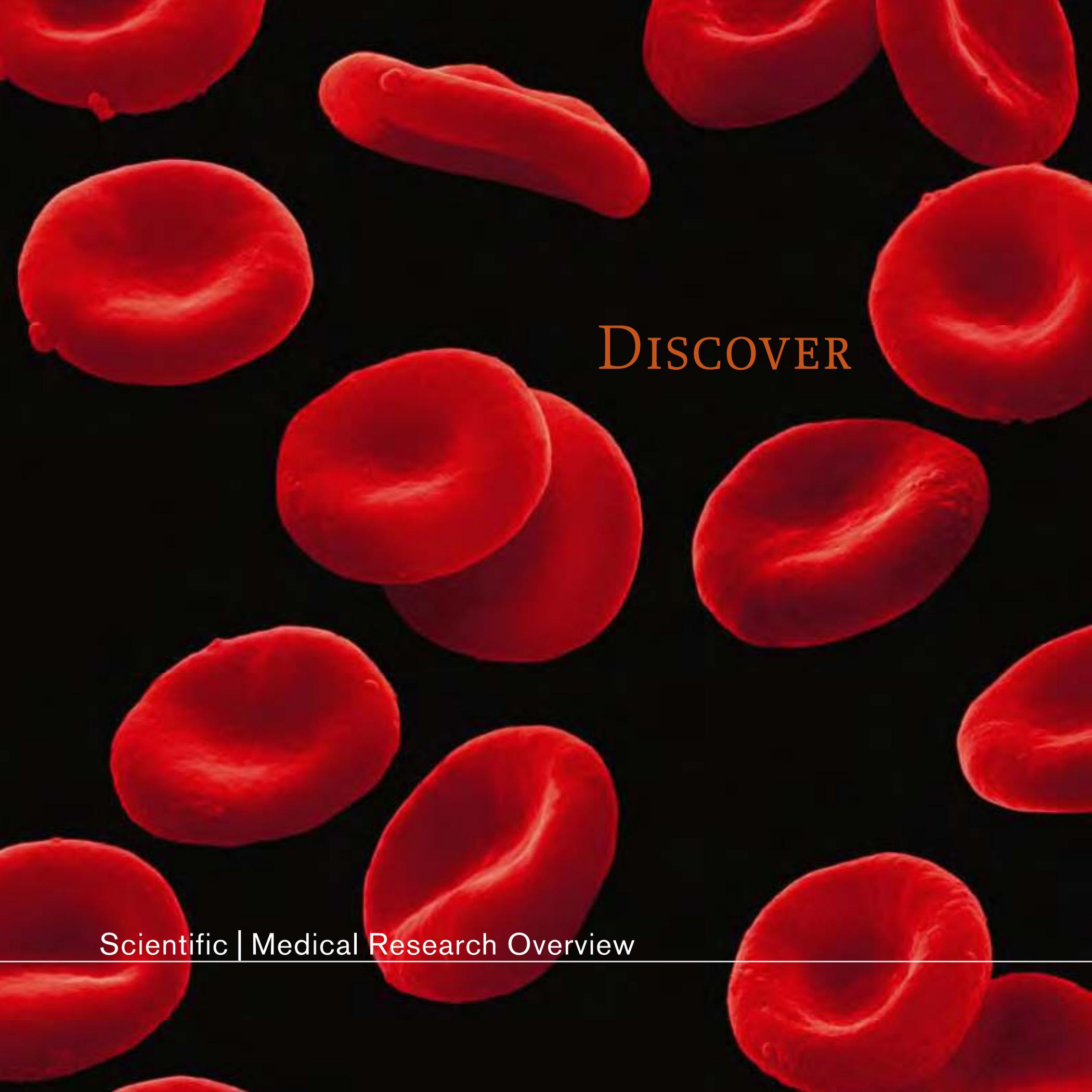
And, like Green Dot, The Broad Foundation takes a uniquely holistic approach to reforming public education. While some foundations have strengths in one or two areas, The Broad Foundation's understanding that it doesn't just take a smart business plan or a talented entrepreneur or a targeted investment in teachers to be successful—it takes all of that, and more—is what makes ours such a perfect partnership."

*For more information on Green Dot Public Schools, please visit [www.greendot.org](http://www.greendot.org).*

We cannot have great cities without  
great schools.

UNITED STATES SECRETARY OF EDUCATION MARGARET SPELLINGS



A microscopic view of numerous red blood cells (erythrocytes) against a black background. The cells are biconcave discs, appearing as bright red, slightly flattened spheres with a darker red center. They are scattered across the frame, some overlapping. The lighting highlights the texture and three-dimensional shape of the cells.

DISCOVER

Scientific | Medical Research Overview

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## Human genomics. Stem cell research. Inflammatory bowel disease.

*The Eli and Edythe Broad Foundation invests in these three pioneering areas of scientific and medical research for the simple reason that we believe they hold the greatest potential for improving the human condition.*

The Broad Institute—a research collaboration of the Massachusetts Institute of Technology, Harvard University and its affiliated hospitals, and the Whitehead Institute—is focused on the study of human genomics. Since its creation in 2004, The Broad Institute has brought together the top researchers from a range of universities and institutions to identify and study the inner workings of 20,000 human genes in DNA and then work to unlock the secrets these genes hold to diagnosing and treating disease and other maladies. The Institute’s collaborative approach, united by science and unrestricted by affiliation, has led to remarkable discoveries and early successes. The Broad Institute’s scientific programs focus on core areas of research, including cancer, genome biology and cell circuits, metabolic disease, psychiatric disease, medical and population genetics, chemical biology, infectious disease and computational biology and bioinformatics.

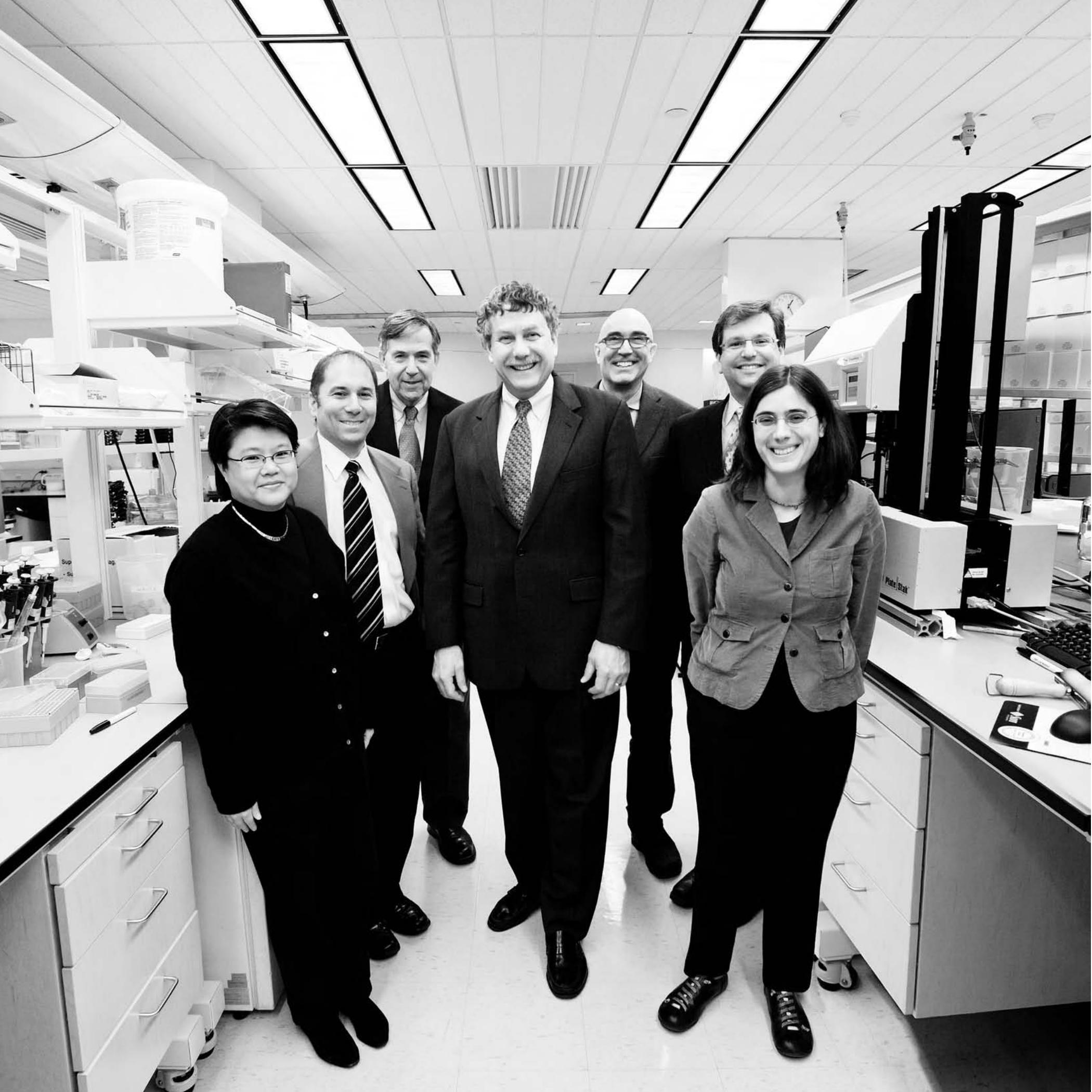
Stem cell research is one of the most promising and controversial areas of contemporary science. We do not shy away from controversy or risk, but instead seek to maximize the value of our investments by leveraging government and public funding to enable institutions to advance more rapidly. California is at the vanguard of stem cell research, with voter-approved bond funding to advance this area of medical study. Key stem cell research centers have been established throughout the state, most notably at the University of California, Los Angeles and the University of Southern California.

The Broad Medical Research Program funds early-stage research in innovative areas of inflammatory bowel disease research. By supporting the exploration of new ideas that cannot be funded by other sources, we enable scientists to test their creative ideas in the therapy, diagnosis and ultimately in the cure of ulcerative colitis and Crohn’s disease. When their hypotheses are correct, scientists have been able to obtain long-term research support from other national and international research organizations.

Scientific | Medical  
Research

Overview

*For more information on The Broad Foundation’s scientific and medical research initiatives, please visit [www.broadfoundation.org/scimed](http://www.broadfoundation.org/scimed).*



# The Broad Institute

*Eric Lander, Ph.D., Director, The Broad Institute*

*Medicine today stands at a pivotal point in scientific history. With complete knowledge of the human genome, scientists can now systematically discover the molecular basis of disease. This fundamental understanding holds the promise of new and effective therapies for cancer, diabetes, mental illness and many other diseases.*

*Nowhere is this work more focused than at The Broad Institute, a Cambridge, Mass.-based research collaboration of faculty, professional staff and student researchers from across the Massachusetts Institute of Technology, Harvard University and its affiliated hospitals, and the Whitehead Institute. With a \$200 million investment from The Eli and Edythe Broad Foundation, The Broad Institute was founded in 2004 with the mission of empowering creative scientists to construct new and powerful tools for genomic medicine, to make them accessible to the global scientific community, and to apply them to the understanding and treatment of disease. The Broad Institute is the largest genomics institute in the world and is led by Eric Lander, who is credited with leading the effort to decode the human genome.*

“Never underestimate the power of an idea. At The Broad Institute, we had an idea that ended up being far more powerful than we imagined. Once you put a great idea in the hands of the next generation, they can do amazing things.

The idea was to create a truly collaborative research environment that was about empowering the most extraordinary young bio-scientists by giving them access to the full range of technologies needed to tackle biomedicine’s biggest challenges. Instead of telling them that they should focus on a narrow problem, we would give them the freedom and the ability to tackle the entirety of a disease as a part of a collaborative community—with colleagues from diverse disciplines willing to work together. If we could create a research environment like this, scientists could each do 10 times as much as they could do working alone.

To understand the unique nature of The Broad Institute, you have to understand that the traditional research environment consists of individual labs that largely work independently. Of course, people in these labs collaborate, but not in any large-scale way that lets them take on the biggest challenges.

The Broad Institute is organized differently. It’s a horizontal connector across some of the most incredible research organizations in the world—MIT, Harvard and the Harvard hospitals, and the Whitehead Institute—that lets scientists work on joint projects. And since one of our missions is to share the tools that we create with the rest of the world, we are also a *global* connector, providing massive databases of genomic information. On any given day, tens of thousands of researchers around the world are using The Broad Institute’s tools and information in their own unique ways.

The Broad Institute’s most significant impact on the world of science may be demonstrating the power of a new model for organizing science. The model has already given rise to

Scientific | Medical  
Research

The Broad Institute

**1,000**  
people and 120 faculty  
are involved in The Broad  
Institute community.

Facing page:  
Eric Lander, center, with The  
Broad Institute’s core faculty,  
from left, Deborah Hung, David  
Altshuler, Edward Scolnick,  
Stuart Schreiber, Todd Golub  
and Aviv Regev.

100

billion bases of DNA  
were generated by The Broad  
Institute in 2007.



remarkable scientific advances. A good example is the ability to study nearly all of the genetic variation in the human genome and to compare thousands of people with and without a particular disease. In the past year, this has sparked a tremendous revolution in locating genes for common inherited diseases like diabetes, heart disease and inflammatory bowel disease. Another example is the rapidly growing ability to identify the genes underlying cancer.

In 20 years, we should have a thorough accounting of the causes of all major diseases. We should understand what's going on at a molecular level. We should have the powerful tools to understand therapeutics. As a result, The Broad Institute is putting a lot of effort into developing rational approaches to disease and therapeutics.

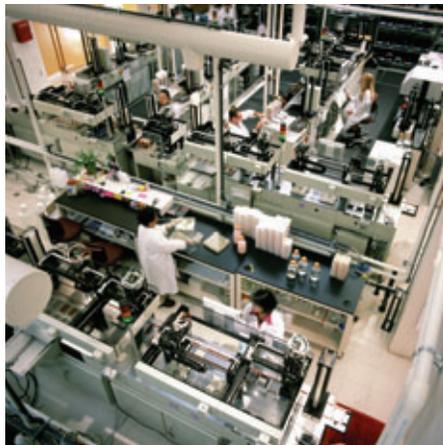
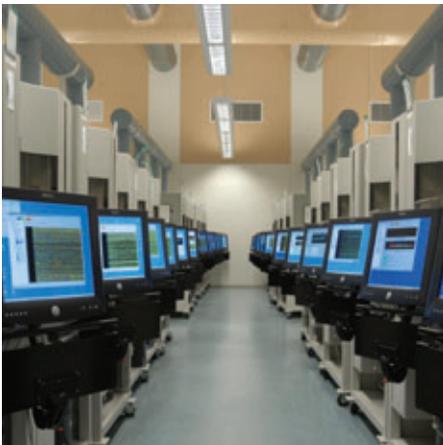
Let's be clear—The Broad Institute is not going to do everything itself. This is a worldwide effort. The Broad Institute is focused on creating comprehensive tools and innovative paradigms, making them available to the world and pioneering their application to disease. It's about empowering the world.

The Broad Foundation's philanthropy has made it possible for The Broad Institute to take risks that would never be funded by a National Institutes of Health (NIH) review committee—and rightfully so, because they are necessarily risky. By leveraging these catalytic funds from The Broad Foundation, we can prove the principle and then seek NIH support. That's what visionary philanthropy is all about."

*For more information about  
The Broad Institute, please visit  
[www.broad.mit.edu](http://www.broad.mit.edu).*

The vision of the Broad Institute reaches across the frontiers of scientific, technological and medical research and sets out new structures for collaborative work.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY PRESIDENT SUSAN HOCKFIELD





## Stem Cell Research at UCLA and USC

*Owen Witte, M.D., Director, The Eli and Edythe Broad Center of Regenerative Medicine and Stem Cell Research, University of California, Los Angeles*

*Martin Pera, Ph.D., Director, The Broad Institute for Integrative Biology and Stem Cell Research, Keck School of Medicine, University of Southern California*

*The possibility of using stem cells to create and replace virtually any other human cell that has been destroyed or damaged by disease is an unprecedented scientific advance that has limitless possibilities. Over the past two years, The Eli and Edythe Broad Foundation has committed more than \$50 million to stem cell research at the University of California, Los Angeles (UCLA) and the University of Southern California (USC).*

*UCLA established a stem cell research center in 2005 with \$20 million from the university. To further grow the program, The Broad Foundation gave UCLA a \$20 million grant in 2007 to fund adult and embryonic stem cell research. The Eli and Edythe Broad Center of Regenerative Medicine and Stem Cell Research at UCLA is headed by renowned stem cell scientist Owen Witte.*

*“We have more than 150 faculty affiliated with the institute, with a core of 40 laboratories that are very active. Even in a big place like UCLA, there are gaps and holes that need to be filled. My goal is to use the resources from The Broad Foundation gift to stimulate certain areas of research that are limited by a physical need. For example, we have purchased a piece of equipment that wasn’t available to researchers as often as they needed to use it. We are using the resources to accelerate the research. The most important thing I want to do is bring in really talented people who are committed to the translation of our science from the laboratory into the clinic. These people are hard to find. And we’re using the funds to support the high-risk and very innovative work that it takes to really create a new therapeutic principle. It’s very difficult to get this kind of funding from the NIH or other funding agencies. Some of the ideas are just a little bit early. But every once in a while, you have to try something a bit more adventuresome.”*

*The Broad Institute for Integrative Biology and Stem Cell Research at the Keck School of Medicine at USC received \$30 million from The Broad Foundation for a new research facility. The Institute is headed by Martin Pera, who was recruited from the Australian Stem Cell Centre.*

*“In our first 18 months, we scaled up to eight faculty and 70 scientific staff. We have four core laboratories, and we’ve already raised more than \$10 million in competitive research funds. This first cadre of investigators is working in basic stem cell biology. We’re looking at the fundamental molecular machinery that makes stem cells tick and how signals from outside the body control stem cells. We plan to grow our faculty to 18. Now we are trying to recruit workers who will study the application of stem cells to the treatment of particular diseases like macular degeneration, liver cancer and cardiovascular disease.*

*The grant from The Broad Foundation was a very important commitment. It gave us a means to begin thinking about this building. We have no permanent home for our center at USC. We’re living in nice borrowed space, but the building is absolutely essential for the program. The Broad Foundation’s affiliation gave incredible prestige and high visibility for our program. It helped us attract outstanding faculty. Above and beyond the financial commitment, the commitment to the science and the future of the science is a very significant one.”*

Scientific | Medical  
Research

Stem Cell Research at  
UCLA and USC

50

stem cells fit on the  
head of a pin.

Facing page:  
Drs. Owen Witte (left) and  
Martin Pera are working at the  
forefront of California’s stem  
cell research movement.

*For more information on stem cell  
research at UCLA and USC, please  
visit [www.stemcell.ucla.edu](http://www.stemcell.ucla.edu) and  
[www.usc.edu](http://www.usc.edu).*



# Broad Medical Research Program

*Paul J. Fortun, B.M., Researcher, University of Nottingham Medical School*

*Inflammatory bowel disease (IBD) refers to two chronic inflammatory disorders: Crohn's disease and ulcerative colitis. Although numerous scientific advances have been made to understand and treat IBD, the cause, treatment and prevention of the disease, which causes inflammation in the digestive tract, remains unknown. With the recognition that some of the most promising research in this area of medicine is at the very early stages of development, the Broad Medical Research Program funds scientific studies that often do not yet qualify for funding from more traditional sources such as the National Institutes of Health.*

*Our investments in IBD span 17 countries. Paul J. Fortun, a researcher at England's University of Nottingham, is conducting a study on the use of hookworms to reduce the symptoms of Crohn's disease.*

"If you look at a map of the world, regions where hookworm is prevalent—such as sub-Saharan Africa and Southeast Asia—are also regions where inflammatory bowel diseases such as Crohn's and ulcerative colitis are extremely rare.

On the other hand, developed countries that have low levels of hookworm infestation have high incidents of IBD. There is certainly a genetic predisposition to IBD, but there is evidence to suggest a strong environmental influence as well.

In order for the hookworm parasite to survive, it induces a 'state of tolerance' in its host. The worm has found a way to counteract the host immune system. At barely one centimeter long, it can live inside the human gut for up to five years. In most cases, a person wouldn't know they have hookworm because light infections cause few symptoms, and the person and the worm can live in relative harmony for years.

What's more, hookworms—which infect hundreds of millions of people globally—cannot be passed from person to person through normal day-to-day contact. Natural transmission only occurs when hookworm larvae enter the body through the skin after a period of incubation of larvae in soil.

There's a lot of evidence that inducing this state of tolerance would reverse the problem that causes Crohn's disease. In our studies, we place 10 larvae on a sticking plaster on the skin of a patient with Crohn's disease. The worms pass through the skin within hours, then migrate on to the small intestine within about five weeks.

Although we are conducting a blind study—neither the patients nor investigators will know who has the active treatment or a placebo until the end of the study—infection with hookworms seems to be well-tolerated by patients. A number of the 40 patients have reported improvement, but we are awaiting the results of the last 16 subjects before we compare those on active hookworm treatment and those who had placebo.

The Broad Foundation has provided critical funding that is allowing us to conduct further investigations under more rigorous clinical trial conditions to determine whether hookworm can reduce disease activity and symptoms in people with mild to moderately active Crohn's disease."

## PERSPECTIVE

Scientific | Medical  
Research

Broad Medical Research Program

40%

of all private funding of IBD research in the U.S. is provided by The Broad Foundation.

*For more information about the research studies being conducted at the University of Nottingham, please visit [www.nottingham.ac.uk](http://www.nottingham.ac.uk).*

# INSPIRE



Art Overview

Imagine a library of nearly 2,000 great works of contemporary art, available for public institutions to display for audiences worldwide.

*That simple premise led to The Broad Art Foundation's creation in 1984.*

Eli and Edythe Broad have long been avid collectors of contemporary art. When they ran out of space on their walls at home, they came up with an entrepreneurial way to continue collecting and to ensure that great works of art remain in the public domain for the appreciation, education and enjoyment by global audiences. The Broad Art Foundation operates an enterprising loan program that makes art available for exhibition at accredited institutions throughout the world. The result is a lending library of contemporary art and an expansive collection that is regularly cited as one of the top in the world.

In addition to The Broad Art Foundation's works, the loan program also makes available art from The Eli and Edythe L. Broad Collection, for a total library of some 2,000 works by nearly 200 artists. In its first two decades, the Foundation made more than 7,000 loans to over 450 public museums and galleries.

Public institutions face numerous challenges when presenting avant-garde work: increasing operating costs, shrinking government support and powerful speculative buyers in the art market who may not commit to sharing their acquisitions in public exhibitions. The Broad Art Foundation keeps pace with the market, collecting with the agility and speed of a private collector, yet with a public-minded objective: to create a unique repository of contemporary art with the sole purpose of display and study by public institutions.

The foundation typically adds 25 to 100 works per year. When an artist is added to the foundation collection, that acquisition signifies our belief that the work demonstrates a mature point of view and will be viewed as historically important. Among our most notable recent acquisitions were landmark works by Jeff Koons, German photographer Andreas Gursky, British art phenomenon Damien Hirst, and Los Angeles artist Mark Bradford. We also broadened our scope through the addition of a number of established figures such as Jeff Wall, Bill Viola and Agnes Martin, whose work was not previously represented in the collections.

Our support of the arts extends beyond loaning the works displayed in museums and galleries to building the very institutions where they are showcased. Contemporary art is now center stage in Los Angeles, with the new Broad Contemporary Art Museum at the Los Angeles County Museum of Art, which will regularly feature rotating loans from the Broad Collections. Continuing our philosophy of improving existing institutions or creating new ones, The Broad Foundation stepped in to make possible a new art museum at Michigan State University, which will not only serve as an artistic resource for students but also will inject new energy into the region. Further combining The Broad Foundation's commitment to education, art and Los Angeles, the Broad Art Center at UCLA is a creative and inspirational space for student artists to develop their work.

## Art

### Overview

Mike Kelley, *Gym Interior*, 2005, mixed media with video projection and photographs, 152 x 177 x 124 inches, The Broad Art Foundation, Santa Monica, © Mike Kelley

Vellum:  
Jeff Koons, *Rabbit*, 1986, stainless steel, 41 x 19 x 12 inches, The Eli and Edythe L. Broad Collection, Los Angeles, © Jeff Koons

*For more information about The Broad Art Foundation, please visit [www.broadartfoundation.org](http://www.broadartfoundation.org).*



# Broad Contemporary Art Museum at LACMA

*Michael Govan, Chief Executive Officer and Director, Los Angeles County Museum of Art*

*Contemporary art is transforming the Los Angeles County Museum of Art with the February 2008 opening of the Broad Contemporary Art Museum. The new BCAM launches the campus-wide expansion and renovation of LACMA under the architectural vision and design of Renzo Piano. With its 60,000 square feet of column-free gallery space—among the largest in the United States—BCAM firmly establishes Los Angeles as one of the contemporary art capitals of the world. Situated on a 20-acre site midway between downtown Los Angeles and the Pacific Ocean, LACMA’s prime location and encyclopedic holdings make it the West’s most important visual arts institution—and the opening of BCAM has infused the traditional museum with the energy to reconfigure how art history is shared with the public.*

*The three-story, Italian travertine-clad building features an open-air red escalator along the building’s façade that transports visitors to the top floor, while reconfiguring the museum’s entrance with a new pavilion that draws visitors through outdoor art installations. Designed for the display of art of our time—from 1945 to the present—BCAM’s opening installation features approximately 160 works on loan from The Broad Art Foundation and The Eli and Edythe L. Broad Collection, as well as from LACMA’s contemporary art holdings and other lenders. The Broad Foundation’s \$60 million gift for the building’s construction and art acquisition reinforces our commitment to public access to great works of art.*

*The transformation of the city’s largest and most comprehensive art museum is led by LACMA CEO and Wallis Annenberg Director Michael Govan.*

“LACMA is a sleeping giant. It has marvelous collections, one of the best sites in America, and it’s a young museum. In fact, it’s the only young encyclopedic museum in the world, so it has the best chance of being shaped for a 21st century consciousness. What has been done with BCAM is a big investment in contemporary art in an encyclopedic museum, which is rare. My fantasy has always been to teach art history backwards because these days it seems that contemporary art is often more accessible than historical art. BCAM completely changes how visitors experience art at a big museum. Because the entrance pavilion to the museum is connected to BCAM, visitors will start with contemporary art and then work their way backward through time.

People have felt that the architecture and the experience of LACMA isn’t the most pleasant, not because of the artworks, but because of the aging physical environment. BCAM sets a new standard all around—its look, the physical quality of the building, the open space, natural light on the top floor, a sense of fun and humor with the escalator.

The building breaks up nicely on three floors. The top floor is all natural light through a glass ceiling. Painting and sculpture do very well in that light—works by Jasper Johns, Ed Ruscha, Andy Warhol, Jeff Koons, John Baldessari. It’s an ideal building for those kinds of works. It’s got open space, no columns, and it allows you to have easy circulation around the galleries.

Art

Broad Contemporary Art  
Museum at LACMA

1910

LACMA is established as part of the Los Angeles Museum of History, Science, and Art.

97,035

works in LACMA's  
permanent collection.



Above:  
The Renzo Piano-designed  
Broad Contemporary Art  
Museum at the Los Angeles  
County Museum of Art opened  
to the public in February 2008.

Facing page:  
Roy Lichtenstein, *Mirror #1*,  
1969, oil and Magna on  
canvas, 60 x 48 inches,  
The Eli and Edythe L. Broad  
Collection, Los Angeles

*For more information about the  
Broad Contemporary Art Museum  
at the Los Angeles County Museum  
of Art, please visit [www.lacma.org](http://www.lacma.org).*

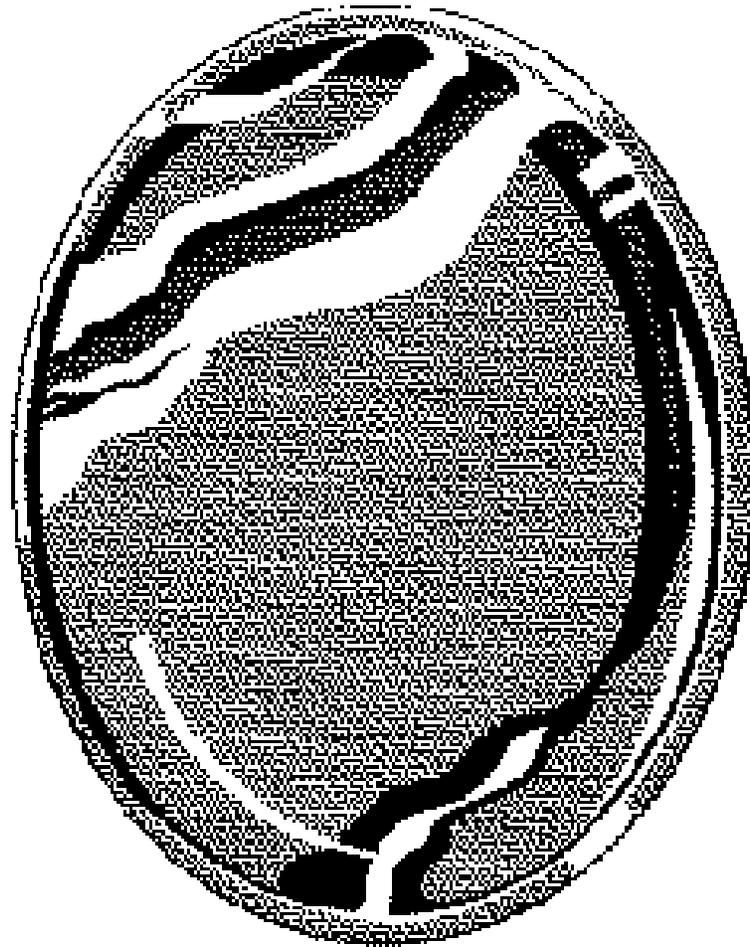
The second floor allows for controlled light in more traditional galleries where we're showing Mike Kelley's video installations and Cindy Sherman's photographs. And on the concrete-on-grade ground floor, we can show almost anything, including Richard Serra's massive steel sculptures that are featured for the opening exhibition.

Our museum models in America are very different from Europe and other places where government is almost wholly responsible for cultural institutions. The U.S. has had the opposite or a mix more toward the private side. What's interesting here is the partnership. We have that sustainable, public involvement as a county institution and buy-in from the community, plus incredible energy from private collectors.

The idea of art of our time being a cornerstone rather than an afterthought is one of the things that BCAM very importantly establishes for LACMA. The institution for many years, honestly, has been in a position of being a follower. It had been trying to make an encyclopedic museum as good as some on the East Coast. Now, we're becoming a leader because we're taking a stand in contemporary art. I take my cue for all of my future work here from that. It becomes the starting point, the touchstone for the whole institution where we'll find other areas to become leaders in the field."

A museum is a place where one  
should lose one's head.

RENZO PIANO, ARCHITECT OF THE BROAD CONTEMPORARY ART MUSEUM





# Broad Art Museum at MSU

*Lou Anna K. Simon, Ph.D., President, Michigan State University*

*Founded in 1855, Michigan State University was the country's first institution to teach scientific agriculture and was the prototype for 69 land grant institutions established under the Morrill Act of 1862. At its inception, Michigan State's mission was "to be good enough for the proudest and open to the poorest." Today, with a broader focus on academics and research, Michigan State has become a world class institution.*

*The creation of a new art museum, made possible through a \$26 million gift from The Eli and Edythe Broad Foundation, will symbolically and practically transition Michigan State University into a more contemporary era. The architectural design competition, overseen by architecture critic Joseph Giovannini, attracted world renowned firms, and the winning design by Zaha Hadid Architects will be an architectural icon for the region and will embody the university's contemporary vision for the future. The 41,000-square-foot building, which is expected to open in 2010, will showcase the university's art collection, with an emphasis on modern and contemporary works. The final decision on the architectural design was made by the Michigan State Board of Trustees and MSU President Lou Anna K. Simon.*

"We're one of the top 100 research universities in the world, and we have a deep land grant heritage that defines what we do. We want to democratize the arts. Part of the reason for such a special structure, with our commitment to access, is that it allows us to bring art to more people. We do that not by sacrificing the quality of the building or the art in the building, but by taking the best art—post-1945 modern art—and presenting it in a very special place for our students and the people of Michigan. Hopefully, the existence of the Broad Art Museum will also encourage people from around the country and the world who are interested in art and architecture to want to come to East Lansing.

Our original plan was very modest—to add to the existing art museum. We talked with Eli Broad about the design, the idea of this addition, as well as whether or not it would be a place where he would be willing to share some of his collection. Eli thinks big. He really is one of the visionaries of our time. We realized what we were doing was not transformational. It was simply incremental. With that realization, we began thinking about a more dynamic project to make the art museum an iconic structure that, in addition to its art, would be an attraction itself.

We came up with the idea of connecting this new art museum to one of the best assets of Michigan State University, which is its campus beauty. The site is one of the oldest parts of the campus. It once was an orchard. We wanted to preserve its environmental beauty and connect it to the art museum to symbolize the land grant heritage, transferred to an iconic structure that would have significance for the 21st century."

Art

Broad Art Museum at MSU

5

internationally renowned architecture firms presented designs for the new Broad Art Museum at Michigan State University.

*For more information about the Broad Art Museum at Michigan State University, please visit [www.special.newsroom.msu.edu/broadmuseum](http://www.special.newsroom.msu.edu/broadmuseum).*



## Broad Art Center at UCLA

*Barbara Kruger, Artist and Faculty Member*

*With the belief that both public universities and the arts are vital to the intellectual and cultural health of our country, The Broad Foundation invested \$23.2 million toward the construction of a renovated arts complex at UCLA—the Eli and Edythe Broad Art Center. Designed by Richard Meier & Partners Architects, this new visual arts complex for the School of the Arts and Architecture includes interactive multimedia technology labs, natural lighting studio space for students, updated classrooms, galleries for student exhibitions and public presentations, as well as office and conference space.*

*Internationally known for her distinctive image and text pieces, as well as for her focus on public advocacy, artist Barbara Kruger is a member of the UCLA Broad Art Center faculty. Kruger's works are collected by The Broad Art Foundation, and she was commissioned by the Los Angeles County Museum of Art to create a three-story artwork for the glass-fronted elevator shaft in the Broad Contemporary Art Museum. Kruger's passion not only for her work but also for giving back enables students to learn firsthand as she shares her unique perspective on art and social commentary.*

"It's an extraordinary advantage to be able to create visual commentary about the world and our lives within it. Artists do this in their own ways—whether it's analytic, experiential, narrative—every day. And what's wonderful about being an artist living, working and creating in Los Angeles is that it has become an incredibly important global city. Many other cities merely consume culture. Los Angeles produces it on a global level.

It's also amazing to be in a town that has so many art schools. One of the great things about art schools is that they help their students build productive peer relationships. UCLA's Broad Art Center is proof positive of that. Within the studios of this school, students develop formative experiences together, and they make their way knowing they were threaded through an important loop in the world of art and culture.

I tell my students that their work is also about asking what it means to call oneself an artist—how one makes meaning through their work and how that meaning is a reflection of the culture that constructs and contains you.

Every time I walk into the Broad Art Center—where, with its incredible light and space, ideas and their possibilities are constantly encouraged—I'm thrilled that it's part of a public university. It's extraordinarily important that students can get a terrific education without going into debilitating debt, all the while having access to a multitude of disciplines. That's a huge difference between UCLA and other schools. Being on a campus of a great global university with incredible departments allows intellectually curious students to dip into so many discourses that they may not otherwise be able to access."

Art

Broad Art Center at UCLA

### 42.5 tons

the weight of *T.E.U.C.L.A.*, a torqued ellipse by Richard Serra located in front of the Broad Art Center at UCLA.

*For more information on the Broad Art Center at UCLA, please visit [www.arts.ucla.edu](http://www.arts.ucla.edu).*



# United States Artists

*Mark Bradford, United States Artists Broad Fellow*

*Although some artists enjoy success in commercial markets, significant numbers of America's artists live on the economic edge of society. To address the needs of these artists, United States Artists (USA) provides \$50,000 unrestricted grants that give their Fellows the means to reflect upon and further develop their art. USA Fellowships serve as research and development funding or venture capital, allowing recipients to test new ideas and applications in their work.*

*The Eli and Edythe Broad Foundation's \$500,000 grant to United States Artists supports 10 artists based mostly in California. These artists include Mark Bradford, whose work was acquired by The Broad Art Foundation for the first time in 2006. A native Angeleno who works in a Leimert Park studio near the neighborhood where he grew up, Bradford incorporates materials from the local urban landscape into compositions that are defining new directions in abstract painting and other mediums.*

"The creative process for me is about memory, spaces, history and relationships with people. I don't always know the trigger, but I am always interested in a detail that points to a social reference. My earliest works used a lot of perm end papers—the tools of a hair salon—not surprising since my mom was a hairdresser. I was trying to take materials that had cultural meaning and push them into a conversation about art, material, memory, places.

My work now uses a lot of merchant posters—pirate advertising, things like the neon-painted posters that you see tacked on chain link fences. It's very temporal, informal, quasi-legal or illegal, parasitic, but socially relevant advertising.

Los Angeles has a longer relationship with pirate advertising than do other big cities. That's one of the reasons I love living here. The materials I use come from the magical streets of Los Angeles and need a shelf life on the street. You don't get a shelf life where there's rain or snow. Posters and flyers fall apart in bad weather. In L.A., you get to live with them—and drive around them—longer.

So being in my car is like being in my studio. When I'm driving I may be eyeing a poster or piece of advertising for two or three months. I watch how it deteriorates and consider how I would incorporate it into my work. I explore the meaning of the material, the message it's conveying.

The USA Broad Fellowship was so incredibly meaningful because it reduces your vulnerability just a bit. Money gives you a breather. It makes you think a little larger and expand your creativity. The first thing I did when I was awarded the Fellowship was to push forward on a large project for the Prospect.1 New Orleans biennial. Before I was awarded the Fellowship, I had an idea of building an ark out of all of the debris left by Hurricane Katrina in New Orleans' Lower Ninth Ward. It was a big piece and a big concept, and with the USA grant—what I look at as seed money—I was able to jump in early and do some significant research on it."

## PERSPECTIVE

Art

United States Artists

83%

of the inaugural USA Fellows used part of the USA grant to begin a new project.

*For more information about United States Artists, please visit [www.unitedstatesartists.org](http://www.unitedstatesartists.org).*

# THRIVE

Civic Initiatives Overview



## Museums. Opera. Symphony. Theaters. Architecture.

*Los Angeles is host to a wealth of cultural assets, and we consider it our civic responsibility to give back to our hometown by advancing the city's health and vitality.*

Los Angeles is a city that celebrates its diversity. It represents the best of the 21st century, with world-class museums, opera, symphony, theaters, architecture, educational institutions and a Southern California population of more than 18 million people who believe this is a city like no other. The opportunities here to succeed are what make this city attractive not only to residents but also to visitors.

Los Angeles is known as the “City of Angels,” and every vibrant cosmopolitan metropolis needs civic angels to support and advance its educational and cultural offerings. We embrace our role as one of the city's most active supporters. We move quicker than government. We provide essential funds that are lacking. We offer our energy, our enthusiasm and our ideas to champion Los Angeles. From the opera to arts education, from architecture to urban development, we are proud to take an active role in advancing Los Angeles as a global city of the future.

### Civic Initiatives

#### Overview

Facing Page:  
Architectural model of Frank Gehry's design of Phase I of the Grand Avenue project in downtown Los Angeles.



# High School for the Visual and Performing Arts

*Tony Bennett, Board Member, Discovering the Arts*

*Los Angeles is home to more working artists than any other city in the world and counts among its cultural offerings a world-class symphony, opera, numerous museums and more theatrical productions than New York or London. Couple that with the thriving movie studios and related creative industries, and it's surprising that the city doesn't have an integrated arts and academic high school connected to its major downtown arts institutions.*

*All of that is changing with the construction of a new flagship high school in the Los Angeles Unified School District. The High School for the Visual and Performing Arts, designed by Coop Himmelb(l)au, is under construction in downtown Los Angeles within sight of the Walt Disney Concert Hall and the Music Center. When it opens in 2009, the school will serve more than 1,500 students and will feature four academies for music, dance, theater arts and visual arts.*

*With an inaugural commitment of \$5 million from The Eli and Edythe Broad Foundation, a non-profit board of high-profile arts champions called Discovering the Arts was convened to continue the fundraising for the school. Grammy Award-winning singer and accomplished painter Tony Bennett, who is one of the board members, knows firsthand the importance of an arts school. He and his wife founded the Frank Sinatra School of the Arts in New York City in 2001.*

"I went to a public arts school, the High School of Industrial Arts in Manhattan. It was started by President Roosevelt at the end of the Great Depression. They taught us skills—stained glass windows, costume design, cartooning—so we could find things we liked to do in the arts and could make a living.

My two passions and my two forms of education are music and art, and I've learned everything through that. I've learned about history, the different masters and ages, where the great art comes from, different trends, different forms of art.

The whole ambition my wife and I have is to eventually focus on all the public schools in America to convince them to include an arts section and a cultural section, not just the basic academics. We're hoping to have art schools in every state and every city. We will become a much healthier country because artists deal with truth and honesty and beauty, and it's that kind of education that would lift the whole philosophy of the spirit of the citizens of the United States.

We need optimism in this country. During the second World War, when Winston Churchill was encouraged to cut the arts to pay for the war, he said, 'What else are we fighting for?' The arts teach everybody how to live and how to feel good about life. That should be instilled in all of us."

## Civic Initiatives

High School for the  
Visual and Performing Arts

## 10.26 acres

the size of the High School for  
the Visual and Performing  
Arts campus.

For more information on the High  
School for the Visual and  
Performing Arts, please visit  
[www.lausd.net](http://www.lausd.net).



# Los Angeles Opera

*Plácido Domingo, The Eli and Edythe Broad General Director, Los Angeles Opera*

*It's no secret that Edythe Broad loves opera, but Eli Broad loves the cultural and economic contributions that Los Angeles Opera brings to the city. The Eli and Edythe Broad Foundation's \$6 million gift to LA Opera will enable the company to present its first production of Richard Wagner's Der Ring des Nibelungen (Ring Cycle). Based on Norse mythology, Wagner's episodic work consists of four operas, telling the story of a quest for a magic ring that gives its bearer the power to rule the world.*

*As the largest work in the history of Western music, the full Ring Cycle took Wagner 28 years to complete, and it is performed over the course of 15 hours. The operas draw a faithful band of fans that travel around the world to attend the various interpretations of the Ring Cycle. The four operas that make up The Ring—Das Rheingold, Die Walküre, Siegfried and Götterdämmerung—will each be performed individually during the LA Opera's 2008-2009 and 2009-2010 seasons. In the summer of 2010, the company will present three full Ring cycles, with all four operas performed in order each week. Plácido Domingo is the Los Angeles Opera's Eli and Edythe Broad General Director, and he is planning to sing the role of Siegmund in The Ring.*

“Opera is the most complex art form that exists. It involves music, technology, costumes, ballet, every possible aspect of the arts. It touches you. It makes you feel. It gives something to your soul. It gives joy to people.

This is a young company, and I have been involved with it since they started in 1986. I have always been part of it, as an advisor, as an artist, as a conductor, and finally as its general director. I have seen the company's tremendous growth over the years, and we now have an opera company that is one of the most important in the United States. In fact, I'm proud to say the company has phenomenal prestige throughout the rest of the world as well. This is thanks to the help of people like Eli and Edythe Broad. They recognized what we were achieving and wanted to collaborate with us. The Broad Foundation's support is of vital importance to us and to the culture of the city.

*The Ring* is something we will be very proud of and which we think will garner great international acclaim for the company. It will also introduce us to new audiences. We must strive to find not only the young people who will be our next generation of singers, but also the young people who will one day be our board members and supporters.

This is our goal: to create art, to educate and give culture to the city, and to develop a new kind of audience that will help opera live forever.”

## PERSPECTIVE

### Civic Initiatives

#### Los Angeles Opera

71

performances and 10 operas featured in the Los Angeles Opera's 2007/08 season.

For more information about the Los Angeles Opera, please visit [www.losangelesopera.com](http://www.losangelesopera.com).



# Grand Avenue, Los Angeles

*Frank O. Gehry, Principal, Frank Gehry Partners, LLP*

*H.L. Mencken described Los Angeles as “19 suburbs in search of a metropolis.” Without a natural center, the sprawling city quickly developed into distinct geographic neighborhoods and regions. Recently, the city and county of Los Angeles, with the catalytic vision of Eli Broad, joined together to develop downtown Los Angeles into a vibrant city center where people want to live, work and play. The Grand Avenue development, currently under construction, will have 2,600 condominium and rental housing units, a five-star hotel, more than 400,000 square feet of retail space and a 16-acre civic park that will stretch from City Hall to the Music Center.*

*A centerpiece of that redevelopment is strong architecture—something that The Eli and Edythe Broad Foundation has always valued, as evidenced by our support of the Museum of Contemporary Art by Arata Isozaki, the Caltrans Building by Thom Mayne, the Cathedral of Our Lady of the Angels by Raphael Moneo and the High School for the Visual and Performing Arts, by Coop Himmelb(l)au. The unique design of Walt Disney Concert Hall by Pritzker Prize-winning architect Frank Gehry made downtown Los Angeles a destination for tourists and locals alike. To complement the architectural distinction of Disney Hall, Gehry will design the first phase of Grand Avenue.*

“When people go on vacations, where do they go? They go to places like the Parthenon in Rome. They visit buildings and cathedrals. Sure, they look at natural landscapes, but a lot of people visit buildings and art.

Take the Sydney Opera House, which has branded a whole country. People go to places to see architecture. If it’s done well, it’s uplifting. People have a sense of pride about it. People in L.A. have a big sense of pride about Disney Hall. When the first pictures were shown in the Los Angeles Times, it was called ‘broken crockery.’ It takes time. They have to see it.

Urbanistically, what we’re doing with Grand Avenue is kind of special. We’re designing two towers—30-story and 50-story—and they’ll be made of different materials so it doesn’t look like a development. It looks like a cluster of buildings. That allows Disney Hall not to be overpowered by the overwhelming size. It’s a more humanist way of designing. It’s the way cities are built with separate buildings and pieces being added although they’re coherent. What pull it together are the retail areas, restaurants and entertainment venues that will complement what’s happening at Disney Hall. When you get out of a concert, you’ll have five choices instead of one to hang out on a Sunday afternoon. It will populate the place. Now when you get out on Grand Avenue, there’s nobody there. This will change that character.

These are the baby steps to a real place.”

## Civic Initiatives

### Grand Avenue, Los Angeles

# \$615 million

in annual business revenues is expected to result from direct and indirect economic activity associated with the Grand Avenue project.

*For more information on Grand Avenue’s revitalization, please visit [www.grandavenuecommittee.com/overview](http://www.grandavenuecommittee.com/overview).*

INVEST



Commitments

## Grant Commitments \$1 million to \$30 million (2006 and 2007)

### K-12 EDUCATION

#### Alliance for College-Ready Public Schools

To provide funding for expansion of the Alliance for College-Ready Public Schools, a nonprofit charter management organization currently operating 10 public charter schools in the Los Angeles area and aiming to build 20 high-performance small high schools in Los Angeles over the next five years.

#### Aspire Public Schools

To provide funding for Aspire Public Schools, a nonprofit charter management organization currently operating 21 public charter schools in cities across California, serving more than 6,000 students.

#### The Broad Center for the Management of School Systems

To support The Broad Center for the Management of School Systems, whose mission is to raise student achievement by recruiting, training and supporting executive leadership talent from across America to become the next generation of urban school district leaders. The Broad Center operates two leadership development programs: The Broad Superintendents Academy and The Broad Residency in Urban Education.

#### The Broad Prize for Urban Education

To fund The Broad Prize for Urban Education, awarded each year to honor urban school districts that demonstrate the greatest overall performance and improvement in student achievement while reducing achievement gaps among poor and minority students.

Quantitative research for The Broad Prize is conducted by MPR Associates, Inc., and qualitative research is conducted by SchoolWorks LLC.

#### California Charter Schools Association

To support the California Charter School's Association's "California Charter Quality Institute," a three-year training and support program for new charter school leaders. Participants receive training on operational and instructional issues, on-site implementation assistance to deploy business and technology systems, and mentoring by outstanding experienced charter leaders.

#### Center for Reform of School Systems

To fund The Broad Institute for School Boards, a national school board training program run by the Center for Reform of School Systems, based in Houston.

#### Chicago Public Schools

To support the Chicago Public Schools' implementation of a 21st century human capital management system.

#### Civic Builders

To provide funding for New York City charter school facilities.

#### DC College Access Program (DC CAP)

To support and expand a college readiness and scholarship program for charter and public schools in Washington, D.C.

#### DC Education Compact

To provide funding for the District of Columbia Public Schools fiscal audit and tactical planning initiatives.

#### Denver Public Schools

To support Denver Public Schools' newly reconfigured teacher salary system, known as "ProComp," which rewards educators for demonstrating gains in student achievement.

#### Education Pioneers

To assist in the expansion of Education Pioneers, a national nonprofit organization that recruits, trains and places top graduate students from leading business, law and public policy programs in summer positions in urban school districts, educational nonprofits and charter management organizations across the country.

#### Educational Broadcasting Corp. (Channel 13/WNET)

To support the broadcast of *Charlie Rose Special Editions: The Candidates*, a series of interviews with the 2008 presidential candidates.

#### Educational Testing Service

To fund The Broad Prize scholarship selection and disbursement process, which is managed by Scholarship and Recognition Programs, a unit of Educational Testing Service.

#### Green Dot Public Schools

To support expansion of Green Dot Public Schools, a nonprofit charter management organization currently operating 12 public charter high schools in the Los Angeles area, with plans to grow to 31 schools by 2010.

#### Gwinnett County Public Schools

To support Gwinnett County Public Schools' aspiring principal training program.

#### Houston Independent School District

To support Houston Independent School District's pay for performance initiative.

#### Knowledge is Power Program (KIPP)

To fund KIPP public charter schools expansion in Los Angeles and New Orleans, as well as the KIPP Fisher Fellows program, one of the most highly competitive charter leadership programs in the country, which trains future leaders to open schools in large urban districts across the country.

#### Long Beach Unified School District

To support Long Beach Unified School District's aspiring principal training program.

#### Opposite:

United States Artist recipient, 2007

Daniel Joseph Martinez, Photograph from the series *The Lure of Perfection*, 1999, detail diptych, color duratrans print, 48 x 60 inches

#### Massachusetts 2020

To provide operational support to Massachusetts 2020, which is redesigning the conventional public school day to add additional time for core academics. Additional support to launch the National Center on Time and Learning in partnership with Harvard University's Rennie Center for Education Research and Policy, to promote expanded learning time policy and research at the national level and to provide assistance to other states interested in replicating the successful Massachusetts model.

#### New Leaders for New Schools

To support New Leaders for New Schools, a bold effort to attract, prepare and support a new generation of outstanding principals for our nation's urban public schools, including an intensive principal recruitment and training effort in New Orleans.

#### New Schools for New Orleans

To provide operating support for New Schools for New Orleans, a new organization that will support local providers of human capital and charter schools in New Orleans.

#### NewSchools Venture Fund

To support the New Schools Venture Fund Charter Accelerator Fund, which invests in the incubation and development of high-quality nonprofit public charter school management organizations across the country.

#### New York City Department of Education

To support the New York City Department of Education. Areas of investment include the department's Children First Initiative, school-wide bonus program, communications campaigns, student incentives program and empowerment infrastructure.

#### Pacific Charter School Development, Inc.

To provide a bridge loan to Pacific Charter School Development, which identifies, acquires and develops public charter school facilities that will, in turn, be leased back to academically successful charter school organizations.

#### Pittsburgh Public Schools

To support Pittsburgh Public Schools' Pittsburgh Emerging Leadership Academy, a principal training program.

#### Rodel Charitable Foundation of Delaware

To support the development of *Vision 2015*, a bold new blueprint to strengthen public education in the state of Delaware so every student is prepared for higher education, the workplace and responsible citizenship in an increasingly interdependent and competitive world.

#### Strong American Schools

To fund Strong American Schools, a national public awareness and action campaign, in partnership with the Bill & Melinda Gates Foundation. The campaign, "Ed in '08," is designed to raise education to become a top American domestic priority.

#### Teach For America

To provide operating support for Teach For America's efforts to broaden and deepen its teaching corps and alumni program in large urban school districts across the country, with special emphasis in New Orleans.

#### Uncommon Schools, Inc.

To provide support for the opening of new charter schools in New York City.

#### University of Illinois - Chicago

To provide funding for an aspiring principal leadership training program.

## SCIENTIFIC | MEDICAL RESEARCH

#### Cedars-Sinai Medical Center

To create the Edythe L. Broad Cardiology Center at Cedars-Sinai.

#### University of California, Los Angeles

To provide funding for the Eli and Edythe Broad Center of Regenerative Medicine and Stem Cell Research at UCLA.

#### University of Southern California

To create The Broad Institute for Integrative Biology and Stem Cell Research at the Keck School of Medicine at USC.

## ART

#### American Friends of the Israel Museum

To support the endowment initiative of the Israel Museum in Jerusalem.

#### California Institute of Technology

To provide funding for the David Baltimore Art Gallery.

#### Michigan State University

To support the construction of the Eli and Edythe Broad Art Museum on the campus of Michigan State University.

#### Museum of Modern Art

To create the Eli and Edythe Broad Entrance Pavilion at the Museum of Modern Art in New York City.

## CIVIC AND OTHER

#### Discovering the Arts, Inc.

To support Discovering the Arts, a board of community leaders that has partnered with the Los Angeles Unified School District to create and support a new arts high school (Central High School #9) in downtown Los Angeles.

#### Los Angeles Opera

To fund the production of Wagner's *The Ring* at the Los Angeles Opera.

#### National Museum of American Jewish History

To support the construction of the National Museum of American Jewish History.

#### Peres Center for Peace

To provide funding for the foyer/entrance hall of the Peres Peace House at the Peres Center for Peace in the city of Jaffa.

#### Performing Arts Center of Los Angeles County (The Music Center)

To provide general funds to The Music Center.

## Grant Commitments of \$100,000 to \$1 million (2006 and 2007)

### K-12 EDUCATION

Advancement Project  
Center for American Progress  
Center for Reinventing Public Education  
Charlotte-Mecklenburg Public Schools  
Communities Foundation of Texas  
Council of Great City Schools  
Durham Public Schools  
Education Partnership  
Education Trust  
EdVoice Institute  
Exploring the Arts  
Hunt Institute  
National Center for Educational Accountability  
National Public Radio  
Prince George's County Public Schools  
Small Schools Alliance

### HIGHER EDUCATION

University of Washington Foundation  
Williams College

### SCIENTIFIC | MEDICAL RESEARCH

Beth Israel Deaconess Medical Center, Inc.  
Charité Universitätsmedizin Berlin  
Department of Internal Medicine, University Tor Vergata of Rome  
Fondazione Ricerca in Medicina ONLUS  
General Hospital Corporation  
Georgetown University  
Hamamatsu University School of Medicine  
Imperial College of Science, Technology and Medicine  
Johns Hopkins University  
King's College London  
Mount Sinai School of Medicine of New York University  
Naturalia et Biologia  
Pennsylvania State University  
Rhode Island Hospital  
Stanford University School of Medicine  
Trustees of the University of Pennsylvania  
Tufts University

University of California, Santa Barbara Foundation  
University of Kentucky Research Foundation  
Università degli Studi di Milano  
Universitair Medisch Centrum Groningen  
University College London  
University Hospital Munster  
University Hospitals of Leicester NHS Trust  
University of Alberta  
University of Maryland  
University of New South Wales  
University of Nottingham  
University of Oxford  
University of Texas Medical Branch, Galveston  
Utrecht University, Faculty of Veterinary Medicine

### ART

Friends of Israel Arts  
Hammer Museum  
Los Angeles County Museum of Art  
Museum of Contemporary Art  
Museum of Modern Art  
Sterling and Francine Clark Art Institute  
United States Artists

### CIVIC AND OTHER

American Committee for the Tel-Aviv Foundation  
Brady Center to Prevent Gun Violence  
Jewish Federation Council of Greater Los Angeles  
National Geographic Society  
Nefesh B'Nefesh Jewish Souls United Inc.  
Planned Parenthood of Los Angeles  
Southern California Institute of Architecture  
William Marsh Rice University  
YIVO Institute for Jewish Research

## The Broad Prize

The \$1 million Broad Prize for Urban Education is the largest education award in the country given to school districts. The Broad Prize is awarded each year to honor urban school districts that demonstrate the greatest overall performance and improvement in student achievement while reducing achievement gaps among poor and minority students.

2007

*The Library of Congress, Washington, D.C.*

Winner: New York City Department of Education

Finalists:

Bridgeport Public Schools, Conn.

Long Beach Unified School District, Calif.

Miami-Dade County Public Schools

Northside Independent School District, Texas

2006

*Museum of Modern Art, New York City*

Winner: Boston Public Schools

Finalists:

Bridgeport Public Schools, Conn.

Jersey City Public Schools, N.J.

Miami-Dade County Public Schools

New York City Department of Education

2005

*The Library of Congress, Washington, D.C.*

Winner: Norfolk Public Schools, Va.

Finalists:

Aldine Independent School District, Texas

Boston Public Schools

New York City Department of Education

San Francisco Unified School District

2004

*Walt Disney Concert Hall, Los Angeles*

Winner: Garden Grove Unified School District, Calif.

Finalists:

Aldine Independent School District, Texas

Boston Public Schools

Charlotte-Mecklenburg Schools, N.C.

Norfolk Public Schools, Va.

2003

*Rockefeller Center, New York City*

Winner: Long Beach Unified School District, Calif.

Finalists:

Boston Public Schools

Garden Grove Unified School District, Calif.

Louisville (Jefferson County) Public Schools, Ky.

Norfolk Public Schools, Va.

2002

*The United States Capitol, Washington, D.C.*

Winner: Houston Independent School District

Finalists:

Atlanta Public Schools

Boston Public Schools

Garden Grove Unified School District, Calif.

Long Beach Unified School District, Calif.

*To learn more about The Broad Prize, please visit [www.broadprize.org](http://www.broadprize.org).*

## The Broad Superintendents Academy

The Broad Superintendents Academy is a rigorous 10-month executive management training program designed to prepare CEOs and senior executives from business, non-profit, military, government and education backgrounds to lead urban public school systems.

1,650 applications have been submitted to The Broad Superintendents Academy since 2001.

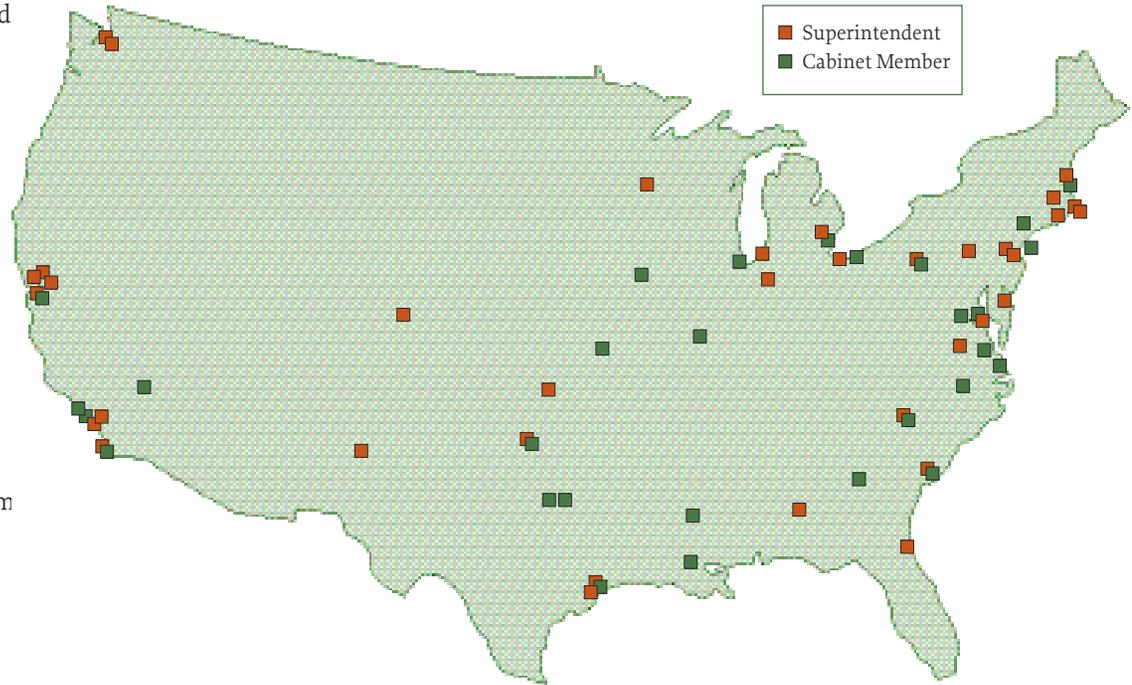
118 of those applicants who received offers joined the program.

109 Fellows have graduated from the program.

72% of Broad Superintendents Academy graduates are currently working in K-12 education as a cabinet member or superintendent.

The Broad Superintendents Academy is a program of The Broad Center for the Management of School System

*To learn more about The Broad Superintendents Academy, please visit [www.broadacademy.org](http://www.broadacademy.org).*



Broad Superintendent Academy Fellows have been placed in the following districts:

Aurora Public Schools, CO  
 Albuquerque Public Schools, NM  
 Andover Public Schools, KS  
 Antioch Unified School District, CA  
 Arlington Public Schools, MA  
 Baltimore County Public Schools, MD  
 Benton Harbor Area Schools, MI  
 Boston Public Schools, MA  
 Capistrano Unified District, CA  
 Central Falls Public Schools, RI  
 Charleston County School District, SC  
 Charlotte-Mecklenburg Schools, NC  
 Christina School District (Wilmington), DE  
 Chicago Public Schools, IL  
 Clark County School District (Las Vegas), NV

Cleveland Municipal School District, OH  
 Dallas Independent School District, TX  
 Des Moines Public Schools, IA  
 Detroit Public Schools, MI  
 District of Columbia Public Schools, DC  
 Durham Public Schools, NC  
 Duval County Public Schools (Jacksonville), FL  
 East Baton Rouge Parish School System, LA  
 Elizabeth Public Schools, NJ  
 Fairfield-Suisun Unified School District, CA  
 Fort Bend Independent School District, TX  
 Fort Wayne Community Schools, IN  
 Fort Worth Independent School District, TX  
 Gwinnett County Public Schools, GA  
 Hartford Public Schools, CT

Highline Public Schools, WA  
 Houston Independent School District, TX  
 Jackson Public Schools, MS  
 Kansas City Public Schools, KS  
 Long Beach Unified School District, CA  
 Lorain City Schools, OH  
 Los Angeles Unified School District, CA  
 Marlborough Public Schools, MA  
 Minneapolis Public Schools, MN  
 Montgomery Public Schools, AL  
 New York City Department of Education, NY  
 Norfolk Public Schools, VA  
 North Allegheny School District, PA  
 Oakland Unified School District, CA  
 Oklahoma City Public Schools, OK

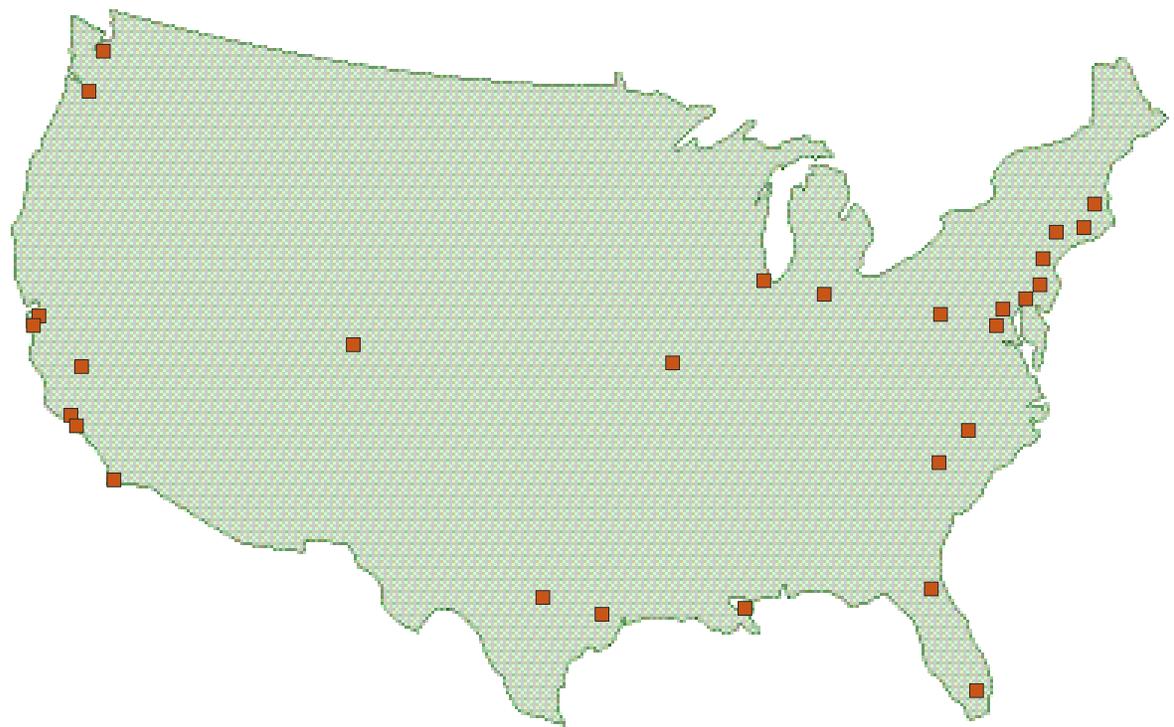
Paterson Public Schools, NJ  
 Pittsburgh Public Schools, PA  
 Pomona Unified School District, CA  
 Portsmouth School Department, RI  
 Prince Edward County Schools, VA  
 Prince George's County Public Schools, MD  
 Providence Public Schools, RI  
 Richmond Public Schools, VA  
 San Diego County Office of Education, CA  
 San Diego Unified School District, CA  
 San Lorenzo Unified School District, CA  
 Seattle Public Schools, WA  
 Saint Louis Public Schools, MO  
 Swampscott Public Schools, MA  
 Utica Community Schools, MI

## The Broad Residency

The Broad Residency in Urban Education is a management development program for emerging executives seeking a career in management that makes an impact. The program is designed for graduates from business, public policy and law schools who have at least four years of work experience in the private or public sector. The Broad Residency provides immediate placement into full-time management positions in urban school districts and charter management organizations and provides two years of professional development and access to a nationwide network of education leaders.

### Broad Residents have been placed in the following cities:

|                  |                     |
|------------------|---------------------|
| Boston, MA       | New Orleans, LA     |
| Charlotte, NC    | New York, NY        |
| Chicago, IL      | Oakland, CA         |
| Denver, CO       | Philadelphia, PA    |
| Durham, NC       | Pittsburgh, PA      |
| Fresno, CA       | Portland, OR        |
| Ft. Wayne, IN    | Prince George's, MD |
| Ft. Worth, TX    | Providence, RI      |
| Hartford, CT     | San Diego, CA       |
| Houston, TX      | San Francisco, CA   |
| Jacksonville, FL | St. Louis, MO       |
| Long Beach, CA   | Seattle, WA         |
| Los Angeles, CA  | Wilmington, DE      |
| Miami, FL        | Washington, DC      |



3,000 applications have been submitted to The Broad Residency program since 2002.

130 offers have been extended to join The Broad Residency (a 4% selectivity rate).

110 of those applicants who received offers then joined the program.

85 Broad Residents have been placed in school districts.

25 Broad Residents have been placed in charter management organizations.

92% of Broad Residency graduates are still working in K-12 education.

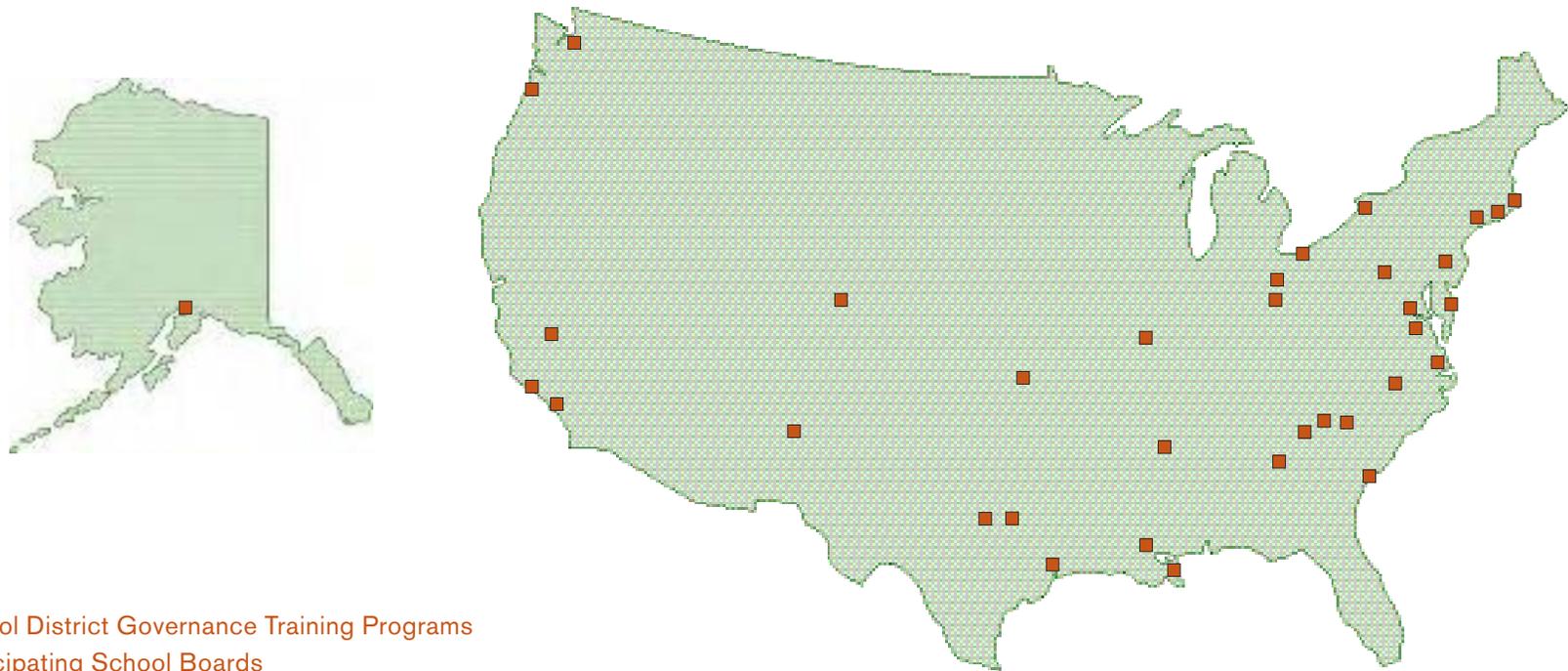
The Broad Residency is a program of The Broad Center for the Management of School Systems.

*To learn more about The Broad Residency, please visit [www.broadresidency.org](http://www.broadresidency.org).*

## School District Governance Training Programs

In 2002, The Broad Foundation, in partnership with the Center for Reform of School Systems, created The Broad Institute for School Boards, a training and support program for newly elected and newly appointed urban school board members. Developed as an annual intensive one-week summer residential learning experience and modeled after the Harvard Kennedy School's program for new mayors and new members of Congress, the Institute trained new board members to become effective policy and reform leaders in urban school systems. An Alumni Institute was also established under the umbrella of The Broad Institute to provide Broad Institute Fellows still serving as school board members the opportunity to advance their education as reform leaders.

The inaugural programs of The Broad Institute have evolved into the more intensive Reform Governance in Action (RGA), which is a long-term, training and consulting program for selected large urban school districts. The program is based on Reform Governance®, an innovative framework for school district transformation starting with the role and focus of the school board. The objective is to establish a high-performance school board/superintendent team that uses efficient and effective processes to develop, approve and implement major reform policies to directly improve student achievement and narrow the achievement gap. Participation in RGA is by invitation only and requires deep commitment to transformation-level reform by both the board and the superintendent.



### School District Governance Training Programs Participating School Boards

Albuquerque Public Schools, NM  
Aldine Independent School District, TX  
Anchorage School District, AK  
Atlanta Public Schools, GA  
Boston Public Schools, MA  
Buffalo Public Schools, NY  
Charleston County School District, SC  
Charlotte-Mecklenburg Schools, NC  
Christina School District, DE

Cincinnati Public Schools, OH  
Clayton County Public Schools, GA  
Cleveland Municipal School District, OH  
Dallas Independent School District, TX  
Dayton Public Schools, OH  
Denver Public Schools, CO  
District of Columbia Public Schools, DC  
Durham Public Schools, NC  
East Baton Rouge Parish Schools, LA

Fort Worth Independent School District, TX  
Fresno Unified School District, CA  
Guilford County Schools, NC  
Hartford Public Schools, CT  
Long Beach Unified School District, CA  
Los Angeles Unified School District, CA  
Memphis City Schools, TN  
New Orleans Public Schools, LA  
Norfolk Public Schools, VA

Pittsburgh Public Schools, PA  
Portland Public Schools, OR  
Prince George's County Public Schools, MD  
Providence Public Schools, RI  
School District of Philadelphia, PA  
Seattle Public Schools, WA  
St. Louis Public Schools, MO  
Wichita Public Schools, KS

## Broad Medical Research Program

Founded in 2001, the Broad Medical Research Program provides funding to not-for-profit organizations worldwide for up to two years for basic or clinical inflammatory bowel disease research projects. Grant proposals submitted to the Broad Medical Research Program are not reviewed by a committee. Instead, leading investigators in each research area review proposals and provide suggestions to improve the candidate's research approach. Reviews are anonymous to encourage candid comments—the reviewers do not see other reviews and do not meet to discuss or reach a consensus. More than 1,700 reviewers from 41 countries have participated in the review process. Grant proposals are selected for funding based on their scientific strength, innovative value and relevance to IBD diagnosis, therapy or prevention.



Broad Medical Research Program reviewers and/or grantees are located in the following countries:

|           |                |         |             |             |                |
|-----------|----------------|---------|-------------|-------------|----------------|
| Argentina | Croatia        | Greece  | Japan       | Russia      | Taiwan         |
| Australia | Cyprus         | Hungary | Kuwait      | Serbia      | Thailand       |
| Austria   | Czech Republic | Iceland | Netherlands | Singapore   | Turkey         |
| Belgium   | Denmark        | India   | New Zealand | South Korea | United Kingdom |
| Brazil    | Finland        | Ireland | Norway      | Spain       | United States  |
| Canada    | France         | Israel  | Poland      | Sweden      |                |
| China     | Germany        | Italy   | Portugal    | Switzerland |                |

## Broad Medical Research Program Advisory Board

The Advisory Board, together with the director of the Broad Medical Research Program, provides guidance, feedback and direction to help scientists advance the most successful and innovative research in inflammatory bowel disease.

**Theodore M. Bayless, M.D.**

Gastroenterologist, Professor of Medicine  
Johns Hopkins University School of Medicine

**Claire V. Broome, M.D.**

Former Deputy Director, U.S. Centers for Disease Control and Prevention (CDC)  
Faculty Member, School of Public Health at Emory University

**David R. Cave, M.D., Ph.D.**

Professor of Medicine, Director of Clinical Gastroenterology Research  
University of Massachusetts Medical School

**Victor W. Fazio, M.B., B.S.**

Department Chairman, Colorectal Surgery  
The Cleveland Clinic

**Alice S. Huang, Ph.D.**

Senior Councilor for External Relations  
California Institute of Technology

**Stephen P. James, M.D.**

Director, National Institute of Diabetes & Digestive & Kidney Diseases  
National Institutes of Health

**David A. Kessler, M.D.**

Dean, School of Medicine and Vice Chancellor for Medical Affairs  
University of California, San Francisco

**Eric S. Lander, Ph.D.**

Director  
The Broad Institute of MIT and Harvard

**Ernest M. Wright, D.Sc.**

Professor of Physiology, Mellinkoff Chair in Medicine  
University of California, Los Angeles School of Medicine

## The Broad Institute Board of Counselors

Working closely with The Broad Foundations Board of Governors, The Broad Institute Board of Counselors provides an external evaluation of the effectiveness of The Broad Institute, a collaboration of the Massachusetts Institute of Technology, Harvard University and its affiliated hospitals, and the Whitehead Institute.

**David Baltimore, Ph.D.**

Recipient of the Nobel Prize in Physiology or Medicine  
President Emeritus and Robert Andrews Millikan Professor of Biology  
California Institute of Technology

**David Haussler, M.D.**

Investigator, Howard Hughes Medical Institute  
Director, Center for Biomolecular Science & Engineering  
Professor of Biomolecular Engineering  
University of California, Santa Cruz  
Scientific Co-Director, California Institute for Quantitative Biomedical Research

**Vicki Sato, M.D.**

Retired President  
Vertex Pharmaceuticals

**David Tirrell, M.D.**

Chair, Division of Chemistry and Chemical Engineering  
Ross McCollum-William H. Corcoran Professor  
Professor of Chemistry and Chemical Engineering  
California Institute of Technology

**Harold Varmus, M.D.**

Recipient of the Nobel Prize in Physiology or Medicine  
President and Chief Executive Officer  
Memorial Sloan-Kettering Cancer Center

## The Broad Art Foundation

### ACQUISITIONS

The Broad Collections have expanded dramatically over the last two years, increasing the size of The Broad Art Foundation's lending library by 40 percent. Shown below are some of the more significant acquisitions in 2006 and 2007.

Franz Ackermann \*

*Home, home again*, 2006

This vast multi-part installation involving paintings on canvas and the walls, sculptural elements and found objects is this Berlin-based artist's most ambitious work to date and comments on the cultural effects of global travel and mobility.

Karin Mamma Andersson \*

*Coming Home*, 2006

Dreamlike and sharing themes found in the work of Scandinavian icons such as Edvard Munch and Ingmar Bergman, the paintings of Swedish artist Mamma Andersson are executed in loose washes and passages of vivid color and depict a psychologically charged atmosphere of suspended reality.

Joseph Beuys \*

Multiples

570 artworks by Joseph Beuys known as his "multiples," comprise an historic 2006 acquisition by the foundation and one of only four such extensive groupings of works in the world by this groundbreaking post-war German artist and the only one in the western U.S.

Mark Bradford \*

*(Untitled) a.k.a Gwen*, 2005-2006

Los Angeles-based artist Mark Bradford engages the discarded materials of urban life and physically interacts with them—sanding, tearing, bleaching, and weathering the surface—to arrive at his finished work. Our acquisition of Bradford's work is a large-scale painting capturing the mature flowering of themes he has developed for several years.

Chris Burden \*

*Bateau de Guerre*, 2001

Influential Los Angeles-based artist Chris Burden was added to the foundation collection with the acquisition of the sculpture *Bateau de Guerre*, a warship suspended in mid-air and made of found materials and toys that explores a connection between the joy of childhood games and the ever-present human potential for war and violence.

Andreas Gursky

*F1 Boxenstopp I-IV*, 2007 (four works)

German photographer Andreas Gursky's works feature scenes involving enormous amounts of enhanced and altered visual information. *F1 Boxenstopp* features four monumental images that together are some of the largest framed photographs ever constructed. They depict the flurry of organized but frantic activity of a Formula One pit row.

Damien Hirst

*No Art; No Letters; No Society.*, 2006; *The Collector*, 2003-2005; *The Kingdom of the Father*, 2007; and *The Last Supper*, 1999

Damien Hirst became known as one of the infamous Young British Artists (YBAs) in the 1990s, and his work has both fascinated and repelled the art world ever since. Hirst's ongoing interest with issues of science, religion and death are expressed in the acquisitions made by The Broad Art Foundation in 2006 and 2007.

Pierre Huyghe \*

*A Journey that Wasn't*, 2006

French artist Pierre Huyghe has received a great deal of international attention for experimental films that intentionally confuse fact and

fiction. *A Journey that Wasn't*, 2006 is a film that records a journey to Antarctica in search of an unknown island and a mysterious albino penguin. It includes footage from Huyghe's recreation of the journey in Central Park's Wollman Rink, leaving open questions as to what is reality versus fiction.

Mike Kelley

*Gym Interior*, 2005

Los Angeles-based artist Mike Kelley's work resists essentialist and utopian ways of thinking. In the multi-media video and sculptural installation *Gym Interior*, Kelley takes material from high school rituals and traditions, blending them with historical reference points including Bible stories, Hindu ritualistic practices, swan cults, and Greek tragedy and exploring the distortion of memories over time.

Jeff Koons

*Cracked Egg (Red)*, 1994-2006; *Tulips*, 1995-2004; *Triple Hulk Elvis II*, 2007; *Peg Leg Liberty Bell*, 2008

Our collections contain the most significant and representative grouping found anywhere of artworks by Jeff Koons, one of the best-known contemporary artists of our day. The two paintings *Peg Leg* and *Triple Hulk* hybridize artistic predecessors like Andy Warhol with imagery found in advertising and other realms of popular culture. The large scale, colored sculptures *Tulips* and *Cracked Egg* come from Koons' acclaimed "Celebration" series, which have layered associations ranging from Koons' relationship with his young son, to the more common view of critics that the works, through their impressive eye-catching appeal, embody ironic commentary on the hierarchy of taste and consumerism.

Sharon Lockhart

*Pine Flat*, 2005, a 16mm film and 19 photographs

Los Angeles-based Sharon Lockhart's ambitious project *Pine Flat* was made during her stay in a town by that name in the Sierra foothills of California. Both a portrait and an ethnographic study, the work slowly reveals the characteristics of the region's children through an installation comprised of a 16 mm film and a large format series of 19 photographs.

Neo Rauch \*

*Der Laden*, 2005, and *Warten für die Barbaren*, 2007

Raised in communist East Germany, Neo Rauch lives and works in Leipzig. His painting assimilates and parodies the social realist ruins of communist art along with the popular imagery of capitalism. Our addition of his work extends the foundation's estimable focus on contemporary German art.

Ed Ruscha

Six important drawings from the 1960s and 1970s

One of America's most important post-war artists, the work of Los Angeles-based Ed Ruscha is a cornerstone of the Broad collections. We supplemented our substantial holdings with five drawings, spanning a period from 1961 to 1979, that investigate the artist's primary issues of language, iconography and landscape.

Jeff Wall \*

*Hotels, Carrall St. Vancouver, summer 2005*, 2005-2007

Vancouver, Canada-based Jeff Wall is one of the most important photographers to emerge in the last two decades. An example of his use of large scale lightboxes in his photography, *Hotels, Carrall St.* is a streetscape image that reveals subtle complexities in what first appears to be a simple image.

Andy Warhol

*Camouflage*, 1986

A central founder of Pop Art, Andy Warhol established an artistic lineage that continues to the present using resources ranging from popular imagery to his own photography. Completed one year before his death, Warhol's *Camouflage* paintings are often seen as both a sly commentary on abstract painting and a metaphor for Warhol's often elusive personality. Our acquisition is the largest example of this series Warhol made.

\* indicates an artist new to the Broad Collections in 2006-2007

## The Broad Foundations Combined Statement of Financial Position

(at fair market value)

December 31, 2007

### ASSETS

|                                       |                 |
|---------------------------------------|-----------------|
| Cash and Cash Equivalents . . . . .   | \$ 292,000,000  |
| Contribution Receivable . . . . .     | 35,000,000      |
| Investments . . . . .                 | 1,801,000,000   |
| Fixed Assets, net . . . . .           | 3,000,000       |
| Art Collection . . . . .              | 492,000,000     |
| Program Related Investments . . . . . | 4,000,000       |
| Other Assets . . . . .                | 4,000,000       |
| Total Assets . . . . .                | \$2,631,000,000 |

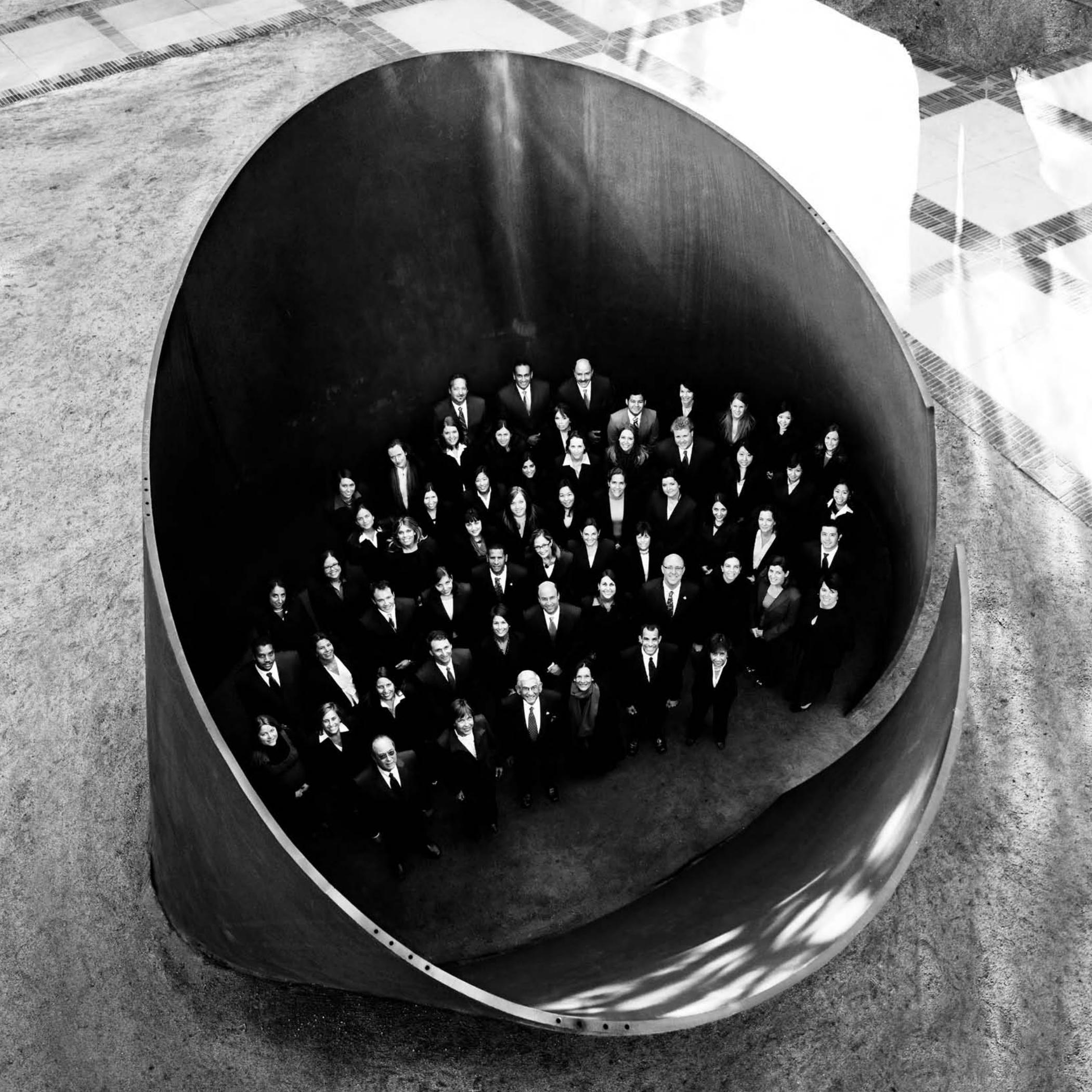
### LIABILITIES AND UNRESTRICTED NET ASSETS

|   |                 |
|---|-----------------|
| Accounts Payable . . . . .                              | \$ 1,000,000    |
| Grants Payable . . . . .                                | 24,000,000      |
| Other Liabilities . . . . .                             | 7,000,000       |
| Unrestricted Net Assets . . . . .                       | 2,599,000,000   |
| Total Liabilities and Unrestricted Net Assets . . . . . | \$2,631,000,000 |

Financial Statements audited by PricewaterhouseCoopers may be found  
at [www.broadfoundation.org](http://www.broadfoundation.org).

An investment in knowledge always  
pays the best interest.

BENJAMIN FRANKLIN



# The Broad Team

## FOUNDERS

Eli Broad, Founder  
Edythe Broad, Co-Founder

## THE ELI AND EDYTHE BROAD FOUNDATION: EDUCATION

Norma Castro, Associate Director  
Nadya Chinoy Dabby, Associate Director  
Veronica Davey, Senior Director  
Christine DeLeon, Program Analyst  
Christina Green, Program Assistant  
Kevin Hall, Chief Operating Officer  
Jackie Hanselmann, Program Coordinator  
Heidi Kato, Grants & Administration Director  
Dan Katzir, Managing Director  
Eli Kennedy, Associate Director  
Erica Lepping, Associate Director  
Millie Lin, Executive Assistant  
Gregory McGinity, Senior Director  
Frances McLaughlin, Senior Director  
Sharon Meron, Senior Director  
Isabel Oregon, Program Assistant  
Courtney Philips, Assistant Director  
Oscar Rosa, Office Assistant  
Jennifer Sohn, Program Assistant  
Jennifer Welsh Takata, Program Analyst  
Rebecca Wolf DiBiase, Director

## THE BROAD CENTER FOR THE MANAGEMENT OF SCHOOL SYSTEMS

Arlene Ackerman, Superintendent-in-Residence, The Broad Superintendents Academy  
Chaka Booker, Director of Recruitment, The Broad Residency  
Becca Bracy Knight, Managing Director  
Gregory Francis, Associate Director, Curriculum  
Christina Heitz, Senior Director, The Broad Superintendents Academy  
Michelle Keith, Director, The Broad Superintendents Academy  
Julie Lee, Operations Manager, The Broad Residency  
Lynn Liao, Senior Director, The Broad Residency  
Sadie Peckens, Program Assistant, The Broad Superintendents Academy  
Timothy Quinn, Managing Director, The Broad Superintendents Academy  
Kendra Racouillat, Office Manager  
Amy Shea, Assistant Director, Recruitment  
Rachael Shrout, Program Assistant, Recruitment  
Brandi Sims, Program Administrative Assistant, The Broad Residency  
Tanya Tai, Associate Director, Recruitment

## THE ELI AND EDYTHE BROAD FOUNDATION: SCIENTIFIC | MEDICAL RESEARCH

Daniel Hollander, Director  
Heather Kubinec, Research Administrator  
Kathryn Moriarty, Assistant Research Administrator

## THE BROAD ART FOUNDATION

Vicki Gambill, Registrar  
Jeannine Guido, Manager of Information & Operations  
Joanne Heyler, Director/Chief Curator  
Lana Johnson, Assistant Registrar  
Laura Satterfield Buck, Curatorial Assistant to the Director  
Ed Schad, Curatorial Associate

## OPERATIONS TEAM

Peter Adamson, Chief Investment Officer  
Julie Baker, Senior Finance Director  
Michael Bruce, Finance Director  
Karen Denne, Chief Communications Officer  
Caitlin Flaherty, Human Resources Associate  
Ami Franklin, Senior Office & Logistics Manager  
Deborah Kanter, Legal Counsel  
Wesley Maedo, Senior Accountant  
Katharine K.C. McClelland Krieger, Associate Director, Investments  
Tara Mullally, Data Coordinator  
Colleen Mun, Bookkeeper  
Cindy Quane, Chief Financial Officer  
Joane Ra, Executive Assistant to the Founder  
Gerun Riley, Chief of Staff to the Founder  
Hilary Rowe, Technology Manager  
Lynn Singer, Financial Assistant  
Rachel Smookler, Associate Director, Marketing & Communications  
Helen Sul, Investment Analyst  
Nancy Tierney, Office Manager

Facing page: photographed inside Richard Serra's torqued ellipse in front of the Broad Art Center at UCLA.

From bottom to top:

Daniel Hollander, Joanne Heyler, Eli Broad, Edythe Broad, Dan Katzir, Cindy Quane

Katharine K.C. McClelland Krieger, Julie Baker, Becca Bracy Knight, Kevin Hall, Gerun Riley, Peter Adamson, Karen Denne, Gregory McGinity, Sharon Meron, Veronica Davey, Frances McLaughlin

Chaka Booker, Deborah Kanter, Michael Bruce, Caitlin Flaherty, Eli Kennedy, Erica Lepping, Christina Heitz, Vicki Gambill

Nadya Chinoy Dabby, Norma Castro, Courtney Philips, Heather Kubinec, Kathryn Moriarty, Heidi Kato, Rebecca Wolf DiBiase, Ami Franklin, Rachel Smookler, Jeannine Guido, Wesley Maedo

Tara Mullally, Colleen Mun, Millie Lin, Tanya Tai, Hilary Rowe, Kendra Racouillat, Ed Schad, Joane Ra, Isabel Oregon, Christine DeLeon

Jackie Hanselmann, Laura Satterfield Buck, Rachael Shrout, Jennifer Welsh Takata, Nancy Tierney, Oscar Rosa, Lynn Singer, Christina Green, Jennifer Sohn, Amy Shea

Dean Kinnischtzke, Robert Delgadillo, Joseph Writer

*T.E.U.C.L.A., 2006*, weather-proof Cor-Ten™ steel, 14h x 17w x 29d feet, Collection of University of California, Los Angeles, Acquired through the generosity of The Eli and Edythe Broad Foundation, © Richard Serra



## About the Founders

Eli and Edythe Broad have spent their lifetime giving back.

After creating shareholder wealth by providing vital homebuilding and retirement savings services through the two Fortune 500 companies he created—KB Home and SunAmerica, Inc.—Eli Broad and Edythe, his wife of 53 years, are now devoting their time, energy and resources to philanthropy.

As the child of immigrant parents, Eli was instilled with the values of hard work, education and the dream that anything was possible. He and Edythe both attended Detroit Public Schools, and then Eli attended Michigan State University, where he graduated with a degree in accounting and was the youngest CPA in the state's history. They married when he was 21 and she was 18.

While working for two years as an accountant, Eli saw his homebuilding clients making much more than he was, and he and Edythe's cousin's husband decided they, too, could build houses. Eli and Donald Kaufman founded Kaufman and Broad with the simple idea that if they built houses without basements (the widespread use of gas heating rendered basements to store coal unnecessary), they could offer homes with mortgage payments that were lower than the rent for a two-bedroom apartment. The first weekend in 1956, they priced their houses at \$13,740. They sold out that same weekend and were in business.

Edythe is credited with the couple's support of the arts. As Eli was growing the homebuilding company, Edythe would travel with him on business trips, and through visits to museums and galleries, she cultivated her childhood interest in art. Eli paid little attention to her art purchases until a print appeared on their wall, and he recognized the artist's name. It was a Toulouse-Lautrec lithograph, and Eli was full of questions: How much did she pay for it? What did she know about the work? What did she know about the artist? Edythe jokes that once Eli became involved in art, their acquisition budget increased dramatically.

Kaufman and Broad grew rapidly, becoming the first homebuilder to be traded on the American and New York stock exchanges. Realizing that the homebuilding industry was cyclical, Eli looked to diversify the business, and in 1971, Kaufman and Broad acquired a small life insurance company for \$65 million that they eventually transformed into a retirement savings empire. With the merger of SunAmerica into AIG in 1999—at the sales price of \$18 billion—Eli stepped down as CEO and turned his attention to full-time philanthropy.

The Broads had created a family foundation in the 1960s as a way to support their charitable interests and causes. But with their financial success from the sale of SunAmerica, the Broads focused their charitable giving in a new style of investing that was more akin to their business acumen: venture philanthropy. An entrepreneur at heart, Eli has applied his same spirit of creating new enterprises to the family's approach to philanthropy.

Eli has held numerous leadership roles on boards around the country. He was the founding chairman and is a life trustee of The Museum of Contemporary Art in Los Angeles, and he is currently a trustee of The Museum of Modern Art in New York and vice chairman of the Los Angeles County Museum of Art. Eli is also a Fellow of the American Academy of Arts and Sciences and in 1994 was named Chevalier in the National Order of the Legion of Honor by the Republic of France. He is a life trustee at the California Institute of Technology, and in 2004, became a Regent of the Smithsonian Institution by appointment of the U.S. Congress and the President. In 2007, he received the Carnegie Medal of Philanthropy.

The Broads have lived in Los Angeles since 1963.

# Credits

## PHOTOGRAPHY

Mark Hanauer

4, 8, 9, 12, 18, 20, 24, 26, 32, 36, 42, 50, 56, 58, 74, 76

Diane Bondareff

10 (vellum), 14, 15, 23

Jennifer Goldstein

16

Josh Reynolds

22

Josh Ritchie

23 (center image)

Green Dot Public Schools

28, 29

Anton Grassl

34

L. Barry Hetherington

35 (image at left, sequencers with monitors)

Sam Ogden

35 (images center and right)

Douglas M. Parker Studio, Los Angeles

40 (vellum)

Stefano Paltera

44

Zaha Hadid Architects

46

Jay Clendenin, Los Angeles Times

48

Gehry Partners, LLP

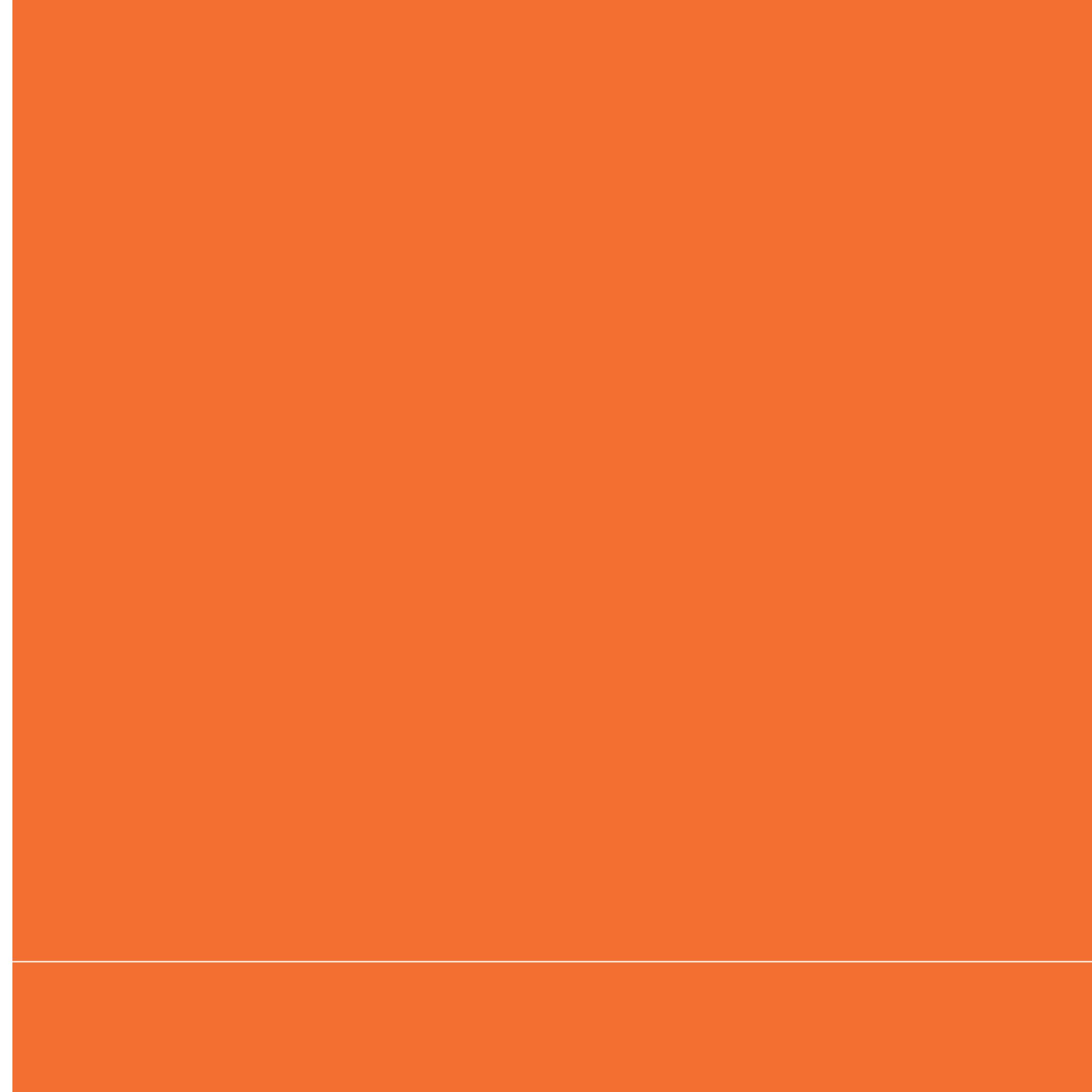
52

Mark Seliger

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## DESIGN

Tracey Shiffman Design



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