

# AUDACIOUS THINKING

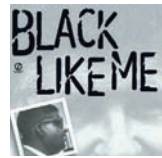
AN OCCASIONAL NEWSLETTER  
FROM OSI-BALTIMORE

SUMMER 2009

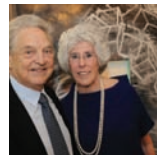


**AFTER ELECTING BARACK OBAMA AS THE FIRST AFRICAN AMERICAN PRESIDENT, SOME SAY WE NOW INHABIT A POST RACIAL SOCIETY.** BUT AS RECENT EVENTS HAVE SHOWN, RACE CONTINUES TO BE AN ISSUE. TALKING ABOUT RACE IS NOT EASY, BUT TO BUILD THE AMERICA WE ALL DREAM POSSIBLE, WE ENCOURAGE A CONVERSATION...

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## MOVING ON\*



**Dr. Robert Schwartz**

*After eleven years of service to OSI-Baltimore, Dr. Robert Schwartz is leaving to give his full attention to his ongoing research at the Friends Research Institute where he serves as medical director.*

Since 1998 he served as the director of the Tackling Drug Addiction Initiative and, in the last two years, as senior fellow. Under his leadership the program, now headed by Dr. Kimá Joy Taylor, made 92 grants totaling \$12 million focused on strengthening and expanding the city's treatment system and increasing its public support. Notable accomplishments include expanding drug treatment within community health centers, initiating an innovative overdose prevention program, helping to catalyze the start of the jail's methadone program, and co-founding the city's efforts to expand buprenorphine treatment. **Since 1998, treatment has expanded significantly in Baltimore, property crime has dropped 46 percent, HIV incidence declined 29 percent, and the overdose death rate dropped 36 percent this year, reaching its lowest level since 1995.**

## HELP US MAKING LASTING CHANGE.

*Your financial gift to OSI-Baltimore helps us tackle the most challenging issues our city faces—always important, but more urgent than ever before.*

No gift is too small or too large. Every dollar given is matched 1:2 by our founder, George Soros. Our donors share a common goal: to revitalize Baltimore. They realize that by investing in OSI-Baltimore, they play a vital role in improving our city's future.



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OR CALL US AT 410-234-1091.

## DIANA MORRIS: DIRECTOR'S NOTE



### I DID NOT COME TO BALTIMORE HAPPILY.

After spending over three years living in Nairobi as a program officer for the Ford Foundation, I came back to the United States still very much engaged with the talented women and men who were fighting for human rights and social justice in Kenya, Uganda and Zimbabwe. They were fearless, persistent and smart and had a well-honed sense of irony to deal with corrupt officials and blatant inequity. The experience was a transforming one for me personally and my strong ties and commitment to the people I met made it difficult for me to leave.

Nevertheless, with a (beautiful) three-week-old baby in tow, I had landed in Baltimore because my husband had a great job opportunity here. Feeling lonely and disconnected, I would leave our temporary, high rise apartment and push the baby carriage up Charles Street, exploring. But the street seemed empty, too quiet and grey. Working long distance with no office mates, adjusting to motherhood, my outlook was not rosy. But then, one morning, the carriage, the baby and I took another turn. We walked up the pedestrian mall, towards Lexington Market.

I suddenly felt at home, comfortable, okay. I was surrounded by African-Americans in a busy, downtown center, filled with laughter, animated conversation and purposeful bustle. The energy and the warmth of the people gathered in small groups or on their routine treks to stores and work reminded me of Nairobi. There were connections all about, an openness that made me feel welcome. Suddenly I felt that I could be happy here, part of something that was vital—a community of people who had purpose and hope and resilience, despite the odds. And, within the year, I began my work in Baltimore philanthropy, serving and working alongside members of this community.

### I TELL THIS STORY BECAUSE IT REMAINS AN IMPORTANT MOMENT FOR ME WHEN I THINK ABOUT HOW I FEEL ABOUT BALTIMORE AND ABOUT RACE.

The issue of race is one that we at the Open Society Institute touch upon every day as we work to assure opportunity and justice—especially for those in our community who, historically and currently, experience discrimination.

### IN A CITY WHERE THE POPULATION IS 65 PERCENT AFRICAN AMERICAN AND MANY OF OUR RESIDENTS LIVE IN POVERTY, WE RECOGNIZE THAT THE ISSUE OF RACE IS IMPLICITLY INVOLVED IN EVERYTHING WE ADDRESS.

The problems that we specifically address here at OSI-Baltimore—drug addiction, an over-reliance on incarceration, and obstacles that impede youth from succeeding inside and outside the classroom—cannot be solved unless we recognize how race plays a part, both historically and institutionally, in all of these issues. Many of the inequities in our city, including persistent poverty and segregation, stem from a long history of discrimination and institutional racism. The resulting segregation not only limits opportunity but also limits understanding. Without social connections across racial lines, we miss out on the spontaneous conversations and experiences that surprise us, that go against our assumptions and cause us to question them, and that provide us with an “aha” moment that creates a bond with someone who has previously been an “other.”

These issues are complex and can be frustrating, intimidating, and emotional, precisely because they go directly to who we are and to our values and expectations as human beings. Unaddressed, they limit our life experience and cause continuing hurt. Explored, they widen our horizons, build more harmonious interactions, and lift us up individually and collectively. But we know that, from the White House to the playground, talking about race is not easy.

To change this dynamic, we have begun a year-long conversation that we hope will help all of us in Baltimore become more comfortable addressing race and racism. Our intent is to encourage conversation in multiple venues—from the dinner table, to the stage, on the radio, and in grand auditorium spaces. Our series, entitled “Talking About Race,” gives us an opportunity to speak with individuals who have thought about these issues seriously and to consider how we might help our own region move past racism and become more just and open. We hope you will participate along with us as we engage in this provocative and necessary dialogue.

*Diana Morris*

# BOOKS THAT CHANGED OUR LIVES AND OUR THINKING

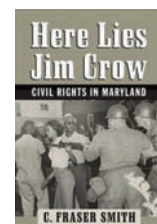


As we continue our year-long series, “Talking About Race,” we decided to develop a list of books that should be considered “must reads” for any ongoing discussion on the subject. Towards that end, we asked OSI-Baltimore Board members and OSI-Baltimore directors to select a title that was particularly important in their experience and asked them to tell us why their selections made a personal impact. The following are their recommendations.

## BOOKS DISCUSSED IN THIS SECTION

100 Years of Lynchings by Ralph Ginzburg  
 Another Country by James Baldwin  
 A Hope in the Unseen by Ron Suskind  
 Another Country by James Baldwin  
 Black Like Me by John Howard Griffin  
 Black Social Capital by Marion Orr  
 Dream Makers, Dream Breakers: The World of Justice Thurgood Marshall by Carl T. Rowan  
 Here Lies Jim Crow: Civil Rights in Maryland by C. Fraser Smith

I Know Why the Caged Bird Sings by Maya Angelou  
 In the Matter of Color: Race and The American Legal Process: The Colonial Period by A. Leon Higginbotham, Jr.  
 Manchild in the Promised Land by Claude Brown  
 Narrative of the Life of Frederick Douglass: An American Slave, Written by Himself  
 Native Son by Richard Wright  
 Redemption: The Last Battle of the Civil War by Nicholas Lehmann  
 The Secret Lives of Bees by Sue Monk



### HERE LIES JIM CROW: CIVIL RIGHTS IN MARYLAND BY C. FRASER SMITH

I did not grow up in Baltimore but have lived here for almost 40 years. I found **Here Lies Jim Crow: Civil Rights in Maryland** by C. Fraser Smith, a short history of civil rights in Maryland, helpful in understanding how the state dealt with racial divisions in schools, courts, and public facilities. Fraser Smith begins with the 1857 infamous Dred Scott decision in the Supreme Court under Frederick native Chief Justice Roger Taney. Smith goes on to introduce leaders such as Thurgood Marshall, Frederick Douglass, Lillie May Jackson, Pete Rawlings, and George Russell, each of whom moved civil rights forward in Maryland. He puts each leader in the context of their day and describes the role they played and the influences that formed them. People make history; Smith shows us how these people created a new day in Maryland—each by facing down racism. —**Deborah Winston Callard, OSI-Baltimore Board Member**

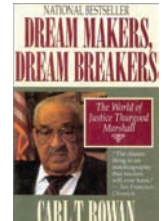


### REDEMPTION: THE LAST BATTLE OF THE CIVIL WAR BY NICHOLAS LEHMANN

A few years ago, a number of us at OSI read **Redemption: The Last Battle of the Civil War** by Nicholas Lehmann to help us understand the deep cultural and economic underpinnings of racism in the U.S. The book recounts the terror and violence that African-Americans experienced in towns throughout the South during Reconstruction. In page after page, Lehmann describes the political manipulation and horrific violence that many white Southerners undertook to block the promise of equality won through the Civil War. The scope and duration of lawlessness and terrorism during Reconstruction helped me understand how racism and discrimination could persist over 130 years after the Civil War, despite legal victories. And, I understood more clearly how baffling and insulting depictions of September 11th as the first instance of terrorism in the U.S. were to many African-Americans. —**Diana Morris J.D., Director**

### DREAM MAKERS, DREAM BREAKERS: THE WORLD OF JUSTICE THURGOOD MARSHALL BY CARL T. ROWAN

I read **Dream Makers, Dream Breakers: The World of Justice Thurgood Marshall** by Carl T. Rowan as a second year law student at the University of Maryland School of Law—the school that rejected Justice Thurgood Marshall’s application for admission because he was black. I attended law school on a whim, not sure of what area of law I would practice or whether I would practice at all. After my first year, I had the great fortune of interning at the NAACP Legal Defense and Educational Fund in New York City, where Justice Marshall spent years fighting to dismantle Jim Crow laws across the country. That summer experience and this book about a Baltimore native and our country’s first African-American U.S. Supreme Court Justice were inspirational and the reasons I became a civil rights lawyer. —**Monique Dixon, J.D., Director of Criminal and Juvenile Justice**

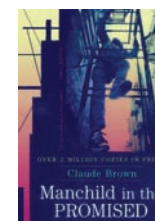
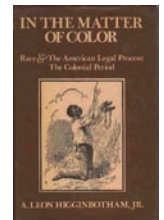


### 100 YEARS OF LYNCHINGS BY RALPH GINZBURG

There are so many books that have influenced my understanding of race. It’s impossible to pick one. I would recommend Ralph Ginzburg’s **100 Years of Lynchings**. Once you’ve read this book, you can never look at America’s racial history the same way. The book was first published 25 years ago, and then recently re-issued by Black Classic Press, a great Baltimore publishing house. It’s basically a collection of news stories about lynchings dating from the early 1900s to the 1950s. The stories are from all over the country and reading them helps you understand the critical role that violence and terror played in maintaining white supremacy in 20th century America. This collection of stories provided an important context to me in writing my own book about lynching here in Maryland. —**Sherrilyn Ifill, J.D. OSI-Baltimore Board Member & Member of OSI U.S. Programs Advisory Board**

### IN THE MATTER OF COLOR: RACE AND THE AMERICAN LEGAL PROCESS: THE COLONIAL PERIOD BY A. LEON HIGGINBOTHAM, JR.

There are too many books to single out only one or two. My education about race in America has drawn from many sources. But, as a federal judge, I can certainly mention one of particular note: **In the Matter of Color: Race and The American Legal Process: The Colonial Period** by A. Leon Higginbotham, Jr. This book is a remarkable account of the legal treatment of Blacks in Colonial America. Judge Higginbotham, a renowned scholar and jurist who served for nearly 30 years as a federal trial judge and appellate judge before his death in 1998, writes a compelling historical narrative that is accessible even to persons not trained in the law. The book was published in 1978, the year I graduated from law school and I read it shortly after it was published. It has informed and enhanced my understanding of our country’s legal history as few other books have. —**Judge Andre M. Davis, OSI-Baltimore Board Member**

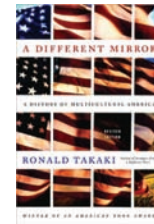
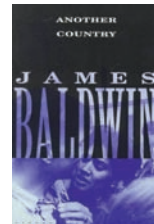


### MANCHILD IN THE PROMISED LAND BY CLAUDE BROWN

I read **Manchild in the Promised Land** by Claude Brown the first time I was incarcerated as a juvenile. It made me realize that I could live life differently and be a productive member of society, although I didn’t realize that fully until many years down the road. As an African American male being raised by a single mother, my lifestyle was influenced by what I observed in inner city Baltimore and by how African American men were depicted in black exploitation movies. The males in those movies were the ones I wanted to emulate. Reading Manchild in the Promised Land exposed me to an African American male whose experiences in black America were not dissimilar to mine—yet he went on to be a lawyer. It was a real enlightenment to see that I could be something other than a drug dealer, pimp or some other negative influence on my community. —**Joe Jones, OSI-Baltimore Board Member**

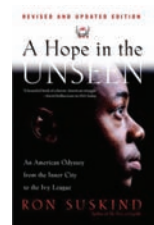


# BOOKS THAT CHANGED OUR LIVES AND OUR THINKING



## A DIFFERENT MIRROR: A HISTORY OF MULTICULTURAL AMERICA BY RONALD TAKAKI, ANOTHER COUNTRY BY JAMES BALDWIN

In **Another Country**, James Baldwin is able to look into the deepest part of all of us, lay bare our true thoughts, and still give hope for the future. James Baldwin is my favorite fiction author bar none. And I'd also recommend **A Different Mirror: A History of Multicultural America** by Ronald Takaki. I first saw Takaki speak at a forum on race during college. I was hooked. **A Different Mirror** is so impressive because he manages to create a multicultural tapestry that celebrates all of America. —**Kimá Joy Taylor, M.D. M.P.H., Director of Tackling Drug Addiction**



## A HOPE IN THE UNSEEN BY RON SUSKIND

**A Hope in the Unseen** by Ron Suskind is truly compelling! From the remarkable grit and perseverance of Cedric Jennings' academic struggle

to the poignancy of his social struggles to be accepted, I was captivated by the depth and beauty of the narrative. Truly, a literary and emotional masterpiece! —**Suzanne Cohen, OSI-Baltimore Board Member**



## BLACK LIKE ME BY JOHN HOWARD GRIFFIN

**Black Like Me** by John Howard Griffin—because it opened the eyes of a young boy (me!) raised in a small (very white) New England town.

—**Bill Clarke, Chair of OSI-Baltimore Board**



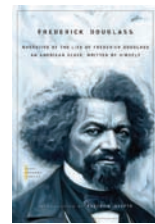
## NATIVE SON BY RICHARD WRIGHT

I read **Native Son** by Richard Wright because “everyone” in my high school was reading it. It is the story of Bigger Thomas, a black American poverty stricken youth who stays in and out of trouble. It was an educational experience for those of us who were reading it. At the time, I was most troubled by how quickly the fate of the character went from bad to worse—how the “fear” of that which was not familiar could lead to a series of tragic life changing, devastating moments. What I gained from reading it was a deeper understanding of how race and poverty govern our views of one another, how fear controls how we react to one another and how important it is to deepen and broaden our knowledge about our cultural and ethnic differences. The lessons I learned from the **Native Son** are still with me—they shape my views on how I approach the work I do in the social justice arena.

—**Pamela King, Director of Community Fellowships and Initiatives**

## NARRATIVE OF THE LIFE OF FREDERICK DOUGLASS: AN AMERICAN SLAVE WRITTEN BY HIMSELF

I don't remember exactly why I picked up **Narrative of the Life of Frederick Douglass: An American Slave**, Written by Himself when I first moved to Baltimore in 1987. But as soon as I read the first few pages, I was stunned. I had been raised to think that the world of slavery resembled the benign relationships in *Gone with the Wind*. By the end of the first chapter of Douglass's autobiography, I had to grapple with my extreme naiveté and ignorance—and serious holes in my education up to that point. I also was stunned to realize that the life Douglass revealed occurred in Talbot County and in Baltimore—in the state in which I was now a resident. And I realized that slavery may have occurred in 1800s but that 200 years is but an instant—and that many of the same attitudes were still pervasive. It was my awakening that I'm somewhat embarrassed to admit it took me so long to have. But the book is incredibly powerful and makes the pain and cruelty of slavery all too vivid—and is a testament to the remarkable tenacity of the human spirit that can transcend it.



—**Debra Rubino, Director of Strategic Communications**

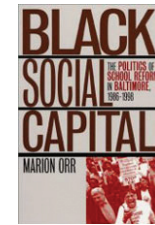


## I KNOW WHY THE CAGED BIRD SINGS BY MAYA ANGELOU

Reading Maya Angelou's book, **I Know Why the Caged Bird Sings** as a young teen opened my eyes to the

injustice and pain of racism in a way that history books and newspapers had not. As is true of many white Americans who grew up in the 50's and 60's, my community was not racially diverse and my schools had few—if any—children of color. Angelou provided a window into a world that had been hidden from me, and compelled me to read and learn more. I am forever grateful to her for sharing her story.

—**Jane Sundius, Ph.D. Director of Education and Youth Development**



## BLACK SOCIAL CAPITAL BY MARION ORR

When I accepted the opportunity to work for the city school system in 2000, Laslo Boyd, then part of the management team at the Greater Balti-

more Committee, encouraged me to read **Black Social Capital** by Marion Orr, a historical look at the school system. For sure it gave me a realistic understanding of the disinvestment made by the city on behalf of its families. Few dollars were spent in the buildings, infrastructure and human resources at the same time that millions of dollars were invested in the rebuilding of Baltimore's harbor. As we became engaged in the schools and communities, trying to leverage resources and develop systems that would make a difference, it was clear that our city's history of commitment to its most important customer—families—was severely lacking. —**Donald Manekin, OSI-Baltimore Board Member**



## THE SECRET LIVES OF BEES BY SUE MONK KIDD

The book that comes to my mind is the novel **The Secret Lives of Bees** by Sue Monk Kidd. The characters, the setting and the story made me angry, happy, despondent and hopeful and I cannot recall experiencing such a wide range of emotions from reading a single book. I truly wondered if a similar family of white women would take in a black child and raise her as their own during the 1960's the way this family of black women took in and raised Lily, the young white child. The black women in the story took enormous risks personally and in their business and defied all the stereotypes I had in my mind

about black women in the 1960's in the South. I think it changed my life because it required me to think differently about some of the things I had learned about the civil rights movement. It also amazed me that the author, a white woman, could write as if she truly understood the day-to-day lives of her black women characters. The fact that this book later was released as a fantastic movie with some of my favorite actresses, including Queen Latifah, really sealed this story forever in my mind and heart. —**Tricia Rubacky, Director of Development**

## DISCOVER MAGAZINE “THE SCIENCE OF RACE,” NOVEMBER 1994

The most influential book I've ever read about race may not have been a book at all, but Discover Magazine's November 1994 special issue on “The Science of Race.” Incredible articles written by the likes of James Shreeve, Stephen Jay Gould, Jared Diamond, Jo Ann Gutin, Juan Williams and Christopher Wills talk about melanin, evolution, genetics and the contention that race is nothing more than a social construct of the 18th century, with no credible scientific meaning at all. Genetically, across the face of the globe, we are all nearly exactly the same, yet our phenotypic differences somehow cause all hell to break loose. Thinking about all of this at the time made me look anew at how we order our lives, and so often use faulty clues, based on notions of race as something “real,” to dictate our choices about which human beings we will value and relate to, and in what ways. All of our lives have been impacted in such a wretched way by this “thing” that turns out to be no thing, in fact. These articles were filled with incredibly rich food for thought, and I was really hungry.



—**Robin Wood, OSI-Baltimore Board Member**



# ACCELERATING PROGRESS

*This initiative has the potential to dramatically re-frame education in Baltimore City.*

OSI-Baltimore has awarded the Fund for Educational Excellence a three-year grant of up to \$675,000 to help the Baltimore City Public Schools launch “Accelerator Schools,” which permits students who need, or want, to finish high school in less time to do so.

“Looking at our high school graduation rates, it’s clear we have many students for whom the traditional four-year model of high school is not working,” says OSI-Baltimore director Diana Morris.

Accelerator schools serve students who have fallen far behind their peers in middle or high school and are at least two years older than others in their class. The innovative model also will benefit students who want to complete high school in fewer than four years because of life challenges or personal circumstances, such as young parents who must support families.

The Fund for Educational Excellence will use the grant money to identify successful models and provide start-up funding

for up to six new high schools—three of which will open in September 2009—that will meet the needs of young people who can’t or don’t want to spend four years in high school. At one school, for example, freshman year will run from August to December, and sophomore year will run from January to June.

Accelerator schools are a part of the city school system’s Secondary Transformation Schools initiative.

“We believe this initiative has the potential to dramatically re-frame education in Baltimore City by moving away from a ‘one size fits all’ approach in secondary education,” says Lisa M. Wright, president and CEO of the Fund, a nonprofit that supports school reform and improved achievement. “Going forward, we hope to offer young people a broader range of high-quality options that enable them to successfully complete high school on their timeline, which may not be the traditional four years most high schools currently expect.”



## WHY WE FUND IT

*“OSI-Baltimore is focused on increasing learning opportunities and providing better options for young people. And we know that in order for them to become successful citizens, family members and workers, kids need to stay in school. This is making education fit the kids rather than making the kids fit education.”*

**JANE SUNDIUS, PH.D.**  
Director of Education and Youth Development



Students from Baltimore Community School, one of the three Accelerator Schools opening this fall, assemble for an orientation session on August 6.



# INVESTING IN OSI-BALTIMORE'S AUDACIOUS FUTURE



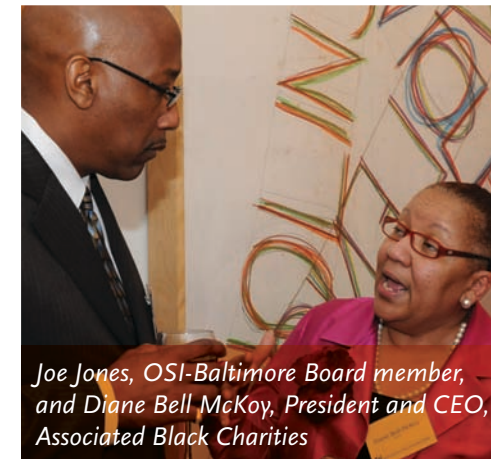
George Soros and Sue Cohen,  
OSI-Baltimore Board member and the evening's hostess

*George Soros, Open Society Institute Founder and Chair, visited Baltimore on May 18, 2009 to meet with OSI-Baltimore investors and thank them for their commitment to lasting change in our community. He announced that he will continue to support our operations well into the future.*

His ongoing support is based on the results of our very focused and targeted work, which addresses some of Baltimore's toughest challenges as well as recognition that we are fulfilling the original vision of serving as an urban laboratory.

Soros has also been impressed with the support we have garnered, which to date has reached \$12.2 million from over 170 investors in our metropolitan area. In remarks at a reception hosted by OSI-Baltimore Board member **Suzanne F. Cohen**, Soros noted that OSI could not be successful without local leadership and reiterated that it is local investors who yield influence here.

**Because of George Soros's support, one hundred percent of all gifts from other donors to OSI-Baltimore will directly support our four key initiatives.** Soros's funds will continue to cover operations and overhead expenses well into the future.



Joe Jones, OSI-Baltimore Board member,  
and Diane Bell McKoy, President and CEO,  
Associated Black Charities



Bill Clarke, Chair of the OSI-Baltimore Board, and George Soros



Vernon Reid and Barbara Shapiro



OSI-Baltimore investors mingle over cocktails



# PROFILE OF OSI-BALTIMORE INVESTORS:

# ROBIN + JIMMY WOOD

*“Individuals can and should make an investment in improving where they live. Baltimore has difficult problems to solve but they are solvable problems.”*

Robin Williams was a California girl and Jimmy Wood, a native Baltimorean whose grandfather, Carl Murphy, published *The Afro-American* newspapers. Both attended the University of California at Irvine—she as an undergrad and he for med school after earning his bachelor’s degree from then-named Morgan State College. They met through mutual friends and re-connected later when she was in law school at UC-Berkeley and he was doing his orthopedic residency in San Francisco. They married, reared four children and lived in the Bay Area, where Jimmy had a private orthopedic surgical practice and Robin ran his three offices. In 1995, Jimmy had the opportunity to return to his hometown to become director of the orthopedic faculty practice at Sinai Hospital. For the past five years, he has been chief of orthopedics at Harbor Hospital and Robin threw herself into nonprofit work in Baltimore, first with the Community Law Center. She has served on the boards of Associated Black Charities, Safe and Sound, the Baltimore School for the Arts and the Baltimore Community Foundation boards. A year ago, Robin joined the OSI-Baltimore board of directors.

## WHAT MOTIVATED YOU TO TRY TO HELP SOLVE BALTIMORE’S PROBLEMS?

**Robin:** When we moved to Baltimore, we really wanted to live in the city and be part of the city’s renaissance. Kurt Schmoke was mayor—Jimmy had grown up playing Little League with him—and it was an exciting time. Baltimore was known as a great place to live if you were in a certain socio-economic strata but a very hard place if you weren’t. I was looking to be involved with organizations trying to change those dynamics.

**Jimmy:** In my work, I see the results of the city’s problems—the gunshot wounds and broken families. When I ask patients about their children, I often hear mothers and fathers talk about one being killed or lost to the streets. I hear about how substance abuse has played a devastating role in families’ lives. What we see in the hospital are the consequences of doing too little to solve the underlying problems. But I firmly believe that change can happen if we have the will.

## WHY OSI-BALTIMORE?

**Jimmy:** When you listen to OSI people and you look at the problems they are attacking and the way they approach it, it’s a rational, realistic, comprehensive approach.

## HOW DID YOU GET INVOLVED WITH PHILANTHROPY?

**Robin:** We’ve always been supportive of organizations with which we have had some affiliation. We both have family legacies of stepping up to address the challenges of our communities. I think individuals can and should make an investment in improving where they live. Baltimore has difficult problems to solve but they are solvable problems.

**Jimmy:** If people have the will to help their fellow man, they should be willing to give resources, which could be money, ideas or time.

## WHAT ARE THE GREATEST CHALLENGES FACING PHILANTHROPY?

**Jimmy:** Making it relevant to people of means and making them feel they can have a meaningful impact.

## WHAT OBSERVATIONS CAN YOU MAKE ABOUT AFRICAN-AMERICAN PHILANTHROPY?

**Robin:** In black culture, we often make a huge commitment to our churches and to sororities or fraternities, and many people do internal philanthropy such as taking in a troubled sibling’s children or underwriting a relative’s college education. It’s more personal and urgent. I also think a lot of people feel Baltimore has these huge problems that are hard to tackle. A program like ‘The Wire’ reinforces that. To me, it’s important to show people that there is all this great work going on, and a huge pool of knowledge about what works—and that if we are committed, we can do it. We want more people to have a sense of that.

## WHAT INSPIRES YOU MOST?

**Jimmy:** One of my great inspirations is watching people improve. I see the glass as half full. I love seeing a change in people’s attitudes, seeing hope instead of despair. I love seeing people work hard at being their best, and I love the change that comes because of it.

## HOW DO YOU SEE THE CITY’S FUTURE?

**Robin:** If we decide this is something we want to do as a community, we can do it. It’s a question of how many people are going to get on that train. Is it more important to play another round of golf or can we make some time to be part of work that can change all of our lives in a positive way?



# A CONVERSATION WITH AN OSI-BALTIMORE BOARD MEMBER: CLINTON BAMBERGER

*Clinton Bamberger, emeritus professor of the University of Maryland School of Law, has had a distinguished law career. A Baltimore native, he attended Georgetown University Law Center and worked at the then-named Piper & Marbury law firm for 17 years, becoming a partner. Under President Lyndon Johnson, Bamberger became the first director of a federal program to provide funding for legal aid for poor people—the Legal Services Program of the Office of Economic Opportunity(OEO). He served as dean of the law school at Catholic University for five years and then was executive vice president of the national Legal Services Corporation, the successor to the OEO program. He was named professor of the year by the Society of American Law Teachers, was a Senior Fulbright Scholar in Nepal and has been a scholar or visiting professor in The Netherlands, Australia and South Africa. He is a founding board member of OSI-Baltimore.*

## WHAT DO YOU SEE AS BALTIMORE'S GREATEST CHALLENGE?

So many people are living in poverty, poverty along with all its consequences—drugs and addiction, deteriorated family structure, ill health and inadequate education. There are two worlds in Baltimore—an affluent world and a much larger world of people living in poverty. Like all in the United States, we Baltimoreans suffer from the inequitable distribution of wealth. In our country, to our shame, one fifth of the households own 85 percent of our wealth while 40 percent of households are expected to survive on only 0.2 percent of our nation's wealth. Forty percent of households in the United States are expected to survive on two tenths of one percent of our wealth!

## HAVE YOU SEEN CHANGES IN THE PAST DECADE?

Yes, I see more understanding of the amount of poverty in this city and its consequences. We do have more drug treatment, more assistance for people returning from incarceration and more and better public education—but we are still far from meeting the needs.

## DO YOU FEEL OPTIMISTIC ABOUT THE FUTURE?

I'm not sure that I'm optimistic; I do have hope. I have hope that more people are beginning to understand the problems and address them.

## HOW HAS OSI-BALTIMORE CONTRIBUTED TO MOVING THE CITY FORWARD?

OSI has contributed to a better understanding of the problems and a need for not only financial support but also for advocacy in the public and the private sectors to address the problems. When I think of the work of OSI-Baltimore in the ten years of its existence, three efforts come first to my mind: the forums, the partnerships with other private philanthropy and collaboration with city and state government, and the Community Fellows.

From the beginning, OSI sponsored forums, or fora if you will, in which we brought to town people with experience and proven expertise in addressing the problems that beset Baltimore. The forums were attended by staff and boards of private and public organizations working on these problems in Baltimore.

We learned from each other and from the experts. The forums started new conversations.

OSI has tried to foster collaboration with other private philanthropy and with public bodies—agencies of the city and the state. Many of our grants are joint ventures with other foundations, and many support existing or new efforts of public agencies. OSI has been very successful in strengthening the work of public agencies and encouraging them to do things they might not have thought about doing before.

The Community Fellows also have been extraordinarily successful. I've been fortunate to be on the committee that selects the Fellows every year. The quality has been consistently good. And then, you watch as their work evolves. Some begin thinking they will reinvent the wheel and instead, they end up creating a rocket ship. What's also remarkable is that about 80 percent of them have continued their work after their Fellowships end. They are ubiquitous in this town. The Fellows have been a significant achievement. The good work they do is everywhere.

I cannot end without giving credit to the board and the staff. The board always has been very involved in the work. The board meets monthly and reviews—rather I should say, as the staff might, “scrupulously examines”—every grant proposal. The excellent staff is our greatest asset. OSI staff members are not only involved in reviewing applications for support and monitoring grants but they also are involved in the work—they are active participants in the most important work of our grantees. They serve on boards, consult, offer advice and are in the trenches.

## WHAT MOTIVATES YOU TO WORK TOWARD CHANGE?

I'm a native. This is my town. I'm fortunate enough to have been asked to be involved in trying to help make things better. Everyone wants to do that but not everyone has the chance. I've been very lucky.



# LESSONS FROM SUCCESSFUL BUSINESS PRACTICES: BUILDING EFFICIENCY TO IMPROVE TREATMENT

*If one remedy doesn't work quickly, the team moves to another approach until it successfully removes obstacles to treatment.*

An OSI-Baltimore goal is to expand access to drug treatment so that addicted individuals can recover and become productive community members. To that end, OSI-Baltimore has awarded \$100,000 to Baltimore Substance Abuse Systems (bSAS) to bring the much-lauded NIATx to Baltimore's treatment clinics—thus, helping individuals and the entire system.

NIATx teaches treatment facilities to achieve better outcomes by using proven quality improvement practices from the business world. It trains a team of staff members at clinics to identify ways to streamline processes, remove barriers and eliminate red tape. If one remedy doesn't work quickly, the team moves to another approach until it successfully removes obstacles to treatment. Then, the team shares its know-how with other facilities, which, in turn, share their own successes.

Clinics that have undergone NIATx training have seen both significant reductions in waiting times and patient no-shows and increases in admissions and treatment continuation. In a 2008 NIATx pilot program, one bSAS-funded center increased patient satisfaction simply by changing its urine screening practices.

The OSI grant will pay for a coach/coordinator to bring the training to Baltimore's publicly-funded treatment clinics.

"By creating a Baltimore-based improvement group, we will be able to improve the efficiency of all the local public addiction treatment providers" says Kimá Joy Taylor, M.D. M.P.H. director of OSI-Baltimore's Tackling Drug Addiction Initiative. "And alumni of the program will continue to help others."

NIATx began under the leadership of Victor Capoccia, currently the director of OSI's Closing the Addiction Treatment Gap Initiative, while he was at the Robert Wood Johnson Foundation. "This is the perfection expansion of the effort to improve quality," says Capoccia. "But the real credit here is that treatment centers in Baltimore recognized the need for this approach and are making the investments to make this improvement."

The OSI grant will enable Todd Molfenter, deputy director of Wisconsin-based NIATx, to train a full-time Baltimore-based coach in NIATx's methods. That coach will then train and support others locally.

"It's a smart thing for Baltimore to do," Molfenter says. "Rather than say, 'We're going to keep paying for someone to come back and forth from Wisconsin,' they've said, 'We're going to have a person here in Baltimore so we can do that ourselves. Others are starting to think about doing things this way, but Baltimore is the first to act.'"



## WHY WE FUND IT

*"The beauty of NIATx is that it allows treatment centers to help themselves. They can make their organizations more efficient with the resources they have on hand, and we know that increased efficiency helps increase access to care. The goal is to create a better system to help individuals recover from addiction."*

**KIMÁ JOY TAYLOR, M.D. M.P.H.**  
Director of Tackling Drug Addiction





# OSI MOURNS LOSS OF COMMUNITY ACTIVIST



**Leon Faruq**, one of OSI-Baltimore's Community Fellows who recently served as director of Safe Streets for Living Classrooms, died June 24th. He was 58 and was being treated for kidney disease at Sinai Hospital.

Leon emanated the passion and quiet determination that characterize so many of our Community Fellows, and his personal story was a great inspiration to many. While in prison for 27 years, he earned two bachelor's degrees and a master's degree. He became a committed activist, working with young men, in particular, and believed strongly that a mind-change was instrumental to living successfully.

Our Criminal and Juvenile Justice program informally sought advice from Leon about what resources were needed in the field. He had a particular interest in youth and encouraged us to do more, particularly for youth who are charged as adults and held pre-trial in the Baltimore City Detention Center. The program is now focusing on this population, thanks to Leon's advice.

His message was captured in an OSI-Baltimore video that we made just a year ago, which you can watch on our website, [www.osi-baltimore.org](http://www.osi-baltimore.org). You can also view an extended version of his interview on our site. We will miss Leon's inspiration, insight and generous spirit.

*"I've been through a lot of institutions where human depravity is probably at its lowest, inside prisons throughout this country. And I believe, in spite of all that, that people are good. The human being is a creature that is transcendent."*

**-Leon Faruq**

## COMING THIS MONTH: LISTENING TO STORIES RARELY TOLD

Starting this September, you can listen to a year-long radio conversation with six individuals navigating Baltimore's schools, addiction treatment centers, social services, and criminal justice system.

The series, *Ear to the Ground*, can be heard on WYPR 88.1 FM's The Signal, Fridays from noon to 1 p.m. with a rebroadcast from 7 to 8 p.m. Aaron Henkin is the series producer and host. *Ear to the Ground* is supported by a grant from OSI-Baltimore.

Henkin approaches each radio story he creates as an opportunity to share what is elemental and universal about the human experience. He allows each guest to tell his or her own story. According to Henkin, "My hope is to share some important life-stories that might otherwise never get to be heard by the world."

The series' first installment is a profile of poet Clarence Brown. Clarence shares his poetry and talks about what it has been like to put his life back together in the wake of a 26-year addiction to heroin. You can listen at [www.wypr.org](http://www.wypr.org) or [www.osi-baltimore.org](http://www.osi-baltimore.org).

## SEPTEMBER IS NATIONAL RECOVERY MONTH

This month, OSI-Baltimore's blog, [www.audaciousideas.org](http://www.audaciousideas.org), asks four different individuals to give their best thinking about addiction issues and the failed war on drugs.

Among them are Pat Taylor, Executive Director, Faces & Voices of Recovery; Frank Dyson, Program Supervisor for Co-occurring Disorders, Gaudenzia; and Dan Morhaim, M.D., House of Delegates, Maryland General Assembly.

**Make sure to read their thoughts each Monday and join in the conversation.**





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**AUDACIOUS THINKING FOR LASTING CHANGE**

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# TALKING ABOUT RACE. SAVE THE DATE\* FOR A YEAR-LONG CONVERSATION.



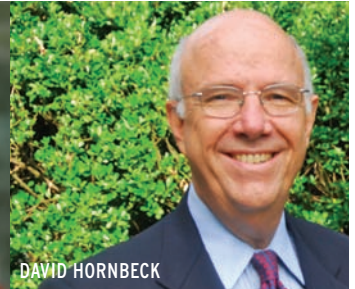
GERALD TORRES



BEN JEALOUS



BEVERLY DANIEL TATUM



DAVID HORNBECK

## DO WE STILL NEED TO TALK ABOUT RACE?

Wednesday, September 16, 7:30 p.m., Wheeler Auditorium, Enoch Pratt Free Library

With the election of President Obama, some say race is no longer an obstacle to success and that the "American Dream" is more reality than not. In this discussion moderated by Judge Andre M. Davis, **Ben Jealous**, executive director of the NAACP, and **Gerald Torres**, professor at the University of Texas Law School and co-author of *The Miner's Canary: Enlisting Race, Resisting Power, Transforming Democracy*, will challenge this assumption.

## CAN WE TALK ABOUT RACE? HOW RACE AFFECTS OUR CLASSROOMS.

Monday, November 2, 7:00 p.m., Wheeler Auditorium, Enoch Pratt Free Library

**Beverly Daniel Tatum**, president of Spelman College and author of *Can We Talk About Race? And Other Conversations in an Era of School Resegregation*, which discusses how American schools are experiencing increasing and underreported resegregation, will talk with **David Hornbeck**, former Philadelphia Superintendent of Schools and author of *Choosing Excellence in Public Schools: Where There's a Will, There's a Way*, about how race plays out in our classrooms.

### STARTING IN SEPTEMBER:

Be sure to listen

"Across the Divide: Stories About Race in Baltimore," a series of short segments produced by WYPR 88.1 FM, on Maryland Morning, will feature personal stories told about experiences around race issues that changed individuals' lives. To submit your own story about race, visit [www.storiesaboutrace.org](http://www.storiesaboutrace.org).

### COMING IN 2010:

The Stoop Storytelling Series: Stories About Race in Baltimore

Monday, February 22, 2010, 7:00 p.m., CENTERSTAGE

FOR MORE INFORMATION ABOUT THE SERIES, CHECK OUT OUR WEBSITE: [WWW.OSI-BALTIMORE.ORG](http://WWW.OSI-BALTIMORE.ORG)