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AIDS Is Your Business

A Guide to Corporate HIV/AIDS Grantmaking

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PREFACE

A public health crisis is spreading with mounting pace throughout the United States and the world. A crisis that increasingly affects us all. While this crisis is caused by a virus, the virus is spread through denial, discrimination, ignorance, and inaction. We have all too simple a choice — we can do too little and suffer the consequences, or we can avert the looming crisis of HIV disease through leadership, research, and education.

Preventive AIDS education is critically needed. Prevention is still the only “vaccine” and will likely be so for some years to come. We have had far too limited success so far through AIDS education. The virus continues to spread because too few have learned enough to save their own lives. Those most affected now are young people who are our children, our workforce of tomorrow, and our future. We cannot allow the potential tragedy of having AIDS decimate a generation.

Medical research is needed, as well as greater collaboration among researchers. We have made real progress, but we have great lengths to go to achieve fully effective treatments for the illnesses associated with HIV infection, to find a cure, and to develop an affordable and easily administered vaccine.

Most of all, leaders are needed, the voices of thousands of leaders, from every segment of society — educational and religious institutions, government, health services, the philanthropic community, and business — to speak out, to educate, to demonstrate compassion.

Leadership also is needed to mobilize the resources of each segment of society to provide the necessary social service structure for those millions of people affected by HIV. The time has come to shift the responsibility for HIV disease service and education from small, grassroots organizations to mainstream institutions.

We have learned many lessons over the last decade from Polaroid’s response to HIV. We have learned through our own AIDS Awareness Program that AIDS education works. We know that many of our employees are affected by HIV — as people with the disease and as co-workers, family members, and friends of those with the disease. We know that our contributions to AIDS services do make a difference. We know that those to whom we feel a responsibility — our employees and the communities in which we work and live — need and are grateful for our collaboration in helping to end this crisis. We have learned that the unambiguous support of leaders is necessary to launch AIDS education efforts and that leaders can effectively call for AIDS education within all social institutions, along with the workplace. We also know that as much as has been done, much remains to be done. Our company has served as an advisor to the Business Responds to AIDS/Labor Responds to AIDS (BRTA/LRTA) Programs since their inception, and we have helped set the tone for BRTA/LRTA’s efforts in community involvement and volunteerism.

For all of us, our worldwide goals must be to slow the pace of HIV infections, beginning now, and to prevent all new infections by the year 2000. Each of us can help achieve these goals through the boldness of our leadership and through judicious and compassionate philanthropy.

Gary T. DiCamillo
Chairman and Chief Executive Officer, Polaroid Corporation

“For every American with eyes and ears open, the face of AIDS is no longer the face of a stranger. Millions of us have now stood at the bedside of a dying friend. Millions of us know people who have AIDS and who have died of it Millions of us are now forced to admit that this is a problem which has diminished the life of every American.”

President Bill Clinton

"A company — a great company — is a community. And therein lies the most important and perhaps least obvious contribution that corporate America can make: to establish policy and offer employees avenues so that the entity of the corporation can be used to create a real community and support for those in our midst who suffer with AIDS While we cheer and support the chemists and biologists who will find the cure, great companies can create opportunities for healing — not just as employers, but also as communities of emotional and financial support for those living with HIV."

David Pottruck, President and Chief Operating Officer, Charles Schwab & Co.

INTRODUCTION

The AIDS epidemic continues to be a serious public health problem with profound consequences for our society. Between 650,000 and 900,000 people in the United States have been infected with HIV, the virus that causes AIDS, and the disease continues to spread. Now, more than ever before, all our communities face the challenge of working together to stop the epidemic.

This guide is written for corporate leaders — CEOs, other senior executives, board members, corporate foundation officers, and community affairs officers. We have developed it to show why your involvement can make a significant difference in responding to AIDS and how your company's resources can be used for the greatest impact. For those of you already involved in HIV/AIDS philanthropy, the guide provides suggestions for new approaches to sustaining and broadening your commitment.

Every business and every community will be directly affected by this disease. Between 1991 and 1994, the number of corporations reporting that they had cases of HIV infection or AIDS doubled, from just over 20 percent to nearly 40 percent of responding corporations in an American Management Association survey. Corporate executives are in a unique position to make a difference. You are recognized leaders with powerful voices in your communities and your industries. How soon we can curb this disease and how well we can care for those whose lives are imperiled by it depends, in part, on your involvement and the extent to which we can enlist the rest of the corporate community in the fight.

Funders Concerned About AIDS is committed to mobilizing leadership and resources within the philanthropic community to fight HIV and AIDS. The Business Responds to AIDS/Labor Responds to AIDS (BRTA/LRTA) programs of the Centers for Disease Control and Prevention are working in partnership with our nation's business sector to implement comprehensive workplace education programs. An important goal of these partnerships is to promote community involvement and volunteerism in the workplace. This guide was produced in the hope that it will help corporations and their foundations initiate, sustain, and strengthen their commitment to the fight against AIDS.

Fred Silverman
President,
Funders Concerned About AIDS

Paul A. Di Donato
Executive Director,
Funders Concerned About AIDS

"The awful trends of the expanding epidemic tend to be concealed in the raw numbers Initially hard-hit communities have been even harder hit; but in addition, there are geographic dissemination and grim diversification of people caught in the path of the virus — more women, more children infected, more orphans left behind, younger and younger age at acquisition of infection, and expansion into ever-smaller communities."

*Dr. June Osborne, former chair,
National Commission on
AIDS*

HIV/AIDS TODAY

Since the beginning of the HIV epidemic, nearly 600,000 people in the United States have been reported with AIDS, and almost 320,000 of them have died of HIV-related illnesses. The disease first appeared primarily in urban gay and bisexual men and injection drug users. However, HIV/AIDS has become widespread and affects all parts of society. HIV infection is not limited to people of any sexual orientation, age, gender, race, or geographical area. In this second decade of the epidemic, some disturbing trends are apparent.

- Women are one of the fastest growing groups of infected individuals. In 1996, they represented 20 percent of newly reported AIDS cases among adults and adolescents. Of all the new AIDS cases reported among women in 1996, 34 percent were attributed to injection drug use and 40 percent were attributed to transmission of HIV through heterosexual sex.
- Blacks and Hispanics account for an increasingly disproportionate share of AIDS cases. In 1996, blacks accounted for 41 percent of new AIDS cases, exceeding the proportion who are white for the first time. Hispanics accounted for 19 percent of the new AIDS cases. A recent study estimated that, on average, 1 out of every 33 young black men and, on average, 1 out of every 59 young Hispanic men in this country are infected with HIV.
- Infection rates have increased in the younger gay population, although sustained efforts at education to prevent HIV transmission have reduced infection rates in older, white gay men.

Internationally, the UNAIDS Program estimated that in December 1996, 28.5 million adults and children were living with HIV. UNAIDS predicts that a minimum of between 30 and 40 million people worldwide will be infected with HIV by the end of the decade, more than 90 percent of them living in countries in the Southern Hemisphere.

In short, AIDS is an expanding national and international tragedy that presents many challenges, and much work needs to be done before it is brought under control.

THE IMPORTANCE OF AIDS PHILANTHROPY

Fear and prejudice characterized the early reaction to AIDS because the disease first affected gay men and intravenous drug users. Often, the task of confronting this new and frightening disease fell to communities, corporations, and foundations.

“ Though philanthropy’s resources are finite, corporate funders have learned over the last 10 years of AIDS grantmaking that we can make and have made a difference in strategic ways in the global response to the HIV/AIDS epidemic. However, the scope of the epidemic is widening, and funders have a responsibility to renew and deepen their commitment to the fight.”

*Richard Turner, former
Executive Director, Funders
Concerned About AIDS*

History of Corporate HIV/AIDS Philanthropy

Overall, organized corporate philanthropy was slow in its initial response to the epidemic, report Michael Seltzer and Katherine Galvin in their essay “Organized Philanthropy’s Response to AIDS.” The authors cite such factors as the funders’ lack of knowledge about AIDS, the many restrictions grantmakers placed on funding health and single-disease causes, prejudice against constituencies initially affected by the disease, and the public perception that dealing with the disease was the responsibility of the government.

Still, some corporations began to respond to AIDS in the early 1980s. The first industries to get involved were those that felt the impact of the epidemic early on, either because the disease had a direct effect on their business (health care companies, for example) or because they were located in one of the epicenters of the epidemic. Some companies provided direct cash assistance; others provided in-kind support for AIDS research, community-based organizations, and fundraising events.

Researchers at the health care company Hoffmann–La Roche became aware of the disease early on, and in 1984 the company funded the first national television documentary on AIDS. The insurance industry also made an early, major commitment: In 1985, health and life insurance companies committed \$1.6 million to the fight against AIDS. In 1989, 128 companies pledged a total of \$14 million, both individually and through INSURE (Industrywide Network for Social, Urban, and Rural Efforts). By 1994, insurance companies had donated approximately \$34 million for HIV/AIDS education, service delivery, and research. Other industries became involved early as well, often spurred by the increasing incidence of the disease in their workplaces.

In the mid-1980s, the corporate response advanced when several large national companies, including Metropolitan Life Insurance, Levi Strauss, and Apple Computer, among others, undertook the development of public and employee education materials — including television programs, brochures, and personnel manuals. Somewhat later, in 1987, nine companies based in the Northeast (including the Bank of Boston, Digital Equipment Corporation, Lotus Development Corporation, Cabot Corporation, Unique Casual Restaurants, Inc. (formerly DAKA International), New England Telephone, Polaroid, and TEXTRON) joined together to form the New England Consortium for AIDS Education, an organization that develops and disseminates workplace AIDS education and policy materials.

In the years since, the corporate response to AIDS has grown steadily, expanding in dollars, scope, and depth. It has also become clear that new and bold philanthropic responses are required to effectively address the myriad problems posed by the epidemic.

Impact of Corporate HIV/AIDS Philanthropy

Corporate philanthropy has had and continues to have a major impact on the AIDS epidemic.

“You might ask, “Why would someone in the business of athletic footwear — a product associated with fitness and good health — be such an advocate for tackling a deadly disease head on?” Well, you can look at it two ways. As a concerned American, I think AIDS is an important issue we must face together, as a nation. And as a businessman, I think that a healthy, active American population is a lot better for my business — and probably for yours too.”

Gib Ford, Retired Chairman and CEO, Converse, Inc.

- Corporate involvement has legitimized the issue for mainstream America. When major corporations got involved, AIDS became recognized as an issue with important consequences for our nation. Corporate funding of public AIDS education raised awareness of the disease, helped dispel misinformation, and reduced unwarranted fear. For example, in 1987 Metropolitan Life Insurance Company committed more than \$4 million to sponsoring the National AIDS Awareness Test, a two-hour educational video featuring interviews with leading medical authorities. When the film was televised, it was the first authoritative AIDS information many viewers had received. Nationwide surveys were conducted by Louis Harris and Associates to measure the changes in viewer knowledge about AIDS; the pre- and post-broadcast surveys showed that viewing the film substantially increased viewer knowledge about key risk behaviors.
- It has opened the door for broader business support. Companies that take leadership positions set the example for others in their industries. They demonstrate the finest aspects of corporate responsibility and show other companies how involvement can benefit them. For example, the Design Industries Foundation for AIDS (DIFFA) pioneered an innovative fundraising strategy. Bringing together a mix of design companies, trade publications, artists, celebrities, and advertising agencies, DIFFA was able to produce highly sophisticated and entertaining projects that attracted thousands of contributors. DIFFA's success led to similar collaborations in other industries including Photographers and Friends United Against AIDS, Classical Action (classical musicians), LIFEbeat (pop musicians), Broadway Cares/Equity Fights AIDS (stage actors), and Cable Positive (cable television industry).
- It has strengthened the infrastructure of AIDS service organizations. Through cash donations, volunteerism, matching contributions, in-kind donations, and technical assistance, corporations and their employees have helped strengthen AIDS organizations throughout the country.
- Finally, it has enhanced the image of the corporations in the eyes of their employees and communities. Companies that take leadership positions against AIDS demonstrate that they care about the welfare of their employees and that they are responsible members of their communities. Craig Smith, in the “Corporate Philanthropy Report,” describes how taking a stand on AIDS has benefited computer companies. He argues that the majority of high-tech workers oppose AIDS discrimination, and computer companies that developed antidiscrimination policies and provided compassionate treatment for employees who contracted the disease were better able to attract and win the loyalty of their workers.

The Case for Continued Involvement

HIV/AIDS continues to devastate individuals, families, and communities throughout America, and it will take government and the private sector working together to end the epidemic. Corporate America continues to have a responsibility to sustain its involvement in the fight.

■ AIDS Is a Business Issue

Just over 75 percent of the nearly 600,000 AIDS cases reported so far are in people between the ages of 25 and 44, the core of America's workforce. AIDS is now the second leading cause of death in this age group. Inevitably, all businesses have to face the issues of workplace education and employment policy as it applies to AIDS. Harry Hohn, chairman and CEO of New York Life Insurance, explains, "AIDS poses serious challenges for business — how we can educate not only our employees, but also our communities. If we work together at the local level, we can create solutions that will help us respond to and prevent HIV, both in and out of the workplace."

■ AIDS Affects Everyone

AIDS is not limited by geography, politics, gender, race, age, or sexual orientation. The rate of new AIDS cases is rising fastest among young heterosexual women and minorities. Worldwide, three-quarters of the population infected with HIV acquired it through heterosexual sex. In short, everyone is potentially vulnerable.

■ Currently, There Is No Cure for HIV

Promising new drugs continue to be developed and approved for use against HIV and the myriad complications of AIDS. The Food and Drug Administration (FDA) recently approved three new compounds in a new class of drugs, called protease inhibitors, to treat HIV infection. These drugs, when taken with previously approved drugs such as zidovudine (AZT) and lamivudine (3TC), reduce the level of HIV particles circulating in the blood (viral load) to very low levels in many individuals. However, education remains the most powerful weapon in our arsenal. Businesses are well-positioned to provide information to their employees and communities about how HIV can and cannot be transmitted. In addition, as people live and work longer with AIDS because of improved care and treatment of opportunistic infections, leadership is greatly needed in supporting them.

■ AIDS Is a Social and Economic Issue as Well as a Health Issue

As AIDS continues to spread beyond its original epicenters, it is apparent that the epidemic has social, economic, and public policy implications. Dr. Stephen C. Joseph, former Commissioner of Health of New York City, summed it up this way: "AIDS is a public health crisis, an economic concern, an issue in the workplace, a sociopolitical phenomenon, and a human tragedy. It is having a widespread effect on civil liberties, housing, social services, and every segment of our society." In

addition, AIDS raises profound issues about distribution of health care resources and the role of affected populations in setting health research priorities. In discussing these issues, business has an important role to play.

■ AIDS Affects the Bottom Line

AIDS is an expensive disease for the individuals afflicted, their families, communities, and the nation at large. According to B. J. Stiles, executive director of the National AIDS Fund, “The costs of AIDS to employers are complex and intensifying. They encompass not only direct costs such as those related to health care and disability, but indirect costs as well, such as lost productivity, talent, and experience; employee recruitment, training, and replacement; and the effect on co-worker morale.”

According to research several years ago, lifetime medical costs associated with an individual case of HIV/AIDS range from \$105,000 to \$132,000, depending on when medical treatment begins. If an individual receives treatment from the time of infection, the cost estimate is around \$119,000. If treatment begins approximately five years after infection, the cost estimate is around \$100,000. Three-fourths of those infected may eventually wind up in poverty. As much as \$15.2 billion was spent in 1995 in the United States to treat people infected with HIV, and the total annual cost of the epidemic in the United States, including direct and indirect costs, was between \$50 and \$100 billion.

The UNAIDS Program estimates that at least 40 million people worldwide will be infected with HIV by the year 2000, potentially leading to a dollar loss of \$2.5 to \$4.5 trillion annually, or up to 1.4 percent of the world gross domestic product. Clearly, the cost of AIDS is staggering, in terms of both dollars and lost human potential, and is likely to have a severe impact on the health of both the United States and the world economies.

■ Government in Partnership

The Federal Government will continue to provide funding to stem the AIDS epidemic, but there are limits to what it can do. Private funding can fill gaps left by Federal programs. For example, companies can use innovative or controversial approaches that might be difficult for government programs to sponsor. Corporations are often in a better position to identify local needs, respond faster to them, and work together with other businesses in collaborations designed to meet these needs.

The Continuing Need

HIV/AIDS activities that need corporate funding are much the same now as they have been throughout the epidemic. Generally, businesses can play significant roles in fighting the epidemic by supporting programs within the following broad categories.

"AIDS, although already in epidemic proportions, seems easy to ignore since it does not yet touch most of us personally. But it will. And it will touch us with disastrous potential. For precisely this reason, chief executive officers, presidents, and chairmen must assert themselves now, and take an aggressive leadership position on AIDS."

*Benneville N. Strohecker,
President, Harbor Sweets, in
"You Can Do Something
About AIDS"*

■ Education and Prevention

Education is an important preventive weapon against HIV. Targeted education is especially crucial in motivating individuals to adopt behaviors that protect both themselves and others from infection. Efforts can include workplace programs, media campaigns, telephone hotlines, peer support groups, and other specialized programs targeted at specific audiences.

■ Treatment

Although no cure or vaccine has been identified for AIDS, treatments have been developed that allow people with AIDS to live longer, frequently with a better quality of life. Still, as the disease runs its course, treatment needs expand. Opportunities for funding include the support of early-intervention centers and participation in the community-based clinical trials network.

■ Care and Services

People living with AIDS have many critical and chronic needs. Opportunities to fund care efforts — usually community-based activities — include the areas of ambulatory care, acute hospital care, home health care, residential programs, food programs, rent subsidies, support and counseling centers, and hospice care. Legal services, for activities such as will preparation and child custody assignments, are also needs of people living with HIV and are potential funding targets for grantmakers.

■ Research

Research has focused on the development of a protective vaccine, the search for effective therapies, and expanded clinical trials. Protease inhibitors, such as saquinavir, zidovudine, and didanosine, have been recently approved by the FDA. When taken in conjunction with antiretroviral drugs, the protease inhibitors can reduce the viral load in a person's bloodstream. Researchers are hopeful that this type of combination therapy, with further study, will prove effective in the long term and increase the healthy lifespan of HIV-infected individuals. In addition, behavioral science and health services research are also important funding priorities.

■ Public Policy

Frequently, a community's ability to work to offset the problems of HIV/AIDS is affected by policy decisions made at the local, State, or national level. AIDS service organizations (and their clients) can be helped or hindered by community action or inaction. Corporate leaders can help involve public health officials, people living with HIV, and other advocates to ensure that sound and compassionate public/private policies are put in place. These policies may address job protection, funding priorities, housing discrimination, and immigration status. Local policy issues include access to state medical insurance, appropriate zoning for hospices, and housing and job protection.

“Strong positive leadership is needed to overcome entrenched ignorance and fear, as well as to rectify the serious flaws and deficits in care and prevention strategies. We are witnessing an expanding national disaster, and there is greater urgency than ever to mobilize against the scourge of AIDS.”

From the Final Report of the National Commission on AIDS, 1993

HOW TO MAKE A DIFFERENCE

The size and breadth of the HIV/AIDS epidemic in itself provides funders with numerous opportunities and avenues of approach for making a difference. This section describes types of support that companies can provide and introduces some strategies for success in HIV/AIDS grantmaking.

Types of Support

A strong community leadership position is at the heart of the corporate contribution to the fight against AIDS. Among the many actions companies can take are making direct or indirect financial contributions, providing human resources, and supporting public AIDS education.

■ Direct Financial Contributions

Through cash grants, corporations can distribute funds directly to local or national AIDS organizations. These grants can be for specific projects, or they can provide unrestricted support to pay for overhead and other operating expenses. Specifically, cash grant programs can do the following:

- Target different kinds of programs, including those consistent with a company's existing focus areas and interests as well as those not eligible for funding from other sources.
- Provide seed money to launch new programs or AIDS service organizations. Channel AIDS-designated funds to non-AIDS-specific agencies. Support agencies that depend on volunteers.

The Hasbro Children's Foundation, a charitable arm of the **HASBRO TOY COMPANY** in New York, provided support in 1995 for the **ARISE** and **AWAKE** programs administered by the Harlem Interfaith Counseling Service in New York City. The programs provide services for children of HIV-infected parents.

In 1995, the **PHILIP MORRIS COMPANIES** contributed \$200,000 to the National AIDS Fund to start a project called Positive Helpings. Organizations that provide meals or nutritional services were eligible to apply for one-year, \$10,000 grants, and participating groups were required to raise matching funds. The money was not to be used for food or other operating costs but was intended to strengthen the infrastructure of these services, allowing them to better provide for their clients. “We have known virtually since the beginning of the epidemic that the nutrition needs of HIV-positive people are really key to maintaining healthy, productive lifestyles,” said Jerry Atchison of the National AIDS Fund.

■ Indirect Financial Contributions

Indirect financial support takes many forms. Following are some ways that companies can offer aid.

Provide In-Kind Donations of Products or Services

Numerous computer companies, including APPLE COMPUTER, INC., IBM, and DIGITAL EQUIPMENT CORPORATION have contributed millions of dollars worth of computer systems to AIDS agencies in the United States and abroad. Since 1991, Digital Equipment alone has donated more than \$5 million in computers to community organizations. Overseas, IBM donated \$1.5 million in computer equipment, services, and software to the UNAIDS Program. Among other grants, Apple Computer has donated more than \$1 million in computers and peripherals to grassroots AIDS agencies in the United States through a partnership with the National Minority AIDS Council.

DANNON YOGURT donates yogurt nearing the expiration date to community organizations located near its distribution centers. As a result, Lee Arning, director of the Fort Worth AIDS Outreach Center Food Bank, is able to distribute hundreds of cases of yogurt each month to his clients.

PACIFIC GAS AND ELECTRIC and PACIFIC BELL, two California utilities, provide funding for the AIDS Emergency Fund, an agency that offers direct assistance to people with HIV who find themselves in a crisis situation and are unable to pay for food, medicine, or utilities. In addition to direct support, the utility companies also provide reduced-rate services for the people they help.

Assist With Financial or Other Support for Fundraising Efforts

GENERAL MILLS provided core funding for a 1995 World AIDS Day fundraiser to benefit the RAPIDS AIDS Project in Iowa, a community AIDS education organization. "In our community, AIDS isn't a highly visible issue," said David Packard, director of the project. "General Mills gave credibility to our event and made it easier for us to recruit other sponsors."

The makers of TANQUERAY gin underwrote a Boston-to-New York AIDS ride in July 1995 and raised more than \$3 million. The proceeds were distributed to a number of AIDS service organizations, including the Fenway Community Health Center in Boston, Massachusetts's largest community-based provider of medical and related services to people who are HIV-positive. Richard Burns, executive director of the Lesbian and Gay Community Center in New York, which also received funds from the ride, noted, "The ride is an important effort to help bridge that gap."

Donate a Percentage of Sales to AIDS Organizations

A number of retailers, including MACY'S, BULLOCKS, THE BODY SHOP, and CARSON PIRIE SCOTT, have sold a small cuff bracelet featuring the familiar red ribbon. Approximately 40 percent of the retail price of the bracelet is returned to the Until There's A Cure Foundation and then distributed to AIDS projects. "The real power of the bracelet," observed Kathleen Scutchfield, co-founder of the foundation, "is its ability to remind everyone that we must all continue to work until there is a cure. And it's not a silent remembrance. People who wear the bracelet report that when friends see it on their wrists, it inspires meaningful conversations about AIDS." Through 1995, more than 50,000 bracelets had been sold. Other department stores, including Saks Fifth Avenue and Neiman Marcus, also sell AIDS-related merchandise and donate a percentage of the proceeds to AIDS service organizations.

■ Employee Involvement

The energy and dedication of individual employees can be a powerful tool in the fight against AIDS. Corporations can motivate their employees to get involved in a number of ways.

Volunteer activities offer employees meaningful ways to donate their time and talent to AIDS organizations and to learn more about the impact of the virus. The types of work done by volunteers are as varied as the volunteers themselves.

More than 80 people volunteer at Project Angel Food, a Los Angeles-based organization that provides daily meals to people with HIV/AIDS who are homebound.

According to Mark Hartman, Volunteer Manager for the program, many of the volunteers are from local corporations. For example, employees at L.A. EXPRESS, an airport shuttle service, volunteer their time in company-owned vans. Hartman says his volunteers learn of his organization through corporations' in-house listings of volunteer opportunities as well as through the local volunteer center.

Volunteers from WELLS FARGO BANK in the San Francisco Bay Area participated in "Project Open Hand Gift Wrapping," helping wrap more than 20,000 gifts that were later distributed during the holidays to the homes of people living with AIDS.

Since 1987, MUTUAL OF NEW YORK (MONY) has been a leader within the insurance industry in promoting employee awareness and community education about AIDS. In addition, it was one of the first companies in the country to fund a large-scale initiative of direct care for people living with the disease. In 1992, MONY started sending information packets to its New York City employees as part of World AIDS Day. The packet included information on how the epidemic had affected the city, a description of AIDS information resources in the area, and a list of specific AIDS volunteer opportunities in New York City. The response was so good, reports Lynn Stekas, president of the Mutual of New York Foundation, that in 1995 the program was expanded to all MONY home office locations, including Stamford, Connecticut; Teaneck, New Jersey; and Syracuse, New York. The same basic AIDS information was provided for all locations, but the available resources and volunteer opportunities were tailored for each site. The packets made it easier for MONY employees to get in touch with local AIDS service organizations that needed their help.

At AMERICAN EXPRESS, four employees chose to work with AIDS agencies under the company's paid sabbatical program. The volunteers have worked at Washington, D.C.'s Whitman-Walker Clinic, Phoenix's Shanti Project, the Bronx AIDS Resource Center, and AmFAR. Other companies provide release time so that their employees can volunteer with local charitable organizations.

Numerous corporate executives sit on the boards of local and national AIDS organizations. Examples include Lee Smith, former president of Levi Strauss International, who served as chair of the National AIDS Fund; Stephen Herbitz, an executive vice president of Seagram & Sons, who has served on the board of the AIDS Action Council in Washington, D.C.; Marcy Chapin, a program manager at the AT&T Foundation, who has served as a board member of the National Association of

People with AIDS; Harry Hohn, CEO of New York Life, who sits on the board of the National AIDS Fund; and the 50 members of the board of advisors of the CDC's BRTA/LRTA Programs.

"Loaning" executives is a powerful way for corporations to share their expertise with AIDS service organizations. The company pays the employee's salary while he or she works at the nonprofit agency. Many Fortune 500 companies now regularly loan executives to AIDS nonprofits, providing much-needed technical and fiscal assistance.

THE EQUITABLE, a life insurance company, loaned Sam Burneson, one of its vice presidents, to serve full-time as the president and construction consultant of the Village Nursing Home in New York City.

Companies can also offer technical expertise to AIDS organizations through special training events. For example, since 1988, AETNA INSURANCE has actively supported the National AIDS Skills Building Conference, which provides AIDS service organizations with training in management, finance, human resources, program evaluation, and the five components of an HIV/AIDS workplace program.

Through a variety of company-run programs, corporations can encourage their employees to make personal contributions to AIDS service organizations. Such programs include workplace giving campaigns, matching gifts programs, and pooled employee funds.

For two years, employees at LOCKHEED in Sunnyvale, California, supported ARIS, a local AIDS agency, through the Lockheed Employees' Bucks-of-the-Month Club. Employee contributions were deducted on a weekly basis from paychecks and became part of a large fund; an employee committee received, reviewed, and funded requests from the local community.

Like many corporate foundations, the CHARLES SCHWAB & CO. FOUNDATION did not fund single-disease grants in the early 1980s. However, when foundation officers observed that a significant percentage of direct employee contributions through the company were going to AIDS organizations, the policy was changed and the foundation began making grants specific to AIDS.

■ Public Education

Public education is a broad category that includes internal educational materials, public service announcements, advertising, and other forms of educational materials provided as a service.

In 1995, JOSSEY-BASS, a San Francisco-based publishing company, coordinated the production, warehousing, and distribution of "AIDS Caregiving: Lessons for the Second Decade," an audiotape developed from interviews with more than 80 volunteers and professional caregivers. The tape covers caregiving, prescriptions for burnout and compassion fatigue, and changes the process has caused in the caregivers themselves. Twenty thousand copies of the audiotape were distributed free of charge to AIDS organizations through a grant from the Elton John Foundation.

Jossey-Bass President and CEO Lynn Luckow explained, “We are dedicated to practicing what we publish, applying all we learn to ourselves and to the company, and volunteering our time and talents to....AIDS projects locally and nationally.”

LOTUS DEVELOPMENT CORPORATION, the Massachusetts-based software company, provided \$20,000 in funding to the Multicultural AIDS Coalition (MAC) in Boston for a video documentary on urban youth and HIV/AIDS. The documentary, called “+ Positive Voices,” includes interviews with teenagers and people in their twenties and thirties who contracted HIV when they were teenagers. These young adults, from various cultural and ethnic backgrounds, describe the results of their risky behaviors in order to educate today’s teenagers and slow the spread of HIV among them. Anthony Anderson, manager of Community Affairs at Lotus, described why his company participated in the project: “AIDS is a problem not limited to white males. It affects the entire community, including women, children, and people of color. ‘+ Positive Voices’ is a powerful video that needs to be viewed.” Barbara Gomes-Beach, executive director of MAC, explained the importance of Lotus to the video: “Without their support, the project wouldn’t have gotten started. Their seed money provided the leverage to obtain funds from other sources to finish production.”

Strategies for Success in HIV/AIDS Grantmaking

Direct financial support in the form of grants is a powerful way corporations can join in the fight against AIDS. In most areas of the country, the need for philanthropic dollars for AIDS vastly overwhelms the supply, making it imperative that the available funds be used as effectively as possible. A strategy that includes careful planning and evaluation of proposals is critical to assuring the success of any granting initiative. For additional information about setting up a grantmaking program, see “Joining the Fight: How to Establish an HIV/AIDS Initiative in Your Community,” published by the Sierra Health Foundation.

Getting Started

Whether your organization is planning a new initiative or joining existing efforts, there are several important steps to take to get started.

- **Assess the needs of the community.** Although AIDS is devastating wherever it is found, the needs of different communities vary widely. For example, education and prevention are high priorities everywhere, but in one of the disease’s epicenters, care for people already living with the disease is also a high priority. Needs assessment may be done through informal or formal means, but if the granting program is to have an impact, it must be targeted to a real, identifiable need.
- **Select a strategy or approach.** Though there are hundreds of possible approaches to setting up an AIDS grantmaking program, the key to success is matching the strengths, interests, and market of the company with the needs of the community. A company may fund only certain types of programs, such as those

that provide education, care, research, or public policy; or it may limit itself to a particular audience, such as children or teenagers. It may choose to fund programs in communities where it does business, or it may take a broader geographical approach. For example, the Hasbro Children's Foundation, the charitable arm of the Hasbro Toy Company, funds programs for children under the age of 12 in the New York area, the location of its corporate headquarters. One of the foundation's priorities is to fund programs that assist children born to parents living with HIV. In short, for most corporations, the approach should reflect the values and image the company wants to project.

- **Set realistic goals.** The size and breadth of the AIDS epidemic can be daunting, but setting realistic goals for a grantmaking initiative and funding programs that move toward those goals can prevent paralysis. For companies just starting out, taking small steps is an effective strategy. According to Michael Seltzer, former executive director of Funders Concerned About AIDS, "Smaller steps can also realize our goals. Looking back over the past decade, we see how incremental change, pilot projects, and even relatively small dollars have made a difference." He adds, "Armed with facts, a focused plan, and a rich array of resources, both small and large donations can make a difference."
- **Consider collaborations.** Because companies have limited resources to allocate to HIV/AIDS issues, a funder may be able to leverage its resources by collaborating with organizations with complementary strengths and funding interests. Funding can also be facilitated and enhanced when businesses work with other donors, such as private foundations, community foundations, and United Way chapters. Valuable resources exist in the networks provided by such organizations as the National AIDS Fund, community foundations, and regional grantmaker associations.
- **Consult employees.** Maintaining a company's involvement in AIDS issues requires an ongoing commitment from the company's employees. When exploring grant priorities, then, it makes sense to solicit input from employees and involve them in the planning process. Individual employees may have perspective and expertise that make them valuable assets to this process. It is likely that some of them have already been touched by AIDS. They may be volunteers at local AIDS service providers, or they may have taken part in fundraising activities, such as an AIDS walk.

Assessing Proposals

The two key questions regarding any proposal are: Does the proposal meet the standards listed in the request for proposals? Is it likely the program will meet its stated objectives and goals? In addition, the following questions specific to HIV/AIDS should be answered when assessing proposals.

- Does the applicant demonstrate significant knowledge of HIV/AIDS, particularly regarding the local community?
- Is there evidence that the applicant is collaborating with other organizations in its field of activity?

- What are the indicators of the applicant's experience and expertise in working with the target population?
- Does the applicant demonstrate a capacity to evaluate the impact of its work?
- How active is the board of directors of the applicant organization?
- How do the leaders of the applicant organization propose to learn from other related efforts?
- Has the applicant proposed any methods to disseminate the results of its work to others?
- Is the project designed so that it can be replicated elsewhere?

TAKING STOCK AND MOVING FORWARD

Make no mistake: AIDS remains a massive medical, social, and economic problem. With better treatments, people infected with HIV are living longer and remaining productive. But each day more people are infected with the virus and more people die, and still there is no cure on the horizon.

The last decade has seen an awakening of the corporate community. Large and small companies have taken the initiative in fighting AIDS by educating their workforces, joining community task forces, contributing funds to local foundations, mobilizing their employees, and taking leadership positions within their communities. But much remains to be done.

“Every sector of our society must intensify its efforts to defeat this disease,” says Paul Di Donato, executive director of Funders Concerned About AIDS. “Otherwise we will fail.” For business, that means corporations that are not yet involved must participate, and those already in the fight must sustain their commitment and deepen their involvement. This involves policy development, manager and labor-leader training, employee education, education for employees’ families, and community involvement and volunteerism.

Richard Woo, Levi Strauss Global Communications senior manager, explains the importance of a comprehensive approach: “Based on our experience over the past ten years, we’ve learned that companies that have the greatest impact on AIDS are those that take a comprehensive approach and involve all aspects of their business in the fight. They have internal AIDS policies and provide workplace education. They encourage their employees to volunteer time and contribute money to AIDS causes. Their executives use their positions as community leaders to further AIDS issues, and finally, they make grants to support AIDS service organizations.”

It is our hope that this guide has shown funders the importance of their participation and the critical role they can play in defeating AIDS.

FREQUENTLY ASKED QUESTIONS

■ Why should corporations be concerned about AIDS?

Corporations should be concerned about AIDS because they are responsible members of their communities, and their employees, vendors, suppliers, and customers are all affected by the disease. AIDS is everyone's problem and is everyone's business. The American Management Association reported that, in 1994, 37.5 percent of surveyed firms had dealt with cases of HIV infection or AIDS, up from 22.8 percent in 1991. Soon every corporation of any size will be directly affected. Corporations can address it in a proactive manner or in a crisis mode, but they will have to address it.

"Everybody has to be concerned about AIDS. I also think corporations have an obligation to be constructive corporate citizens, whether they involve themselves in the attack on AIDS or in some other important concern. Corporations need to do what is right not just for their shareholders and employees, but also for the communities in which they operate."

Martin Berkowitz, Senior Vice President, The Prudential

■ Isn't addressing AIDS really the role of the Federal Government?

Organized philanthropy does not have the resources to stop AIDS by itself, so the Federal Government must take a central role. But government alone is not the answer. Corporate and community funders can and must make a difference. They can fund programs to fill gaps in Federal programs. They can support innovative or controversial programs. They are in a better position to identify local needs and respond quickly to them. In the end, it will be a partnership between government and the private sector that stops the epidemic.

■ Aren't there more pressing community problems, like urban violence or even breast cancer?

No one is suggesting that AIDS be the only focus of corporate community involvement, but because it is a profound threat to our country, it should remain high on the list of our priorities. Many social ills beset our country, and the corporate community is being asked to do more on a wide range of issues. The fallacy implicit in the question, however, is that community involvement is a zero-sum game — that corporate philanthropy in AIDS will inevitably result in less attention to other pressing issues. In fact, there is a vast untapped resource of volunteers in this country. When a corporate leader publicly supports a philanthropic cause, he or she often makes it easier for others within the company, industry, and community to do the same. As more people get involved, there are greater resources to be directed at a wide range of social problems.

■ How can I make AIDS grants if my funding priorities are strictly limited to particular areas, such as the performing arts?

While some corporations have developed specific HIV/AIDS funding programs, many more support AIDS efforts through their existing funding areas. For funders focusing on children, seniors, or women, for example, there are programs responding to HIV/AIDS in these areas. For foundations interested in housing, poverty, education, civil rights, or public policy, there are many AIDS issues and opportunities for AIDS funding. Without stretching, a funder interested in the performing arts can support theater groups doing AIDS prevention work. Education program grants can support development of health and social studies curriculums addressing AIDS.

- What kinds of projects and programs make the greatest impact?

The programs that have the greatest impact are those with the clearest idea of what needs to be done and how it can be done. They are the programs whose staff demonstrate significant knowledge of the infection in their community and have the skills and experience necessary to carry out the program's objectives. They have an active and experienced board of directors and collaborate with other organizations working in the same field with the same target population. They are led by people willing to learn from the experience of other organizations. They have concrete plans to evaluate their programs and to disseminate their knowledge.
- How do we get started?

First, get more information, especially about the impact of AIDS in your community. Local AIDS organizations, the public health department, community foundations, United Way chapters, the CDC hotline, or other local HIV/AIDS funders are valuable resources. Funders Concerned About AIDS provides information and technical assistance for organizations attempting to initiate HIV/AIDS philanthropic programs. The Manager's Kit available from BRTA/LRTA provides excellent information and is another good way to get started.
- AIDS is a controversial issue in my community. How do I know that funding AIDS grants won't hurt my business?

You don't, but the essence of leadership is taking a stance even when there is risk. Unfortunately, AIDS remains a controversial issue because living with HIV is still considered a social stigma — but anyone can become infected with HIV. If AIDS is a controversial issue, perhaps the place to start is education to dispel misinformation and reduce unwarranted fear. Once this process is started, it is often easier to fund programs that provide services to people already affected.
- My company doesn't have the resources to start a full-fledged grants program. How can we participate without having to commit unreasonable resources to administering grants?

Fighting AIDS can be done by joining ongoing efforts. In most cases there is no need to create or staff a new program. Many local communities have their own HIV/AIDS foundations and organizations. Providing financial support through these organizations is a way to participate without committing unreasonable resources to administration or overhead.
- How can AIDS funding have an impact on the international community?

The threat of AIDS knows no national boundaries. Companies with a strong international presence are in a position to transfer much of what has been learned in this country to other places. By supporting comprehensive workplace and community education programs, companies can have a major impact on how AIDS is perceived and the treatment of people living with it in the countries where they operate.

RESOURCES

Centers for Disease Control and Prevention Business and Labor Resource Service

1-800-458-5231 (voice)

1-888-282-7681 (fax)

1-800-243-7012 (TDD)

www.brta-lrta.org

The Business Responds to AIDS/Labor Responds to AIDS (BRTA/LRTA) programs are public/private partnerships involving the Centers for Disease Control and Prevention (CDC), the public health sector, business, labor, and other organizations and agencies.

The purpose of the programs is to prevent the spread of HIV through workplace education and community service. The CDC, through BRTA/LRTA, helps businesses across the country design and implement workplace-based HIV and AIDS policies. It also helps implement education programs for employees, their families, and the community.

In addition to education, service, and prevention of the spread of HIV, BRTA/LRTA's goals are to prevent discrimination and foster community service and volunteerism both in the workplace and in the community. In order to achieve these goals, BRTA/LRTA has developed materials, referrals, and technical assistance for businesses to help them form comprehensive HIV and AIDS programs.

AIDS Action Council

1875 Connecticut Avenue NW, Suite 700

Washington, DC 20009

202-986-1300

202-986-1345 (fax)

Information on public policy and legislation affecting people living with HIV/AIDS.

American Red Cross

8111 Gatehouse Road

Falls Church, VA 22042

1-800-375-2040

703-206-7754 (fax)

Extensively evaluated, effective HIV/AIDS education for the workplace. Emphasis on nonjudgmental and culturally sensitive presentations, which can be tailored for management and staff. Available throughout the country by American Red Cross-trained instructors.

Additional Organizations Providing Information and Assistance to Corporations and Other Funders

CDC National Prevention Information Network

P.O. Box 6003

Rockville, MD 20849-6003

1-800-458-5231

1-888-282-7681 (fax)

Materials and resources on HIV/AIDS.

Entertainment Industries Council

1760 Reston Parkway, Suite 415
Reston, VA 22090
703-481-1418 (fax)

Assists entertainment companies and unions in implementing employee-based HIV/AIDS training. On both East and West Coasts.

CDC National AIDS Hotline

1-800-342-AIDS (2437) (English)
1-800-344-SIDA (7432) (Spanish)
1-800-243-7889 (TTY)

Confidential answers to specific questions about HIV/AIDS.

Funders Concerned About AIDS

50 East 42nd Street, 19th Floor
New York, NY 10017
212-573-5533
212-949-1672 (fax)

Materials on HIV/AIDS for funders, including a quarterly newsletter and occasional papers of interest to funders. Current publications cover corporate, foundation, and international funding as well as public policy. FCAA also sponsors educational forums and conferences on HIV/AIDS for grantmakers.

National AIDS Fund

1400 I Street, NW Suite 1220
Washington DC 20005
202-408-4848
202-408-1818 (fax)

Formerly known as the National Community AIDS Partnership, the organization raises funds to support community-based HIV/AIDS funding activities across the United States. It also disseminates information on model programs funded through these efforts, provides information on assessing HIV/AIDS prevention programs, and develops workplace responses to AIDS, including policies, benefits, and employee education.

National Association of People with AIDS

1418 N Street NW
Washington, DC 20006
202-898-0414
202-898-0435 (fax)

Nationally available speakers for HIV/AIDS education presentations to business, labor, and government. Focus on concerns surrounding HIV/AIDS in the workplace.

The National Council on International Health

1701 K Street NW, Suite 600
Washington, DC 20006
202-833-5900
202-833-0075 (fax)

Information on the international scope of HIV/AIDS.

National Minority AIDS Council (NMAC)

1931 13th Street NW
Washington, DC 20009
202-483-6622
202-483-1135 (fax)

Technical assistance and consultation on issues and priorities in communities of color.

The New England Corporate Consortium for AIDS Education

P.O. Box 390917
Cambridge, MA 02139-0010
617-441-3312

Publishes educational materials designed to help resolve AIDS issues in the workplace.
Provides materials to help businesses develop HIV/AIDS policies.

The Sierra Health Foundation

2525 Natomas Park Drive, Suite 200
Sacramento, CA 95833
916-922-4755
916-922-4024 (fax)

Publishes a manual entitled "Joining the Fight: How to Establish an HIV/AIDS Initiative in Your Community."

The United States Conference of Mayors

AIDS/HIV Program and AIDS Information Exchange
1620 I Street NW
Washington, DC 20006
202-293-7330

Publishes materials on evaluating HIV/AIDS prevention programs, on undertaking needs assessments on programs and services, and on Federal prevention, education, service, and research activities.

United Way of America

HIV/AIDS Services Department
701 N. Fairfax Street
Alexandria, VA 22314
1-800-892-2757
703-683-7840 (fax)

Provides technical assistance on needs assessment, HIV/AIDS fund raising methods, planning, and allocations for corporations.

FUNDERS CONCERNED ABOUT AIDS

Funders Concerned About AIDS (FCAA) was created in 1987 by members of the business and foundation communities to advance the philanthropic response to the HIV/AIDS epidemic. Based in New York City, FCAA is currently one of the largest associations of grantmakers. It represents more than 1,700 individual corporate and foundation giving officers from 50 states and 21 nations. More than 70 grantmakers throughout the country contribute their time and talent as members of the organization's various committees.

FCAA is committed to mobilizing philanthropic leadership and resources, domestically and internationally, to eradicate the HIV/AIDS pandemic and to address its social and economic consequences. Specific objectives include the following:

- Encouraging funders to incorporate HIV/AIDS into their grantmaking agendas
- Producing information, materials, and programs on HIV/AIDS for funders
- Offering technical assistance to funders responding to the epidemic
- Identifying strategic grantmaking opportunities at local, regional, national, and international levels
- Promoting collaboration among grantmakers
- Involving grantmakers in efforts to improve public policy on AIDS-related matters

FCAA is not a funding source. It is a nonprofit 501(c)(3) public charity.

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*Affiliations are for identification
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HIV/AIDS GRANTMAKING CASE STUDIES

Case Study 1 **Marshall Field's: Sustaining the Commitment**

Marshall Field's has been a long-time supporter of AIDS organizations in the Chicago area. In 1987, the company sponsored a large-scale benefit followed by a gala dinner and dance at the flagship department store's main dining room. The event raised more than \$1 million and initiated a long-term, close collaboration between the company and the AIDS Foundation of Chicago, which became the administrator for all Field's AIDS funding. Later, when retailer Dayton Hudson bought Marshall Field's, it wasn't clear whether the commitment to AIDS funding would survive the corporate transition.

Fortunately, the new president of Field's, Daniel J. Skoda, met with representatives of the foundation his first week on the job and recommitted Field's to the foundation's fundraising and grantmaking efforts. Kassie Davis, director of Public Affairs and Communications for Field's, attributes three key factors to their ability to sustain the commitment:

- Dayton Hudson itself has a long history of corporate philanthropy. It was one of the first large companies to commit 5 percent of its pre-tax earning to charitable causes, and it allocates 20 percent of its giving budget to its stores so that they can support causes in their local communities outside the company's focus areas.
- The relationship between Field's and the AIDS Foundation of Chicago had a long history, and the connections were strong.
- The employees of Field's made AIDS funding a high priority. In 1995, Field's employees were surveyed to determine their priorities in charitable giving. Given 23 funding choices, the employees listed AIDS education and prevention as their second highest priority.

Leadership, good relations between companies and AIDS organizations, and strong employee involvement can sustain a company's philanthropic commitment.

Case Study 2 **Tarrant County Community AIDS Partnership: Community Leadership Overcomes Entrenched Resistance**

In the mid-1980s, AIDS was a controversial issue in many areas of the country. Then, as now, many people did not consider AIDS an issue that affected the broader community. In this type of environment in one Texas county, the National Community AIDS Partnership (now the National AIDS Fund) offered a three-year, \$225,000 grant to the community if matching funds could be raised. The challenge was accepted, and a community AIDS partnership was formed. James Nichols, a long-time community leader and head of Freese and Nichols, a Fort Worth-based engineering company, was chosen to chair the partnership's Development Committee.

"At first we experienced significant resistance when we went out to raise money," Nichols explains, "but over time, we were able to overcome entrenched attitudes about AIDS." How? Nichols made one-on-one calls to other leaders in the community and shared his concerns. He put his reputation on the line and challenged other

leaders to do the same. He emphasized that AIDS was a national problem that wasn't restricted to any one population, and he described the critical need for education to prevent the spread of the disease. After four months, the Development Committee surpassed its goal of matching funds for the year.

"We've come a long way here," says Nichols. "The partnership has been very successful, and community leadership was absolutely critical in its success. I'm proud of the way the community has responded."

Case Study 3 AIDS Council of Kansas City: Streamlining the Process

In the late 1980s, Kansas City Mayor Dick Berkley set up a task force to establish a community-based plan to deal with the AIDS epidemic. He appointed two civic leaders to head the task force. One of them, William Harsh, was a retired executive vice president of Hallmark Cards.

After review, the task force recommended that a new body be established — the AIDS Council of Kansas City — to coordinate the activities of AIDS organizations in the community. It would consist of funders, AIDS service providers, hospital executives, health care professionals, and other members of the community. Rather than deliver services, it would serve as a clearinghouse for information and a forum in which all the members of the community fighting AIDS could work together to more efficiently utilize their limited resources.

Harsh brought the issue to Hallmark. "His leadership was instrumental in getting support from the corporation for the council," said Jeanne Bates, vice president of the Hallmark Corporate Foundation. Through his influence, the foundation provided start-up funding. As a member of the Council Board of Directors, Bates was able to enlist a number of other corporations and foundations. "The way it works in Kansas City, and I suspect elsewhere, is you need leadership," Bates explained. "If your company is well-respected and you seek help from your peers in the corporate world, you can usually make it happen."

Case Study 4 Levi Strauss & Co.: A Leading Corporate Citizen in the AIDS Crisis

In 1982, a group of Levi Strauss & Co. employees requested permission to distribute educational literature about AIDS. The group felt it was important to provide the available information, but they feared employees would shun the booth, thinking the staffers were gay or infected with the AIDS virus. Executive Vice President and Chief Operating Officer Robert Haas, now Chairman and CEO of the company, suggested that senior managers — himself included — help staff the booth to alleviate these fears and communicate the importance of educating employees about the disease. This act of compassion and courage set the tone for the company's response to AIDS. It was also the impetus for numerous initiatives that led to the company's reputation as an international leader in AIDS issues.

From the beginning, Levi Strauss & Co.'s response to AIDS focused on two areas: workplace education and community involvement. Employee groups in San Francisco began AIDS volunteer activities in 1982, and formal education of employees began in 1983. Soon after, the Levi Strauss Foundation began making AIDS grants.

At Levi Strauss & Co. there are no mandates for employees to become involved in AIDS. Corporate leadership may provide the vision, but employees develop innovative ways to carry it out. One example is the 1994 International Conference on AIDS, held in Japan. Employees of Levi Strauss Japan decided to sponsor a one-day meeting before the conference for nongovernmental organizations (NGOs) from around the world. The primary goal was to strengthen the NGO community in Japan by providing international connections and access to global resources. Funding for the conference was provided by the company, volunteers from Levi Strauss Japan ran the event, and a Levi Strauss Japan senior executive spoke at the International Conference in a session on workplace education.

Both nationally and internationally, Levi's has provided a model for what a corporation can do when its culture, vision, and resources are committed to fighting AIDS.

Case Study 5 Unique Casual Restaurants, Inc. (formerly DAKA International)

Unique Casual Restaurants, Inc. is a Massachusetts-based food service company that employs more than 19,000 people and manages 700 facilities throughout the United States. It is the parent corporation of Fuddrucker's restaurants and a number of other holdings.

In the mid-1980s, one of Unique Casual Restaurants, Inc.'s long-time employees married a man with HIV. After learning of the man's HIV status, co-workers shunned the woman and customers boycotted the restaurant where she worked. Unique Casual Restaurants, Inc. had two choices: hush up the issue or face it head on. Realizing that AIDS in the workplace, especially in the food service industry, was likely to become more contentious in the future, Unique Casual Restaurants, Inc. — led by Chairman and CEO William H. Baumhauer — offered a vigorous response. The company developed and implemented a comprehensive workplace policy on AIDS that included teaching employees how they can — and cannot — contract the virus. Baumhauer committed the company to treating people with HIV with compassion and confidentiality, and the company implemented a policy that specifically prohibits discrimination based on HIV status.

Baumhauer has worked tirelessly to champion the cause of AIDS education and prevention, in both the workplace and the community. He has been an integral force in the Business Responds to AIDS Program, which is administered by the Centers for Disease Control and Prevention. "The food service industry may be particularly sensitive to the presence of AIDS in the workplace," he says, "but all industries — and companies of all sizes — are likely to face this reality in the near future, if they haven't already."

Case Study 6 Virgin Megastores: Targeting Communities of Color

Supporting AIDS service organizations has long been an important priority of Virgin Megastores. Although the commitment is corporate-wide, individual stores around the country plan, sponsor, and host events tailored to the needs of their local communities. In San Francisco, as in the rest of the country, people of color represent an increasingly disproportionate share of new AIDS cases, so the San Francisco Virgin Megastore teamed up with the National Task Force on AIDS

Prevention (NTFAP) and local disc jockeys to sponsor a dance event to raise money primarily to support AIDS prevention efforts in communities of color.

The event, christened “Spin It! DJs Fighting for a Cure,” allowed recording artists, club promoters, and their audience the opportunity to demonstrate their support in the ongoing battle against HIV. Virgin Megastore opened its flagship downtown store to promote the event. Local DJs provided the music, and the NTFAP coordinated volunteers who handed out educational materials about HIV/AIDS. The event attracted 1,500 revelers and generated positive local press coverage for HIV/AIDS prevention efforts.

“Our goal was to use the store as a vehicle to disseminate information and support HIV prevention in communities of color,” explained Christopher Sherman, Virgin’s marketing assistant for Northern California.

These materials were developed in partnership with Funders Concerned About AIDS.
Updated February 1998.

The information in this publication is solely for general information and for educational purposes and is not intended to be legal advice. Businesses and individuals should consult an attorney for specific legal advice.