**MISSION STATEMENT**  The Henry Luce Foundation was established in 1936 by Henry R. Luce, the co-founder and editor-in-chief of Time Inc., to honor his parents who were missionary educators in China. The Foundation builds upon the vision and values of four generations of the Luce family: broadening knowledge and encouraging the highest standards of service and leadership. A not-for-profit corporation, the Luce Foundation operates under the laws of the State of New York and aims to exemplify the best practices of responsible, effective philanthropy. The Henry Luce Foundation seeks to bring important ideas to the center of American life, strengthen international understanding, and foster innovation and leadership in academic, policy, religious and art communities. The Luce Foundation pursues its mission today through the following grant-making programs: American Art; East Asia; Luce Scholars; Theology; Higher Education and the Henry R. Luce Professorships; the Henry R. Luce Initiative on Religion and International Affairs; Public Policy and the Environment; and the Clare Boothe Luce Program for women in science, mathematics and engineering.
The optimism that springs from the Luce family’s history has defined the Foundation’s commitment to individual and institutional leadership.
The Smithsonian Institution opens the Luce Foundation Center for American Art in the historic Patent Building. At the College of Theatre-Film in Ho Chi Minh City, a young American Luce Scholar directs a Tennessee Williams play. Washington University in St. Louis announces research scholarships in the sciences for twenty-four women undergraduates. At the Council on Foreign Relations, a program begins on religion and foreign policy. The University of Toronto creates a faculty position in East Asian Archaeology, and the Associated Colleges of the South launch a multicampus initiative in Chinese Studies. The Rochester Institute of Technology pioneers a Ph.D. program in Environmental Sustainability, and the Auburn Seminary expands its Center for Multifaith Education.

These projects suggest the variety and scope of the Henry Luce Foundation’s work in 2006 and 2007, when more than 360 new grants were approved, totaling nearly $65 million. For forty years, the Luce Foundation has offered biennial summaries of its grants and financial status, and we are tempted to highlight only a few accomplishments, or to speak only in generalities. We happily acknowledge, though, that the Foundation’s success depends on the creativity, focus, and energy of hundreds of individuals and institutions who have been our partners and whose work we celebrate in this report. Recognizing excellence, bringing needed resources, and strengthening their networks, we contribute to these partners’ achievements, proud to support the innovation and core scholarship that crosses boundaries and further extends the vision of Henry R. Luce.

This report is the first to issue from our new offices, opened in 2007, at 51 Madison Avenue. It also complements our new Web site, www.hluce.org, which provides more detailed information about the goals and guidelines of our grant-making programs, along with improved links to institutions and projects the Foundation supports.

With a new home and new gateway for communications, our grant-making remains focused on specific program areas, reflective of the Luce family’s commitments and developed over the Foundation’s seven decades. Throughout all our programs, we seek to promote core values, including the one that is the theme of this report—leadership. In the following
pages, you will read an essay that describes our distinctive take on this enduring topic, and details the ways our work has been organized to translate principles into practice. We are grateful to its author, Terrill E. Lautz, who has led the Foundation’s grant-making in our Asia, higher education, and religion and international affairs programs, and who retires in the summer of 2008 after twenty-four years of exemplary service.

In 2007, the Foundation concluded a $30 million initiative in the environment. Through this we supported seventy-six projects at thirty-five institutions of higher education and thirty-one nongovernmental organizations. We thank our colleague H. Christopher Luce, who guided this timely work from the outset.

Recently we welcomed two new members to our Board of Directors: Mary Brown Bullock, president emerita of Agnes Scott College and Visiting Distinguished Professor of China Studies at Emory University; and Terrence B. Adamson, executive vice president of the National Geographic Society.

As this report was going to press, we received the sad news of the deaths of two beloved colleagues: Anne d'Harnoncourt, George D. Widener Director and chief executive officer of the Philadelphia Museum of Art, who graced our board for the past fifteen years; and Shigeru Kaneshiro, who was the Foundation’s first professional staff member and its longtime financial officer. We honor their contributions and mourn their passing.

Our founder Henry R. Luce was described by his pastor David H. C. Read as “an idealist who made his judgments with utter realism; a man with his roots in the world unseen who joyfully plunged into the arena of the world we know, accepting its challenges and delighting in its gifts.” Committed to the promise and practice of leadership today, we reflect on his model, aware of the mission entrusted to us and of the challenges in our common life. We are grateful for all our colleagues, within and beyond the Foundation, who join us in this joyful plunge, and we salute their achievements.

Margaret Boles Fitzgerald Michael Gilligan
Chair President
Look up the word “leadership” on Amazon.com, and you will find titles for more than 250,000 books. Wikipedia has a lengthy entry describing categories, types, and aspects of leadership. Among them are the psychology of leadership; leadership associated with positions of authority; leadership among primates; leadership in organizations; leadership and vision; historical views on leadership; and alternatives to leadership. Google lists an astounding 151 million items for “leadership.”

The modern study of leadership, dating from the 1930s, first focused on defining the personal traits of leaders. Later, attention was given to the organizational dynamics that influence leadership. More recently, there is a growing body of literature that compares differing norms for leadership across cultures. Most Western theories are constructed with the individual at the center, despite the fact that many societies place a premium on collective decision making.

Whether leaders are autocratic or consultative, charismatic or managerial, there is a constant search for visionaries, pioneers, guides, mentors, bosses, coaches, and commanders. From politics and sports to business and academe, leaders are essential to inspire, cajole, direct, teach, and solve problems. Yet, in an age when leadership is often confused with celebrity, how do we know what makes an effective leader? Are leaders born with certain innate qualities...
or are they the products of historical circumstance? Do leaders make events, or is it the other way around?

What is clear is that leaders come in many shapes and sizes and perform a multitude of functions. We also know that leadership is essential to any kind of innovation, change, or progress.

Leadership has been a core theme for the Henry Luce Foundation throughout its seventy-two-year history, and is mentioned twice in our mission statement: “The Foundation builds upon the vision and values of four generations of the Luce family: broadening knowledge and encouraging the highest standards of service and leadership.” And, “The Henry Luce Foundation seeks to bring important ideas to the center of American life, strengthen international understanding, and foster innovation and leadership in academic, policy, religious, and art communities.”

Leadership is by no means the sole criterion for assessing grant proposals or devising initiatives at the Luce Foundation. On the other hand, leadership is an active, overarching pursuit for us, not merely a rhetorical abstraction. Below, I describe some of the strategies we have developed to promote both individual and institutional leadership. I then review the history and values that have influenced the Luce Foundation’s thinking about leaders and leadership, and conclude with some reflections about the Foundation’s role within the world of American philanthropy.
Leaders should be inspired by their convictions, guided by a sense of purpose, and open to alternative solutions.
They need strong moral imaginations.
In the belief that leaders can be made—they are not just born—the Luce Foundation invests in a variety of fellowship, internship, scholarship, and professorship programs. Within our areas of interest, we seek out opportunities for emerging as well as established leaders to expand their horizons and develop their skills. In partnership with colleges and universities, museums and seminaries, policy institutes and nonprofit organizations, we have two overarching aims in supporting individual leadership ventures. The first is to encourage experimentation, creativity, and a capacity for change. The second is to build knowledge and expertise to address specific issues or themes. We realize that the results of our investments cannot always be measured easily or quickly.

With these goals in mind, the Luce Foundation’s programs in American Art, East Asia, Theology, Environment, Women in Science, and Religion and International Affairs have all employed competitive

**AMERICAN ART GRANTS**

*The American Art Program is committed to scholarship and the enhancement of American art history, with a focus on American fine and decorative art. A special conservation initiative for American art objects in museum permanent collections was carried out during 2007.*

Addison Gallery of American Art, Phillips Academy, Andover, MA—Support for Access Addison to increase electronic access to the permanent collection. $75,000

Albany Institute of History & Art, Albany, NY—To conserve the mid-19th-century frame of an important Asher B. Durand painting. $5,000

Albright-Knox Art Gallery, Buffalo, NY—Support to conserve American paintings in preparation for a national exhibition tour, through the Conservation Initiative. $35,000

American Association of Museums, Washington, DC—To support fellowships to allow two young curators to attend the AAM annual meeting. $2,000

American College of the Building Arts, Charleston, SC—For development of the library collection. $150,000

American Council of Learned Societies, New York, NY—For the renewal of the American Art Dissertation Fellowship Program. $606,000

American Textile History Museum, Lowell, MA—Support to conserve historic American textiles and costumes for an orientation exhibition, through the Conservation Initiative. $40,000

The Art Institute of Chicago, Chicago, IL—For volume two of the American art collection catalogue. $150,000

The Art Institute of Chicago, Chicago, IL—Support for treatment of 19th-century American frames and early-20th-century American furniture, through the Conservation Initiative. $30,000
fellowship strategies to train the next generation of scholars and decision makers. Here are some examples:

**American Art.** U.S. graduate students are awarded American art doctoral dissertation fellowships to prepare them for careers as scholars, curators, or museum directors. Currently administered through the American Council of Learned Societies, these grants have trained 275 aspiring art historians since 1986.

**East Asia.** Asian and North American graduate students and young scholars receive fellowships to pursue training and research on archaeology in various parts of Northeast and Southeast Asia. This initiative, established in 2005, is also carried out in cooperation with the American Council of Learned Societies.

**Theology.** Candidates for the ministry obtain fellowships from the Fund for Theological Education in Atlanta. The Fund’s mission is to “encourage caring, capable, and courageous young adults from diverse backgrounds on their journey to become pastors and scholars—the next generation of leaders for the church.”

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**The Aspen Institute, Washington, DC**—To support the study project on artist-endowed foundations, *Squaring Mission and the Public Benefit.* $30,000

**Association of Art Museum Curators Foundation, New York, NY**—To support travel grants to junior curators. $15,000

**Autry National Center, Los Angeles, CA**—For an open-storage study center for Native American and Western art. $100,000

**The Baltimore Museum of Art, Baltimore, MD**—Support to reinterpret and reinstall the American art collection. $150,000

**The Baltimore Museum of Art, Baltimore, MD**—Support toward treatment of frames for early American paintings, through the Conservation Initiative. $20,000

**Barnes Foundation, Merion, PA**—Support to conserve and stabilize 19th-century Native American ceramics, through the Conservation Initiative. $75,000

**Bowdoin College Museum of Art, Brunswick, ME**—Support toward treatment and reframing of American paintings for the reinstallaion of the permanent collection, through the Conservation Initiative. $15,000

**Brookgreen Gardens, Pawleys Island, SC**—Support toward treatment of outdoor American sculpture, through the Conservation Initiative. $20,000

**The Brooklyn Historical Society, Brooklyn, NY**—To catalogue and research the American fine art collection. $100,000

**Brooklyn Museum, Brooklyn, NY**—For the distribution of the recently completed American paintings catalogue. $3,500

**Buffalo Bill Historical Center, Cody, WY**—Support to conserve outdoor American sculpture, through the Conservation Initiative. $15,000

**The Butler Institute of American Art, Youngstown, OH**—Support to restore paintings from the original collection, through the Conservation Initiative. $15,000
Environment. Undergraduate and graduate students pursue interdisciplinary training and international exchange with funding provided through the Foundation’s recent Environmental Initiative. Twenty million dollars was granted for projects at thirty-five U.S. colleges and universities through this special initiative.

Women in Science. More than 1,300 young women have been encouraged to pursue careers in science and engineering with graduate and undergraduate fellowships provided through the Clare Boothe Luce Program. It is the largest private source of support of its kind in the United States.

Religion and International Affairs. Aspiring policymakers at professional policy schools in America are being trained about the implications of religion as a critical but often neglected factor in international policy issues and U.S. foreign policy.

The Luce Foundation also recognizes the need for established leaders to have opportunities for learning and growth. For a number of years, for example, we

Carnegie Museum of Art, Pittsburgh, PA—Support to conserve American late-neoclassical furniture for permanent installation in new decorative arts galleries, through the Conservation Initiative. $60,000

Chinati Foundation, Marfa, TX—Support to conserve signature outdoor sculpture by Donald Judd, through the Conservation Initiative. $60,000

Graduate School and University Center, The City University of New York, New York, NY—For the symposium New York Art Worlds: Historical and Contemporary Perspectives. $5,000

Chrysler Museum of Art, Norfolk, VA—Support to reinterpret and reinstall the American art collection. $125,000

Cleveland Museum of Art, Cleveland, OH—Support to conserve American modernist sculpture during the Museum’s capital expansion project, through the Conservation Initiative. $35,000

Cliveden of the National Trust, Inc., Philadelphia, PA—Support to conserve a portrait by Julian Russell Story, through the Conservation Initiative. $2,100

The Corcoran Gallery of Art, Washington, DC—Support toward conservation of the period frame for a monumental Bierstadt painting, through the Conservation Initiative. $25,000

The Cummer Museum of Art & Gardens, Jacksonville, FL—Support to conserve outdoor American bronze sculpture, through the Conservation Initiative. $40,000

Currier Museum of Art, Manchester, NH—Support to reinterpret and reinstall the American art collection. $150,000

Dallas Museum of Art, Dallas, TX—For the exhibition and catalogue Gustav Stickley and the American Arts and Crafts Movement. $150,000
have supported nonpartisan orientation programs for new members of the U.S. Congress. Organized by the Congressional Research Service at the Library of Congress, these sessions take place in Williamsburg, Virginia, where specialists brief the newly-elected legislators on domestic and foreign policy issues. A complementary effort is the Aspen Institute’s Congressional Education Program, directed by former senator Dick Clark. This program draws on scholars from the United States and other countries to inform senators and members of Congress about critical international issues. Aspen’s agenda currently includes conferences on Latin America, Islam, U.S.-China Relations, and Russia-Europe-U.S. relations.

Bringing Asian and American leaders together for dialogue and exchange receives considerable attention. During the 2005–2007 biennium, for instance, the National Committee on American Foreign Policy convened substantive policy discussions with leaders from the United States and North Korea. The East Asia Institute in Seoul created a program to strengthen

Delaware Art Museum, Wilmington, DE—Support to restore several John Sloan and related works for a retrospective exhibition, through the Conservation Initiative. $18,000

Denver Art Museum, Denver, CO—For the exhibition and catalogue Contemporary Rhythm: The Art of Ernest L. Blumenschein. $75,000

Denver Art Museum, Denver, CO—Support to conserve Navajo textiles in preparation for an exhibition, through the Conservation Initiative. $50,000

Dia Art Foundation, New York, NY—To publish an anthology of essays on the work of Agnes Martin. $75,000

El Museo del Barrio, New York, NY—To research and catalogue the permanent collection. $120,000

El Museo del Barrio, New York, NY—For the exhibition and catalogue Nexus: New York 1900–1945, Encounters in the Modern Metropolis. $100,000

Figge Art Museum, Davenport, IA—For the Grant Wood archives project. $120,000

Gamble House, University of Southern California, Pasadena, CA—For the exhibition and catalogue A New and Native Beauty: The Art and Craft of Greene and Greene. $150,000

The German Marshall Fund of the United States, Washington, DC—To support the exhibitions 150 Years of American Art: 1800–1950 at the Bucerius Kunst Forum in Hamburg, Germany. $150,000

Grand Rapids Art Museum, Grand Rapids, MI—Support to refurbish frames for American paintings to be installed in the Museum’s new building, through the Conservation Initiative. $20,000

The Green-Wood Historic Fund, The Green-Wood Cemetery, Brooklyn, NY—For the Saved in Time preservation program. $5,000
links between specialists in Northeast Asia and the United States. And a program for mid-career policy analysts from Southeast Asia was sponsored through the East-West Center’s office in Washington, D.C.

Another undertaking with proven leaders is the Henry Luce III Fellows in Theology Program, established in 1993 and administered by the Association of Theological Schools. Ninety-eight fellows at seminaries and divinity schools have received sabbatical research grants. Through this program and other grants, the Theology Program has made an “overarching commitment to the development of religious leaders who are well educated in their own traditions, appreciative of arts and culture, aware of their global connections, and prepared for ministry and service across boundaries of race, ethnicity, culture, and religion,” according to a recent evaluation by Robin Lovin of Southern Methodist University.

The Foundation also has responded to university leaders who are forging new models for international education. The American Council on Education and the Association of American Colleges and Universities

Samuel P. Harn Museum of Art, University of Florida, Gainesville, FL—For the publication of a catalogue showcasing the Museum’s American art collection. $30,000

High Museum of Art, Atlanta, GA—For the exhibition and catalogue The Treasure of Ulysses Davis. $75,000

Hirshhorn Museum and Sculpture Garden, Smithsonian Institution, Washington, DC—For the exhibition and catalogue Anne Truitt. $100,000

Historic New England, Boston, MA—For the exhibition and catalogue Drawing toward Home: Designs for Domestic Architecture Selected from the Historic New England Collection. $50,000

Hunter Museum of American Art, Chattanooga, TN—Support to conserve period frames for newly reinstalled American 19th-century paintings, through the Conservation Initiative. $75,000

Institute of Museum and Library Services, Washington, DC—To support the Conservation Bookshelf, a compendium of conservation reference material for American art museums. $200,000

Institute of Museum and Library Services, Washington, DC—For the National Conservation Summit. $30,000

International Center of Photography, New York, NY—For the Online Collections Resource Project. $100,000

Iowa State University Museums, Ames, IA—For the exhibition and catalogue Albert Paley: Portals and Gates. $50,000

The Jewish Museum, New York, NY—For the exhibition and catalogue The Sculpture of Louise Nevelson: Constructing a Legend. $150,000

The Jewish Museum, New York, NY—Support to conserve newly acquired vintage American photographs, through the Conservation Initiative. $40,000

Kalamazoo Institute of Arts, Kalamazoo, MI—For the completion of the permanent collection catalogue. $30,000
both work with presidents, provosts, deans, and faculty members to integrate foreign language training, study abroad, on-campus courses, and general education requirements to meet new demands for global learning.

Additional examples of leadership projects are signaled in the project titles for recent grants: the Young Leaders Program at the Pacific Forum of the Center for Strategic and International Studies; a civic engagement program for religious leaders operated by Faith and the City in Atlanta; the Continental Environmental Leadership Program at Duke University; Religious Leaders and Conflict Management in Deeply Divided Societies, a project at the University of Denver’s Graduate School of International Studies; and the Women in Engineering Leadership Institute organized by the Society of Women Engineers.

In many respects, the adventurous spirit of the Luce Scholars Program exemplifies the Foundation’s philosophy about new leaders. Established in 1974, and administered in cooperation with the Asia Foundation, the program provides one-year internships for young leaders.

List Visual Arts Center, Massachusetts Institute of Technology, Cambridge, MA—Support to conserve a monumental mural by American color-field painter Kenneth Noland, through the Conservation Initiative. $50,000

Louvre, American Friends of the, New York, NY—For continued research on American art in French public collections. $5,000

Madison Square Park Conservancy, New York, NY—To support the Mad.Sq. Art Program for 2008. $10,000

Memorial Art Gallery, University of Rochester, Rochester, NY—Support to conserve American paintings from storage, through the Conservation Initiative. $40,000

The Metropolitan Museum of Art, New York, NY—For the exhibition Telling Tales: American Genre Painting, 1765–1915. $100,000

Montclair Art Museum, Montclair, NJ—For the exhibition and catalogue Cézanne and American Modernism. $150,000

Munson-Williams-Proctor Arts Institute, Utica, NY—Support toward conservation of American paintings and works on paper for a traveling exhibition of the permanent collection, through the Conservation Initiative. $20,000

Museum of Arts and Design, New York, NY—Support to conserve a large-scale work by California artist Ed Moses, through the Conservation Initiative. $14,200

Museum of Contemporary Art, San Diego, La Jolla, CA—Support to conserve a ceramic wall relief by Robert Arneson for permanent display in the Museum’s new building, through the Conservation Initiative. $45,000

Museum of Contemporary Art, Chicago, Chicago, IL—For the exhibition and catalogue Jim Nutt: Coming into Character. $100,000

Museum of Fine Arts, Boston, Boston, MA—To create and support a learning gallery to interpret the American art collection in the new American art wing. $1,000,000
Americans to live and work in East Asia. The experience is intended for especially talented women and men who lack significant prior experience with Asia and who might not otherwise have an opportunity to learn about this part of the world. Born in the final days of America’s conflict in Vietnam, the program is designed to compensate for our national deficit in understanding the countries and cultures of the Asia Pacific region. Instead of exporting Western thinking to others, the Luce Scholars are asked to bring Eastern ideas back to the United States.

Some 539 Americans have participated in the Luce Scholars Program. In fields ranging from journalism and the arts to environment and medicine, they immerse themselves in Chinese, Japanese, Indonesian, Vietnamese, Thai or other languages, as well as the histories and cultures of the region. One thing they learn is that concepts of leadership can be quite different outside the United States. They encounter a great range of expectations about appropriate relations between individuals and groups, males and females, power and protest. Whether the impact of

Museum of Fine Arts, Boston, Boston, MA — Support to conserve American paintings and furniture for reinstallation in the new American art wing, through the Conservation Initiative. $100,000

Museum of Fine Arts, Houston, Houston, TX — For the Latino art documents project. $150,000

Museum of Fine Arts, Houston, Houston, TX — Support to conserve key American neoclassical furniture displayed in the Bayou Bend house, through the Conservation Initiative. $35,000

Museum of Indian Arts and Culture, Santa Fe, NM — Support for the conservation of Pueblo pottery in preparation for an exhibition, through the Conservation Initiative. $25,000

Museum of Modern Art, New York, NY — For the exhibition and catalogue George Tooker: A Retrospective. $150,000

National Academy Museum, New York, NY — For the exhibition and catalogue Richard Serra Sculpture: Forty Years. $150,000

National Gallery of Art, Washington, DC — To support an American art publications fund. $500,000

National Museum of the American Indian, Smithsonian Institution, Washington, DC — Support to conserve works to be installed in a new long-term exhibition at the Heye Center branch in New York City, through the Conservation Initiative. $50,000

National Trust for Historic Preservation, Washington, DC — To support the Hurricane Katrina Recovery Fund’s work for 2007. $30,000

The Nelson-Atkins Museum of Art, Kansas City, MO — Support to reinterpret and reinstall the American art collection. $150,000

New Britain Museum of American Art, New Britain, CT — For the exhibition and catalogue The World of Charles Ethan Porter: 19th-Century African American Artist. $50,000
the experience in Asia is direct or indirect, immediate or long-term, the Luce Scholars develop critical perspectives on their own society and an aptitude for international leadership.

It has been said that individual leaders are the software of innovation. Innovation alone, however, does not go far enough. In the process of building confidence and competence, leaders need to be informed by deep learning and broad experience. They should be inspired by their convictions (without being pedantic), guided by a sense of purpose (without being dogmatic), and open to alternative solutions. They need strong moral imaginations. In this human-centered view of the world, leaders must guide technological change, rather than the other way around. In a highly contested, pluralistic world where violence remains common and the way forward is not always apparent, individuals still hold the key to positive change.

New Britain Museum of American Art, New Britain, CT—To conserve American paintings from the Museum’s permanent collection, through the Conservation Initiative. $20,000

New Orleans Museum of Art, New Orleans, LA—To provide emergency general operating support in the aftermath of Hurricane Katrina. $250,000

The Newark Museum, Newark, NJ—To conserve paintings from the permanent collection for upcoming exhibitions, through the Conservation Initiative. $15,000

New-York Historical Society, New York, NY—Renewed support of a curatorial position. $160,000


New-York Historical Society, New York, NY—For a symposium and panel discussion in conjunction with the exhibition Life’s Pleasures: The Ashcan Artists’ Brush with Leisure. $15,000

The Noguchi Museum, Long Island City, NY—To catalogue and digitize the photographic archive. $100,000

North Carolina Museum of Art, Raleigh, NC—Support to reinterpret and reinstall the American art collection. $150,000

North Carolina Museum of Art, Raleigh, NC—Support to conserve prominent 20th-century works in preparation for installation in new American art galleries, through the Conservation Initiative. $30,000

Georgia O’Keeffe Museum, Santa Fe, NM—For the exhibition and catalogue Georgia O’Keeffe and Ansel Adams: Natural Affinities. $50,000

Oakland Museum of California, Oakland, CA—Support to conserve paintings for installation in the new Gallery of California Art, through the Conservation Initiative. $50,000
INDIVIDUAL LEADERS

Jacob Leibenluft, a Luce Scholar with Hong Kong’s South China Morning Post during 2006–2007, compared his journey as a young American living and working as a journalist in Asia to walking the Hong Kong Trail. He is currently writing a book on education in America’s schools.

“Sometime last spring, Sarabeth Berman [who was a Luce Scholar at the Hong Kong Academy of Performing Arts] and I set out a challenge for ourselves: we were going to hike the entire 50-kilometer length of the Hong Kong Trail. Despite being one of the world’s major metropolises, Hong Kong can boast a surprising degree of natural beauty. The Hong Kong Trail, however, is not the city’s most beautiful stretch of hiking. The beginning (Hong Kong’s famous Peak) and the end (the so-called Dragon’s Back) are very popular weekend destinations. At many stretches in between, however, the trail is little more than a dusty concrete path.

But there were two reasons why we found the idea of hiking the entire trail, end to end, so appealing. One was the idea of setting out a challenge and conquering it. Never mind that it was a challenge no one else even thought of undertaking. (No one sells “I Hiked the Hong Kong Trail” T-shirts.) Secondly, by crossing from one end of Hong Kong to the other, we thought we’d have the chance to see the entire island.

After weeks of negotiation, we made our plan: we’d start at about 5 a.m., taking a taxi to the milepost 0.0 at the top of the Peak. If we could maintain a steady pace, we would arrive at Shek O beach a
bit after sundown. Despite our enthusiasm, neither Sarabeth nor I could convince anyone to join us for the length of the trip; however, a few friends agreed to meet us for part of it (and even better, offered to bring us lunch).

In many ways, that hike was not all that different from the Luce year. At any given moment, we could have looked around us and wondered what we were doing and whether it was really worth our while. Parts of it were painful (I couldn’t move my right ankle for days after we finished), and parts were even a little frightening (one part, really—when we encountered three snakes in the middle of the path). Before we began, neither of us fully believed we would actually muster up the motivation to wake up for a 5 a.m. start. Once we started, both of us silently entertained the notion of quitting, but didn’t raise the possibility for fear of revealing our weakness to each other.

We had a map, but we couldn’t quite read it properly; we had a plan, but we weren’t sure if it made any sense. As with the Luce year, much of the hike came down to simply persisting: we had done what we could to prepare, but there wasn’t all that much we could do. Most importantly, we let ourselves do something that we imagined might be a valuable experience, although we didn’t quite know why. Indeed, had we known, that would have defeated the entire purpose.

I wish I could say that at the end of the trail—or the Luce Scholar year—I knew exactly what we learned and what we had gained from it. I still can’t, at least not yet. We had fun. We saw something new. We challenged ourselves. But the things that taught us the most, that excited us the most and that we remembered the most were the ones we couldn’t even imagine when we started.”
The Luce Scholars Program provides the opportunity for especially promising young Americans to live and work in East Asia for ten months. Candidates, who are nominated through invited U.S. colleges and universities, should have no significant prior experience with Asia.

Sarabeth Berman—Hong Kong Academy of Performing Arts, Hong Kong
Liana L. Bianchi—Development and Partnership in Action, Phnom Penh, Cambodia
David F. Chapman—College of Theatre-Film, Ho Chi Minh City, Vietnam
Natasha T. Degén—Beijing Weekend, China Daily Group, Beijing, China
Hollin K. Dickerson—Institute for Policy Research and Advocacy, Jakarta, Indonesia
Melissa D. Gilliam—Ju Percussion Group Foundation, Taipei, Taiwan
Jacob R. Leibenuft—South China Morning Post, Hong Kong
Nicholas R. Love—Center for Developmental Biology, RIKEN Kobe Institute, Kobe, Japan
Kalyani A. McCullough—Office of Disease Prevention and Control, Chiang Mai, Thailand
Elizabeth Marie Melchionna—McGivney College of Theology, Chiang Mai, Thailand
Helen P. O’Reilly—Visayan Forum Foundation, Ltd., Manila, Philippines
Roberto C. Padilla—Dongwoo Animation Co., Ltd., Seoul, South Korea
Eunice Y. Park—Taipei Women’s Rescue Foundation, Taipei, Taiwan
Brandon R. Reavis—Tsinghua University Law School, Beijing, China
Nicole E. Ripley—Gabfai Community Theatre, Chiang Mai, Thailand
F. Cheston Thacher—Center for Biodiversity and Indigenous Knowledge, Kunming, China
Jamila Trindle—Dragon TV, Shanghai, China
Joseph H. Walla—Center for Protection of Children’s Rights Foundation, Bangkok, Thailand
Edward M. CARLSON—The Japanese Diet, Office of Mr. Kotaro Tamura, Tokyo, Japan

Aaron T. CREEK—Philippine National Red Cross, Manila, Philippines

Sachin S. DESAI—Industrial Technology Research Institute (ITRI), Hsin Chu, Taiwan

Ryan D. DICK—Tongji University, Shanghai, China

Dane A. ERICKSON—Peking University, African Studies Center, Beijing, China

Elizabeth L. FORWAND—Lembaga Ekolabel Indonesia (LEI), Bogor, Indonesia

Laurel S. GABLER—Chaophaya Abhaibhubejhr Hospital, Prachinburi, Thailand

David E. GILBERT—Leuser International Foundation, Medan, Indonesia

Lauren M. HOLDEN—Union of Mongolian Writers, Ulaanbaatar, Mongolia

Selena W. HSU—CCTV International, Beijing, China

Angela E. KILBY—Akatiga Foundation, Bandung, Indonesia

Miles D. KILLINGSWORTH—Institute for Sustainable Energy Policies, Tokyo, Japan

Mark G. LITTLE—Peking University, College of Environmental Science, Beijing, China

Samuel J. POLK—Center for Strategic and International Studies (CSIS), Jakarta, Indonesia

Zarah M. RAHMAN—Hanoi School of Public Health, Hanoi, Vietnam

Michael A. SOLIS—National Human Rights Commission of Korea, Seoul, South Korea

Wen-Chih YU—SingHealth Group, Singapore
In a highly contested world where violence remains common and the way forward is not always apparent, individual leaders still hold the key to positive change.
Institutions and leaders work together as engines for change. True leaders can articulate a vision, convey goals, and implement strategies to achieve an organization’s objectives. Strong leaders sometimes can change the course of an institution to the point that the two might become synonymous. At the other end of the spectrum, all of us know people in positions of power who are leaders in name or office only. Whatever the case, individual leaders come and eventually go, while institutions are designed to endure. Thus the term “institutional leadership” refers to organizations that represent a collective will with a specific purpose over a long period of time.

Given the scope and scale of our grants, how can the Luce Foundation most usefully encourage institutional leadership? Within our areas of interest, how do we respond to institutional needs and expand capacities for leadership within organizations?

Georgia O’Keeffe Museum, Santa Fe, NM—Support to conserve works recently acquired from the Georgia O’Keeffe Foundation, through the Conservation Initiative. $100,000

Old Church Cultural Center, Demarest, NJ—For general operating support for the Center. $5,000

Oxford University Press, Inc. (USA), New York, NY—For The Grove Encyclopedia of American Art. $150,000

Pace University, New York, NY—To provide honoraria for symposium speakers in conjunction with the Patrick Ireland Retrospective. $5,000

The Parrish Art Museum, Southampton, NY—Support to conserve American paintings in preparation for reinstallation in the Museum’s new building, through the Conservation Initiative. $50,000

Peabody Essex Museum, Salem, MA—Support to conserve historic wedding garments for an exhibition, through the Conservation Initiative. $50,000

Philadelphia Museum of Art, Philadelphia, PA—For the exhibition and catalogue James Castle: Hear Me with Your Eyes. $50,000

Philadelphia Museum of Art, Philadelphia, PA—Support to conserve American paintings for reinstallation in new American art galleries, through the Conservation Initiative. $100,000

The Phillips Collection, Washington, DC—Support toward conservation of newly acquired photographs by Brett Weston in preparation for a touring exhibition, through the Conservation Initiative. $20,000

Reynolda House Museum of American Art, Winston-Salem, NC—Toward treatment of masterworks from the permanent collection, through the Conservation Initiative. $15,000

Norman Rockwell Museum, Stockbridge, MA—For the first catalogue of the permanent collection. $100,000
Several guiding principles have evolved from our history, values, and experience. First, the staff and directors always consider grant proposals in light of their intellectual quality, institutional commitment, and long-term potential impact. Next, we think about whether the Foundation’s funding might offer a comparative advantage. Is there a particular niche the Foundation can usefully occupy or an important gap we should address? Can we promote connections between academic disciplines or help to build bridges between scholars and policymakers? Will the proposed program or project be an incentive for innovation?

This decision-making process about grants involves constant dialogue with specialists (in fields ranging from American art to women in science) and discovery (of ideas where the Foundation might be able to add value). It is a matter of responding to the vision of leaders and, at the same time, encouraging individuals

San Antonio Museum of Art, San Antonio, TX—To upgrade the American art collection storage facilities. $200,000

San Diego Museum of Art, San Diego, CA—For the collaborative traveling exhibition Frontiers and Borderlines: Three Centuries of American Art from Three San Diego Museums. $150,000

Seattle Art Museum, Seattle, WA—For the conservation of period frames for two major paintings featured in the newly-reinstalled American art galleries, through the Conservation Initiative. $12,000

Sheldon Memorial Art Gallery, University of Nebraska, Lincoln, NE—For the exhibition and catalogue The Unknown Blakelock. $75,000

Smithsonian Institution, Washington, DC—For the Smithsonian Photography Initiative. $100,000

Spencer Museum of Art, University of Kansas, Lawrence, KS—To support a symposium in conjunction with the exhibition Aaron Douglas and the Harlem Renaissance. $15,000

Clifford Still Museum, Denver, CO—Support to conserve paintings in preparation for their first public exhibition in a new museum dedicated to the artist’s work, through the Conservation Initiative. $50,000

Tacoma Art Museum, Tacoma, WA—To support a lecture series and other programs in conjunction with the exhibition Cecilia Beaux: American Figure Painter. $5,000

Taft Museum of Art, Cincinnati, OH—For the exhibition and catalogue Hiram Powers: Genius in Marble. $75,000

The Textile Museum, Washington, DC—For the exhibition and catalogue Hippie Chic. $50,000

Toledo Museum of Art, Toledo, OH—To conserve a rare painted sculpture by David Smith, through the Conservation Initiative. $20,000

University of Maryland, College Park, College Park, MD—Support toward a national conference
and institutions to take the lead. The Foundation is also active in convening leaders to enable them to learn from one another.

The Luce Foundation has adopted different strategies to foster leadership through our current programs in American Art; East Asia; Luce Scholars; Theology; Higher Education and the Henry R. Luce Professorships; the Henry R. Luce Initiative on Religion and International Affairs; Public Policy and the Environment; and the Clare Boothe Luce Program for women in science, mathematics, and engineering. In each of these areas, there is a symbiotic relationship between individual initiative and institutional change.

EXPLORING IMPORTANT IDEAS

The Henry R. Luce Professorship Program was created in 1968 as a tribute to Luce’s wide-ranging curiosity, his interest in big, path breaking ideas. We wanted the program to stimulate experimentation across intellectual boundaries, long before interdisciplinary studies

entitled *New Critical Perspectives on African American Art History.* $15,000

University of the Arts, Philadelphia, PA—For the National Arts Journalism Program (NAJP) Conference. $30,000

Wadsworth Atheneum Museum of Art, Hartford, CT—Support to conserve American drawings in preparation for an exhibition and catalogue of the Museum’s permanent collection, through the Conservation Initiative. $50,000

Walker Art Center, Minneapolis, MN—For the exhibition and catalogue *Kara Walker: My Lover, My Master, My Enemy.* $100,000

The Walters Art Museum, Baltimore, MD—Support to conserve eight 19th-century frames for paintings by Alfred Jacob Miller, through the Conservation Initiative. $30,000

Warner House Association, Portsmouth, NH—Support to restore early-18th-century ceiling paintings in an historic house, through the Conservation Initiative. $20,000

Washington Art Consortium, Bellingham, WA—For the conservation of American works on paper for a traveling exhibition by Washington museums, through the Conservation Initiative. $15,000

Whitney Museum of American Art, New York, NY—For the exhibition and catalogue *Gordon Matta-Clark.* $150,000

Whitney Museum of American Art, New York, NY—For the exhibition and catalogue *Buckminster Fuller: The Geometry of Thought.* $150,000

Wichita Art Museum, Wichita, KS—To digitize the American art library collection. $100,000

Winterthur Museum & Country Estate, Winterthur, DE—For the exhibition and catalogue *Paint, Pattern and Plain-Style: Furniture of Southeastern Pennsylvania, 1725–1850.* $75,000

The Wolfsonian-Florida International University Foundation,
became a widely accepted paradigm for the creation of knowledge. Luce Professors serve as catalysts for curricular change at colleges and universities. They act as advocates for emerging fields such as environmental studies, bioethics, international political economy, human rights, and information technology. They have examined the connections between the arts and politics, religion and violence, architecture and community, urban studies and the environment, ethics and law.

**BRINGING ATTENTION TO AN OVERLOOKED TOPIC**

Funding for the conservation of art objects at U.S. museums is much needed, but usually overlooked as being unexciting routine maintenance. During 2007, the Foundation’s American Art Program designed a special one-year conservation initiative, based on extensive surveys conducted by Heritage Preservation and the Institute of Museum and Library Services.

Forty-eight grants were approved, for about $1.75 million. In their proposals, museums described the deteriorating

**ASIA GRANTS**

**The East Asia Program** promotes scholarship, exchange, cultural programs, and policy studies to increase understanding between the United States and the countries of East and Southeast Asia. The Luce Initiative on East and Southeast Asian Archaeology was launched in 2005.

**American Council of Learned Societies, New York, NY**—For a capstone conference and publication evaluating the Luce Fund for Asian Studies. $60,000

**American Studies Association, Washington, DC**—To support attendance of scholars from East and Southeast Asia at the ASA’s annual meetings. $20,000

**Asian Art Museum, San Francisco, CA**—For the exhibition and catalogue *Court Arts of the Ming Dynasty*. $150,000

**Asian Cultural Council, New York, NY**—For a program for American artists and museum professionals in Asia. $300,000

**Associated Colleges of the South, Atlanta, GA**—For a Chinese studies initiative. $490,000

**The Atlantic Council of the United States, Washington, DC**—For the United States–China Strategic Cooperation Program. $250,000

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**Miami Beach, FL**—For the symposium *Creator, Collector, Catalyst: The University Art Museum in the 21st Century*. $15,000

**Frank Lloyd Wright Preservation Trust, Oak Park, IL**—Toward conservation of furniture designed by Frank Lloyd Wright for his first home and studio in Oak Park, through the Conservation Initiative. $15,000

**Yellowstone Art Museum, Billings, MT**—To support a dedicated gallery for the permanent American art collection. $150,000
condition of paintings, sculpture, works on paper, photographs, textiles, and furniture. Objects ranged from Navajo blankets and 18th-century portraits to Frank Lloyd Wright furniture and contemporary outdoor sculpture. Even at major institutions, conservation appears to be underfunded, with insufficient allocations both for treatment and staffing, so this special initiative may help to make conservation a higher priority for museum professionals, trustees, and other funders.

**RESPONDING TO A CRITICAL POLICY ISSUE**
Sectarian clashes in the Middle East, militant monks in Burma and Tibet, the rising political influence of the Orthodox Church in Russia, and the growth of evangelical churches in Africa and South America have made Americans more aware of religion. Yet policymakers are poorly prepared to understand how religion functions and to see the potential of religion for improved health care, development, governance, or human rights. In response, the Henry R. Luce

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**Carnegie Endowment for International Peace, Washington, DC**—For a U.S.–China project on energy security and climate change, in partnership with the World Resources Institute. $330,000

**Center for Khmer Studies, New York, NY**—Renewed support for a fellowship program in Cambodia for American undergraduate students. $100,000

**Center for Strategic and International Studies, Washington, DC**—For the Young Leaders Fellowship Program at the Pacific Forum CSIS. $200,000

**F. Y. Chang Foundation, Washington, DC**—For an American studies initiative in China through the U.S.–China Education Trust program. $29,000

**Sterling and Francine Clark Art Institute, Williamstown, MA**—For the conference *Asian Art History in the Twenty-first Century*, in cooperation with the Asia Society. $30,000

**College of Charleston, Halsey Institute of Contemporary Art, Charleston, SC**—For the project *Force of Nature*. $20,000

**Committee of 100, New York, NY**—To support public opinion surveys on American and Chinese attitudes toward each other. $30,000

**East Asia Institute, Seoul, South Korea**—Renewed support for a program to strengthen academic links between East Asia and the U.S. $180,000

**East-West Center, Honolulu, HI**—Renewed support for the Southeast Asia Fellowship Program in Washington, DC. $135,000

**Filmmakers Collaborative, Waltham, MA**—For the Ambrica Productions film *Making It*, a television documentary about China’s Generation X. $200,000

**Hamilton College, Clinton, NY**—For advanced language study through the Associated Colleges in China program. $300,000

**High Museum of Art, Atlanta, GA**—For the exhibition *The First Emperor: China’s Terracotta Army*. $150,000
Initiative on Religion and International Affairs was launched in 2005 to deepen American understanding of religion as a critical factor in international policy issues. Leading professional schools of international affairs are preparing the next generation of policymakers, the Social Science Research Council has convened teams of scholars to generate new teaching materials, and think tanks and policy institutes are analyzing the implications of religion for U.S. foreign policy objectives. Funding has also enhanced coverage of religion and international issues on public radio and public television programs.

**OPENING UP NEW AREAS OF INQUIRY**

Dramatic archaeological finds have challenged conventional interpretations of the social, cultural, and political development of civilization in Northeast and Southeast Asia. Responding to these discoveries, the Foundation launched a special initiative to strengthen the capacity of universities and museums

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**Hong Kong–America Center, Hong Kong, China**—For a project on religion and public life in China. $180,000

**Inter-American Dialogue, Washington, DC**—For a project on China–Latin America relations. $160,000

**International Student Conferences, Washington, DC**—To assist with the launch of the Korea–America Student Conference. $30,000

**Japan Center for International Exchange (JCIE/USA), New York, NY**—For a project on U.S.–Japan–China trilateral relations. $300,000

**Japan Society, New York, NY**—For a public symposium and retreat under the auspices of the U.S.–Japan Innovators Project. $30,000

**The Johns Hopkins University, Baltimore, MD**—For an new joint Master of Arts in International Studies program at the Hopkins–Nanjing Center. $300,000

**The Korea Society, New York, NY**—For a project on U.S.–South Korea relations, organized in cooperation with Stanford University’s Asia–Pacific Research Center. $30,000

**National Committee on American Foreign Policy, New York, NY**—For policy dialogues on Northeast Asia security issues. $250,000

**Public Radio International, Minneapolis, MN**—For expanded coverage of Asia on national and local news programs. $150,000

**Queens Library Foundation, Jamaica, NY**—For Asian materials and programming for the International Resource Center. $250,000

**Rubin Museum of Art, New York, NY**—For *Bon: The Magic Word*, an exhibition and catalogue on the Bon religious tradition of Tibet and the Himalayas. $150,000

**Shanghai Institute for International Studies, Shanghai, China**—For a training program on Chinese think tanks and U.S.–China relations. $200,000
in North America to train more specialists and to support cooperative research across the Pacific. During 2006 and 2007, seed money was provided for four new faculty positions to bolster the study of East Asian archaeology and early history. These institutional grants are complemented with individual grants to scholars in North America and East Asia. Other grants have assisted in opening up new scholarship and exchange with Asian countries that receive relatively little attention. Among them are Cambodia, Laos, Mongolia, North Korea, and Vietnam. Additionally, one of the first Hmong Studies programs in the United States, based at Concordia University in St. Paul, Minnesota, received support.

**BRIDGING THE GAP BETWEEN SCHOLARS AND PRACTITIONERS**

As American scholars have become more and more specialized, they have been less involved in public discussion and debate. Helping to bridge this gap between scholars and practitioners is another priority

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**Smithsonian Institution, Washington, DC**—For The Mekong River: Connecting Cultures project of the Center for Folklife and Cultural Heritage. $125,000

**Stanford University, Stanford, CA**—For a project on disarmament and peace on the Korean peninsula. $30,000

**United Board for Christian Higher Education in Asia, New York, NY**—For an assessment of four Luce buildings on campuses in Indonesia, the Philippines, and Taiwan. $30,000

**University of California, Berkeley, Berkeley, CA**—For the conference Over a Hundred Years of Collecting: The History of East Asian Collections in North America. $26,000

**University of California, Berkeley, Berkeley, CA**—For the Berkeley China Initiative. $375,000

**University of California, Berkeley, Berkeley, CA**—Renewed support for a digital atlas of China’s religions. $300,000

**University of Virginia, Charlottesville, VA**—For the Tibetan and Himalayan Historical Geographic Information Systems project. $325,000

**University of Wisconsin–Madison, Madison, WI**—For scholarships for undergraduate students to attend the Southeast Asian Studies Summer Institute. $300,000

**Volunteers in Asia, San Francisco, CA**—For an expanded program in mainland Southeast Asia. $210,000

**The WBUR Group, Boston University, Boston, MA**—For a broadcast of the program On Point live from Shanghai. $30,000

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**EAST AND SOUTHEAST ASIAN ARCHAEOLOGY INITIATIVE GRANTS**

**Bishop Museum, Honolulu, HI**—For the collaborative research project New Investigations into the Neolithic Cultures of Southeast China. $270,000

**University of Arizona, Tucson, AZ**—For the collaborative research project Defining the Paleolithic Presence on the Tibetan Plateau. $250,000
for the Luce Foundation. One example is a fellowship program at the Woodrow Wilson International Center for Scholars that will bring scholars and policy specialists together to discuss religion and foreign affairs. At Emory University, legal scholars, human rights specialists, and journalists examine critical issues concerning law and religion. Another grant sponsors opportunities for mid-career scholars to become involved in public education and public debate on China. Organized by the National Committee on United States–China Relations, and jointly funded by the Starr Foundation and the Luce Foundation, this program offers seminars in Washington, D.C. and study tours in China. In American Art, curators regularly interpret the insights of scholars for broad audiences through catalogues, exhibitions, and public programs. Several grants have brought American art to audiences in other countries, supporting, for example, an exhibition mounted by the Guggenheim Museum in Beijing and Shanghai during 2007.

University of British Columbia, Vancouver, Canada—For the collaborative research project Human and Social Dynamics of Early Bronze Age China: An Interdisciplinary Program. $240,000

University of California, Berkeley, Berkeley, CA—For the collaborative research project Understanding Lifeways and Biocultural Diversity in Prehistoric Japan. $275,000

University of Hawai‘i, Honolulu, HI—For the program Building and Maintaining Contacts: Enhancing Asian Archaeology, Training and Research at the University of Hawai‘i at Manoa. $500,000

University of Toronto, Toronto, Canada—For a tenure-stream position in East Asian archaeology at UCLA. $450,000

University of Chicago, Chicago, IL—For the collaborative research project Early Chinese Excavated Texts. $275,000

University of Washington, Seattle, WA—To support the Southeast Asia Archaeological Research and Training Program. $470,000

CLARE BOOthe LUce (CBL) PROGRAM — DESIGNATED INSTITUTIONS GRANTS

The Clare Boothe Luce Program encourages women to study and teach in the sciences, mathematics, and engineering. Funding for new faculty positions and for undergraduate, graduate, and postdoctoral fellowships is provided to U.S. colleges and universities.

Boston University, Boston, MA—Support through the CBL Program for 2006 and 2007. $630,000

Colby College, Waterville, ME—Support through the CBL Program for 2006 and 2007. $630,000
CREATING RESOURCES TO ADDRESS A GLOBAL PROBLEM

The global environmental crisis demands institutional leadership to generate new talent, new research, and practical solutions to a number of pressing problems. In response, the Foundation in June 2000 announced a $30 million initiative which concluded in 2007. Grants to colleges and universities focused on ways to improve the quality of training and research in environmental studies through interdisciplinary learning, international exchange, and environmental management. Grants to nongovernmental organizations complemented the scholarly agenda and concentrated on research and policy recommendations for climate change, sustainable development, biodiversity, and natural resource management. In addition to research, training, and policy studies, some grants also brought academics and practitioners together to share their expertise and experience.

Creighton University, Omaha, NE—Support through the CBL Program for 2006 and 2007. $630,000

Fordham University, Bronx, NY—Support through the CBL Program for 2006 and 2007. $630,000

Georgetown University, Washington, DC—Support through the CBL Program for 2006 and 2007. $630,000

Marymount University, Arlington, VA—Support through the CBL Program for 2006 and 2007. $630,000

Mount Holyoke College, South Hadley, MA—Support through the CBL Program for 2006 and 2007. $630,000

Santa Clara University, Santa Clara, CA—Support through the CBL Program for 2006 and 2007. $630,000

Seton Hall University, South Orange, NJ—Support through the CBL Program for 2006 and 2007. $630,000

St. John’s University, Jamaica, NY—Support through the CBL Program for 2006 and 2007. $630,000

Trinity University, Washington, DC—Support through the CBL Program for 2006 and 2007. $630,000

University of Notre Dame, Notre Dame, IN—Support through the CBL Program for 2006 and 2007. $630,000

Villanova Preparatory School, Ojai, CA—Support through the CBL Program for 2006 and 2007. $630,000

CLARE BOOTE LUCE PROGRAM — INVITED INSTITUTIONS GRANTS

Agnes Scott College, Decatur, GA—For one professorship in physics. $579,988

Bryn Mawr College, Bryn Mawr, PA—For three undergraduate scholarships. $288,512

Columbia University, New York, NY—For one professorship in an area to be determined. $600,000
TRAINING FOR RELIGIOUS AND CULTURAL DIVERSITY

Ethnic and religious diversity in the United States has increased dramatically since Congress passed the Immigration Act of 1965. Taking account of these changed demographics, a number of seminaries and divinity schools are creating new models of theological education to prepare leaders for their roles in communities that are culturally diverse, religiously mixed, and globally connected. Responding to these social realities has emerged as a theme for the Foundation’s Theology Program. Hartford Seminary in Connecticut has established a program for clergy, religious educators, and seminarians in the Jewish, Christian, and Muslim faiths; Aquinas Institute of Theology in St. Louis teaches students interfaith dialogue and Asian religions as well as Christian theology; and Andover Newton Theological School is collaborating with Hebrew College’s Rabbinical School in interreligious leadership training for pastors, rabbis, and lay leaders.

Franklin & Marshall College, Lancaster, PA—For four undergraduate scholarships. $354,978

Harvey Mudd College, Claremont, CA—For four undergraduate scholarships. $264,000

Hunter College, City University of New York, New York, NY—For eight undergraduate research awards. $259,800

Loyola University New Orleans, New Orleans, LA—For four undergraduate scholarships. $307,736

Massachusetts Institute of Technology, Cambridge, MA—For two postdoctoral fellowships. $289,800

Mount Saint Mary’s University, Emmitsburg, MD—For three undergraduate scholarships. $216,270

North Carolina A&T State University, Greensboro, NC—For two graduate fellowships. $158,572

Pennsylvania State University, University Park, PA—For two graduate fellowships. $155,510

Purdue University, West Lafayette, IN—For two graduate fellowships. $188,000

Rockhurst University, Kansas City, MO—For four undergraduate scholarships. $258,004

Siena College, Loudonville, NY—For four undergraduate scholarships. $268,714

Society of Women Engineers, Chicago, IL—For three graduate fellowships. $30,000

Stevens Institute of Technology, Hoboken, NJ—For two undergraduate scholarships. $100,000

University of California, Berkeley, Berkeley, CA—For two postdoctoral fellowships. $256,000

University of Chicago, Chicago, IL—For four graduate fellowships. $230,429
Providing Opportunities for Women in Science

The Foundation’s Clare Boothe Luce Program addresses a continuing leadership gap in American higher education where women are underrepresented in many scientific fields. The program’s undergraduate scholarships, graduate fellowships, and grants for new faculty positions are powerful incentives for institutional change as a growing number of colleges and universities adopt policies to increase the number of female students and scholars in the sciences and engineering. Undergraduate research awards were added as a new category in 2006 to help increase the number of students who go on for graduate education, with pilot grants to Washington University in St. Louis and Hunter College in New York City. Another new category is for postdoctoral fellowships, with initial grants to M.I.T., the California Institute of Technology, and the University of California, Berkeley.

University of Dayton, Dayton, OH—For two graduate fellowships. $100,000
University of Richmond, Richmond, VA—For three undergraduate scholarships. $255,660
University of San Diego, San Diego, CA—For one professorship in chemistry and biochemistry. $586,380
University of Wisconsin–Madison, Madison, WI—For one professorship in computer science. $600,000
Virginia Polytechnic Institute and State University, Blacksburg, VA—For two graduate fellowships. $179,688
Washington University in St. Louis, St. Louis, MO—For twenty-four undergraduate research awards. $224,400
Wellesley College, Wellesley, MA—For one professorship in computer science. $595,110
Xavier University, Cincinnati, OH—For four undergraduate scholarships. $295,952

Environment Grants

The Environmental Initiative supports academic and applied learning through interdisciplinary education, international education, participatory and empirical teaching, and training in environmental management. The initiative was concluded in 2007.

Bard College, Annandale-on-Hudson, NY—For the project Learning Across the Borders. $495,000
Brown University, Providence, RI—For the project Land Use Change: Designing and Implementing New Global Environmental Curricula. $550,000
Bucknell University, Lewisburg, PA—For the Susquehanna Institute. $450,000
Carleton College, Northfield, MN—For the Integrative Spatial Modeling project. $300,000
Exploring big ideas, bringing attention to neglected topics, responding to critical policy issues, helping to open new areas of inquiry, and bridging the gap between theory and practice are some of the ways the Luce Foundation seeks to serve as a catalyst for learning and leadership. Following the pathways of its founding family, the Foundation seeks to put knowledge into action. Whether the theme is arts and culture, international education, environmental issues, theological scholarship, East Asian studies, or foreign policy, we hope our grants provide a stimulus for inspired, ethical, and purposeful institutional leadership.

Chicago Botanic Garden, Glencoe, IL—For the project Seeds of Success: Seed Banking the Midwestern Prairie. $300,000

Defenders of Wildlife, Washington, DC—For the project Broken Screens: The Regulation of Live Animal Imports in the United States. $112,000

Center for Health and the Global Environment, Harvard University, Boston, MA—For the Policy-Maker Education Program on Human Health and the Environment. $200,000

The Johns Hopkins University, Baltimore, MD—For the International Environmental Practicum. $400,000

National Religious Partnership for the Environment, Amherst, MA—To support the project Earth’s Climate Embraces Us All. $300,000

Northland College, Ashland, WI—For the project Superior Connections. $125,000

The Orion Society, Great Barrington, MA—For a book award in environmental studies. $1,000

The Pacific Institute, Oakland, CA—For a national assessment of the water resources of the United States. $250,000

Rochester Institute of Technology, Rochester, NY—For the project Ph.D. Program in Sustainability. $465,000

University of California, Berkeley, CA—For the project Sustainable Engineering through Green Design, Manufacturing, and Social Infrastructures. $550,000

Washington University in St. Louis, St. Louis, MO—For the Interdisciplinary Environmental Clinic. $450,000

The Woods Hole Research Center, Falmouth, MA—For the project Competing Human Uses for Land, Soils, and Vegetation in a Climate-Challenged World. $300,000

Yale University, New Haven, CT—For the project Bringing Buildings to Life. $500,000

Continued on page 38
INSTITUTIONAL LEADERSHIP

The report Mixed Blessings: U.S. Government Engagement with Religion in Conflict-Prone Settings was issued by the Center for Strategic and International Studies in August 2007. Authored by Liora Danan and Alice Hunt, it results from a project supported through the Henry R. Luce Initiative on Religion and International Affairs.

“American interests will be better met through increased awareness and recognition of how religion affects international affairs, including through the faith and religious beliefs of politicians and elites; the belief structures that underlie national and international views; and the impact of religious organizations. Religious leaders, organizations, institutions and communities can mobilize religion to sanction violence, draw on religion to resolve conflicts, or invoke religion to provide humanitarian and development aid. To engage successfully, government analyses, policy, training, and programming must fully incorporate an understanding of the varied roles for religion in conflict-prone settings.

The U.S. government is becoming more aware of religion’s significance in conflict-prone places, but officials still struggle to find an effective way to address religious trends systematically, strategically, and across government. As will be discussed in the following section of this report, miscalculating religion’s role has sometimes led to failure to anticipate conflict or has actually been counterproductive to policy goals. It has kept officials from properly engaging influential leaders, interfered with the provision of effective development assistance, and at times harmed American national security....

With the notable exception of some recent U.S. government approaches to Islam, policymakers and practitioners have largely been wary of directly addressing religion. Government officials remain concerned about
developing and implementing religion-related policies abroad in part because legal guidelines on the applicability of the Constitution’s free exercise and establishment clauses to foreign policy are still evolving. In general, U.S. government initiatives with a secular analysis or outreach may be limited or misplaced in responding to actors with a theologically based worldview. Both secular caution and threat-focused analyses of religion can prevent positive engagement with religion’s potential for resolving conflict.

Overall, CSIS has identified the following strategic and operational obstacles in U.S. engagement with religion in conflict-prone settings:
- U.S. government officials are often reluctant to address the issue of religion, whether in response to a secular U.S. legal and political tradition, in the context of America’s Judeo-Christian image overseas, or simply because religion is perceived as too complicated or sensitive.
- Current U.S. government frameworks for approaching religion are narrow, often approaching religions as problematic or monolithic forces, overemphasizing a terrorism-focused analysis of Islam, and sometimes marginalizing religion as a peripheral humanitarian or cultural issue.
- Institutional capacity to understand and approach religion is limited owing to legal limitations, lack of religious expertise or training, minimal influence of religion-related initiatives, and a government primarily structured to engage with other official state actors.

In short, policymakers have not developed clear guidance for addressing religion abroad, and U.S. efforts have not managed to fully reduce religious risks, account for religious dynamics, and engage religious partners effectively. As many parts of the government have already recognized, a reactive approach to gauging and engaging religious dynamics abroad is insufficient.”
Exploring big ideas and helping to open new areas of inquiry are two ways that the Luce Foundation seeks to serve as a catalyst for learning and leadership.
THE LUCE FOUNDATION AS LEADER
The Foundation’s thinking about leadership bears the stamp of four generations of the Luce family. Strong-willed and public-spirited, individually and collectively they represent a commitment to the power of knowledge, the value of culture and science, the necessity of international understanding, and the ability of leaders to inspire change.

Quite successful while only in his thirties, Henry ("Harry") Robinson Luce (1898–1967) established the Henry Luce Foundation in New York in December 1936, in the midst of the Great Depression. The majority of his estate was bequeathed to the Foundation after his death in 1967. It is noteworthy that, being a man of strong opinions, he did not set terms or provide any guidelines for the use of his funds. It was understood, however, that the Foundation would be a tribute to his parents, who had been Presbyterian missionaries in China.

Luce could count on his sister, Elisabeth Luce Moore (1903–2002), to ensure that his interests were faithfully

**HENRY R. LUCE PROFESSORSHIP GRANTS**

*The Henry R. Luce Professorship Program* fosters innovation and boundary crossing in order to break down disciplinary barriers and advance knowledge. Existing Luce Professorships are considered for extensions, but new proposals are no longer accepted.

- **Gettysburg College, Gettysburg, PA**—For the extension of the Henry R. Luce Professorship in Civil War Era Studies. $480,000
- **Kalamazoo College, Kalamazoo, MI**—For the extension of the Henry R. Luce Professorship in Complex Systems Studies. $495,000
- **University of Denver, Denver, CO**—For the extension of the Henry R. Luce Professorship in Conflict Resolution. $504,000
- **Washington University in St. Louis, St. Louis, MO**—For the extension of the Henry R. Luce Professorship in Collective and Individual Memory. $495,000

**HIGHER EDUCATION GRANTS**

*Higher Education* mainly provides resources for improved international and global education at U.S. colleges and universities. Grants sometimes respond to projects that are in keeping with the Foundation’s mission but fall outside other program boundaries.

- **Association for Women in Science, Washington, DC**—To support the AWIS summer internship program. $10,000
- **The Glimpse Foundation, Providence, RI**—For a project to foster cross-cultural understanding among young adults. $10,000
- **MentorNet, San Jose, CA**—To support the Academic Career E-Mentoring (ACE) program. $10,000
- **National Academy of Sciences, Washington, DC**—For expansion of a website to increase young women’s interest in science careers. $10,000
represented. Known as Beth, she was a founding member of the Foundation’s board of directors. A gifted and gracious activist, she held prominent leadership positions with many organizations and was the first woman to chair the Institute of International Education and the State University of New York’s Board of Trustees. For decades, she worked with the YWCA’s International Division, the China Institute in America, the Asia Foundation, the United Board for Christian Higher Education in Asia, and her alma mater, Wellesley College.

Her brother Harry was the prominent and sometimes controversial publisher of *Time*, *Life*, and *Fortune* magazines, and producer of the *March of Time* film and radio documentaries. His quest was to inform the American public and to mold their thinking on all manner of topics, whether politics, economics, science, religion, or the arts. On the occasion of the Foundation’s sixtieth anniversary, the journalist Lance Morrow wrote about Luce, “His intellectual curiosity was famous among those who knew him and worked on his magazines. Luce wanted to know everything....

RAND Corporation, Santa Monica, CA—To support the RAND Gulf States Policy Institute. $300,000

United Board for Christian Higher Education in Asia, New York, NY—For renovation of Luce-named buildings on the campuses of Satya Wacana Christian University (Indonesia), Silliman University (Philippines), and Central Philippine University. $1,060,000

WGBH Educational Foundation, Brighton, MA—For two projects to disseminate information from the Extraordinary Women Engineers Initiative. $24,250

America Abroad Media, Washington, DC—For public radio programming on religion and international affairs. $320,000

Camden Conference, Camden, ME—To support a program on Religion as a Force in World Affairs. $25,000

Center for Strategic and International Studies, Washington, DC—Renewed support for a project to improve U.S. government engagement with religion in conflict-prone settings. $400,000

The Chicago Council on Global Affairs, Chicago, IL—For a task force on religion and the making of U.S. foreign policy. $375,000

School of International and Public Affairs, Columbia University, New York, NY—To support a program on Religion, Tolerance, and Democracy in the World. $380,000

Council on Foreign Relations, New York, NY—For a program on religion and foreign policy. $375,000

**HENRY R. LUCE INITIATIVE ON RELIGION AND INTERNATIONAL AFFAIRS GRANTS**

*The Henry R. Luce Initiative on Religion and International Affairs seeks to deepen American understanding of religion as a critical but often neglected factor in international policy issues and U.S. foreign policy. Grants are made to professional schools of international affairs, policy organizations, media and journalism programs, and university programs.*
[He delved] into quantities of apparently chaotic and unrelated information, stimulating his mind with the sheer variety and detail of the world.... Luce believed simultaneously in the delight of diversity and the unity of truth.”

Deeply influenced by his upbringing in China, as was his sister Beth, he became an ardent voice for American internationalism, convinced that the United States had a moral obligation to be a leader among nations. He was prominent in making the case for America’s entry into World War II. Instead of bringing America to China as his missionary parents had, however, Luce devoted himself to presenting China and Asia to the American public, believing that Europe was less important to the United States in the long run. He was also a devout anticommunist and a fervent supporter of Chiang Kai-shek’s Nationalist government.

Clare Boothe Luce (1903–1987), the second wife of Henry R. Luce, shared his restless energy and ambition. Successfully pursuing several careers, she was

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**Educational Broadcasting Corporation, Thirteen/WNET New York, New York, NY**—For enhanced coverage of foreign affairs on *Religion and Ethics Newsweekly*. $500,000

**Emory University, Atlanta, GA**—For a program on Law, Religion, and Human Rights in International Perspective. $480,000

**Edmund A. Walsh School of Foreign Service, Georgetown University, Washington, DC**—For a program on Religion, Foreign Policy, and Global Development. $350,000

**John F. Kennedy School of Government, Harvard University, Cambridge, MA**—For a program on Religion and International Affairs: The Intersection of Policy and Scholarship. $400,000

**International Center for Religion and Diplomacy, Washington, DC**—For a project to analyze and recommend ways to deal with global religious conflict. $350,000

**Religion Newswriters Foundation, Westerville, OH**—To provide training and resources for journalists covering religion and international affairs. $180,000

**Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY**—For a program on Religion, Media, and International Relations. $370,000

**University of California, Santa Barbara, Santa Barbara, CA**—For a workshop on religion and international nonprofit organizations. $30,000

**Graduate School of International Studies, University of Denver, Denver, CO**—For a project on Religious Leaders and Conflict Management in Deeply Divided Societies. $390,000

**Hubert H. Humphrey Institute of Public Affairs, University of Minnesota, Minneapolis, MN**—For a program on Religion, Humanitarianism, and the World Order. $360,000
an editor, journalist, playwright, politician, and diplomat, serving as a member of Congress in the late 1940s and U.S. ambassador to Italy during the Eisenhower administration.

Following her death, the Foundation received a significant bequest with the specific requirement that the funds be used to encourage more American women to become scientists and engineers. This came as a surprise, since Clare Luce had no experience whatever as a scientist, despite her pioneering role in several other areas. She nonetheless perceived the need for American women to have increased opportunities for teaching and training in fields such as astronomy, geology, physics, computer science, and civil engineering.

In order to truly understand the Luce Foundation’s present-day vision of leadership, one needs to look back to the late 19th-century. This period of rapid technological development and expansion of American power gave rise to the idea that the world’s problems would be solved, if only the energy of dedicated

| School of International Relations, University of Southern California, Los Angeles, CA — For a program on Religion, Identity, and Global Governance. | $370,000 |
| Henry M. Jackson School of International Studies, University of Washington, Seattle, WA — For a project on Connecting Religion, and Human Security. | $300,000 |
| Yale University, New Haven, CT — For a project on Women, Religion and Globalization. | $400,000 |
| Congressional Research Service, Library of Congress, Washington, DC — For an orientation seminar for new members of the 110th Congress. | $142,500 |
| The Foundation Center, New York, NY — Annual contributions for 2006 and 2007. | $65,000 |
| New York Regional Association of Grantmakers (NYRAG), New York, NY — Annual contributions for 2006 and 2007. | $31,200 |
| Center on Law and Security, New York University School of Law, New York, NY — For the conference Presidential Powers: An American Debate. | $10,000 |
| Church of Our Lady of the Rosary and St. Elizabeth Seton Shrine, New York, NY — To support the preservation of the 1793 James Watson House. | $10,000 |

The Public Policy Program occasionally offers funding to encourage the development of public leadership. These grants also support organizations that promote best practices in, and knowledge about, philanthropy.

The Aspen Institute, Washington, DC — For a program to inform members of Congress about international issues. | $400,000
individuals could be efficiently harnessed. Victorians saw character—emphasizing virtue, order, and responsibility—as singularly important to social progress. In this worldview, spiritual commitment and pragmatism were inseparable.

Henry Winters Luce (1868–1941), Harry and Beth’s father, was a college student at Yale during this era of American Progressivism. Swept up in a movement that mixed youthful idealism and religious fervor with assumptions about the superiority of Western civiliza-

tion, H. W. Luce and his contemporaries believed that “the blessings of faith, liberty, and material progress must be offered to the suffering world,” as Robert Herzstein has written. The peoples of Asia and Africa, in particular, were mired in poverty and disease because of ignorance and superstition. Knowing little about the larger world, but fiercely determined to do good, Luce signed up to become a foreign missionary. After studies at Union Theological Seminary and Princeton Theological Seminary, the Reverend Luce married Elizabeth Middleton Root, who was working...
for the YWCA in Scranton, Pennsylvania. They sailed for China’s Shandong province in 1897.

H. W. Luce devoted most of his career to introducing American-style education in China, at Shandong Christian University and at Yenching University— institutions that were modeled on small liberal arts colleges back in the United States. In time, he became something of a cultural relativist and an advocate for the ecumenical ideal of a world church. H. Christopher Luce once observed, “When I had the opportunity to look through my great-grandfather’s library, I was astonished to find so many books on Eastern religions—Confucianism, Daoism, Buddhism—and by the remarks scribbled in the margins. These not only commented on the book’s contents, but often made comparisons to Christianity, such as: ‘That’s just as in the Bible!’ or ‘Christ said the same thing!’ In some respects, he became a missionary in reverse.”

More than anyone else, Henry (“Hank”) Luce III (1925–2005), the first son of Henry R. Luce and his

University of Denver, Denver, CO—To support the Robert B. Yegge Endowed Hispanic Scholarship Fund. $2,500

Wings Over the Rockies Air and Space Museum, Denver, CO—For general operations and program enhancements at the Museum. $10,000

YMCA of Greater New York, New York, NY—Travel grants to facilitate attendance at the World Urban Network meeting. $10,000

**THEOLOGY GRANTS**

The Theology Program encourages the development of religious leadership and scholarship at accredited seminaries and divinity schools in the United States. One current priority is theological education to prepare leaders for service in a religiously plural world.

American Jewish Committee, New York, NY—To develop a seminar on Jewish/Catholic relations for Latino seminarians and community educators in collaboration with Catholic Theological Union’s Bernardin Center. $25,000

American Society for Muslim Advancement (ASMA), New York, NY—For a Muslim Women Leaders’ Forum. $15,000

American Society for Muslim Advancement (ASMA), New York, NY—For the development of a global Muslim women’s Shura Council. $10,000

Andover Newton Theological School, Newton Centre, MA—For shared academic and administrative resources with Bangor Theological Seminary and Colgate Rochester Crozer Divinity School. $75,000

Asbury Theological Seminary, Wilmore, KY—To support research on religious revival movements. $300,000

Asociación para la Educación Teológica Hispana (AETH), Austin, TX—For the project Renovación: Renewing Latino Theological Education at the Grassroots. $25,000
first wife, Lila H. Luce, was responsible for giving the Luce Foundation its present form. As president and chairman for nearly fifty years, he established programs that became hallmarks of the Foundation’s commitments to education, creativity, innovation, and leadership. Like his father, he reveled in the dynamic tension between diversity and unity, writing in the Foundation’s 1970 annual report, “This Foundation has supported many projects that are pragmatic, and hence ‘relevant’ in the current usage, and it is a great satisfaction to have been of such concrete service. At the same time, many of these projects, in theology and education, enhanced institutions and causes which are concerned with ultimate meanings. And we are continually on the lookout for programs of such scope and significance.”

The fundamental optimism that springs from the Luce history has defined the Foundation’s commitment to learning and leadership across cultures and within the arts and sciences. The family’s tradition is carried on today by two of the Foundation’s current directors,
Margaret Boles Fitzgerald and H. Christopher Luce, who are both grandchildren of the China-born Luce generation.

With pride in this legacy, we approach our philanthropic mission with considerable humility about our limitations and with deep respect for those whose work we encourage and support. We also bear in mind the fact that private foundations are neither banks nor charities. At their best, they can foster experimentation or spark interest in a new area of inquiry.

Operating at the margins, where innovation usually occurs, foundations have extraordinary freedom to set their agendas, and perhaps the greatest gift they can offer is flexibility. As leaders, foundations must find the right balance between initiating and responding. If they attempt to dictate the agenda for others, they risk becoming arrogant and isolated. If, on the other hand, they passively react to requests for funding, they will lack purpose and direction.

Their privileged status carries with it the obligation that foundations be transparent and forthright about

Faith in Public Life, Washington, DC—To support the Public Theological Leadership Program. $30,000

Fuller Theological Seminary, Pasadena, CA—For a program on worship and art in a global and multireligious context. $400,000

The Fund for Theological Education, Atlanta, GA—Renewed support to recruit highly qualified candidates for the Christian ministry. $500,000

The General Theological Seminary of the Episcopal Church, New York, NY—To support the Center for Peace and Reconciliation. $300,000

Georgetown University, Washington, DC—For the Institute for Pastors and Pastoral Workers on Islam and Christian-Muslim Relations. $17,000

Hartford Seminary, Hartford, CT—To support a professorship in Jewish Studies and the Building Abrahamic Partnerships program. $375,000

Hartley Film Foundation, Westport, CT—For the documentary film Schism, being produced by Calvin Skaggs, on controversies within the Episcopal church about sexuality. $25,000

Harvard University, Cambridge, MA—For the Pluralism Project’s program Teaching Pluralism: Case Studies for the Theological and Religious Studies Classroom. $30,000

Harvard University, The Divinity School, Cambridge, MA—To support a new faculty position in Women’s Studies in Ministry. $370,000

The HealthCare Chaplaincy, New York, NY—For the development of a clinical pastoral education program for chaplain supervisors. $360,000

In Trust Inc., Wilmington, DE—To recruit and train new writers for In Trust magazine. $300,000

Interfaith Youth Core, Chicago, IL—To support a seminary initiative on interfaith action in the world. $120,000
their activities. As stated in our mission, the Luce Foundation “aims to exemplify the best practices of responsible, effective philanthropy.” We strive to uphold the highest standards of accountability and financial stewardship.

No review of leadership would be complete without acknowledging the role of the Luce Foundation’s past and present leaders. Over the years, Charles Stillman, Martha Wallace, Robert Armstrong, and John W. Cook have guided the steady growth of the programs, endowment, and staff. We also salute John C. Evans, currently the longest-serving member of the Foundation’s board, who has led the restructuring of the Foundation’s finances during the past few years.

Today, Margaret Boles Fitzgerald, Michael Gilligan, and the Board of Directors bring considerable collective wisdom along with a generosity of spirit to our various program areas. Four overarching principles guide their philosophy on how to promote individual and institutional leadership. First, the Foundation’s

**Jesuit School of Theology at Berkeley, Berkeley, CA**—To support an initiative on Christology in the context of Pacific Rim cultures. $325,000

**Jesuit School of Theology at Berkeley, Berkeley, CA**—For the third international conference on theological aesthetics. $30,000

**John Jay College of Criminal Justice, The City University of New York, New York, NY**—To support the study *Child Sexual Abuse in the Catholic Church: Understanding the Causes and Contexts of the Problem.* $25,000

**Judson Memorial Church, New York, NY**—To support the Training Center for Public Ministry. $25,000

**The Kindling Group, Chicago, IL**—For the outreach and education campaign of the documentary public television series *The Calling.* $30,000

**Lutheran School of Theology at Chicago, Chicago, IL**—To support the Center for Christian-Muslim Engagement. $300,000

**The Lutheran Theological Seminary at Philadelphia, Philadelphia, PA**—For an Asian Theological Initiative within the Multicultural Mission Resource Center. $75,000

**McCormick Theological Seminary, Chicago, IL**—To support the Center for the Study of Latino/a Theology and Ministry. $165,000

**Museum of Biblical Art, New York, NY**—For a symposium and publication on how art shapes liturgical and devotional practices. $85,000

**New Hampshire Humanities Council, Concord, NH**—To support the program *Shifting Ground: Religion & Civil Life in America.* $10,000

**Overseas Ministries Study Center, New Haven, CT**—To support the artists in residence program. $27,750

**Partners for Sacred Places, Philadelphia, PA**—For a training program on congregational partnerships and resources for seminaries. $200,000
directors have remained faithful to the history, interests, and values of the Luce family. Second, they place a premium on excellence. Third, they urge a focus on themes where the Foundation can make a distinctive contribution. And fourth, they are willing to take the long view in assessing the effectiveness of our grants.

In closing this essay, it seems fitting to evoke the words of Henry Luce III, who did so much to advance the vision of his grandparents and his father. In a speech delivered in the Philippines in July 2000, he said, “We must educate leaders who will have the vision of and be able to cope with the unknowns of our world’s complex future. The famous theologian Reinhold Niebuhr said, ‘Give me the courage to change what needs to be changed, the patience to accept what cannot be changed and the wisdom to tell the one from the other.’ Education can provide the tools with which to make changes, the discipline and infinite details which confer patience, and, hopefully, with great ideas and broad insights, that fundamental wisdom as well.”

Payap University, Chiang Mai, Thailand—To support faculty development at the McIlvary College of Divinity. $330,000
Perkins School of Theology, Southern Methodist University, Dallas, TX—To support the Center for the Study of Latino/a Christianity and Religions. $315,000
Reconstructionist Rabbinical College, Wyncote, PA—To train rabbis for a multifaith world. $300,000
St. Mary’s Seminary and University, Baltimore, MD—To expand a graduate program on church ministries at the Ecumenical Institute of Theology. $255,000
St. Paul School of Theology, Kansas City, MO—For an interfaith academy for emerging religious leaders and religious education professionals. $125,000
Tanenbaum Center for Interreligious Understanding, New York, NY—To support follow-up activities to the 2007 conference in Bosnia of religiously motivated peacemakers. $10,000
Theological Consortium of Greater Columbus, Columbus, OH—To support the Program in World Religions and Interreligious Dialogue. $120,000
University of St. Mary of the Lake, Mundelein Seminary, Mundelein, IL—To support a program of faculty development for ecumenical and interfaith education. $30,000
Vanderbilt University Divinity School, Nashville, TN—To develop a program on religion and the arts in contemporary culture. $340,000
Wesley Theological Seminary, Washington, DC—To develop missional theology programs for a multireligious world. $375,000
Women’s Alliance for Theology, Ethics, and Ritual (WATER), Silver Spring, MD—For a summer seminar for theological faculty and seminary students on feminist studies in religion. $25,000
THE LUCE FOUNDATION AS LEADER

Elisabeth Luce Moore, one of Henry R. Luce’s two younger sisters, reminisced about her parents and her youth in China in several conversations recorded during the 1980s. In addition to serving as a Luce Foundation director, she held leadership positions in a number of organizations.

“My mother and father were completely different. My father was a tremendous optimist, an extrovert who thought anything was possible. Father was a graduate of Princeton Theological Seminary after having studied first at Union Theological Seminary, and he went out to China to teach Biblical history. But when he arrived, the first subject he had to teach was physics. He was shaky on the subject, but did an experiment every night before he presented it to the class the next morning—hoping that it would work! Nothing daunted Father.

My mother was much more contemplative and quiet, and loved to read poetry and philosophy. Mother was also quite deaf in both ears since at the age of eighteen she had scarlet fever. We all just shouted when we were children. And she found it very difficult to learn Chinese because it was hard to hear the tones.... Mother was really the one who taught us reading, writing and arithmetic. We were brought up on Shakespeare, the Bible, and Dickens, and Mother used to read to us for hours on end. Reading was a major pastime because there was no radio or television then, not even electricity. Mother played the piano and Father the violin. So every evening after supper we had
music, and the two little Luce girls would sing from their repertory of German lieder which we had learned from our German governess....

A lot of missionaries were accused of not having had much education, but most of the people on our campus were highly educated. The school was called Tengchow College in those days and later became Shantung Christian University, after it moved from Weixian to Jinan, the provincial capital. We were so fortunate to be in a community of people who were interested in ideas. Father was a great believer that there should be interesting conversation at the meal table. And we often put up a visiting guest, because there were no hotels, which added to the discussions. It was a very lively campus, despite our relative isolation....

Harry [her brother Henry R. Luce] was independent and always curious. He had to know what there was to know, and he had to know thoroughly. Father had a tremendous influence on him. When he was four or five years old he would deliver sermons in English—to anyone who would listen—and Mother wrote them down for him. And he would sometimes get up on a barrel in the backyard and make us come hear his sermons. Very intense, very simple, but very sure. We were always in an atmosphere where we studied, studied, studied. That was our life. And he certainly caught on early....

None of us took the Foundation very seriously at first and we weren’t very professional. For one thing, there wasn’t much money to spend in those early days. We knew Harry’s interests—including education and theology and China—and these also reflected Father and Mother’s interests. And Father would have been the first one to have new interests.”
### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$231,285</td>
</tr>
<tr>
<td>Dividends and interest receivable</td>
<td>748,307</td>
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<tr>
<td>Investments</td>
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<td>Furniture, fixtures and leasehold improvements,</td>
<td>1,327,522</td>
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<td>net of accumulated depreciation and amortization of $153,995</td>
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<tr>
<td>Other assets</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$894,843,061</strong></td>
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### Liabilities and net assets

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<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
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<tr>
<td>Grants payable</td>
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<td>Postretirement medical benefits</td>
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<td>Unfunded supplemental pension</td>
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<tr>
<td>Deferred federal excise tax</td>
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<td><strong>Total liabilities</strong></td>
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### Net assets

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<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted – Principal Fund</td>
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</tr>
<tr>
<td>Temporarily restricted – Clare Boothe Luce Fund</td>
<td>92,071,070</td>
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<tr>
<td>Permanently restricted – Clare Boothe Luce Fund</td>
<td>68,345,364</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>861,267,718</strong></td>
</tr>
</tbody>
</table>

| **Total liabilities and net assets**                                       | **$894,843,061** |

*For complete financial statements, audited by Owen J. Flanagan & Company, please consult the Luce Foundation’s website at [www.hluce.org](http://www.hluce.org).*
Revenues, gains and other support

<table>
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<tr>
<th></th>
<th>UNRESTRICTED PRINCIPAL FUND</th>
<th>CLARE BOOTHE LUCE FUND</th>
<th>TOTAL</th>
<th>TEMPORARILY RESTRICTED CLARE BOOTHE LUCE FUND</th>
<th>PERMANENTLY RESTRICTED CLARE BOOTHE LUCE FUND</th>
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</thead>
<tbody>
<tr>
<td>Dividends and interest</td>
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<td>$</td>
<td>$</td>
<td>$ 14,565,682</td>
<td>$ 3,285,324</td>
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<td>Securities lending income</td>
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<td>130,820</td>
<td>32,664</td>
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<td>Unrealized appreciation on investments</td>
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<td>13,334,753</td>
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<td>–</td>
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<td>Net realized gain on sale of investments</td>
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<td>–</td>
<td>47,912,517</td>
<td>12,422,216</td>
<td>–</td>
<td>60,334,733</td>
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<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directly reported investment and custody fees</td>
<td>(2,090,261)</td>
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<td>(2,090,261)</td>
<td>(509,473)</td>
<td>–</td>
<td>(2,599,734)</td>
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<td>Excise Tax</td>
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<td>(1,391,786)</td>
<td>(415,018)</td>
<td>–</td>
<td>(1,806,804)</td>
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<tr>
<td>Net assets released from restrictions:</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction of Clare Boothe Luce Fund restrictions</td>
<td>–</td>
<td>8,853,181</td>
<td>8,853,181</td>
<td>(8,853,181)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Total revenues, gains and other support</td>
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<td>8,853,181</td>
<td>81,314,906</td>
<td>7,374,537</td>
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<td>88,689,443</td>
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Expenses

Program:

<table>
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<tr>
<th></th>
<th>UNRESTRICTED PRINCIPAL FUND</th>
<th>CLARE BOOTHE LUCE FUND</th>
<th>TOTAL</th>
<th>TEMPORARILY RESTRICTED CLARE BOOTHE LUCE FUND</th>
<th>PERMANENTLY RESTRICTED CLARE BOOTHE LUCE FUND</th>
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<td>Grants</td>
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<td>34,053,924</td>
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<td>–</td>
<td>34,053,924</td>
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<td>Other</td>
<td>447,777</td>
<td>46,905</td>
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<td>–</td>
<td>494,682</td>
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<td>Administrative</td>
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<td>5,750,097</td>
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<td>–</td>
<td>5,750,097</td>
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<tr>
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<td>31,445,522</td>
<td>8,853,181</td>
<td>40,298,703</td>
<td>–</td>
<td>–</td>
<td>40,298,703</td>
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<tr>
<td>Change in net assets</td>
<td>41,016,203</td>
<td>–</td>
<td>41,016,203</td>
<td>7,374,537</td>
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<td>48,390,740</td>
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<tr>
<td>Net assets, beginning of year</td>
<td>659,835,081</td>
<td>–</td>
<td>659,835,081</td>
<td>84,696,533</td>
<td>68,345,364</td>
<td>812,876,978</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$ 700,851,284</td>
<td>$</td>
<td>$ 700,851,284</td>
<td>$ 92,071,070</td>
<td>$ 68,345,364</td>
<td>$ 861,267,718</td>
</tr>
</tbody>
</table>
Board of Directors
Margaret Boles Fitzgerald
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Director
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Director
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Anne d’Harnoncourt*
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*deceased June 1, 2008