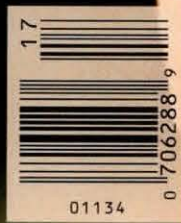


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'TIGER'
Exclusive Excerpts
From the New Biography



I WANT YOU

Why Colin Powell Is Asking America to Volunteer

THE MAN WHO ONCE HEADED THE VAST Western military alliance is opening a new front at home. At next week's all-star Summit on service, Colin Powell wants you, and corporate America, to volunteer to save at-risk kids. It won't be easy—but the future of the country may be riding on it.

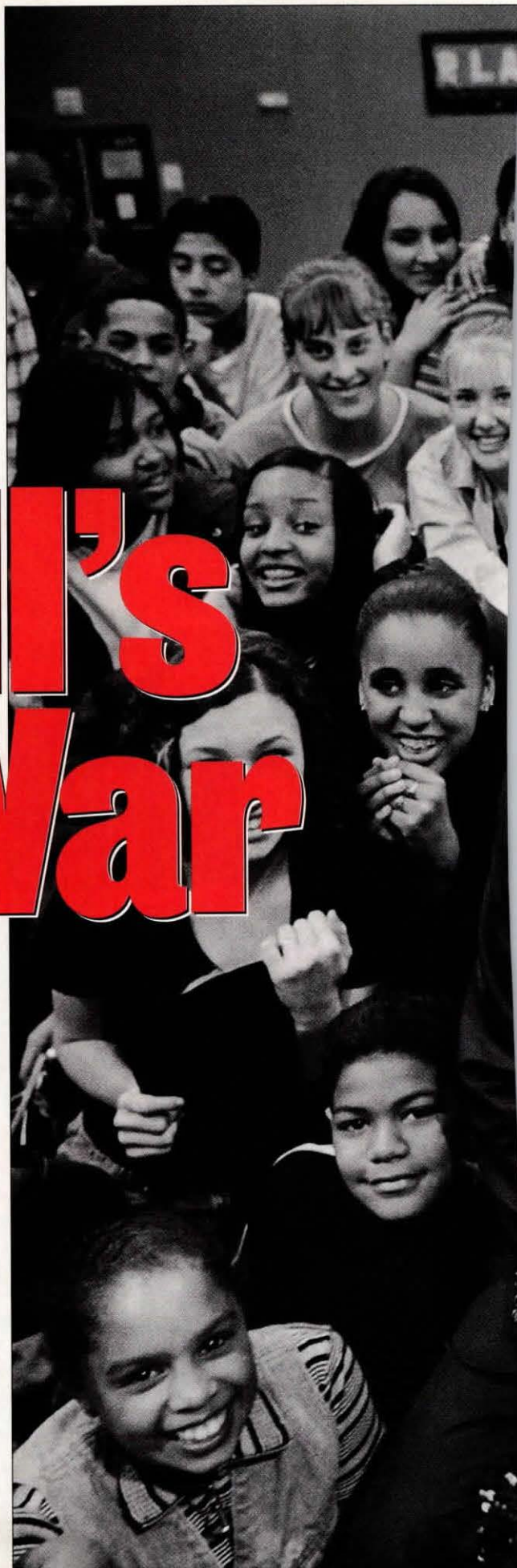
Powell's New War

COLIN POWELL SPENT more than two decades in the U.S. military doing what he calls "threat assessment." Now he's leaning over the desk, passionately identifying the greatest threat to the United States at the turn of the century. Clue: it's not on NATO's eastern flank or in Asia or anywhere outside our borders. "The threat is young people who are disengaged from American life, who don't believe in the American Dream," Powell says simply. A NEWSWEEK-NBC News Poll shows that three quarters of the country agree.

So who will answer the call to

face the threat? The induction begins next week, when Powell goes to Philadelphia's Independence Hall with: President and Mrs. Clinton; Vice President Gore; all the living ex-presidents (except Ronald Reagan, who will be represented by his wife, Nancy); Oprah Winfrey; John Travolta; Tony Bennett; 30 governors; 90 mayors; scores of CEOs, clergy and charity chiefs; plus hundreds of young volunteers.

If the era of big government is over, Clinton says, the era of big citizen is just getting underway. The nonpartisan Presidents' Summit for America's Future, chaired by Powell, aims to mobilize corporate America (chart) and a vast volunteer army to res-



BY JONATHAN ALTER

PHOTOGRAPHS BY DAVID HUME KENNERLY



RALLYING THE TROOPS
Powell wants to use places like the Portland, Ore., Boys and Girls Clubs to bring order and safety to young lives

In this NEWSWEEK–NBC News Poll, 74% say young Americans without job prospects are a bigger threat to the United States than any foreign enemy

cue “at risk” youths with tutoring, mentoring and other citizen service that brings caring adults directly into their lives. The battle plan is to get the public, the private and the nonprofit sectors all marching in the same direction at the same time on the same fundamental needs of young people. The troops are you.

Whoa. Saddam Hussein is not attacking the South Bronx. It’s a nice day for golf. With no immediate crisis, is it truly possible to galvanize Americans to confront a slow-motion threat? Or will this be just another splashy media event, forgotten by Memorial Day?

And isn’t Powell just using this to stay in the arena? Actually, the general, while not quite Shermanesque about his personal ambitions, seems truly uninterested in running for president. To the dismay of his boosters, he’s taking none of the necessary steps to convert this to a shadow campaign. Instead, Powell has a larger goal that lets him keep his \$70,000-a-pop lecture fees and try to save the country at the same time. After the Summit, he will launch an umbrella group he’s portentously calling “America’s Promise: The Alliance for Youth.” The use of the word Alliance is no accident. That was the name of the coalition of Western nations that won the cold war. The new threat requires a new alliance—one that’s grand enough to muster the troops, but practical enough to let them volunteer every other Tuesday night after racquetball.

What Powell—and Clinton—are talking about is not basic charity and good works. It’s not writing a check to a museum or volunteering to be an usher at the community theater. And of course they’re not talking about the massive, government-backed “Marshall Plan for the cities” once envisioned by liberals. Instead, it’s a *marshaling* plan—a still-chaotic yet surprisingly targeted crusade to save an additional 2 million young people by the year 2000.

Some basic facts about the threat: the United States has about 15 million at-risk kids—children from families that are poor and often dysfunctional. All start out bright-eyed and full of potential. Half overcome steep odds to lead productive lives. The other half are question marks. Every youth who takes the wrong road ends up costing society about a million dollars over a lifetime in jail and emergency-care costs. If half of at-risk kids go that route, that’s \$7 trillion dollars by midcentury.

Crime may be down, but juvenile crime is way up, with homicide

rates tripling in a decade. Some experts predict a huge new crime wave when a generation of “superpredators” comes of age. More than half a million teens—a historic high—belong to gangs, which now extend far into the heartland. Teen suicide has doubled; 3 million kids are abused every year. “No parent” households have increased by half; teen pregnancy by nearly 25 percent. While only 70 percent of eighth graders read at grade level, the figure for poor kids is well below 50 percent.

And not one of them will learn to read at some gassy confab in the City of Brotherly Love. The question is: why won’t this be another dutiful conference where politicians and foundation hacks piously exhort the audience to volunteer more while running up a big bar tab, all in the interest of “helping people”? The answer is: it will be. But the insistence on specific commitments from attendees as the price of admission offers a chance—just a chance—to kick off something big.

The good news is that mentoring can actually work when properly deployed. For years, the evidence for this was anecdotal.



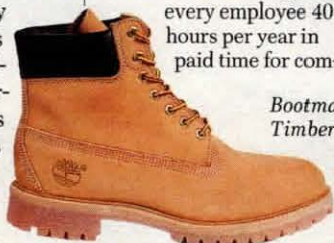
The Top 20 Commitments

With a little prodding, every company in the United States could team up with nonprofits to help at-risk youth. Of the more than 250 commitments so far, here are some of the best:

Bank of Boston: Deploying 5,000 volunteers into the community; giving 500 inner-city youth mentors and jobs.
CHALLENGE: Embarrass banking buddies into similar community deposits.

Center for Effective Compassion: Will enlist, with Points of Light Foundation, 150,000 families in volunteering by 2000.
CHALLENGE: Develop flexible models so busy families can work it into hectic schedules.

Timberland: Will give every employee 40 hours per year in paid time for com-



Bootmaker
Timberland



A Coke and a smile

munity service and ask all suppliers to do the same.
CHALLENGE: Kick-start a campaign to have all companies offer that deal.

Coca-Cola: Doubling its \$50 million in aid to education, including training of teen mentors in 90 schools.
CHALLENGE: Convince other giants that things go better with real money.

AFL-CIO: Mobilizing membership for critical school-to-work experience for 500,000 high-school students.

CHALLENGE: Negotiate hard for “release time” for service.

Big Brothers/ Sisters: Will double its mentoring relationships to 200,000



Big Brothers
Big Sisters

by the year 2000.
CHALLENGE: Get companies to offer candidates, pay screening expenses.

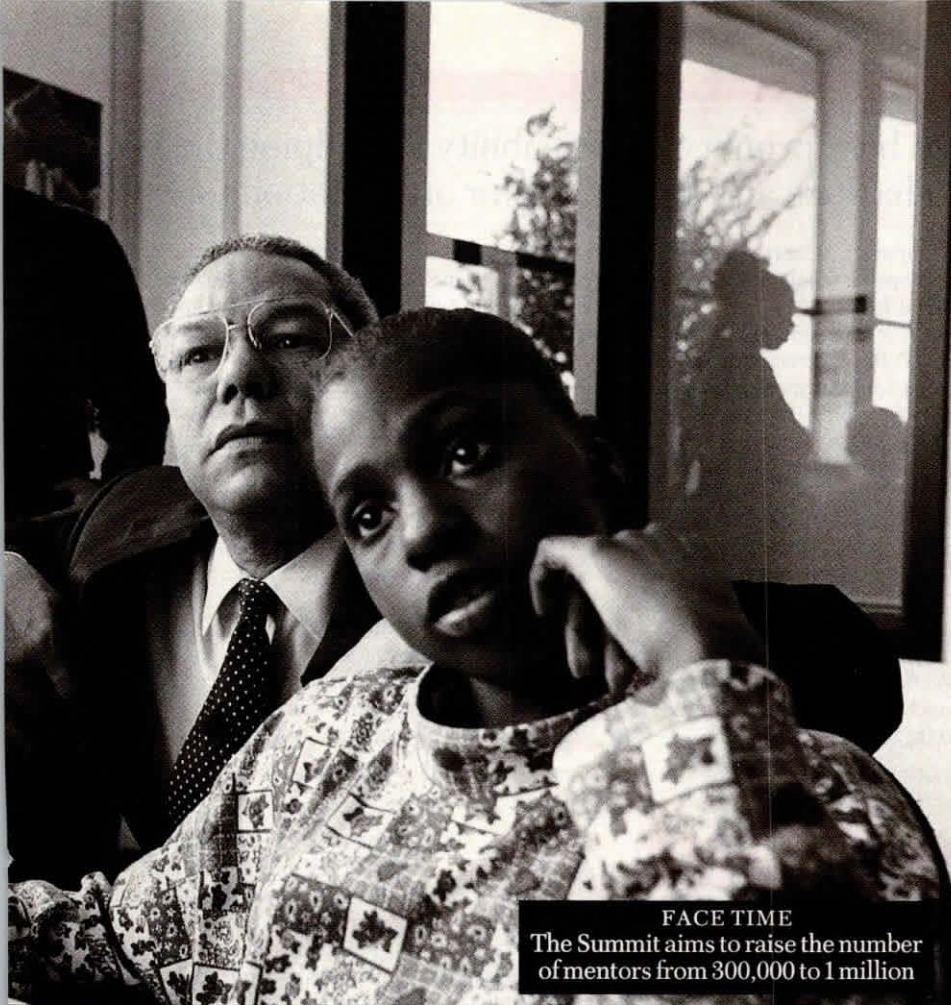
State of Calif.: Galvanizing state to expand from 65,000 to 250,000 mentors, serving 1 million young people; offering release time for state employees.

CHALLENGE: Press must treat it as a major campaign promise; other govts must follow.

Everen Securities: Will expand its public-school tutoring to 10 cities this year, with employees based to inner-city schools on company time.
CHALLENGE: Spread the idea. If replicated widely enough, this model could re-energize public education.



California's
Pete Wilson



FACE TIME
The Summit aims to raise the number of mentors from 300,000 to 1 million

Then, in 1995, Public/Private Ventures published scientifically reliable findings based on a three-year study of the Big Brothers/Big Sisters program. The results were stunning. Because of a long wait list, the researchers had a control group. They found that those kids in the program (ages 10 to 16 in eight cities) were 46 percent less likely to start using drugs. African-American youths were a staggering 70 percent less likely to try drugs. Those with mentors also hit others less and skipped school less than the control group.

So why does Big Brothers/Big Sisters have only 100,000 adult mentors? Because American volunteerism, while vast, has been badly coordinated. Only 10 percent of American charities involve human service. The kind of volunteers needed most—those willing to work one to one—are the hardest to recruit.

What's different about this Summit is that it's targeted on pulling the overclass out of the glass towers and into service. Of the 250 corporate and nonprofit commitments received so far, some are off the point; most neglect to provide paid company time for the service activities, and almost all amount in dollar terms, in Powell's words, to "golf fees" for corporations with stratospheric profits and CEO pay (page 34). But many of the commitments do attempt to connect adult volunteers to young people who need them most. And they're adding up.

Kmart: Beyond \$50 million in drug education, will use 2,150 stores as "safe havens" for at-risk kids.

CHALLENGE: Attention, shoppers! Aisle 1 is now a youth center!

Boys and Girls Clubs:

Pledging to increase the number of youth served in centers by 500,000 by 2002.

CHALLENGE: This premier after-school model can show Kmart, other companies how to do it. And why aren't there clubs in the schools?

Rotary Int'l: Will serve an additional 1 million youth.

CHALLENGE: Target at-risk kids more, and persuade business executives to enlist retirees as well as their current employees.



Greek Orthodox Church: Sustained assistance for one needy child per every 10 families in 450 parishes.

CHALLENGE: Get amen corner

Archbishop Spyridon

going so all churches in the United States adopt this ratio.

Ronald McDonald House: Its

\$100 million is top cash commitment, aimed at preventing child abuse, teen suicide.



Ronald McDonald

CHALLENGE: Happy Meals would be happier if restaurants were assigned to recruit and give discounts to mentors, mentees.

ASPIRA: Will train 2,000 Puerto Rican and other Latino parents in seeking high academic standards.

CHALLENGE: Bring other Hispanic groups into Señor Powell's Alliance for Youth.

LensCrafters: Will provide 1 million needy children with free eye exams, glasses by 2003.

CHALLENGE: Pearle Vision, other eye-care cos. still have blurry vision on helping fill gap.

Pillsbury: Will launch a new School-Plus Mentoring program in partner-



Morehouse College, Atlanta

ship with Big Brothers/Big Sisters in 10 cities.

CHALLENGE: Doughboy's aims still too modest, but sets good example of how to refo- cus on kids.

Coleman Academy 8th

Graders: Indianapolis kids tutoring younger students at another school twice a month.

CHALLENGE: Why isn't this the standard in all schools?

First Union Corp.: Pledging four hours per month of paid time for literacy tutoring.

CHALLENGE: Prove to other companies that paid release time so invigorates employees that it actually increases productivity.

117 Black Colleges and Univs.: National Assoc. for Equal Oppty. in Higher Ed (NAFEO) pledges that

half of all students in black colleges and universities—140,000 students will tutor and mentor.

CHALLENGE: Paging the Ivy League, Big 10, Pac-10, ACC.

NFL Players Association: Will recruit active and retired players as mentors for Indian youth.

CHALLENGE: Develop prevent defense for other at-risk kids, too. Persuade agents, owners, unions in all sports to air more PSAs, huddle on other fresh ideas.

Still MIA

But there's plenty of time left after the Summit.



- **Chevron**
- **Intel**
- **GM**
- **State Farm**
- **Ford**
- **JCPenney**
- **Motorola**
- **Bristol-Myers**
- **United**
- **Southern Baptist Convention**
- **Technologies**

40% think government should bear primary responsibility for helping the poor; 31% believe that businesses, charities and private-sector organizations should

(NEWSWEEK and Kaplan Educational Centers will provide an extensive training program for mentors.)

Still stung by last year's welfare bill, many local nonprofits won't be in Philadelphia: they're grumbling that the Summit has become a big corporate PR-fest while they've been in the trenches for years. They're right, but miss the point. The implicit deal is this: the corporations get most of the public recognition (and the marketing punch of looking concerned about kids) in exchange for providing much-needed bodies and dollars to the nonprofits that know how to make use of them. Millions of people will be directly asked for the first time to volunteer to help kids. And the research shows that when Americans are properly summoned, they serve.

Summit backers hope this partnership will open a whole new chapter in American social history. "We are trying to crack the atom of civic power," former senator Harris Wofford, director of AmeriCorps, wrote in an internal memo last week to Summit organizers. "Achieving that goal will be much harder than the task of cracking the physical atom when Roosevelt secretly set that goal." Wofford, who played a central role in the civil-rights movement, compares this moment to when Martin Luther King Jr. and his followers charted their course in 1955. To end segregation required millions to focus on the same ends at the same time. If the Summit succeeds, Wofford writes, it will be the first time since that era that Americans have set clear civic goals.

Hitting those targets, of course, is another matter, and that's where some hardheaded business thinking comes in. Ray Chambers and his partner William Simon made hundreds of millions of dollars on Wall Street in the 1980s pioneering what came to be known as the leveraged buyout. Now Chambers works full time applying the idea of leverage to helping kids. "There's leverage in having something analogous to a business plan that if properly executed will turn the tide," says Chambers, who helped get the Summit going after former Michigan governor George Romney, the originator of the idea, died in 1995.

Volunteerism obviously has its limits. It's not a cure for broken American families, spiritual deprivation and schools that commit educational malpractice. And charity

Still on the Point

The president who gave us 'a thousand points of light' explains how rescuing the nation requires our time, not just our taxes

BY GEORGE BUSH

COLIN POWELL AND I have been in battle together before—we're old comrades in arms, from Panama to the Gulf. Now, with the general's heartfelt, nonpartisan leadership, America is opening a new front at home: volunteer service to help save a generation of young people. It's a campaign founded on the fact that more and more people are realizing that the answers to our kids' problems—illiteracy, fatherless families, teenage pregnancy, drugs, whatever—lie not in Washington but in our own neighborhoods. Barbara Bush likes to say that what happens in your house is more important than what happens in the White House, and she's right.

Volunteerism isn't an excuse for government to be completely rolled back. But the public sector can't do it



SUMMONS TO SERVICE
"This is serious stuff. It's about kids. Nothing is more important."

all—the old view was that if a federal program didn't work, double the spending and see if it will work then. That's not the way to do things. When I was in the White House, some critics used to charge that our emphasis on "a thou-

sand points of light" was just a dodge, a way of saying that encouraging volunteerism could justify spending cuts. That wasn't the case at all: our thinking then, and the philosophy behind the Philadelphia Summit, is that fixing the country requires our time, not just our tax dollars. It takes both. Somewhere in the country at this very minute the problems that plague us nationally are being solved at a local level through volunteers.

People sometimes say, "Well, George Bush, he's a man of privilege—what does he know about real-life problems?" It's true that I was blessed. During the Depression, if we'd gotten sick, my dad could have paid the hospital bills. And I was given a good edu-

cation. But I was more blessed in a different way: that my mother and dad taught us that no life is complete unless you serve others. Following their example, I became what you might call a tiny point of light: headed up the United Negro College Fund drive at Yale, pitched in to start a YMCA in Midland, Texas. Barbara's passion is family literacy.

So many Americans share this commitment to help out. It transcends politics—people are tired of the bickering, and there's a crying need for less partisanship. But no matter what the media (they sometimes seem to live for conflict) tells you, don't be cynical about the gathering in Philadelphia. It's not about sweeping promises and no follow-through: it's about going to work in our hometowns.

I hope that the fact that presidents of very different political views and experiences—me, President Clinton, and former Presidents Reagan, Carter and Ford—are coming together to back this wonderful movement will send a signal that this is more than politics. This is serious stuff. It's about service, the future, and our children's well-being. Nothing could be more serious. Or more important.

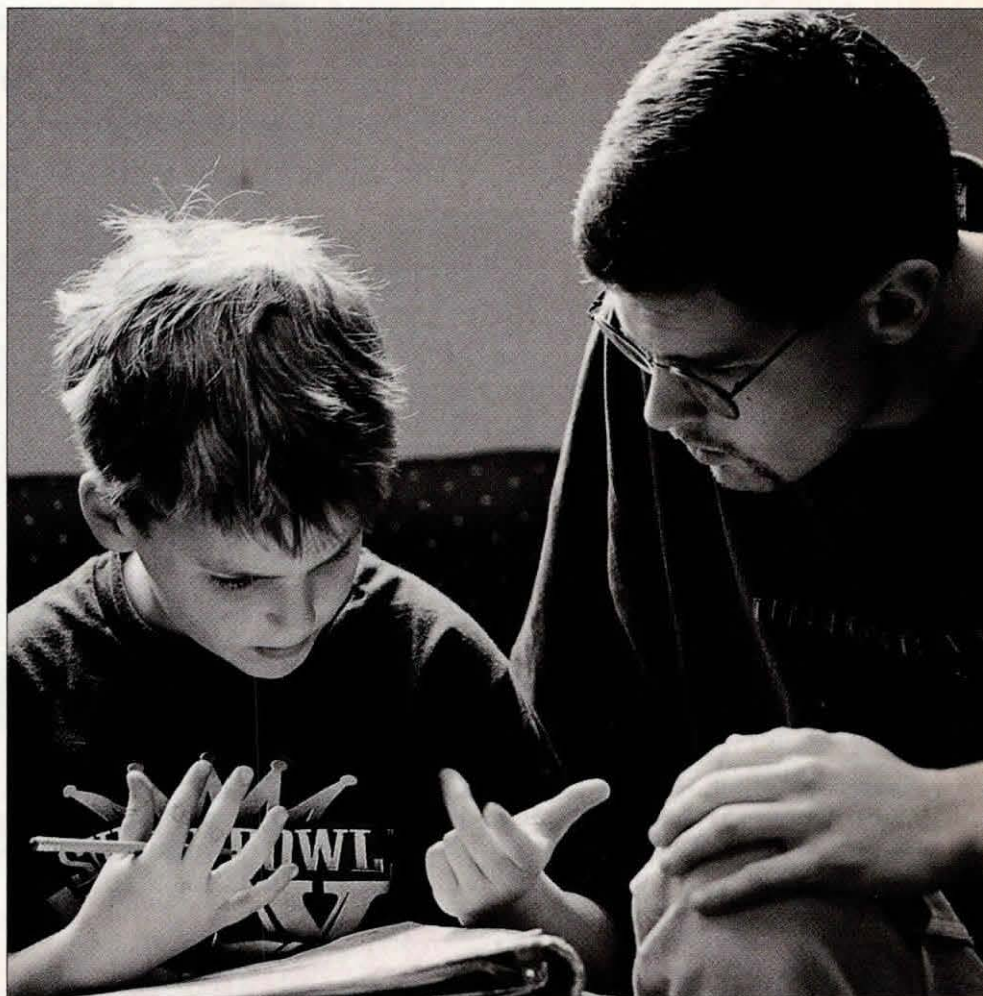
must not be seen as a substitute for government, a point that Powell and other organizers keep making. One cannot replace the other because for all of American history they have worked together. Today's human-service charities receive fully 40 percent of their money from federal, state and local government agencies. Catholic Charities USA, one of the most effective, reports that 62 percent of its budget comes from government.

But for now, the whole question of Washington's role is being subordinated to building the movement. While the Summit is afflicted with usual small "p" politics of scheduling, seating and whether Al Gore's staff is annoyed with Colin Powell's, the big philosophical issues have lost their edge. Democrats no longer reflexively defend government; Republicans are wising up to the limits of the market. They're meeting in Philadelphia somewhere in the middle.

Meanwhile, it's put-up-or-shut-up time for those who have urged the private sector to take a greater role. CEOs who want to shrink government can't very well turn around and argue that corporations are in business for profit and shouldn't be involved. That leaves them arguing that *nobody* needs to pay attention to the community. Conservatives like Rush Limbaugh who laugh at the Summit are themselves looking laughable. Alex Castellanos, a GOP media consultant, says of his colleagues on the right: "They've been against things for so long that even when it's something they're for, they can't be for it. All we've got is a bunch of grumpy people left over." Castellanos's argument applies equally to the press, which is so obsessed with conflict that it has lost much of its ability to cover solutions.

Of course there are still a few things to be grumpy about, starting with what might be called "phony service." That's when we hear from polls that 90 million Americans are "regularly" engaged in volunteer activity. (If true, the Summit would be unnecessary.) Or when foundation executives expound on the need for "systemic" change while staying as far away from the streets as possible. Phony service is when corporations make commitments, then—after the press releases have gone out—claim that "circumstances have changed." It's when "volunteerism" is not only involuntary—coerced by the boss—but inept: the unenthusiastic visiting the unresponsive for unfocused, unctuous activity.

The real point of the Summit may be to share ideas on how to avoid that fate—in other words, to give networking its good name back. The whole volunteer sector needs infrastructure so that workable ideas are replicated more quickly and corporate commitments are actually implemented. In the 1980s, for instance, corporations sent thousands of computers to schools, where



they often sat in boxes unopened. No one figured out how to connect them. The Summit's strategy for connecting everyone is to keep the focus on prevention over intervention and on five basic needs of at-risk kids:

An ongoing relationship with a caring adult: This is essential to success in life, and it's something government simply can't do. The problem is that most caring adults don't have the time or patience for it. One of the reasons Big Brothers/Big Sisters has trouble getting volunteers is that so many drop out or are screened out.

But after Ray Chambers was screened out in the 1980s because he traveled too much on business, he joined those searching for alternative types of mentoring for busier people. The result is "site-based mentoring," where youths go to corporations to see what the world of work is all about, or mentors are given "release time" by their companies to meet kids at their schools for counseling or tutoring.

This is something almost every company could do in partnership with nonprofits. It's a way to dramatically increase the number of mentors by slashing administrative costs and making room for volunteers who can

CRACKING THE CODE
Tutoring—and attention—can keep kids out of trouble after school

participate only a couple of times a month instead of every week. Another, newer option is "family mentoring," where instead of taking just your kids to the zoo, you take an extra child or two, perhaps alternating weekends with other parents.

Sustained one-to-one contact is still the only kind that is proven to work, but the concept has to be made more flexible if the Summit is to expand the total number of mentors in the United States from 300,000 to its goal of 1 million by the year 2000.

Safe, supervised sites: Most of the trouble kids get into occurs between the end of school and evening. The inner cities have a severe shortage of after-school activities, and the welfare bill, which sends more mothers to work, will make the problem worse.

Former senator Bill Bradley, who cochairs the Summit task force in this area, says the goal is not simply a park or gym to play in, but a place supervised by adults. Volunteers need to focus especially on ages

12 to 18, when lots of kids who have participated in the past are dropping out.

Marketable skills: The goal here is to have all kids recognize the link between education and work, and to drive the point home by sharply increasing the number of internships and "job shadowing" programs for teens, many of whom have seen a real workplace only on TV.

A healthy start: The aim is to provide medical care for children who are not quite poor enough for Medicaid. As even a conservative like GOP Sen. Orrin Hatch realizes, the private sector cannot be expected to cover the 10 million uninsured American kids. While private commitments help, this is mostly a job for government.

A sense of service: "You gotta get them before ninth grade," Powell says. One of the best ways to save at-risk kids is to enroll them in service projects. Once they become part of the solution, they are less likely to go off track. "Service learning" is now a hot topic in school districts, many of which are making service projects like tutoring a part of their curriculum. Maryland has made service learning mandatory, with some success. Summit attendees will be sharply divided about the merits of government-sponsored national service.

But when the crowd leaves Philadelphia it will be with specific goals: 2 million additional youth who have all five of these needs met, and 5 million more who advance in at least one category. Chambers predicts that the 2 million will experience a 50 percent decline in teen pregnancy, drop-out rates and other pathologies.

This is an extraordinarily tall order. Corporations and nonprofits will inevitably play numbers games, double- and triple-counting volunteers. The press—if it's interested at all—will face legions of publicists preventing them from finding out if the programs are working. And after the blush of enthusiasm fades, the same old local logistical and political problems will reassert themselves.

Skepticism about follow-through is important but cynicism and weary resignation come too easily. What's harder—and more necessary—is to figure out how it might be different this time. At a minimum, Powell, Clinton, Gore, the governors, CEOs and nonprofit chiefs can now be held accountable for specific commitments. The bigger question is whether the American people can be inspired to hold themselves accountable for the future of their children. When we know the answer to that, we'll know the end of this Philadelphia story. ■

IN REAL LIFE, MOST COMPANIES ARE IN BUSINESS TO MAKE a profit, not to do charity work. So despite the best of corporate intentions—and the boldest of pledges—the bottom line will still come out on top. Here's why.



GOOD WORKS Companies are cheerily promising to help out—for now

Can Need Trump Greed?

BY ALLAN SLOAN

GOOD LUCK, GENERAL POWELL, if you think getting Iraq out of Kuwait was tough, just wait until you try to get money and people out of corporate America to combat social problems. No matter how big a love fest the Presidents' Summit for America's Future turns out to be, don't bet on corporate America's becoming all warm and fuzzy and dedicated to charity after everyone goes home.

This has nothing to do with the Summit's goals, which any reasonable person would support. It has to do with the way business is done these days in corporate America—or at least in the part of corporate America that's owned by public investors. Most of the folks who run big companies are perfect-

ly decent people who want to do the right thing. But the world in which much of corporate America lives isn't set up for charity or mentoring kids—and it's going to take much more than a conference to change that. That's understandable. By and large, companies are for one thing, charities and government for another.

Corporate boardrooms are every bit as fashion driven as, say, the sneaker business. Everyone tends to follow the leader. Once upon a time the leaders were the folks who ran old-line companies that prided themselves on giving back something to the community. These guys—virtually all of them were men—made everyone else fall into line. In a few places, like Minneapolis-St. Paul, business is still done that way. "The message is 'This is what we do here,'" said Jackie Reis, president of the Minnesota Council on Foundations. "There's a lot of peer pressure."

76% say it is important to them that the companies they buy from or invest in have a major volunteer program to help the community

During the recent Minnesota floods, for example, General Mills donated \$50,000 to the Red Cross, 3M sent clean-up materials and Norwest Bank gave employees time off to help with sandbagging.

But this isn't typical. These days, boardroom role models tend to be take-no-prisoners types like GE chairman Jack Welch, Microsoft's Bill Gates or Sunbeam's Al Dunlap. They aren't big on corporate giving—Dunlap, in fact, rails against it as a confiscation of shareholders' money. The emphasis on leanness and meanness seems to have been started by the wave of leveraged buyouts and hostile takeovers that swept the country in the 1980s. No matter how nice a company

possible. Fear—combined with greed, if you've got lots of stock options, as many CEOs do—will do that to you.

It's obviously in the self-interest of business to get our social problems straightened out—if only because that would increase the number of people who can afford to buy goods and services. Spreading literacy and good work habits would also upgrade the quality of our work force. I think most chief executives would agree. However, I don't think this ranks very high on their priority list. They think that being taken over or having their pay and perks cut if profits falter presents a more immediate danger to them than America's underclass does.

out, and he axed everything in sight. "We would give employees time off to go out and volunteer," recalls William Zellerbach, a top executive in pre-Goldsmith days. "Business leaders would get together and allocate what each business had to give. And that's not going on anymore." Retorts Dunlap: "When you create wealth for the shareholders, they can give some of it away if they want to."

Even in Minneapolis, where the old order holds sway, companies have become less subtle about getting a return on their charity dollar. Consider Dayton-Hudson, the retailer that founded Minneapolis's Five Percent Club—companies that donate 5 percent of

pretax profits. Dayton used to give quietly. Now it widely publicizes its charity. For instance, a phone purchased at one of the company's Target discount stores had a sticker boasting that 5 percent of profits "goes directly back into Target communities across the nation."

I couldn't get anyone from the Summit to explain why they think corporate America will suddenly change its ways. In an interview with my colleague Jonathan Alter, Colin Powell said, "Yeah, I'd like to give them a guilt trip. You've all been talking about less government and let the market work. Well, you're the market."

But the market isn't very big on sentiment. Maybe General Powell will so wow

them at the Summit that GE's Jack Welch will become Nice Jack instead of Neutron Jack and Al Dunlap will metamorphose into Charity Al instead of Chain-Saw Al. Don't bet on it, though. It's more likely that much of whatever additional mentoring gets done will fall on the backs of middle managers and will become yet another one of their unpaid duties. Corporate fashion seems to be changing a tad—some companies have even felt pressured by Summit hype to make commitments, however feeble. And a lot of feeble commitments could add up to a few strong ones. Someday, maybe the prevailing corporate fashion will switch back to nice from the current nasty. Just don't hold your breath waiting for it to happen.

With JOHN ENGEN in Minneapolis,
ADAM ZOLL in Seattle and
NADINE JOSEPH in San Francisco



The Bottom Line

The 1980s era of hostile takeovers created a corporate culture that has cut into company giving.



A PRESIDENTIAL PUSH The former chief executives want corporate CEOs to start ponying up

was to its community, raiders would turn it into toast if its stock price fell low enough for them to take it over. One of the first things these takeover types did was cut corporate charity. Forget the long-term good; we need money to repay our takeover loans. That set the tone. Rather than waiting to be taken over, many companies began chopping charitable donations as part of cutting "non-essential" costs to get their profits and stock price up.

Combine this pressure with the growing globalization of the world's economy, which means that any competitor in any country can bite you in the butt if your prices get too high, and you can understand why many companies feel compelled to cut costs wherever

Seattle offers a classic example of how the old concept of corporate charity has largely broken down. The city used to be dominated by industrial companies like Boeing, but high-tech companies like Microsoft are now the role models. "It used to be that the CEO of Boeing would call the CEO of Paccar [a Seattle truck manufacturer] or the Burlington Northern Railroad, and they would all fund each other's project," said Craig Smith, president of Corporate Citizen, a Seattle-based think tank. "Well, that system is falling apart. Bill Gates doesn't play that game with Boeing, because they're in different cultures."

Or take San Francisco, where Crown-Zellerbach, once dominated by the mega-charitable Zellerbach family, fell on troubled days and was taken over in 1985 by Sir James Goldsmith, a corporate raider. Goldsmith sent Al Dunlap to straighten things