

FORTY YEARS OF PHILANTHROPY



FORTY YEARS OF PHILANTHROPY

1967-2007

THE BURTON D. MORGAN FOUNDATION

Charlene Nevada

The
Burton D. Morgan
Foundation

Committed to the Free Enterprise System®

© 2007 The Burton D. Morgan Foundation

All Rights Reserved. No part of this work may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or any information storage and retrieval system, without permission in writing from The Burton D. Morgan Foundation.
© 2007 The Burton D. Morgan Foundation

Designed by TRIAD Communications, Inc.
Designer: Christopher Price
Photography: Doug Garmon
Editor: Marie Erb

PROLOGUE

FORTY YEARS OF PHILANTHROPY



Forty years of philanthropy, more than \$70 million in grants, six educational buildings, and a major initiative to spread entrepreneurship across liberal arts campuses---these results are easy to understand. Beyond the obvious, we hope The Burton D. Morgan Foundation has influenced and inspired entrepreneurs, freely shared information, provided technical assistance to organizations, leveraged funding dollars, and paved the way for others to celebrate and foster the free enterprise system. We hope Burt would be proud of these achievements and be pleased with our strategic direction for the future.

We express our sincere gratitude to John V. Frank for his dedication to the growth and definition of the Foundation and its mission over the critical years from 1976 to 2006. Through his expert stewardship, the endowment is able to support the Foundation's expanded plan to advance entrepreneurship.

The Foundation recognizes John's years of hard work through the sponsorship of the exhibition, *American Chronicles: The Art of Norman Rockwell* at the Akron Art Museum where John was president of the board from 1979 to 1983. John now serves on the board of the Norman Rockwell Museum in Stockbridge, Massachusetts.

This research project began in 2005 to capture the rich history of the first forty years. Many people contributed to this work and we wish to say thank you for their many contributions: Margaret C. Morgan, Suzanne Morgan, Jim Morgan, Mark Robeson, Kathie Franks, John Zitzner, Jody Bacon, Sally Patton, Ray Leach, Catherine Kantorowski, John V. Frank, Stan Gault, Keith Brown, Marty Erbaugh, Dick Chenowith, Dick Seaman, Rick Kellar, Brenda Schneider, Bill Fellows, Bob Drew and Pat Weschler.

And our Foundation staff who all pitched in....Eileen Borsz, Alison Burner, Diane Rafferty and Jean VanNess. To Marie Erb and Paula McCulloch for their efforts to collect photos and information. To our relentless detective, researcher and writer Charlene Nevada for her many months of hard work. To our fine photographer Doug Garmon. To our talented videographers Ron and Jane Day. And to our great design team at TRIAD Communications, Christopher Price and Rick Krochka.

We hope you enjoy these recollections about Burt and his generosity. While we respect and honor the past, we look to the future and the next four decades to carry on and develop our founder's vision.

Onward and forward!

Deborah D. Hoover
President

OUR MISSION

To strengthen the free enterprise system
by investing in organizations and institutions
that foster the entrepreneurial spirit.

OUR VISION

A free enterprise society of economically independent citizens
who support the entrepreneurial spirit and contribute to
the improvement of their communities.

CONTENTS

CHANGING THE LANDSCAPE

3

BURTON D. MORGAN

7

1967-1975

FOUNDING A FOUNDATION

19

1976-1989

THE GROWING YEARS

23

1990-1997

THE DEFINING YEARS

27

1998-2003

THE BUILDING YEARS

33

2004-FORWARD

INTO THE FUTURE

49

TRUSTEES

56

TOTAL ASSETS

57

GRANTS AWARDED

58



Thirty years of bandstand music

To commemorate the thirtieth anniversary of the Hudson Summer Music Festival, The Margaret Clark Morgan Foundation sponsored a concert by the Cleveland POPS Orchestra in 2007.

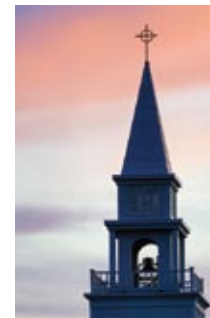
1967-2007 CHANGING THE LANDSCAPE

On a sunny Sunday evening in early June of 2007, hundreds gathered on the green in downtown Hudson. Blankets covered the grass. Children played and ate popcorn. Residents lugged lawn chairs, scoping out the best location. Shortly before 7:00 p.m., members of the Cleveland POPS Orchestra began assembling on an elevated stage in front of the bandstand, a focal point of this historic Ohio community.

For three decades, the bandstand has been drawing crowds for Sunday evening performances. The 2007 appearance of the Cleveland POPS was to mark the 30th anniversary of the Hudson Summer Music Festival. It all started with an idea and a \$5,500 contribution from The Burton D. Morgan Foundation in 1972. The fund-raising became a community effort, and in 1977, the bands began playing.

The bandstand is just one example in which Burton D. Morgan and the Foundation he created 40 years ago have changed the landscape in Hudson.

Just west of the green on Ohio 303, the steeple on the First Presbyterian Church stands out by day and lights the sky at night. It is a gift of The Burton D. Morgan Foundation. North of the green is Markillie Cemetery. The cemetery chapel was renovated with funds from The Burton D. Morgan Foundation. Another donation from the Foundation contributed to a recently dedicated veterans memorial at the cemetery.



Near the north end of the Western Reserve Academy campus stands a Georgian building with stately white pillars. The administrative headquarters for the private school is a gift from The Burton D. Morgan Foundation.

Western Reserve Academy

Burton D. Morgan Hall serves as the administration building for Western Reserve Academy and was completed in 2003. Above, the steeple at the First Presbyterian Church is silhouetted at sunset.

Photo by Bill Breedon



A NEW HOME IN HUDSON



The former Hudson Library & Historical Society. Right: After the restoration, The Burton D. Morgan Foundation offices today.



The former Hudson Library & Historical Society on Aurora Street has been restored and now serves as the Foundation's new home. Next door, the Foundation has renovated the former Baldwin House for community use.

Across Aurora Street is the First Congregational Church Parish Hall, built with the help of a \$2 million gift from the Foundation. Inside the church is an organ, purchased with the help of The Burton D. Morgan Foundation. The organ that served the Congregational Church for years is now providing music for the Hudson Presbyterian Church. The Foundation helped the Presbyterian Church buy, relocate, renovate and install that organ.

The Foundation also contributed toward the purchase of the organ at Christ Church Episcopal on Aurora Street.

On the south side of the city, an elevated footbridge crosses the railroad tracks near South Hayden Parkway, providing a safe path for children walking to schools north of the tracks. It, too, was a gift from the Foundation.

The Foundation's reach extends far beyond Hudson – to Purdue University in Indiana and Denison University in Granville, Ohio, to The College of Wooster and Ashland University. Buildings there have been dedicated to Morgan and entrepreneurship – his passion.

Grant money from The Burton D. Morgan Foundation hasn't just changed the landscape. It has and continues to change the culture of Northeast Ohio, to strengthen the free enterprise system and to foster the entrepreneurial spirit.



John V. Frank discusses restoration plans for the Baldwin House with contractors.



Congregational Church Parish Hall



A grant from The Burton D. Morgan Foundation provided this elevated footbridge that crosses the railroad tracks near South Hayden Parkway.

In the last decade, the Foundation has given more than \$2.6 million to the School of Fashion Design and Merchandising at Kent State University, including \$1 million toward a technology endowment. Today, the fashion school is ranked among the top ten in the nation.

Since the mid 1990s, The Burton D. Morgan Foundation has funneled more than \$800,000 into sending some of America's brightest high school leaders to summer programs through the Foundation for Teaching Economics. The Foundation has helped support hundreds and hundreds of students – from grade school to high school – as they learned the business lessons taught by Junior Achievement.

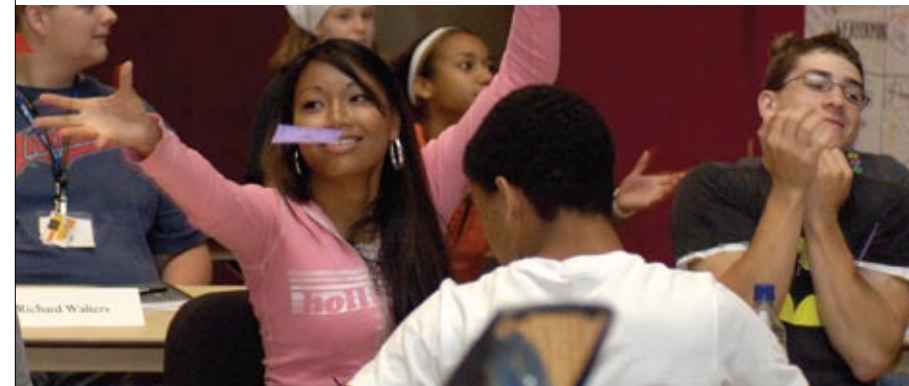
The Foundation has supported technology transfer through the Cleveland Institute of Art, invention camps and clubs through the National Inventors Hall of Fame and a chair in entrepreneurship at Baldwin-Wallace College. Money has been funneled into economic development through the Fund for Our Economic Future and into start-up companies through BioEnterprise and JumpStart.

Five Northeast Ohio liberal arts colleges are now developing plans to incorporate a culture of entrepreneurship into their curricula, thanks to a collaboration between The Burton D. Morgan Foundation and the Ewing Marion Kauffman Foundation of Kansas City, Missouri.

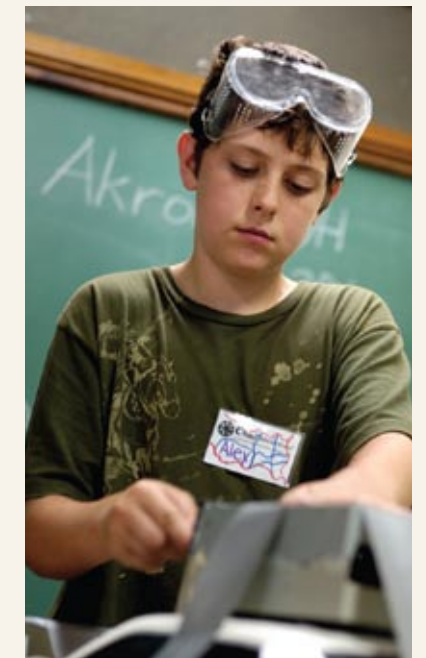
"We've impacted thousands of people," says trustee Keith A. Brown.

In all, The Burton D. Morgan Foundation has provided more than \$70 million in the four decades since a successful entrepreneur named Burton Davis Morgan decided to match some of his money with some of his ideals.

The Foundation for Teaching Economics teaches some of America's brightest high school leaders about the free enterprise system.

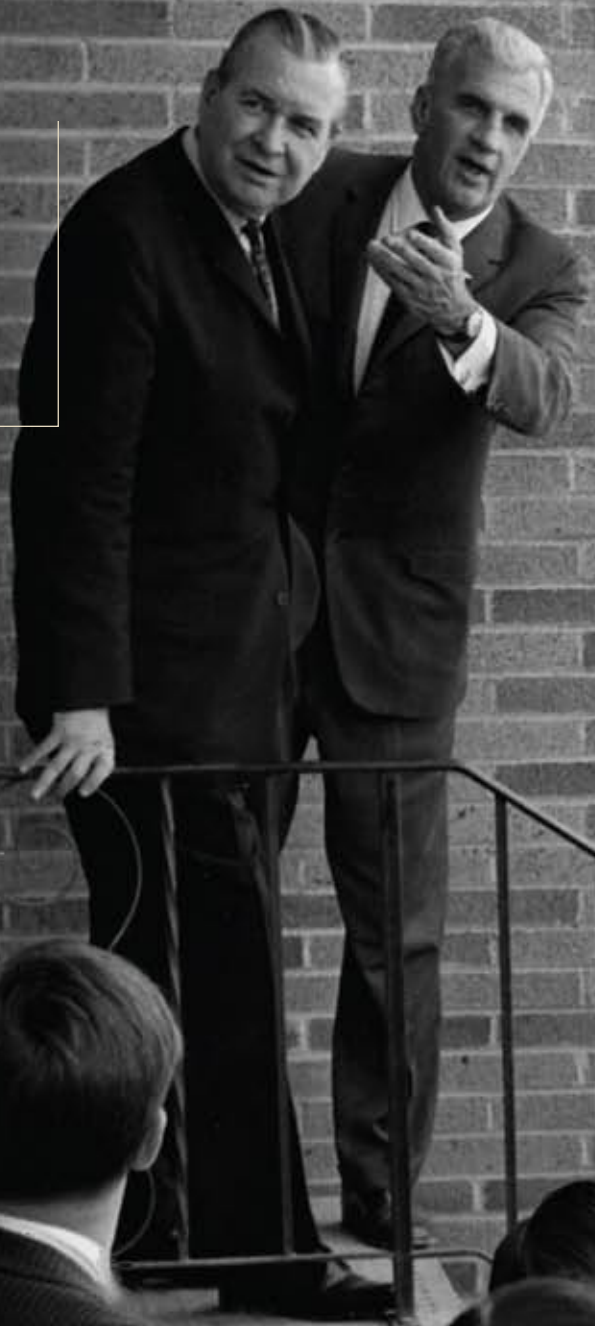


Veterans Memorial at Markillie Cemetery



The Foundation supports invention camps and clubs through the National Inventors Hall of Fame.

When Morgan Adhesives expanded in 1966, Ohio Gov. James A. Rhodes was invited to cut the ribbon and speak to the sales force. Morgan was among the business owners Rhodes tapped to travel the world and try to entice businesses to locate in Ohio. The group was initially called Rhodes Raiders but later became the Ohio Commodores.



BURTON D. MORGAN

Ingenious. Persistent. Cantankerous. Assertive. Impatient. Risk-taking. Philosophical. There are many words that can be used to describe Burt Morgan. But one term fits best – entrepreneur.

The word wasn't in vogue in 1938 when Morgan graduated from Purdue University. He only knew then that he wanted a job as an engineer, and an offer came from B.F. Goodrich in Akron. In the years that followed, Morgan would start dozens of companies. Some would succeed and others would fail. He would make friends. He would make enemies. He would buy land for an international airport, start a bank and collect patents. He would be a philanthropist and a mentor. But at the end of his life, he would consider himself, above all, an entrepreneur.





Burt, brother Jim and a friend sport boutonnières.

“Entrepreneurship and the free enterprise system”, he would say, “comprise America’s number one advantage over the rest of the world.”

That way of thinking came gradually. It started when the still-young Morgan concluded that engineers don’t get enough respect. He wanted to be the boss, and when B.F. Goodrich didn’t choose him for a “future leaders” group, he moved on, first to another rubber company in Pennsylvania and then, in 1945, to Johnson & Johnson in New Jersey. There he would acquire the knowledge that would carry him through life – designing the equipment to put pressure-sensitive adhesive on paper. In those post-war years, Band-Aids were growing in popularity, and Morgan was assigned the job of designing the machinery to make junior-size Band-Aids.

Morgan worked at Johnson & Johnson four years and might have stayed longer, had he not teamed up with a businessman from Detroit who was marketing a pressure-sensitive bra to wear under swimsuits. Morgan, who would later get a patent on the adhesive bra, viewed this as a business opportunity for his employer, a new product that would require adhesive. Johnson & Johnson considered it not nearly as lucrative as Band-Aids and told Morgan to forget the proposal. Morgan provided the bra-maker—who had a backlog of thousands of orders from a national magazine ad—with some adhesive anyway. For that act of insubordination and “other reasons” not explained in his 2003 autobiography, he was fired.

“Although a big blow at the time,” Morgan wrote in *My Life . . . So Far*, the firing “was the start of my entrepreneurial career.”

Burt Morgan graduated from Evanston High School in suburban Chicago in 1934 and Purdue University in 1938. At left are Margaret Clark Morgan and Burt on their wedding day in 1941.



Morgan walked away from his next job – at Behr Manning – with a year’s salary in his pocket, compensation for an unfilled promise to make him general manager. With that, he had enough cash to team up with the Avery Label Company of California to form a new company. Morgan, New York-born but Midwest-raised, successfully made the argument that the new company needed the help of Ohio-based rubber companies to build a good pressure-sensitive adhesive. Thus the new company, which became known as Fasson, was built in Painesville – about an hour from the world’s rubber-making hub in Akron.

Fasson was to make a protective paper covering for stainless steel, but the product was a failure. Morgan would later say that since he had staked his reputation plus a good share of all the money he had in the world on the company, he desperately used the machinery to make every product he could think of. Salvation came when a competitor hit the market with what would become a very popular 1950s product: Contact paper or self-adhesive vinyl covering. Soon Fasson geared up to make a similar, but competitive, product, which Westinghouse began offering with its refrigerators. (“Mrs. Housewife chooses the color she wants and presto! presses it into place,” read the ad in *Business Week*.) The profits rolled in. Morgan, the engineer, was running the company.

By 1958, however, the relationship between Fasson and its majority stockholder – the Avery Label Company – had soured. Morgan left with \$250,000 and the ability to start a new business, as long as it was at least 50 miles away.





Soon, ground was being broken for the Morgan Adhesives Co. This time, Morgan teamed up with and received financing from the Bemis Bag Company, once the world's largest importer of burlap. The first choice of locations was Hudson, which had been the home of Owen Brown, the great-great-grandfather of Burt's wife, Peg, and also the father of the abolitionist John Brown. However, the city of Stow just to the south of Hudson wound up being more suitable.

By then, Burt Morgan was in his 40s. He liked making decisions. He liked negotiating. He knew what he wanted and what he didn't want. Utility poles along the Morgan Adhesives Co. property on Ohio 91 fell into the "didn't want" category.



Youngstown developer Edward J. DeBartolo, Stow Mayor Charles Montieth and Morgan (top photo) look over building plans for the Morgan Adhesives Co. in 1959. DeBartolo sold the Stow property to Morgan. Less than a decade later, Ohio Gov. Rhodes cut the ribbon when the successful company expanded.

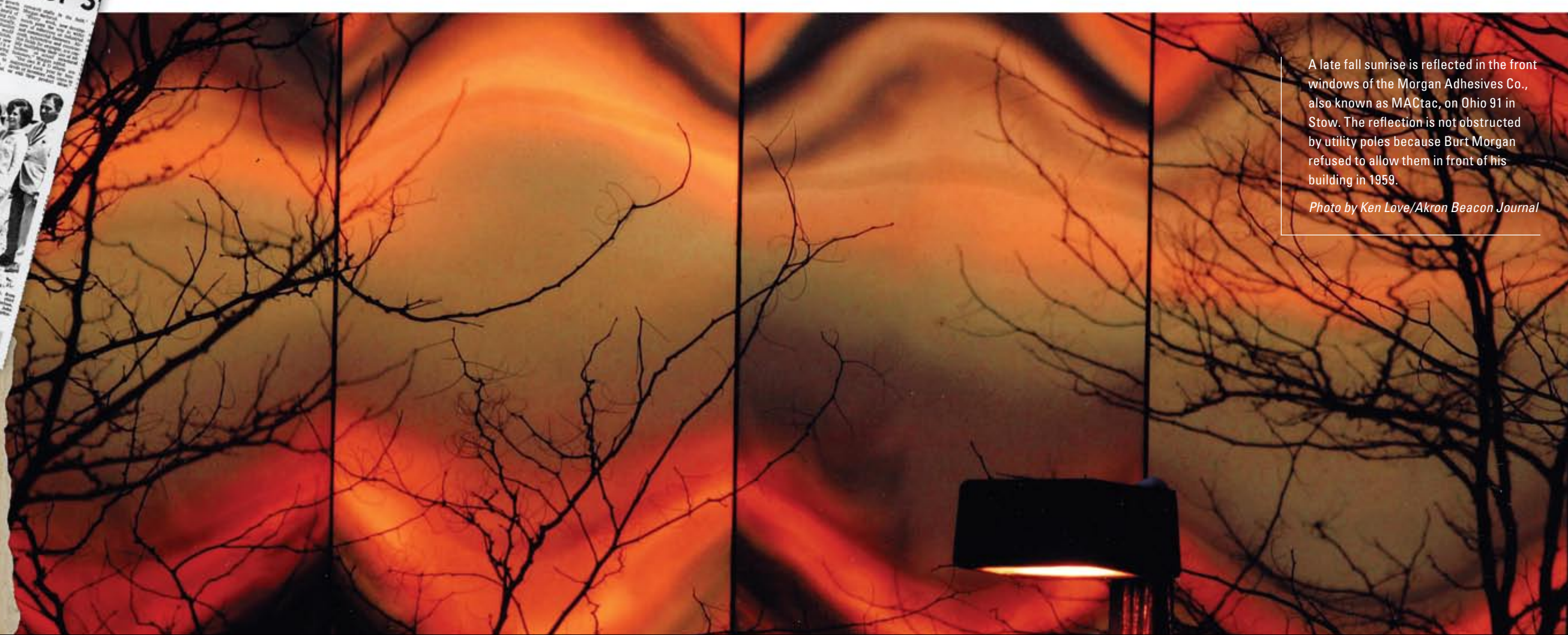
Utility workers insisted they had the right to install the poles. Morgan said the electric lines should go underground. "You put in one pole, and tonight I'll come down with my little old chainsaw and cut it down," he told them.

They left, and a utility company executive relented. To this day, there are no utility poles in front of what is now known as the MACTac complex on Ohio 91 in Stow.



A late fall sunrise is reflected in the front windows of the Morgan Adhesives Co., also known as MACTac, on Ohio 91 in Stow. The reflection is not obstructed by utility poles because Burt Morgan refused to allow them in front of his building in 1959.

Photo by Ken Love/Akron Beacon Journal





Burt Morgan loved adventure – both in the air and in the water. At Purdue, he and friends built their own gliders, launched by means of a winch, steel drum and cable.

As a young man, his boats were powered with oars.

Later in life, he guided his 42-foot Hatteras trawler, named “Fandango,” down the Mississippi and chronicled his adventure in a book, *Mackinac to Miami*.



It was a company known as Filmco, however, that allowed Burt Morgan to become a philanthropist.

Filmco started as an investment and a way to help a friend and neighbor who wanted to make a film by extruding vinyl, something that had not been done before. It was Paul Vaughn’s idea to make a rigid vinyl for packaging crackers and cereals.

Vaughn, who had worked in plastics research for Goodyear, put \$50,000 toward the venture. Morgan matched it. They sold another \$100,000 worth of shares, got a Small Business Administration loan and in 1963 built a plant in Aurora in nearby Portage County.



On many occasions, Burt Morgan said the business he knew best was putting pressure-sensitive adhesive on paper. During his many careers, he designed the machinery that made everything from Band-Aids to bumper stickers, from labels to decorative laminates.

The product flopped. The extruder kept plugging, and the rigid vinyl film was too stiff to make into a carton. Investors were pressing, so Vaughn and his two other employees worked 18 to 20 hours a day, trying to develop a new formula.

“Real entrepreneurial spirit,” Morgan would call it. “They could not afford to admit defeat, so they just had to develop a product that could be made on their equipment.”

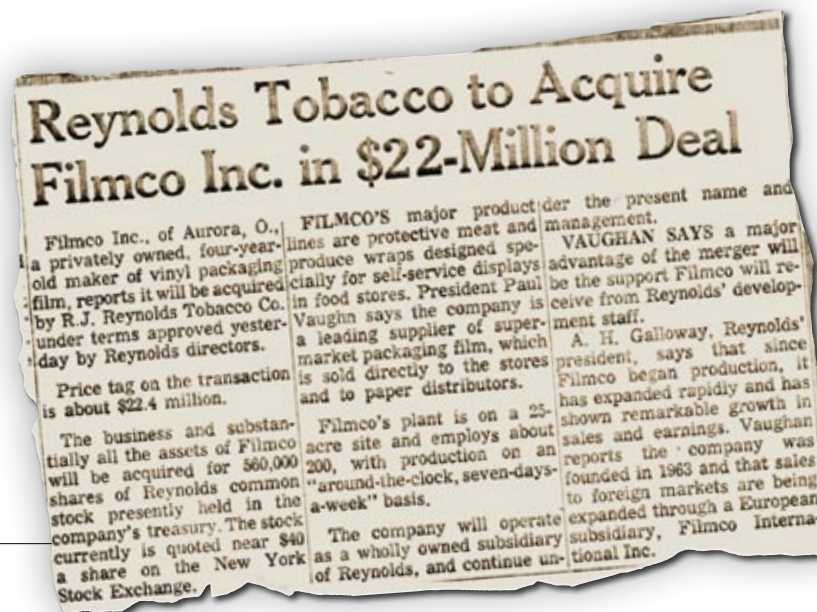
The result, a clear elastic film that allowed oxygen to pass through it, helped revolutionize the retail meat-packaging industry. A grocer in Cuyahoga Falls agreed to test-market the new film. The store wrapped half its meat in cellophane – the primary meat wrapping product of the day – and half in the Filmco product. The cellophane-wrapped meat turned grey. The Filmco-wrapped meat kept its red color because the oxygen mixed with it. Customers chose those packages first.

Filmco wrapping was suddenly in demand. The Aurora plant expanded. More than 200 people were hired. The operation caught the eye of the R.J. Reynolds Tobacco Co., which had begun to diversify its product line.

What happened next is best described by Morgan himself in a short history of Filmco:

“On February 10, 1967, Reynolds acquired substantially all of Filmco’s assets in exchange for 560,000 shares of Reynolds common stock. The stock closed at \$39.75 a share on the New York Exchange that day, making it a \$22 million sale. Since it was a stock exchange, the sale was tax free to the individual investor. ...It is estimated they (investors) received \$100 for every one dollar they invested.”

Burt Morgan had invested \$50,000. He walked away with more than \$5 million.



THE HISTORY OF FOUNDATIONS

1949



National Committee on Foundations and Trusts founded

1956



Foundation Library Center established (Foundation Center)

1963



IRS Exempt Organizations Council formed

1964



National Committee becomes Council on Foundations

1965



U.S. Treasury Department recommends more oversight of foundations



AN INVENTOR AT HEART

“He would see things that we could not possibly imagine.”

That’s how Bill Fellows describes Burton D. Morgan, his longtime friend. Morgan wasn’t just an entrepreneur and philanthropist, he was also an inventor – someone who, when presented with a problem, would not take “no” for an answer.

“In his mind, there was an answer,” says Fellows, but someone needed to figure it out.

Morgan’s inventiveness first surfaced as a teenager in the days before water skis. He built an aqua-plane, powered it with his father’s speedboat and charged a dime for rides on the beaches near Northwestern University.

On another occasion, he and friends turned an old steel pot into a helmet, fastened a glass plate on the front and pumped air into it with an ordinary

pump. The idea was to go “deep sea diving” for coins dropped by boaters gassing up at Lake Michigan marinas.

“He was the one who thought up things to do,” says Morgan’s brother James, a retired economics professor from Michigan. In college, Burt Morgan was into building glider planes. Later in life, his love turned to boating.

It was always something. Burt Morgan’s mind never stopped churning. If he wasn’t thinking of something to do, he was thinking of something to invent or a way to solve a problem.



That thinking out of the box helped him get his pregnant wife to the hospital in 1946. The Morgan family car had a leaky radiator and was in a nearby shop waiting to be fixed, when Peg Morgan went into labor on a winter evening. The hospital was 40 miles away. The Morgans had no relatives in the New Jersey town where they were living at the time, and there were few transportation options. So Morgan retrieved his car from the shop and somehow thought of adding a half-cup of oatmeal to the leaky radiator. It plugged the leak well enough to make it a few miles. A little more oatmeal, a little more water and eventually the Morgans made it to the hospital, where daughter Mary was born. (Moreover, as Morgan would later recall, “the smell was delicious.”)



Perhaps, however, the Hamburg Sizzler is the best example of how Burt Morgan never let failure stop anyone “truly determined to succeed.” It came about as the result of a car trip the Morgans and their children took in the late 1940s. The kids, he would later recall, were squabbling in the back seat. In those days, door handles were levers, and he feared one of the kids would accidentally step on the lever and fall out of the car.

So he developed a 4-inch metal disk in the shape of a dish with a pin in the center. It fit on the same pin as the lever handle. An adult could grasp it and twist open the door, but it was too large for a child’s hand. And because there was no lever action, it prevented an accident.

Morgan invested more than \$2,000 dollars – what he described as the “family fortune” at the time – to have 5,000 of the safety discs made. But they didn’t sell. Gas stations weren’t interested. Neither were automotive chain stores.

He tried to think of other uses. Remove the pin in the middle and make them into coasters? What about ashtrays? Instead, the 5,000 safety handles remained in his basement and haunted him. Then came the day Peg Morgan was making hamburger patties for dinner, and Morgan realized the patties were exactly the same size as the safety door-hand discs—minus the stem in the middle, which could be easily removed. He suggested forming the ground meat into the metal discs and then broiling the burgers in the oven. The container would keep the juices in the burger and make it moist. Thus was born what Morgan dubbed the “Hamburg Sizzler.”

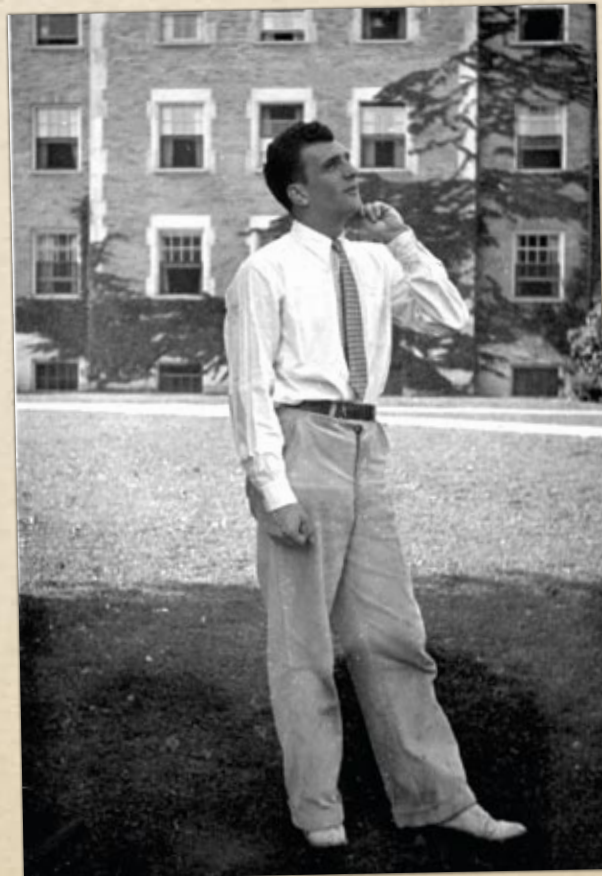
About that time, Peg Morgan was hoping for a shopping trip to New York. Her husband offered to pay for the trip if she would try and sell the Hamburg Sizzler. She managed to get to see the buyer in a specialty store. He liked the sizzler and ordered 5,000.

That was not the end of the story. The Sizzlers sold so well, the specialty store buyer ordered another 10,000, and Burt Morgan had to retool to fill the order. Peg Morgan still has some of those Sizzlers in her home. “He liked tricky names,” she says of her late husband. Burt Morgan liked the fact that the story had a successful ending.



Peg Morgan shows the discs Burt invented as a child-safety device for a car but wound up selling as “Hamburg Sizzlers.”

THE LIFE OF BURTON D. MORGAN



Burt Morgan was a serial entrepreneur who determined at an early age that his degree in mechanical engineering would not relegate him to a life working behind a drawing table. Yet he was also a thinker, someone who once said he allowed himself 15 minutes of philosophical thought a day. At heart, he also was a fisherman, and when the line came up empty, he would simply cast again.

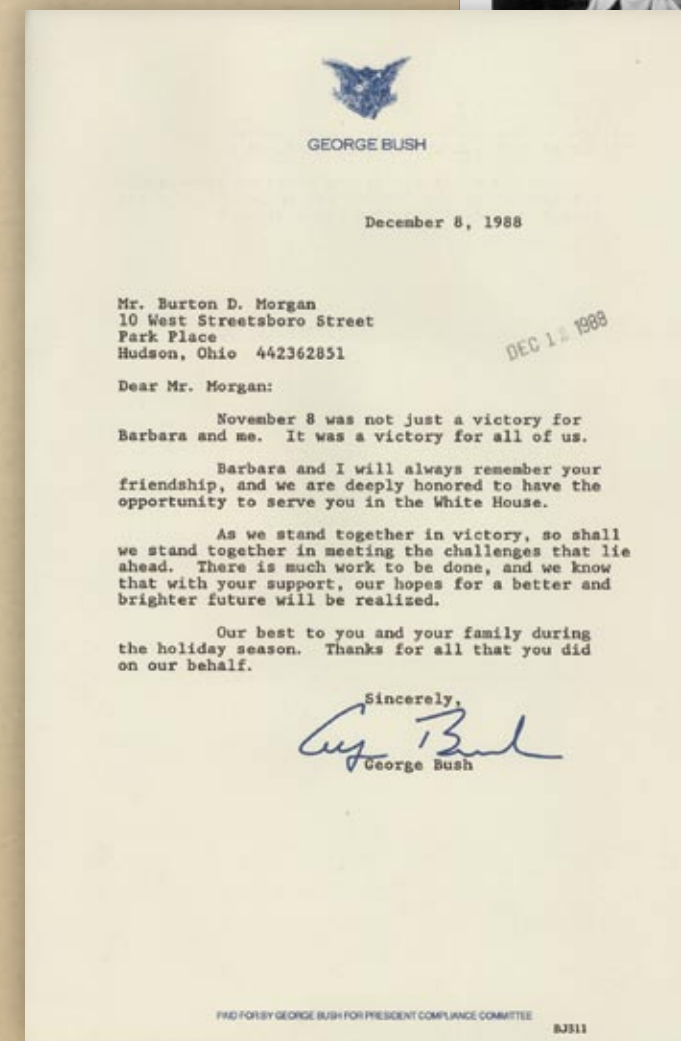
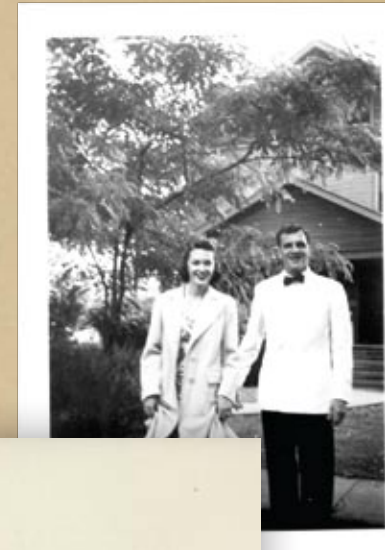


The father of three, Morgan lived by his own set of bylaws. When someone did him a disservice, he didn't expect an apology. Instead, he expected a favor in return. He believed in helping friends, hiring people smarter than himself and taking risks.

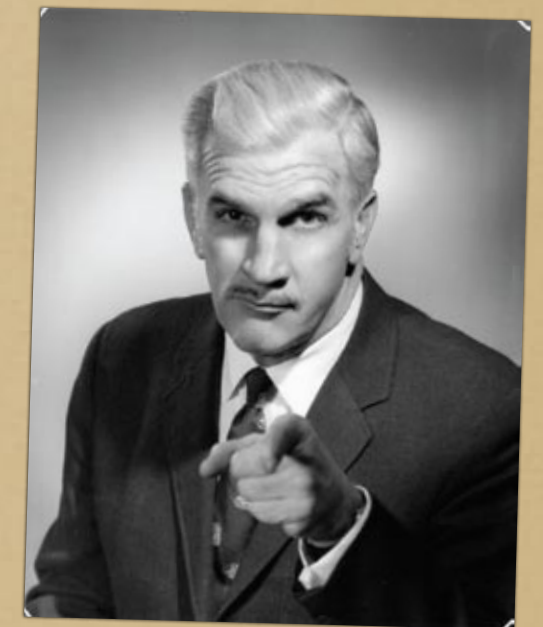
"It is better to be shot out of the water than to rot at the dock," he was fond of saying.

As Morgan grew older, his membership in the Young President's Organization and his own business ventures would take him around the world. His hobby, he once said, was collecting rich (and influential) friends.

Yet he always remained approachable. The door to his office stayed open. He often answered his own phone. He was forever taking pictures and sending copies to friends and family.



Humor was high on Burt Morgan's list. He considered it a universal language, and he didn't hesitate to pose for fun-poking photos. Nor did age slow him down. In his 70s, he took some colleagues to Cedar Point one day for a birthday celebration. While the others were happy to walk around and eat at the marina, Burt wouldn't leave the park before climbing aboard the Magnum roller coaster.



1967-1975

FOUNDING A FOUNDATION

As the spring of 1967 arrived, Burt Morgan, then 50 years old, did two things: He hired an accountant to assess his newly gained wealth, and he began the legal work to create a Foundation.

The Foundation would be small, and initially, there was no mention of entrepreneurship.

Instead, the focus was on international communication.

By 1967, Morgan had become a world traveler. He had vacationed in Italy and Monaco. He had ridden the Trans-Siberian Railway through Russia and sampled mare's milk in Mongolia. He'd been involved in setting up adhesives plants in Holland and Belgium, established a distributorship in South Africa and gone on a trade mission to Venezuela and Brazil.

What Morgan sought to accomplish was to help people and nations of the world better understand each other. He therefore proposed his Foundation give annual awards to encourage a second language that would be common to many nations, a form of money that would be common to many nations and an award for the best universal humor.

In June of that year, the accountant reported back: Burt Morgan was worth nearly \$6.8 million.

On November 16, 1967, The Burton D. Morgan Foundation was officially recognized by the state of Ohio. A week later, the Foundation had its first meeting at the Union Commerce Bank in Cleveland. Morgan was not among the three trustees. He would later write that his friend who helped start the foundation, Weldon W. Case, had assured him that he would not need to be on the board since "the trustees were all my friends anyway."

A month later, Morgan transferred 500 shares of R.J. Reynolds stock, worth about \$20,300, to the fledgling Foundation. It was the first donation of many.

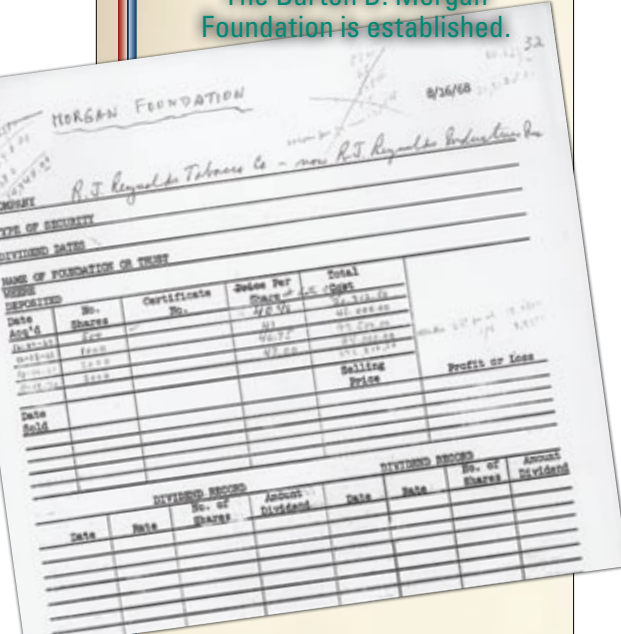
By the time Burt Morgan started a Foundation, he had nurtured business contacts all over the world, including setting up an adhesive plant in Belgium. In 1970, the governor of Hainaut Province in Belgium, Emilien M. Vaes, visited the Morgan Adhesives plant in Stow.



THE HISTORY OF FOUNDATIONS

1967

The Burton D. Morgan Foundation is established.



1969

Tax Reform Act of 1969 passed in response to criticism of private foundations

1973

Harvard researcher finds tax deductions increase charitable giving and produce more money for charity than governments lose because of the deductions.

In early March of 1968, Morgan also made his first suggestion for a grant – to comedian Red Skelton. “As you know,” he wrote to the board, “the original purpose of this Foundation was to offer prizes for significant contributions to the improvement of world understanding.” Skelton had done a one-hour pantomime for the members of the United Nations in New York City, which was broadcast on television. Not a word was spoken, but everyone understood.



Weldon W. Case

“The form of humor understood between all languages and countries best is the pantomime,” Morgan wrote to his board in nominating Skelton. “Pantomime indeed reaches people who do not speak the same language.”

There is no indication in the records that the trustees took his advice.

Instead, early grants went to Blossom Music Center, the First Congregational Church of Hudson, Northwestern University (where Morgan first attended college and where his father taught psychology), Purdue University (Morgan’s alma mater), Stephens College in Missouri (where daughter Mary went to college), Kent State University (where Peg Morgan attended college) and to the Kent State University Foundation.

The grants were small then, seldom more than \$7,500 and most often between \$500 and \$1,000.

One particular grant from those early years stands out.

“Burt got the idea the green in Hudson needed something,” his wife Peg recalls. And since he always liked band music, he thought of a bandstand for the green.

In 1972, the Foundation gave \$5,500 to Hudson. It was considered seed money; the community needed to raise the rest. The fund-raising went slowly, however. Three years later, the Morgan Foundation gave another \$2,000 toward the estimated cost of \$16,500. The bandstand was completed in 1977. That same year, the Hudson Summer Music Festival began Sunday night concerts.

“We were delighted,” Peg Morgan says in looking back. “It became a community thing, which justified the money.”

The Morgans were regulars for those Sunday night concerts. Frank Youngwerth, who has been emceeding the concerts for years, recalls the evening in the early 1990s when Burt and Peg Morgan arrived too late to get a good spot. Morgan, who lost much of his hearing from a childhood ear infection, caught Youngwerth’s attention. Youngwerth saw to it that the man some consider “Father of the Bandstand” got a closer spot.

After that, “I could do no wrong,” Youngwerth laughs.

In 2007, the music festival celebrated its 30-year anniversary with a performance by the Cleveland POPS Orchestra. The Margaret Clark Morgan Foundation, started by Morgan in 2001 in his wife’s honor, sponsored the performance through a grant. The concert drew more than 3,000 people.

Among those attending was Margaret Clark “Peg” Morgan.

During Burt Morgan’s lifetime, the Foundation he started made many things happen: buildings were erected, chairs were endowed, grants helped young people be inventive. Of all those things, Peg Morgan says, the bandstand always remained one of her husband’s favorites.



THE BANDSTAND



Mr. Donald Judd accepts a check for \$2,000 for the Bandstand from Mrs. B. Morgan.

Bandstand Receives Additional Morgan Foundation Support

The Hudson Bandstand, which began construction three weeks ago, recently received a standing order from the Burton D. Morgan Foundation. A check for \$2,000 was received from the Foundation. The Bandstand is located on the green in Hudson, Ohio. Mrs. B. Morgan, Chairman of the Bandstand Commission, presented the check to Mr. Donald M. Judd, local businessman who had offered to loan the money to complete the Bandstand. Mrs. Morgan said she was glad to see the Bandstand completed and that she hoped it would be a success.

A donation of \$5,500 from The Burton D. Morgan Foundation in 1972 started a community-wide fund-raising effort to build a bandstand on the green in Hudson. Three years later, the Foundation donated another \$2,000 to the effort, and the check presentation was featured in what was then known as the *Hudson Times*. (Pictured with Burt Morgan is Polly Judd, who was representing the bandstand commission.)

The bandstand was dedicated in 1977 and has hosted summer concerts in the three decades since then. Over the years, the Foundation that Burt Morgan started has given out millions of dollars. But providing the seed money for the bandstand always remained one of Burt Morgan’s favorite grants.





John V. Frank headed The Burton D. Morgan Foundation for thirty years. He kept a close eye on the investments and during his tenure, the Foundation's assets grew from just over \$414,000 to more than \$140 million.

1976-1989

THE GROWING YEARS

By 1976, Burton D. Morgan had given almost \$400,000 to his Foundation – all of it in R.J. Reynolds stock.

The Foundation was pretty much being managed from the law offices of Arter & Hadden in Cleveland. The trustees met infrequently. A couple of times a year, Morgan would write a letter asking that money be sent to his favorite charities, including Purdue University, the First Congregational Church of Hudson, Akron Children's Hospital or Blossom Music Center.

Morgan was restless, however. He was no longer in charge at the Morgan Adhesives Co. He was 60 years old, working out of an office on Stoney Hill Drive in Hudson and had time on his hands. And he wasn't particularly happy with those running his Foundation.

What happened next would reshape the Foundation for decades.

Morgan's lawyer introduced Morgan to John V. Frank, a vice-president and trust officer with what was then known as First National Bank of Akron. As Frank would recall years later, it wasn't an interview. "He told me in very emphatic words his wish to restructure the board with trustees who understood his vision," Frank said.

Just what that vision was would take years to shape.

Morgan himself was going through some soul-searching during this period. He had started successful companies. He had had failures too, most notably a frustrating effort to sell prefab concrete apartment building units. He had been invited by then Gov. James Rhodes to be part of Rhodes Raiders – a group of company presidents sent to foreign countries to lure business and jobs back to Ohio. He had come to appreciate the free enterprise system when he saw the economies in other countries.



Burt and Peg Morgan were among the early supporters of the Shannon Rodgers and Jerry Silverman School of Fashion Design and Merchandising at Kent State University.

The Burton D. Morgan Foundation has given more than \$2.5 million to the school over the years, including an endowment of more than \$1 million to keep the school on the cutting edge of technology.

That generosity was acknowledged in 2007 when the school dedicated the Burton D. Morgan and Margaret C. Morgan Fashion Design Wing in Rockwell Hall. School director Elizabeth Rhodes joins Peg Morgan at the dedication.

“I had the responsibility as president of the Foundation of telling Burt ‘no.’ There were times he did not like it.”

—John V. Frank

What he didn’t know, as he confided to a friend, was “what makes the system tick.” He wanted to study the entrepreneurial instinct. What motivated people to risk everything to start a new business, he wondered. Was it “starvation, greed, unemployment,” or even, he suggested jokingly, “a nagging wife.”

Having served on advisory boards for graduate programs at both Kent State University and the University of Akron, he determined that no “traditional school” would be flexible enough to allow him to focus just on “improving and maintaining the free enterprise system.” So he enrolled in the Union Graduate School, a Cincinnati-based university-without-walls consortium of liberal arts schools, including the financially troubled Antioch College in Yellow Springs. He went off to a week-long colloquium in New York and had started some coursework when Union Graduate School’s financial troubles caused him to withdraw.

Morgan, in the meantime, continued to contribute to the Foundation he had started. Late in 1976, he transferred the management to Frank, who brought a professional management style to the Foundation. He instituted regular meetings. He saw to it that minutes were kept and by laws were updated.

In those early decades, the Foundation continued to support Kent State University and its Fashion School, Purdue University, Blossom Music Center, the First Congregational Church in Hudson and the Concept Development Institute, a non-profit think tank Burt Morgan created to help inventive ideas move out of the embryonic stage.

Ultimately, Frank and Morgan would work together for 27 years. They did not always agree.

“I had the responsibility as president of the Foundation of telling Burt ‘no.’ There were times he did not like it,” Frank recalls, “but Burt appreciated the fact that I was doing what was right for the Foundation.”

When Frank took over in late 1976, the Foundation’s assets stood at \$414,000 – all of it in R.J. Reynolds stock. By the beginning of 1988, the Foundation’s assets had grown to more than \$3 million – most of it in RJR Nabisco stock, the result of the 1985 Reynolds purchase of Nabisco.

What happened over the next 14 months elevated a small foundation in Summit County to prominence.

In February of 1989, a private equity firm took RJR Nabisco private in a \$25 billion deal. It was the largest corporate takeover in history. The trading that led up to the takeover had pushed the stock from about \$56 a share to ultimately \$108. During the year of 1988 – amid speculation before the final deal was made—the Foundation’s value jumped from \$3 million to \$5.1 million.

Frank recalls being in California during that period of time when he got a call from Morgan who said he was donating a certain number of additional shares of stock to the Foundation. Frank got off the phone, “did some math and was flabbergasted.” He even “called Burt back” to make sure there had been no misunderstanding about the number of shares.

Morgan, who had made it clear early on that the bulk of his estate would go to charity, was donating nearly \$10 million more in stock. The size of The Burton D. Morgan Foundation was about to triple.



John V. Frank

Portrait by Dennis Balogh

THE HISTORY OF FOUNDATIONS

1976

John V. Frank retained to lead The Burton D. Morgan Foundation

1976

Congress sets minimum distribution requirement for foundations at 5 percent

1978

Congress reduces foundation excise tax from 4 percent to 2 percent

1984

New law allows foundations an option of paying 1 percent excise tax

1989

The Burton D. Morgan Foundation leases space at the Buckingham law offices in downtown Akron

FunShares

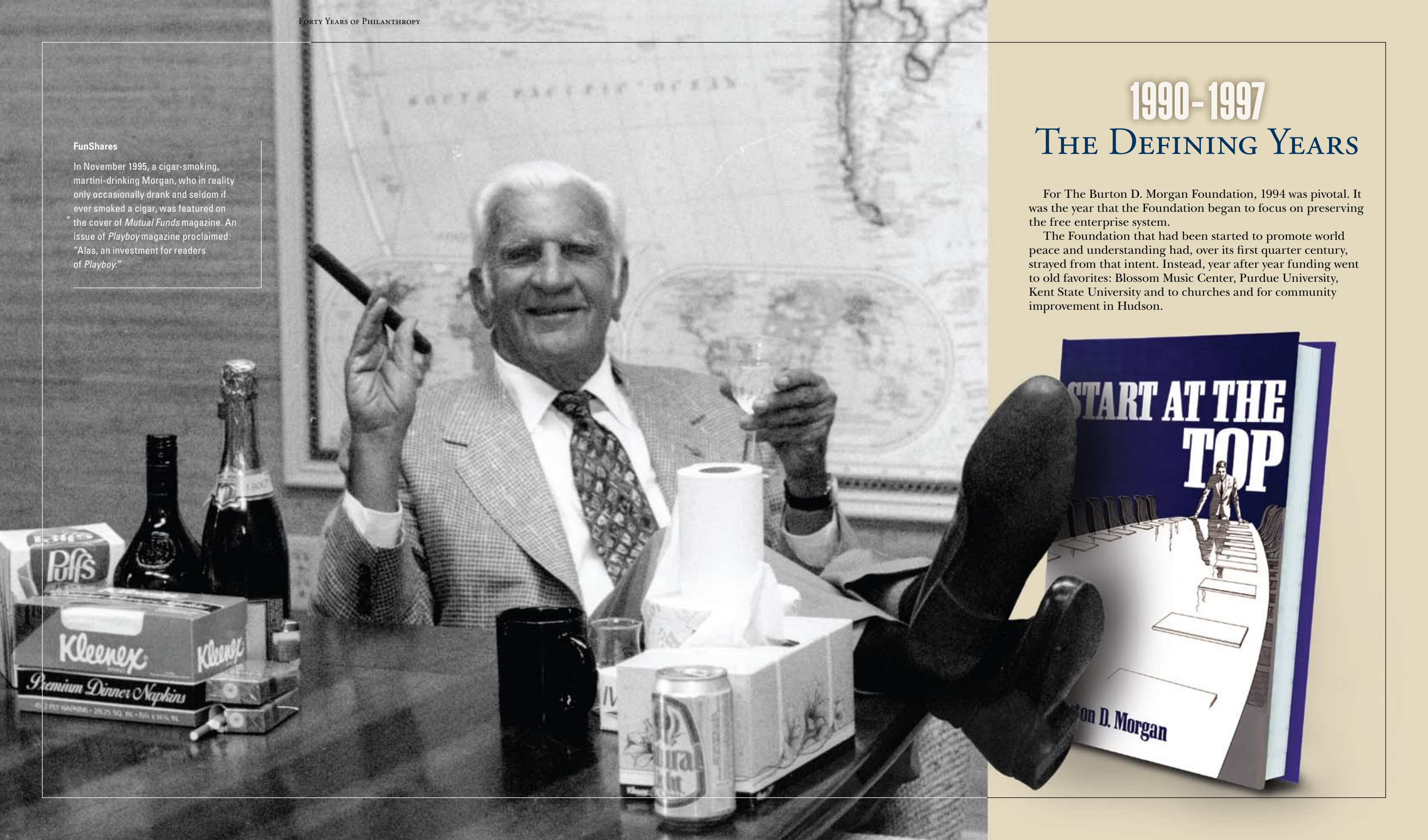
In November 1995, a cigar-smoking, martini-drinking Morgan, who in reality only occasionally drank and seldom if ever smoked a cigar, was featured on the cover of *Mutual Funds* magazine. An issue of *Playboy* magazine proclaimed: "Alas, an investment for readers of *Playboy*."

1990-1997

THE DEFINING YEARS

For The Burton D. Morgan Foundation, 1994 was pivotal. It was the year that the Foundation began to focus on preserving the free enterprise system.

The Foundation that had been started to promote world peace and understanding had, over its first quarter century, strayed from that intent. Instead, year after year funding went to old favorites: Blossom Music Center, Purdue University, Kent State University and to churches and for community improvement in Hudson.





Trustees of The Burton D. Morgan Foundation meet three times a year – in January, June and September. The January meeting is held in Florida. Attendance at almost all meetings is 100 percent.

The additional gift of 95,000 shares of RJR Nabisco stock from Morgan in 1989 – and the increased value of the stock itself – raised the visibility of the Foundation. With an increased sum to grant each year – about \$700,000 in 1989—the Foundation began to diversify its grantmaking.

Grants were awarded to help build a gatehouse and visitors center for Hale Farm & Village, to fund a video program for Green High School and to help endow a teachers’ fund for St. Vincent-St. Mary High School. Grants were awarded for computer equipment for the Battered Women’s Shelter in Akron, a “critter display” at the Akron Zoological Park and even for the purchase of a cell phone (1990 priced at \$700!) for the camp director of the Catholic Youth Organization. Funding also went to help the Junior League conduct an immunization program for children in the Akron area and to help the Visiting Nurse Service of Summit County build a hospice care center in Fairlawn.

The grant requests increased. Someone wanted the Foundation to build a merry-go-round museum. Trustees were asked to chip in to help delinquent taxpayers. Another group thought it appropriate to ask the Foundation to invest in promoting appreciation of Florida’s maritime history. Social service agencies – seeking money on behalf of the blind, the homeless, the hungry, drug addicts and AIDS victims – were applying for support grant cycle after grant cycle.

In 1994, John Frank inserted a memo into the January meeting minutes: “I keep asking myself the question, ‘Where can our grants be most effective, keeping in mind Mr. Morgan’s desire to help “talented” people?’ ”

Soon thereafter, the trustees decided it was time to better define where the Foundation should focus.

That meeting of the minds took place in late August of 1994, when trustees met informally over lunch with Burt Morgan at the Hudson Country Club. After that meeting, several of the trustees wrote memos, and it was clear the direction the Foundation would take.

“I keep asking myself the question, ‘Where can our grants be most effective, keeping in mind Mr. Morgan’s desire to help “talented” people?’ ”

— John V. Frank

THE HISTORY OF FOUNDATIONS

1994

Burton D. Morgan meets with the Trustees on donor intent



By that time, Morgan had gone on trade missions and visited countries emerging from years of Communist rule. He concluded life was better here for one reason: the free enterprise system. Morgan left that luncheon and put his thoughts on paper – in extra-large letters:

“THE MISSION OF THE BURTON D. MORGAN FOUNDATION IS SIMPLY: THE PRESERVATION OF THE FREE ENTERPRISE SYSTEM.”

“He wanted to further the economy by creating jobs,” recalls Catherine Kantorowski, Morgan’s assistant for nearly three decades. “He felt the best way to make jobs was through the free enterprise system.” Frank would recall, however, one concern voiced by Morgan at that meeting. Aiming to preserve the free enterprise system was one thing. Knowing how to do it was another.

Morgan did suggest educational funding, including chairs of entrepreneurship as well as teaching entrepreneurship through organizations such as Junior Achievement.

“Burt’s wishes with respect to the Foundation came through loud and clear,” Trustee Richard A. Chenoweth wrote in summing up the meeting. “He would like the Foundation assets distributed primarily for the preservation of the free enterprise system.”

While Burt Morgan recognized that perhaps 15 percent of grants should be non-mission related, including those benefiting the Hudson community, Chenoweth observed that Morgan “is generally opposed to the broad social programs favored by many institutions.”

Trustee Stanley C. Gault took from that meeting a need to remove obstacles that hinder the progress and success of entrepreneurs. He also noted the feeling that tax-supported organizations should be supported only on an exception basis.

The Foundation’s guidelines were soon rewritten to emphasize grants to promote free enterprise and education programs to help entrepreneurs. Although mental health grants were still permitted – they were phased out after Morgan started a second foundation – the guidelines specifically said there would be no grants to social service organizations or programs.

“Burt’s wishes with respect to the Foundation came through loud and clear. He would like the Foundation assets distributed primarily for the preservation of the free enterprise system.”

— Richard A. Chenoweth

The issue was settled. The trustees had pulled together, and a focus for the Foundation's future grantmaking emerged. As Trustee Gault says, "We don't always agree with each other, but we respect each other and work as a family."

Frank cites that mutual respect, the ability to work together, as one of the strengths of the organization. And he believes one of the steps, which was actually taken in 1989, contributes to that strength.

Trustees of The Burton D. Morgan Foundation are not paid. However, a certain amount of money – it varies but usually is several hundred thousand dollars a year – is set aside and each trustee gets to designate a part of it to a charity of his choice. Grant applications are not accepted for "trustee initiatives," which have gone to area institutions and churches and as far away as Eleuthera in the Bahamas, where Morgan owned a vacation home. They have gone to the Rock and Roll Hall of Fame in Cleveland, the Norman Rockwell Museum in Stockbridge, Massachusetts, and toward the Martin Luther King, Jr. National Memorial Project in Washington, D.C.

Frank believes that allowing each trustee the ability to fund pet projects keeps politics – you support my project and I will support yours – out of the greater grant-making process.

"It's a way of keeping good trustees," he said. "They have a stake. I believe better grants can be made because of it." Moreover, it has brought stability to the board. "The commitment of the trustees has provided a stability many other foundations envy and has allowed the trustees to maintain and sharpen the continuity of our mission," Frank says.



Norman Rockwell's Triple Self Portrait from the February 13, 1960 cover of *The Saturday Evening Post* is among the works featured at the traveling exhibit, *American Chronicles: The Art of Norman Rockwell*. The Burton D. Morgan Foundation sponsored the exhibit at the Akron Art Museum (November 10, 2007 to February 3, 2008) as a tribute to John V. Frank, who retired in 2006 after 30 years at the helm of the Foundation. Frank is a former member of the Akron Art Museum board and a currently serves on the board of the Norman Rockwell Museum in Stockbridge, Massachusetts.

© 1960 SEPS
Licensed by Curtis Publishing, Indianapolis, Ind.
All rights reserved.

While the 1990s brought a focus to the Foundation, Morgan himself was having some fun – in an entrepreneurial way. A decade earlier, he had put together a fund that invested in what some consider vices – alcohol, soft drinks, big cigars, race cars, slot machines, condoms, racy lingerie and amusement parks. And, just in case people stopped enjoying some of life's pleasures, the fund also held stock in "things people feel they can not live without"—cosmetics, aspirin, toilet paper and tissues.

Initially, the fund was for family and friends. But in 1994, the "FunShares" fund went public and began attracting national attention when earnings significantly outpaced the Standard & Poor's 500. In November 1995, a cigar-smoking, martini-drinking Morgan, who in reality only occasionally drank and seldom if ever smoked a cigar, was featured on the cover of *Mutual Funds* magazine. An issue of *Playboy* magazine proclaimed: "Alas, an investment for readers of *Playboy*."

While Morgan was sharing the national spotlight, his Foundation at home was quietly growing. In 1997, as the Foundation finished its 30th year, its value had grown to more than \$48 million. Grants that year were almost \$2 million.

By then, Burt Morgan was 81 years old, and the Foundation he started had become one of the most important things in his life.



Early investors in Morgan FunShares received one of these commemorative stock certificates. The mutual fund, which held stocks in habit-forming products and toiletries, was liquidated after Morgan died in 2003.





1998-2003

THE BUILDING YEARS

“Lay bricks now.”

Burt Morgan said it. He wrote it. He repeated it . . . again and again. The construction drive started in late 1998 when Morgan, then in his 80s, began thinking about the future.

“Looking over my contract with life,” was the way he put it to trustees. “And in studying the fine print, find that to my surprise I can’t take it with me.”

The following year, Morgan began pushing for construction. He wanted a building program. It started with the push to provide a grant for Western Reserve Academy in Hudson and ultimately turned into a competition among colleges for buildings where entrepreneurship would be the focus.

THE BUILDING YEARS



Foundation officers and friends of Burt Morgan joined in ribbon-cutting and dedication ceremonies for the Foundation's building program.

Above are photos from the opening of The Burton D. Morgan Center for Entrepreneurship Studies at Ashland University. Below is the ribbon-cutting for the new administration building at Old Trail School.



By 2000, the push was really on. “Stop the proliferation of red tape and start laying bricks,” he almost scolded trustees in a missive.

Friends and associates say Morgan had “some sort of medical episode” – a false scare – during that time period that made him recognize his mortality. In fact, Morgan had beaten prostate cancer in the late 1970s. The push to put up buildings did seem to increase after the 1999 fatal heart attack of Morgan’s good friend of decades, Foundation trustee Weldon W. Case. Suddenly, the Foundation’s founder was in a hurry.

“I’m not going to live forever,” Morgan told trustee J. Martin Erbaugh. “I want to see some bricks and mortar go up, while I’m still alive.”

A decade earlier, the Foundation would not have been in a position to pay for six new buildings – at The College of Wooster, Denison University, Purdue University, Western Reserve Academy, Ashland University and Old Trail School.

But since the private takeover of RJR Nabisco, the Foundation’s assets had skyrocketed. Shortly after getting that phone call from Morgan in 1989 – and knowing the value of the Foundation was tripling – Foundation President John Frank made trips to Boston and New York to interview and hire money managers, and he kept a close eye on them.

Hiring the money managers paid off. In 1998 alone, the Standard & Poor’s 500 average index was up 29 percent. The two managers working for the Foundation had returns for that year of 46 percent and 68 percent. By the end of the millennium, the Foundation that had been started with a mere \$20,300 had grown to more than \$100 million.

And Burt Morgan, it seemed to trustees, was determined to spend it all, or at least too much of it.

“He just loved to have his name up on the wall of a building,” says trustee Keith Brown. “And, he wanted it all done *yesterday*,” adds Frank, who was determined to see the money spent wisely.



Ultimately, several colleges—mostly Ohio schools but including Morgan’s beloved Purdue—were offered planning grants and invited to submit proposals for buildings. Frank asked Deborah D. Hoover, a program officer and attorney for the GAR Foundation, to review and rate the proposals. She holds both bachelor and master’s degrees in art history, including an emphasis on architecture.

“It was our responsibility to make sure these building proposals were first rate and would stand the test of time,” Frank said.

One after another, the proposals made their way through the pipeline. Denison University and The College of Wooster received the first approvals in September of 2000. Some schools were asked to rework their proposals. All together, the Foundation spent \$31 million on six new buildings – four college entrepreneurship centers and two administration buildings, one for Western Reserve Academy and another for Old Trail School in Bath Township.

During those building years, the trustees instituted a moratorium on new grant applicants and expended some of the Foundation’s principal to meet its obligations. That was a concern to Frank and other trustees. Morgan responded by giving his Foundation another \$1.5 million in 2002 and assuring trustees the Foundation would grow even more after his death.

Morgan loved the buildings – and the attention the building program captured. Purdue University combined the groundbreaking for its \$7 million Burton D. Morgan Center for Entrepreneurship with a reception for Burt and Peg Morgan.

THE HISTORY OF FOUNDATIONS

2000

THE BURTON D. MORGAN FOUNDATION BUILDING PROGRAM BEGINS

2001

September 11, 2001 terrorist attacks result in massive outpouring of foundation support

2003

Boston Globe series focuses attention on perceived foundation abuses

2003

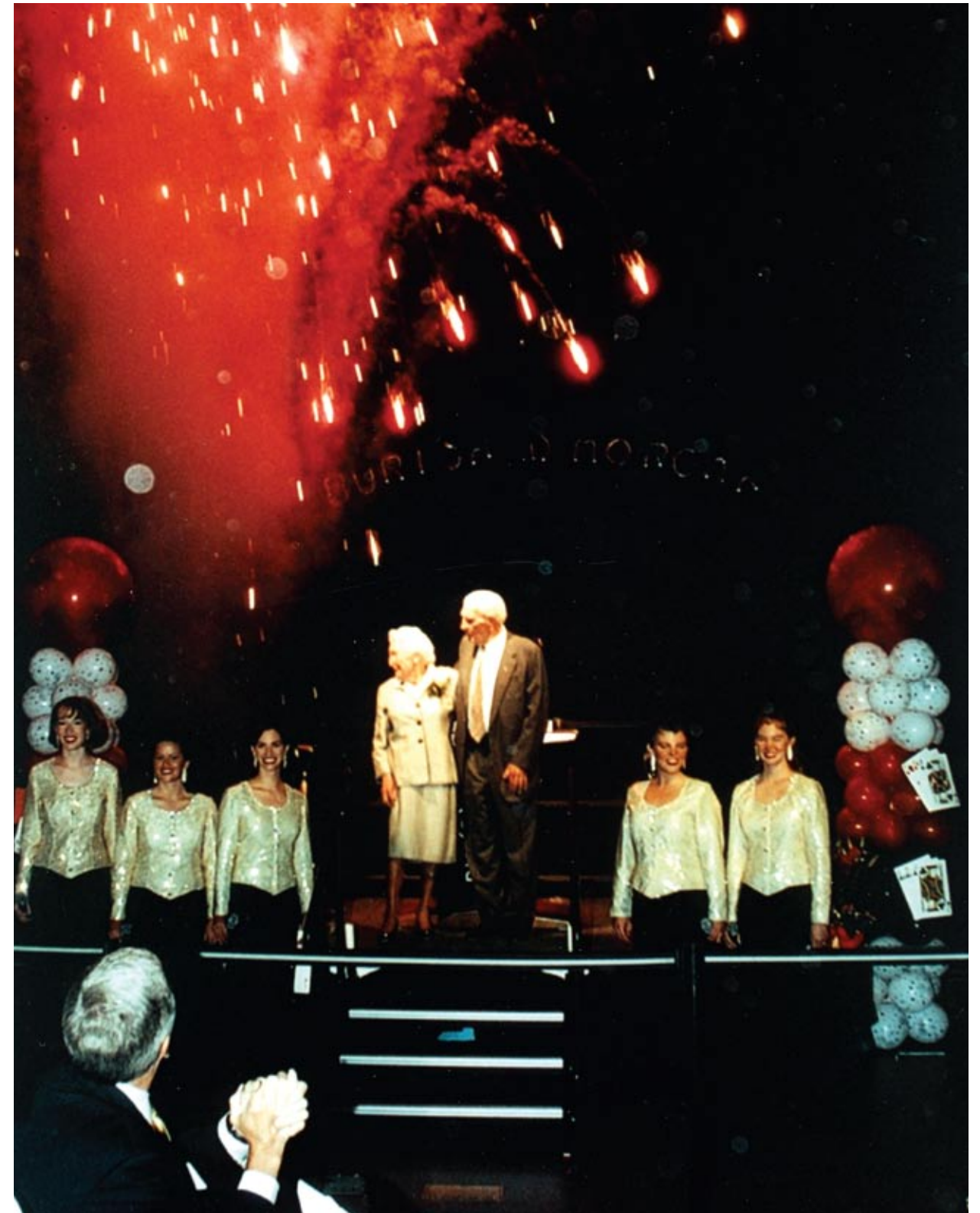
Burton D. Morgan passes away on March 6, 2003.



The Morgans were invited to the Indiana campus for that reception in the fall of 2002. On campus, they were taken to a building and escorted onto a basement orchestra pit that could be lifted – by hydraulic cylinders – to stage level above it. As the stage rose, Burt and Peg Morgan found themselves in a room filled with luncheon guests – all giving them a standing ovation. Purdue, which made the Morgan Center the cornerstone for a \$100 million Discovery Park, had even arranged for indoor fireworks.

“Your contribution will benefit generations of students, making it possible for young people to follow in your footsteps,” Purdue President Martin Jischke told the proud entrepreneur.

Morgan, unfortunately, would not live to see the building completed. A few months later, he was diagnosed with bone cancer. This time it wasn’t a false alarm. This time it wasn’t beatable. He died March 6, 2003, at the hospice care center in Fairlawn, the center his Foundation had helped build.



PURDUE UNIVERSITY



At Purdue University, The Burton D. Morgan Center for Entrepreneurship is the anchor for the school's Discovery Park, a \$100 million complex that also includes centers for nanotechnology, bioscience, e-enterprise and advanced manufacturing.

The Center for Entrepreneurship (the white-roofed building near the circular road in the aerial photograph) was built with a \$7 million grant from The Burton D. Morgan Foundation and completed in 2004.

Both John V. Frank, then Foundation president, and Deborah D. Hoover, now Foundation president, (pictured above) spoke at that 2004 dedication. Hoover expressed the hope that the Morgan Center would serve "as a crucible of ideas where the sparks will fly and entrepreneurship will flourish."

COLLEGE OF WOOSTER



Burton D. Morgan Hall opened at The College of Wooster in 2002, made possible by an \$8 million grant from the Foundation.

The well-lit building includes labs, classrooms and faculty offices. It also houses the Center for Creativity and Innovation, the focal center of the college's effort to integrate entrepreneurship into its liberal arts curriculum through the Northeast Ohio Collegiate Entrepreneurship Program (NEOCEP).



DENISON UNIVERSITY



In 2000, the Foundation awarded Denison University \$8 million for the Burton D. Morgan Center. The Foundation also awarded the Granville college \$25,000 for artwork for the building.

Trustee Marty Erbaugh, a Denison graduate, and Foundation President Deborah Hoover unveil a commissioned landscape by Ohio artist Paul Hamilton.

ASHLAND UNIVERSITY



A classical pavilion entrance welcomes students to The Burton D. Morgan Center for Entrepreneurial Studies at Ashland University. The center was built with a \$3.25 million grant from the Foundation and is a wing of the Richard E. and Sandra J. Dauch College of Business and Economics.

The center opened in 2004 and a follow-up grant of \$250,000 from the Foundation helped pay for entrepreneurship programming in the center, including a Creativity Lab where students can meet for brainstorming sessions, new product testing and teamwork building.

The entrepreneurship center is intended to be a place where students can become critical thinkers and put the knowledge and entrepreneurial concepts they learn to use in their lives and careers.

The center features a portrait of Morgan by Cuyahoga Falls artist Carolyn Lewis.



A SECOND FOUNDATION IS STARTED



One foundation was not enough for Burton D. Morgan. In 2001, he started a second foundation and named it after his wife, Margaret Clark Morgan.

As Morgan explains in his autobiography, *My Life . . . So Far*, the “large” foundation

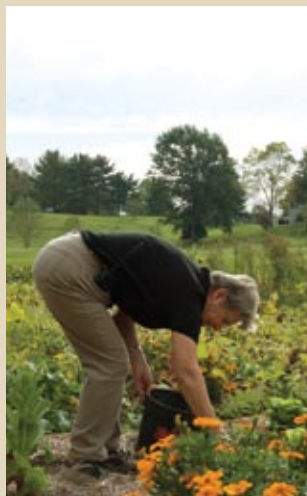
was committed to giving money to preserve the free enterprise system and promote entrepreneurship. The Morgans also wanted to donate to mental health, education and the arts.

The solution was to start another foundation. The Margaret Clark Morgan Foundation was incorporated on April 6, 2001.

When Morgan passed away in 2003, The Margaret Clark Morgan Foundation, worth about \$1 million, grew immensely. Morgan’s estate, worth around \$123 million, was divided equally between the two foundations.

Since its inception, The Margaret Clark Morgan Foundation has approved more than \$12 million in grants, including \$2 million to establish an endowed chair in psychiatry at Northeastern Ohio Universities College of Medicine (NEOUCOM) in Rootstown and \$1.2 million to establish a Psychiatric Intake Response Center at Akron Children’s Hospital. More recently, the foundation donated \$2.1 million to endow a directorship for the Archives of the History of American Psychology at the University of Akron.

The Morgans’ eldest daughter, Suzanne, chairs the board of trustees.



A therapeutic community for adults with serious mental illness, Hopewell offers residents the opportunity to practice daily living skills and improve their interpersonal skills, while assuming major responsibilities for all aspects of the farm’s daily work. The farm’s yield helps sustain its residents. Gardening and farming are just some of the many work team duties in which residents participate as part of the program. Life on the farm, however, is not all work. Above, residents enjoy a hayride.

Burt Morgan wanted The Burton D. Morgan Foundation to focus its grantmaking on preserving the free enterprise system. But he and Peg Morgan also wanted to be able to give to some of their favorite charities, including those supporting the arts and mental health. So in 2001, a second foundation, named after Margaret Clark Morgan, was founded.



Over the years, both Foundations have supported the Hopewell Inn in Trumbull County (pictured below and to the left). It is the only working therapeutic farm community in Ohio and offers adults with serious mental illness an opportunity to plant and harvest. Working the 300-acre farm helps them to become more self-reliant.



2004-AND BEYOND INTO THE FUTURE

In 2007, as The Burton D. Morgan Foundation prepared to mark 40 years of philanthropy, the Foundation had a new home, a new president and an even more definite mission.

The Foundation's current headquarters in Hudson was serving as the community's library in 1967 when Morgan first donated \$20,300 to start a foundation. Initially, the fledgling Foundation was operated out of the law firm of Arter & Hadden in Cleveland. Later, John Frank managed the Foundation from his home office in west Akron. In 1989, the Foundation began leasing space from the law firm of Buckingham, Doolittle & Burroughs in the Akron Centre Plaza building in downtown Akron.

As the Foundation continued to grow, both in size and importance to Morgan, the man who endowed it made it clear he wanted it located in his adopted home town of Hudson, and he wanted it near the old village green. "This is Burt's community. He wanted to be part of it and contribute to it," Trustee Richard Chenoweth says.

In 1999, the Foundation negotiated to buy the Baldwin House, where Caroline Baldwin Babcock, who started the Hudson Library & Historical Society, was born. Baldwin's birth home sits on the northeast corner of the green, and library trustees had purchased the home in 1925. The two-story frame dwelling served as the library for a number of years, but it was not large enough for the growing community. In 1954 and again in 1963, brick additions were built to the east on Aurora Street.



DEBORAH D. HOOVER



The Baldwin House, built in 1832, was on the market because the Hudson Library & Historical Society had outgrown its additions and was planning to move to a new development called First & Main. The Baldwin House seemed an appropriate place to relocate – even though it meant waiting until 2002 to move when the new library was built.

The library took longer than expected. When the Foundation’s worth grew after Morgan’s death in 2003, the larger brick section of the library seemed more appropriate. A Foundation that would be giving away at least \$6 million a year would need a bigger staff and more room. Lengthy and difficult negotiations followed, but eventually the Foundation was able to purchase both the brick building and the adjoining Baldwin House.

The two buildings were separated. The brick building was gutted and rebuilt, and The Burton D. Morgan Foundation moved to Hudson in September 2006. The exterior of the Baldwin House was restored to its 19th century look for use by the Hudson Community Foundation.



The Burton D. Morgan Foundation purchased the Baldwin House in 2005 and has done exterior remodeling including roof and window replacement. The 1832 home is being leased to the Hudson Community Foundation.

THE HISTORY OF FOUNDATIONS

2004

Trustees formulate Foundation’s first strategic plan

2006

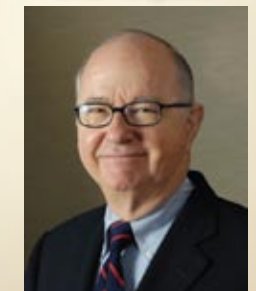
Pension Reform Act passed to address perceived foundation abuses

2006

The Burton D. Morgan Foundation moves to Hudson

Collaboration with Kauffman Foundation begins on what will become the Northeast Ohio Collegiate Entrepreneurship Program (NEOCEP)

John V. Frank retires after 30 years



Deborah D. Hoover

The 40th year of The Burton D. Morgan Foundation also began with a new president. Deborah D. Hoover succeeded Frank, who retired at the end of 2006.

Hoover was a program officer for the GAR Foundation in 1999 when Frank began turning to her on occasion for grant research assistance. It is not uncommon for foundations to collaborate in such a way. Hoover’s office was next door to Frank’s in the downtown Akron building both foundations occupied.

In 2000, as the Foundation began to sort through the building proposals submitted by colleges, Frank asked Hoover to handle the job of reviewing and evaluating the building proposals.

“That was our first real exposure in a big way to Deb,” says Trustee J. Martin Erbaugh.

The evaluations were presented to trustees later that year. Frank says that Hoover “brought to the table such a depth of knowledge and understanding that we realized we needed her at the Foundation.” Hoover became The Burton D. Morgan Foundation’s secretary, then treasurer and vice-president. By 2004, Frank told other trustees that he planned to retire at the end of 2006. At that point, a succession plan was put into place. “We knew she was the right person to move us forward at the Foundation,” Frank says of Hoover.

The 40th year also saw a more clear definition of the Foundation’s strategic plan, one Hoover believes will always be evolving just as the field of entrepreneurship evolves and expands.

THE HISTORY OF FOUNDATIONS

★
2007

Deborah Hoover becomes President of the Foundation

The Burton D. Morgan Foundation refines its original strategic plan

The Burton D. Morgan Foundation celebrates its 40th year

“The Foundation has a major opportunity at this point in time to make a real difference in Northeast Ohio, and the board and staff have every intention of seizing that opportunity.”

— Deborah Hoover

Foundation trustees had gathered in 2004, the year after Morgan’s death, to formulate a strategic plan. Out of that session came a formula to make grants in three phases of life to promote entrepreneurship and the free enterprise system: on the youth level, on the collegiate level and on the adult level. The focus, trustees determined, should be Northeast Ohio, with a continuing commitment to the Hudson community. The 2004 planning session “helped hone the image and vision of what we wanted this foundation to do,” says Trustee Richard N. Seaman.



Strategic planning again became a focus in 2007. “We had progressed to the point where we needed more clarity,” Hoover says. “The new plan gives us a more detailed road map for the future.” She said the Foundation will emphasize networking on the local and national levels, proactivity and knowledge dissemination. “The Foundation has a major opportunity at this point in time to make a real difference in Northeast Ohio, and the board and staff have every intention of seizing that opportunity,” she said.

There have been other changes too. Throughout the early decades, Frank reviewed all of the grant proposals and made the recommendations. “I understood what the board was and was not interested in,” he says. Now, all grants get a thorough review. “We’re running as a mature organization that knows how to evaluate grant requests,” adds Trustee Richard Chenoweth, who also serves on the distribution committee for the GAR Foundation. “It’s much, much more professional.”

Frank credits Hoover with bringing that professionalism to the Foundation. He adds: “Giving away \$6 million a year requires that.”

Even prior to the 2007 strategic planning session, trustees had made it clear that the Foundation should be more proactive. Out of that directive came a collaboration that will ultimately funnel nearly \$7 million into entrepreneurship education at five Northeast Ohio schools—Baldwin-Wallace College, Hiram College, Lake Erie College, Oberlin College and The College of Wooster. The Northeast Ohio Collegiate Entrepreneurship Program (NEOCEP) is being equally funded by The Burton D. Morgan Foundation and the Kansas City, Missouri-based Ewing Marion Kauffman Foundation, which has extensive experience in the field of entrepreneurship education.

The Burton D. Morgan Foundation



Trustees with Foundation President Deborah Hoover. From right, John V. Frank, Richard N. Seaman, Mark D. Robeson, Stanley C. Gault, Hoover, Richard A. Chenoweth, Keith A. Brown and J. Martin Erbaugh.

“We’re running as a mature organization that knows how to evaluate grant requests.”

— Richard A. Chenoweth

Even prior to the 2007 strategic planning session, trustees had made it clear that the Foundation should be more proactive. Out of that directive came a collaboration that will ultimately funnel nearly \$7 million into entrepreneurship education at five Northeast Ohio schools—Baldwin-Wallace College, Hiram College, Lake Erie College, Oberlin College and The College of Wooster. The Northeast Ohio Collegiate Entrepreneurship Program (NEOCEP) is being equally funded by The Burton D. Morgan Foundation and the Kansas City, Missouri-based Ewing Marion Kauffman Foundation, which has extensive experience in the field of entrepreneurship education.

NEOCEP



Representatives from 10 liberal arts colleges in Northeast Ohio were invited to participate in an information-gathering session at Western Reserve Academy in mid 2006. The meeting launched what has become known as NEOCEP – the Northeast Ohio Collegiate Entrepreneurship Program.

Participating in the session were Ken Harrington from Washington University in St. Louis and Anthony Mendes from the University of Illinois – Urbana-Champaign. Both head entrepreneurship-education efforts on their respective campuses.



“NEOCEP is a pilot study to explore how cross-campus entrepreneurship education can be woven into the fabric of a liberal arts program,” Hoover explains. “Through an in-depth evaluation, we will come to understand the synergies between entrepreneurship and a liberal arts curriculum. The results will be groundbreaking and have national implications for other liberal arts colleges.”

Foundation staffers are working on other proactive grant-making opportunities as well.

As the Foundation moves forward, trustees, one by one, express their beliefs that the Foundation must not stray from its mission and from the intent of its founder.

The challenge is “to not dilute the resources that we have available to us,” says **Richard Seaman**.

Trustee **Stanley Gault** echoes that: “We are besieged with requests. But we need to stick to our mission.”

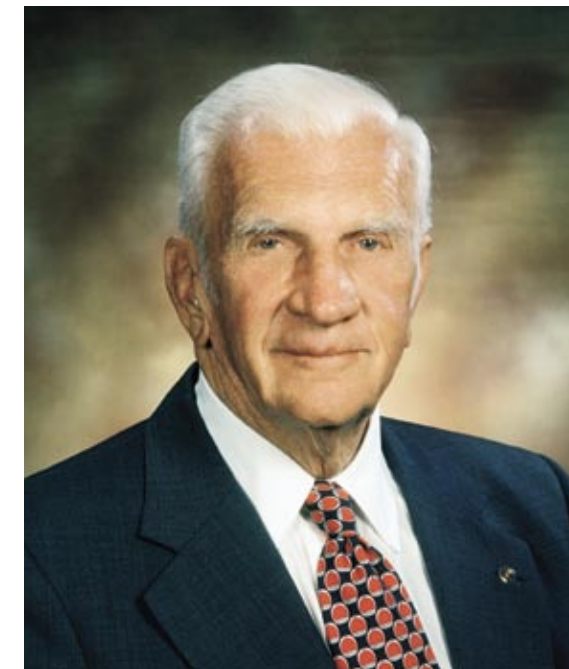
“Our challenge will be to not become bureaucratic,” says **Keith Brown**.

“We cannot be all things to all people,” adds **Richard Chenoweth**.

Mark Robeson, Morgan’s grandson who joined the board of trustees in 2001, believes the biggest challenge is “how to apply the mission on a greater scale, not just in terms of the geographic area but where can our grants do the most good.” The Foundation should measure itself, he says, by “how many quality people or individuals have become greater or been able to be more successful because of what touched them that was delivered by The Burton D. Morgan Foundation.”

Trustee **Marty Erbaugh** also is concerned about “mission creep.”

“There are a lot of different foundations out there. They have their broad missions. We need to do things that can truly make a difference – not just be one of a number of foundations throwing money at universal problems. We need,” he says, “to niche our grant-making.”



That niche, as Burt Morgan so clearly saw it as his life progressed, was the preservation of the free enterprise system, a system that encourages creativity and risk-taking and creates meaningful employment.

In his lifetime, Burt Morgan did all of those things. He was creative. He took risks. He created jobs. He started companies.

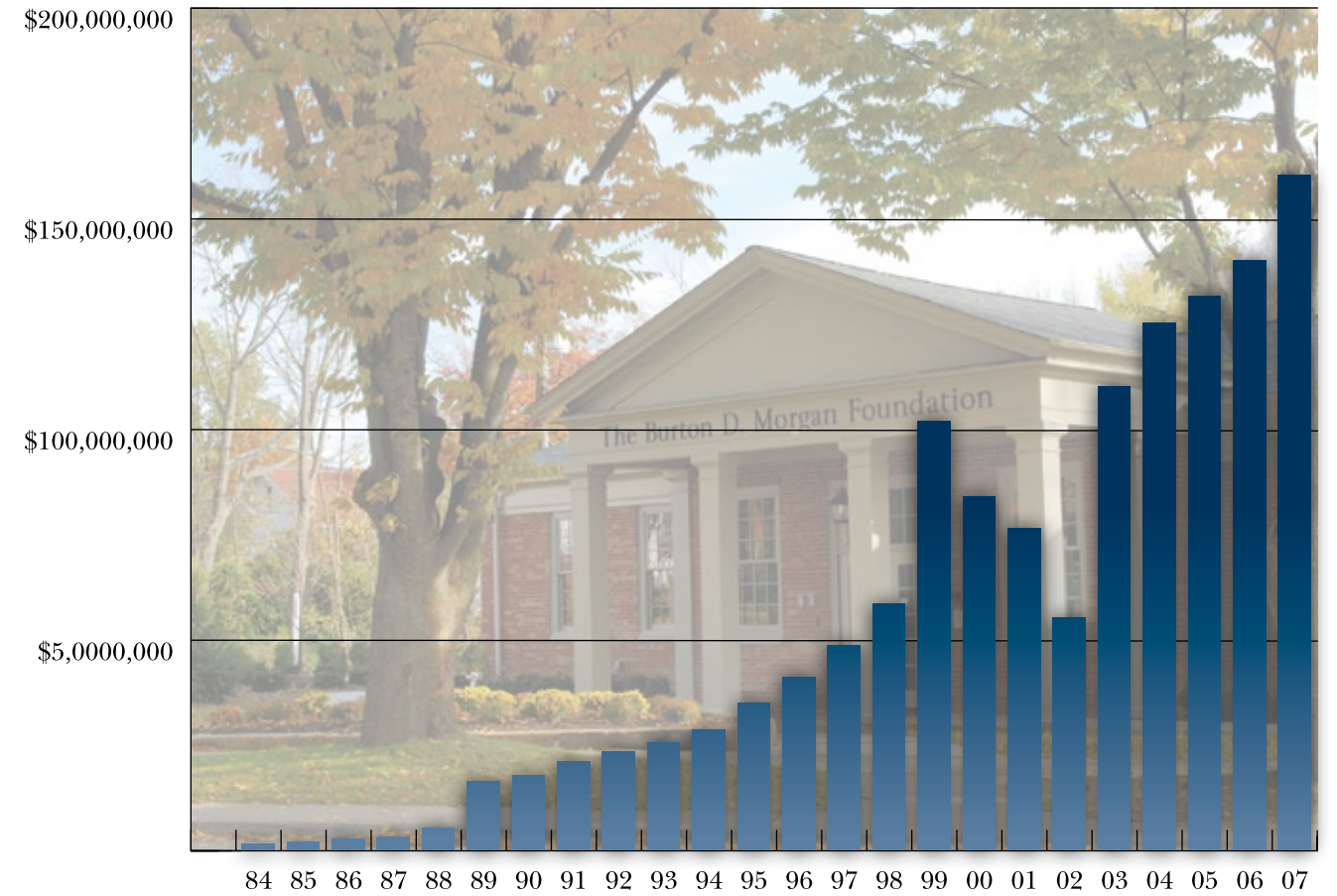
And he created a Foundation.

Perhaps **John Frank** summed it all up when he told Morgan in 1998 that, with the passing years, “It is becoming more evident The Burton D. Morgan Foundation is probably your greatest success.”

TRUSTEES

Dr. Albert J. Klemka.....	1967 – 1971
Edward F. Meyers.....	1967 – 1971
Clay Mock.....	1967 – 1976
Peter Reed.....	1967 – 1976
I. John Moncol.....	1971 – 1975
Edward A. Brittenham.....	1971 – 1978
W. Yost Fulton.....	1975 – 1978
Weldon W. Case.....	1976 – 1999
John V. Frank.....	1976 – Present
Richard A. Chenoweth.....	1978 – Present
Joseph T. Myers.....	1978 – 1983
J. Martin Erbaugh.....	1990 – Present
Thomas P. Murdough.....	1990 – 1993
Stanley C. Gault.....	1993 – Present
Keith A. Brown.....	1995 – Present
Richard N. Seaman.....	2000 – Present
Mark D. Robeson.....	2001 – Present

TOTAL ASSETS



GRANTS AWARDED

Achievement Centers for Children	Berea College
Akron Area Interfaith Volunteer Caregivers Program	Big Brothers & Sisters of Summit & Medina County
Akron Area YMCA	BioEnterprise Corporation
Akron Art Museum	Blossom Music Center
Akron Bar Association Foundation	Bowling Green State University
Akron Canton Regional Food Bank	Boys & Girls Clubs of Cleveland
Akron Children's Hospital Foundation	Boys' Village
Akron Civic Theatre	BRCH Foundation
Akron Civil War Memorial Society	Buckeye Council Boy Scouts of America
Akron Community Foundation	Camping and Education Foundation
Akron General Development Foundation	Cape Eleuthera Foundation
Akron Rape Crisis	Cardinal Newman High School
Akron SCORE Chapter 81	Case Western Reserve University
Akron Urban League	Case-Barlow Farm
Akron Zoological Park	Catholic Youth Organization of Summit County
Alaskan Pacific University	Center for Nonprofit Excellence
Alliance for Mentally Ill of S.C.	Central American Medical Outreach
American Association of Physics Teachers, Ohio Section	Children's Concert Society
American Diabetes Association	Children's Hospital Medical Center of Akron
American Horse Trails Foundation	Christ Church Hudson
American Red Cross-Summit County Chapter	Christ Church Pomfret
American Red Cross-Wayne County Chapter	City of Hudson
Archbishop Hoban High School	Cleveland Entrepreneurship Preparatory School
Arlington Street Church of God	Cleveland Institute of Art
Ashland University	Cleveland Museum of Art
Ausbon Sargent Land Preservation Trust	Cleveland Museum of Natural History
Baldwin-Wallace College	College of Boca Raton
Barberton Citizens Hospital Foundation	The College of Wooster
Battered Women's Shelter	Community Baptist Church

Community Drug Board	Good Neighbors
Concept Development Institute	Good Shepherd Interfaith Volunteer Caregivers
Consortium for Entrepreneurship Education	Grand River Academy
Council on Foundations	Grants Managers Network
Cuyahoga Falls General Hospital	Granville Federation for the Appreciation of the Blues
Cuyahoga Valley Christian Academy	Great Lakes Science Center
Cuyahoga Valley National Park Association	Great Trail Council Boy Scouts of America
De Paul School	Greater Akron Musical Association
Denison University	Green High School
Detroit Symphony Association	H. M. Life Opportunity Services
Dominion Ambassadors International, Inc.	Habitat for Humanity of Summit County
Donors Forum of Ohio	Hanna Perkins Center for Child Development
E CITY	Harris Family Scholarship Fund
EAA Aviation Foundation	Harvard College
East Akron Neighborhood Development Corp.	Hattie Larlham Foundation
Economics America, Cleveland Center	Health Education Center
Educational Records Bureau of Connecticut, Inc.	Heart of Ohio Council Boy Scouts of America
Entrepreneurs EDGE	Hill-Murray School
Episcopal Church in the Diocese of Western North Carolina	Hiram College
Family Institute at Northwestern University	Holden Arboretum
Family Learning and Development Center	Holy Family Parish
Family Services	Hope Lutheran Church
First Congregational Church of Hudson	Hopewell Inn
First United Methodist Church	Hospice Care Center of Akron
First United Methodist Church of Santa Rosa	Hudson Chamber of Commerce
Florida Symphonic Pops	Hudson City School District
Foundation Center	Hudson Community Chorus
Foundation for Teaching Economics	Hudson Community First
Freedom Township Park Development Fund	Hudson Community Foundation
Friends of E Prep Schools	Hudson Community Playground
Friends of Kern	Hudson Community Service

Hudson Emergency Medical Service	Lake Erie College
Hudson Fire Department	Lake Ridge Academy
Hudson Garden Club	Lao Mutual Assistance
Hudson High School Music Association	Laurel Lake Retirement Community
Hudson Job Search	Law Enforcement Foundation
Hudson Kiwanis Foundation	Lawrence School
Hudson Library & Historical Society	Leaders in Furthering Education Against Drug Abuse
Hudson Montessori School	Leadership Akron
Hudson Park Board	Leonora Hall
Hudson Players	Let's Grow Akron, Inc.
Hudson Presbyterian Church	Luther Burbank Center for the Arts
Hudson Rotary Foundation	Lynn University
Ideastream (Educational Television Association of Metro Cleveland)	Mandarin United Methodist Church
Institute of Living	Marietta College
International Oceanographic Foundation	Maritime & Yachting Museum
Jan McArt's American Festival Series	Massachusetts Institute of Technology
John Carroll University	Mather Foundation
JumpStart	Media Network
Junior Achievement of Akron Area, Inc.	Mental Health Association of Summit County
Junior Achievement of East Central Ohio, Inc.	Methodist Theological School of Ohio
Junior Achievement of Greater Cleveland, Inc.	Miami University
Junior Achievement of Lorain County, Inc.	Middlesex School
Junior Achievement of Mahoning Valley, Inc.	Midwest Research Institute
Junior League of Akron	Military Aviation Preservation Society
Kansas University Endowment Association	Millbrook School
Keep Akron Beautiful	Mississinawa Valley Schools
Kent State University Foundation	Mobile Meals
Kenyon College	Moraga Education Foundation
Kevin Coleman Foundation	Moraga Park & Recreation Foundation
Kimball Union Academy	Mount Union College
La Lumiere School	Music from Stan Hywet

Musical Arts Association	Pennsylvania State University
National Alliance for the Mentally Ill	Planned Parenthood
National Hearing Association	Planned Parenthood of North Central Ohio
National Heart Assist and Transplant Fund	Portland Art Center
National Inventors Hall of Fame	Power of the Pen
National Junior Tennis League Akron Chapter	Project EverGreen Foundation
Nature Conservancy	Purdue University
Neighborhood Health Clinic	Rails to Trails of Wayne Co.
New Dimensions & Comprehensive Health, Inc.	Rectory School
Nordonia Hills City School District	Robinson Memorial Hospital
Norman Rockwell Museum	Robinson Memorial Hospital Foundation
Northeast Ohio Council on Higher Education	Rock and Roll Hall of Fame and Museum, Inc.
Northeast Ohio Technology Coalition NorTech	Salvation Army of Summit County
Northeast Ohio University College of Medicine	Samaritan Hospice
Northeastern Educational Television of Ohio, Inc.	Senior Workers Action Program
Northern Central Section of the Ninety Nines	Seton Catholic School
Northern Ohio Youth Orchestras	Society for Preservation & Encouragement of Barber Shop Quartet
Northwestern University	Society for the Preservation of New England Antiquities
Nova Southeastern University	Spring Garden Waldorf School
Oberlin College	St. Bernard Catholic Church
Ocean, Inc.	St. Ignatius College Prep
Ohio Ballet	St. Paul's Episcopal Church
Ohio Business Week Foundation	St. Vincent St. Mary's High School
Ohio Grantmakers Forum	Stark Community Foundation
Ohio Presbyterian Retirement Services Foundation	State Communities Aid Association
Ohio State University-College of Veterinary Medicine	Stephens College
Ohio Wesleyan University	Steps at Liberty Center
Old Trail School	Students in Free Enterprise
Open M	Summa Hospitals Foundation
Our Lady of the Elms	Summit Academy
Pack Place Education - Arts & Science Center	Summit County Historical Society

Summit Education Initiative	Wilderness Center
Summit Education Partnership	Willard United Church of Christ
Tarpum Bay Methodist Church Welfare Fund & Comp.	Williams College
The Amy Biehl Foundation	WKSU Radio
Trinity Boston Foundation	Women's Entrepreneurial Growth Organization of Northeast Ohio
Trinity-by-the-Cove Episcopal Church	Women's History Project
Tuesday Musical Club	Woodridge Local School System
Tufts University	Wooster City Schools
United Fund of Akron	YMCA of Metropolitan Dayton
United Way of Summit County	Young Life of Hudson
United Way of Wayne & Holmes Counties	Young Life of Wayne County
University Hospitals Health System	YWCA of Summit County
University of Akron College of Business	
University of Akron Foundation	
University of California	
University of Denver	
University of Texas	
University School	
Victim Assistance Program	
Visiting Nurse Service Development Foundation	
Voluntary Action Center of Summit County	
Walsh Jesuit High School	
Walsh University	
Washington DC Martin Luther King Jr. National Memorial Project	
Wayne Center for the Arts	
Wayne County Alcoholism Service	
Wayne County Community Foundation	
Wayne County Public Library	
Western Reserve Academy	
Western Reserve Historical Society	
Wheaton College	