

East Bay AWIS



East Bay Chapter of the Association for Women in Science
ebAWIS Newsletter, March, 2000 Volume 8, Number 2

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MARCH MEETING

Tuesday, March 21, 2000

Chiron Corporation See Page 10 for directions to Chiron

Bonnie Jameson, Cal State Hayward

Authentic Communication: Using Self-Knowledge to Enhance Communication

Bonnie Jameson is a consultant who also teaches at Cal State Hayward, and her area of expertise encompasses using the Myers-Briggs system of personality types to gain self knowledge, to understand the needs and habits of our coworkers, and to tailor communications that are maximally effective in achieving results for ourselves and the organizations we help build. Understanding ourselves and the people we work with is the basis for achieving personal goals, and it helps the people around us to give their best when we acknowledge their needs and different styles of working and communicating.

This topic dovetails very well with our February workshop, *Negotiating for Your Life*, in which we were urged to recognize different interaction styles and to respond to them appropriately. Bonnie offers the opportunity to practice this skill at an in-depth level.

To Thine Own Self Be True

President's Messageby Martha L. Booz, Ph.D.

I have just been watching *Larry King Live!* with Ellen DeGeneris and Anne Heche, and then Sharon Stone, talking about their new show, "If These Walls Could Talk, 2" and thinking about how important it is to know who you are, what you are capable of, how very important it is to understand your own character as much as possible. If you understand your self, you have an easier time understanding others, and you can communicate with more success, even in difficult situations. I used the archaic form of the language in the title to this piece, "To Thine Own Self Be True," because I wanted to

Pharmaceutical Discussion Group
<http://www.ncpdg.org/index.html>
FOR DIRECTIONS

Time: 6-9 PM

COST/RSVP: \$40 for pre-registered members, rsvp@ncpdg.org

Date Wednesday, March 15, 2000

Topic Tyrosine Kinase Inhibitors as Anti-Angiogenic Agents

Speaker Laura K. Shawver, Ph.D.

Senior. Vice President Preclinical and pharmaceutical Development SUGEN, Inc.

Place The Clarion Hotel

401 East Millbrae Avenue

Millbrae, CA 650-692-6363

**Spring Banquet
Annual AWIS
Recognition Awards
Call for Nominees**

We welcome **your nominations** for the Annual Recognition Awards. Remember, the nominees do not have to be AWIS members. The awards are:

The Judith Poole Award

The Ellen Weaver Award

**A New Award Category:
for a Non-Bench Scientist**

The newly-created non-bench scientist category will recognize the substantial contributions of those who have left the bench to become administrators, project managers, legal staff, editors, business developers, etc. while supporting the careers of women in science.

Do you have a fitting title for the new third award?

Please submit your nominations, with a letter describing how each candidate's activities support the award, and a resume or c.v. to:

Mary Alice Yund.
723 Woodhaven Rd.
Berkeley, CA 94706
(510) 525-1715
yund@worldnet.att.net

Future NCC AWIS Workshops

A second

Career Development Workshop

is being planned as a collaboration between the Palo Alto and Monterey Bay Chapters. for September, 2000.

Future Meetings East Bay AWIS

May, 2000 (tentative)
Dr. Bertha Chen, Ob/Gyn

Wednesday, July 19, 2000
Jacqueline Chang

Nominations for East Bay Board Elections

In May we will elect new officers for the following positions:

President
Vice President
Secretary
At Large Member

All positions are open, but a few members have thrown their hats into the ring:
Kitty de Jong for Vice President
Mary Alice Yund for Secretary
Mitra Rahimi-Kiani for At Large Member

We need nominees for the position of President. This is an excellent opportunity to practice your executive skills. Since Martha Booz is ending her second consecutive term, we cannot nominate her again, much as we would like.

Anne Frazer will continue as our Membership Chair.
Kim Chansky will continue as our Treasurer.

Please send your nominations to :

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San Diego AWIS Chapter Event in April

The San Diego chapter of the Association for Women in Science will be holding their **second Spring Gala** on Saturday April 8, 2000 to benefit their scholarship fund. The event will take place in the ballroom at the House of Hospitality on the Prado in Balboa Park. The evening will begin at 6:30pm with an outdoor reception in the courtyard featuring hors d'oeuvres and flamenco music by John Moore. An elegant dinner with three choices of entrees will be served at 7:30pm (catered by the Cohn Restaurant Group), followed by our featured speaker at 8:30pm. Our speaker is Dr. Kurt Benirschke, Professor Emeritus of Pathology and Reproductive Medicine at UCSD and current president of the San Diego Zoological Society. Scholarship winners will be introduced after the speaker. Then there will be dancing to the music of Motel Swing.

Spouses and significant others welcome. Cocktail or business attire. Cost will be \$50 for AWIS members and guests or \$60 for non-members and their guests.

Call the San Diego AWIS hotline (619) 687-5580 or send e-mail to sdawis@san.rr.com to receive an invitation.

RSVPs must be received by March 24th.
janice payne jkpayne@beckman.com

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JANUARY DINNER MEETING

David Vincent, Ph.D.
Future Trends, 2000

David Vincent, PhD, CPCM, initiated a lively discussion of future trends that may affect out family and work life. Sometimes playing devil's advocate, always stimulating discussion with provocative statistics and challenging our assumptions, David entertained and stimulated much thought and verbal exchange. His book, *The Information Based Corporation: Stakeholder Economics and the Technology Investment*, broke new ground. We began the Millennium with an informative discussion of the future!

Special thanks to Denise Witcher for again providing us with an excellent, sustaining feast!

To our **meeting sponsors**, we extend our thanks for providing us with valuable information about their products and valuable contacts as we grow in our projects and businesses. Our sponsors fuel our meetings, and they make it possible for far-flung commuter members to have some nourishment while we take in all our speakers have to say! In January, our two meeting sponsors were:

Higgins Analytical – Expert in HPLC equipment and consumables – Jeremy W. Higgins, President

HyClone – Maker of excellent honey and products for tissue culture – Eric Bergin, Bay Area Rep

Note that their business card advertisements are featured on the ad page.

Be sure to contact our sponsors first when you need analytical systems or hardware, or tissue culture supplies.

February Workshop: Negotiating for Your Life by Nicole Schapiro

The NCC-AWIS –East Bay Workshop on Saturday, February 5 was a great success, and left us laughing and ready to try out all the new tools in our boxes. Nicole Schapiro can possibly be classified as a compassionate, dynamic “steamroller” and her scintillating presentation style kept everyone involved and interested by responding to specific situations you all presented. President **Martha Booz** has summarized Nicole's rapidly shifting, dynamic presentation for us. Let's have many more of these!

What is negotiation? Negotiation is building bridges, breaking down walls, to come to a mutually satisfying outcome. It is important to depersonalize the negotiation (don't take things personally), but be careful not to dehumanize it. Negotiation is a process of influence, where you help people shift their mind to where you want it to be. It is important to save their face. You make the other side a hero, get them to agree with you. It is a process of reframing ideas, so both sides are satisfied.

When getting support or resources, find out ahead of time what support or resources exist. Then when something is offered you, say, "Can you do a little better?" When they say, "what do you mean?" don't answer. Let them find an answer.

Six Bases of Negotiation (Bases is the plural of Basis here)

- 1) To help people feel safe
- 2) To give control to them by giving choices. Give choices on time, on benefits, on assignments, on whatever the issue is. Offer the choices. Also give control by asking questions.
- 3) Respect--you must be respectful. This is a given from within the culture you are operating in. Stay curious and nonjudgmental. Ask yourself, "I wonder where he/she is coming from?" That will keep your attitude curious and non-judgmental. To them say, "Hmmm. Can you tell me more about that?" [Nicole made a big thing of the value of "Hmmm".]
- 4) Give them a challenge--some of them want to play the game.
- 5) Let them be heard and understood. Ask, "what is your expectation?" Say, "Hmmm. Can you tell me more about that?"
- 6) Inclusion--make them feel included. Put my reasoning in. "My intent is . . ." "My intent" is a very powerful phrase. Example: "My intent is not to . . . , but to be a valuable member of the team." If you are dealing with a machine, find the people behind the machine (above them). When you are up against a blank wall, acknowledge their side, and focus on the bigger picture. Find things you both agree on.

Stress comes from an expectation that does not match reality.

Negotiation is a dance. You have to have the same rhythm as your partner.

Some Do's and Don'ts of Negotiation:

Do

- 1) Do ask "what is my influence goal?" Nicole made a big distinction between "what is my goal?" and "what is my influence goal?" The latter is the question to ask yourself, especially when provoked by a disturbing, distracting tactic.
- 2) Separate "private talk" from "public talk" Private talk is the things you say to yourself. "That jerk, why is he acting like that? What nonsense! Expletive deleted." [She made some really funny jokes which I didn't get down at this point.] Public talk is what you say out loud. Allowing yourself private talk really reduces stress, and allows you to focus on your public talk.
- 3) Do know that information is power/leverage. If I give info, I get something back.
- 4) Do be selfish.
- 5) Do be consciously incompetent. That is, know what you don't know. It's okay to call time, to take a break and regroup.
- 6) When they attack you, say their name. "Peter, you're absolutely right from your point of view." And then go on with your own (selfish) point of view.
- 7) Give info by asking as well as telling. "What would happen if we don't do that?" This makes them think about alternatives.

Don'ts

- 1) Don't get fatally distracted if somebody does or says something that makes you angry. They will do that to get you going, and lead you to a wrong outcome. That's what private talk is for. Let off steam internally for 10 seconds, and then focus back on the issue of interest to you.
- 2) Don't tell a lot of details. Do not confuse negotiation talk with confessions. You don't have to answer every question. Learn to judge what is private, and keep that private.
- 3) **DON'T SAY, "SORRY."** Women do that a lot. Nicole told a story about this huge guy who carelessly stepped on the feet of a small woman behind him, and SHE apologized for getting in his way! You are not sorry for anything, you have nothing to be sorry for in a negotiation, so don't use that expression.
- 4) Don't spill. Take control and pour. Here Nicole demonstrated with a glass of water. She spilled it on the floor. Don't you "spill" your feelings or insides. You take control and pour (she carefully poured the water into another cup.) You control how much comes out and where it goes.
- 5) Don't respond too soon. Say, "Hmmm. Can you tell me more about that?"
- 6) Don't negotiate with the wrong questions.
- 7) Don't negotiate a one choice issue. Put your choice third. On a raise, don't go only for money. Go for a particular assignment, or some other benefit. In a meeting when your suggestion is ignored, and someone else makes the same suggestion a few minutes later: "Oh, I'm so glad you like my idea." or "As I said a few minutes ago, we should . . ." [repeat what you said in the same or different words].

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Ask the 3 Yes Questions: The answer to these questions is always "Yes!"

- 1) Do you agree that our common goal is . . . ?
- 2) Do you agree that our focus is . . . ?
- 3) Would you agree that 98% of the time I spent paid off?
This leads into

Negotiating My Raise

- 1) Know what the range for your position is. (Sometimes this is hard to find out. There are several sites on the web that give ranges. Do some research and find out as much as you can about what the range is in your company, and in the industry.)
- 2) Ask informal questions: "What do you base raises on?"
- 3) If someone says, "it's our policy. . ." then you're in business, because policy can always be negotiated. If it is the law, then that can't be negotiated.
- 4) Find out who is the real person to give the raise. It may not be your supervisor. The actual amount may be determined above him/her, but you will need his/her support to get that amount.
- 5) Find out what your contribution is worth, and make sure the decision maker knows what you have done. Show how your work affects the product and the decision maker's goals. If you can find out how much your work gave the company, you can use that. (For instance I found out that a product I managed once years ago brought \$10M gross sales into the company that year. That was very valuable!)
- 6) Facts, assumptions, hope and fear. Have it written down. If I weren't there, there would be a hole. (That isn't clear to me either. sorry!) Schmooze with the bosses.
- 7) Take the raise amount you want, e.g. 15%, and divide up the amount that represents to the minute, and then ask "Given that we agree how valuable I am, and how much I have contributed, don't you think it's worth (e.g.) 35 cents a minute more than currently?"

8) Help them find the money. Suggest where the money could come from. Think of something.

9) Think what else besides money you want. (For instance, I want a membership in this specific fitness club, paid until I leave or retire.)

Four Styles of Negotiators

She drew a circle, and divided it into quadrants: D, S, Ng, and B. When people don't have those **6 Bases of Negotiation** (feeling safe, feeling included, etc. from above) they go into the extreme form of their particular style. Note also that people can switch back and forth from one style to another, depending on the situation they face. Each style of negotiator is described in terms of their Timing, Approach, Method of Communication, their Do Give, and their Do Not.

D = Datacrat

Timing: Past, Future, Present

Approach: He needs the answer to the question, How? Speak Slowly

Communicate: In writing.

Do Give: Lots of details, rules, proof, physical space, time for decisions.

Do Not: Surprise, be personal, touch, or exaggerate.

The Datacrat wants to deal with only two choices at a time. They talk slowly, so you respond slowly. Do not keep eye contact. They are one task people. Be on time or early. It makes him/her feel unsafe if you are too close in physical distance. Give NO personal information. Ahead of time send historical data in writing. Plan the present and future in writing. Offer him time to think about it, and give a date to return. Don't joke. He is very loyal to the company, so you say, "I am loyal to the company. I want the company to succeed. . ." The datacrat must be sure, everything must be perfect. He won't open his mouth until he is sure he won't make a mistake. Absolutely don't give any personal information, as this will put him off. Don't touch him. He can't deal with it. (BTW, quite a few scientists have been noticed to be datacrats!)

S = Steamroller

Timing: Present, Present, Future

Approach: Answer the question, What? Speak quickly, emphasizing the bottom line

Communicate: In person or in outline form

Do Give: Advance time limit on your presentation, specific information, recognition of his authority

Do Not: Waste time, or complain without a solution

The Steamroller is worried about time. If you say, "can I have a minute?" he will give you **one** minute. Ask for the exact amount of time you need. He doesn't care about How at all. He cares about "what?" He is not loyal to the company, but is loyal to the project or the bottom line. He is very competitive. "Do it, don't just sit there," "Win at any cost." "Do it, apologize later." are his mottos. He competes against himself. He can do three things at once, so if you come in the room, and he is on the phone, and he motions you to go ahead and talk, DO SO. He will be able to handle it. You must listen well, and reflect back, especially with the same rhythm. He is quick to anger, will use 4 letter words. Do not take this personally. He doesn't mean it personally. Just ignore it. Don't present details, avoid how, avoid history, unless he asks for it. He will lose the report you sent ahead, so come prepared with another copy. Give him 4 choices. Use sports and military language, "silver bullet," "bottom line". Don't be stupid and slow. He will trust you if you give him a summary, but you have to say the truth. Nothing is written in

stone for him. He will impose flexibility. If the project doesn't work out, he will quit it. He won't fix it. He will cut his losses and go on to the next project.

>>>>>>>

B = Butterfly

Timing: Present, Future, Future

Approach: Who? is their question. Be fun, use visual language.

Communicate: In person, quickly, energetically, and with vision.

Do Give: Chance for creativity, also give public compliments, stroke his ego

Do Not: Communicate in writing, speak in a monotone, or give lots of details.

The Butterfly gets distracted. He may overlook something on his calendar. He will say yes, if he is respected and included. He wants to know secrets. He wants you to be personal and say your feelings (absolute NO-NO for the Datacrat). Say, "I love this project!" He is a team player, and he wants team players around him. He will team with people he likes. He can suddenly turn into a steamroller, however. You have to keep him focused. Have fun with him, have humor, be creative, have high energy. He will start a lot of things he may never finish. He is also a multi-tasker, and he knows everybody. Don't smile if he doesn't. He doesn't believe there is never a solution. He wants attention, any attention. Schmooze. Tell him you read his articles or papers. He is a visionary, wants to see the future. Say, "Can you see. . .?" "Can you imagine. . .?" He is loyal to individuals. Note that if he picks up a piece of paper, you should quickly switch to a How? approach. Your luck/His luck is in preparation, and meeting opportunities, and then taking them or not. He loves the dramatic: "incredible" "fantastic." The butterfly has to transition.

Ng = Nice Guy

Timing: Present, Present, Past

Approach: Why? Personal connection.

Communicate: Slowly, in detail, in person.

Do Give: Time for explanations and suggestions.

Do Not: Expect initiative, give more than one idea at once, make fast changes, or forget frequent compliments.

The Nice Guy is the toughest to negotiate with. He/She doesn't like to negotiate. Sees it as a conflict rather than as an opportunity to reduce conflict. He/she is loyal to humanity and the world. So tell her how this will solve the world's problems. Translate what you want to explain to clarify its Meaning. The Nice Guy is usually a woman, usually the administrative assistant. They will agree with everything, so you never know where you stand. Usually don't have decision making power. You have to coach them to overcome resistance. They have influence. They are the gatekeeper. Send them candy and flowers. Ask sincerely about their kids (be genuine!). They feel powerless, but they are so powerful. Train them that they Do have power. Get them to see how they can advocate. Tell them not to agree and then tell them why. Include them. Guilt works incredibly well with them. Tell them how it (whatever) will be used. You have to have translation skills with them.

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Ng = Nice Guy

Timing: Present, Present, Past

Approach: Why? Personal connection.

Communicate: Slowly, in detail, in person.

Do Give: Time for explanations and suggestions.

Do Not: Expect initiative, give more than one idea at once, make fast changes, or forget frequent compliments.

The Nice Guy is the toughest to negotiate with. He/She doesn't like to negotiate. Sees it as a conflict rather than as an opportunity to reduce conflict. He/she is loyal to humanity and the world. So tell her how this will solve the world's problems. Translate what you want to explain to clarify its Meaning. The Nice Guy is usually a woman, usually the administrative assistant. They will agree with everything, so you never know where you stand. Usually don't have decision making power. You have to coach them to overcome resistance. They have influence. They are the gatekeeper. Send them candy and flowers. Ask sincerely about their kids (be genuine!). They feel powerless, but they are so powerful. Train them that they Do have power. Get them to see how they can advocate. Tell them not to agree and then tell them why. Include them. Guilt works incredibly well with them. Tell them how it (whatever) will be used. You have to have translation skills with them.

AWIS Exceptional Service Awards

The Northern California Chapters of AWIS held a celebration to honor twelve of the women scientists who have contributed to the growth and development of their respective Northern California AWIS chapters in multiple ways. These women have performed a variety of leadership roles in the past, but are not currently in active board positions in AWIS. Because it is so important to remember our organizational history and to remind those who have given that their services are noted and appreciated, we gathered on a Sunday evening in January to celebrate.

Takara Saki in Oakland was an excellent setting, warm, elegant, and convivial, on the rainiest day in January. Only a few of the awardees were unable to attend (although one proud spouse made the trip from Death Valley on a motorcycle!), and we hope they will be at our annual Awards dinner on April 26th to be recognized. Thanks to Mary Alice Yund for providing the excellent refreshment and the elegant presentation pieces, and to the many members who lent a hand in making the event possible.

Creating and sustaining activities of the four Northern California chapters has taken effort and energy volunteered by many women in science. Over the history of the chapters, some have made exceptional efforts to create and sustain both these programs and the membership base and organizational strength in individual chapters that make our continuing activity possible. This year NCC-AWIS established an AWIS Exceptional Service Award to recognize and make tangible our thanks and appreciation for exceptional contributions to the NCC-AWIS. The initial awards are to twelve women who made the difference in founding our chapters and major programs but are no longer serving as chapter officers. In conjunction with creating these awards, we are expanding the information on chapter history and programs on our web sites. Such personal histories and case studies on building organizations and managing projects are one of the ways we can learn from each other.

We hosted an inaugural reception, Sunday, January 23, 2000, at Takara Sake USA in Berkeley, to celebrate what AWIS has accomplished and meet or renew acquaintance with some of the women who have made it possible.

Our First Exceptional Service Award Recipients are:

Beverly Blatt	Martha Murari	Leslie Sunell
Shauna Farr-Jones	Tina Settineri	Sherrie Wilkins
Beth Hutchins	Rivka Sherman-Gold	Renee Williard
Cathie Magowan	Reyna Simon	Mary Anne Wormsted

Some outstanding candidates for future Exceptional Service Awards are still actively providing exceptional service to AWIS, sustaining and expanding our activities and programs.

Recruiting for the Bioscience Community

BIOreSEARCHers is an independent recruiting and staffing firm dedicated to the regular full-time and contract placement of bioscience professionals throughout the West Coast. We currently have several career opportunities in Research, Process Development, Quality Assurance, Quality Control, Clinical Affairs, Regulatory Affairs, Marketing, and Bioinformatics.

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See Our New Website at

www.BIOreSEARCHers.com

Cards for our January meeting sponsors will go here.

They are:

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Program

Charlotte Hargrave CHARLOTTE1@HOME.COM
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Public Scientific Literacy **open!**

Science Fairs **open!**

East Bay AWIS March, 2000 MEETING

Tuesday, March 21, 1999

Chiron Corporation, Emeryville

Building Q1 Seminar Room

6:30 PM Cold Supper

7:00 PM Meeting

Bonnie Jameson, Cal State Hayward

Authentic Communication: Using Self-Knowledge to Enhance Communication

Bonnie Jameson is a consultant who also teaches at Cal State Hayward, and her area of expertise encompasses using the Myers-Briggs system of personality types to gain self knowledge, to understand the needs and habits of our coworkers, and to tailor communications that are maximally effective in achieving results for ourselves and the organizations we help build. Understanding ourselves and the people we work with is the basis for achieving personal goals, and it helps the people around us to give their best when we acknowledge their needs and different styles of working and communicating.

This topic dovetails very well with our February workshop, *Negotiating for Your Life*, in which we were urged to recognize different interaction styles and to respond to them appropriately. Bonnie offers the opportunity to practice this skill at an in-depth level.

Please Post

Directions to Chiron Corporation, Emeryville

From the West (San Francisco and the Peninsula) Take 101 North/I-80 East towards Sacramento. Continue on I-80 E across the Bay Bridge. Stay in left lanes until after Hayward turn-off. Immediately move to the right most lanes and take the Powell Street Exit, which is only ¼ mile after leaving the Bay Bridge. Turn right on Powell, east toward the mountains. Continue on Powell over the overpass until Hollis Street. At the stop light at Hollis make a right turn and then make another right turn on 53rd Street. Visitor parking is on the left.

From Highway 80 Eastbound Exit Powell Street and make a right on Powell at the stop light. Continue on Powell over the overpass until Hollis Street. At the stop light turn right on Hollis and then make another right turn on 53rd Street. Visitor parking is on the left.

From Highway 80 Westbound (From the North) Exit Powell Street and make a left on Powell at the stop light. Continue on Powell over the overpass until Hollis Street. At the stop light turn right on Hollis and then make another right turn on 53rd Street. Visitor parking is on the left.

From the South (Fremont)

Take I-880 North. Take I-980 exit towards Highway 24/Walnut Creek. Take the I-580 exit towards San Francisco/Hayward. Take the I-580 West exit on left towards San Francisco. Merge onto I-580 West. Turn slightly to the right at the intersection of I-80 West Ramp to stay on I-580 West. Take the Powell St exit and turn right. Continue on Powell over the overpass until Hollis Street. At the stop light at Hollis make a right turn and then make another right turn on 53rd Street. Visitor parking is on the left.

For more information call: Denise Witcher at 510-222-3346
denise_witcher@cc.chiron.com

AWIS welcomes new Corporate Sponsors

We are pleased to inform you that three companies have recently contributed a financial donation to the Northern California Chapters (NCC). New sponsors include Bio-Rad Laboratories and Lab Support, here in the East Bay, and PE Biosystems on the Peninsula. The NCC fundraising subcommittee is doing a fantastic job this year. This money helps support joint chapter projects, such as the February workshop and occasional career conferences, the scholarship awards that are announced at the annual Awards Dinner, and chapter programs that need additional support, such as the Palo Alto Mentoring program. Thank you to all our new and ongoing sponsors for your support!

ebAWIS thanks its sponsors for 2000:

Bayer Corporation	Genentech Inc
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Chiron Corporation	PE Biosystems
Genencor International	Smoliar Foundation