



Wall Street Fountain Commemorated



On the morning of November 16th, the Wall Street fountain was officially commemorated in honor of Deutsche Bank employees who lost their lives on September 11th and in honor of the enduring spirit of the citizens of New York City. Seth Waugh, CEO of Deutsche Bank Americas, Adrian Benepe, New York City Parks Commissioner, Gary Hattem, President of Deutsche Bank Americas Foundation, and Julie Menin, chairperson of Community Board 1, presided over the ceremony. Emma Boudier and Francesca Boudier also participated in the ribbon cutting.

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Teachers as Leaders: Deutsche Bank Grooms a New Generation of Black Male Teachers

Deutsche Bank has made an initial \$1 million investment to develop a new generation of Black male teachers committed to working in New York City public schools. The grant, announced as part of the Clinton Global Initiative in conjunction with the Schott Foundation for Public Education and the City University of New York Black Male Initiative, will fund the first phase of a new program, *Teachers as Leaders*, which promotes teaching as a career path in both urban American cities and underserved regions around the world.

The first phase of *Teachers as Leaders* will be launched in January at five campuses of the City University of New York in conjunction with the university's Black Male Initiative, which works to increase the enrollment and retention rates of underrepresented students, particularly African-American, Caribbean, and Latino males. The goal of the *Teachers as Leaders* initiative is to address the critical need for Black male teachers in New York City public schools. Currently, Black males account for 4.4% of the teaching workforce, a percentage



On September 27th, Deutsche Bank announced a \$1 million commitment to education in New York City as part of a program to develop and train teachers in underserved communities around the world. George Stephanopoulos, Chief Washington Correspondent for ABC News, joined with Seth Waugh, CEO of Deutsche Bank Americas, John Jackson, President and CEO of the Schott Foundation for Public Education, Gary Hattem, President, and Nicole Campbell, Assistant Vice President of Deutsche Bank Americas Foundation, for the commitment presentation.

that represents a steady decline over the years. Concurrently, the high school graduation rate for Black males hovers around 30% in New York City.

"Phase one of *Teachers as Leaders* will address the lack of representation of Black men at a crucial point in the

education system," said Nicole Campbell, Assistant Vice President of Deutsche Bank Americas Foundation and Chair of the *Teachers as Leaders* advisory board.

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Microfinance-Invest: Fund Opens Microfinance Lending to German Investors



A transatlantic Deutsche Bank team partnered to create the first German fund for Microfinance. Pictured are Matthias Geurts, Claudia Lange, and Kurt Clausius (not pictured) from Tax/Legal; Joachim Häger, Iris Roller, Peer Paulsen, and Steffen Klawitter from Private Wealth Management; Lloyd Stevens, Gary Hattem, David Gough, Asad Mahmood, and Hanns Michael Hölz from Corporate Social Responsibility; and Rüschen, Michael Schneider, and Norman Weinrich from Asset Finance & Leasing.

In support of microfinance institutions around the world, Deutsche Bank has created a new vehicle for investors to earn a return while helping to reduce poverty.

The new vehicle is Microfinance-Invest, the first-ever rated securitization of subordinated microfinance loans.

Microfinance-Invest is the result of an unprecedented collaboration between three Deutsche Bank divisions across two continents: Asset Finance & Leasing and Private Wealth Management in Germany, and the Community Development Finance Group in New York.

While there have been previous microfinance securitizations, the €60 million German-based Microfinance-Invest was the first to provide subordinated debt.

"This product is both innovative and complex, as it has both equity and debt instruments," said Asad Mahmood, general manager of Global Social Investment Funds in the Community Development Finance Group. Because of its complexity, the product relied on Deutsche Bank's knowledgeable staff on both sides of the Atlantic. "It arose out of a true partnership amongst Deutsche Bank staff across the globe. Everyone brought different capabilities to the table. For instance, we in New York brought our 10 years of experience in microfinance investments and extensive relationships within the sector."

The fact that Microfinance-Invest has been rated makes it attractive to a

broader range of investors.

"We wanted to develop a microfinance product with an internationally recognized rating through which first-time German investors could invest in microfinance," said Michael Schneider of Asset Finance & Leasing.

The product is divided into three different tranches, or levels of risk, and is backed by loans made to 21 microfinance institutions in 15 developing countries over a term of 7 to 7.5 years. These subordinated loans will help the microfinance institutions make over 120,000 loans to self-employed entrepreneurs and micro-businesses, enabling them to establish sustainable enterprises, strengthen their communities, and reduce poverty.

Global Commercial Microfinance Consortium Meets in Bosnia

On a recent trip to Sarajevo, a group of visitors took in local art, dropped by a coffee shop, and spent some time in the pastoral countryside.

This eclectic itinerary might sound like an example of random sightseeing, but the 10 visitors were not average tourists. They were members of the board of the Global Commercial Microfinance Consortium, the Deutsche Bank-led initiative that has committed \$80.6 million to microfinance institutions around the world.

The board members, who met in Sarajevo in September for their third annual meeting, spent a day visiting recipients of micro-loans, among them a local artist who makes sculptures out of metal, an entrepreneurial barista, the owner of a small meat-processing plant, and a farmer.

The self-employed loan recipients received their micro-loans from local microfinance institutions, which, in turn, received financing from the Consortium. Sarajevo, the capital of Bosnia, is home to four such microfinance institutions, which focus on providing credit to the commercially motivated poor.

"Every year we select a country where the Consortium has some significant exposure," said Lloyd Stevens, Vice President of the Deutsche Bank Community Development Finance Group's

microfinance group. "The annual meeting provides board members with an opportunity to gain first-hand experience and knowledge of how microfinance institutions operate in their political and geographical contexts."

As of June 2007, the Consortium had allocated \$77.2 million and, of that, placed \$70.2 million with microfinance institutions.

During their trip to Sarajevo, board members visited the offices of three of the Consortium's clients: Zena Ze Zena (Women for Women International), which provides loans averaging \$800 to poor Bosnian women, many of whom have found themselves excluded from mainstream financing; LOK Micro, a commercially focused lender with loans averaging \$2,000; and Prizma, which provides loans averaging \$960 to clients who were displaced by the Bosnian War. "It's profoundly humbling to visit Bosnia and witness the scars from the country's internal conflicts while meeting local leaders committed to healing these wounds through economic empowerment," said Gary Hattem, Chairman of the Global Commercial Microfinance Consortium.

All three microfinance institutions are success stories because they have not only helped thousands of Bosnian entrepreneurs support themselves and

their families, but are all financially self-sustaining as well (and collectively have more than \$60 million in assets).

"It was such a great opportunity for our clients to meet with the board members of the Consortium as it sends a clear message of support to them," said Seida Sarić, country director of Women for Women International. "Cooperation with the Consortium is more than a relationship of client and lender; we feel we have a partner who provides important advice and helps us meet our organizational needs. Working with the Consortium, we are even more equipped to provide better service to our clients—the most socially excluded women in Bosnia and Herzegovina."

The annual meeting, which was held in the Hotel Astra Garni, featured a presentation by Kenan Crnkic, the executive director of Prizma and chairman of the Bosnian Microfinance Association.

In addition to Bosnia, the Global Commercial Microfinance Consortium has allocated funding—in local-currency financing where possible—to countries as diverse as Cambodia, the Philippines, the Republic of Georgia, Mozambique, Bosnia, Peru, Ecuador, and Mexico.

Newly Hired Global Markets Associates Help Local Non-Profits



Recently graduated MBAs joining the Global Markets banking team spent two weeks lending their business skills to support the growth of community-based development efforts. A team of volunteers (above) worked with the East River Development Alliance to help develop strategies for the creation of a new community development credit union and local fresh food market.

What do access to fresh vegetables in Queens, a credit union, and funding for an organization that serves AIDS patients have in common?

Answer: 38 Global Markets associates from Deutsche Bank.

The newly hired associates—all members of the Class of '07—spent two weeks at the end of the summer providing *pro bono* assistance to eight community-based non-profit organizations across New York City.

The assignments gave the new associates a chance to apply their MBA training to a wide range of challenges. Among their various tasks, the associates—who were divided into teams of four to eight—analyzed the viability of creating a credit union and researched practical strategies for bringing more fresh food to the Astoria section of Queens.

In addition to the associates' hard work and focus, Deutsche Bank also awarded each participating organization with a small implementation grant.

"The program provided a direct benefit to community organizations which had good ideas but lacked the manpower to push those ideas forward into strategies," said Michael Hickey, vice president of Deutsche Bank Americas Foundation. "The program also introduced the associates to the bank's values by letting them share their good fortune—and their education and training—with the community."

That message resonated with associate Kris Spraker. "I've never been involved with a non-profit group before, but this experience raised my awareness and made me think I might get involved with a group like this down the road," said Spraker, who worked at Flemister House, which provides supportive services to people with AIDS. Spraker and three fellow associates helped Flemister House flesh out proposals for new projects, providing both budgets and ideas for cultivating other funding sources.

The two-week initiative, which came at the end of the associates' six-week training, was developed by the Corporate Social Responsibility group, the Global Markets Associates Graduate Training Program, and Impact, a training and development company.

"This part of the program teaches our future leaders about corporate responsibility and gives them an opportunity to use their skills and talent for the good of the community," said Margoth Pilla, managing director and chief operating officer of Global Markets.

Otis Banks, graduate training manager, agreed. "It was exciting to witness each of the associates take on their first client after such an intense boot-camp training and to put what they had learned into a live work situation," he said. "You could see all the hard work and passion from each team and team member."

For the fresh-food initiative, four associates provided the East River Development Alliance with research on long-term solutions (such as strategies for attracting a large supermarket chain to the neighborhood) and short-term ideas (including establishing farmers markets and providing a shuttle service to existing supermarkets).

At Brooklyn Workforce Innovations, four associates worked on a feasibility study to create a commercial driving school. Among other things, the associates focused on the practicality of using trucks that run on alternative fuels.

"The associates helped us get to a business plan faster and have a better range of options to consider," said Tracy Anderson, director of program development for Brooklyn Workforce Innovations.

Associates were also assigned to Bedford Stuyvesant Restoration Program, Hudson Guild, Jacob A. Riis Settlement House, Northern Manhattan Improvement Corporation, and Queens Community House.

Arts and Enterprise: Record Number of Applicants Reflects Neighborhoods' Cultural Vitality



The Heart of Brooklyn Trolley ferries local residents between the borough's unique cultural venues, including Prospect Park, the Botanical Gardens, the Brooklyn Museum, and the Children's Museum. Starting in 2008, the Trolley will also pick up visitors along Museum Mile in Manhattan and cross the East River to increase cultural tourism and make a wider diversity of venues more accessible.

While art and culture are vital to the identities of areas like Museum Mile, SoHo, and west Chelsea, neighborhoods throughout the five boroughs are finding ways to use art to strengthen and revitalize their communities.

In one sign that art and cultural-based organizations are alive and well throughout New York City, Deutsche Bank's recent invitation for proposals for its Arts and Enterprise: Place-based Revitalization grant initiative attracted over 130 applicants.

The grants program provides support to community-based cultural organizations that impact the economic vitality of low-income communities. This year, nine awardees received a collective total of \$600,000. Most awards were full awards of \$75,000 each. Two organizations received partial awards.

The money will allow the various grantees to, among other things:

- Act as advocates for the cultural legacies of communities now threatened by the displacement of artists and artisans and the closure of venues where they live and work;
- Actively engage immigrant artisan entrepreneurs to help them preserve their cultural heritage and create new formats and markets for discovery and purchase;

- Organize cultural groups, small businesses, and non-profit partners to highlight the cultural events and venues of a community, attracting investment and cultural tourism;
- Provide direct technical support to small and emerging cultural organizations to strengthen them as small businesses; and
- Advocate with local business and political leaders to preserve existing cultural venues in low-income communities.

One of the grant recipients, Heart of Brooklyn, will use the money to establish a trolley service to cultural sites in Brooklyn, such as Brooklyn Museum, Brooklyn Botanic Garden, Brooklyn Children's Museum, and Prospect Park's Audubon Center. The service will include trips from tourist sites in Manhattan and neighborhoods in Brooklyn that don't have easy access to the borough's cultural offerings.

"We share Deutsche Bank's belief that cultural institutions are a critical component in the economic development and revitalization of communities, and we're grateful for the Bank's support," said Ellen Salpeter, director of Heart of Brooklyn, a partnership of six cultural organizations. The \$75,000 grant, combined with capital funds from the Brooklyn Borough President's Office, will allow the group

to acquire green-energy vehicles and also publicize the program, Salpeter said.

These commitments represent the third round of awardees under the program. "Our objectives have remained consistent throughout each round of the program," said Michael Hickey, vice president of Deutsche Bank Americas Foundation. "We hope to both strengthen local cultural organizations and support them in building new ways to engage within their communities and beyond."

Hickey said that because the Foundation received more applications this year than it has ever received in the past, it decided to make an even larger commitment. "There was extremely high interest, and many compelling ideas were submitted. We were fortunate to have the ability to support so many of these great ideas," Hickey said.

Youth About Business: Teenagers Learn the Ins and Outs of M&As



Over a hundred high-potential students from 20 New York City public high schools attended the Deutsche Bank-sponsored camp this past summer, where they learned the ins and outs of mergers and acquisitions through role playing and real-life business scenarios.

Guided by a team of volunteers, including 30 executives from Deutsche Bank, the teenage participants broke into teams of seven—playing the roles of CEOs, CFOs, chief marketing officers, and others—as they negotiated hypothetical takeovers including Netflix by Sony, Safeway by Kroger, and Starwood Hotels by Marriott International.

The teams eventually presented their negotiated deals in front of a panel

of senior level executives, who judged the students on their presentation skills and their ability to merge their assigned companies effectively and efficiently.

“These kids are fantastically bright and mature,” said Donna Milrod, a managing director at Deutsche Bank who sits on Youth About Business’s New York Advisory Board. “This is a long-term commitment to see these kids take this experience with them to college, and eventually, back into our industry. We will also be tracking them closely so that we can attract them into Deutsche Bank.”

The Summer Business Camp started in Nashville, Tennessee, in 1999. Deutsche Bank brought the camp to

New York in 2004 and continues to be the camp’s lead corporate sponsor. This year’s camp ran from July 9th to August 3rd at Columbia University.

In addition to providing funding and volunteer staff—who lead the campers in sessions devoted to accounting, legal issues, banking, marketing, and human resources—Deutsche Bank hosted a breakfast and career exploration workshop during the first-ever “Wall Street Conference for Teens.” Participants also had a chance to tour the Deutsche Bank trading floors and the New York Stock Exchange.

In one indication of the camp’s lasting impact, four camp graduates from earlier summers participated in Deutsche Bank’s summer internship program. The four interns, who are now in college, were assigned to Global Markets and Global Banking, where they had a chance to work alongside top executives.

Kevin Cabralis, 20, a student at Long Island University, felt the internship gave him and his fellow interns an edge over other aspiring bankers. “We’re all going to be sure to take everything we learned from this internship and put it to use,” he said.

The long-term goal of Youth About Business is to help increase diversity in the world of finance.

“The current approach to achieving diversity on Wall Street has not been successful in attracting talent that organizations like Youth About Business can reach,” said Jim DeNaut, co-head of Global Corporate Finance and National Board Member of the Youth About Business Summer Business Camp. “It’s important that we reach out to communities where we don’t typically recruit.”

Teachers as Leaders: Deutsche Bank Grooms a New Generation of Black Male Teachers

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“It is crucial that we address the gamut of issues that affect Black males’ ability to serve as academic role models and thrive. The program will provide mentors, summer teaching experiences, monthly workshops, and teacher certification training to prepare promising Black male students to serve this crucial role.”

The New York City Department of Education plans to partner with Deutsche Bank to create opportunities for *Teachers as Leaders* participants to have hands-on training in city classrooms, said Audra M. Watson, director of the New York City Partnership for Teacher Excellence, a collaborative of

the Department of Education, CUNY, and New York University. “We are really excited about partnering with Deutsche Bank. We’re grateful for the seed money, which we think will encourage other organizations to come forward as well.” Ultimately, the Department of Education’s priority is high-quality teachers.

Teachers as Leaders has developed crucial partnerships with a broad range of stakeholders that will ensure the sustainability of the initiative and its ability to affect important policy outcomes.

“*Teachers as Leaders* is an investment in the development of high-quality teachers and public policy advocates who are

capable of changing the trajectory of life for so many students who are being left behind in our classrooms. We anticipate that the immediate impact will be in the classroom, but the long-term implications could change the world,” said Dr. John H. Jackson, president and CEO of the Schott Foundation.

The *Teachers as Leaders* advisory board includes representatives from Deutsche Bank Americas Foundation, Stanford University, the Columbia School of Social Work, the Bill and Melinda Gates Foundation, Call Me Mister, CUNY, and the New York City Department of Education.

Marcelo and Agustina Blanco: A Small Donation Can Make a Big Difference to an Argentine School



Deutsche Bank Managing Director Marcelo Blanco and wife Agustina Blanco commit their time and resources to improving educational choices for young people in Argentina.

A little goes a long way.

That saying may not be true in Manhattan, home of the \$12 movie ticket, \$40 entrée, and \$1 million studio apartment, but in Las Lomitas, Argentina, the principle still holds.

Marcelo and Agustina Blanco have already seen a small investment make a vast difference in hundreds of lives—and now they're hoping Marcelo's colleagues at Deutsche Bank will help them do even more.

After eight years at Deutsche Bank, Marcelo—currently managing director and head of capital markets and sales for Latin America—has had a hand in multi-million-dollar transactions. But the investment of just \$65,000 to build a new school in an impoverished and remote community in his native Argentina may prove to be among the most rewarding.

"Any Latin American individual working in New York is a very privileged individual, and we should never lose sight of that," Marcelo said. "My wife and I give to the community in Argentina by choice, but deep in our hearts we also feel an obligation."

The Blancos have pledged \$25,000 toward a new building for *Escuela Nuestra Señora de la Paz* (Our Lady of Peace School) in the small town of Las Lomitas. The town, which has a population of about 9,000 and few paved roads, is located in the province of Formosa, one of the poorest in Argentina. Unemployment in the region is about 50 percent, and many of Las Lomitas' residents live in houses with dirt floors and no running water. Although the school is parochial, it is subsidized by the government and serves as the only lower-school option for the community's approximately 220 students.

The school was in dire need of assistance when the Blancos first learned about its existence in 2001. The Blancos immediately contacted their local parish in Greenwich, Connecticut, which donated \$5,000. The money went a long way, buying textbooks for individual students as well as books to create the school's first library.

The funds also allowed Agustina Blanco, who has a master's in education and is the co-author of a book about school choice, to coordinate a series of

workshops to plan for the school's future. Working with an Argentine colleague, Agustina helped identify a new leader for the school, who, over the last several years, has engaged staff in setting new goals, lifting academic standards, and encouraging parental involvement.

"Mothers became involved for the first time," Agustina said. "Now they're in charge of the library, fundraising activities, and after-school programs."

School staff and parents helped draw up plans for the new building, which will replace the crumbling structure that currently houses students up to the seventh grade.

Marcelo credits his wife for their involvement in Las Lomitas. "I'm a very lucky man to be married to a woman who really cares," Marcelo said, adding that he intends to maintain oversight over one important aspect of the construction project: the finances. "I'll monitor the expenses carefully."

The Blancos hope that others at Deutsche Bank will share their concern about the future of the children in Las Lomitas. In addition to the \$25,000 already pledged by the Blancos, a friend of theirs has donated \$5,000. That means that only \$35,000 more is needed to pay for the new school.

"Here in New York, you donate a thousand dollars and it seems like nothing. You contribute the same thousand to a rural region of Argentina and, in comparison, you have a tremendous impact," Marcelo said.

To make a contribution to Las Lomitas, employees should visit www.easymatch.com/dbaf and all others should visit www.helpargentina.org/donations_onetime_step1.php. Please make sure to note on the dedication line that you intend the contribution to go to Las Lomitas School.

Deutsche Bank Ambassadors Make Charter Schools Their Priority

Deutsche Bank may not be a country but that doesn't stop it from having ambassadors—29 of them to be exact.

The 29 are managing directors who have been tapped to represent the Bank to both internal and external audiences.

As members of the 2007 class of Deutsche Bank Ambassadors, the managing directors will be called upon to address regional business issues, work on cross-divisional projects, and represent the Bank at speaking events.

They will also focus on philanthropic endeavors. Among other things, the new class of ambassadors has decided to pool its talents and resources to support charter schools in New York City.

With the assistance of the Board of Education's Office of Charter Schools, the ambassadors recently sifted through proposals from schools around the city. They were particularly impressed by a

proposal from New Heights Academy Charter School, which serves students in grades 5 through 12 in the Washington Heights and Inwood neighborhoods of Manhattan.

A group of ambassadors toured the school, and were pleased with what they saw.

"The school is only two years old, and its committed principal and teachers have already gained traction by getting these at-risk kids to perform better. But they can't do it alone," said Helen D. Yeager, an ambassador and managing director in Deutsche Bank Securities.

Deutsche Bank gives each ambassador \$5,000 to donate to an organization of his or her choice. The ambassadors elected as a group to give more than half their discretionary funds to the New Heights Academy. The money will support the school's after-school program and Saturday

Academy, which offers tutoring and extra help to any student who needs it.

In addition to donating money, the ambassadors plan to speak at student assemblies about career opportunities and possibly serve as mentors.

"The DB Ambassadors program is a great way to give back: back to Deutsche Bank, back to our community, and back to those who need our help. The giving goes well beyond money: this group donates its time, expertise, and passion," said Jeanmarie Genirs, an ambassador and managing director in Deutsche Bank Securities.

Added Nicole Campbell, Assistant Vice President of Deutsche Bank Americas Foundation: "The ambassadors are offering their talents and guidance—human capital, in other words—to support a worthy cause of their choosing, which, in this case, is the development of students who face enormous challenges."

Student Success Centers: Peers Helping Peers Pursue College Careers

For the average high school student, transitioning to college can be a full-time job.

Researching schools, completing applications, writing essays, touring campuses, preparing for tests, and interviews: all these important tasks require resources, skills, guidance, and—perhaps most important of all—motivation.

While many public schools in New York City try to provide their juniors and seniors with the support they need, many students know they need more support to ensure success after high school.

In response, a number of students have actually helped design and advocate for a new resource in the city's schools: Student Success Center.

The first Student Success Center, which will be piloted in January 2008 at Bushwick Campus High Schools in Brooklyn, will offer college guidance, conflict resolution, assistance obtaining scholarships, and other support. But the most unique aspect of the initiative is that the center will employ seven "youth ambassadors" who will serve as advisors on all aspects of the center's design and implementation.

The Bushwick pilot is being funded with an \$80,000 grant from Deutsche Bank as well as support from the Bill & Melinda Gates Foundation and the Surdna Foundation. The New York City Department of Education is matching all the private money raised.

In addition to increasing college counseling resources and academic support, "the Student Success Centers are about strengthening student voice and giving them a core leadership role in managing and advancing their own academic outcomes," said Robert Sherman, program director for effective citizenry at the Surdna Foundation. Sherman emphasized the tremendous influence that peers have in the lives of their fellow adolescents. "Getting information and finding motivation from peers is a major adolescent path to anything, be it success

or failure, and these centers are looking to put in place peers who can motivate their fellow students toward academic success and college placement."

"Preparing students for college, career, and life is the ultimate goal of a high school education," said Joe Scantlebury, Senior Program Officer at the Bill & Melinda Gates Foundation. "This was a unique opportunity for the foundation to support a program that students designed, championed, and will run to help their peers navigate the path to college. The students' dedication in starting and running the program will ensure that the Student Success Centers provide the support and guidance needed to succeed beyond high school."

The youth ambassadors, who will work 10 hours a week, will receive extensive training in college application advising, peer mediation, and workshop facilitation. They will then help design and deliver a series of three to five workshops on the college process to ninth- and 10th-grade students.

"Using peer educators shows other students that they have power and a voice," said Adilka Pimentel, a freshman at York College in Queens, who spent two years advocating for the creation of the Student Success Centers. "Instead of having to go to different people and different places to gather information, students can go to a Success Center, which offers a safe place to get all the support they need."

The idea for the Student Success Centers came from both individual students like Ms. Pimentel and the Urban Youth Collaborative, a coalition of five non-profit organizations.

"Young people have been advocating with the Department of Education for more support for the college process," said Oona Chatterjee, co-director of Make the Road by Walking, an Urban Youth Collaborative organization. "We're grateful to Deutsche Bank for providing critical start-up support, which we're



On the afternoon of November 1st, the first Student Success Center was launched at Bushwick Campus High Schools in Brooklyn. Campus principals, student leaders, and community leaders gathered to celebrate the opening.

going to use to pay for staff members to train the youth ambassadors and also to provide the youth ambassadors with stipends. When young people are involved in the planning of something like this, they can create meaningful and engaging programs."

The centers are modeled after those in a similar, successful program in Philadelphia. After a trial period at the Bushwick campus—which combines four separate high schools under one roof—Student Success Centers will be rolled out at other city schools. Each center will be established in collaboration with a not-for-profit partner.

"This is the missing piece in results-based education in New York City," said Nicole Campbell, Assistant Vice President of Deutsche Bank Americas Foundation. "Our hope is that the Bushwick pilot will show the important role youth leadership can play in obtaining results not just in Bushwick but around the city when the program goes to scale."



Academy of Urban Planning senior and SSC Youth Leader Danilo Rincon expresses his views to a news reporter.



Campus Principals Nate Dudley (The NY Harbor School), Monique Darrisaw (Academy of Urban Planning), and Terry Byam (Brooklyn School of Social Justice) joined in the celebration.

Richard Prince and the Appropriation Generation



Richard Prince (*1949, USA); *Untitled (cowboy)*, 1989; Ektacolor photograph, edition of 2, 50 x 70 inches; © Richard Prince

Richard Prince: Spiritual America, organized by the Solomon R. Guggenheim Museum in New York, presents a body of work that uses our image-conscious world as inspiration, from a stripped 1969 Charger chassis cantilevered above the rotunda floor to re-photographs of iconic advertisements, such as images of cowboys from the Marlboro Country campaign.

Prince's technique of recycling images from popular culture has made him a leading member of what some have termed the "appropriation generation"

of the early 1980s—artists like Cindy Sherman and Jeff Koons who incorporated bits and pieces of pre-existing work to make it their own.

The approximately 160 pieces in the exhibition encompass photography, drawing, painting, and sculpture that the artist has produced during his 30-year career. The chosen pieces in different mediums are interspersed with one another, reflecting the scope of Prince's interests as an avid collector of books, photographs, posters, cards, and ephemera, and how

these are translated into Prince's art.

"This exhibition conveys the full and broad vision of Richard Prince's unique vision of American cultures. His art is challenging, confrontational, comical, and beautiful at the same time. It is a must see," said Gary Hattem, president of Deutsche Bank Americas Foundation.

Reviewing the Prince retrospective in the *New York Times*, Roberta Smith wrote, "His work disturbs, amuses and then splinters in the mind. It unsettles assumptions about art, originality and value, class and sexual difference and creativity."

Sponsorship of Richard Prince's mid-career survey exhibition marks Deutsche Bank's 10-year collaboration with the Solomon R. Guggenheim Foundation. As global partners, Deutsche Bank and the Solomon R. Guggenheim Foundation have made possible the survey exhibitions of important artists, such as Constantin Brancusi, James Rosenquist, and David Smith. Deutsche Bank and the Guggenheim Foundation also jointly manage Berlin's Deutsche Guggenheim, which commissions site-specific work by established and emerging artists.

Friedhelm Hütte, director of Deutsche Bank Art, said "Deutsche Bank's support of *Richard Prince: Spiritual America* reflects its ongoing international commitment to promoting art and cultural exchange," noting that works by Prince have been part of the Deutsche Bank collection since 2000. The Deutsche Bank collection is the world's largest international corporate collection, with more than 50,000 works.

Double Vision: Highlighting Two-Person, Same-Gender Artistic Collaborations

While popular culture often depicts the artist as a lone figure who thrives on isolation, the truth is that many artists do their best work when part of a team.

Double Vision, the exhibition at Deutsche Bank headquarters at 60 Wall Street, is a testament to that fact.

Running from September 25 to December 28, *Double Vision* shows how artists working in teams of two can produce works of international significance. But the "double" in the title doesn't refer only to the two-person nature of the partnerships. It also refers to the fact that the partners within each duo are of the same gender.

The exhibition focuses on same-sex pairings—which include couples, siblings, and friends. Liz Christensen, the curator of *Double Vision*, said the exhibition also reflects two of Deutsche Bank's core values: innovation and teamwork.

Christensen sought to highlight the decision-making processes and methods of artistic collaboration across a variety of mediums, including photography, drawing, digital printing, and mixed-media installation. But delineating just who contributed what to each piece wasn't always possible.

"While the cooperative methods used by some of the artists are apparent, in other



assume vivid astro focus, *Circles*, 2005; Neon; Variable dimensions; Edition of 5 w/ 1 AP; *Neon Stampix*, 2006; Arizona digital print on Kapjet w/ Lamex laminate on wood panels; 8 x 12 feet, maximum size unlimited (vector file); Edition of 3 w/ 1 AP. Courtesy of the artist and John Connolly Presents, New York.

works they are more subtle. Many of the partners' collaborations are so seamless that even the artists themselves can't separate the process," Christensen said.

The exhibition includes works by Virginia Beahan and Laura McPhee (from the United States), Jake and Dinos Chapman (from the United Kingdom),

Dragset and Elmgreen (from Norway and Denmark, respectively), Claudia and Julia Mueller (from Switzerland), and Jane and Louise Wilson (from the United Kingdom).

The exhibition celebrates Deutsche Bank's global commitment to diversity in the workplace and is located at the 60 Wall Gallery on Level B.

