PANEL PRESENTERS

JORGE BARRETO XAVIER, Conference host | Portugal
Former Director of the Arts, Government of Portugal
Presenting: “The Arts in Portugal: State and Nonprofit Roles”
Panel: Nonprofits and the Arts in Portugal

Mr. Barreto is an Invited Assistant Professor at ISCTE - University Institute of Lisbon; Lecturer of the Lusophone University; and Member of the Council of the Department of Communication and Arts at Aveiro University. He served as Director-General of the Arts in the Ministry of Culture, Portugal (2008/2010); as a consultant of the Calouste Gulbenkian Foundation on Education (2006/2008); as Deputy Mayor of the Municipality of Oeiras, in charge of Culture, Youth and Consumers Defense (2003/2005); as Coordinator of the Inter-ministerial Commission on Education/Culture of the XV Constitutional Government (2004/2005); and as a Member of the Board of the Portuguese Youth Institute (2000/2004). He was the Founder and Chairman of the Board of the Portuguese Club of Arts and Ideas (1986/2002); served as the Director and Programmer of "Common Place"- Experimentation Arts Centre (1998/2002); and was a Member of the National Council of Education (1997/2001). Mr. Barreto has been a member of several national and international networks in the area of culture and education, such as the International Federation of Arts Councils and Cultural Agencies, the European Forum for Arts and Heritage, the European League of Institutes of Arts, the Informal European Theatre Meeting, the Biennale Jeunes Créateurs de l’Europe et de la Méditerranée, the European Network of the Cultural and Artistic Centre for Children and Young People, and the TransEuropeHalles, the Portuguese Cultural Centre Network. Mr. Barreto holds a degree in Law, a postgraduate degree in Arts Administration, and a Diploma of Advanced Studies in Political Sciences. He is preparing his PhD in Public Policies at ISCTE.


LAURA BERARDI, JHU Philanthropy Fellow | Italy
Assistant Professor in Business Administration, Department of Economics at G. D’Annunzio, University of Chieti-Pescara
Presenting: “From Government to Nonprofit: The Case of La Scala”
Panel: Pathways Out of Crisis: New Organisational Structures-Is the Nonprofit Model an Answer?

Dr. Laura Berardi is an Assistant Professor in Business Administration in the Department of Economics (DEC) at G. D’Annunzio, University of Chieti-Pescara (Italy). She spent the fall 2011 semester with the Johns Hopkins Center for Civil Society Studies as an Interna-tional Fellow in Philanthropy. During her Ph.D. studies, Dr. Berardi worked with the CSV of Chieti, the National Coordination of the Vo-luntary Service Centers (CSVnet), and the National Agency for the Third Sector in order to study and develop guidelines and standards of accounting statements that are appropriate for organizations with a social mission. In her Ph.D. thesis she applied this framework to the blood donor organizations of the Abruzzo Region. Dr. Berardi has authored two books and a number of other works addressing nonprofit management and accounting in the Italian context. She had two scholarships (pre and post-doc, during the 2006 and the 2009) on the topics of nonprofit management and accounting. She also worked at Bocconi University in Milan (September 2008 – January 2009), at Wolverhampton Business School (September 2009) and at Cass Business School (October 2009 – February 2010) in the UK as a visiting scholar in Corporate Governance. She received her Bachelor and Master in Business Administration from G. d’Annunzio University of Chieti-Pescara (Italy) in November 2003. Her research interests are in Nonprofit Management, specifically accounting and accountability in nonprofit organizations, Corporate Governance and Top Management Team. Laura Berardi is also professor in Business Administration and Integrated Control Systems in the Faculty of Economics of G. d’Annunzio University.
ANTONIO WAGNER DINIZ | Portugal
Founder, Generation Orchestra
Presenting: “Social Inclusion through Music: Generation Orchestra”
Panel: The Arts as an Instrument for Education & Social Integration-Lessons learned

Antonio Wagner Diniz was born in Lisbon and concludes the National Conservatory upper program in the class of Joana Silva. With a scholarship from the Calouste Gulbenkian Foundation, he studied a year in Paris with Elizabeth Grummer, and three years at the Music Academy of Basel with Kurt Widmer, obtaining higher degrees of concert and opera singing. In the latter city, had the opportunity to work with Inge Bohrk, Reri Grist, Montserrat Figueras and René Jacobs, among others. Currently, he works regularly with Vera Rosza. In addition to having performed with Portuguese orchestras, he has collaborated with the Swiss Radio Orchestra, Basel Symphony, the National Lithuania, and National Norwegian Baroque Malaysia, under the direction of conductors such as Jost Meier, Moses Atzman, Jaques Mercier, Michel Corboz, Adrian Stern, Hans Martin Linde, René Jacobs, Ketil Haugsand, Harry Christophers and Manuel Ivo Cruz, among others, performing programs in the traditional repertoire, some of them later recorded for radios Swiss, French and Portuguese and the labels Virgin, EMI, RCA and Harmonia Mundi. As a recitalist, he has worked with Joseph Bom de Sousa, Nuno Vieira de Almeida and João Paulo Santos, acting in Portuguese and major festivals in Locarno, Flanders, La Granja, Ischia and Macao. He has collaborated regularly in seasons of opera from the Teatro Nacional de São Carlos and also sung in venues such as Theatre de la Monaie in Brussels, Lusanne Theatre, the Philharmonie in Berlin and Tokyo Opera City Hall in Japan. Mr. Dinez participated in Europalia Portugal, in Lisbon European Capital of Culture, and in the Festival of 100 Days, Expo 98.

He was a board member of the Portuguese Musical Youth, the International Committee of Musical Entertainers Bureau, and a member of the International Federation of Musical Youth. He was a founder of the Festival dos Capuchos and participated in the launch of the Film Festival of Figueira da Foz. He has made soundtracks for plays of the Cornucopia theatre company and participated as an actor in films by João Botelho, Jorge Silva Melo and Manuel de Oliveira. He is a professor of the School of Music of the National Conservatory of Lisbon since 1987 and its Director from 2000 to 2009. He is the founding member in charge of Orquestra Geração.

LUIS FIRMO | Portugal
Artistic Director, Transforma
Presenting: “The Arts in Small Portuguese Cities: The Case of Transforma”
Panel: Pathways Out of Crisis: New Funding Models

Louis Firmo is Designer, Curator, and Cultural and Artistic Manager of Transforma. He graduated with a degree in Industrial Design, Faculty of Fine Arts, University of Lisbon (FBA-UL) and in Sculpture by AR.CO - Center for Art and Communication, Lisbon. He undertook graduate Studies in Art Management from the National Institute of Administration (INA) / Foundation CCB / FLAD, in International Cultural Relations at the Faculty of Humanities, Catholic University, Lisbon, and in Curatorial Studies at FBA-UL / Calouste Gulbenkian.
He has developed various activities as a creator, trainer and as a producer, manager, and developer of contemporary arts. Mr. Firmo is a founding member and President and Director of Transforma since 2000 until the present. He regularly collaborates with various organizations, both national and international, evaluating and/or facilitating the creation and implementation of projects of various kinds (especially visual arts and performing arts), and preferably features that integrate research into new forms of intervention in public space. Taking as its main tools creativity and management, his work aims to discover other forms of human relationship with the urban environment of contemporary society.

JOÃO TEIXEIRA LOPES | Portugal
Professor, University of Oporto
Commenter
Panel: Nonprofits and the Arts in Portugal

João Teixeira Lopes is a Professor of Sociology of the Department of Humanities, University of Oporto and former coordinator of its research institute (2002-2010), and Chairman of the Department of Sociology. Mr. Lopes holds a Master’s degree in social sciences from the Institute of Social Sciences Lisbon with the Thesis "Sad Schools - A Study on Practices Cultural School Students in Urban Area" (Oporto, Afrontamento Editions,1997) and a Ph.D. in Sociology of Culture and Education with dissertation "TheCity and Culture - A Study on Urban Cultural Practices" (Oporto, Afrontamento Editions, 2000). Mr. Lopes was a Member of the Observatory of Cultural Activities between 1996 and 1998 and is currently a collaborator. He joined the coordinator team of the "Report on National Cultural Policy" (1985-95), presented in 1998 at the Council Europe. Mr. Lopes evaluates projects to combat social exclusion. He collaborated with Animation Branch of the City Hall of Oporto (1993-2000) and the Youth Branch of the Municipality of Matosinhos (1995-1999). He was a Programmer of Oporto European Capital of Culture 2001. He was also adviser to the Mayor of Matosinhos for socio-cultural affairs (2000-01). Mr. Lopes represented the Left Bloc as Member of Parliament (2002-2006), and has published ten books in the fields of Sociology of Culture, Sociology of Education, Youth Sociology, Urban Sociology and Sociology of Reading.
ANTÓNIO RESSANO GARCIA LAMAS | Portugal
Director, Monte da Lua, Sintra
Presenting: "UNESCO World Heritage Site: Sintra"
Panel: The Arts as an Engine of Economic Development-Lessons learned

António Ressano Garcia Lamas is a Member of the Board of Directors of Brisa Auto-Estradas de Portugal S.A. He earned a degree in Civil Engineering from the Instituto Superior Técnico (IST) in 1969, a Master of Science (MSc) in Metallic Structures in 1974 and a PhD in Structural Engineering in 1979, from the Imperial College of Science and Technology, London University. Mr. Garcia Lamas is a Professor of Civil Engineering (Structures) at IST, a Researcher with ICIST - Instituto de Estruturas, Território e Construção and coordinator of the post graduate and PhD courses on Recovery and Maintenance of Built Heritage and Mixed and Metallic Structures. He served as Chairman of IPPC - Instituto Português do Património Cultural, from 1987 to 1990, as Advisor to the Ministry for Environment and Natural Resources in the field of Urban Environment, and as the representative of the Minister for Environment and Natural Resources on the Commissariat and Follow up Committee of the Urbanization Plan of EXPO’98 from 1993 to 1995. From 1998-1999 he was Chairman of the National Road Authority and JAE Construção SA, and served as Chairman of the Portugal Road Institute (formerly, JAE) and of other road entities (ICOR and ICER) until August 2000. Mr. Garcia Lamas is a founding member and served as Chairman of the Board of CMM – the Portuguese Association of Metallic and Mixed Construction in 1997, as Chairman of the Managing Board until 2005, and is presently Chairman of the Board of the General Meeting. Current positions held: Parques de Sintra - Monte da Lua S.A.; Chairman of the Board of Directors

GUILHERME D’OLIVEIRA MARTINS | Portugal
President, the National Court of Accounts
Director, National Centre of Culture, Portugal
Presenting: "New Funding Models for the Arts in Portugal"
Panel: Pathways Out of Crisis: New Funding Models

Born on 1952, and holds a Master Degree in Juridical and Economic Science (University of Lisbon). Present Positions : President of the Tribunal de Contas (Portuguese Court of Auditors). President of the National Centre for Culture. University Professor at the University Lusíada and the Technical University of Lisbon. Correspondent member of the Portuguese Academy of Sciences. President of the Council for the Prevention of Corruption. President of EUROSAI. President of the Contact Committee of the Heads of the Supreme Audit Institutions of the European Union. Previous Positions : General-Auditor of the Assembly of the West European Union. First Vice President of EUROSAI. Minister of Presidency. Minister of Finance. Minister of Education. Secretary of State for Educative Administration. Member of the Portuguese Parliament. Vice-Chairman of the Parliamentary Group of the Socialist Party. President of SEDES (Association for Economic and Social Studies). Vice-President of the Portuguese National Commission for UNESCO. Political Adviser of the President of the Republic. Secretary General of the Portuguese Committee of the European Cultural Foundation. Head of Cabinet of the Minister of Finance. Member of the European Convention on the Future of the Europe. President of the Steering Committee of the Council of Europe, which has adopted the Framework Convention on the Value of Heritage for Society (in Faro, Portugal).


JENNIFER GILL | New Zealand
CEO, ASB Community Trust
Presenting: "New Funding Models for the Arts in New Zealand"
Panel: Pathways Out of Crisis: New Funding Models

Jennifer Gill is currently the CEO of the ASB Community Trust based in Auckland. She has had a 26 year career in philanthropy as a chief executive and as a board chair and trustee of a variety of trusts and foundations. She and was previously the CEO of the Roy McKenzie Foundation and the New Zealand Fulbright programme. She has been a Trustee and Chair of the J R McKenzie Trust and the Wellington Regional Community Foundation. Jennifer was one of the founders of the New Zealand Funding Information Service and of Philanthropy New Zealand. She currently in her second term as a member of the Board of Philanthropy New Zealand, and in 2009 completed a five year term as Chair.
Jennifer has spoken and written widely on the role of philanthropy. She is the co-author of a chapter “Innovation in Philanthropy Downunder” in *Global Philanthropy*, published by the Mercator Fund, Network of European Foundations in April 2010. She was a Board member of the Asia Pacific Philanthropy Consortium from 2007-2011.

**DOROTA ILCZUK, JHU Philanthropy Fellow | Poland**
Professor of Economics and Cultural Management, Warsaw School of Social Sciences and Humanities
Presenting: “The Arts and the Economic Crisis: Europe”
Panel: The Arts and the Economic Crisis: Challenge or Opportunity?

Dorota Ilczuk has held a doctorate since 1995 on the topic of Institutional and Financial Analysis of Operational Opportunities for Cultural Activities in the Non-profit Sector, and a habilitated doctor degree since 2005. She is the founder and president of the Pro Cultura Foundation. From 2002-2007 she served as President of the Cultural Information and Research Centre Liaison in Europe (CIRCLE). Dr. Ilczuk is a member of the European Cultural Parliament, and co-operates with international organisations and science associations such as e.g.: the European Institute for Comparative Cultural Research (ERICarts), the Association of Cultural Economics International (ACEI) and the International Society for Third Sector Research (ISTR). As an expert of the Council of Europe, European Commission, and European Parliament, Dr. Ilczuk takes part in international research programmes devoted to culture. She has participated in over 100 national and international science conferences, and has served as project director for numerous research programmes. Dr. Ilczuk has authored over 100 publications, studies, and articles in both Polish and English. Her publications cover a range of research fields including: 1) the economic aspects of cultural activity—economics of culture; 2) the interdependence between cultural policy and the development of civil society; and 3) cultural management. Her works concentrate primarily on such issues as various models of financing of culture, commercialisation of culture, the free market and culture, organising and financing of cultural activity within the third sector, privatisation of culture, sponsorship and patronage of culture, the economic value of the creative sector and cultural industries, and changes in public cultural institutions. Among the currently realised projects the most significant are those that are applicable and concern the forming of cultural policies in metropolises.

**MANUEL AUGUSTO LOPES DE LEMOS | Portugal**
President, União das Misericórdias Portuguesas
Panel: Nonprofits and the Arts in Portugal

Manuel Augusto Lopes de Lemos, was born in Oporto, Portugal, and holds a degree in Law. He was deputy chairman of Oporto’s Regional Health Administration, chief of staff to Health Minister Leonor Beleza, Regional Commissioner of the North Portugal Campaign Against Poverty, vice chairman of the “Poverty Alleviation” committee of the United Nations, and Portugal’s representative on the Committee for Social Affairs of the European Union. He has played many roles in social sector institutions, such as vice-president of the Oporto’s Santa Casa da Misericórdia, president of the Health’s Commission of the Union of Misericórdias Portuguesas and president of the Misericórdias Portuguesas’ Health Group, among many others. He is currently president of the National Secretariat of the Union of Misericórdias Portuguesas, position he has held since January 2007. He is also president of the World Confederation of Misericordias and Philanthropic Entities, a confederation of four thousand institutions from 27 countries.

**SOFIA NEUPARTH | Portugal**
Director, Centro en Movimento
Presenting: “Art of Being with People and Places”
Panel: The Arts as an Instrument for Education & Social Integration-Lessons learned

Sofia Neuparth is a researcher, teacher of the body, and creator following a path of artistic growth. She has had the opportunity to develop work with trainers, designers, and thinkers such as Simone Forti, Steve Paxton, Tony Hulbert, Mary Fulkerson, Peter Hulton, Bonnie Cohen, Bragança de Miranda or Joseph Gil, basing her work’s in-depth development in the relationship established with the people from different cultural and social realities. Ms. Neuparth has been a dance teacher since 1980. In 1990 she opened the Laboratories of Composition, and in 1993 the Experimental Space (a space for shows and biweekly discussion of artwork) and 100h Talk (a monthly space open for talks on Art, Science, and Community), and was key in the creation of CEM - Center on the Move (1997). She has taught, presented her choreographic work, and participated in conferences and debates around the country and abroad. She works with different artists and has invested heavily in working with diverse populations and exploring the relationship between Body and City. She is a founding member of NETWORK-APPD and REDE - Association for Contemporary Dance, where she is been an active member of the group of policy analysis and reflection.
TIAGO RODRIGUES | Portugal
Director, Perfect World, Lisbon
Presenting: “The Arts in Urban Portugal: The Case of Perfect World”
Panel: Pathways Out of Crisis: New Organisational Structures—Is the Nonprofit Model an Answer
Developing his work as an actor, director, producer and writer, Tiago Rodrigues was born in 1977. At the age of 21 he quit theatre school to work with the Belgian company tg STAN, with which he has collaborated on a regular basis since 1998, having co-created and performed several performances spoken in English and French, touring in over 15 countries. In his early years as an actor, he also collaborated with the Portuguese company Artistas Unidos and is part of the theatre collective SubUrbe, simultaneously working as artistic director of several alternative TV shows, like the prized “Zapping”, as a screenwriter for drama or comedy series and writing articles for many Portuguese newspapers.

In 2003 he decided to base his activity in Lisbon and created the company Mundo Perfeito together with Magda Bizarro, being produced by renowned festivals such as Alkantara Festival or Festival d’Automne à Paris and touring in countries such as Portugal, France, UK, Belgium, Holland, Norway, Sweden, Italy, Slovenia, Spain, Italy, Switzerland, Lebanon and Brazil. Besides international co-creations such as “Berenice”, with his usual partners of tg STAN and “Yesterday’s Man” with Lebanese artists Rabih Mroué and Tony Chakar, Tiago Rodrigues has co-created pieces with some of the most relevant actors and authors in Portugal. Furthermore, he has commissioned and staged texts by such international authors as Tim Etchells or Nature Theatre of Oklahoma. At the age of 26, he began working as an invited teacher at Anne Teresa De Keersmaeker’s contemporary dance school PARTS, in Brussels. Since then, he has also taught in various theatre and dance schools in Portugal as well as abroad, either included in university programs such as “The Autonomous Actor” at Stockholm’s Theatre School or directing workshops for performing artists in Portugal, Romania, Brazil, and Norway.

In 2010, Tiago Rodrigues began a new stage in his body of work, choosing to create his own pieces, although continuing to develop collaborative work. His first experience at writing and directing a piece is “If a window should open,” which earned him a nomination for the Best Performance of the Year prize by the Portuguese Author’s Society. Tiago Rodrigues has also been developing several community artistic projects.

JESSE ROSEN | United States
President and CEO, League of American Orchestras
Presenting: “The Arts and the Economic Crisis: United States”
Panel: The Arts and the Economic Crisis: Challenge or Opportunity?
Jesse Rosen has been recognized as one of the outstanding thinkers in contemporary performing arts leadership. As president and CEO of the League of American Orchestras since July 2008, he has raised the level of debate about orchestras among the nation’s cultural, policy, and opinion leaders and among the League’s approximately 850 member orchestras. Under Mr. Rosen’s guidance, the League has taken a leadership role in helping orchestras adapt to a rapidly changing environment, particularly in the recent financial downturn. New initiatives have expanded the League’s support of orchestras as they work to strengthen their fiscal health, their management and board leadership, their engagement with their communities, and their artistic vitality. A lifelong musician and experienced orchestra CEO, Mr. Rosen has stimulated innovation throughout his more than ten-year tenure at the League. He was instrumental in creating new programs such as Music Alive, the American Conducting Fellows, and Ford Made in America.

Prior to joining the League, he served as general manager of the Seattle Symphony, executive vice president and managing director of the American Composers Orchestra in New York City, orchestra manager of the New York Philharmonic, and vice president of programs for Affiliate Artists, Inc. A trombonist, Mr. Rosen received his bachelor’s degree from the Manhattan School of Music and pursued graduate studies at The Juilliard School. Jesse Rosen serves on the boards of the American Composers Orchestra and the Performing Arts Alliance and the Board of Overseers of the Curtis Institute of Music.

LESTER M. SALAMON | United States
Dr. Lester Salamon is a Professor at the Johns Hopkins University and Director of the Johns Hopkins Center for Civil Society Studies. He previously served as Director of both the Johns Hopkins Institute for Policy Studies and the Center for Governance and Management Research at the Urban Institute in Washington, D.C. and as Deputy Associate Director of the U.S. Office of Management and Budget in the Executive Office of the President.


Dr. Salamon received his B.A. degree in Economics and Policy Studies from Princeton University and his Ph.D. in Government from Harvard University. He is Chairman Emeritus and Member of the Board of the Community Foundation of the Chesapeake and serves on the editorial boards of several journals, including the Annals of Public and Cooperative Economics, Nonprofit and Voluntary Sector Quarterly, Voluntas, and Transaction.

**JOÃO B. SERRA | Portugal**

**Director, Guimarães, European Capital of Culture 2012**

**Presenting: “European Capital of Culture 2012: Guimarães”**

**Panel: The Arts as an Engine of Economic Development-Lessons learned**

João B. Serra is Coordinator Professor at Escola Superior de Artes e Design das Caldas da Rainha (Higher Institute for Arts and Design) and History researcher at Instituto de História Contemporânea da Faculdade de Ciências Sociais e Humanas da Universidade Nova de Lisboa (Institute of Contemporary History). He is a former member of Comissão Nacional para as Comemorações do Centenário da República (2008-2009), (Commemorations of the Centenary of the Establishment of the Portuguese Republic) and is the present Chairman of Fundação Cidade de Guimarães, the organization in authority for Guimarães 2012 - European Capital of Culture. From September 2009 to August 2011 he was its Executive Director, in charge of the artistic and cultural programming.

Mr. Serra has authored studies of Portuguese political history in the nineteenth and twentieth centuries, which have been published in Portugal and abroad, and is the co-author of works about the Republic and the Republicanism. In addition, Mr. Serra is the Scientific Director of Casa dos Patudos de José Relvas - Museu de Alpiarça. From 1996-2006, he was the Political advisor and Chief of Staff of President Jorge Sampaio and is former member of the Comissão Nacional para as Comemorações do Dia de Portugal, de Camões e das Comunidades Portuguesas (Commission of Portuguese National Day) and of Conselho de Imprensa (Portuguese Press Council). Mr Serra has been honored with national and foreign decorations (Ordem da Liberdade e Ordem Militar de Cristo). Since 2011, he has been a member of Conselho Nacional das Ordens Honorificas Portuguesas (Portuguese Honorific Orders).

**GENEVIEVE TIMMONS | JHU Philanthropy Fellow | Australia**

**Philanthropic Consultant, Portland House Foundation**


**Panel: The Arts as an Instrument for Education & Social Integration-Lessons learned**

Genevieve Timmons is currently the Philanthropic Executive with the Portland House Foundation, a private family foundation in Melbourne. In her previous role as an international philanthropic consultant, Genevieve worked with more than 40 different foundations, trusts, corporate giving programs and private donors, plus membership bodies for grant makers in Australia and New Zealand. She specializes in design of contemporary giving programs, strategic planning and professional development of staff and board members. During an extensive career of almost three decades in the philanthropic sector, Genevieve managed two philanthropic foundations with charters to promote social justice and equity, and several giving programs designed to promote community vitality. As a consultant she has engaged with boards members, staff and private donors to set vision, establish policy and procedures, and build relationships with grant recipients to guarantee the best possible outcomes from philanthropic dollars. Working with foundations and private donors, Genevieve has personally engineered the distribution of over $35m to the nonprofit sector in Australia, in response to thousands of funding proposals from nonprofit organisations.
Genevieve is a Fellow of Leadership Victoria, and a Senior Fellow of the Johns Hopkins International Fellows in Philanthropy Program (USA). Research and monitoring of international trends in philanthropy has been consistently maintained over the last two decades, through travel and exchange with colleagues in over 25 countries. Genevieve sits on the boards of two philanthropic grantmaking foundations, the George Hicks Foundation, the Inner North Community Foundation. Her not for profit board appointments include Victorian Foundation for Survivors of Torture, The Long Walk Foundation, the Indigenous Leadership Fellowship Program, and she is a member of the Victorian State Government Philanthropy and Government Working Party.

In all work undertaken, priorities are to enhance the practice of trusts and foundations as investors in civil society, and to maximize the benefits derived from every philanthropic dollar spent by grant-makers. Professional commitment is to the vision of just and inclusive societies, where the needs of everyone are respected, and their contributions are valued. Genevieve is mother to three adult children and two grandchildren. She is a messy but passionate gardener and is lamenting the loss of her hens in Alphington, to the local fox.