

# FAMILY FOUNDATIONS SCHOLAR PROJECT Mentor Manual

LEMI SCHOLAR PROJECT™

# **Family Foundations**

**Eugene A. Scanlan** 

## **Family Foundations:**

Family Foundation Handbook (2009) Jerry J. McCoy, Kathryn W. Miree, 2008-09 The Family Foundation Handbook provides comprehensive coverage of the legal tax and business aspects of forming and operating a family foundation From grantmaking to investment management accounting procedures to tax filings and funding the foundation to protecting it from liability this handbook provides coverage of all the issues a family foundation faces This valuable resource provides forms checklists questionnaires training forms and other items to help provide the professional assistance every foundation Generations of Giving Kelin E. Gersick, Deanne Stone, National Center for Family Philanthropy (U.S.), 2004-01-01 needs Using detailed and comprehensive analysis Generations of Giving Leadership and Continuity in Family Foundations examines continuity and leadership over time within family foundations Based upon a study of foundations in the United States and Canada that have survived through at least two generations the authors ask probing questions including Why were the foundations started What did they look like at the beginning How did the families of the founders come to be involved And how did they organize themselves to do their work from year to year decade to decade Although the foundations in the study are quite diverse in their goals and management they have all had to confront and survive a common set of challenges At the core of this volume is the study of two aspects of philanthropy funding and volunteers each essential to the survival of a foundation This study is about the why and the how of these two crucial aspects. The authors give a truly unique perspective which serves as a powerful tool for readers as they address the specific situations of their own foundations A thorough and powerful work Generations of Giving Leadership and Continuity in Family Foundations demands that we must not only appreciate philanthropy but we must also increase our understanding so that we can do it better A co publication with the National Center for Family Philanthropy Creating Change Through Family Philanthropy Alison Goldberg, Karen Pittelman, 2007-01-26 Creating Change Through Family Philanthropy explains how privilege works in our society and how young people can use it to better society Based on the authors experiences with Resource Generation a national nonprofit working with wealthy young progressives the book makes the case for addressing urgent social and economic needs financially It frames controversial topics from power dynamics to grants payout in an accessible way offering next generation readers the tools they need to transform their funds Drawing on over 40 interviews this is an essential guide for both young philanthropists and anyone working with wealthy families interested in ethical giving **Corporate and Foundation Fund Raising** Eugene A. Scanlan, 1997 If you truly want to be successful in raising money from foundations and corporations there are many steps you must take before a proposal goes out the door And there are many things you must do after it is in the hands of the potential funder And that s why you should have a copy of Corporate and Foundation Fund Raising A Compete Guide from the Inside It's the only step by step guide that provides a total and c omprehensive strategic approach to fund raising You ll get a wealth of hands on techniques strategy tips real life examples war stories time saving forms

International Encyclopedia of Civil Society Helmut K. Anheier, Stefan Toepler, 2009-11-24 Recently the topic of civil society has generated a wave of interest and a wealth of new information Until now no publication has attempted to organize and consolidate this knowledge The International Encyclopedia of Civil Society fills this gap establishing a common set of understandings and terminology and an analytical starting point for future research Global in scope and authoritative in content the Encyclopedia offers succinct summaries of core concepts and theories definitions of terms biographical entries on important figures and organizational profiles In addition it serves as a reliable and up to date guide to additional sources of information In sum the Encyclopedia provides an overview of the contours of civil society social capital philanthropy and nonprofits across cultures and historical periods For researchers in nonprofit and civil society studies political science economics management and social enterprise this is the most systematic appraisal of a rapidly growing field Fundraising Michael J. Worth, 2015-07-21 Fundraising Principles and Practice provides readers with a comprehensive introduction to fundraising Taking a balanced perspective bestselling author Michael J Worth offers insights on the practical application of relevant theory. The text is designed to engage readers in thinking critically about issues in fundraising and philanthropy to prepare them for careers in the nonprofit sector Worth explores donor motivations and fundraising techniques for annual giving programs major gift programs planned giving and corporate and foundation giving and campaigns Traditional methods including direct mail and personal solicitations are discussed as well as new tools and practices including online fundraising crowd funding and social networks analytics and predictive modeling Written specifically for nonprofit career oriented individuals this book helps readers become successful fundraisers **Maximizing Program Services Through Private Sector Partnerships and Relationships** ,2008 **Igniting the Power of Community** Paul A. Gaist, 2009-12-04 Igniting the Power of Community The Role of CBOs and NGOs in Global Public Health introduces readers to the pursuit and potential of community based organizations and nongovernmental organizations to transform global public health At a time of

unprecedented challenges economic crises social inequalities environmental stressors emerging health threats these organizations are initiating and driving change often being the first to call attention to the issues and increasingly forging significant and sustainable solutions Through concrete examples success stories and cautionary tales from experienced practitioners Igniting the Power of Community demonstrates why understanding the roles of the diverse organizations of this sector is vital to anyone concerned with improving health and public health today This forward thinking book explains how citizen sector organizations work their immediate and long term impact on public health and the key players and business dynamics involved With an emphasis on innovative approaches it provides an insiders view into practical considerations regarding organizational structure financing and operations A sampling of the coverage The new era of social entrepreneurship and philanthropy Sustainability in international public health NGOs Front line perspectives from both well established and grassroots CBOs Faith based organizations and public health NGOs and the military evolving relationships in conflict and disaster zones Understanding the environmental health movement and its impact Project YEAH a youth AIDS organizations story Whether you are involved in clinical care health research public health programs or policy development and implementation this book provides key insights and skills and will serve as an invaluable resource in working most effectively with and within these dynamic organizations body The Routledge Companion to Philanthropy Tobias Jung, Susan D. Phillips, Jenny Harrow, 2016-05-17 Philanthropy the use of private resources for public purposes is undergoing a transformation both in practice and as an emerging field of study Expectations of what philanthropy can achieve have risen significantly in recent years reflecting a substantial but uneven increase in global wealth and the rolling back of state services in anticipation that philanthropy will fill the void In addition to this experiments with entrepreneurial and venture philanthropy are producing novel intersections of the public non profit and private spheres accompanied by new kinds of partnerships and hybrid organisational forms The Routledge Companion to Philanthropy examines these changes and other challenges that philanthropists and philanthropic organisations face With contributions from an international team of leading contemporary thinkers on philanthropy this Companion provides an introduction to and critical exploration of philanthropy discussing current theories research and the diverse professional practices within the field from a variety of disciplinary perspectives The Routledge Companion to Philanthropy is a rich and valuable resource for students researchers practitioners and policymakers working in or interested in philanthropy **Cumulative List of Organizations Described in Section** 170 (c) of the Internal Revenue Code of 1954,2002 Nonprofits and Government Elizabeth Boris, C. Eugene Steuerle, 2016-09-22 Nonprofits and Government provides students and practitioners with the first comprehensive interdisciplinary research based inquiry into the collaborative and conflicting relationship between nonprofits and government at all levels local national and international The contributors all leading experts explore how government regulates facilitates finances and oversees nonprofit activities and how nonprofits in turn try to shape the way government

serves the public and promotes the civic religious and cultural life of the country Buttressed by rigorous scholarship a solid grasp of history and practical ideas this 360 degree assessment frees discussion of the nonprofit sector's relationship to government from both wishful and insular thinking The third edition addresses the tremendous changes that created both opportunities and challenges for nonprofit government relations over the past ten years including new audit requirements tax and regulatory changes consequences of the Affordable Care Act and the Great Recession and new nonprofit and philanthropic forms Contributions by Alan J Abramson Mark Blumberg Elizabeth T Boris Erica Broadus Evelyn Brody John Casey Roger Colinvaux Joseph J Cordes Teresa Derrick Mills Nathan Dietz Lewis Faulk Marion Fremont Smith Saunji D Fyffe Virginia Hodgkinson B atrice Leydier Cindy M Lott Jasmine McGinnis Johnson Brice McKeever Susan D Phillips Steven Rathgeb Smith Ellen Steele C Eugene Steuerle Dennis R Young and Mary K Winkler *Cumulative List of Organizations* Described in Section 170 (c) of the Internal Revenue Code of 1986, 1996 **Cumulative List of Organizations Described** in Section 170 (c) of the Internal Revenue Code of 1954 United States. Internal Revenue Service, 1989 in Nonprofit Organizations Kathryn A. Agard, 2011 Leadership in Non Profit Organizations tackles issues and leadership topics for those seeking to understand more about this dynamic sector of society A major focus of this two volume reference work is on the specific roles and skills required of the non profit leader in voluntary organizations Key features include contributions from a wide range of authors who reflect the variety vibrancy and creativity of the sector itself an overview of the history of non profit organizations in the United States description of a robust and diverse assortment of organizations and opportunities for leadership an exploration of the nature of leadership and its complexity as exemplified in the non profit sector availability both in print and online this title will form part of the 2010 Encyclopedia Collection on SAGE Reference Online The Handbook includes topics such as personalities of non profit leaders vision and starting a nonprofit organization nonprofit law statutes taxation and regulations strategic management financial management collaboration public relations for promoting a non profit organization human resource policies and procedures The Legacy Family L. Hausner, D. Freeman, 2016-04-30 Written by two experts in the field will provide readers with a roadmap for detailing how to leave family wealth and more importantly legacy intact Readers will learn a variety of skills including how to articulate a collective vision and aspiration for the future which can be embraced by all family members nourishing close family bonds The Routledge Handbook of Nonprofit Communication Gisela Gonçalves, Evandro Oliveira, 2022-10-12 This handbook brings together multidisciplinary and internationally diverse contributors to provide an overview of theory research and practice in the nonprofit and nongovernmental organization NGO communication field It is structured in four main parts the first introduces metatheoretical and multidisciplinary approaches to the nonprofit sector the second offers distinctive structural approaches to communication and their models of reputation marketing and communication management the third focuses on nonprofit organizations strategic communications strategies and discourses and the fourth assembles campaigns and case studies of

different areas of practice causes and geographies The handbook is essential reading for scholars educators and advanced students in nonprofit and NGO communication within public relations and strategic communication organizational communication sociology management economics marketing and political science as well as a useful reference for leaders and communication professionals in the nonprofit sector Report of the Treasurer for the Year Ended December 31, 2012 National Academy of Sciences, 2013-07-02 The income that supports the activities of the National Academy of Sciences NAS comes from two major sources program revenue received from sponsors to pay for the myriad studies and other activities undertaken each year by the National Research Council NRC and a much smaller sum that is obtained from our endowment under the endowment spending policies adopted by the Council The goal of the endowment is to provide stable support for the Academy's programs and activities To achieve this goal the Council acting on the recommendations of the Finance Committee has historically authorized spending from the portfolio at a rate designed to maintain the purchasing power of the endowment over time This Report of the Treasure of the National Academy of Sciences presents the financial position and results of operations as well as a review of the endowment trust and other long term investments portfolio activities of our Academy for the year ended December 31 2012 While this book provides essential financial summary to key personnel it also serves as a vital informative resource for various members of the public private and governmental sectors **Publication** ,1989

Delve into the emotional tapestry woven by in Experience **Family Foundations**. This ebook, available for download in a PDF format (PDF Size: \*), is more than just words on a page; it is a journey of connection and profound emotion. Immerse yourself in narratives that tug at your heartstrings. Download now to experience the pulse of each page and let your emotions run wild.

http://www.pet-memorial-markers.com/About/browse/Download\_PDFS/Games\_For\_Math\_Playful\_Ways\_To\_Teach\_Your\_Child\_Math.pdf

## **Table of Contents Family Foundations**

- 1. Understanding the eBook Family Foundations
  - The Rise of Digital Reading Family Foundations
  - Advantages of eBooks Over Traditional Books
- 2. Identifying Family Foundations
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Family Foundations
  - User-Friendly Interface
- 4. Exploring eBook Recommendations from Family Foundations
  - Personalized Recommendations
  - Family Foundations User Reviews and Ratings
  - Family Foundations and Bestseller Lists
- 5. Accessing Family Foundations Free and Paid eBooks
  - Family Foundations Public Domain eBooks
  - Family Foundations eBook Subscription Services

- Family Foundations Budget-Friendly Options
- 6. Navigating Family Foundations eBook Formats
  - ∘ ePub, PDF, MOBI, and More
  - Family Foundations Compatibility with Devices
  - Family Foundations Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Family Foundations
  - Highlighting and Note-Taking Family Foundations
  - Interactive Elements Family Foundations
- 8. Staying Engaged with Family Foundations
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Family Foundations
- 9. Balancing eBooks and Physical Books Family Foundations
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Family Foundations
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Family Foundations
  - Setting Reading Goals Family Foundations
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Family Foundations
  - Fact-Checking eBook Content of Family Foundations
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

# **Family Foundations Introduction**

In todays digital age, the availability of Family Foundations books and manuals for download has revolutionized the way we access information. Gone are the days of physically flipping through pages and carrying heavy textbooks or manuals. With just a few clicks, we can now access a wealth of knowledge from the comfort of our own homes or on the go. This article will explore the advantages of Family Foundations books and manuals for download, along with some popular platforms that offer these resources. One of the significant advantages of Family Foundations books and manuals for download is the cost-saving aspect. Traditional books and manuals can be costly, especially if you need to purchase several of them for educational or professional purposes. By accessing Family Foundations versions, you eliminate the need to spend money on physical copies. This not only saves you money but also reduces the environmental impact associated with book production and transportation. Furthermore, Family Foundations books and manuals for download are incredibly convenient. With just a computer or smartphone and an internet connection, you can access a vast library of resources on any subject imaginable. Whether youre a student looking for textbooks, a professional seeking industry-specific manuals, or someone interested in self-improvement, these digital resources provide an efficient and accessible means of acquiring knowledge. Moreover, PDF books and manuals offer a range of benefits compared to other digital formats. PDF files are designed to retain their formatting regardless of the device used to open them. This ensures that the content appears exactly as intended by the author, with no loss of formatting or missing graphics. Additionally, PDF files can be easily annotated, bookmarked, and searched for specific terms, making them highly practical for studying or referencing. When it comes to accessing Family Foundations books and manuals, several platforms offer an extensive collection of resources. One such platform is Project Gutenberg, a nonprofit organization that provides over 60,000 free eBooks. These books are primarily in the public domain, meaning they can be freely distributed and downloaded. Project Gutenberg offers a wide range of classic literature, making it an excellent resource for literature enthusiasts. Another popular platform for Family Foundations books and manuals is Open Library. Open Library is an initiative of the Internet Archive, a non-profit organization dedicated to digitizing cultural artifacts and making them accessible to the public. Open Library hosts millions of books, including both public domain works and contemporary titles. It also allows users to borrow digital copies of certain books for a limited period, similar to a library lending system. Additionally, many universities and educational institutions have their own digital libraries that provide free access to PDF books and manuals. These libraries often offer academic texts, research papers, and technical manuals, making them invaluable resources for students and researchers. Some notable examples include MIT OpenCourseWare,

which offers free access to course materials from the Massachusetts Institute of Technology, and the Digital Public Library of America, which provides a vast collection of digitized books and historical documents. In conclusion, Family Foundations books and manuals for download have transformed the way we access information. They provide a cost-effective and convenient means of acquiring knowledge, offering the ability to access a vast library of resources at our fingertips. With platforms like Project Gutenberg, Open Library, and various digital libraries offered by educational institutions, we have access to an ever-expanding collection of books and manuals. Whether for educational, professional, or personal purposes, these digital resources serve as valuable tools for continuous learning and self-improvement. So why not take advantage of the vast world of Family Foundations books and manuals for download and embark on your journey of knowledge?

## **FAQs About Family Foundations Books**

How do I know which eBook platform is the best for me? Finding the best eBook platform depends on your reading preferences and device compatibility. Research different platforms, read user reviews, and explore their features before making a choice. Are free eBooks of good quality? Yes, many reputable platforms offer high-quality free eBooks, including classics and public domain works. However, make sure to verify the source to ensure the eBook credibility. Can I read eBooks without an eReader? Absolutely! Most eBook platforms offer webbased readers or mobile apps that allow you to read eBooks on your computer, tablet, or smartphone. How do I avoid digital eye strain while reading eBooks? To prevent digital eye strain, take regular breaks, adjust the font size and background color, and ensure proper lighting while reading eBooks. What the advantage of interactive eBooks? Interactive eBooks incorporate multimedia elements, guizzes, and activities, enhancing the reader engagement and providing a more immersive learning experience. Family Foundations is one of the best book in our library for free trial. We provide copy of Family Foundations in digital format, so the resources that you find are reliable. There are also many Ebooks of related with Family Foundations. Where to download Family Foundations online for free? Are you looking for Family Foundations PDF? This is definitely going to save you time and cash in something you should think about. If you trying to find then search around for online. Without a doubt there are numerous these available and many of them have the freedom. However without doubt you receive whatever you purchase. An alternate way to get ideas is always to check another Family Foundations. This method for see exactly what may be included and adopt these ideas to your book. This site will almost certainly help you save time and effort, money and stress. If you are looking for free books then you really should consider finding to assist you try this. Several of Family Foundations are for sale to free while some are payable. If you arent sure if the books you would like to download works with for usage along with your computer, it is possible to download free trials. The free guides make it easy for someone to free access online library for download

books to your device. You can get free download on free trial for lots of books categories. Our library is the biggest of these that have literally hundreds of thousands of different products categories represented. You will also see that there are specific sites catered to different product types or categories, brands or niches related with Family Foundations. So depending on what exactly you are searching, you will be able to choose e books to suit your own need. Need to access completely for Campbell Biology Seventh Edition book? Access Ebook without any digging. And by having access to our ebook online or by storing it on your computer, you have convenient answers with Family Foundations To get started finding Family Foundations, you are right to find our website which has a comprehensive collection of books online. Our library is the biggest of these that have literally hundreds of thousands of different products represented. You will also see that there are specific sites catered to different categories or niches related with Family Foundations So depending on what exactly you are searching, you will be able to choose ebook to suit your own need. Thank you for reading Family Foundations. Maybe you have knowledge that, people have search numerous times for their favorite readings like this Family Foundations, but end up in harmful downloads. Rather than reading a good book with a cup of coffee in the afternoon, instead they juggled with some harmful bugs inside their laptop. Family Foundations is available in our book collection an online access to it is set as public so you can download it instantly. Our digital library spans in multiple locations, allowing you to get the most less latency time to download any of our books like this one. Merely said, Family Foundations is universally compatible with any devices to read.

# **Find Family Foundations:**

games for math playful ways to teach your child math garagenalia valuation guide gangster apparel fuzzy modeling and genetic algorithms for data mining and exploration gaming-simulation rationale designs and applications gainsharing and employee involvement gaining word power g p a healy american artist an intimate galen rowells vision the art of adventure photography gaas guide 93 miller comprehensive games of ancient rome games computer play create your own

gadamer and hermeneutics games in a world of infrastructures simulationgames for research learning and intervention futurology fiasco a critical study of non-marxist concepts of how society develops

## **Family Foundations:**

Social Welfare Policy Analysis and Choices - 1st Edition The book's approach is to develop a framework for looking at the underlying issues, ideologies, social and economic forces, culture, and institutionalized ... Social Welfare Policy Analysis and Choices - Hobart A. Burch Social Welfare Policy Analysis and Choices gives you a thorough introduction to social welfare policy analysis. The knowledge you'll gain from its pages ... Social Welfare Policy Analysis and... by: Hobart A Burch The book's approach is to develop a framework for looking at the underlying issues, ideologies, social and economic forces, culture, and institutionalized ... Social welfare policy and social programs: a values ... Summary: "Offering a new values perspective, Elizabeth Segal's SOCIAL WELFARE POLICY AND SOCIAL PROGRAMS takes the student beyond identifying, describing, ... Social Welfare Policy Analysis and Choices - Hobart A Burch The book's approach is to develop a framework for looking at the underlying issues, ideologies, social and economic forces, culture, and institutionalized ... SOWK 4120 Social Policy Analysis, Advocacy and Practice This foundation course analyzes contemporary societal needs and problems, as well as the historical and current context of U.S. social welfare programs and ... API-102: Resources, Incentives, and Choices II: Analysis of ... This course builds on API-101 to develop microeconomic and macroeconomic tools of analysis for policy problems through various policy applications. State Level Public Policy Choices as Predictors of ... by SL Zimmerman · 1988 · Cited by 28 — An exploratory multiple regression analysis shows that the predictors of state teen birthrates are state poverty rates, low. SW 300: Social Welfare Policy Analysis 6 days ago — SW 300: Social Welfare Policy Analysis; Finding Information by Source Type. Search this Guide Search. SW 300: Social Welfare Policy Analysis. Campbell Biology in Focus by Urry, Lisa Built unit-by-unit, Campbell Biology in Focus achieves a balance between breadth and depth of concepts to move students away from memorization. Campbell Biology in Focus Campbell Biology in Focus is designed to help you master the fundamental content and scientific skills you need as a college biology major. Streamlined content ... CAMPBELL BIOLOGY IN FOCUS CAMPBELL BIOLOGY IN FOCUS ... Textbooks can only be purchased by selecting courses. Please visit the Course List Builder to get started. Campbell Biology in Focus, 3rd Edition AP® Edition © 2020 Campbell Biology in Focus emphasizes the essential content, concepts, and scientific skills needed for success in the AP Biology course. Material Details for Campbell Biology in Focus 3rd Edition, AP ... Campbell Biology in Focus 3rd Edition, AP® Edition©2020 with Mastering Biology with Pearson eText (up to 5-years) · Pricing Models · Ancillaries / Related ... Campbell Biology in Focus - 3rd Edition -Solutions and ... Find step-by-step solutions and answers to Campbell Biology in Focus - 9780134710679, as well as

thousands of textbooks so you can move forward with ... Campbell Biology in Focus AP Edition, 3rd Edition by Cain Campbell Biology in Focus AP Edition, 3rd Edition · Buy New. \$199.95\$199.95. \$3.99 delivery: Thursday, Jan 4. Ships from: School Library Book Sales. Sold by: ... PICK FORMAT: CAMPBELL'S BIOLOGY IN FOCUS Integrate dynamic content and tools with Mastering Biology and enable students to practice, build skills, and apply their knowledge. Built for, and directly ... Campbell Biology in Focus - Urry, Lisa; Cain, Michael For introductory biology course for science majors. Focus. Practice. Engage. Built unit-by-unit, Campbell Biology in Focus achieves a balance between ... Campbell Biology in Focus | Rent | 9780134710679 The new edition integrates new, key scientific findings throughout and offers more than 450 videos and animations in Mastering Biology and embedded in the new ... Texas Food Handlers Flashcards Study with Quizlet and memorize flashcards containing terms like What is the problem with a chef cracking raw eggs and then touching cooked pancakes? Texas Food Handlers Flashcards Wash your hands and use utensils to keep from touching raw foods. What is a good practice while working in food service? Texas food handler final exam answers Discover videos related to Texas food handler final exam answers on TikTok. Texas Food Handlers Test Answers Jan 28, 2023 — We thoroughly check each answer to a question to provide you with the most correct answers. Found a mistake? Tell us about it through the REPORT ... Food Handling Card Test Part 2 - 25 Questions Answers TX Food Handlers Review 2023 Questions and Answers Food Handlers/Food Safety Bundled Exam (Graded A) latest 2023 · 1. Exam (elaborations) - 360 ansi training food test- questions and answers ( ... Free Food Handler Practice Test (With Answers) Jan 23, 2023 — Here's a 10-question food handler practice test with answers to help you pass your food handler test the first time. Food handler practice test. Food Handling - Exam Online Test - 2023 Free online exam with questions, answers and explanations on Food Safety. The exam is updated and includes questions about Allergens and Acrylamide. 2023. Texas Food Handlers Test Questions And Answers 1. Exam (elaborations) - Texas food safety managers test questions and answers | guaranteed success · 2. Exam (elaborations) - Texas food manager ... Food handlers test answers A food handlers test consists of food safety-related questions that help train food handlers to fulfill a food defense plan. It can be used as a preparatory ...