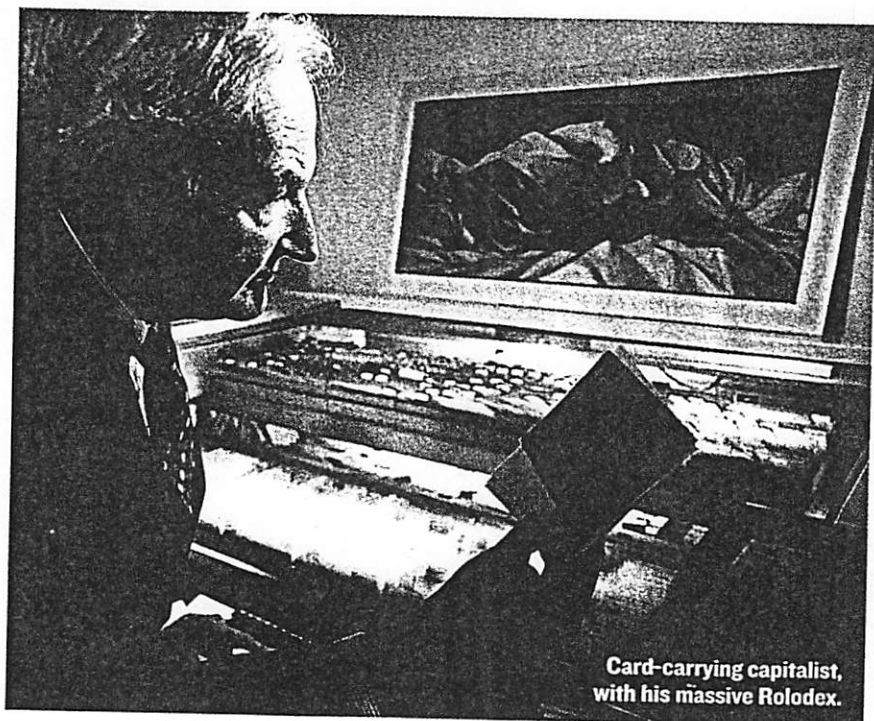


A Wealth of Names

David Rockefeller Sr. is the ultimate rainmaker. The former Chase chairman sets no boundaries between business and philanthropy.



Card-carrying capitalist, with his massive Rolodex.

BY ROBERT LENZNER AND ASHLEA EBELING

YOU CAN MEASURE DAVID ROCKEFELLER SR.'S wealth and power by taking a look at his stock portfolio, his real estate holdings or his art collection. Or you can take an elevator to the 56th floor of Rockefeller Center in New York and look for an alcove that encloses a massive Ferris wheel of a Rolodex. This 4-foot-by-5-foot contraption is the fulcrum of Rockefeller's globe-trotting life at the age of 84. Here can be found everyone the former chairman of Chase Manhattan Bank has met

since he was an assistant military attaché at the U.S. Embassy in Paris during the 1940s. It has 150,000 names.

This is not some museum piece. This is a working man's toolbox. Though he retired as chairman in 1981, Rockefeller still uses it to develop new business for Chase. And he uses it to raise money for his innumerable charities—often mixing the two. We're talking logrolling on a major scale, with worthy causes the ultimate beneficiaries.

Just one example: Chase's private banking unit was trying to strengthen its relationship with Gary Winnick, the newly minted multibillionaire founder of Global Crossing, the telecommunications firm. Who better than Rockefeller to help? At a bank conference in London last year, Maria Elena Lagomasino, chief of private banking, arranged for him to meet Winnick.

The discussion mostly revolved around philanthropy and big money, a topic Winnick was suddenly finding more relevant. Rockefeller

advised Winnick to consult with a former philanthropy aide, William Dietel. Winnick did. He says he was wowed by Lagomasino and in awe of Rockefeller. And he was sufficiently impressed that he later gave Chase more of his money to manage. "It is a privilege to know such a business and philanthropic statesman," he says.

The pursuit didn't end there. In the midst of a \$650 million fundraising drive for New York's Museum of Modern Art, Rockefeller escorted Winnick and his wife on a private tour, followed by dinner at an elegant midtown restaurant. A

It's Who You Know

David Rockefeller's Rolodex is a networker's dream. He's got his 150,000 names filed not only by name but by geography (for that occasional foray to the Seychelles and Somalia). Included are prime ministers, bank

chairmen (and their wives), academics, corporate titans and even the doorman of a Lisbon hotel who gave him a tip on the best local tilemaker. One card is not enough for some people. Henry Kissinger's section extends to 22 cards, describing many of Rockefeller's consultations with him since the 1950s.

Got nothing to say when you meet



Cheat sheet: A few of the notes after meeting with Henry Kissinger.

that new world leader? Rockefeller doesn't have that problem. He remembers greeting Mexican president Miguel de la Madrid in 1984. Rockefeller recited each of their nine meetings since de la Madrid's student days at Harvard. "It had a profound effect on him," Rockefeller recalls. No doubt.

—R.L.

EDWARD SANTALONE [2]

few months later Winnick committed to donating at least \$5 million to the museum. A nomination to MOMA's board is a possible next step.

Net result: Chase got new business and Rockefeller got money for his beloved museum, as well as, through Winnick, a new entrée into West Coast technology wealth. Rockefeller is obviously pleased with Winnick's giving. "Many of the newly wealthy don't know how to give," Rockefeller says.

Rockefeller has been wearing two hats for a long time. As a young Chase banker covering South America a half-century ago, Rockefeller met Amalia de Fortabat, wife of the Argentinean cement king who left the business to her when he died. Rockefeller came to call. The widow put a chunk of her growing fortune into Chase's hands.

Later Rockefeller convinced de Fortabat to contribute to several of his causes, ranging from MOMA to the

Latin American studies program at Harvard.

Same story, different details, behind meticulously developed relationships with Fiat's Giovanni Agnelli and the late Greek shipper Stavros Niarchos. Business came first, then contributions.

Recall the early 1990s, when a big battle loomed over the fate of Rockefeller Center. A few twists of the Rolodex, a pause at the names of Agnelli and Niarchos, and Rockefeller had helped fill a huge war chest to repurchase the center from the Japanese. Last year a foundation created after Niarchos died in 1996 sent a \$5 million gift for the expansion of MOMA.

Rockefeller spends less than half the year at his home in New York City. The rest of the time he's traveling, either for Chase or such groups as the Council on Foreign Relations, the Trilateral Commission or Rockefeller University.

He's a workaholic who wakes at 5

a.m. and reads the day's memoranda before nonstop appointments. On Sept. 2 in São Paulo, for example, he had ten meetings over ten hours.

On this day Chase got new clients, Harvard got contacts to be tapped for its Latin American program, and the Council of the Americas, a free-trade organization, got new members and possible contributors. "Harvard, Chase, the council, everything overlapped," says Neil Rudenstine, president of Harvard, who went along for the ride.

His grandfather (who created the family fortune) and his father drilled *noblesse oblige* into Rockefeller at an early age. The dutiful son has given away \$275 million, including \$63 million to Rockefeller University, \$26 million to Harvard and \$11 million to the Council on Foreign Relations. More will come; he's worth \$2.5 billion. That Rolodex is worth a fortune, too, but you can't put a value on it. **F**

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