

**2001 Annual Report**

THE  
EdnaMcConnell  
Clark FOUNDATION



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*2001 Annual Report*

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## **A Letter from the President**

**TO INTRODUCE THE 2001 ANNUAL REPORT**, I will be discussing eighteen months of work by the Edna McConnell Clark Foundation and a group of adventurous grantees. It amazes me that a year and a half has already passed since our last Report. Our work has engaged us so completely that we have hardly taken note of time racing by.

In my last letter, I talked about our decision to move from a grantmaking approach geared toward reforming government systems through Foundation-designed initiatives to one that focuses on helping build the capacities of nonprofit organizations to achieve their own objectives through multi-year organizational development grants. We call this approach to grantmaking institution and field building (IFB). At the same time, to enhance our grantmaking effectiveness, we decided to move all the Foundation's resources into one substantive area—youth development—rather than continue to divide them among four or five different programs.

As I write this update, I find myself pulled in two directions. On the one hand, I think it's important to talk soberly about how radically our approach to grantmaking has changed, and make very clear that we won't know for five to ten years whether the decision to plunge into this new way of working will achieve the results we expect. On the other hand, although transforming the Foundation to operate in a different way has been very hard, we already are seeing some terrific

work by our grantees, and our staff is tremendously excited and energized—reflecting an enthusiasm for the work that I share. So I want to emphasize up front that while there is a lot of progress to report, in truth our work is just beginning.

This means we had to face many challenges. Among the most critical were:

- Developing, testing, and implementing the new IFB approach to grantmaking;
- Choosing a field within which to work in this new way; and
- Exiting from our other program areas in a responsible manner that would allow us to responsibly meet all of our commitments to grantees and make it likely that social gains from their work would have a good chance for continuing beyond the scheduled life of each initiative.

Briefly, here's where we are with regard to each:

**STEPS IN THE NEW APPROACH TO GRANTMAKING.** To develop our IFB approach to grantmaking, we invited several nonprofit organizations we thought would be willing to participate in a pilot project we called the Growth Fund. Participants included Citizen Schools in Boston; Roca in Chelsea, Massachusetts; The Fifth Avenue Committee in Brooklyn, New York; and Harlem Children's Zone (formerly Rheedlen Centers for Children and Families) in New York City. These nonprofits worked closely with us as we learned how to assess their organizational capacities at great depth through an intensive and time-consuming process of "due diligence." After that, they worked with our staff and The Bridgespan Group (technical assistance providers specializing in data-driven strategic and business planning in the nonprofit sector) to think through their organizations from top to bottom, test their basic assumptions, and develop three- to six-year business plans grounded in rigorous theories of change and hard data with key milestones charting their respective roads to success.

It's fair to say that all of us—the Growth Fund grantees, The Bridgespan Group, and our own staff—learned a tremendous amount from this work. While business planning was something new to the grantees and a remarkable challenge to their organizations, in looking back on it they uniformly recognize the benefits this process yielded to them.

For example, Citizen Schools, an after-school mentoring, enrichment, and support program, rethought its plans to replicate immediately. Instead, the organization focused on improving its “product” by implementing an evaluation system and carefully examining participation data. Citizen Schools is now ready to begin moving to scale through what it calls its Citizen Schools University (CSU). Through CSU, Citizen Schools intends to spread its model to additional locations by offering training to other community-based organizations around the country. As an added benefit, CSU represents a new source of fee-based revenues.

Business planning at Harlem Children’s Zone (HCZ) required the organization to make several key and occasionally tough decisions to better align the organization’s range of programs with its mission as well as make significant changes in its organizational structure. For instance, when it found that a senior center for the elderly was diverting a large proportion of resources away from the organization’s primary goal of improving the lives of Harlem’s children, HCZ transferred this service to another nonprofit agency. In addition, HCZ fully restructured its senior management team and made several key hires, while simultaneously reconstituting and revamping its entire board of directors. And very recently, to demonstrate its long-term commitment to the neighborhood’s youth and children, HCZ broke ground for its new, state-of-the-art facility in Central Harlem.

Roca, which works with culturally diverse youth in a very impoverished and high-crime urban area, uses an innovative approach to engage young people in what it calls “transformative relationships.” While this approach is of great potential interest to the field of youth development, demonstrating its effectiveness is far from simple; however, Roca is now implementing the evaluation system called for in its business plan. It has also established a close, mutually supportive relationship with the local police department that continues to be essential to Roca’s notable achievements in its work with young people in gangs.

In all fairness, I must caution that it remains to be seen whether in the long run these organizational changes translate into improved outcomes for the young people served. Still, it is immensely gratifying to be able to report that all our Growth Fund grantees are moving ahead successfully, hitting all the ambitious targets and milestones set forth in their business plans. In addition, Citizen Schools, Roca, and Harlem Children’s Zone all have attracted multi-million-dollar investments

from other funders at least in part because their business plans are so solid, useful, and compelling.

**WORKING IN THE FIELD OF YOUTH DEVELOPMENT.** As the work of the Growth Fund pilot proceeded, Foundation staff wrestled with selecting a single field within which to build the capacities of nonprofit service providers. We could have selected from any number of worthwhile possibilities, but for us the choice was simple. We settled on youth development because investing in young people has always been an important part of the Foundation's mission and agenda; because youth from low-income families are terribly underserved and have such limited prospects; and because our nation's youth are literally our society's legacy and future.

Having decided to work exclusively in youth development with a focus on young people from low-income families, we understand the importance of articulating to others outside the Foundation what we hope to accomplish. While we are still working to clarify our objectives, here is what we can say right now. In broad strokes, we intend that as a result of participating in the programs our grantees provide outside of school time, children and young people aged 9 through 24 will *gain academic skills and perform better in school*, advancing more consistently from grade to grade. Older youth or young adults will be able to *find meaningful employment*, with opportunities for advancement. We also hope to see greater numbers of young people *more actively involved in the civic and cultural life of their communities*. Finally, we expect our grantees' program participants to *steer clear of harmful activities*, such as getting pregnant at too early an age, becoming mixed up in crime, or abusing drugs.

For us to be confident that the IFB grantmaking approach and individual investments can someday produce that kind of yield, we are monitoring not only the work of our IFB grantees, but also what we do and how we do it. Inevitably our actions can have a profound effect on our grantees' abilities to achieve their goals. Therefore, we go to great lengths to watch what we do, to learn, and then to adjust accordingly.

Recently, concerned that we were not finding sufficient numbers of youth-serving organizations that met our investment criteria, we completed a nationwide scan of the youth development field, looking for high-performing youth organizations. The survey confirmed a lot of what we know about the field of youth development,



including how underdeveloped it is—for example, lacking in: programs whose effectiveness has been proven; shared or well-articulated standards; formal certification of youth workers; and predictable career tracks, among other things. We also learned that there is little variation in youth programs across the country and that the majority of youth services are delivered by multi-service organizations, or by relatively young institutions facing all of the challenges one would expect to see in organizations at such early stages of development.

In light of these findings, we have decided, for the time being, to continue to confine our grantmaking to the eastern seaboard. First, this enables us to sustain our highly engaged way of working with IFB grantees. Second, broadening the geographical area of our grantmaking will not lead to significantly different investment opportunities. However, we now are looking at extending the scope of our youth development portfolio to include multi-service organizations and organizations at earlier developmental stages than we had imagined previously. The changes to our investment criteria, which are still being refined, will be posted on our website ([www.emcf.org](http://www.emcf.org)) in the near future.

In the meantime, we have also found and invested in a new group of grantees, all of which show great promise in helping young people improve their abilities and prospects. These include the B.E.L.L. Foundation and Big Sisters of Massachusetts Bay, both based in Boston. We are also actively involved in *due diligence* with several other impressive organizations from Atlanta to Connecticut. Finally, we continue to make substantial investments in national youth-serving organizations such as Big Brothers Big Sisters of America and Boys and Girls Clubs of America, and are starting up *due diligence* assessments and business planning activities with several others.

In addition to external activities, we are taking a close look at our internal needs and making changes accordingly. For example, our newly hired “portfolio managers” all have expertise in the area of organizational development, with substantial track records in the for-profit world as well as familiarity with the nonprofit sector. Further, we’ve beefed up our in-house financial, evaluation, and communications capacities, implemented IFB teams that cut across the Foundation and tap all areas of expertise and skills among our staff, and developed rigorous standards and protocols governing our new operations—all with an eye on the “bottom line” of improving the Foundation’s grantmaking effectiveness.

**EXITING RESPONSIBLY FROM OTHER PROGRAM AREAS.** When we started the Growth Fund pilot project, the Foundation still operated initiatives in three program areas:<sup>1</sup>

- The Program for Student Achievement, a standards-based middle school reform initiative located in three cities (Corpus Christi, Texas; and Long Beach and San Diego, California);
- The Children’s Program, a child welfare initiative featuring the creation of community partnerships for protecting children in four cities (Jacksonville, Florida; Cedar Rapids, Iowa; Louisville, Kentucky, and St. Louis, Missouri); and
- The New York Neighborhoods Program with its Neighborhood Partners Initiative (NPI), a community-building effort aimed at helping to improve the lives of residents in five New York City neighborhoods in the Bronx and Central Harlem.

From the very beginning of our exit planning, we resolved to keep all our promises and financial commitments to grantees funded under these programs. Not only is this the ethical thing to do, but we know that it is essential to treat current grantees with integrity if we hope to persuade new grantees to take part in a new and perhaps even riskier way of working together.

But winding things down responsibly also means developing individualized “exit strategies” that would reflect fairly on where each program is in its life cycle.

For the Program for Student Achievement, in the last phase of its implementation, we are simply supporting the initiative as it runs its planned course over the coming year and a half, while also encouraging and supporting efforts to solidify and modify local strategies indicated by evolving circumstances.

This January, we spun off the Children’s Program, which for several years has been implementing its Community Partnerships for Protecting Children, and relocated it as a new unit within the Center for the Study of Social Policy (CSSP). This organization has provided much of the technical assistance on which the initiative has relied from the beginning. The CSSP will continue implementation of this initiative in such a way that the evaluation, presently being conducted by the Chapin Hall Center for Children at the University of Chicago, will be able to test the program’s ability to achieve key outcomes.

Finally, because the Neighborhood Partners Initiative focuses on developing the capacities of local lead agencies to engage in resident organizing and community building in small neighborhoods, it seemed sensible and relatively easy to develop an exit strategy that engaged the lead agencies in IFB-style business planning. By strengthening them with capacity-building investments, the lead agencies are prepared to continue their community improvement work beyond the originally intended life of the Program.

In some ways, it is not misleading to say that we've been operating two foundations simultaneously: resolving the challenges of the "old" foundation's programs and initiatives while, at the same time, designing, implementing, testing, and modifying the IFB grantmaking approach of the "new" foundation. There were many opportunities to make mistakes, and even when we didn't execute everything flawlessly, nothing to date has impeded our ability to make thoughtful grants nor prevented our grantees from doing their work. At the same time, we continue to benefit from important opportunities to learn and to improve our efforts.

Looking forward, several key challenges loom large. These include:

- Learning what IFB grantees need from us to support their ability to meet key business plan milestones (unless our grantees succeed, the Foundation can't fulfill its mission);
- Helping our IFB grantees secure funding beyond our multi-year investments so they can sustain their growth and improved operations;
- Helping our grantees demonstrate the effectiveness of their programs in achieving desired youth outcomes (a critical contribution in a field where very few "proven" programs exist);
- Working with grantees to establish their "bona fides" in terms of criteria that are recognized in the youth development field and by other funders as fundamentally sound and worthy;
- Testing our assumption that investing in the organizational capacities of youth-serving agencies will, in the end, result in better outcomes for the young people who use their services;
- Continuing our efforts to understand those elements of our IFB grantmaking approach that are of most value to grantees, and to align our operations to increase our effectiveness and efficiency in providing them;

- Working with other funders to increase the amount, coherency, and reliability of revenue streams for youth development organizations; and
- Working with other institutions in the field of youth development to help build it—that is, to improve the empirical foundation of knowledge on which the field must be developed; support the advancement of standards and professional training; encourage organizations serving young people to extend themselves to older youth and other populations that are difficult to reach and help; and finally to move the social policy context from one that is at best indifferent to young people to one that embraces them.

I can't predict that we will be equally successful on all these fronts, but we will work hard on them. At the same time, we will methodically track productivity, make course adjustments as needed, and gauge progress toward long-term outcomes with better and better short-term markers. It is impossible, at this point, to say much more about that, other than that we plan to share what we learn along the way, not only from our own measurements and those of our grantees, but from the reactions and guidance of others.

Before concluding, allow me a final request. Many people who have followed our deliberations, and sent comments on these annual report essays in the last few years, have been enormously influential in our planning and early steps. We are extremely grateful for that, and we hope the interest and the advice continue to come. Future annual reports will begin to convey some interim observations about our programs and the value of what we're doing, at least as we see it. But we hope you will tell us, in the meantime, what you make of the work we're attempting, and how you think we could do it better.

Sincerely,



*Michael A. Bailin*

MAY 30, 2002

<sup>1</sup>The Foundation had recently spun off a fourth, its Tropical Disease Research Program, into the International Trachoma Initiative, a new nonprofit entity the Foundation created in partnership with Pfizer Inc. The ITI is achieving spectacular success in driving down the prevalence of trachoma, the world's leading cause of preventable blindness. Those readers interested in this work should visit the ITI's website at [www.trachoma.org](http://www.trachoma.org).

## **Youth Development/ Institution and Field Building**

**D**uring 2001, the Foundation formally launched its new youth development work, applying its institution and field building (IFB) investment approach that it developed and refined over the course of an earlier pilot effort.

The goal of the Foundation's work in this area is to help high-performing youth organizations grow stronger and better able to provide quality programs for larger numbers of low-income youth during the non-school hours. Through its IFB approach, in addition to making a substantial financial investment in a youth-serving nonprofit, the Foundation also provides business planning assistance, management advice, and evaluation expertise, all of which are designed to support the organization's long-term growth. These services and other assistance are coordinated by a Portfolio Manager from the Foundation who works with the grantee—from business planning through implementation of the growth plan.

While the pilot Growth Fund was open to both community development and youth-serving organizations, the Foundation has since decided to focus its grant investments exclusively in the youth development field. Thus its first three grantees in 2001 were Rheedlen Center for Children and Families (now known as Harlem Children's Zone), which operates in New York City's Harlem neighborhood, and Citizen Schools and Roca, Inc., both in the Boston area. The three organizations received a total of \$10 million to support implementation of business plans that were developed earlier with Foundation support. The one other investment in a youth organization during the year was a \$250,000 grant to support business planning at the B.E.L.L. Foundation, also located in the Boston area.

As the Foundation ended the year, it continued to survey cities throughout the Northeast Corridor—to which it is limiting its youth development investments for the present time—in an ongoing effort to identify other youth-serving organizations that meet its selection criteria. Promising candidates undergo an extensive due diligence that, among other things, assesses their programs and whether they're having a positive effect on young people, along with the quality of their leadership, commitment to growth, financial soundness, and use of data to monitor and improve programs.

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>YOUTH DEVELOPMENT</b>		
<b>BIG BROTHERS BIG SISTERS OF AMERICA</b> Philadelphia, PA To serve an additional 22,400 youths with programs that involve high-quality mentoring relationships with a caring adult	\$	\$800,000
<b>BOYS AND GIRLS CLUBS OF AMERICA</b> Atlanta, GA To support the implementation of Project "Upward Bound," which will give intensive management assistance to 100 local clubs to help them serve 30,000 more youth and improve the quality of their after-school enrichment programs		900,000
<b>Total Youth Development</b>	\$	\$1,700,000

#### **INSTITUTION AND FIELD BUILDING**

##### GROWTH FUND — POST-BUSINESS PLANNING GRANTS

<b>CITIZEN SCHOOLS, INC.</b> Boston, MA To support implementation of the organization's business plan, which calls for: doubling the number of youths served; expanding programs to other locations in Boston; and undertaking evaluations of program's effectiveness	\$2,500,000	\$1,250,000
<b>FIFTH AVENUE COMMITTEE, INC.</b> Brooklyn, NY To support implementation of the organization's business plan	1,500,000	1,000,000
<b>RHEEDLEN FOUNDATION, INC.</b> New York, NY To support implementation of the organization's business plan, which calls for: serving an additional 900 youths; expanding programs into surrounding neighborhoods; and strengthening internal operations	5,500,000	1,000,000

**YOUTH DEVELOPMENT / INSTITUTION AND FIELD BUILDING**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>ROGA, INC.</b>	<b>\$1,500,000</b>	<b>\$100,000</b>
Chelsea, MA		
To support implementation of the organization's business plan, which calls for serving an additional 600 youths in core programs and 3,500 additional youths in outreach events		
BUSINESS PLANNING GRANTS		
<b>THE B.E.L.L. FOUNDATION, INC.</b>	<b>250,000</b>	<b>250,000</b>
Dorchester, MA		
To support efforts in organizational development and business planning		
<b>RHEEDLEN FOUNDATION, INC.</b>		<b>50,000</b>
New York, NY		
For organizational development, business planning, and continuation of the Neighborhood Partners Initiative		
GRANTEE SUPPORT—BUSINESS PLANNING		
<b>THE BRIDGESPAN GROUP, INC.</b>		<b>1,148,000</b>
Boston, MA		
To assist the Foundation in the implementation of an institution and field building approach to grantmaking		
<b>THE BRIDGESPAN GROUP, INC.</b>	<b>1,190,000</b>	
Boston, MA		
To assist the Foundation in the implementation of an institution and field building approach to grantmaking		
<b>METIS ASSOCIATES, INC.</b>		<b>89,000</b>
New York, NY		
To assess the information technology systems of grantees supported by the Foundation's Growth Fund		



	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
IFB PROGRAM DEVELOPMENT		
<b>THE EDNA McCONNELL CLARK FOUNDATION</b> New York, NY To continue implementation of the Youth Development Fund	\$300,000	\$
ASSESSMENT		
<b>ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC.</b> Washington, DC To conduct a national landscape of youth development activities in school/out-of-school time	27,000	27,000
<b>CHILD TRENDS, INC.</b> Washington, DC To develop a comprehensive compendium of youth development outcomes, indicators, and measures that will inform selection of the Foundation's investments in youth-serving organizations, and provide consultation to the Foundation and grantees on effective methods to evaluate youth outcomes	150,000	150,000
<b>THE EDNA McCONNELL CLARK FOUNDATION</b> New York, NY To implement the Unified Youth Development Fund, a strategy intended to advance positive opportunities for youth through institution and field building		250,000
<b>POLICY STUDIES ASSOCIATES, INC.</b> Washington, DC To design and implement youth development outcomes evaluations for grantees receiving funding under the Foundation's institution and field building approach	35,000	35,000
<b>Total Institution and Field Building</b>	<b>\$12,952,000</b>	<b>\$5,349,000</b>

PROGRAM FOR

## **Children**

**T**he Program for Children passed a major milestone at the end of 2001. As part of the Foundation's plans to conclude its work in several of its long-standing program areas, responsibility for the Program's Community Partnerships for Protecting Children initiative was transferred to the Center for the Study of Social Policy (CSSP) in Washington, D.C. CSSP received a three-year, \$11,118,000 grant from the Foundation to establish the Center for Community Partnerships in Child Welfare. The new Center will see the initiative and its evaluation through to completion, and is headed by Susan Notkin, former director of the Foundation's Program for Children.

In its new home, the Community Partnerships for Protecting Children initiative will continue to pursue efforts to enhance the capacity of communities to protect children from abuse and neglect by engaging a very broad range of stakeholders in assuming responsibility for child safety. The work will be concentrated in four localities that have been participating in the initiative for the past six years—Cedar Rapids, Iowa; Jacksonville, Florida; Louisville, Kentucky; and St. Louis, Missouri. In each of these states, the Foundation has supported diverse partnerships of public and private agencies (including child protective services), neighborhood-based organizations, and parent and resident leaders to establish local systems of community child protection.

During the past year, the four sites and their host states faced a number of challenges resulting from state budget crises and staff turnover in public agencies. Despite these difficulties, all four states pursued plans to create new partnerships in additional neighborhoods and cities based on the early promise of the original sites.

To help support this expansion, all four states have been putting teams into place at their child protective services central offices to oversee progress and build capacity to continue to expand the community partnerships approach.

In addition to direct support grants to local Partnerships, the program has made grants in five other categories. Technical assistance grants in substantive areas have been awarded to enhance the Partnerships' capacity, skills, and expertise to sustain their complex work. Capacity-building grants have allowed key technical assistance providers to help the child welfare field move toward a partnership approach. Support to national and state organizations has encouraged informed debate regarding community-based approaches to child protection. Finally, grants for evaluation and dissemination have been used to document lessons learned by local Partnerships, study and describe the process of change, measure progress, and distribute information and insights to the sites and other interested parties.

The grants for evaluation and dissemination have been aimed at projects that make significant contributions to the wider field of child protection and beyond just the four states. Several new tools have been developed to guide implementation for community-based models, including "Creating a Community Partnership: Guidance from the Field," a "lessons learned" report from the first years of the program that is available from the Center for the Study of Social Policy. Another new tool is "Guidelines for Conducting Family Team Conferences When There is a History of Domestic Violence," produced by the Family Violence Prevention Fund and the Child Welfare Policy and Practice Group. Given the focus in many jurisdictions across the country on instituting family team meetings and community-based models, the Foundation's work in community child protection has had a greater usefulness beyond the four states directly participating in the initiative.

Information and publications about community child protection are available through the website of the Clearinghouse on Community Based Approaches to Child Protection, a project of the Center for the Study of Social Policy, at [www.cssp.org](http://www.cssp.org).

**PROGRAM FOR CHILDREN**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>SUPPORT TO SITES</b>		
<b>EXCHANGE CLUB FAMILY CENTER AND CHILDREN'S HAVEN</b> Jacksonville, FL To support the work of Jacksonville's Community Partnership for Protecting Children	\$	\$350,000
<b>STATE OF IOWA DEPARTMENT OF HUMAN SERVICES</b> Des Moines, IA To support the work of the Cedar Rapids Partnership for Safe Families		350,000
<b>STATE OF IOWA DEPARTMENT OF HUMAN SERVICES</b> Des Moines, IA To support the work of the Cedar Rapids Partnership for Safe Families	350,000	
<b>JEFFERSON COUNTY PUBLIC SCHOOLS</b> Louisville, KY To support the work of the Louisville/Jefferson County Community Partnership for Protecting Children		350,000
<b>ST. LOUIS NEIGHBORHOOD NETWORK</b> St. Louis, MO To support the second phase of implementation of the community partnership approach		350,000
<b>SUPPORT TO STATES</b>		
<b>COMMONWEALTH OF KENTUCKY CABINET FOR FAMILIES AND CHILDREN</b> Frankfort, KY To promote the use of Individualized Courses of Action statewide and plan for expansion of community partnerships		75,000
<b>THE FAMILY AND COMMUNITY TRUST</b> St. Louis, MO To assist the State of Missouri Division of Family Services in implementing additional community partnerships across the state	150,000	150,000

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<p><b>STATE OF FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES</b></p> <p>Tallahassee, FL</p> <p>To promote the use of Individualized Courses of Action and the Quality Service Review statewide, and to implement the state's plan to expand community partnerships to eleven other neighborhoods</p>	\$	\$200,000
<p><b>STATE OF IOWA DEPARTMENT OF HUMAN SERVICES</b></p> <p>Des Moines, IA</p> <p>To promote use of Individualized Courses of Action statewide and plan for expansion of community child protection</p>		75,000
<p><b>STATE OF IOWA DEPARTMENT OF HUMAN SERVICES</b></p> <p>Des Moines, IA</p> <p>To establish and expand community child protection partnerships across the state</p>	150,000	150,000
<p><b>STATE OF MISSOURI DEPARTMENT OF SOCIAL SERVICES</b></p> <p>Jefferson City, MO</p> <p>To promote use of Individualized Courses of Action statewide and plan for expansion of community child protection</p>		75,000
<b>TECHNICAL ASSISTANCE</b>		
<p><b>CENTER FOR THE STUDY OF SOCIAL POLICY</b></p> <p>Washington, DC</p> <p>To provide technical assistance to the Community Partnerships and their host states, and to capture and disseminate lessons learned regarding community child protection</p>		434,327
<p><b>THE EDNA McCONNELL CLARK FOUNDATION</b></p> <p>New York, NY</p> <p>To provide technical assistance to each Community Partnership to address issues related to expansion and sustainability</p>	50,000	21,445
<p><b>THE EDNA McCONNELL CLARK FOUNDATION</b></p> <p>New York, NY</p> <p>To assess and help enhance the organizational capacity of neighborhood-based service delivery centers in the four Community Partnerships sites</p>		52,500

**PROGRAM FOR CHILDREN**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>FAMILY VIOLENCE PREVENTION FUND</b>	<b>\$350,000</b>	<b>\$150,000</b>
San Francisco, CA To continue helping each Community Partnership to develop effective interventions for families affected by both domestic violence and child maltreatment		
<b>MARTIN &amp; GLANTZ LLC</b>		<b>215,000</b>
Mill Valley, CA To promote understanding of the community partnership approach at the local, state, and national levels		
<b>METIS ASSOCIATES, INC.</b>		<b>120,000</b>
New York, NY To assist the Community Partnerships in enhancing their management information systems and expanding local capacity to collect, share, and analyze the data regarding their efforts		
<b>NATIONAL ORGANIZATIONS</b>		
<b>AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION</b>		<b>75,000</b>
Washington, DC To research innovative child welfare legal services projects and legislative reforms related to community child protection		
<b>AMERICAN HUMANE ASSOCIATION</b>		<b>75,000</b>
Englewood, CO To study jurisdictions experimenting with law enforcement involvement in child maltreatment investigations, and to update their child protection training manual		
<b>AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION</b>	<b>35,000</b>	<b>35,000</b>
Washington, DC To enable child welfare leaders to visit Community Partnerships and learn about community child protection, and to support a Southeast regional conference on collaboration between child protective services, domestic violence services providers, and the courts		

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION</b>	<b>\$100,000</b>	<b>\$60,000</b>
Washington, DC To identify and promote promising child protection initiatives that build cross-systems collaboration, including those agencies dealing with drug abuse, domestic abuse, and mental health		
<b>CHILD WELFARE LEAGUE OF AMERICA, INC.</b>	<b>100,000</b>	<b>60,000</b>
Washington, DC To develop a "National Framework" that outlines the services and supports needed to keep children safe and to sustain families		
<b>CHILDREN'S DEFENSE FUND</b>	<b>100,000</b>	<b>60,000</b>
Washington, DC To demonstrate the linkages between the community partnership approach and federal child welfare standards, propose creative funding strategies to support this work, and engage new partners		
<b>FAMILY SUPPORT AMERICA</b>		<b>75,000</b>
Chicago, IL To promote community partnership principles and practices, focusing on the need for linkages between preventive, family support programs and child protection agencies		
<b>NATIONAL ASSOCIATION OF STATE-BASED CHILD ADVOCACY ORGANIZATIONS</b>		<b>70,000</b>
Washington, DC To promote community child protection efforts at the national, state, and local levels		
<b>NATIONAL CONFERENCE OF STATE LEGISLATURES</b>	<b>100,000</b>	<b>100,000</b>
Denver, CO To continue to educate state lawmakers about community child protection		
<b>NATIONAL CONFERENCE OF STATE LEGISLATURES</b>		<b>100,000</b>
Denver, CO To inform state lawmakers about community child protection, and to organize site visits to Community Partnerships for lawmakers		

**PROGRAM FOR CHILDREN**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<p><b>NATIONAL COUNCIL OF JUVENILE AND FAMILY COURT JUDGES</b></p> <p>Reno, NV</p> <p>To provide technical assistance and training to judges on developing programs to divert child protection cases to community-based services</p>	\$	\$100,000
<p><b>NATIONAL COUNCIL OF JUVENILE AND FAMILY COURT JUDGES</b></p> <p>Reno, NV</p> <p>To conduct an evaluation of the Honolulu Model Court Ohana Conferencing program</p>	100,000	
<p><b>PARENTS ANONYMOUS, INC.</b></p> <p>Claremont, CA</p> <p>To promote collaboration among parent leaders and child welfare agencies as a critical element of system reform</p>		75,000
<p><b>PREVENT CHILD ABUSE AMERICA</b></p> <p>Chicago, IL</p> <p>To create a campaign addressing child abuse prevention from a public health perspective</p>		100,000
<p><b>STOP IT NOW! INC.</b></p> <p>Haydenville, MA</p> <p>To further the development of a public policy agenda addressing child sexual abuse, and to promote the need for quality and effective treatment for offenders</p>	30,000	30,000
<p><b>STATE-BASED CHILD ADVOCACY ORGANIZATIONS</b></p>		
<p><b>THE FAMILY AND COMMUNITY TRUST</b></p> <p>St. Louis, MO</p> <p>To continue promoting community child protection principles and practices in Missouri</p>	75,000	75,000



	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>FLORIDA CENTER FOR CHILDREN AND YOUTH, INC.</b> Tallahassee, FL To educate policymakers, community leaders, and members of the media about community child protection	\$75,000	\$75,000
<b>KENTUCKY COUNCIL ON CHILD ABUSE, INC.</b> Lexington, KY To continue promoting community child protection principles and practices in Kentucky	75,000	75,000
<b>PREVENT CHILD ABUSE IOWA</b> Des Moines, IA To continue to educate policymakers and community leaders about community child protection, and to assist with state rollout efforts	75,000	75,000
<b>EVALUATION AND DISSEMINATION</b>		
<b>UNIVERSITY OF CHICAGO</b> Chicago, IL For an outcomes-based evaluation of the second implementation phase of the Community Partnerships for Protecting Children initiative		517,000
<b>THE EDNA McCONNELL CLARK FOUNDATION</b> New York, NY To study, document, and disseminate key lessons learned from the Community Partnerships for Protecting Children initiative		45,256
<b>CAPACITY BUILDING</b>		
<b>THE CHILD WELFARE POLICY AND PRACTICE GROUP</b> Montgomery, AL To increase capacity to provide technical assistance to public and private child welfare agencies		75,000

**PROGRAM FOR CHILDREN**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>FAMILY VIOLENCE PREVENTION FUND</b>	\$	\$150,000
San Francisco, CA		
To build capacity for helping jurisdictions effectively identify and intervene with families where both child abuse and domestic violence exist		
<b>OTHER GRANTS</b>		
<b>CENTER FOR THE STUDY OF SOCIAL POLICY</b>	11,118,000	5,400,000
Washington, DC		
To implement and evaluate the Foundation's Community Partnerships for Protecting Children initiative by establishing a new Center for Community Partnerships in Child Welfare		
<b>Total Children</b>	\$13,033,000	\$10,620,528

PROGRAM FOR

## **Student Achievement**

**D**uring 2001, the Program for Student Achievement continued working with three urban school districts—Corpus Christi, Texas; Long Beach, California; and San Diego, California—to help each of them increase the academic achievement of all their middle school students. This effort, which has been underway since 1995, has sought to develop and implement academic standards for what middle school students should know and be able to do in key subjects: language arts, math, science, and social studies.

Much of the work over the past year concentrated on solidifying the successes the three districts have made over the past six years and helping them sustain and further this work when the Foundation concludes its support for the Student Achievement Program at the end of 2003.

For instance, the San Diego Unified School District plans to further accelerate middle school reforms by aggressively intensifying staff development support for literacy and math in three low-performing middle schools—an unprecedented increase and concentration in staff development for teachers. This project will also provide the best test to date of whether and how intensive staff development can improve student performance.

Meanwhile, the Long Beach Unified School District will align its professional development programs and evaluation practices to help middle school principals improve literacy instruction in their schools in order to significantly raise the reading and writing scores of middle grades students.

Finally, the Corpus Christi Independent School District will receive intensive, sustained technical assistance to increase the rigor of instruction and the effectiveness of staff development. According to the Program's quantitative evaluator, the district nearly reached the student performance goals it set at the beginning of the initiative in 2001 and made significant progress in narrowing the performance gap between white and African-American eighth grade students.

In addition to its work with the three school systems, the Program provides support to a variety of organizations that are involved with middle school reform, particularly those that collaborate with the three districts on such issues as professional development, parent involvement, and student assessment. In addition, the Foundation makes grants to community-based organizations to help citizens understand and advocate for middle school improvement.

To further the cause of middle school improvement more widely, the Foundation also provides assistance to national and regional organizations that support education reform in the middle grades and sponsors selected communications efforts. For example, the Foundation plans to release several reports in 2003 that it expects will be useful to others involved in school reform. The first report will serve as the single, permanent record of the Program's sustained support for standards-based middle grades reform, and will review the goals, strategic decisions, accomplishments, errors, and lessons of the initiative. The Foundation also has commissioned two other reports: a first-ever study analyzing philanthropy's support for middle grades reform and a seminal report on the state of America's middle schools. These studies will be released in 2003.

Information on middle school reform may be obtained through the Foundation-supported website at [www.middleweb.org](http://www.middleweb.org).

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>NATIONAL REFORM</b>		
<b>EDUCATION DEVELOPMENT CENTER, INC.</b> Newton, MA To support projects of the National Forum to Accelerate Middle Grades Reform	\$	\$450,000
<b>EDUCATION DEVELOPMENT CENTER, INC.</b> Newton, MA To expand the activities of a national forum to advance middle school reform		75,000
<b>EDUCATION WRITERS ASSOCIATION</b> Washington, DC To sustain and expand an internet site dedicated to middle school reform issues		262,383
<b>GRANTMAKERS FOR EDUCATION</b> San Diego, CA To prepare and publish a report analyzing philanthropy's past support for middle grades reform and future opportunities for investment in this area	100,000	100,000
<b>SOUTHERN REGIONAL EDUCATION BOARD</b> Atlanta, GA To establish a network of state policymakers and local practitioners that will implement policies and practices to improve middle grades education in ten southern states		485,000
<b>COMMUNITY-BASED ORGANIZATIONS</b>		
<b>THE PRICHARD COMMITTEE FOR ACADEMIC EXCELLENCE</b> Lexington, KY To assist citizens and educators in reforming Louisville, Kentucky, middle schools		120,000
<b>SOCIAL ADVOCATES FOR YOUTH—SAN DIEGO</b> San Diego, CA To assist parents in understanding and using academic standards to increase student achievement		108,000

**PROGRAM FOR STUDENT ACHIEVEMENT**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>SUPPORT FOR SCHOOL SYSTEMS</b>		
<b>CORPUS CHRISTI INDEPENDENT SCHOOL DISTRICT</b> Corpus Christi, TX To use academic standards to improve the performance of middle school administrators, teachers, and students	\$	\$450,000
<b>LONG BEACH UNIFIED SCHOOL DISTRICT</b> Long Beach, CA To use academic standards to improve the performance of middle school administrators, teachers, and students		450,000
<b>SAN DIEGO UNIFIED SCHOOL DISTRICT</b> San Diego, CA To use academic standards to improve the performance of middle school administrators, teachers, and students		471,708
<b>SAN DIEGO UNIFIED SCHOOL DISTRICT</b> San Diego, CA In support of teacher professional development to accelerate reform and boost achievement in its three lowest-performing middle schools	995,000	196,000
<b>ADDITIONAL SUPPORT FOR SCHOOL SYSTEMS</b>		
<b>COLLABORATIVE COMMUNICATIONS GROUP, INC.</b> Washington, DC To facilitate communication and action within and among the Corpus Christi, Long Beach, and San Diego school systems for the development and use of resources for standards-based reform		310,000
<b>THE EDNA MCCONNELL CLARK FOUNDATION</b> New York, NY For consultant services to assist the Program for Student Achievement in strengthening standards-based reform initiatives in three school systems		300,000

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<p><b>THE EDNA MCCONNELL CLARK FOUNDATION</b></p> <p>New York, NY</p> <p>To organize a leadership retreat for three Long Beach Unified School District middle schools that have formed a coalition to raise student achievement</p>	\$11,000	\$11,000
<p><b>THE EDUCATION TRUST, INC.</b></p> <p>Washington, DC</p> <p>To assist the Corpus Christi Independent School District in improving the academic rigor of middle school teachers' assignments and instruction</p>	300,000	
<p><b>NATIONAL STAFF DEVELOPMENT COUNCIL</b></p> <p>Oxford, OH</p> <p>To audit the Corpus Christi Independent School District's staff development program</p>	30,000	30,000
<p><b>NATIONAL STAFF DEVELOPMENT COUNCIL</b></p> <p>Oxford, OH</p> <p>To assist the Corpus Christi Independent School District implement a high-quality professional development program</p>	205,000	
<p><b>POLICY STUDIES ASSOCIATES, INC.</b></p> <p>Washington, DC</p> <p>To convene representatives of the Foundation-assisted school systems and national experts to discuss issues related to each district's performance plan and targets</p>	48,000	48,000
<p><b>POLICY STUDIES ASSOCIATES, INC.</b></p> <p>Washington, DC</p> <p>For consulting support to assist the Program for Student Achievement in strengthening standards-based reform initiatives in three school systems</p>	321,000	
<p><b>PUBLIC EDUCATION NETWORK, INC.</b></p> <p>Washington, DC</p> <p>To determine the feasibility of establishing and sustaining local education funds in three cities</p>		30,000

**PROGRAM FOR STUDENT ACHIEVEMENT**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>PUBLIC EDUCATION NETWORK, INC.</b> Washington, DC To assist community leaders in developing local education funds in Corpus Christi, Long Beach, and San Diego	\$147,000	\$147,000
<b>THE UNIVERSITY OF TEXAS AT AUSTIN</b> Austin, TX For the University's Charles A. Dana Center to implement a project with four Texas school systems to increase the enrollment and achievement of students in advanced mathematics courses		80,000
<b>EVALUATION AND PROJECT DOCUMENTATION</b>		
<b>EDUCATION MATTERS, INC.</b> Cambridge, MA To assess and document how Foundation-assisted school systems assist their lowest-achieving students to perform at standard		450,000
<b>EDUCATION MATTERS, INC.</b> Cambridge, MA In support of the first phase of preparing a comprehensive final report that documents the Program for Student Achievement's work since 1994	131,000	131,000
<b>POLICY STUDIES ASSOCIATES, INC.</b> Washington, DC To conduct a quantitative study of the impact of standards-based reform on middle school student performance in four school systems		205,000
<b>GRANTEE CONFERENCES</b>		
<b>THE EDNA MCCONNELL CLARK FOUNDATION</b> New York, NY To organize a meeting of representatives from the Foundation-assisted school systems, advisors, and trustees to review past progress in improving student achievement and discuss future possibilities for middle school reform	80,000	50,000



	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>THE EDNA McCONNELL CLARK FOUNDATION</b>	\$	\$25,338
New York, NY To organize a meeting of representatives from the Foundation-assisted school systems, advisors, and trustees at the Edith Macy Conference Center in Westchester County, New York		
<b>OTHER</b>		
<b>ADVOCATES FOR CHILDREN OF NEW YORK, INC.</b>	100,000	100,000
New York, NY To operate a comprehensive information center, including a hotline and website, that will help parents choose and work to improve New York City public schools		
<b>CENTER FOR APPLIED RESEARCH, INC.</b>	45,000	45,000
Philadelphia, PA To support the final phase of field-building work on staff development in conjunction with the National Staff Development Council		
<b>GRANTMAKERS FOR EDUCATION</b>	7,000	7,000
San Diego, CA General support for an affinity organization for education funders		
<b>PEN AMERICAN CENTER INC.</b>		8,500
New York, NY To continue implementation of the PEN Readers & Writers Program in four middle schools in Corpus Christi		
<b>PUBLIC EDUCATION NETWORK, INC.</b>	75,000	75,000
Washington, DC To inform and organize citizens throughout Pennsylvania in support of comprehensive public education reform		
<b>RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK</b>	7,000	7,000
New York, NY To conduct a review of Kentucky's ten-year systemic school reform effort		

**PROGRAM FOR STUDENT ACHIEVEMENT**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>SAN DIEGO READS</b>	<b>\$90,000</b>	<b>\$90,000</b>
San Diego, CA To support the production of a book about school reform efforts in San Diego		
<b>STONE LANTERN FILMS, INC.</b>		<b>100,000</b>
Chevy Chase, MD To produce a documentary on the history of public education in the United States		
<b>THE TIDES CENTER</b>		<b>11,000</b>
San Francisco, CA To support Grantmakers for Education, a national affinity group for education funders		
<b>CROSS CITY CAMPAIGN FOR URBAN SCHOOL REFORM</b>		<b>37,500</b>
Chicago, IL To study the role and impact of community organizing on school reform		
<b>RESCINDED</b>	<b>(8,885)</b>	
<b>LESS REFUNDS</b>	<b>(66,617)</b>	<b>(66,617)</b>
<b>Total Student Achievement</b>	<b>\$2,616,497</b>	<b>\$5,399,812</b>

PROGRAM FOR

## **New York Neighborhoods**

**T**he Program for New York Neighborhoods supports continuing and sustainable improvements in living conditions in Central Harlem and South Bronx neighborhoods through the Neighborhood Partners Initiative (NPI). Through NPI, five lead agencies—Rheedlen Centers for Children and Families and Abyssinian Development Corporation in Central Harlem, and Mid Bronx Senior Citizens Council, Highbridge Community Life Center, and Bronx ACORN in the South Bronx—work with residents on projects to improve their communities.

Because of previously announced plans to end the program in 2003, the Foundation concentrated in 2001 on helping NPI's lead agencies build additional capacity to sustain and strengthen their work after the initiative ends. In working with the lead agencies, the Foundation is drawing on and applying lessons emerging from its new institution and field building approach to grantmaking. (See page 11).

During the year, the Foundation also made a grant to Youth Force, Inc., a youth-led training and organizing group in the South Bronx. Youth Force's activities range from the Teens and Tenants Program, which engages in tenant organizing, to the South Bronx Community Justice Center, which provides education and support to youth who are facing criminal charges. Youth Force also assists the NPI sites on increasing meaningful youth involvement in community activities.

The small grants program, which began in 1996, has been a vital part of NPI. Grants under \$10,000 have supported a variety of neighborhood improvement projects, after-school programs, and community resident planning retreats.

**PROGRAM FOR NEW YORK NEIGHBORHOODS**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>NEIGHBORHOOD PARTNERS INITIATIVE</b>		
<b>ABYSSINIAN DEVELOPMENT CORPORATION</b> New York, NY To support the continuation of a neighborhood preservation and community-building project in Central Harlem	\$160,000	\$160,000
<b>BRONX ACORN</b> Brooklyn, NY For continued support of the Mott Haven Neighborhood Partners Initiative	210,000	210,000
<b>BRONX ACORN</b> Brooklyn, NY For final support of the Mott Haven Neighborhood Partners Initiative	350,000	
<b>THE EDNA McCONNELL CLARK FOUNDATION</b> New York, NY For technical assistance for the Neighborhood Partners Initiative		57,972
<b>FUND FOR THE CITY OF NEW YORK</b> New York, NY For a summer employment project that involves youth in community-building initiatives and strengthens neighborhood-based youth development programs to plan and implement a first fundraiser in support of the community newspaper, <i>Highbridge Horizon</i>		732,000
<b>HIGHBRIDGE COMMUNITY LIFE CENTER, INC.</b> Bronx, NY For continued participation in the Neighborhood Partners Initiative		208,000
<b>HIGHBRIDGE COMMUNITY LIFE CENTER, INC.</b> Bronx, NY For continued participation in the Neighborhood Partners Initiative	160,000	160,000

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>METIS ASSOCIATES, INC.</b>	\$	\$287,000
New York, NY To conduct a full, outcomes-based evaluation of the five sites that currently constitute the Neighborhood Partners Initiative (NPI)		
<b>METIS ASSOCIATES, INC.</b>	70,000	70,000
New York, NY To provide technical assistance to two Neighborhood Partners Initiative sites		
<b>MID BRONX SENIOR CITIZENS COUNCIL</b>		310,000
Bronx, NY For the development of a management information system and for associated hardware and software		
<b>MID BRONX SENIOR CITIZENS COUNCIL</b>	150,000	
Bronx, NY For continued support of the Neighborhood Partners Initiative		
<b>MID BRONX SENIOR CITIZENS COUNCIL</b>		250,000
Bronx, NY To support the continuation of a neighborhood preservation and community-building project in the South Bronx		
<b>NEW YORK UNIVERSITY</b>	75,000	25,000
New York, NY To provide technical assistance to community groups for the improvement of public schools in District 9		
<b>CAPACITY BUILDING</b>		
<b>CASA ATABEX ACHE</b>		25,000
Bronx, NY To organize and promote health education among women and girls in the Mott Haven section of the South Bronx		
<b>CCRP, INC.</b>		125,000
Bronx, NY For continued organizational growth		

**PROGRAM FOR NEW YORK NEIGHBORHOODS**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>CHILDREN'S AID SOCIETY</b>	\$	\$50,000
New York, NY To provide final support for a community-building project in Central Harlem		
<b>CITIZENS COMMITTEE FOR NEW YORK CITY, INC.</b>		70,000
New York, NY For final support of its Neighborhood Leadership Institute and workshops for the Neighborhood Partners Initiative		
<b>THE EDNA McCONNELL CLARK FOUNDATION</b>	250,000	102,768
New York, NY For technical assistance for the Neighborhood Partners Initiative		
<b>MOTHERS ON THE MOVE, INC.</b>		50,000
Bronx, NY For community and tenant organizing activities in the South Bronx		
<b>PER SCHOLAS, INC.</b>		50,000
Bronx, NY For expansion of its computer technician training program		
<b>THE VALLEY, INC.</b>		50,000
New York, NY To support the strengthening of its organizational capacity		
<b>WOMEN'S HOUSING AND ECONOMIC DEVELOPMENT CORPORATION</b>		150,000
New York, NY For final support of its employment programs and management information systems		
<b>YOUTH FORCE, INC.</b>	150,000	150,000
Bronx, NY For youth leadership training and organizing in the South Bronx		

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>SMALL GRANTS</b>		
<b>ABYSSINIAN DEVELOPMENT CORPORATION</b> New York, NY To support the long-term viability of a newly recreated tenants association	\$2,000	\$2,000
<b>ABYSSINIAN DEVELOPMENT CORPORATION</b> New York, NY To fund the hiring of a part-time supervisor for "Our Neighborhood Place"	6,000	6,000
<b>ABYSSINIAN DEVELOPMENT CORPORATION</b> New York, NY To fund a community awareness day, "Love Thy Self, Love Thy Community"	7,000	7,000
<b>ABYSSINIAN DEVELOPMENT CORPORATION</b> New York, NY To support a planning retreat for community residents involved in the Neighborhood Partnerships Initiative	2,500	2,500
<b>MID BRONX SENIOR CITIZENS COUNCIL</b> Bronx, NY To pay for a two-session, all-day planning retreat	2,500	2,500
<b>RHEEDLEN FOUNDATION, INC.</b> New York, NY To install tree guards throughout the six blocks that comprise the Block Unification Association	7,500	7,500
<b>RHEEDLEN FOUNDATION, INC.</b> New York, NY To install tree guards on the 119th Street block	5,000	5,000
<b>RICARDO O'GORMAN GARDEN &amp; CENTER FOR RESOURCES IN THE HUMANITIES</b> New York, NY To build an independent school in Harlem	10,000	10,000
<b>UNITED STATES CATHOLIC CONFERENCE</b> Bronx, NY To support the after-school program at St. Merici	10,000	10,000

**PROGRAM FOR NEW YORK NEIGHBORHOODS**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>OTHER</b>		
<b>ASSOCIATION FOR NEIGHBORHOOD AND HOUSING DEVELOPMENT, INC.</b> New York, NY To conduct an organizational assessment and plan for a capacity-building initiative for agencies that use organizing as a neighborhood improvement strategy	\$	\$50,000
<b>THE TRUSTEES OF COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK</b> New York, NY To further develop the Urban Technical Assistance Project		150,000
<b>FRIENDS OF ISLAND ACADEMY, INC.</b> New York, NY To expand an employment program for adolescents released from Rikers Island Correctional Facility		45,000
<b>HISPANIC FEDERATION OF NEW YORK CITY, INC.</b> New York, NY For implementation of a management and leadership institute for Latino community-based organizations		35,000
<b>NORTHWEST BRONX COMMUNITY AND CLERGY COALITION</b> Bronx, NY To strengthen organizational capacity		75,000
<b>Total New York Neighborhoods</b>	<b>\$1,627,500</b>	<b>\$3,700,240</b>



PROGRAM FOR

## **Tropical Disease Research**

**F**rom 1985 through 1999, the Foundation's Program for Tropical Disease Research made substantial investments in projects to control and eliminate trachoma, the world's leading cause of preventable blindness. A bacterial infection of the upper eyelid, trachoma infects approximately 150 million people in Africa, Asia, the Middle East, and some parts of South America and Australia. In 1998, the Foundation joined with Pfizer Inc to create the International Trachoma Initiative (ITI), which sustains much of the work begun by the Foundation. With initial investments from the Foundation and Pfizer, along with Pfizer's commitment to donate approximately \$60 million worth of Zithromax<sup>®</sup>, a highly effective antibiotic treatment for trachoma, ITI became an independent entity in 1999. The Foundation is in the third year of a four-year, \$4.8 million grant to the initiative.

Since ITI's inception three years ago, the effort has had a remarkable rate of success. ITI's programs have reduced the number of cases of blindness caused by trachoma in Tanzania by over 50 percent, and is expected to eliminate it entirely in Morocco by 2005. Based on these successes, the program is planning to expand into Ethiopia, Nepal, and Niger. Last year, ITI began plans to set up programs in Ghana, Mali, Sudan, and Vietnam. These nine countries represent one-fifth of all blinding trachoma cases worldwide.

Pfizer, over the next two years, has committed to donate an additional \$250 million worth of Zithromax to ITI's effort on combating this disease.

Additional information on ITI and its work to eliminate blinding trachoma is available on its website at [www.trachoma.org](http://www.trachoma.org).

**PROGRAM FOR TROPICAL DISEASE RESEARCH**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>TRACHOMA</b>		
<b>INTERNATIONAL TRACHOMA INITIATIVE INC.</b> New York, NY For strengthening core operations, developing a business plan for the future, and carrying out the expansion of ITI's work to treat and prevent blinding trachoma in countries across the world	\$	\$1,200,000
<b>LESS REFUNDS</b>	(36,120)	(36,120)
<b>Total Tropical Disease Research</b>	\$(36,120)	\$1,163,880

## Communications

**T**he communications office helps advance the mission of the Foundation by assisting program staff and grantees raise awareness of and share information about their work in the areas of youth development, New York neighborhoods, and student achievement.

In an effort to make information more readily available to a range of audiences, the Foundation relaunched its website mid-year ([www.emcf.org](http://www.emcf.org)). Several Foundation publications, including the annual report, newsletters, and program-specific reports, are available for download. The website also has several interactive features, including a publications order form and a survey form that provides nonprofit youth organizations an opportunity to share information about themselves and their work with the Foundation.

During 2002, the communications office will work closely with program and evaluation staff to document some of the initial lessons emerging from the institution and field building work the Foundation is doing with its youth development grantees.

**COMMUNICATIONS**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>THE EDNA McCONNELL CLARK FOUNDATION</b>	<b>\$</b>	<b>\$438,183</b>
New York, NY To manage and carry out the Foundation's communications activities		
<b>THE EDNA McCONNELL CLARK FOUNDATION</b>	<b>410,000</b>	
New York, NY To increase awareness and understanding of the work each of the Foundation's program areas is supporting through their grant investments		
<b>RESCINDED</b>	<b>(\$11,817)</b>	
<b>Total Communications</b>	<b>\$398,183</b>	<b>\$438,183</b>

## Venture Fund

**T**he Foundation maintains a Venture Fund that enables the president and trustees to explore new areas for potential grantmaking and to support projects that are consistent with its mission but that fall outside or cut across established grantmaking strategies. Venture Fund grants are investments in organizations with which the Foundation makes common cause and in fields—including social services delivery, evaluation, communications, and philanthropy—that are essential to the long-term quality and effectiveness of its work. In addition, a limited number of smaller grants support projects of special interest to members of the Foundation's staff.

**VENTURE FUND**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>EVALUATION</b>		
<b>UNIVERSITY OF CHICAGO</b> Chicago, IL To establish an external advisory committee for the evaluation of the Program for Children's Community Partnerships for Protecting Children initiative	\$37,000	\$37,000
<b>CHILD TRENDS, INC.</b> Washington, DC To support work on developing indicators that will assess the well-being of children and youth in the United States, reporting on its research, and conducting a national conference on the subject	25,000	25,000
<b>CHILD TRENDS, INC.</b> Washington, DC To produce syntheses that review research and best practices regarding five youth development topics, to update the youth development outcome compendium developed by the organization for the Foundation, and to produce these documents in a digital format	150,000	100,000
<b>YOUTH DEVELOPMENT</b>		
<b>THE EDNA McCONNELL CLARK FOUNDATION</b> New York, NY To support the Foundation's research, writing, consulting, planning activities, and meeting costs connected with the development of a business plan for a new grantmaking program in youth development		64,421
<b>INSTITUTION AND FIELD BUILDING</b>		
<b>POLICY STUDIES ASSOCIATES, INC.</b> Washington, DC To conduct an evaluative history of the Foundation's conversion to the institution and field building approach	98,975	45,000

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>SPECIAL OPPORTUNITIES</b>		
<b>COMMUNITY FUNDS, INC.</b> New York, NY To support a fund that will aid victims, families, and not-for-profit organizations affected by the terrorist attacks of September 11, 2001	\$500,000	\$500,000
<b>THE NEW YORK COMMUNITY TRUST</b> New York, NY For a collaborative fund supporting childcare programs	100,000	100,000
<b>ASSESSMENT</b>		
<b>EMORY UNIVERSITY</b> Atlanta, GA To publish and disseminate a monograph consisting of a series of papers summarizing progress toward the development of a vaccine for ochocerciasis, which was largely funded by the Foundation over a 15-year period	15,000	15,000
<b>OMG CENTER FOR COLLABORATIVE LEARNING</b> Philadelphia, PA To support two meetings of The Evaluation Roundtable and case studies of three foundation evaluation practices	30,000	30,000
<b>VERA INSTITUTE OF JUSTICE, INC.</b> New York, NY To support a study examining how nonprofits can track and secure their interests in spin-off nonprofits that they helped create	20,000	20,000
<b>STAFF SPECIAL PROJECTS GRANTS</b>		
<b>BOWDOIN COLLEGE</b> Brunswick, ME General support	11,000	11,000
<b>BROOKLYN KINDERGARTEN SOCIETY</b> Brooklyn, NY To support the expansion of enrichment programs in the five BKS early childhood education centers	15,000	15,000

**VENTURE FUND**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>BROWN UNIVERSITY</b> Providence, RI General support	\$11,000	\$11,000
<b>CENTER FOR THE ELIMINATION OF VIOLENCE IN THE FAMILY, INC.</b> Brooklyn, NY To support the work of a domestic violence agency with a particular focus on children and youth	15,000	15,000
<b>CENTRAL PARK CONSERVANCY</b> New York, NY For general support of the Conservancy's after-school, weekend, and summer recreation programs for low-income, at-risk youth	15,000	15,000
<b>THE CITYKIDS FOUNDATION, INC.</b> New York, NY General Support	25,000	25,000
<b>COMMUNITY ACCESS, INC.</b> New York, NY General support related to employment training programs	15,000	15,000
<b>DRESS FOR SUCCESS NEW YORK</b> New York, NY General support	20,000	20,000
<b>FREIRE CHARTER SCHOOL</b> Philadelphia, PA To design and implement a participatory evaluation of the Freire Charter School	25,000	25,000
<b>FRIENDS OF EXPLORE CHARTER SCHOOL, INC.</b> New York, NY To launch a charter school on the Lower East Side with clear academic goals and high expectations for students	15,000	15,000



	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>GREENWICH VILLAGE YOUTH COUNCIL</b> New York, NY To support efforts to increase the amount of time available for GVYC's girls basketball teams and to incorporate older girls into the basketball program	10,000	10,000
<b>HARLEM EDUCATIONAL ACTIVITIES FUND, INC.</b> New York, NY To assist children from disadvantaged backgrounds develop the attitudes and skills that will enable them to lead satisfying and productive lives	\$15,000	\$15,000
<b>HARLEM SCHOOL OF THE ARTS</b> New York, NY For a program that exposes children to the arts in Harlem and surrounding communities	25,000	25,000
<b>LAMBDA LEGAL DEFENSE AND EDUCATION FUND, INC.</b> New York, NY To support development of the organization's strategic plan	25,000	25,000
<b>NATIONAL ASIAN PACIFIC AMERICAN LEGAL CONSORTIUM</b> Washington, DC General support	15,000	15,000
<b>NATIONAL CHILD LABOR COMMITTEE</b> New York, NY General support	15,000	15,000
<b>NEW YORK CITY BROTHERHOOD, INC.</b> New York, NY To help expand programming to establish partnerships with two new schools.	15,000	15,000
<b>SEBCO DEVELOPMENT, INC.</b> Bronx, NY General support	15,000	15,000

**VENTURE FUND**

	GRANTS AWARDED IN 2001	GRANTS PAID IN 2001
<b>THE STUDIO MUSEUM IN HARLEM, INC.</b>	<b>\$15,000</b>	<b>\$15,000</b>
New York, NY To support the organization's Youth & Family programs		
<b>WEST OAKLAND COMMUNITY SCHOOL</b>	<b>25,000</b>	<b>25,000</b>
Oakland, CA General support		
<b>THE WOMEN'S PRISON ASSOCIATION AND HOME, INC.</b>	<b>25,000</b>	<b>25,000</b>
New York, NY To support development of the organization's strategic plan		
<b>FIELD OF PHILANTHROPY</b>		
<b>COUNCIL ON FOUNDATIONS, INC.</b>	<b>40,000</b>	<b>40,000</b>
Washington, DC 2001 membership dues		
<b>THE FOUNDATION CENTER</b>	<b>40,000</b>	<b>40,000</b>
New York, NY General support		
<b>INDEPENDENT SECTOR</b>	<b>10,500</b>	<b>10,500</b>
Washington, DC 2001 membership dues		
<b>NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY</b>	<b>15,000</b>	<b>15,000</b>
Washington, DC General support		
<b>NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS, INC.</b>	<b>10,500</b>	<b>10,500</b>
New York, NY 2001 membership dues		
<b>LESS REFUNDS</b>	<b>(9,720.78)</b>	<b>(9,720.78)</b>
<b>Total Venture Fund</b>	<b>\$1,449,254</b>	<b>\$1,409,700</b>

## **Office of Evaluation and Knowledge Development**

**T**he Office of Evaluation and Knowledge Development helps the Foundation work more effectively and efficiently to achieve its mission. Evaluation staff participate directly in several aspects of the Foundation's new institution and field building (IFB) work that is focused on helping to strengthen youth-serving organizations. In particular, the office assists portfolio staff in their initial assessments of potential grantees during due diligence, and takes part in subsequent business planning with the newly selected grantees. Also, the evaluation staff have developed and are helping to implement evaluation standards for Foundation grantees. Among other uses, these standards help grantees establish evaluation systems to manage their programs more effectively and to determine the results of their work with young people. Finally, the Office of Evaluation oversees the Foundation's systematic efforts to assess and learn from its grantmaking in the field of youth development.

During 2001, the Office of Evaluation consulted IFB grantees on evaluation-related matters, and helped create and implement internal quality standards and data management systems for tracking and learning from the Foundation's work. In addition, the office commissioned and contributed to the development of a research-based Compendium of Youth Development Outcomes. The compendium is designed to assist Foundation staff and others in the field of youth development identify key programs and program elements that research has shown help young people do better in life.

During 2002, the Office of Evaluation is expected to design and implement a full system for evaluating the Foundation's grantmaking in youth development. It will feature specific outcomes and indicators for assessing its success, and detailed plans for doing so. The goal is to implement an approach to capture how the Foundation's work is helping its grantees improve the lives of young people, and to produce useful knowledge that will contribute to the Foundation's ongoing work, as well as that of other foundations and organizations dedicated to improving and strengthening the youth development field.

## Grants Summary

	GRANTS UNPAID AS OF 9/30/00	GRANTS AWARDED IN 2001*	GRANTS PAID IN 2001**	GRANTS UNPAID AS OF 9/30/01
<b>Children</b>	\$6,585,932	\$13,033,000	\$10,620,528	\$8,998,402
<b>Tropical Disease Research</b>	3,600,000	(36,120)	1,163,880	2,400,000
<b>Youth Development</b>	1,700,000	0	1,700,000	0
<b>Institution and Field Building</b>	1,537,000	12,952,000	5,349,000	9,140,000
<b>Student Achievement</b>	5,257,431	2,616,497	5,399,812	2,474,117
<b>New York Neighborhoods</b>	3,104,369	1,627,500	3,700,240	1,031,628
<b>Venture Fund</b>	64,421	1,449,254	1,409,700	103,975
<b>Communications</b>	450,002	398,183	438,183	410,000
<b>Justice***</b>	1,249,000	0	624,500	624,500
<b>Grand Total</b>	\$23,548,155	\$32,040,314	\$30,405,843	\$25,182,622

\*Net of refunds and rescissions

\*\*Net of refunds

\*\*\*Represents a balance of \$1,249,000 from a grant to the Vera Institute of Justice

## Grant Information

**C**urrently, we are limiting our support to direct-service nonprofits located in the Northeast Corridor (Boston to Washington, D.C.) that are working with youth aged 9 through 24 during the out-of-school time.

As mentioned previously in this *Annual Report*, the Foundation has been changing its approach to grantmaking. Included in this process are the steps we take to identify and select the organizations that we want to work with. The Foundation identifies promising youth-serving organizations primarily through nominations by colleagues and advisors in the field of youth development. From that point, all potential grantees undergo a rigorous screening process. To learn more about our process, please visit our website at [www.emcf.org](http://www.emcf.org).

Although we are not actively seeking or accepting unsolicited proposals at this time, we invite direct-service youth organizations working with youth during nonschool hours to share some information with us about your organization. You may complete this online form by visiting our website at [www.emcf.org/grants](http://www.emcf.org/grants).

Please contact us at [info@emcf.org](mailto:info@emcf.org) or (212) 551-9100 if you have any questions, or would like a hard copy of the survey mailed to you (although we do prefer responses to be completed via the web if possible).

Over the next two years, the Programs for Student Achievement and New York Neighborhoods are concentrating on completing work currently underway. As a result, the Foundation will not be accepting any grant applications for these programs.

An excellent resource we recommend for researching funding possibilities is the Foundation Center. The Center has several locations across the country and can be reached at (800) 424-4230 or *www.fdncenter.org*.

The Foundation primarily supports organizations with 501(c)(3) tax exemptions and does not consider proposals for capital purposes, endowments, deficit operations, scholarships, or grants to individuals.

## 2001 Financial Statements

### INDEPENDENT AUDITORS' REPORT

#### **Board of Trustees of The Edna McConnell Clark Foundation**

We have audited the statements of financial position of The Edna McConnell Clark Foundation as of September 30, 2001 and 2000 and the statements of activities and of cash flows for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on the financial statements based on our audits.

We conducted our audits in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Edna McConnell Clark Foundation as of September 30, 2001 and 2000, and its activities and cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.



Chicago, Illinois

November 21, 2001



## STATEMENTS OF FINANCIAL POSITION

SEPTEMBER 30	2001	2000
<b>Assets</b>		
Interest, dividends and other receivables	\$ 2,015,090	\$ 2,488,386
Investments, at market or fair value	632,543,243	709,895,223
Furniture, equipment and improvements, at cost, net of accumulated depreciation and amortization of \$1,135,950 in 2001 and \$1,033,240 in 2000	<u>432,390</u>	<u>433,304</u>
	<u>\$634,990,723</u>	<u>\$ 712,816,913</u>
<b>Liabilities and Unrestricted Net Assets</b>		
Liabilities		
Grants payable, short-term	\$ 10,457,624	\$ 16,903,152
Deferred federal excise tax	800,451	2,201,828
Other liabilities	542,953	640,251
Grants payable, long-term	<u>6,299,631</u>	<u>5,837,608</u>
	18,100,659	25,582,839
Unrestricted net assets	<u>616,890,064</u>	<u>687,234,074</u>
	<u>\$634,990,723</u>	<u>\$ 712,816,913</u>

See accompanying notes.

## STATEMENTS OF ACTIVITIES

YEARS ENDED SEPTEMBER 30	2001	2000
<b>Investment Return</b>		
Net realized gains on sales of investments	\$ 6,546,137	\$ 47,948,283
Net change in unrealized gain on investments, net of deferred tax provision or benefit	(68,667,472)	29,064,442
Interest and dividend income	24,145,897	20,027,476
	(37,975,438)	97,040,201
Investment management expenses	(2,572,220)	(2,732,870)
	<u>(40,547,658)</u>	<u>94,307,331</u>
<b>Program Services</b>		
Grants awarded (grant payments made were \$30,405,842 in 2001 and \$28,000,539 in 2000)	24,422,337	43,565,802
Program and grant management expenses	4,245,657	3,525,785
	28,667,994	47,091,587
General management expenses	847,160	783,477
Federal excise taxes	281,198	1,304,972
	29,796,352	49,180,036
Change in net assets	(70,344,010)	45,127,295
Unrestricted net assets		
Beginning of year	687,234,074	642,106,779
End of year	<u>\$616,890,064</u>	<u>\$687,234,074</u>

See accompanying notes.

## STATEMENTS OF CASH FLOWS

YEARS ENDED SEPTEMBER 30	2001	2000
<b>Operating activities</b>		
Change in net assets	\$ (70,344,010)	\$ 45,127,295
Depreciation and amortization	102,710	104,304
Deferred federal excise tax provision (benefit)	(1,401,377)	593,152
Net realized gains on sales of investments	(6,546,137)	(47,948,283)
Net change in unrealized gain on investments	70,068,849	(29,657,594)
Changes in		
Interest, dividends and other receivables	473,296	(85,013)
Grants payable	(5,983,505)	15,565,263
Other liabilities	(97,298)	122,019
Net cash used in operating activities	<u>(13,727,472)</u>	<u>(16,178,857)</u>
<b>Investing activities</b>		
Additions to furniture, equipment and improvements	(101,796)	(166,484)
Purchases of investments	(1,181,052,359)	(1,164,436,173)
Proceeds from sales of investments	<u>1,194,881,627</u>	<u>1,180,781,514</u>
Net cash provided by investing activities	<u>13,727,472</u>	<u>16,178,857</u>
Increase (decrease) in cash	—	—
Cash		
Beginning of year	—	—
End of year	<u>\$ —</u>	<u>\$ —</u>
<b>Supplemental disclosure of cash flow information</b>		
Federal excise tax paid	<u>\$ 275,000</u>	<u>\$ 1,400,000</u>

See accompanying notes.

**NOTES TO THE FINANCIAL STATEMENTS**

YEARS ENDED SEPTEMBER 30, 2001 AND 2000

**NOTE 1 Nature of Activities and Significant Accounting Policies**

**NATURE OF ACTIVITIES**

The Edna McConnell Clark Foundation is a nonprofit Foundation that makes grants to help better the lives of people in low-income communities.

The Foundation qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code and, accordingly, is not subject to federal income taxes. However, in accordance with Section 4940(e) of the Code, the Foundation is subject to a federal excise tax of 2 percent of net investment income and net realized taxable gains on security transactions, or 1 percent if the Foundation meets certain specified distribution requirements. The Foundation met the specified requirements for fiscal year 2001 and was subject to a 1 percent federal excise tax. For fiscal year 2000, the Foundation was subject to a 2 percent tax.

**FINANCIAL STATEMENT PRESENTATION**

The financial statements have been prepared following accounting principles applicable to nonprofit organizations.

**INVESTMENTS**

Marketable securities are carried at market value based on quoted prices. Investment partnerships are carried at approximate fair value, as determined by the management of the partnerships, using appraised values, and at market value, based on quoted prices. Investment partnerships carried at market value at September 30, 2001 totaled \$53,176,941 (2000—\$49,095,728). Purchases and sales of securities are recorded on a trade date basis.

As a result of its investing strategies, the Foundation is a party to a variety of derivative financial instruments, which may include financial futures contracts, forward currency exchange contracts, options and interest rate swap agreements. The Foundation uses these derivatives primarily to maintain asset mix or to hedge currency exposure while

taking advantage of opportunities in selected securities in an attempt to contain or reduce portfolio risk and/or to enhance return. Changes in the market values of financial instruments are recognized currently in the statements of activities, with corresponding amounts recorded in the respective investment categories.

#### **FURNITURE, EQUIPMENT, AND IMPROVEMENTS**

These assets are being depreciated or amortized over their estimated useful lives or the lease period, as applicable, using the straight-line method.

#### **DEFERRED FEDERAL EXCISE TAX**

Deferred federal excise tax represents taxes provided on the net unrealized appreciation on investments, using a rate of 2 percent.

#### **AWARDS AND GRANTS**

Unconditional awards and grants, including multi-year grants, are considered obligations when approved by the Foundation's Board of Trustees. The Foundation does not reflect as a liability the amount of any future years' grant payments it has committed to make if those payments are subject to review and other contingencies before they are made.

#### **USE OF ESTIMATES**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions affecting the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

#### **NOTE 2 Fair Value of Financial Instruments**

Substantially all of the Foundation's assets and liabilities are considered financial instruments and are either already reflected at fair value or are short-term or replaceable on demand. Therefore, their carrying amounts approximate fair value.

**NOTE 3 Investments**

Investments at September 30, 2001 and 2000 are summarized as follows:

	2001		2000	
	COST	MARKET OR FAIR VALUE	COST	MARKET OR FAIR VALUE
<b>Marketable securities</b>				
Short-term investments	\$ 38,335,828	\$ 38,334,270	\$ 68,280,986	\$ 68,284,076
Long-term bonds and notes	135,307,738	139,033,635	152,264,272	152,190,857
Corporate stock and mutual funds— equity securities	342,596,156	347,945,541	324,140,514	407,368,434
Mutual funds—fixed income securities	46,805,373	51,672,239	50,129,478	53,502,099
	<u>563,045,095</u>	<u>576,985,685</u>	<u>594,815,250</u>	<u>681,345,466</u>
Limited partnerships	42,859,919	68,941,886	38,087,204	61,648,394
	605,905,014	645,927,571	632,902,454	742,993,860
Due from brokers, unsettled security transactions	9,030,422	9,030,422	1,731,310	1,731,310
Due to brokers, unsettled security transactions	<u>(22,414,750)</u>	<u>(22,414,750)</u>	<u>(34,829,947)</u>	<u>(34,829,947)</u>
	<u>\$592,520,686</u>	<u>\$632,543,243</u>	<u>\$599,803,817</u>	<u>\$709,895,223</u>

Included in long-term bonds and notes are U.S. government and agency securities with a market value of \$102,425,131 at September 30, 2001 (2000—\$100,864,598).

**NOTE 4 Grants Payable**

Grants payable consist primarily of multi-year unconditional grants that are generally payable over one to four years. Management estimates these grants will be paid as follows:

	<u>2001</u>	<u>2000</u>
One year or less	\$10,457,624	\$ 16,903,152
One to four years	<u>7,075,000</u>	<u>6,645,000</u>
	17,532,624	23,548,152
Discount to reduce to present value (at 8%)		
	<u>(775,369)</u>	<u>(807,392)</u>
	<u>\$ 16,757,255</u>	<u>\$22,740,760</u>

Grants awarded are shown net of rescissions and refunds of \$133,161 in 2001 and \$329,519 in 2000. At September 30, 2001, the Foundation also had contingent grant commitments of \$7,650,000 which are not reflected in the financial statements.

**NOTE 5 Retirement Plans**

The Foundation maintains a defined contribution retirement plan covering all active full-time employees. Under the terms of the plan, the Foundation must contribute specified percentages of an employee's salary. The plan is currently invested in employee-designated individual annuity contracts and various approved mutual funds. The Foundation's contribution to the plan was \$231,738 for fiscal year 2001 (\$201,599—2000).

In addition, the Foundation maintains a supplemental retirement plan that allows employees to defer a portion of their pre-tax salaries. No contributions are made to this plan by the Foundation.

**NOTE 6 Commitments**

The Foundation's lease for its office space expires on October 31, 2006. The lease contains an escalation clause which provides for rental increases resulting from increases in real estate taxes and certain other operating expenses. At September 30, 2001, the Foundation had the following commitments for base rentals under the lease:

2002	\$ 456,015
2003	458,136
2004	458,136
2005	458,136
2006	458,136
Thereafter	38,178
	<u>\$ 2,326,737</u>

Rent expense was \$491,059 for fiscal year 2001 (\$483,600—2000).

**NOTE 7 Accounting for Derivative Instruments**

Financial Accounting Standards Board Statement No. 133, *Accounting for Derivative Instruments and Hedging Activities*, became effective in fiscal year 2001. Because of the Foundation's minimal use of derivatives, adoption of this statement did not have a significant effect on the Foundation's financial position or results of activities.



## FOUNDATION STAFF

### OFFICE OF THE PRESIDENT

Michael A. Bailin, *President*  
Kathy Schoonmaker, *Assistant  
to the President*

### INSTITUTION AND FIELD BUILDING

Nancy Roob, *Vice President  
and Secretary*  
Christina Bellamy, *Assistant  
to the Vice President*  
Woodrow McCutchen, *Portfolio Manager*  
Richard Stewart, *Portfolio Manager*  
Susan Lee, *Portfolio Associate*  
Deborah McCoy, *Portfolio Associate*  
Abigail Diner, *Portfolio Assistant*

### PROGRAM FOR CHILDREN\*

Susan J. Notkin, *Director*  
Myra Rosenbaum, *Program Associate*  
Alicia Lizama, *Program Assistant*

### PROGRAM FOR NEW YORK

#### NEIGHBORHOODS

Susan Bellinger, *Director,*  
*Neighborhood Partners Initiative*  
Benard Cummings, *NPI Assistant*

### PROGRAM FOR STUDENT ACHIEVEMENT

M. Hayes Mizell, *Director*  
Ruth Galm, *Program Associate*  
Mary Hall, *Program Assistant*

### OFFICE OF EVALUATION AND KNOWLEDGE DEVELOPMENT

David E. K. Hunter, *Director*  
Jacqueline Kaye, *Assessments Associate*  
Liza Custodio, *Assistant to the Directors  
of Evaluation and Communications*

### OFFICE OF COMMUNICATIONS

Bruce S. Trachtenberg, *Director*  
Albert S. Chung, *Communications  
Associate*

### FINANCE AND ADMINISTRATION

Ralph Stefano, *Director*  
Danielle Scaturro, *Accountant*  
Margaret R. Kenah, *Office Manager  
and Assistant Secretary*  
Ricardo La Motta, *IT Director*  
Alex Alto, *IT Associate*  
Dawn Moreland, *Receptionist and  
Assistant for Information Services*  
Ocyntia Williams, *Finance and  
Administration Assistant*

## BOARD OF TRUSTEES

Michael A. Bailin  
Patricia C. Barron  
H. Lawrence Clark  
James McConnell Clark, Jr.  
John M. Emery  
Theodore A. McKee  
James E. Preston  
Mary E. Procter\*\*  
Edward C. Schmults, *Chair*  
  
James McConnell Clark, *Emeritus*  
Hays Clark, *Emeritus*

\*At the end of 2001, the Community Partnerships for Protecting Children initiative was transferred to the Center for the Study of Social Policy.

\*\*Retired 12/19/01

## The Foundation's History

**T**he story of the Edna McConnell Clark Foundation really begins in 1969, when Edna McConnell Clark, a daughter of the founder of Avon Products, decided with her husband, Van Alan Clark, to set a fresh course for what had become a very large but unstaffed family foundation. Mr. and Mrs. Clark doubled the size of the endowment and charged their sons Hays, Van Alan, Jr., and James with overseeing staffing and establishing priorities to focus the resources of the Foundation.

The sons wanted to maintain the Clark family's down-to-earth approach to philanthropy and its goal to improve the lives of people in poor communities. The Foundation's programs today continue to reflect the spirit of those early decisions.

In the last 30 years, the Foundation has made grants totaling \$525 million. As of September 30, 2001, the Foundation's assets were valued at \$634 million. Two grandchildren of Van Alan and Edna McConnell Clark—H. Lawrence Clark and James McConnell Clark, Jr.—serve on the Foundation's nine-member board of trustees, while sons Hays and James are trustees emeriti.

For additional information about the Foundation's current and past work, visit our website at [www.emcf.org](http://www.emcf.org). Publications, reports, and other materials can be ordered or downloaded from our website as well, or contact us at (212) 551-9100 or [info@emcf.org](mailto:info@emcf.org).



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