

The Edna McConnell Clark Foundation

2000 ANNUAL REPORT

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Work in Progress

As readers of my recent annual report letters may know, the Edna McConnell Clark Foundation has been working hard over the past two years to develop a more effective way to better the lives of people from poor families. We decided to undertake this effort after concluding that the systems reform approach we had been using for nearly two decades was not the best way to achieve our mission, enact our core principles, or employ our resources efficiently. We determined that our past grantmaking has often failed to produce lasting or meaningful change, in part because of our limited resources in relation to the scale of what we have been trying to accomplish. In addition, whatever changes may have occurred were extremely difficult to verify or measure and enormously hard to sustain owing to the large number of forces (political, social, and economic) that can overwhelm or wash them out at any moment.

To confront these challenges, we have been piloting a new and evolving grantmaking approach, which we call institution and field building (IFB). The IFB approach is designed to use our energy, expertise, and resources to strengthen individual non-profits and the fields of which they are part, with the ultimate goal of delivering higher quality services to more people in need. During 2000, we passed a number of milestones in our new work and began seeing some early but encouraging lessons that give us confidence that we are headed down the right path.

WORK IN PROGRESS

While our IFB approach could work with a variety of institutions across a range of fields, all of which offer genuine promise for improving conditions for people, we feel it makes more sense, and avoids the problem of diluting our overall effectiveness, to focus on just one field. For us, that is youth development. A critical need exists in this country to help young people from poor families make a successful transition to independent adulthood, and we feel this is how we should eventually be focusing all the Foundation's assets and resources.

Making such a transition has involved more than just a shift in programmatic and investment activities. It has required us to reinvent our whole way of working. Over the past year, that has taken the form of introducing new methods for selecting and supporting nonprofit organizations, treating them more like partners than grantees, and recognizing that our work—ours and theirs—can be considered successful only when both we and those with whom we work can show measurable results.

In adopting these changes in focus and ways of working, we are aiming both to strengthen individual organizations one by one and to help weave youth development institutions into a more coherent, effective, and ambitious field of endeavor. Strong organizations alone are not enough. To perform at their best, organizations need to be part of a web of experienced suppliers, funders, and friendly competitors. They must also share standards of excellence, have branches of specialty, and participate in networks of information and learning. These are the things common to strong, growing industries. Youth development, though, is still a young field. It will take time for it to grow and for us to help a sufficient number of organizations do their work well. We want to help that process, accelerate it where we can, and develop lessons that enable others to contribute as well.

TOWARD INSTITUTIONAL EXCELLENCE

Our willingness to do business in a new way is due in part to a growing recognition among a number of private foundations and others in related fields that the practice of grantmaking can

and should be more effective, and thus needs to change. In our view, there is a significant difference between giving money to organizations willing to implement a foundation's proprietary notions versus providing financial and other kinds of support that can help that same organization achieve excellence in service over its lifetime. We are not opposed to designing smart programs, inventing new technologies, conducting better research. These are important, and they all have their place. But these things do not improve the lives of many people for very long (if at all) without the sustaining force of good institutions to use the new methods and programs, improve them, and expand them. That force won't develop unless support is made available to worthy nonprofit organizations. In addition, good institutions can grow even stronger when surrounded and supported by related organizations in a common field—colleagues able to establish and test standards of performance, design and perfect new methods, add complementary services, exchange referrals and form partnerships, and spot new opportunities.

Our realizations about what constitutes lasting value and how to create it in the nonprofit sector necessarily draw us down to the ground from the lofty plateaus of traditional philanthropy. They force us to confront the reality in which many nonprofits operate today. Because they are often woefully underfunded for the work they are expected to do, they lack the kinds of management, performance measurement, finance, and back-office systems that are prerequisites for higher quality programs, better service, and growth.

To expect nonprofits to develop these capabilities on their own, without appropriate financial and technical assistance, would be foolhardy. Instead, we recognize that helping them develop these strengths has to be as much our responsibility as it is their own. As a result, we are finding that we need to learn as never before about business planning, personnel management, financial controls, office technology, and other inner workings of grantee organizations from which foundations have usually (and by preference) been isolated. But taking on this work and its many

challenges, with the goal of adding real and measurable value to grantees, requires a new kind of relationship—something approaching partnership—and a level of trust that takes a long time to build.

CREATING A MODEL

This past year, our new work took its fullest form in a pilot we called the Growth Fund, starting with five grantees: Rheedlen Centers for Children and Families, Fifth Avenue Committee, and Abyssinian Development Corporation, all in New York; and Citizens Schools and ROCA in Boston. In contrast to our former approach of asking institutions to respond to a request for proposals, we actively sought out these organizations and took the time to understand their operations. Meeting with them at length and on repeated occasions, in their offices and ours, we set them up with expert business advisers, strategists, and program evaluators to guide them through the crafting of thoroughgoing business plans. Those plans were then critiqued and redrafted over several months.

We took part in planning discussions, reviewed the consultants' diagnostic information and recommendations, and asked questions we hoped would clarify options and lead to more useful choices. In the end, the decisions to be made were not ours—our role was mainly to help recruit and pay for expert advisers, to suggest avenues for inquiry and reflection, and to be sure no important issues were overlooked. But we also used this process to help us understand where each organization's critical needs will lie in the coming years, and where our investments might be most useful in helping them achieve their goals.

Among the many interesting turns in this process was a point at which the three organizations that had made the most progress in their business plans during 2000—Rheedlen, Citizen Schools, and ROCA—had to choose how to allocate the resources available to them. In every case, and much to our surprise as well as theirs, the decision was to focus first on improving the quality of services and strengthening the overall organization before moving on to expand the number of people served.

Each organization's decision flowed from a careful effort to articulate a theory of change—the specific steps they believe they will need to take to improve their programs and services, the results they expect to see in their own organizations, and ultimately the better outcomes they hope to produce for the people they serve. These steps include learning to manage in ways that get the best results, to finance the necessary improvements and keep their finances stable, and to monitor and measure performance. Our goal is to help them decide realistically what they can accomplish over a given period, and in the process determine what investment the Foundation will need to make to help them reach those goals.

NEW STAFF, NEW ADVISERS, NEW RELATIONSHIPS

Adding value to the organizations we support means not only investing in them directly, but helping them draw support from other sources—money, technical expertise, and plain good advice from people with experience. Being a good partner means, among other things, having a staff with a background in managing, financing, and advising high-performance organizations. To that end, we created a new position called portfolio manager and hired two individuals to fill those jobs. In addition to being responsible for making and monitoring grants, portfolio managers work directly with the organizations in which we invest, with the expert consultants advising those organizations, and with other funders who might be willing to invest alongside us.

We have also hired a new communications director to help us spread the word about what we're doing and what others can learn along with us. Similarly, we have worked hard to integrate our program, evaluation, finance, and administration capabilities to apply their combined knowledge and expertise to the design, implementation, and testing of the Foundation's new grant-making approach.

We have also started to explore relationships with other funders, even coordinating investments whose size and timing could significantly advance key elements of the business plans of our partner youth-serving organizations. For example, after

we finished working with one organization on its business plan, another foundation decided to make a significant investment in that organization based on some of the goals and performance measurements that arose from the plan. We discussed their intentions together, so that the three parties could make certain that the contributions of the two funders would reinforce each other and contribute as much as possible to achieving the organization's goals. This kind of open conversation among funders and nonprofits interested in the same field could prove to be a crucial tactic in building a more cohesive web of institutions and programs in the field of youth development—and of making us all smarter participants in that field.

CONTINUING COMMITMENT

Making this transition in how we work has also required us to take a close and careful look at our existing programs and to begin thinking about their future. We are committed to finishing the work currently underway in the Foundation's programs for Children, Student Achievement, and New York Neighborhoods. All previous pledges to organizations receiving support remain in full force. Beyond that, as each program approaches its completion, we will look for ways to enable the work to continue, as results and future opportunities warrant.

For example, we might find or create a permanent home outside the Foundation where the work can be carried on and improved over time—where it can attract new resources, contribute to a richer public debate, and continue to produce more and better results. We did that in 1999, when our nearly quarter-century-long program in Tropical Disease Research reached its final year and we joined with Pfizer Inc to create the free-standing International Trachoma Initiative. That organization is now benefiting millions worldwide and is on track to eliminate trachoma as the leading preventable cause of blindness.

WHAT WE SAY — AND HOW

As we venture onto new terrain, shifting from old ways of working to new, we recognize the need to explain what we are trying to do as clearly and precisely as possible. We want

reactions from others in youth development and philanthropy—critiques as well as encouragement—and that means being as concrete and clear as possible in what we say about our work. Working in a field rich with jargon and trendy clichés, we hope to be as plain and explicit in how we write and speak as we are deliberate in what we do.

Toward that goal, we are guided to some extent by an essay we published this past year under the title “In Other Words: A Plea for Plain Speaking in Foundations.” In that short piece, Tony Proscio drew our attention to the burdensome vocabulary of the foundation world, including a rich sampling of the business lingo that can easily overwhelm our discussions of investment, high-performance organizations, and measuring outcomes. I am keenly aware—and readers of this report will no doubt deepen my awareness—that we have not managed to scrub our work completely clean of such jargon.

To any such critics I will plead, if not innocent, at least not-terribly-guilty. The few terms we borrow from the business world—“portfolio managers,” “due diligence,” “performance objectives”—were chosen deliberately to describe activities we are knowingly adapting from corporate financial and management services. We intend to hold our staff accountable for some of the disciplines of the for-profit firms that serve and invest in for-profit enterprises. Some of our investments in institutions serving young people from poor families will be like those of investment firms, and we borrow the nomenclature accordingly. We hope to learn something from the methods and standards of excellence that those terms denote.

But we remain a foundation, both proud and humbled to be part of the long tradition of American philanthropy. We have no interest in abandoning the many good aspects of traditional foundation practice that are still relevant today. These include being mission-driven, recognizing that change cannot happen overnight, and sharing what we learn both inside and outside the field of philanthropy. We are, though, open to adopting new approaches, principles, and techniques that strengthen and enhance our

WORK IN PROGRESS

work—and we'll borrow them from wherever they make sense or show promise, as long as they make us more effective in pursuing our mission and honoring our values.

WHAT SUSTAINS US

Our work is moving rapidly beyond simply making grants to making investments and forging new relationships that we hope will lead to better services and, in turn, better life prospects for America's young people.

Our interest in growth and quality enhancement means sharing our partners' essential values and vision, and never losing touch with the reason why they and we exist. For all of us engaged in this work, achieving results, measuring and proving their effectiveness, and bringing those results to more people and communities are the best reasons for our existence, and in the long run the only reasons that matter to the people we care about.

This year, we set out to serve those goals in new ways and old. We have learned a tremendous amount. But we begin 2001 with a certainty that there is much more we have yet to learn. We hope that others—those who operate programs, guide public policy, conduct research, or in any way observe and think about our work—will write to us or use our website to let us know what they see and what advice they have to offer.

Together, we can build a stronger, more effective nonprofit sector that is able to fulfill its promise of helping young people wherever they live.



Michael A. Bailin

SEPTEMBER 30, 2000

During 2000, two areas of the Foundation's interest converged as institution and field building, our emerging grantmaking approach, became more focused on the goal of strengthening youth-serving organizations. Distinct activities were carried out in the two areas, yet by the end of the year they had become more unified than separate. As a result, the Foundation entered 2001 in a strong position to use the methods of institution and field building to pursue the new, primary objective of helping young people from poor families grow up to be contributing and self-sufficient members of society.

INSTITUTION AND FIELD BUILDING

The Foundation's initial work in institution and field building provided valuable experience in how to invest effectively in nonprofits to strengthen their organizational capacity and increase the quality of their services.

One of the keys to this new work was the development of a different approach for identifying, funding, and ultimately working with grantees. Instead of the more typical practice of issuing requests for proposals, reviewing submissions, and awarding grants to the best, the Foundation's new approach puts greater emphasis on gaining extensive knowledge about an organization, then building a relationship that is more a partnership than the usual funder-grantee association.

The Foundation began its pilot institution and field building work by drawing on its own experience and consulting outside experts to identify promising candidates. Of the five that emerged from this process, Rheedlen Centers for Children and Families and Abyssinian Development Corporation, both in Central

Harlem, were already working with the Foundation through its New York Neighborhoods program. The other three, ROCA and Citizen Schools in Boston, and Fifth Avenue Committee in Brooklyn, New York, were new to the Foundation.

To ensure that all five were up to the challenges that major growth would involve, each underwent a type of “due diligence.” This process determined the strength of the individual organization’s program model, leadership and management capacity, overall financial viability, and ability to track and make use of performance data to improve operations. Due diligence differed somewhat for organizations well known to the Foundation and for organizations working with the Foundation for the first time.

Following due diligence, the Foundation made an initial investment in each organization to underwrite business planning to help clarify goals for the future, determine the steps necessary to achieve them, and create performance standards to judge success.

To assist both the Foundation and its initial grantees through business planning, the Foundation engaged the Bridgespan Group Advisors (formerly Bridge Group Advisors) and its team of experts in nonprofit management and organizational planning, as well as other experts in program evaluation.

YOUTH DEVELOPMENT

The Foundation began 2000 ready to start work on a preliminary strategy in youth development. The strategy, which the Foundation's trustees had approved a year earlier, was designed to increase the availability of high-quality activities for young people during their nonschool hours—activities likely to help participants achieve better educational, vocational, and social outcomes.

During the year, the Foundation made two kinds of grants in this area. A number of small grants went to intermediary organizations that cultivate the field of youth development, raise the standards of its practitioners, share information about effective programs, and provide practical links among organizations. Two large multiyear investments in Big Brothers Big Sisters of America and Boys and Girls Clubs of America made up the Foundation's second set of grants. Like the Foundation's grants to the five pilot institution and field building grant recipients, the investments were designed to help these two national youth-serving organizations develop and implement business plans that would dramatically increase their ability to meet the needs of many more young people around the country. For example, Boys and Girls Clubs plans to provide intensive management assistance to 100 local clubs to help them serve 30,000 more young people over the next three years and improve the quality of after-school enrichment programs. Big Brothers Big Sisters is using its investment to expand services to an additional 22,400 children and adolescents over the next four years and develop regional training and support centers in eight cities to build school- and community-based mentoring partnerships.

INSTITUTION AND FIELD BUILDING / YOUTH DEVELOPMENT

	GRANTS AWARDED IN 2000	GRANTS PAID IN
INSTITUTION AND FIELD BUILDING		
ABYSSINIAN DEVELOPMENT CORPORATION New York, NY For organizational development	\$303,000	\$303,000
THE BRIDGE GROUP ADVISORS, INC. Boston, MA To assist the Foundation in designing an investment strategy in institution and field building		90,000
THE BRIDGE GROUP ADVISORS, INC. Boston, MA To assist the Foundation in implementing an institution and field building approach to grantmaking	150,000	150,000
THE BRIDGE GROUP ADVISORS, INC. Boston, MA To assist the Foundation in implementing an institution and field building approach to grantmaking	1,648,000	500,000
CITIZEN SCHOOLS, INC. Boston, MA For organizational development and business planning	250,000	250,000
THE EDNA McCONNELL CLARK FOUNDATION 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	
THE EDNA McCONNELL CLARK FOUNDATION New York, NY To design an investment strategy in institution and field building		250,000
FIFTH AVENUE COMMITTEE, INC. Brooklyn, NY For organizational development and business planning	250,000	250,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
METIS ASSOCIATES, INC.	\$179,000	\$90,000
New York, NY To assess the information technology systems of grantees supported through the Foundation's Growth Fund		
RHEEDLEN FOUNDATION, INC.	500,000	450,000
New York, NY For organizational development, business planning, and continuation of the Neighborhood Partners Initiative		
ROCA, INC.	250,000	250,000
Chelsea, MA For organizational development and business planning		
YOUTH LAW CENTER	20,000	20,000
San Francisco, CA For a conference on building the field of juvenile justice		
Total Institution and Field Building	\$3,800,000	
\$2,603,000		
YOUTH DEVELOPMENT		
ACTION AGAINST CRIME AND VIOLENCE EDUCATION FUND	\$300,000	\$300,000
Washington, DC To expand the national Fight Crime Invest in Kids organization		
AMERICAN HUMANICS, INC.	20,000	20,000
Kansas City, MO To assess a college-based youth worker training program		
AMERICAN YOUTH WORK CENTER	75,000	75,000
Washington, DC To expand the subscriber base of <i>Youth Today: The Newspaper on Youth Work</i> , a publication that disseminates information about the youth development field		

INSTITUTION AND FIELD BUILDING / YOUTH DEVELOPMENT

	GRANTS AWARDED IN 2000	GRANTS PAID IN
BIG BROTHERS BIG SISTERS OF AMERICA Philadelphia, PA To involve an additional 22,400 children in high-quality mentoring relationships with caring adults, form partnerships with 160 corporations to recruit employees as mentors, and create Regional Development Centers in eight cities to build school- and community-based mentoring partnerships	\$4,000,000	\$3,200,000
BOYS AND GIRLS CLUBS OF AMERICA Atlanta, GA To implement a project to give intensive management assistance to 100 local clubs and help them serve an additional 30,000 young people and improve the quality of their afterschool enrichment programs	5,000,000	4,100,000
GRANTMAKERS FOR CHILDREN, YOUTH & FAMILIES, INC. Washington, DC For general support	15,000	15,000
NATIONAL ASSEMBLY OF NATIONAL VOLUNTARY HEALTH AND SOCIAL WELFARE ORGANIZATIONS Washington, DC To expand the capacity of the National Youth Development and Information Center, which provides local and national youth-serving organizations with information about the youth development field	105,000	105,000
NATIONAL NETWORK FOR YOUTH, INC. Washington, DC To increase circulation of a professional periodical, <i>CYD Journal</i> , and to develop new publications to help youth-serving organizations improve their programs	150,000	150,000
Total Youth Development	\$9,665,000	\$7,965,000

The Program for Children focuses on keeping children safe and strengthening families. The Community Partnerships for Protecting Children initiative seeks to enhance the capacity of communities to protect children from abuse and neglect by engaging a broad range of stakeholders in assuming responsibility for child safety. Over the past four years, the initiative has assisted four localities—Cedar Rapids, Iowa; Jacksonville, Florida; Louisville, Kentucky; and St. Louis, Missouri—in bringing together 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 first phase of implementation, completed in September 2000, the members of each Community Partnership worked collaboratively to make improvements intended to increase children's safety, give parents better access to the supports they need to care for their children, increase the effectiveness of local agencies, and expand the capacity of community residents to seek out and offer support to one another. Findings from an evaluation conducted by Chapin Hall Center for Children showing good progress on the implementation of the initiative's key components led the Foundation to move to the second phase. Over the next three years, the Partnerships will work to achieve new, more explicit goals in the initiative's four areas of focus. Similarly, the evaluation will focus on determining how and to what degree each participating locality is meeting those goals.

The initiative includes grants in seven major categories. Direct support grants to sites help local Partnerships plan and implement systems of community child protection. Grants to states in which the sites are located provide funding to support local efforts and facilitate expansion of reform to other areas. Technical assistance grants in substantive areas enhance the Partnerships' capacity, skills, and expertise to sustain their complex work. Capacity-building grants allow key technical assistance providers to help the child welfare field move toward community child protection. Support to national and state organizations encourages informed debate regarding community-based approaches to child protection. Finally, grants for evaluation and dissemination 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 jurisdictions. In addition, the program provides a small number of grants to projects that make significant contributions to the wider field of child protection.

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**.

	GRANTS AWARDED IN 2000	GRANTS PAID IN
SUPPORT TO SITES		
EXCHANGE CLUB FAMILY CENTER AND CHILDREN'S HAVEN Jacksonville, FL To support the implementation of a system of community child protection in Jacksonville	\$178,752	\$178,752
EXCHANGE CLUB FAMILY CENTER AND CHILDREN'S HAVEN Jacksonville, FL To support the work of Jacksonville's Community Partnership for Protecting Children	50,000	50,000
EXCHANGE CLUB FAMILY CENTER AND CHILDREN'S HAVEN Jacksonville, FL To support the work of Jacksonville's Community Partnership for Protecting Children	700,000	
EXCHANGE CLUB FAMILY CENTER AND CHILDREN'S HAVEN Jacksonville, FL To support the work of Jacksonville's Community Partnership for Protecting Children		75,000
STATE OF IOWA DEPARTMENT OF HUMAN SERVICES Des Moines, IA To support the work of the Cedar Rapids Partnership for Safe Families	350,000	
STATE OF IOWA DEPARTMENT OF HUMAN SERVICES Des Moines, IA To support the work of the Cedar Rapids Partnership for Safe Families		70,000
JEFFERSON COUNTY PUBLIC SCHOOLS Louisville, KY To support the work of the Louisville/Jefferson County Community Partnership for Protecting Children	115,000	115,000
JEFFERSON COUNTY PUBLIC SCHOOLS Louisville, KY To support the work of the Louisville/Jefferson County Community Partnership for Protecting Children	700,000	

PROGRAM FOR CHILDREN

	GRANTS AWARDED IN 2000	GRANTS PAID IN
JEFFERSON COUNTY PUBLIC SCHOOLS	\$	\$75,000
Louisville, KY To support the work of the Louisville/Jefferson County Community Partnership for Protecting Children		
ST. LOUIS NEIGHBORHOOD NETWORK	75,000	75,000
St. Louis, MO For ongoing efforts to implement community child protection		
ST. LOUIS NEIGHBORHOOD NETWORK	700,000	
St. Louis, MO To support a second phase of implementation of community child protection		
ST. LOUIS NEIGHBORHOOD NETWORK		75,000
St. Louis, MO For ongoing efforts to implement community child protection		
SUPPORT TO STATES		
STATE OF FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES	20,000	
Tallahassee, FL To continue to promote statewide child protection reform		
STATE OF FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES	400,000	
Tallahassee, FL To promote the use of Individualized Courses of Action and Quality Service Reviews and to implement a plan to expand community child protection to eleven additional neighborhoods		
STATE OF FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES		35,000
Tallahassee, FL To continue to promote statewide child protection reform		
STATE OF IOWA DEPARTMENT OF HUMAN SERVICES	20,000	20,000
Des Moines, IA To continue to promote statewide child protection reform		

	GRANTS AWARDED IN 2000	GRANTS PAID IN
STATE OF IOWA DEPARTMENT OF HUMAN SERVICES Des Moines, IA To promote the use of Individualized Courses of Action statewide and to plan for expansion of community child protection	\$150,000	\$
STATE OF IOWA DEPARTMENT OF HUMAN SERVICES Des Moines, IA To continue to promote statewide child protection reform		35,000
COMMONWEALTH OF KENTUCKY CABINET FOR FAMILIES AND CHILDREN Frankfort, KY To continue to promote statewide child protection reform	20,000	20,000
COMMONWEALTH OF KENTUCKY CABINET FOR FAMILIES AND CHILDREN Frankfort, KY To promote the use of Individualized Courses of Action statewide and to plan for expansion of community child protection	150,000	
COMMONWEALTH OF KENTUCKY CABINET FOR FAMILIES AND CHILDREN Frankfort, KY To continue to promote statewide child protection reform		35,000
STATE OF MISSOURI DEPARTMENT OF SOCIAL SERVICES Jefferson City, MO To continue to promote statewide child protection reform	20,000	20,000
STATE OF MISSOURI DEPARTMENT OF SOCIAL SERVICES Jefferson City, MO To promote the use of Individualized Courses of Action statewide and to plan for expansion of community child protection	150,000	
STATE OF MISSOURI DEPARTMENT OF SOCIAL SERVICES Jefferson City, MO To continue to promote statewide child protection reform		35,000

PROGRAM FOR CHILDREN

	GRANTS AWARDED IN 2000	GRANTS PAID IN
TECHNICAL ASSISTANCE		
THE CENTER FOR THE STUDY OF SOCIAL POLICY Washington, DC To provide technical assistance to the Community Partnerships and host states and to document and disseminate lessons regarding community child protection	\$926,500	\$492,173
THE CENTER FOR THE STUDY OF SOCIAL POLICY Washington, DC To provide technical assistance to the Community Partnerships and assist the Foundation in sharing information about community child protection		440,000
THE CHILD WELFARE POLICY AND PRACTICE GROUP Montgomery, AL To provide training on using Individualized Courses of Action to the four Community Partnerships	49,000	49,000
THE CHILD WELFARE POLICY AND PRACTICE GROUP Montgomery, AL To work with the Community Partnerships to improve the practice of their child protection systems and community-based agencies	400,000	200,000
THE EDNA McCONNELL CLARK FOUNDATION New York, NY To assess and enhance the organizational capacity of neighborhood-based service delivery centers in the four Community Partnerships sites		43,093
FAMILY SUPPORT AMERICA Chicago, IL To assist the Jacksonville and Louisville Community Partnerships in conducting education and leadership development in community child protection	120,200	120,200
FAMILY VIOLENCE PREVENTION FUND San Francisco, CA To continue to assist the Community Partnerships in developing effective interventions for families in which both domestic violence and child maltreatment exist	175,000	175,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
MARTIN & GLANTZ, LLC Mill Valley, CA To continue to assist the Louisville, Jacksonville, and Cedar Rapids Community Partnerships with communications activities and to disseminate information about community child protection nationally	\$70,000	\$70,000
MARTIN & GLANTZ, LLC Mill Valley, CA To promote understanding of community child protection at the local, state, and national levels	480,000	125,000
MARTIN & GLANTZ, LLC Mill Valley, CA To continue to assist the Cedar Rapids, Jacksonville, and Louisville Community Partnerships with communications activities and to help the Foundation develop materials promoting community child protection		100,000
METIS ASSOCIATES, INC. New York, NY To continue to assist the Jacksonville, Louisville, and Cedar Rapids Community Partnerships in enhancing management information systems and expanding local capacity to share and analyze data	100,000	100,000
METIS ASSOCIATES, INC. New York, NY To assist the four Community Partnerships in enhancing management information systems and expanding local capacity to share and analyze data	342,000	102,000
METIS ASSOCIATES, INC. New York, NY To assist the Jacksonville, Louisville, and Cedar Rapids Community Partnerships in enhancing management information systems and expanding local capacity to share and analyze data		51,500

PROGRAM FOR CHILDREN

	GRANTS AWARDED IN 2000	GRANTS PAID IN
CAPACITY BUILDING		
THE CHILD WELFARE POLICY AND PRACTICE GROUP Montgomery, AL To increase capacity to provide technical assistance to public and private child welfare agencies	\$250,000	\$175,000
FAMILY VIOLENCE PREVENTION FUND San Francisco, CA To build capacity for helping jurisdictions effectively identify and intervene with families where both child abuse and domestic violence exist	250,000	100,000
NATIONAL ORGANIZATIONS		
AMERICAN BAR ASSOCIATION FUND FOR JUSTICE AND EDUCATION Washington, DC To research innovative projects in child welfare legal services and legislative reforms related to community child protection	150,000	75,000
AMERICAN HUMANE ASSOCIATION Englewood, CO To study jurisdictions that are experimenting with law enforcement involvement in child maltreatment investigations and to update a child protection training manual	200,000	125,000
AMERICAN PUBLIC HUMAN SERVICES ASSOCIATION Washington, DC To produce a guide to best practices in addressing the needs of families where concerns of both child maltreatment and substance abuse exist	150,000	150,000
CHILDREN'S DEFENSE FUND Washington, DC To promote community child protection through the Black Community Crusade for Children and national education efforts on behalf of children and families		100,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
COUNCIL ON ACCREDITATION OF SERVICES FOR FAMILIES AND CHILDREN, INC. New York, NY To develop and promote best practice standards in community child protection for child protective services staff	\$70,000	\$70,000
FAMILY SUPPORT AMERICA Chicago, IL To promote community child protection principles and practices, focusing on the need for links between family support programs and child protection agencies	200,000	125,000
NATIONAL ASSOCIATION OF STATE-BASED CHILD ADVOCACY ORGANIZATIONS Washington, DC To promote community child protection at the national, state, and local levels	170,000	100,000
NATIONAL LEAGUE OF CITIES INSTITUTE, INC. Washington, DC To engage mayors, council members, and other municipal leaders in community child protection through the Youth, Education and Families Institute	75,000	75,000
PARENTS ANONYMOUS, INC. Claremont, CA To promote collaboration between parent leaders and child welfare agencies as an element of system reform	200,000	125,000
STATE-BASED CHILD ADVOCACY ORGANIZATIONS		
FAMILY INVESTMENT TRUST St. Louis, MO To promote community child protection principles and practices in Missouri	75,000	75,000

PROGRAM FOR CHILDREN

	GRANTS AWARDED IN 2000	GRANTS PAID IN
FLORIDA CENTER FOR CHILDREN AND YOUTH, INC. Tallahassee, FL To serve as a resource to the Jacksonville Community Partnership regarding state-level reforms and to educate policymakers, community leaders, and journalists about community child protection	\$75,000	\$75,000
KENTUCKY COUNCIL ON CHILD ABUSE, INC. Lexington, KY To promote community child protection practices and principles in the state of Kentucky	75,000	75,000
PREVENT CHILD ABUSE IOWA Des Moines, IA To educate policymakers and community leaders about community child protection	75,000	75,000
EVALUATION AND DISSEMINATION		
UNIVERSITY OF CHICAGO Chicago, IL For research costs associated with evaluating Individual Courses of Action, an element of the Community Partnerships for Protecting Children initiative	29,135	29,135
UNIVERSITY OF CHICAGO Chicago, IL For an outcomes-based evaluation of the second implementation phase of the Community Partnerships for Protecting Children initiative	1,044,000	
UNIVERSITY OF CHICAGO Chicago, IL For an evaluation of the Community Partnerships for Protecting Children initiative		233,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
THE EDNA MCCONNELL CLARK FOUNDATION New York, NY To study, document, and disseminate lessons from the Community Partnerships for Protecting Children initiative	\$	\$34,898
OTHER GRANTS		
CHILD TRENDS, INC. Washington, DC To conduct a comparative analysis of the antecedents of child well-being versus the antecedents of child abuse and neglect, examine measures of child well-being, and report on findings	100,000	100,000
CHILD WELFARE ORGANIZING PROJECT, INC. New York, NY To pilot a parent leadership and staff development curriculum at six nonprofit child welfare agencies in New York City	35,000	35,000
CHILDREN'S RIGHTS, INC. New York, NY To support the organization in diversifying its advocacy strategies for child protective service reform beyond the use of class action litigation	200,000	200,000
COLEMAN CHILDREN AND YOUTH SERVICES San Francisco, CA For a booklet on lessons learned from implementing San Francisco's Children's Amendment	25,000	25,000
FOOD RESEARCH AND ACTION CENTER, INC. Washington, DC To make Food Stamps more accessible to eligible low-income families	30,000	30,000
NATIONAL COALITION FOR CHILD PROTECTION REFORM Alexandria, VA For efforts to improve media coverage of child welfare reforms	25,000	25,000

PROGRAM FOR CHILDREN

	GRANTS AWARDED IN 2000	GRANTS PAID IN
NEW YORK UNIVERSITY	\$50,000	\$50,000
New York, NY To support the development of the Institute for Families, Children, and the Law		
NEW YORKERS FOR CHILDREN, INC.	100,000	100,000
New York, NY To aid New York City's Administration for Children's Services in obtaining technical assistance		
PHILADELPHIA CITIZENS FOR CHILDREN AND YOUTH	60,000	60,000
Philadelphia, PA To study reasons underlying a drop in local child abuse and neglect reporting rates		
STOP IT NOW! INC.	55,000	55,000
Haydenville, MA To launch a public education campaign and begin to develop a national public policy agenda on child sexual abuse		
LESS RESCISSIONS	(20,000)	
LESS REFUNDS	(178,752)	(178,752)
Total Program	\$10,030,835	\$5,300,000

New York Neighborhoods

The Program for New York Neighborhoods, which supports continuing and sustainable improvements in living conditions in Central Harlem and South Bronx neighborhoods through the Neighborhood Partners Initiative (NPI), entered its final phase during 2000. Through NPI, the Foundation is working with 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—on improvement projects in their respective communities.

Because this program is nearing completion over the next several years, the Foundation has focused primarily on making grants and providing other assistance to help NPI's lead agencies build additional capacity to sustain and strengthen their work after the initiative ends. These efforts include applying some early lessons the Foundation is learning about how to build stronger nonprofit organizations through its evolving work in institution and field building.

Other grants during the past year include several that were designed to take advantage of unique community-development activities in the South Bronx and Central Harlem. Among them were awards to expand an employment program for adolescents released from Rikers Island Correctional Facility and to increase the availability of child care programs during the summer.

PROGRAM FOR NEW YORK NEIGHBORHOODS

	GRANTS AWARDED IN 2000	GRANTS PAID IN
NEIGHBORHOOD PARTNERS INITIATIVE: CORE SUPPORT		
ABYSSINIAN DEVELOPMENT CORPORATION New York, NY To support the continuation of a neighborhood preservation and community-building project in Central Harlem	\$	\$250,000
BRONX ACORN Brooklyn, NY For continued participation in the Neighborhood Partners Initiative	60,000	60,000
HIGHBRIDGE COMMUNITY LIFE CENTER, INC. Bronx, NY For continued participation in the Neighborhood Partners Initiative	475,000	267,000
MID BRONX SENIOR CITIZENS COUNCIL Bronx, NY To support the continuation of a neighborhood preservation and community-building project in the South Bronx		187,200
NEIGHBORHOOD PARTNERS INITIATIVE: CAPACITY BUILDING		
CITIZENS COMMITTEE FOR NEW YORK CITY, INC. New York, NY For final support of the Neighborhood Leadership Institute and workshops for the Neighborhood Partners Initiative	175,000	105,000
HIGHBRIDGE COMMUNITY LIFE CENTER, INC. Bronx, NY For purchase of computer hardware	25,000	25,000
METIS ASSOCIATES, INC. New York, NY To conduct physical inventories of the five Neighborhood Partners Initiative neighborhoods and to convene two workshops for lead agencies	210,000	105,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
METIS ASSOCIATES, INC. New York, NY To evaluate outcomes of work carried out by several of the lead organizations participating in the Neighborhood Partners Initiative	\$535,000	\$126,000
THE EDNA McCONNELL CLARK FOUNDATION New York, NY For technical assistance to the Neighborhood Partners Initiative	250,000	184,631
THE EDNA McCONNELL CLARK FOUNDATION New York, NY For all-site conferences and seminars for participants in the Neighborhood Partners Initiative		48,143
THE EDNA McCONNELL CLARK FOUNDATION New York, NY For technical assistance to the Neighborhood Partners Initiative		53,056
MID BRONX SENIOR CITIZENS COUNCIL Bronx, NY For the development of a management information system and associated hardware and software	420,000	110,000
CAPACITY-BUILDING GRANTS		
ASSOCIATION FOR NEIGHBORHOOD AND HOUSING DEVELOPMENT, INC. New York, NY To plan a capacity-building initiative for agencies that use organizing as a neighborhood improvement strategy	100,000	50,000
CCRP, INC. Bronx, NY For continued organizational growth	250,000	125,000

PROGRAM FOR NEW YORK NEIGHBORHOODS

	GRANTS AWARDED IN 2000	GRANTS PAID IN
THE TRUSTEES OF COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK	\$500,000	\$250,000
New York, NY To continue to develop the Urban Technical Assistance Project		
HISPANIC FEDERATION OF NEW YORK CITY, INC.	85,000	50,000
New York, NY To implement a management and leadership institute for Latino community-based organizations		
LOCAL INITIATIVES SUPPORT CORPORATION	200,000	200,000
New York, NY To assess the organization's management information system		
MOUNT MORRIS PARK COMMUNITY IMPROVEMENT ASSOCIATION	25,000	25,000
New York, NY To strengthen organizational capacity		
NORTHWEST BRONX COMMUNITY AND CLERGY COALITION	150,000	75,000
Bronx, NY To strengthen organizational capacity		
NORTHWEST BRONX COMMUNITY AND CLERGY COALITION		50,000
Bronx, NY For the Training Institute for Careers in Organizing's apprenticeship and training programs for community organizers		
THE VALLEY, INC.	150,000	100,000
New York, NY To strengthen organizational capacity		
SMALL GRANTS		
NEW YORK BOTANICAL GARDEN	10,000	10,000
Bronx, NY For the Bronx Green Up program and outreach to the Neighborhood Partners Initiative sites		

	GRANTS AWARDED IN 2000	GRANTS PAID IN
<p>THE REVEREND LINNETTE C. WILLIAMSON MEMORIAL PARK ASSOCIATION, INC.</p> <p>New York, NY</p> <p>For Art and the Gardens, a summer enrichment program in Central Harlem engaging young people in artistic, horticultural, and environmental education activities</p>	\$10,000	\$10,000
OTHER GRANTS		
<p>CATHOLIC YOUTH ORGANIZATION OF THE ARCHDIOCESE OF NEW YORK, INC.</p> <p>New York, NY</p> <p>For a summer youth camp at the West Bronx Recreation Center</p>	15,000	15,000
<p>CHILDREN'S AID SOCIETY</p> <p>New York, NY</p> <p>To provide final support for a community-building project in Central Harlem</p>	100,000	50,000
<p>FRIENDS OF ISLAND ACADEMY, INC.</p> <p>New York, NY</p> <p>To expand an employment program for adolescents released from Rikers Island Correctional Facility</p>	85,000	40,000
<p>FUND FOR THE CITY OF NEW YORK</p> <p>New York, NY</p> <p>For a summer employment project that involves young people in community-building initiatives and strengthens neighborhood-based youth development programs</p>	2,197,000	1,465,000
<p>MOTHERS ON THE MOVE, INC.</p> <p>Bronx, NY</p> <p>For community and tenant organizing activities in the South Bronx</p>	110,000	60,000
<p>MOUNT HOPE HOUSING COMPANY, INC.</p> <p>Bronx, NY</p> <p>To help low-income families save for first home purchase, education, or small business development through Individual Development Accounts</p>	25,000	25,000

PROGRAM FOR NEW YORK NEIGHBORHOODS

	GRANTS AWARDED IN 2000	GRANTS PAID IN
THE NEW YORK COMMUNITY TRUST	\$250,000	\$250,000
New York, NY For a collaborative fund to increase the availability of child care programs during the summer		
PER SCHOLAS, INC.	125,000	75,000
Bronx, NY To expand a computer technician training program		
THE URBAN LEAGUE OF GREATER NEW YORK, INC.		75,000
New York, NY For the Office of Civic Engagement and Constituent Services		
WOMEN'S HOUSING AND ECONOMIC DEVELOPMENT CORPORATION	450,000	300,000
New York, NY For final support of employment programs and management information systems		
WOMEN'S HOUSING AND ECONOMIC DEVELOPMENT CORPORATION		98,000
New York, NY For the Urban Horizons economic development center		
LESS REFUNDS	(43,493)	(43,493)
Total Program	\$6,943,507	\$4,875,538

Student Achievement

The Program for Student Achievement currently works with three urban school districts—Corpus Christi, Texas; Long Beach, California; and San Diego, California—to increase the academic achievement of all their middle school students. Since 1995, each district has developed and implemented academic standards for what middle school students should know and be able to do in language arts, math, science, and social studies. To focus their efforts, the districts set specific goals for the percentages of their eighth graders who would meet the standards in the year 2001.

With the target date approaching, the districts worked during 2000 to consolidate their improvements, especially in schools and subject areas where large numbers of students are still performing below standard. Corpus Christi, for example, strengthened staff development and redesigned its summer school program, Long Beach gave more attention to the reading proficiency of its lowest achieving students, and San Diego implemented an intensive “literacy block” instructional period in its middle schools as part of a wider reform effort. Over the next year, the program will assist the districts in strengthening the skills of principals and teachers, assessing student achievement, using data for planning, and other activities to maintain the momentum of reform.

The program pursues its goals through grants in six major areas. In addition to providing support directly to the school systems, the program makes grants to organizations that collaborate with the districts on such issues as professional

development, parent involvement, and student assessment. Grants to community-based organizations enable citizens to understand and advocate for middle school improvement. The program also commissions in-depth evaluations of the reform efforts in each district. To further the cause of middle school improvement more widely, the Foundation provides assistance to national and regional organizations that support education reform in the middle grades and sponsors selected communications efforts.

To share lessons emerging from the program, the Foundation sponsors several national and regional efforts. For example, the National Forum to Accelerate Middle Grades Reform, established in 1994 and staffed by the Education Development Center, is becoming an important resource for educators. In addition, the Southern Regional Educational Board is applying its proven "High Schools That Work" approach at the middle school level through the "Making Middle Grades Matter" program. Anticipating the conclusion of its work in this area in 2003, the Program for Student Achievement is exploring possible future strategies to help sustain standards-based middle school reform nationally and in the school systems in which it has been working.

Information on middle school reform may be obtained through the Foundation-supported website at www.middleweb.org. Middleweb also hosts participatory forums for educators.

	GRANTS AWARDED IN 2000	GRANTS PAID IN
SUPPORT FOR SCHOOL SYSTEMS		
CORPUS CHRISTI INDEPENDENT SCHOOL DISTRICT Corpus Christi, TX To use academic standards to improve the performance of middle school administrators, teachers, and students	\$900,000	\$337,500
CORPUS CHRISTI INDEPENDENT SCHOOL DISTRICT Corpus Christi, TX To assist three middle schools in holding themselves more accountable for student achievement	118,000	118,000
CORPUS CHRISTI INDEPENDENT SCHOOL DISTRICT Corpus Christi, TX To implement reforms that will enable students in the district's 12 middle schools to meet eighth grade academic standards		150,000
JEFFERSON COUNTY PUBLIC SCHOOLS Louisville, KY To implement reforms that will enable students in the district's 23 middle schools to meet eighth grade academic standards		87,500
LONG BEACH UNIFIED SCHOOL DISTRICT Long Beach, CA To use academic standards to improve the performance of middle school administrators, teachers, and students	900,000	337,500
LONG BEACH UNIFIED SCHOOL DISTRICT Long Beach, CA To implement reforms that will enable students in the district's 21 middle schools to meet eighth grade academic standards		150,000
SAN DIEGO UNIFIED SCHOOL DISTRICT San Diego, CA To use academic standards to improve the performance of middle school administrators, teachers, and students	900,000	315,792
SAN DIEGO UNIFIED SCHOOL DISTRICT San Diego, CA To implement reforms that will enable students in the district's 21 middle schools to meet eighth grade academic standards		90,000

PROGRAM FOR STUDENT ACHIEVEMENT

	GRANTS AWARDED IN 2000	GRANTS PAID IN
OTHER SUPPORT FOR SCHOOL SYSTEMS		
CENTER ON EDUCATION POLICY Washington, DC For a special printing of a brochure on why and how parents should help their children study hard in middle school	\$16,300	\$16,300
THE EDNA McCONNELL CLARK FOUNDATION New York, NY To facilitate a school system's development of a proposal and explore the feasibility of engaging selected principals in conversations about the future of middle school reform	72,000	72,000
THE EDNA McCONNELL CLARK FOUNDATION New York, NY To organize a meeting of representatives from the Foundation-assisted school systems, advisors, and trustees	40,000	5,776
THE EDNA McCONNELL CLARK FOUNDATION New York, NY For a consultant to assist the Program for Student Achievement in strengthening standards-based reform initiatives in three school systems	300,000	
COLLABORATIVE COMMUNICATIONS GROUP, INC. 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	
JEFFERSON COUNTY PUBLIC SCHOOLS Louisville, KY To enable 48 teachers from eight middle schools in Jefferson County to participate in a two-year professional development program focused on improving writing instruction		70,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
NATIONAL ASSOCIATION OF SECONDARY SCHOOL PRINCIPALS Reston, VA To implement a staff development program for all middle school principals in Corpus Christi and Louisville	\$	\$20,000
NATIONAL STAFF DEVELOPMENT COUNCIL Oxford, OH To develop resources that assist schools and school systems in assessing the impact of staff development programs on teacher practice and student achievement		130,000
PEN AMERICAN CENTER, INC. New York, NY To implement the PEN Readers & Writers Program in four middle schools in Corpus Christi, Texas	34,000	25,500
PEN AMERICAN CENTER, INC. New York, NY To implement the PEN Readers & Writers Program in four middle schools in the Corpus Christi Independent School District		18,600
PUBLIC EDUCATION NETWORK, INC. Washington, DC To determine the feasibility of establishing and sustaining local education funds in three cities	100,000	70,000
THE UNIVERSITY OF TEXAS AT AUSTIN Austin, TX To enable the 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		264,000
COMMUNITY-BASED ORGANIZATIONS		
LEAGUE OF WOMEN VOTERS OF MINNEAPOLIS EDUCATION FUND Minneapolis, MN To help citizens understand and advocate for improved student achievement in Minneapolis middle schools		15,000

PROGRAM FOR STUDENT ACHIEVEMENT

	GRANTS AWARDED IN 2000	GRANTS PAID IN
<p>THE PRICHARD COMMITTEE FOR ACADEMIC EXCELLENCE Lexington, KY To enable a group of local citizens in Louisville, Kentucky, to conduct a study of six middle schools</p>	\$35,000	\$35,000
<p>THE PRICHARD COMMITTEE FOR ACADEMIC EXCELLENCE Lexington, KY To assist citizens and educators in reforming Louisville, Kentucky, middle schools</p>	300,000	80,000
<p>THE PRICHARD COMMITTEE FOR ACADEMIC EXCELLENCE Lexington, KY To enable parents and citizens to understand academic standards and to assist middle school students in meeting academic standards in Louisville, Kentucky</p>		86,250
<p>SOCIAL ADVOCATES FOR YOUTH — SAN DIEGO San Diego, CA To assist parents in understanding and using academic standards to increase student achievement</p>	216,000	27,000
<p>SOCIAL ADVOCATES FOR YOUTH — SAN DIEGO San Diego, CA To implement the Parent Alliance for School Standards project in five schools in the San Diego Unified School District</p>		50,000
EVALUATION AND PROJECT DOCUMENTATION		
<p>THE EDNA McCONNELL CLARK FOUNDATION New York, NY For a consultant to study the capacities of three school systems to sustain middle school reform after the termination of Foundation support</p>	45,000	44,037
<p>EDUCATION MATTERS, INC. Cambridge, MA To document and assess how Foundation-assisted school systems support their lowest achieving students to perform at standard</p>	786,000	200,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
EDUCATION MATTERS, INC.	\$	\$117,000
Cambridge, MA		
To continue to analyze middle school reforms in Foundation-assisted school systems		
POLICY STUDIES ASSOCIATES, INC.	415,000	173,000
Washington, DC		
To conduct a quantitative study of the impact of standards- based reform on middle school student performance in four school systems		
POLICY STUDIES ASSOCIATES, INC.		41,000
Washington, DC		
To assist four school systems in developing the capacity to collect and use data that reveal patterns of ninth grade course enrollment and success by eighth grade cohorts		
NATIONAL REFORM		
CLEMSON UNIVERSITY		50,000
Clemson, SC		
To enable the National Dropout Prevention Center to identify and analyze successful strategies used in five states and six urban school districts to help low-achieving students meet standards		
COUNCIL OF CHIEF STATE SCHOOL OFFICERS	127,000	127,000
Washington, DC		
To organize and conduct a national conference in Long Beach, California, on middle school reform		
CROSS CITY CAMPAIGN FOR URBAN SCHOOL REFORM		40,700
Chicago, IL		
To study the role and impact of community organizing on school reform		
EDITORIAL PROJECTS IN EDUCATION	115,000	115,000
Bethesda, MD		
To support special reporting on issues related to student achievement in the middle grades		

PROGRAM FOR STUDENT ACHIEVEMENT

	GRANTS AWARDED IN 2000	GRANTS PAID IN
EDUCATION COMMISSION OF THE STATES Denver, CO To identify factors, conditions, and policies that support the use of effective data-driven decision making in schools	\$130,000	\$130,000
EDUCATION DEVELOPMENT CENTER, INC. Newton, MA To support projects of the National Forum to Accelerate Middle Grades Reform	700,000	250,000
EDUCATION DEVELOPMENT CENTER, INC. Newton, MA To expand the activities of the National Forum to Accelerate Middle Grades Reform		47,500
EDUCATION WRITERS ASSOCIATION Washington, DC To expand and sustain an internet site dedicated to middle school reform	430,000	150,000
NATIONAL STAFF DEVELOPMENT COUNCIL Oxford, OH To revise and publish standards for elementary, middle, and high school professional development	127,000	127,000
SOUTHERN REGIONAL EDUCATION BOARD Atlanta, GA To establish a network of state policymakers and local practitioners that will implement policies and practices to improve middle grades education in 10 southern states		330,000
COMMUNICATIONS		
COLLABORATIVE COMMUNICATIONS GROUP, INC. Washington, DC To implement a comprehensive dissemination plan that engages educators and education organizations in using a book and two videos to increase middle schools' use of standards	125,000	125,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
OTHER GRANTS		
THE BROOKINGS INSTITUTION Washington, DC To strengthen systemic reform strategies to improve public education	\$	\$30,000
THE EDNA MCCONNELL CLARK FOUNDATION New York, NY To organize a meeting of representatives from the four Foundation-assisted school systems, advisors, and trustees		23,244
THE EDUCATION TRUST, INC. Washington, DC To engage students as advocates for education reform	150,000	150,000
STONE LANTERN FILMS, INC. Chevy Chase, MD To produce a documentary history of public education in the United States	200,000	100,000
THE TIDES CENTER San Francisco, CA To support Grantmakers for Education, a national affinity group for education funders	11,000	
LESS RESCISSIONS	(9,774)	
LESS REFUNDS	(17,688)	(17,688)
Total Program	\$7,574,838	\$4,924,511

Tropical Disease Research

From 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[®], a highly effective antibiotic treatment for trachoma, ITI became an independent entity in 1999.

ITI has produced remarkable results in its first two years of operation. In target areas of Tanzania and Morocco, ITI programs cut trachoma prevalence by more than 50 percent using the SAFE strategy: Surgery to correct advanced stage trachoma, Antibiotics to treat active infection using Zithromax[®], Face washing to reduce disease transmission, and Environmental change to increase access to clean water, improved sanitation, and health education to eliminate the disease altogether. In Morocco, the Ministry of Health/ITI trachoma control

program reached more than 630,000 people, producing a drop in disease prevalence from 28 percent to 6.5 percent in the target area and the complete elimination of severe disease. In Tanzania, the Ministry of Health/ITI program reached more than 70,000 people, achieving reductions in prevalence of between 50 and 83 percent in target areas.

Most recently—indeed, since the close of the Foundation's fiscal year—ITI has been awarded significant new support from three sources, the Bill and Melinda Gates Foundation, the Department of International Development of the United Kingdom of Great Britain and Northern Ireland, and the Starr Foundation. These additional resources will enable ITI to launch programs as planned in Ghana, Mali, Sudan, and Vietnam, while also embarking on an expanded campaign to reach 30 million people worldwide in countries listed by the World Health Organization's Alliance for the Global Elimination of Trachoma by 2020 (GET 2020). The 2000 grant from the Edna McConnell Clark Foundation allowed ITI to develop a detailed business plan to guide its future growth and provided general support for its disease control efforts.

ITI makes information about its work and other related efforts to eliminate blinding trachoma available on its website at [**www.trachoma.org**](http://www.trachoma.org).

PROGRAM FOR TROPICAL DISEASE RESEARCH

	GRANTS AWARDED IN 2000	GRANTS PAID IN
TRACHOMA		
INTERNATIONAL TRACHOMA INITIATIVE, INC. New York, NY For strengthening core operations, developing a business plan, and expanding work to treat and prevent blinding trachoma in countries around the world	\$4,800,000	\$1,200,000
LESS REFUNDS	(1,133)	(1,133)
Total Program	\$4,798,867	\$1,198,867

The 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 fall outside or cut across established grantmaking strategies. Venture Fund grants are investments in organizations with which the Foundation makes common cause and in areas of interest and activities—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 2000	GRANTS PAID IN
ASSESSMENT		
THE ASPEN INSTITUTE, INC. Washington, DC To continue support for the Roundtable on Comprehensive Community Initiatives for Children and Families	\$100,000	\$100,000
UNIVERSITY OF CHICAGO Chicago, IL To design an outcomes-based evaluation of the second implementation phase of the Community Partnerships for Protecting Children initiative	150,000	150,000
THE EDNA MCCONNELL CLARK FOUNDATION New York, NY For an analysis of what has been learned through foundations' long-term investments in improved student outcomes	14,000	14,000
PRESIDENT AND FELLOWS OF HARVARD COLLEGE Cambridge, MA For the workshop "Public-Private Partnerships in Public Health," led by Michael R. Reich and Marc J. Roberts of the Harvard School of Public Health	20,000	20,000
TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA Philadelphia, PA To document and assess the Foundation's 26-year Tropical Disease Research Program		60,000
FIELD OF PHILANTHROPY		
COUNCIL ON FOUNDATIONS, INC. Washington, DC For 2000 membership dues	40,000	40,000
THE FOUNDATION CENTER New York, NY For general support	40,000	40,000
INDEPENDENT SECTOR Washington, DC For 2000 membership dues	10,500	10,500

	GRANTS AWARDED IN 2000	GRANTS PAID IN
<p>NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS, INC. New York, NY For 2000 membership dues</p>	\$10,500	\$10,500
YOUTH DEVELOPMENT		
<p>THE EDNA MCCONNELL CLARK FOUNDATION New York, NY For early research, writing, consultation, planning, and meetings connected with the development of a new grantmaking program in youth development</p>		70,300
INSTITUTION AND FIELD BUILDING		
<p>NEW YORK UNIVERSITY New York, NY To enable the Robert F. Wagner Graduate School of Public Service to document work undertaken by six juvenile justice organizations through grants made by the Foundation in September 1998</p>		75,000
SPECIAL LEVERAGING		
<p>NATIONAL FUNDING COLLABORATIVE ON VIOLENCE PREVENTION Washington, DC To build the organization's capacity as a national resource center on violence prevention</p>	100,000	100,000
DEVELOPMENT		
<p>BUSINESS AND PROFESSIONAL PEOPLE FOR THE PUBLIC INTEREST Chicago, IL To support the writing and dissemination of a report on innovative partnerships between community developers and police departments</p>		40,000

VENTURE FUND

	GRANTS AWARDED IN 2000	GRANTS PAID IN
STAFF SPECIAL PROJECTS GRANTS		
UNIVERSITY OF CALIFORNIA, BERKELEY Berkeley, CA For general support to outreach programs to increase the number of underrepresented and disadvantaged students eligible for the University of California	\$15,000	\$15,000
COMMUNITY ACCESS, INC. New York, NY For general support	15,000	15,000
GODDARD-RIVERSIDE COMMUNITY CENTER New York, NY For general support of the Family Council	25,000	25,000
HETRICK-MARTIN INSTITUTE, INC. New York, NY For an outreach worker to assist homeless youth	25,000	25,000
INWOOD HOUSE New York, NY For general support of the Family Day Care Program	25,000	25,000
MERCY CENTER, INC. Bronx, NY For general support	25,000	25,000
PHYSICIANS FOR HUMAN RIGHTS, INC. Boston, MA To collaborate with the Youth Law Center of San Francisco in monitoring health conditions in facilities where young people are incarcerated	25,000	25,000
PRESBYTERIAN CHURCH IN AMERICA Atlanta, GA For general support for a youth development program at the New Song Community Church	10,000	10,000

	GRANTS AWARDED IN 2000	GRANTS PAID IN
PUBLIC DOMAIN, INC.	\$20,000	\$20,000
Atlanta, GA		
For a video documentary on the life of civil rights activist Mae Bertha Carter		
SOUTHERN REGIONAL COUNCIL, INC.	5,000	5,000
Atlanta, GA		
For general support in recognition of the 80th anniversary of the Southern Regional Council, Inc.		
ST. CHRISTOPHER-OTILLIE	25,000	25,000
Brooklyn, NY		
For general operating support for the Center for Family Life in Sunset Park		
ST. MATTHEW'S AND ST. TIMOTHY'S NEIGHBORHOOD CENTER, INC.	15,000	15,000
New York, NY		
For general support		
TALLER SALUD, INC.	15,000	15,000
San Juan, Puerto Rico		
For education programs on women's health		
URBAN JUSTICE CENTER	15,000	15,000
New York, NY		
To enable the Family Violence Project to evaluate its Abusive Partner Intervention Program		
YOUNG MEN'S CHRISTIAN ASSOCIATION OF GREATER NEW YORK	15,000	15,000
New York, NY		
For general support for the Harlem YMCA Cyberlab project		

VENTURE FUND

	GRANTS AWARDED IN 2000	GRANTS PAID IN
OTHER		
BOWDOIN COLLEGE	\$11,000	\$11,000
Brunswick, ME		
For general support		
BROWN UNIVERSITY	11,000	11,000
Providence, RI		
For general support		
LESS REFUNDS	(565)	(565)
Total Program	\$781,435	\$1,026,736

The communications office helps advance the mission of the Foundation by assisting program staff and grantees to raise awareness of and share information about their work in child welfare, community development, student achievement, and tropical disease research. The communications office is also responsible for making information about the Foundation's new grantmaking approach widely available. To be more efficient and effective at efforts to inform key audiences about its programs, grantee achievements, and lessons learned and to share knowledge arising from its work, the Foundation is taking steps to make greater use of electronic communications, including redesigning its website at www.emcf.org.

Grants this year supported essential communications functions while the Foundation considered the role of its communications office and recruited a new communications director.

COMMUNICATIONS

	GRANTS AWARDED IN 2000	GRANTS PAID IN
THE EDNA McCONNELL CLARK FOUNDATION	\$450,000	\$
New York, NY		
To manage the Foundation's communications activities		
THE EDNA McCONNELL CLARK FOUNDATION		140,000
New York, NY		
To manage the Foundation's communications activities and to review the role of the communications office		
LESS RESCISSIONS	(25,000)	
<hr/>	<hr/>	<hr/>
Total Program	\$425,000	\$140,000

Grants Summary

	GRANTS UNPAID AS OF 9/30/99	GRANTS AWARDED IN 2000	GRANTS PAID IN 2000	GRANTS UNPAID AS OF
Institution and Field Building	\$ 340,000	\$ 3,800,000	\$ 2,603,000	\$ 1,537,000
Youth Development	0	9,665,000	7,965,000	1,700,000
Children	1,855,094	10,030,835	5,300,000	6,585,929
New York Neighborhoods	1,036,401	6,943,507	4,875,538	3,104,369
Student Achievement	2,607,105	7,574,840	4,924,512	5,257,433
Tropical Disease Research	0	4,798,868	1,198,868	3,600,000
Venture Fund	309,722	781,435	1,026,736	64,421
Communications	165,000	425,000	140,000	450,000
Justice*	1,249,000	(33,115)	(33,115)	1,249,000
Grand Total	\$ 7,562,322	\$ 43,986,369	\$ 28,000,539	\$ 23,548,152

*Represents a balance of \$1,249,000 from a grant to the Vera Institute of Justice and a refund of \$33,115 to the Foundation.

To Apply for a Grant

As explained elsewhere in this *Annual Report*, the Foundation is in the process of shifting the majority of its resources to support youth-serving organizations that can help young people from poor families become self-sustaining and contributing members of society. At present, we expect to identify promising youth-serving organizations primarily through nominations by colleagues and advisers in the field of youth development. In addition, we will soon publish a detailed list of selection criteria on our website, at www.emcf.org, for individuals and organizations wishing to learn more about our work.

Meanwhile, work continues in the Foundation's long-standing program areas: Children, New York Neighborhoods, and Student Achievement. Before applying for a grant, please read the description of the Foundation's priorities and goals within each program area as outlined in this *Annual Report*. If you believe that your project fits the criteria of a Foundation program, please write a brief letter describing the purpose of the grant, the proposed activity, the key participants, and an estimate of the budget and time frame. The letter should be addressed to the director of the program to which you plan to apply. The proposal letter will be reviewed by a program officer, who typically will respond within one month of receipt. If warranted, the program officer will request additional information and a formal proposal.

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.

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, 2000 and the statements of activities and cash flows for the year 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 audit. The Foundation's financial statements as of September 30, 1999 were audited by other auditors whose report dated November 19, 1999 expressed an unqualified opinion on those statements.

We conducted our audit in accordance with 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 audit provides 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 at September 30, 2000 and its activities and cash flows for the year then ended in conformity with generally accepted accounting principles.



Chicago, Illinois

November 17, 2000

STATEMENTS OF FINANCIAL POSITION

SEPTEMBER 30	2000	1999
Assets		
Interest, dividends and other receivables	\$ 2,488,386	\$ 2,403,373
Investments, at market or fair value	709,895,223	648,634,687
Furniture, equipment and improvements, at cost, net of accumulated depreciation and amortization of \$1,033,240 in 2000 and \$928,936 in 1999	<u>433,304</u>	<u>371,124</u>
	<u>\$ 712,816,913</u>	<u>\$651,409,184</u>
Liabilities and unrestricted net assets		
Liabilities		
Grants payable, short-term	\$ 16,903,152	\$ 4,850,823
Deferred federal excise tax	2,201,828	1,608,676
Other liabilities	640,251	518,232
Grants payable, long-term	<u>5,837,608</u>	<u>2,324,674</u>
	25,582,839	9,302,405
Unrestricted net assets	<u>687,234,074</u>	<u>642,106,779</u>
	<u>\$ 712,816,913</u>	<u>\$651,409,184</u>

See accompanying notes.

STATEMENTS OF ACTIVITIES

YEARS ENDED SEPTEMBER 30	2000	1999
Investment return		
Net realized gains on sales of investments	\$ 47,948,283	\$ 33,428,137
Net unrealized gain on investments, net of deferred tax expense	29,064,442	43,038,223
Interest and dividend income	20,027,476	18,555,460
	97,040,201	95,021,820
Investment management expenses	(2,732,870)	(2,292,450)
	<u>94,307,331</u>	<u>92,729,370</u>
Expenditures		
Program services		
Grants awarded (grant payments made were \$28,000,539 in 2000 and \$27,747,443 in 1999)	43,565,802	22,730,981
Program and grant management expenses	3,525,785	3,918,965
	47,091,587	26,649,946
General management expenses	783,477	806,821
Federal excise taxes	1,304,972	496,739
	49,180,036	27,953,506
Change in net assets	45,127,295	64,775,864
Unrestricted net assets		
Beginning of year	642,106,779	577,330,915
End of year	<u>\$687,234,074</u>	<u>\$642,106,779</u>

See accompanying notes.

STATEMENTS OF CASH FLOWS

YEARS ENDED SEPTEMBER 30	2000	1999
Operating activities		
Change in net assets	\$ 45,127,295	\$ 64,775,864
Depreciation and amortization	104,304	66,322
Provision for deferred federal excise tax	593,152	878,331
Net realized gains on sales of investments	(47,948,283)	(33,428,137)
Net unrealized gain on investments	(29,657,594)	(43,916,554)
Changes in		
Interest, dividends and other receivables	(85,013)	(163,727)
Grants payable	15,565,263	(5,016,462)
Other liabilities	122,019	15,038
Net cash used in operating activities	<u>(16,178,857)</u>	<u>(16,789,325)</u>
Investing activities		
Additions to furniture, equipment and improvements	(166,484)	(300,338)
Purchases of investments	(1,164,436,173)	(1,910,792,789)
Proceeds from sales of investments	1,180,781,514	1,927,882,452
Net cash provided by investing activities	<u>16,178,857</u>	<u>16,789,325</u>
Increase (decrease) in cash	—	—
Cash and cash equivalents		
Beginning of year	—	—
End of year	<u>\$ —</u>	<u>\$ —</u>
Supplemental disclosure of cash flow information		
Federal excise tax paid	<u>\$ 1,400,000</u>	<u>\$ 450,000</u>

See accompanying notes.

NOTES TO THE FINANCIAL STATEMENTS

YEARS ENDED SEPTEMBER 30, 2000 AND 1999

NOTE 1 Nature of Activities and Significant Accounting Policies

NATURE OF ACTIVITIES

The Edna McConnell Clark Foundation is a nonprofit organization which focuses on a limited number of carefully defined program areas: child protection, youth development, student achievement, New York neighborhood improvement, and institution and field building. Grants are made to very narrowly targeted areas within each program, seeking to improve conditions for people who are poor and disadvantaged.

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 tax. However, in accordance with Section 4940(e) of the Internal Revenue 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 did not meet the specified requirements for fiscal year 2000 and was subject to a 2 percent federal excise tax. For fiscal year 1999, it was subject to a 1 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 and real estate partnerships are carried at approximate fair value, as determined by the management of the partnerships, using appraised values. 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 of investments. The provision for deferred federal excise tax is computed at a rate of 2 percent.

AWARDS AND GRANTS

Awards and grants, including multi-year grants, are considered obligations when approved by the Foundation's Board of Trustees.

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 Investments

INVESTMENTS ARE SUMMARIZED AS FOLLOWS:

	2000		1999	
	COST	FAIR VALUE	COST	FAIR VALUE
Marketable securities				
Short-term				
investments	\$ 68,280,986	\$ 68,284,076	\$ 27,087,425	\$ 27,081,561
Long-term bonds				
and notes	152,264,272	152,190,857	210,328,237	208,403,808
Corporate stock and				
mutual funds—				
equity securities	324,140,514	407,368,434	302,615,909	368,915,341
Mutual funds—fixed				
income securities	<u>50,129,478</u>	<u>53,502,099</u>	<u>47,613,293</u>	<u>49,341,403</u>
	<u>594,815,250</u>	<u>681,345,466</u>	<u>587,644,864</u>	<u>653,742,113</u>
Limited partnerships				
and real estate				
Limited partnerships	37,546,015	60,668,913	31,110,461	45,039,510
Real estate	<u>541,189</u>	<u>979,481</u>	<u>541,190</u>	<u>948,705</u>
	<u>38,087,204</u>	<u>61,648,394</u>	<u>31,651,651</u>	<u>45,988,215</u>
	632,902,454	742,993,860	619,296,515	699,730,328
Due from brokers,				
unsettled security				
transactions	1,731,310	1,731,310	48,123,521	48,123,521
Due to brokers,				
unsettled security				
transactions	<u>(34,829,947)</u>	<u>(34,829,947)</u>	<u>(99,219,162)</u>	<u>(99,219,162)</u>
	<u>\$599,803,817</u>	<u>\$709,895,223</u>	<u>\$568,200,874</u>	<u>\$648,634,687</u>

Included in long-term bonds and notes are U.S. government and agency securities totaling \$100,864,598 at September 30, 2000 (\$145,462,191 at September 30, 1999).

NOTE 3 Grants Payable

Grants payable consists primarily of multi-year grants which generally are payable over one to four years. Management estimates that the grants payable balance will be paid as follows:

	<u>2000</u>	<u>1999</u>
One year or less	\$ 16,903,152	\$4,850,823
One to four years	<u>6,645,000</u>	<u>2,711,500</u>
	23,548,152	7,562,323
Discount to reduce to present value (at 8%)	<u>(807,392)</u>	<u>(386,826)</u>
	<u>\$22,740,760</u>	<u>\$ 7,175,497</u>

Grants awarded are shown net of rescissions and refunds of \$329,519 in 2000 and \$278,220 in 1999.

NOTE 4 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 \$201,599 for fiscal year 2000 (\$249,020 for fiscal year 1999).

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

NOTE 5 Commitments

The Foundation's lease for its office space expires in 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, 2000, the Foundation had the following commitments for base rentals under the lease:

2001	\$ 432,684
2002	456,015
2003	458,136
2004	458,136
2005	458,136
Thereafter	496,314
	<u>\$2,759,421</u>

Rent expense was \$483,600 for fiscal year 2000 (\$476,112 for fiscal year 1999).

NOTE 6 Accounting for Derivative Instruments

In 1998, the Financial Accounting Standards Board issued Statement No. 133, *Accounting for Derivative Instruments and Hedging Activities*, which is required to be adopted in years beginning after June 15, 2000. Because of the Foundation's minimal use of derivatives, management does not believe the adoption of the new statement will 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*
Martha Stark, *Portfolio Manager*
Deborah McCoy, *Portfolio Associate*
Prethi Edara, *Portfolio Assistant*

PROGRAM FOR CHILDREN

Susan J. Notkin, *Director*
Myra Rosenbaum, *Program Associate*

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 ASSESSMENTS

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

OFFICE OF COMMUNICATIONS

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

FINANCE AND ADMINISTRATION

Ralph Stefano, *Director*
Rosanna Aybar, *Accountant*
Margaret R. Kenah, *Office Manager
and Assistant Secretary*
Ricardo La Motta, *IT Director*
Angel Badillo, *IT Associate*
Dawn Moreland, *Receptionist and
Assistant for Information Services*
Ocyntia Williams, *Finance
and Administration Assistant*

PROGRAM ADVISERS

PROGRAM FOR CHILDREN

Martin Guggenheim
Professor of Clinical Law
New York University School of Law
Carol Williams Spigner
Visiting Professor of Social Work
University of Pennsylvania
School of Social Work

**PROGRAM FOR
STUDENT ACHIEVEMENT**

Kati P. Haycock
Director
Education Trust
Diana Lam
Superintendent of Schools
Providence, Rhode Island
Warren Simmons, Ph.D.
Executive Director
Annenberg Institute for
School Reform

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*
Ruth A. Wooden**

James McConnell Clark, *Emeritus*
Hays Clark, *Emeritus*

*Appointed January 2001

**Retired January 2001

The Foundation's History

The 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. After carefully considering a wide range of opportunities, the trustees selected narrowly defined programs in each of four areas: the poor, children, the elderly, and the developing world. The Foundation's programs today continue to reflect the spirit of those early decisions.

In the last 29 years, the Foundation has made grants totaling about \$495 million. As of September 30, 2000, the Foundation's assets were valued at \$713 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.