

The Edna M<sup>c</sup>Connell Clark Foundation

*Annual Report*

1999

# 1999 Annual Report

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A LETTER FROM THE PRESIDENT

## Under Construction

The Edna McConnell Clark

Foundation is changing. This year, we made real progress in constructing a new approach to our grantmaking — but the truth is, we're not quite done. The scaffolding is still in place, and the dust has not yet settled. Consequently, this *Annual Report* is mostly a promise of things to come. It discharges our responsibility to report on grants made and on the past year's changes in our financial statements, but at this point it suggests only the outline of the structure we're trying to create and the work we hope to foster. All of that is in the works — and we expect to be able to report on our progress in the months ahead.

In the meantime, though, we need to start by affirming the things that are *not* changing. Most of all, the mission of the Foundation — to improve the conditions of people in poor and disadvantaged communities — is unwavering and continues to provide us ample challenge, opportunity, and encouragement. Even as we consider new approaches to strategy and tactics and new ways to communicate and learn, our adherence to that fundamental mission remains unchanged.

Second, our commitment to the Foundation's core programs — for Children, Student Achievement, New York Neighborhoods, and the newest program, in Youth Development — remains strong. As the following pages show, the past year has seen no

letup in grantmaking, exploration, and assessment of activities. And however much the strategic wheel may turn — always a natural result of learning and experimentation — we foresee no fundamental change in course in those programs.

Central to what *is* changing is a theme I began outlining in the past two years' *Annual Report* essays: a determination to help build stronger, more effective nonprofit institutions among our grantees, and to solidify and strengthen the fields in which they work. That determination is now becoming the guidepost for more of our grantmaking. It has had its fullest expression so far in the strategic design of the Youth Development program, which the trustees approved in September 1999, and will continue to shape the evolution of that program. It increasingly affects the work of other programs as well, as more of our grants aim directly at the structure and capacity of individual grantee organizations and at the unifying forces that bind them into coherent fields of endeavor. The influence of institution and field building in all our programs will be increasingly visible as our current work progresses.

The Spartan quality of this report is no reflection on our long-term plans in communications. Instead, this brief spell of minimalism arises from a need to pause and reflect on how we and the rest of the world are communicating at the turn of the century. Although we expect publications to be integral to our work, we also recognize that printed materials — with all their necessary delays in design, production, and circulation — are no longer the only, nor often the best, way to assure accountability for our work or to engage in discussion with partners, grantees, and other stakeholders. Our web site will therefore be a critical element in the communications strategy now in development. (If you visit our site at [www.emcf.org](http://www.emcf.org), you'll see a placeholder now, but much more will follow.) Under the plan we're designing, we intend to generate a good deal more information, circulate it more quickly, and build in many more opportunities for collaboration, response, and rebuttal from colleagues and others interested in our work.

A few of the past year's changes are already far enough along to have made their public debut. Chief among these, and the occasion of enormous pride here, has been the launch of the International Trachoma Initiative (ITI), dedicated to a comprehensive strategy for controlling and eventually eliminating trachoma as the world's leading cause of preventable blindness. ITI is the result of a quarter century of Tropical Disease Research work at the Foundation, including fourteen years of high-stakes work on trachoma with grantees, collaborators, and friends around the world. In a partnership with Pfizer Inc — the first of its kind for us — we established ITI as an independent organization in July 1999. It is in many ways the first fruit of our concentration on institution building as a means for addressing chronic problems in poor communities.

The launch of ITI concludes our in-house work on trachoma and gives us an opportunity to re-examine our overall engagement in Tropical Disease Research. The future of that program — whether it will remain one of our core resident programs or will continue mainly through our support of ITI — will be among the questions we expect to answer in the coming year. Meanwhile, we are delighted that former program director Joseph Cook, M.D., has agreed to become executive director of ITI, where our support for him and for the initiative remains enthusiastic.

These are just the most obvious and complete of the alterations now under way at the Edna McConnell Clark Foundation. By the time next year's *Annual Report* lays out the consequences in detail, we hope you will have followed our progress on the web and stayed in touch with us, electronically and on paper, with your thoughts and suggestions about where we've been, what we've learned, and how we proceed.



*Michael A. Bailin*  
september 30, 1999

# Children

The Program for Children seeks to enhance the capacity of communities to safeguard children from abuse and neglect by promoting community-wide involvement in child protection. Through its Community Partnerships for Protecting Children initiative, now in its third year of implementation, the program assists and learns from community partnerships in four cities: Cedar Rapids, Iowa; Jacksonville, Florida; Louisville, Kentucky; and St. Louis, Missouri. A partnership involves a diverse group of public and private entities (including the local child protective services agency), neighborhood-based organizations, and parent and resident leaders, who work together to keep children safe and support families.

The program currently provides direct funding to the four sites, along with grants to their states to facilitate the expansion of community child protection practices to other communities. The program supports technical assistance to the sites, efforts by national and state organizations to engage their constituencies (including judges, child advocates, and child welfare commissioners) in promoting community child protection, and evaluation and dissemination of findings. Information on the sites and other community child protection efforts is available through a clearinghouse maintained by the Center for the Study of Social Policy at [www.cssp.org](http://www.cssp.org).

This year, steering committees in the four cities evaluated their progress, involved additional partners (such as local businesspeople and clergy), and worked with families facing multiple challenges. For example, one partnership established a multi-disciplinary team—including experts in domestic violence, substance abuse, and mental health—to provide consultation on complex child abuse and neglect cases. Each partnership moved forward with implementation

of “family team meetings,” which bring together family members, their support network, and service providers to develop a plan to keep children safe and address a family’s needs. The partnerships are also generating stronger informal networks of support. In one instance, neighbors in a housing project volunteered to take care of four siblings for a brief period while their mother was incarcerated, thus allowing the children to avoid formal placement in foster care and remain in familiar surroundings.

In September 2000, the first phase of the initiative’s implementation will end. The Foundation—aided by an evaluation by Chapin Hall Center for Children and information from other sources—is developing the strategy for phase two. The program will likely focus on measuring outcomes for children and families and also ask for greater involvement from the host states. Additionally, the program is seeking to build greater capacity within the child welfare field to move toward community child protection and encourage discussion of its principles.

	grants awarded in 1999	grants paid in 1999
<b>Community Child Protection</b>		
American Humane Association Englewood, CO To train groups from the four Community Partnerships in the Front Porch model, which seeks to expand citizen involvement in child protection	\$110,000	\$110,000
The Center for the Study of Social Policy Washington, DC To provide and coordinate technical assistance to Community Partnership sites and expand dissemination of materials on community child protection		166,000
The Center for the Study of Social Policy Washington, DC To assist the cities involved with the Community Partnerships initiative in increasing their capacity to develop and implement self-evaluation plans	50,000	50,000

Program for Children	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
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	\$850,000	\$410,000		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	\$ 44,407
University of Chicago Chicago,IL To evaluate the Community Partnerships for Protecting Children initiative		500,000		The Edna McConnell Clark Foundation New York,NY To study, document,and disseminate key lessons learned from the Community Partnerships initiative	100,000
Child and Family Policy Center Des Moines,IA To link child protection reform in Cedar Rapids with statewide efforts and to prepare policy documents to assist the field	65,000	65,000		Family Resource Coalition Chicago,IL To continue to assist the Community Partnerships sites in enhancing parent and resident involvement in protecting children	45,000
The Child Welfare Policy and Practice Group Montgomery, AL To continue to help sites' child protective services agencies implement community-based systems for child protection		70,000		Family Violence Prevention Fund San Francisco,CA To continue to assist Community Partnerships sites in developing effective responses to child protection cases involving domestic violence	150,000
The Child Welfare Policy and Practice Group Montgomery, AL To perform Quality Service Review case studies with the four Community Partnerships	110,000	110,000		State of Florida Department of Children and Families Tallahassee,FL To continue to promote statewide child protection reform	75,000 40,000
The Child Welfare Policy and Practice Group Montgomery, AL To continue to assist the four Community Partnerships with reforming their public child protection systems	170,000	170,000		State of Iowa Department of Human Services Des Moines,IA To support Cedar Rapids in implementing a community system of child protection	100,000
Children's Defense Fund Washington,DC To promote community child protection through its Black Community Crusade for Children		50,000		State of Iowa Department of Human Services Des Moines,IA To support the work of the Cedar Rapids Partnership for Safe Families	370,000 300,000
Children's Defense Fund Washington,DC To further promote community child protection through the Black Community Crusade for Children and national education efforts	258,000	158,000		State of Iowa Department of Human Services Des Moines,IA To continue to promote statewide child protection reform	75,000 40,000
				Jacksonville Children's Commission Jacksonville,FL To support Jacksonville in implementing a community system of child protection	100,000

Program for Children	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
Jefferson County Public Schools Louisville, KY To support Louisville in implementing a community system of child protection	\$	\$105,000	National Association of State-Based Child Advocacy Organizations Washington,DC To continue to help advocates promote child protection reform at the state and local levels	\$	\$112,500
Jefferson County Public Schools Louisville, KY To support the work of the Louisville/Jefferson County Community Partnership	360,000	285,000	National Conference of State Legislatures Denver, CO To continue to engage state legislators in promoting child protection reform		100,000
Commonwealth of Kentucky Cabinet for Families and Children Frankfort, KY To continue to promote statewide child protection reform	75,000	40,000	National Conference of State Legislatures Denver, CO To inform state lawmakers about community child protection	250,000	150,000
Martin & Glantz LLC Mill Valley, CA To continue to assist sites in implementing communications and public engagement strategies		112,000	National Council of Juvenile and Family Court Judges Reno,NV To continue to assist courts in developing and implementing new methods for diverting child protection cases to community-based services		100,000
Martin & Glantz LLC Mill Valley CA To continue to assist Cedar Rapids,Jacksonville,and Louisville with communications strategies and to help the Foundation develop materials promoting community child protection	200,000	100,000	National Council of Juvenile and Family Court Judges Reno,NV To continue to provide technical assistance and training to judges on developing programs to divert child protection cases to community-based services	240,000	140,000
Metis Associates,Inc. New York,NY To continue to assist sites in enhancing their management information systems and data collection capabilities		80,000	The Northeast Florida Exchange Club Family Center and Children's Haven Jacksonville,FL To support the work of Jacksonville's Community Partnership	360,000	285,000
Metis Associates, Inc. New York,NY To assist the Jacksonville,Louisville,and Cedar Rapids Partnerships in further enhancing their management information systems and expanding local capacity to share and analyze data	121,500	70,000	Parents Anonymous, Inc. Claremont,CA To provide technical assistance to the Community Partnerships and the State of Iowa and to share information about community child protection with parent leaders across the country	100,000	100,000
State of Missouri Department of Social Services Jefferson City, MO To continue to promote statewide child protection reform	75,000	40,000			

Program for Children	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
Prevent Child Abuse America Chicago,IL To create a campaign addressing child abuse prevention from a public health perspective	\$230,000	\$130,000	Children's Rights, Inc. New York,NY To support organizational development activities intended to enhance its capacity to advocate effectively for children	\$75,000	\$75,000
The Regents of the University of Colorado Denver, CO To enable the Center for Human Investment Policy to assist sites and the Community Partnerships initiative with outcomes measurement,evaluation,and implementation of safety strategies		27,000	Educational Broadcasting Corporation New York,NY For a documentary profiling the work of the Center for Family Life in Sunset Park,Brooklyn	30,000	30,000
The Regents of the University of Colorado Denver, CO To enable the Center on Human Investment Policy to document sites'practice and policy innovations and assess the need for an expanded network of jurisdictions moving toward community child protection	75,000	75,000	Family Violence Prevention Fund San Francisco,CA To provide technical assistance to five communities selected as part of a national public-private effort to integrate child protection,domestic violence services,and criminal justice systems to serve families with histories of domestic violence and child maltreatment	150,000	150,000
St. Louis Neighborhood Network St.Louis,MO To support ongoing efforts to implement community child protection	405,000	330,000	Intensive Family Preservation Services National Network, Inc. Laurel,MD To support this organization's development as a national leadership organization responsible for promoting intensive family preservation services across the country		45,000
Sherbrooke Consulting, Inc. Washington,DC To provide support to sites and the Community Partnerships initiative in team-building, conflict resolution,leadership development,and partnership facilitation		17,000	National Academy of Sciences Washington,DC To enable the Board on Children, Youth,and Families to convene experts in foster care policy and practice to examine current research and develop recommendations for reform	25,000	25,000
Sigel Community Education Center, Inc. St.Louis,MO To support St.Louis in implementing a community system of child protection		100,000	National Center for Youth Law San Francisco,CA To enable child welfare advocates and attorneys to share information and explore new strategies for achieving system reform	64,000	64,000
<b>Miscellaneous / Other</b>					
Center for Living Democracy, Inc. Brattleboro,VT To support the work of the American News Service in writing and disseminating articles on innovative community efforts that improve the lives of children, youth,and families	25,000	25,000	Less Refunds	(50)	(50)
			<b>Total: Program for Children</b>	<b>\$5,093,450</b>	<b>\$5,550,857</b>

PROGRAM FOR  
**New York Neighborhoods**

The Program for New York

Neighborhoods supports continuing and sustainable improvements in living conditions in Central Harlem and South Bronx neighborhoods. The primary grantmaking component, the Neighborhood Partners Initiative (NPI), is a community-building effort in which five lead agencies work with local residents and institutions to achieve locally identified outcomes such as renovated housing, increased employment, decreased crime, more responsive public systems, and other enhancements. In Central Harlem, the lead agencies are Rheedlen Centers for Children and Families and Abyssinian Development Corporation; in the South Bronx, the lead agencies are the Mid Bronx Senior Citizens Council, Highbridge Community Life Center, and Bronx ACORN.

The program provides direct support to the lead agencies and other organizations for projects that promote neighborhood change and advance site-specific priorities. In addition, the program supports activities that strengthen the lead agencies, assess the effectiveness of particular strategies, bolster the capacity of technical assistance and intermediary organizations, and promote learning about innovative approaches within other community-building efforts.

Now midway through phase two of a three-phase initiative, the lead agencies and their partners focused this year on achieving measurable outcomes. Notable successes include renovations to formerly distressed properties, the refurbishing of parks and playgrounds, public safety improvements such as the installation of speed humps near schools, and the creation of job placement programs, computer technology centers, and youth programs. NPI residents strengthened their block associations, advocated for better public services, started campaigns to encourage participation in the upcoming U.S. Census, and provided testimony regarding large-scale public works projects affecting their neighborhoods.

For the Foundation, the current phase represents an important opportunity to strengthen the organizational capacity of the lead agencies — an essential step if they are to reach their potential as stable resources for ongoing community development. Over the past year, Metis Associates helped them assess their existing management information systems and develop specific plans to improve their capacity to gather and analyze data and communicate internally and with partner organizations. Four of the lead agencies also undertook overall surveys of their organizational infrastructure. Further, the Foundation restructured its grants to enable each agency to administer its own budget for technical assistance, with guidance from a consultant in community development.

As NPI heads toward its third and final phase, scheduled to begin in 2001, the emphasis of the program's work will shift more decisively toward securing the financial future and organizational stability of the lead agencies. Another priority for the coming year is launching a program evaluation, designed to measure neighborhood-level outcomes, new capacities within the lead agencies, and the role of NPI in fostering positive change.

	grants awarded in 1999	grants paid in 1999
<b>Neighborhood Partners Initiative</b>		
Abyssinian Development Corporation New York, NY To continue a neighborhood preservation and community-building project in Central Harlem	\$	\$95,000
Abyssinian Development Corporation New York, NY To continue a neighborhood preservation and community-building project in Central Harlem	70,000	70,000
Abyssinian Development Corporation New York, NY To continue a neighborhood preservation and community-building project in Central Harlem	400,000	150,000

Program for New York Neighborhoods	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
Bronx ACORN Bronx,NY To continue a neighborhood preservation and community-building project in the South Bronx	\$	\$248,000	Highbridge Community Life Center, Inc. Bronx,NY To continue a neighborhood preservation and community-building project in the South Bronx	\$	\$280,000
Casa Atabex Ache Bronx,NY To organize and promote health education among women and girls in the Mott Haven section of the South Bronx	50,000	25,000	Mid Bronx Senior Citizens Council Bronx,NY To continue a neighborhood preservation and community-building project in the South Bronx		210,000
Children's Aid Society New York,NY To support a community-building project in Central Harlem	50,000	50,000	Mid Bronx Senior Citizens Council Bronx,NY To continue a neighborhood preservation and community-building project in the South Bronx	600,000	162,800
The Edna McConnell Clark Foundation New York,NY To convene conferences and seminars for participants in the Neighborhood Partners Initiative		15,965	Neighborhood Housing Services of New York, Inc. New York,NY To provide homeowners'assistance in the South Bronx		40,000
The Edna McConnell Clark Foundation New York,NY To support technical assistance for the Neighborhood Partners Initiative		162,943	Rheedlen Foundation, Inc. New York,NY To continue a neighborhood preservation and community-building project in Central Harlem		370,000
The Trustees of Columbia University in the City of New York New York,NY To enable the Urban Technical Assistance Project to provide technical assistance to Neighborhood Partners Initiative sites		180,000	The Urban Institute Washington,DC To complete and begin implementing a research design for assessing the Neighborhood Partners Initiative	130,000	130,000
East Harlem Employment Services, Inc. New York,NY To support a welfare-to-work initiative and the STRIVE Academy		37,500	The Valley, Inc. New York,NY To assist in the development of youth leadership in Central Harlem	70,000	70,000
The Enterprise Foundation New York,NY To help launch New York Job Link,an employment service for entry-level jobs	100,000	100,000	Vehicles,Inc. New York,NY To provide job placement and career development services to Central Harlem residents	25,000	25,000
Fund for the City of New York New York,NY For a summer employment project that involves youth in community-building initiatives	263,000	263,000	Women's Housing and Economic Development Corporation New York,NY For the Urban Horizons economic development center		100,000

Program for New York Neighborhoods	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
Women's Housing and Economic Development Corporation New York,NY For the Urban Horizons economic development center	\$225,000	\$127,000		Metis Associates, Inc. New York,NY To assist Neighborhood Partners Initiative sites to improve their data collection and analysis capabilities	\$50,000 \$50,000
Youth Force, Inc. Bronx,NY For youth leadership training and organizing in the South Bronx	75,000	75,000		Mothers on the Move, Inc. Bronx,NY For community and tenant organizing activities in the South Bronx	60,000 60,000
<b>Capacity Building</b>				National Community Building Network, Inc. Oakland,CA To train network members and convene regional meetings	200,000 200,000
CCRP, Inc. New York,NY To support the continuing growth of community development efforts in the South Bronx		150,000		Neighborhood Funders Group, Inc. McLean, VA To develop a community organizing "toolbox"	15,000 15,000
Citizens Committee for New York City, Inc. New York,NY To support the Neighborhood Leadership Institute and workshops for the Neighborhood Partners Initiative	125,000	125,000		The New York Community Trust New York,NY For the Neighborhood 2000 Fund	50,000
East Side House, Inc. New York,NY To support the Bronx Cluster of Settlement Houses Community Building Project	75,000	75,000		Northwest Bronx Community and Clergy Coalition Bronx,NY For community organizing in the South Bronx	75,000 75,000
Fund for the City of New York New York,NY For the Jericho Project to provide youth program development and management assistance to faith-based institutions in New York City	165,000	165,000		Northwest Bronx Community and Clergy Coalition Bronx,NY For the Training Institute for Careers in Organizing's apprenticeship and training programs	100,000 50,000
Harlem Churches for Community Improvement,Inc. New York,NY To develop an employment strategy		37,500		Point Community Development Corporation Bronx,NY To support programmatic and organizational capacity building	150,000 150,000
Local Initiatives Support Corporation New York,NY For Safe at Home in the South Bronx,an initiative that links housing development with community and police partnerships	100,000	100,000		Urban Homesteading Assistance (U-HAB), Inc. New York,NY To support organizational development and training for community housing groups	37,500

Program for New York Neighborhoods	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
<hr/>			<b>Policy and Systems Reform</b>	<hr/>	
City Wide Task Force on Housing Court, Inc. New York, NY To support eviction prevention programs	\$	\$20,000		City Limits Community Information Service, Inc. New York, NY To continue to report on neighborhood revitalization efforts	\$ \$20,000
Community Training and Resource Center, Inc. New York, NY To provide a landlord training program and housing preservation research		32,500		Friends of Island Academy, Inc. New York, NY To expand an employment program for adolescents released from Rikers Island Correctional Facility	35,000 35,000
Community Food Resource Center, Inc. New York, NY To conduct research related to homelessness prevention and the impact of welfare reform on New York City neighborhoods		35,000		Ms. Foundation for Women, Inc. New York, NY For a collaborative fund for women's economic development	150,000 150,000
<hr/>			<b>Small Grants</b>	<hr/>	
Evangelical Lutheran Church in America Bronx, NY For a community art show at St. Peter's-in-the-Bronx	450	450		The New York Community Trust New York, NY For a collaborative fund to expand child care during the summer in neighborhoods most affected by new welfare-to-work policies	100,000 100,000
New York Botanical Garden Bronx, NY For Bronx Green-Up, a community greening program, and outreach to the Neighborhood Partners Initiative sites	10,000	10,000		The Urban League of Greater New York, Inc. New York, NY To support the Office of Civic Engagement and Constituent Services	150,000 75,000
The Valley, Inc. New York, NY For a summer youth employment program in media and communications	10,000	10,000			
The Reverend Linnet te C. Williamson Memorial Park Association, Inc. New York, NY For Art and the Gardens, a summer youth program	10,000	10,000			
			<b>Total: Program for New York Neighborhoods</b>	<b>\$3,638,450</b>	<b>\$4,825,158</b>

PROGRAM FOR  
**Student Achievement**

The Program for Student

Achievement is currently assisting four urban school districts—Corpus Christi, Texas; Long Beach, California; Louisville, Kentucky; and San Diego, California—to increase the academic achievement of all their middle school students. Each district has developed challenging academic standards for what middle school students should know and be able to do in mathematics, science, language arts, and social studies and has set a goal for the percentage of its eighth graders who will meet the standards in the year 2001. To aid in achieving those goals, the program funds local and national organizations that collaborate with the school systems on such issues as professional development, parent involvement, and student assessment, as well as organizations that evaluate the districts' progress. In addition, a small number of grants support urban middle school reform efforts at the national level.

Over the past year, the four school systems assessed their progress since 1995 and, with assistance from the Foundation, moved strategically to strengthen areas of weakness. For example, the National Staff Development Council helped the districts sharpen their in-service teacher training, while Policy Studies Associates provided expertise in gathering and analyzing student performance data. In Corpus Christi, where 89 percent of eighth graders passed the state's reading test and 87 percent passed the mathematics test, the school district entered a new collaboration with the University of Texas at Austin to boost low income and minority students' enrollment and achievement in advanced high school math courses.

The Foundation also seeks to foster discussion nationally and develop practical information about the challenges of implementing standards-based reform. In 1997–98, the program

provided start-up support for the National Forum to Accelerate Middle Grades Reform, a group of educators, researchers, policymakers, and funders dedicated to encouraging middle school education that is developmentally appropriate for young adolescents, academically excellent, and socially equitable. This year, the National Forum solidified its base by establishing the offshoot Southern Forum to Accelerate Middle Grades Reform, launching its "Schools to Watch" project, and attracting additional funders. Another 1998–99 grant, to the Southern Regional Education Board, was used to create a 13-state consortium to reform middle schools. Reports on these and other initiatives, along with additional resources, are available through the Foundation-supported [www.middleweb.com](http://www.middleweb.com).

In the coming year, school districts assisted by the Foundation will make detailed plans to sustain and improve their efforts through 2001 and beyond. The program will continue to be actively engaged in that work, while also turning its attention increasingly to building the long-term capacity of local, regional, and national entities to support standards-based middle school reform.

	grants awarded in 1999	grants paid in 1999
<b>Support for School Systems</b>		
American Federation of Teachers Washington, DC To enable the Corpus Christi American Federation of Teachers to distribute a guide for achieving academic success to all middle school students	\$10,000	\$10,000
Corpus Christi Independent School District Corpus Christi, TX To implement reforms that will enable students in 12 middle schools to meet eighth grade academic standards		575,000
Jefferson County Public Schools Louisville, KY To implement reforms that will enable students in 23 middle schools to meet eighth grade academic standards		250,000

Program for Student Achievement	grants awarded in 1999	grants paid in 1999
Long Beach Unified School District Long Beach,CA To implement reforms that will enable students in 21 middle schools to meet eighth grade academic standards	\$	\$550,000
San Diego Unified School District San Diego,CA To implement reforms that will enable students in 21 middle schools to meet eighth grade academic standards		597,500
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	530,000	186,000
<b>Other Support for School Systems</b>		
The Edna McConnell Clark Foundation New York,NY To engage a consultant to study the progress of four middle schools in Louisville	46,000	44,029
Corpus Christi Independent School District Corpus Christi,TX To contract with the Center on Learning,Assessment, and School Structure to provide technical assistance in student assessment	15,000	15,000
Education Development Center, Inc. Newton,MA To collect and analyze the value to other school systems of materials developed by the four Foundation-assisted school systems	100,000	100,000
Ford Webb Associates Carlisle,MA For a national search to fill a leadership post in the Corpus Christi Independent School District	35,000	35,000
Jefferson County Public Schools Louisville, KY To enable middle school teachers to participate in a professional development program on writing instruction	100,000	30,000

	grants awarded in 1999	grants paid in 1999
National Association of Secondary School Principals Reston, VA To implement a staff development program for middle school principals in Corpus Christi and Louisville	\$	\$100,000
National Staff Development Council Oxford,OH To organize and facilitate a meeting of representatives of Foundation-assisted school systems,guests,and Foundation staff to develop plans for staff development	46,000	46,000
National Staff Development Council Oxford,OH To develop resources schools can use to assess the impact of staff development	340,000	210,000
PEN American Center, Inc. New York,NY To implement the PEN Readers & Writers Program in four middle schools in Corpus Christi		37,400
<b>Community-Based Organizations</b>		
League of Women Voters of Minneapolis Education Fund Minneapolis,MN To advocate for high academic standards and increased student performance in Minneapolis middle schools		50,000
League of Women Voters of Minneapolis Education Fund Minneapolis,MN To help citizens understand and advocate for improved student achievement in Minneapolis middle schools	90,000	75,000
Minneapolis Youth Coordinating Board Minneapolis,MN To continue a middle school parent involvement program		35,000
The Prichard Committee on Academic Excellence, Inc. Lexington, KY To help Louisville parents and citizens understand academic standards and to help middle school students meet standards		90,000
Social Advocates for Youth - San Diego San Diego,CA To implement the Parent Alliance for School Standards Project in five schools in San Diego		75,000

Program for Student Achievement	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
<b>National Reform</b>					
Academy for Educational Development, Inc. Washington, DC To support the Urban Middle Grades Reform Network	\$	\$174,000	Southern Regional Education Board Atlanta, GA To establish a network of state policymakers and local practitioners to improve middle grades education in 10 southern states	\$1,080,000	\$155,000
Clemson University Clemson, SC For the National Dropout Prevention Center to identify and analyze successful strategies to help low-achieving students meet standards		50,000	<b>Evaluation and Project Documentation</b>		
Cross City Campaign for Urban School Reform Chicago, IL To study the impact of community organizing on school reform	150,000	71,800	Education Matters, Inc. Cambridge, MA To continue to analyze middle school reforms in Foundation-assisted school systems		200,000
Education Development Center, Inc. Newton, MA To help middle school educators identify high-quality curricula		118,565	Education Writers Association Washington, DC For the Focused Reporting Project to expand reporting on middle school reform and for further development of a web site		80,000
Education Development Center, Inc. Newton, MA To expand the activities of the National Forum to Accelerate Middle Grades Reform	300,000	177,500	Policy Studies Associates, Inc. Washington, DC To evaluate the impact of standards-based reform on middle school student performance		104,000
Education Development Center, Inc. Newton, MA To study the status of middle school reform in New York City on behalf of the National Forum to Accelerate Middle Grades Reform	24,000	24,000	Policy Studies Associates, Inc. Washington, DC To assist the four Foundation-assisted school systems in developing the capacity to collect and use data that reveal patterns of ninth grade performance	200,000	159,000
National Staff Development Council Oxford, OH To produce and disseminate a report on staff development initiatives to increase the content knowledge of middle school teachers		86,000	<b>Grantee Conferences</b>		
Southern Regional Education Board Atlanta, GA To develop a Middle Grades Education Initiative to inform policymakers in 15 southern states		120,500	The Edna McConnell Clark Foundation New York, NY To organize a meeting of Foundation-assisted school systems and program advisors		26,360
			The Edna McConnell Clark Foundation New York, NY To organize a meeting of grantees engaged in middle school reform		59,067
			The Edna McConnell Clark Foundation New York, NY To organize a meeting of community-based organizations involved in middle school reform	10,000	6,343

## Tropical Disease Research

Program for Student Achievement	grants awarded in 1999	grants paid in 1999
<b>Communications</b>		
Millennium Communications Group, Inc. Washington,DC To develop videos for educators and community members about academic standards	\$100,000	\$100,000
<b>Other</b>		
The Brookings Institution Washington,DC To strengthen systemic reform strategies to improve public education		112,000
The Edna McConnell Clark Foundation New York,NY To engage consultants to study standards in Long Beach and Corpus Christi	30,000	24,649
The Edna McConnell Clark Foundation New York,NY To convene evaluators, Foundation staff,and school system representatives to develop a set of performance outcomes	15,000	8,638
The Edna McConnell Clark Foundation New York,NY To organize a meeting of school system representatives and program advisors	40,000	7,945
National Staff Development Council Oxford,OH To increase capacity to provide leadership and advocacy for professional development that increases student achievement	150,000	150,000
New York University New York,NY To investigate the effects of standards-based reform on charter schools in California, Texas,Massachusetts,and Louisiana	50,000	50,000
The Tides Center San Francisco,CA To support Grantmakers for Education,a national affinity group for education funders	7,500	7,500
Less Rescissions	(40,584)	
Less Refunds	(41,673)	(41,673)
<b>Total: Program for Student Achievement</b>	<b>\$3,386,240</b>	<b>\$5,142,112</b>

The Program for Tropical Disease Research seeks to improve health in the developing world. Over the past 14 years, the program has concentrated on controlling and eliminating trachoma, the world's leading cause of preventable blindness, which damages the eye through repeated infection and scarring. Approximately 6 million people around the world have been blinded or are at imminent risk of blindness from trachoma, and more than 150 million people have the disease. The program has also invested over the past decade in efforts to develop a vaccine against onchocerciasis, or "river blindness."

In 1998, the Foundation forged a partnership with Pfizer Inc to create a new international entity, the International Trachoma Initiative (ITI). ITI was established in September of that year within Helen Keller International through a \$3.2 million grant from the Foundation and a commitment by Pfizer to provide matching funding and approximately \$60 million worth of the antibiotic Zithromax®. Led by Joseph Cook, M.D., former director of the Foundation's Tropical Disease Research Program, ITI attained independent status in 1999 and has assumed responsibility for many elements of the work begun by the Foundation.

ITI approaches its mission by providing targeted support for expansion of the SAFE strategy, encompassing *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, better sanitation, and health education. During its first phase, ITI will coordinate and oversee trachoma control activities in five pilot countries

where trachoma is a significant cause of blindness: Ghana, Mali, Morocco, Tanzania, and Vietnam. ITI control programs using the SAFE strategy and Zithromax began in Tanzania and Morocco in 1999; programs in the other countries will follow in 2000.

The International Trachoma Initiative is an independent, tax-exempt, charitable organization. Additional information on its work is available through its website at [www.trachoma.org](http://www.trachoma.org) or by contacting the ITI offices at 6 East 45th Street, New York, NY 10017-2414 (212/490-6460).

Over the coming year, the Foundation will consider the future of its strategic engagement in improving health in the developing world.

	grants awarded in 1999	grants paid in 1999
<b>Trachoma</b>		
BBC Marshall Plan of the Mind Trust London, UK To conduct a media campaign for trachoma control in Tanzania	\$130,000	\$130,000
University of British Columbia Vancouver, BC To conduct a follow-up study on trichiasis surgery in Oman	20,000	20,000
The Regents of the University of California San Francisco, CA For operational research on antibiotic use in the treatment of trachoma	85,000	85,000
Centre for Educational Development in Health Arusha Arusha, Tanzania To continue support for the National Prevention of Blindness Program in the Ministry of Health, Tanzania		70,000

	grants awarded in 1999	grants paid in 1999
Centre for Educational Development in Health Arusha Arusha, Tanzania To expand the control of trachoma in Tanzania	\$60,000	\$60,000
Centre for Educational Development in Health Arusha Arusha, Tanzania To extend community education and evaluate trachoma control in Tanzania	150,000	150,000
Fondation Hassan II d'Ophthalmologie Rabat, Morocco To extend trichiasis surgical services in Southern Morocco	25,000	25,000
Helen Keller International, Inc. New York, NY To support efforts to eliminate trachoma in Morocco		100,000
Helen Keller International, Inc. New York, NY To expand trachoma control in Tanzania, provide support for control efforts in Morocco, and develop a trachoma control plan for Vietnam		424,000
Helen Keller International, Inc. New York, NY To advance the elimination of blinding trachoma in Tanzania, Morocco, and Mali	638,000	638,000
Helen Keller International, Inc. New York, NY To advance the elimination of blinding trachoma through the International Trachoma Initiative	1,200,000	1,200,000
Institut d'Ophthalmologie Tropicale de l'Afrique Bamako, Mali For a study of trachoma epidemiology and treatment	150,000	150,000
The Institute of Child Health, University of London London, UK To explore trachoma-related health education strategies in Tanzania	50,000	50,000

Program for Tropical Disease Research	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
Institute of Ophthalmology London,UK To complete a patient management information system for trachoma surveillance and validate a tool for identifying trachoma endemic communities in Gambia and Ghana	\$70,000	\$70,000	United States Committee for UNICEF New York,NY To support UNICEF trachoma control activities in Tanzania, Mali,and Vietnam	\$150,000	\$150,000
The Johns Hopkins University Baltimore,MD To assess two azithromycin targeting strategies and evaluate systems for monitoring the control of trachoma in Kongwa, Tanzania		60,000	World Health Organization Geneva,Switzerland To continue coordination of trachoma control efforts		360,000
The Johns Hopkins University Baltimore,MD To conduct operational research in Kongwa, Tanzania	85,000	85,000	World Health Organization Geneva,Switzerland To develop a geographic information system for monitoring the control of blinding trachoma	40,000	40,000
The Johns Hopkins University Baltimore,MD To conduct operational research in support of national trachoma control programs	108,000	108,000	<hr/> <b>Onchocerciasis Immunology and Vaccine Development</b> <hr/>		
London School of Hygiene & Tropical Medicine London,UK To assess the importance of flies as vectors of trachoma		100,000	Liverpool School of Tropical Medicine Liverpool,UK To conduct a field vaccination trial of <i>O. ochengi</i> antigens in cattle in Cameroon		100,000
London School of Hygiene & Tropical Medicine London,UK To review the effectiveness of the SAFE strategy	45,000	45,000			
London School of Hygiene & Tropical Medicine London,UK To measure the impact of Zithromax on age and gender groups in Tanzania	80,000	80,000			
Programme National de Lutte Contre la Cecite Bamako,Mali To strengthen capacity to control trachoma in Mali		100,000			
			Less Rescissions	(40,000)	
			<b>Total: Tropical Disease Research Program</b>	<b>\$3,046,000</b>	<b>\$4,400,000</b>

PROGRAM FOR  
**Youth Development**

The Program for Youth Development seeks to improve outcomes for the nation's youth by building the capacity of key organizations in the youth development field to deliver more and better services to young people during the non-school hours. The investment strategy, approved by the Foundation's board of trustees in September 1999, is intended to increase the availability of high-quality activities that will lead to better academic, vocational, and social outcomes for school-age youth. The investments are also intended to strengthen linkages between organizations, both those that work directly with young people and those that provide technical assistance, policy development, and advocacy to support effective practices in the youth development field.

The program approaches these goals by two main routes: enlisting the leadership and energy of direct service youth organizations to expand their programs, particularly in disadvantaged and underserved communities; and drawing leading intermediary organizations together to share best practices, educate policymakers and other decision-makers, and increase public support for youth development programs.

The program has targeted its initial grantmaking to national direct service organizations. The backbone of the youth development field, these institutions—such as Big Brothers Big Sisters of America, City Year, Girls Incorporated, and YouthBuild USA—already serve many thousands of young people; with strategic assistance, they could serve many more. The program also invests in intermediary organizations that strengthen the youth development field.

In the year ahead, the program will work closely with these organizations and other partners to chart a course for encouraging the growth and expansion of high-quality programs for young people, especially in low income communities. At the same time, the Foundation will consider additional opportunities to strengthen the broader field of youth development.

	grants awarded in 1999	grants paid in 1999
American Youth Work Center Washington, DC To implement a marketing plan to increase the paid subscriber base of the publication <i>Youth Today</i>	\$75,000	\$75,000
Big Brothers Big Sisters of America Philadelphia, PA To launch a national drive to recruit African-American Big Brothers	350,000	350,000
City Year, Inc. Boston, MA To support the organization's growth through improved information technology	350,000	350,000
Girls Incorporated New York, NY To develop a business plan to support the growth of the organization	169,000	169,000
Grantmakers for Children, Youth, and Families, Inc. 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 Information Center	91,000	91,000

## Institution and Field Building

Program for Youth Development	grants awarded in 1999	grants paid in 1999
National Coalition of Community Foundations for Youth Kansas City, MO To assist the Foundation in assessing options for investing in local efforts to improve youth development services	\$120,000	\$120,000
National Network for Youth, Inc. Washington, DC To expand the periodical <i>New Designs for Youth Development</i>	150,000	150,000
YouthBuild USA, Inc. Somerville, MA To develop a business plan to support the growth of the national YouthBuild network	249,000	249,000
<b>Total: Youth Development Program</b>	<b>\$1,569,000</b>	<b>\$1,569,000</b>

Institution and field building is not a grantmaking program but an operational approach adopted by the Foundation as a means of supporting key institutions and the fields within which they work in initiating and sustaining social change. Grantees in this area assist the Foundation in developing new information about effective institutions and the organizational and management challenges they face. In September 1999, the board of trustees approved a plan to design an investment strategy to guide the Foundation's future deployment of institution and field building throughout its work.

	grants awarded in 1999	grants paid in 1999
The Bridge Group Advisors, Inc. Boston, MA To assist the Foundation in designing an investment strategy in institution and field building	\$340,000	\$250,000
The Edna McConnell Clark Foundation New York, NY To design an investment strategy in institution and field building	250,000	
President and Fellows of Harvard College Cambridge, MA To enable the Hauser Center for Nonprofit Organizations to conduct a study of relations between nonprofit organizations and foundations	62,000	62,000
Replication for Program Strategies, Inc. Philadelphia, PA To implement a strategic plan for the organization	150,000	150,000
<b>Total: Institution and Field Building</b>	<b>\$802,000</b>	<b>\$462,000</b>

PROGRAM FOR

# Justice

The Program for Justice was transferred to the University of Minnesota Law School in September 1996. In 1998 and 1999, the Foundation's board of trustees approved measures to redirect a portion of those resources to the Vera Institute of Justice for a project to improve sentencing and corrections in selected states and to six organizations making important contributions in the field of juvenile justice. The work in juvenile justice is generating many valuable insights regarding the challenges of fostering institutional growth and the process of strengthening the larger field within which they operate.

	grants awarded in 1999	grants paid in 1999
Kaleidoscope, Inc. Chicago, IL For targeted general support	\$	\$60,000
Oregon Social Learning Center, Inc. Eugene, OR For targeted general support		175,000
Vera Institute of Justice, Inc. New York, NY For targeted general support		225,000
Youth Law Center San Francisco, CA For targeted general support		150,000
<b>Total: Justice Program</b>	<b>\$3,749,000</b>	<b>\$3,300,000</b>

	grants awarded in 1999	grants paid in 1999
<b>State-Centered Program</b>		
Vera Institute of Justice, Inc. New York, NY To implement the National Associates Program on State Sentencing and Corrections	\$3,749,000	\$2,500,000
<b>Juvenile Justice</b>		
Council of Juvenile Correctional Administrators, Inc. South Easton, MA For targeted general support		80,000
Juvenile Law Center Philadelphia, PA For targeted general support		110,000

# Venture Fund

The Venture Fund supports out-of-program projects directed and approved by the president and trustees of the Foundation, especially those that facilitate learning about new areas for potential grantmaking or disseminate lessons from current or past work. The grants enable the exploration of issues in fields — including social services delivery, economic development, evaluation, communications, and philanthropy — that are essential to the long-term quality and effectiveness of the Foundation’s work. In addition, a limited number of smaller grants support projects of special interest to members of the Foundation’s staff.

	grants awarded in 1999	grants paid in 1999
<hr/>		
<b>Explorations in Youth Development</b>		
The Edna McConnell Clark Foundation New York, NY To conduct research, writing, meetings, and other planning activities toward developing a business plan for a new grantmaking program in youth development	\$	\$135,554
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<b>Explorations in Institution and Field Building</b>		
Center for Applied Research, Inc. Philadelphia, PA To create a methodology of institution and field building for the Foundation		200,000
The Edna McConnell Clark Foundation New York, NY To explore techniques in institution and field building		175,000

	grants awarded in 1999	grants paid in 1999
<hr/>		
New York University New York, NY To enable the Robert F. Wagner Graduate School of Public Service to document work by six juvenile justice organizations that were awarded general support grants by the Foundation	\$145,000	\$70,000

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<b>Explorations in Devolution</b>		
Child Trends, Inc. Washington, DC To examine the impact of state welfare programs on adults and children	100,000	100,000
The Trustees of Columbia University in the City of New York New York, NY To enhance operations of the Research Forum on Children, Families, and the New Federalism	200,000	200,000
The Finance Project toward Improved Methods of Financing Education and Other Children’s Services, Inc. Washington, DC To make the resources of the Welfare Information Network more readily available to local officials and community organizations	102,500	102,500
The Research Foundation of the State University of New York Albany, NY For support of the Nelson A. Rockefeller Institute of Government’s State Capacity Study		100,000

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<b>Special Leveraging Opportunities</b>		
Ms. Foundation for Women, Inc. New York, NY For a collaborative fund for women’s economic development	150,000	150,000

Venture Fund	grants awarded in 1999	grants paid in 1999
<b>Assessments</b>		
The Edna McConnell Clark Foundation New York, NY To assess the Foundation's Student Achievement Program	\$	\$60,000
Trustees of the University of Pennsylvania Philadelphia, PA To document and assess the Foundation's 26-year Tropical Disease Research Program	225,000	165,000
<b>Staff Special Projects Grants</b>		
The Armory High School Sports Foundation New York, NY To expand the Run and Learn Program for children in the Washington Heights neighborhood of New York City	25,000	25,000
Arthur Ashe Institute for Urban Health, Inc. Brooklyn, NY To develop a training curriculum for the Black Pearls health education program	15,000	15,000
Bowdoin College Brunswick, ME For general support	8,250	8,250
Brown University Providence, RI For general support	11,000	11,000
Court Appointed Special Advocates, Inc. New York, NY To stabilize operations and provide a consultant to develop a capital campaign	25,000	25,000
East Harlem Tutorial Program, Inc. New York, NY To launch the East Harlem Learning Extension	25,000	25,000
Fresh Youth Initiatives, Inc. New York, NY To support the Sleeping Bag Group, a community service project	10,000	10,000

	grants awarded in 1999	grants paid in 1999
Goddard-Riverside Community Center For general support of the Family Council	\$25,000	\$25,000
The Gowanus Arts Exchange, Inc. Brooklyn, NY For general support for a multi-disciplinary arts center	6,250	6,250
Juvenile Justice Project of Louisiana New Orleans, LA For general support	15,000	15,000
Kerala State Institute of Virology and Infectious Diseases Kerala, India To institutionalize a system of disease surveillance	12,500	12,500
Latino Lesbian & Gay Organization, Inc. Washington, DC For technical assistance to Latino sexual minority organizations	5,000	5,000
Massachusetts Society for the Prevention of Cruelty to Children Boston, MA To conduct outreach through houses of worship to battered women and their children	15,000	15,000
New York City Brotherhood, Inc. New York, NY To support the continued development of an afterschool program	15,000	15,000
The Osborne Association New York, NY To support collection and analysis of client data from the Family Works program	10,000	10,000
PEN American Center, Inc. New York, NY For the PEN Open Book Program	10,000	10,000
Physicians for Human Rights, Inc. Boston, MA To support information dissemination regarding a health and human rights project for Afghani women	25,000	25,000

Venture Fund	grants awarded in 1999	grants paid in 1999		grants awarded in 1999	grants paid in 1999
Physicians for Human Rights, Inc. Boston, MA For a human rights survey of Kosovar Albanian refugees and an investigation of massacres, war crimes, and attacks on patients and physicians	\$12,500	\$12,500	Veritas Therapeutic Community, Inc. New York, NY For general support	\$15,000	\$15,000
Point Community Development Corporation Bronx, NY For the Arthur Aviles Typical Theatre, a Bronx-based dance company	6,250	6,250	Victim Services, Inc. New York, NY To train female teenage leaders in violence prevention and self-defense	12,500	12,500
Southern Regional Council, Inc. To publish and disseminate a compendium of practices for combating racial inequality	15,000	15,000	Young Playwrights' Theater, Inc. Washington, DC To produce and present an interactive play on race relations	5,000	5,000
St. Luke's Chamber Ensemble, Inc. New York, NY For general support of a children's arts education program	10,000	10,000	<b>Field of Philanthropy</b>		
St. Matthew's and St. Timothy's Neighborhood Center, Inc. New York, NY For general support	10,000	10,000	The Communications Network, Inc. Washington, DC To support the Network's expansion from a membership organization to an independent organization serving the field of philanthropy	50,000	50,000
Taller Puertorriqueno, Inc. Philadelphia, PA For arts education programs	5,000	5,000	Council on Foundations, Inc. Washington, DC For 1999 membership dues	40,000	40,000
Taller Salud, Inc. San Juan, PR For women's health education programs	5,000	5,000	The Foundation Center New York, NY For general support	40,000	40,000
Task Force on Children Out of School, Inc. Boston, MA To enable the Massachusetts Advocacy Center to implement a project to engage parents and community members in school reform	25,000	25,000	Independent Sector Washington, DC For 1999 membership dues	10,500	10,500
Teach for America, Inc. New York, NY To videotape classroom practice sessions to improve the training of teachers	10,000	10,000	New York Regional Association of Grantmakers, Inc. New York, NY For 1999 membership dues	10,500	10,500
			<b>Total: Venture Fund</b>	<b>\$1,462,750</b>	<b>\$1,998,304</b>

# Communications and Publications

# Grants Summary

The Foundation produces and disseminates information that increases understanding of problems addressed through its grantmaking. Highlights this year include the publication of *Community Matters*, by Kitty Barnes, a series of profiles of the five organizations involved in the Neighborhood Partners Initiative; and *Figuring It Out: Standards-Based Reform*, by Anne C. Lewis, a report on early efforts by six school districts to implement reforms in their middle schools with support from the Program for Student Achievement. These and other publications may be obtained free of charge by writing or faxing a request to the Foundation. (For bulk orders, please include a letter explaining how the publication will be used; a postage charge may apply.)

Information about results of Foundation-supported work may also be found at the following web sites: [www.emcf.org](http://www.emcf.org), the Foundation's web site, currently under development; [fdncenter.org/grantmaker/emclark/index.html](http://fdncenter.org/grantmaker/emclark/index.html), a folder in the Foundation Center's site; [www.middleweb.org](http://www.middleweb.org), dedicated to topics in urban middle school reform; and [www.cssp.org](http://www.cssp.org), a clearinghouse of information on child protective services maintained by the Center for the Study of Social Policy.

	grants unpaid as of 9/30/98	grants awarded in 1999*	grants paid in 1999**	grants unpaid as of 9/30/99
Children	\$ 2,312,500	\$ 5,093,450	\$ 5,550,857	\$1,855,093
New York Neighborhoods	2,223,108	3,638,450	4,825,158	1,036,400
Student Achievement	4,362,987	3,386,240	5,142,122	2,607,105
Tropical Disease Research	1,354,000	3,046,000	4,400,000	0
Youth Development	0	1,569,000	1,569,000	0
Institution and Field Building	0	802,000	462,000	340,000
Justice	800,000	3,749,000	3,300,000	1,249,000
Venture Fund	845,276	1,462,750	1,998,304	309,722
Communications	550,000	115,000	500,000	165,000
<b>Grant Total</b>	<b>\$12,447,871</b>	<b>\$22,861,890</b>	<b>\$27,747,441</b>	<b>\$7,562,320</b>

\*Net of refunds and rescissions

\*\*Net of refunds

	grants awarded in 1999	grants paid in 1999
The Edna McConnell Clark Foundation New York, NY To produce and disseminate information on the Foundation's grantmaking and provide technical assistance to grantees	\$	\$500,000
The Edna McConnell Clark Foundation New York, NY To manage interim communications activities as the functions of the Office of Communications are reviewed	140,000	
Less Rescissions	(25,000)	
<b>Total: Communications</b>	<b>\$115,000</b>	<b>\$500,000</b>

# 1999 Financial Statements

# Statements of Financial Position

## Report of Independent Auditors

Board of Trustees  
The Edna McConnell Clark Foundation

We have audited the accompanying statements of financial position of The Edna McConnell Clark Foundation (the "Foundation") as of September 30, 1999 and 1998, and the related statements of activities and 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 these financial statements based on our audits.

We conducted our audits 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 that 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 at September 30, 1999 and 1998, and the changes in its net assets and its cash flows for the years then ended in conformity with generally accepted accounting principles.

*Ernst + Young LLP*

New York, New York  
November 19, 1999

September 30	1999	1998
<b>Assets</b>		
Interest, dividends and other receivables	\$ 2,403,373	\$ 2,239,646
Investments, at fair value (Note 3)	648,634,687	588,379,659
Furniture, fixtures and leasehold improvements, at cost, net of accumulated depreciation and amortization of \$928,936 in 1999 and \$862,614 in 1998	371,124	137,108
<b>Total assets</b>	<b>\$651,409,184</b>	<b>\$590,756,413</b>
<b>Liabilities and unrestricted net assets</b>		
Grants payable, short-term (Note 1)	\$ 4,850,823	\$ 10,654,017
Deferred Federal excise tax (Note 1)	1,608,676	730,345
Other liabilities	518,232	503,194
Grants payable, long-term (Note 1)	2,324,674	1,537,942
<b>Total liabilities</b>	<b>9,302,405</b>	<b>13,425,498</b>
<b>Unrestricted net assets</b>	<b>642,106,779</b>	<b>577,330,915</b>
<b>Total liabilities and unrestricted net assets</b>	<b>\$651,409,184</b>	<b>\$590,756,413</b>

*See accompanying notes.*

## Statements of Activities

Year Ended September 30	1999	1998
<b>Investment return:</b>		
Net realized gain on investments	\$ 33,428,137	\$ 34,860,124
Net unrealized (loss) gain on investments, net of deferred taxes	43,038,223	(61,738,557)
Interest and dividend income	18,555,460	20,454,283
<b>Total investment return</b>	<b>95,021,820</b>	<b>(6,424,150)</b>
Investment management expenses	(2,292,450)	(2,229,326)
<b>Net investment return</b>	<b>92,729,370</b>	<b>(8,653,476)</b>
<b>Program services:</b>		
Grants awarded (grant payments: \$27,747,443 in 1999 and \$28,192,772 in 1998) (Note 1)	22,730,981	25,153,328
Program and grant management	3,918,965	3,392,096
<b>Total program services</b>	<b>26,649,946</b>	<b>28,545,424</b>
General management (Note 2)	1,303,560	1,428,993
<b>Total expenses</b>	<b>27,953,506</b>	<b>29,974,417</b>
<b>Change in net assets</b>	<b>64,775,864</b>	<b>(38,627,893)</b>
Unrestricted net assets, beginning of year	577,330,915	615,958,808
<b>Unrestricted net assets, end of year</b>	<b>\$642,106,779</b>	<b>\$ 577,330,915</b>

*See accompanying notes.*

## Statements of Cash Flows

Year Ended September 30	1999	1998
<b>Cash flows from operating activities</b>		
Change in net assets	\$ 64,775,864	\$ (38,627,893)
<b>Adjustments to reconcile change in net assets to net cash used in operating activities:</b>		
Depreciation and amortization	66,322	86,451
Provision (credit) for deferred federal excise tax	878,331	(1,259,971)
Net realized gain on investments	(33,428,137)	(34,860,124)
Net unrealized (gain) on investments	(43,916,554)	62,998,528
<b>Changes in operating assets and liabilities:</b>		
Interest, dividends and other receivables	(163,727)	33,105
Grants payable	(5,016,462)	(3,039,444)
Other liabilities	15,038	175
<b>Net cash used in operating activities</b>	<b>(16,789,325)</b>	<b>(14,669,173)</b>
<b>Cash flows from investing activities</b>		
Fixed asset acquisitions	(300,338)	(42,245)
Purchases of investments	(1,910,792,789)	(1,782,470,799)
Proceeds from sales of investments	1,927,882,452	1,797,182,217
<b>Net cash provided by investing activities</b>	<b>16,789,325</b>	<b>14,669,173</b>
<b>Net increase (decrease) in cash</b>	<b>—</b>	<b>—</b>
Cash at beginning of year	—	—
<b>Cash at end of year</b>	<b>\$ —</b>	<b>\$ —</b>
<b>Supplemental cash flow information</b>		
Federal excise tax paid	\$ 450,000	\$ 610,000

*See accompanying notes.*

# Notes to Financial Statements

## 1. Summary of Significant Accounting Policies

### Organization

The Edna McConnell Clark Foundation (the "Foundation") is a not-for-profit organization which, during 1999, focused on six carefully defined program areas: Children, Institution and Field Building, New York Neighborhoods, Student Achievement, Tropical Disease Research and Youth Development. Grants are made to very narrowly targeted areas within each program, seeking to improve conditions for people who are poor and disadvantaged.

### Method of Accounting

The accounts of the Foundation are maintained, and the accompanying financial statements have been prepared, on the accrual basis of accounting.

### Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### Cash and Cash Equivalents

For the purpose of the statements of cash flows, the Foundation considers all highly liquid investments with maturities of three months or less when purchased, other than those held in the investment portfolio, to be cash equivalents.

### Investments

Investments in marketable securities, a real estate investment and investments in limited partnerships are carried at estimated fair value. Unrealized gains or losses are determined using quoted market prices and fair values at the respective financial position dates. Realized gains or losses are determined using the proceeds from sales on an average cost basis. 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 such 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 such financial instruments are recognized currently in the statements of activities, with corresponding amounts recorded in respective investment categories. The market values of the Foundation's derivative financial instruments at September 30, 1999 and 1998, are not material.

### Fixed Assets

Furniture, fixtures and leasehold improvements are capitalized and depreciated or amortized over their estimated useful lives or the lease period, as applicable, using the straight-line method.

### Awards and Grants

Awards and grants, including multi-year grants, are considered obligations when approved by the Board of Trustees. At September 30, 1999 and 1998, the Foundation's grants payable consists primarily of multi-year grants which are generally two to four years in length. The Foundation estimates that the grants payable balance as of September 30, 1999 and 1998, will be paid as follows:

	1999	1998
Grants payable in one year or less	\$4,850,823	\$10,654,017
Grants payable in two to four years (future value)	2,711,500	1,793,855
	<u>7,562,323</u>	<u>12,447,872</u>
Less amount to reduce to present value (discount rate 8%)	(386,826)	(255,913)
	<u>\$7,175,497</u>	<u>\$12,191,959</u>

Grants awarded are shown net of rescission and refunds of \$278,220 in 1999 and \$6,104,992 in 1998.

### Tax-Exempt Status

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% of net investment income and net realized taxable gains on security transactions, or 1% if the Foundation meets certain specified distribution requirements. The Foundation met the specified requirements for the years ended September 30, 1999 and 1998, and was subject to a 1% Federal excise tax.

Deferred Federal excise tax represents taxes provided on net unrealized appreciation on investments. The provision for deferred Federal excise tax is computed at a rate of 2%.

## 2. Retirement Plans

The Foundation has 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 invested currently in employee-designated individual annuity contracts and investments in various approved mutual funds. Retirement plan contributions by the Foundation were \$249,020 and \$190,064 for the years ended September 30, 1999 and 1998, respectively.

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

### 3. Investments

Investments are summarized as follows:

September 30	1999		1998	
	Cost	Fair Value	Cost	Fair Value
Short-term investments	\$ 27,087,425	\$ 27,081,561	\$ 63,745,473	\$ 63,744,563
Long-term bonds and notes	210,328,237	208,403,808	165,981,215	169,745,802
Corporate stocks and mutual funds — equity securities	302,615,909	368,915,341	274,606,542	293,455,709
Mutual funds — fixed income securities	47,613,293	49,341,403	52,526,846	55,409,910
Total marketable securities	587,644,864	653,742,113	556,860,076	582,355,984
Limited partnerships and similar interests:				
Real estate	541,190	948,705	4,612,451	7,525,257
Investment in limited partnerships	31,110,461	45,039,510	29,200,000	37,308,545
Total limited partnerships and similar interests	31,651,651	45,988,215	33,812,451	44,833,802
Total investments before unsettled security transactions	619,296,515	699,730,328	590,672,527	627,189,786
Due from brokers, unsettled security transactions	48,123,521	48,123,521	14,390,845	14,390,845
Due to brokers, unsettled security transactions	(99,219,162)	(99,219,162)	(53,200,972)	(53,200,972)
Total investments	\$568,200,874	\$648,634,687	\$551,862,400	\$588,379,659

Included in long-term bonds and notes in the preceding table are investments in U.S. government and agency securities of \$145,462,191 and \$94,131,285 at September 30, 1999 and 1998, respectively.

The following methods and assumptions were used by the Foundation in estimating fair values of financial instruments:

*Cash and cash equivalents:* The carrying amounts in the statements of financial position for cash and cash equivalents approximate fair value.

*Marketable securities:* The carrying amounts reported in the statements of financial position are the fair value of the respective investments. Fair values are based on quoted market prices.

*Limited partnerships and similar interests:* The carrying amounts reported in the statements of financial position are the fair values for the limited partnerships and similar interests. The fair values of the real estate investments reflect the Foundation's contributions and its share of partnership earnings (including net unrealized and realized investment gains and losses). The fair values of the investments in limited partnerships are at appraised values.

### 4. Lease Commitments

The Foundation's lease for its office space expires 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 under the lease. At September 30, 1999, the Foundation had commitments for base rent under such lease as follows:

Fiscal year	Amount
2000	\$ 432,684
2001	432,684
2002	456,015
2003	458,136
2004	458,136
Thereafter	954,450
	<u>\$3,192,105</u>

Rent expense was \$476,112 and \$470,815 for the years ended September 30, 1999 and 1998, respectively.

### 5. Impact of Year 2000 (Unaudited)

Some of the Foundation's computer programs were written using two digits rather than four to define the applicable year. As a result, those computer programs have time-sensitive software that recognizes a date using "00" as the year 1900 rather than the year 2000. This could cause a system failure or miscalculations causing disruptions of operations including, among other things, a temporary inability to process transactions, make payments, or engage in similar normal business activities.

The Foundation has modified or replaced portions of its software so that its computer systems will function properly with respect to dates in the year 2000 and thereafter. The total costs related to such modifications and replacements were not material. The Foundation has also confirmed with its major vendors and financial institutions that they are year 2000 compliant.

### 6. Accounting for Derivative Instruments

In June 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 that the adoption of the new statement will have a significant effect on the changes in net assets or the financial position of the Foundation.

## Foundation Staff \*

Michael A. Bailin, <i>President</i>	M. Hayes Mizell, <i>Director,</i>
Deborah McCoy, <i>Special</i>	<i>Program for Student Achievement</i>
<i>Projects Manager</i>	Mary Hall, <i>Program Assistant</i>
Kathy Schoonmaker, <i>Assistant</i>	
<i>to the President</i>	Erica Stang, <i>Senior Program</i>
	<i>Assistant, Program for</i>
	<i>Tropical Disease Research</i>
David Hunter, <i>Director,</i>	
<i>Office of Assessments</i>	Pamela Stevens, <i>Director, Program</i>
Ricardo La Motta, <i>MIS Director</i>	<i>for Youth Development</i>
Liza Custodio, <i>Assistant to the</i>	JoAnne Vellardita, <i>Program Assistant</i>
<i>Director of Assessments</i>	
	Ralph Stefano, <i>Director,</i>
Nancy Roob, <i>Director,</i>	<i>Finance and Administration</i>
<i>Institution and Field Building</i>	Rosanna Aybar, <i>Accountant</i>
	Margaret R. Kenah, <i>Office Manager</i>
Susan J. Notkin, <i>Director,</i>	<i>and Assistant Secretary</i>
<i>Program for Children</i>	Dawn Moreland, <i>Receptionist and</i>
Myra Rosenbaum, <i>Program Associate</i>	<i>Assistant for Information Services</i>
Kirk Westphal, <i>Program Assistant</i>	Tania Holder, <i>Finance and</i>
	<i>Administration Assistant</i>
Deborah Thompson, <i>Director,</i>	
<i>Program for New York Neighborhoods</i>	
Allen Gomez, <i>Program Associate</i>	
Christina Bellamy, <i>Program Assistant</i>	

## Program Advisors

Program for Children	Program for Student
Geoffrey Canada, <i>President</i>	Achievement
Rheedlen Centers for Children	Kati P. Haycock, <i>Director</i>
and Families	Education Trust
	Diana Lam, <i>Superintendent of Schools</i>
Martin Guggenheim, <i>Professor</i>	Providence, Rhode Island
<i>of Clinical Law</i>	
New York University School of Law	Warren Simmons, Ph.D.,
	<i>Executive Director</i>
Carol Williams, <i>Visiting Professor</i>	Annenberg Institute for School Reform
<i>of Social Work</i>	
University of Pennsylvania School	Program for Youth Development
of Social Work	Dale A. Blyth, <i>Director</i>
	Center for 4-H Youth Development,
Program for New York	University of Minnesota
Neighborhoods	
Roberto G. Quercia, <i>Assistant Professor</i>	Michele Cahill, <i>Senior Program</i>
<i>of City and Regional Planning</i>	<i>Officer-Education</i>
University of North Carolina at	Carnegie Corporation of New York
Chapel Hill	
Michael Rubinger, <i>President and</i>	
<i>Chief Executive Officer</i>	
Local Initiatives Support Corporation	
Garland Yates, <i>Senior Program Associate</i>	
Annie E. Casey Foundation	

\*As of January 31, 2000

## Trustees

Michael A. Bailin  
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*

## 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 understaffed 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 reflect the spirit of those early decisions.

In the last 28 years, the Foundation has made grants totaling \$451 million. As of September 30, 1999, the Foundation's assets were valued at \$651,409,184. 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.

## To Apply for a Grant

The current interests of the Foundation fall into four areas — Children, New York Neighborhoods, Student Achievement, and Youth Development — each with specific priorities and goals that have been approved by the board of trustees. The large majority of grants are made within well-defined, long-term strategies.

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*. General grant guidelines are also available online, at [www.emcf.org](http://www.emcf.org). (Currently under development, the Foundation's site will soon post specific, up-to-date guidelines for each program.) If your project does not fit our criteria, we urge you to direct your request elsewhere. Information about other potential funders may be found at the web site of the Foundation Center, at [fdncenter.org](http://fdncenter.org).

To apply for a grant, write a brief letter describing the project for which you are seeking funds. The letter should include the purpose of the grant, the proposed activity, the key participants, and an estimate of the budget and time frame. It should be addressed to the director of the program to which you plan to apply.

Upon receipt, the proposal letter will be reviewed by a program officer. The preliminary review should occur within one month. If the proposed activity fits within the priorities of one of the Foundation's program, the appropriate program officer may ask for more 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.