



The Edna M^cConnell Clark Foundation \ 2005 Annual Report

In Memory of Hays Clark

1918–2006

Hays was a founding trustee of the Edna McConnell Clark Foundation and son of Edna McConnell and Van Alan Clark. The Foundation's work today is a living tribute to, and a reflection of, Hays' unwavering commitment to helping improve the lives of the less fortunate among us.

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Dear Friends and Colleagues,

In March, the Foundation's trustees and I visited Youth Villages, one of our newest grantees, in Memphis. Our guide was a 15-year-old named Chris. As he led us around the facility, he shared his story: abused as a youngster, a decade in and out of foster care, and three arrests. Hearing his background, many would label Chris a young man without prospects. Youth Villages, however, saw him as someone who could be helped with adequate support and structure. Chris, in turn, viewed the Memphis campus as a place where he could make a fresh start.

Highly trained and dedicated counselors, and Youth Villages' unique, proven program, helped Chris overcome his emotional and behavioral problems, gain the skills to succeed in a job with a caterer, and, finally, feel optimistic about his future. As Chris said, "Youth Villages saved my life."

Although many organizations can point to success stories like Chris's, they are still few and far between. Too many young people in this country face bleak prospects, and too few organizations are ready and able to help turn their lives around.

This void underscores the importance of the Foundation's work, and why it is essential that organizations like Youth Villages—groups with programs and services that are effectively able to lift young people out of dire circumstances—receive support to grow stronger and larger and serve more youth throughout the country.

If we and our grantees succeed at our missions, many more thousands of young people from low-income backgrounds will have the opportunity, like Chris, to lead healthy, productive, and independent adult lives.

As a foundation, we hold ourselves accountable for the success of our grantees. In the past six years, we have seen much progress as grantees build their organizations to serve more youth, strengthen operations, improve programs, and raise more money. Although we are pleased with these achievements, we are continually reviewing our work to ensure we are doing *all* we can, and the *best* we can, to help our grantees succeed. Success, for us, means two things: our grantees

are serving increasing numbers of youth with effective programs, and they are becoming stronger, more efficient, and ultimately able to sustain themselves well into the future. With that in mind, over the last year, we have re-examined our operating plan and strategy for the future.

In the last fiscal year, which ended September 30, 2005, the Foundation awarded over \$40 million in grants. The pages that follow include a complete list of grants. I have highlighted below some of our new grantees that hold great promise for helping to improve the life prospects of many young people in the coming years.

Youth Villages is a quintessential Edna McConnell Clark Foundation grantee. It has strong leadership, a dedicated and highly competent staff, a track record of growth, and programs that have been proven to produce positive outcomes for young people. Youth Villages works with seriously troubled youth, ages 6 to 18, who, like Chris, have emotional, developmental, and/or behavioral problems. Using an empirically validated model called multi-systemic therapy, Youth Villages helps young people take control of their lives and avoid harmful and criminal activities. The organization's goal is to keep young people in their homes and away from institutionalized settings. Youth who complete the program have been shown to avoid further entanglements with the juvenile justice system and to acquire the skills to lead independent adult lives. Youth Villages also provides transitional living services for youth aging out of foster care. With our support, Youth Villages is expanding beyond Memphis into Washington, D.C., Alabama, Arkansas, Mississippi, North Carolina, and Texas.

The Center for Employment Opportunities (CEO), based in New York City, works with young men and women recently released from prison—people who generally have great difficulty finding and keeping jobs. CEO makes sure they receive support and training to stay permanently employed and avoid returning to prison. MDRC, a nationally renowned evaluator, is conducting an evaluation to better determine what impacts CEO's model is having on participants.

In contrast to Youth Villages and CEO, each of which concentrates on a single program, two other new grantees provide multiple community-based services. Good Shepherd Services, based in New York City, offers comprehensive programs to young people in Brooklyn and the Bronx. Our Piece of the Pie develops individualized plans that enable youth in Hartford, Connecticut, to secure jobs and make choices about their education that help them reach their full potential. Both organizations are currently improving the quality of their programs and strengthening operations to serve larger numbers of youth in their communities.

Additional information about these grantees, and the 18 other organizations supported by our Youth Development Fund, can be found on page 23.

To help us achieve the goal of stronger, more effective, and financially sound organizations, the Foundation developed a new five-year strategic plan that our trustees approved in March 2006. The plan includes three key elements:

1. Larger and longer investments in organizations with demonstrated effectiveness that are growing regionally or nationally. Grantees that fit this profile, such as Youth Villages, Citizen Schools, and Nurse-Family Partnership, have made great strides in strengthening their services and operations. However, our experience over the past six years has taught us that it will take *more time* and *more resources* than our grantees and we initially anticipated for most organizations to reach the significant scale they desire and are capable of. Progress has often been slower and rockier than expected because grantees encounter difficulty in raising sufficient funds quickly enough to support timely expansion.

We and our grantees realize that we both need to think and act differently about how to finance their ambitious expansion plans. For instance, in most cases, we will increase the size and length of our grants, assist grantees in developing long-term, sustainable revenue models, and help improve their marketing, communications, and development capabilities. Also, because we fully realize we can't be the sole underwriters of our grantees' growth, we will work more closely with other funding partners to help grantees raise the additional capital they need. We believe that this combination of activities will increase the chances that these stellar organizations will succeed at helping to improve the life prospects of many thousands of young people from low-income backgrounds.

2. Targeted support to improve the program quality of neighborhood-based organizations that deliver multiple services. The Foundation supports an increasing number of neighborhood-based organizations, such as Our Piece of the Pie, Harlem Children's Zone, and Roca, Inc., that provide a wide range of services, from educational support and mentoring to job training and placement in specific geographic locations. The more services an organization provides, the more difficult it becomes to evaluate its effectiveness. Yet neighborhood-based multi-service organizations are critically important to our foundation's goals, because they reach the largest numbers of poor youth in the United States.

We intend to make more focused investments in such organizations to help improve the quality of their programs and build better systems to track performance and evaluate outcomes. This support will enable grantees to serve young people more effectively and better prepare them for future growth and sustainability.

3. Increased organizational support for leadership and talent development.

Finding and retaining talented staff to implement and execute their growth and quality improvement plans is critical for all grantees. External evaluations and the grantees' self-assessments identified this as one of the biggest barriers to success.

We intend to do more to assist grantees in recruitment, retention, leadership development, and succession planning. For example, we are supporting Boys & Girls Clubs of America's Executive Transformations Program to develop the management and leadership skills of local club leaders.

In addition to honing our strategy, we have streamlined operations and refined the role of the Portfolio Manager to support our grantees more effectively. Evaluation support, for example, is being integrated into portfolio management. This has clear benefits when improving program quality and building evaluation systems are central to our investment.

We are also strengthening our performance measurement system to track and report results more accurately. This information will enable the Foundation to more quickly gauge its progress and refine its activities when necessary. In keeping with our commitment to transparency, future annual reports will detail the performance of each segment of our portfolio as well as of individual grantees.

I invite you to subscribe to our electronic newsletter. E-mail us at info@emcf.org or visit our website at emcf.org to keep abreast of developments. As always, we are eager to hear from you. I hope you will write or call with your comments and questions.

Sincerely,



Nancy Roob
July 2006



TO HELP YOUNG PEOPLE (ages 9 to 24) from low-income backgrounds make a successful transition to independent adulthood, the Foundation assists a select group of exemplary nonprofit organizations with a track record of delivering high-quality programs grow larger, more effective, and more sustainable to serve thousands more youth.

The Foundation relies on a comprehensive, multi-stage process to identify promising youth development organizations and assess them in several areas, including program quality, evaluation systems, leadership and management, and financial health. Organizations that meet the Foundation's criteria receive financial and nonfinancial support to develop a long-term business plan that outlines their goals for growth and to specify the steps it will take to achieve them, as well as lay out ways it will bolster organizational strength and improve program effectiveness.

Upon the business plan's completion, the Foundation makes a substantial multi-year investment, with performance goals (based on the plan) that the organization intends to meet and to which it agrees to be held accountable. The Foundation also provides ongoing assistance to grantees on various aspects of their work, such as board and strategy development; recruiting and retaining talent; communications and marketing; and building effective evaluation systems.

In 2005, the Foundation made grants to three organizations to implement their newly created business plans: \$6 million over three and a half years to Center for Employment Opportunities in New York City; \$2.5 million over three years to Our Piece of the Pie in Hartford, Connecticut, and \$6 million over three years to Youth Villages in Memphis, Tennessee. In addition, the Foundation granted \$2 million over three years to Green Dot Public Schools as part of the Foundation's pilot project in supporting alternative schools.

The Foundation also made grants to organizations already in the Youth Development Fund to further their ongoing work or to launch new phases of their business plans. These included Big Sister Association of Greater Boston, Boys & Girls Clubs of America, and the Nurse-Family Partnership.

In addition, the Foundation supported the efforts of four organizations, each of which successfully completed the Foundation's due diligence process, to develop business plans for future growth: Children's Aid Society-Carrera Adolescent Pregnancy Prevention Program, Good Shepherd Services, Larkin Street Youth Services, and Youth Villages.

Descriptions of the 22 organizations currently in the Foundation's Youth Development Fund can be found beginning on page 23.

Finally, the Foundation made grants to organizations that assist its grantees in becoming more effective in various aspects of their work, including grants to: the Nonprofit Finance Fund to offer financial consulting, NPower to help grantees assess and develop plans for addressing their information technology needs, and the Bridgespan Group to work with grantees on business planning.



Youth Development Grants

BUSINESS PLANNING

| | | |
|---|-----------|-----------|
| <p>Children's Aid Society— Carrera Adolescent Pregnancy Prevention Program*</p> <p><i>New York, NY</i></p> | \$500,000 | \$500,000 |
|---|-----------|-----------|

For general operating support, including help to defray the costs associated with the time that staff will spend on business planning.

| | | |
|--|-------------|-------------|
| <p>Good Shepherd Services*</p> <p><i>New York, NY</i></p> | \$1,250,000 | \$1,250,000 |
|--|-------------|-------------|

For general operating support, including help to defray the costs associated with the time that staff will spend on business planning. An additional \$1 million was awarded to underwrite the costs associated with recent program expansion and implementation of a new performance and outcomes tracking system.

| | | |
|--|-----------|-----------|
| <p>Larkin Street Youth Services</p> <p><i>San Francisco, CA</i></p> | \$250,000 | \$250,000 |
|--|-----------|-----------|

For general operating support, including help to defray the costs associated with the time that staff will spend on business planning.

| | | |
|--|-----------|-----------|
| <p>Youth Villages Inc.*</p> <p><i>Memphis, TN</i></p> | \$250,000 | \$250,000 |
|--|-----------|-----------|

For general operating support, including help to defray the costs associated with the time that staff will spend on business planning.

INVESTMENTS

| | | |
|---|--|-----------|
| <p>America's Youth Teenage Unemployment Reduction Network, Inc.</p> <p><i>Brockton, MA</i></p> | | \$650,000 |
|---|--|-----------|

Continued support for implementation of the organization's business plan. (Grant was awarded in 2004.)

| | | |
|---|--|-------------|
| <p>Big Brothers Big Sisters of America*</p> <p><i>Philadelphia, PA</i></p> | | \$2,000,000 |
|---|--|-------------|

Continued support for implementation of the second phase of its strategic plan. (Grant was awarded in 2004.)

*The organizations marked with an asterisk are listed in more detail on pages 23–28.

| <i>Youth Development, continued</i> | Grants Awarded in 2005 | Grants Paid in 2005 |
|---|---------------------------|------------------------|
| <p>Big Sister Association of Greater Boston* <i>Boston, MA</i></p> <p>Continued support for implementation of the organization's business plan.</p> | \$750,000 | \$250,000 |
| <p>Boys & Girls Clubs of America* <i>Atlanta, GA</i></p> <p>Support to accelerate and expand the implementation of its quality improvement initiative, Project Upward Bound, throughout its network, and to develop management and leadership skills of the executive directors of local BGCA organizations.</p> | \$8,000,000 | \$4,500,000 |
| <p>Center for Employment Opportunities* <i>New York, NY</i></p> <p>Support for implementation of the organization's newly created business plan.</p> | \$6,000,000 | \$2,200,000 |
| <p>Citizen Schools, Inc.* <i>Boston, MA</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2003.)</p> | | \$1,250,000 |
| <p>Citizen Schools, Inc.* <i>Boston, MA</i></p> <p>To underwrite the costs to expand its facilities in order to accommodate the growing numbers of staff needed to manage the organization's growth as well as to provide needed program space.</p> | \$750,000 | \$750,000 |
| <p>Friends of the Children* <i>Portland, OR</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2003.)</p> | | \$475,000 |
| <p>Girls Incorporated* <i>New York, NY</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2003.)</p> | | \$750,000 |
| <p>Harlem Children's Zone, Inc.* <i>New York, NY</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2004.)</p> | | \$250,000 |

| | Grants Awarded in 2005 | Grants Paid in 2005 |
|--|---------------------------|------------------------|
| <p>Nurse-Family Partnership* <i>Denver, CO</i></p> <p>Support for implementation of the organization's newly created business plan.</p> | \$8,000,000 | \$3,250,000 |
| <p>Our Piece of the Pie* <i>Hartford, CT</i></p> <p>Support for implementation of the organization's newly created business plan.</p> | \$2,500,000 | \$700,000 |
| <p>Roca, Inc.* <i>Chelsea, MA</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2001.)</p> | | \$600,000 |
| <p>Vocational Foundation, Inc.* <i>Brooklyn, NY</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2003.)</p> | | \$600,000 |
| <p>The Washington Tennis & Education Foundation* <i>Washington, DC</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2003.)</p> | | \$350,000 |
| <p>Youth Villages Inc.* <i>Memphis, TN</i></p> <p>Support for implementation of the organization's newly created business plan.</p> | \$6,000,000 | \$3,000,000 |
| ALTERNATIVE SCHOOLS PILOT | | |
| <p>Green Dot Public Schools* <i>Inglewood, CA</i></p> <p>Support for implementation of the organization's business plan.</p> | \$2,000,000 | \$1,000,000 |
| <p>See Forever Foundation / Maya Angelou Public Charter School* <i>Washington, DC</i></p> <p>Continued support for implementation of the organization's business plan. (Grant was awarded in 2004.)</p> | | \$500,000 |

*The organizations marked with an asterisk are listed in more detail on pages 23–28.

| <i>Youth Development, continued</i> | Grants Awarded in 2005 | Grants Paid in 2005 |
|---|---------------------------|------------------------|
| SUPPORTING GRANTS | | |
| BoardSource <i>Washington, DC</i> To support the development of a diagnostic tool to assess nonprofit boards' effectiveness. | \$50,000 | \$50,000 |
| The CompuMentor Project <i>San Francisco, CA</i> To assist Youth Development Fund grantees with issues related to information technology. | | \$100,000 |
| The Edna McConnell Clark Foundation <i>New York, NY</i> To provide organizational development support to grantees in the Foundation's Youth Development Fund. | | \$177,475 |
| Nonprofit Finance Fund <i>New York, NY</i> To support its Comprehensive Capitalization Initiative and to provide financial consulting on financial matters to the Foundation's Youth Development Fund grantees. | \$700,000 | \$500,000 |
| NPower <i>Seattle, WA</i> To assist Youth Development Fund grantees with issues related to information technology. | \$500,000 | \$150,000 |
| KNOWLEDGE DEVELOPMENT & COMMUNICATION | | |
| The Bridgespan Group <i>Boston, MA</i> To support Youth Development Fund grantees in developing comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's Youth Development Fund strategy. | | \$1,200,000 |

| | Grants Awarded in 2005 | Grants Paid in 2005 |
|---|---------------------------|------------------------|
| <p>The Bridgespan Group <i>Boston, MA</i></p> <p>To support Youth Development Fund grantees in developing comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's Youth Development Fund strategy.</p> | \$1,320,000 | |
| <p>Cheswick Center <i>Cambridge, MA</i></p> <p>To support the work of an ongoing, outside assessment of the Foundation's relationship with its grantees.</p> | \$215,000 | \$215,000 |
| <p>Council for Excellence in Government <i>Washington, DC</i></p> <p>To support efforts to make research tools more available and easier to use, and advance evidence-based practice and policy in the field of youth development.</p> | \$80,000 | \$40,000 |
| <p>The Edna McConnell Clark Foundation <i>New York, NY</i></p> <p>To implement the Foundation's knowledge development efforts and dissemination of its learning to others in the youth development field, and the philanthropic and public policy sectors.</p> | | \$88,923 |
| <p>The Edna McConnell Clark Foundation <i>New York, NY</i></p> <p>To implement the Foundation's knowledge development efforts and dissemination of its learning to others in the youth development field, and the philanthropic and public policy sectors.</p> | | \$103,056 |
| <p>OMG Center for Collaborative Learning <i>Philadelphia, PA</i></p> <p>To assess the organizational development of the Foundation's "earlier stage" grantees.</p> | | \$105,000 |
| <p>OMG Center for Collaborative Learning <i>Philadelphia, PA</i></p> <p>To support the work of the Evaluation Roundtable.</p> | \$40,000 | \$40,000 |
| Total Youth Development Fund | \$39,155,000 | \$28,094,454 |

The Foundation \ **VENTURE FUND**

THE FOUNDATION MAINTAINS a Venture Fund to support projects or make investments in organizations that will help advance its mission. The Foundation also uses Venture Fund grants to advance work in areas that are essential to the long-term quality and effectiveness of its work, such as evaluation, communications, and philanthropy.



| | Grants Awarded in 2005 | Grants Paid in 2005 |
|---|---------------------------|------------------------|
| Venture Fund Grants | | |
| The Greater Kansas City Community Foundation <i>Kansas City, MO</i> To develop and enhance an online service that helps donors identify nonprofits that offer quality services and have strong management in place. | | \$233,500 |
| La Piana Associates, Inc. <i>Piedmont, CA</i> To develop and test alternative ways to conduct strategic planning at nonprofit organizations. | | \$100,000 |
| National Coalition of Community Foundations for Youth <i>Basehor, KS</i> For support of the Youth Transition Funders Group. | \$50,000 | \$50,000 |
| ASSESSMENT | | |
| Academy for Educational Development, Inc. <i>Washington, DC</i> To support expansion of the Community YouthMapping Project. | | \$100,000 |
| Grantmakers for Effective Organizations <i>Washington, DC</i> For 2005 membership dues. | \$25,000 | \$25,000 |
| MDRC <i>New York, NY</i> To support the design and implementation of a multi-year, random assignment evaluation of Project ChalleNGe, a U.S. Department of Defense program that helps 16- to 18-year-old dropouts finish their education and prepare for employment. | \$150,000 | \$150,000 |
| MDRC <i>New York, NY</i> To support the multi-year, random assignment evaluation of Project ChalleNGe. | \$450,000 | \$450,000 |

| | Grants Awarded in 2005 | Grants Paid in 2005 |
|--|---------------------------|------------------------|
| SPECIAL DISASTER RELIEF GRANT | | |
| Project HOPE— The People-to-People Health Foundation, Inc. | \$500,000 | \$500,000 |
| <i>Millwood, VA</i> | | |
| To support immediate and long-term relief and recovery efforts in countries ravaged by the December 2004 tsunami. | | |
| STAFF SPECIAL PROJECTS GRANTS | | |
| Bowdoin College | \$11,000 | \$11,000 |
| <i>Brunswick, ME</i> | | |
| For general support. | | |
| Brown University | \$11,000 | \$11,000 |
| <i>Providence, RI</i> | | |
| For general support. | | |
| FIELD OF PHILANTHROPY | | |
| Communications Consortium Media Center | \$25,000 | \$25,000 |
| <i>Washington, DC</i> | | |
| To support ongoing research, publications, and dissemination activities designed to help make nonprofit communications more effective. | | |
| Council on Foundations, Inc. | \$40,000 | \$40,000 |
| <i>Washington, DC</i> | | |
| For 2005 membership dues. | | |
| The Foundation Center | \$40,000 | \$40,000 |
| <i>New York, NY</i> | | |
| For 2005 membership dues. | | |
| Grantmakers for Children, Youth & Families, Inc. | \$15,000 | \$15,000 |
| <i>Silver Spring, MD</i> | | |
| For general support. | | |
| Grantmakers for Education | \$8,000 | \$8,000 |
| <i>Portland, OR</i> | | |
| For general support. | | |

| <i>Venture Fund, continued</i> | Grants Awarded in 2005 | Grants Paid in 2005 |
|---|---------------------------|------------------------|
| <p>Independent Sector <i>Washington, DC</i></p> <p>To support development of a set of recommendations for legislation to improve the governance and oversight of the nonprofit and philanthropic sectors.</p> | \$75,000 | \$75,000 |
| <p>Independent Sector <i>Washington, DC</i></p> <p>For 2005 membership dues.</p> | \$12,500 | \$12,500 |
| <p>New York Regional Association of Grantmakers, Inc. <i>New York, NY</i></p> <p>For 2005 membership dues.</p> | \$13,000 | \$13,000 |
| <p>Philanthropic Research Inc. <i>Williamsburg, VA</i></p> <p>To support the operation of Guidestar, a national database containing information about the operations and finances of more than 850,000 charities in the United States.</p> | \$25,000 | \$25,000 |
| Less Refunds | \$(53,000) | \$(53,000) |
| Total Venture Fund | \$1,397,500 | \$1,831,000 |





The Foundation \ **YOUTH DEVELOPMENT FUND GRANTEES**

THE EDNA MCCONNELL CLARK FOUNDATION currently supports the following 22 organizations and their efforts to serve youth from low-income communities with high-quality programs that improve their chances to lead healthy, productive lives.

Asian American LEAD for Youth and Families helps Asian American youth from low-income immigrant or refugee families in Washington, D.C. and Maryland succeed academically and live productive, self-sufficient lives.

CONTACT: Sandy H. Dang, Executive Director, Asian American LEAD for Youth and Families, 1323 Girard Street NW, Washington, DC 20009. Telephone: (202) 884-0322. www.aalead.org

Big Brothers Big Sisters of America (BBBSA) is the parent organization for a network of 450 local agencies across the nation that pairs adult volunteers with at-risk youth (ages 6 to 18) to form one-on-one mentoring relationships. The program, which currently serves 200,000 youth annually, was scientifically proven in a 2000 study by Public/Private Ventures as having a meaningful, positive impact on the lives of its participants, including better academic participation and reduced likelihood of substance abuse.

CONTACT: Judy Vredenburgh, President & Chief Executive Officer, Big Brothers Big Sisters of America, 230 North 13th Street, Philadelphia, PA 19107. Telephone: (215) 567-7000. www.bbbsa.org

Big Sister Association of Greater Boston helps girls ages 7 to 15 “realize their full potential” by providing them with positive mentoring relationships with women (based on the BBBSA model) in the community and at school.

CONTACT: Jeraldine Martinson, Executive Director, Big Sister Association of Greater Boston, 161 Massachusetts Avenue, Boston, MA 02115. Telephone: (617) 236-8060. www.bigsister.org

Boys & Girls Clubs of America (BGCA) is the parent organization of more than 3,000 local clubs across the country, each offering a “safe place for boys and girls to learn and grow—all while having fun.” The clubs offer several programs and services for boys and girls, including character and leadership development, gang and teenage pregnancy prevention, fitness programs, and educational assistance. BGCA is currently implementing Project

Upward Bound, a quality improvement initiative, across its network, and designing the Executive Transformations Program to develop the management skills of local club leaders. BCCA serves 4.4 million youth across all its programs annually.

CONTACT: Roxanne Spillet, President, Boys & Girls Clubs of America, 1230 West Peachtree Street NW, Atlanta, GA 30309. Telephone: (404) 487-5700. www.bgca.org

Center for Employment Opportunities (CEO) helps men and women returning home from prison find jobs and stay employed. It works with some 1,800 parolees in New York State annually, 40 percent of whom are 18 to 25 years old and who generally have great difficulty finding employment. Early evaluation results of CEO's model have shown its program to have a positive impact on recidivism rates.

CONTACT: Mindy Tarlow, Executive Director, Center for Employment Opportunities, 32 Broadway, New York, NY 10004. Telephone: (212) 422-4430. www.ceoworks.org

Children's Aid Society—Carrera Adolescent Pregnancy Prevention Program

(CAS-Carrera) serves 900 low-income youth (ages 11 to 18) in New York City, Baltimore and Flint, Michigan, where teen pregnancy rates are typically twice the national average. The program, developed by Dr. David Carrera, provides youth and their families a comprehensive set of services, including health care and counseling, in addition to a range of educational offerings. An impact evaluation by Philliber Research Associates found that program participants had lower teen pregnancy and birth rates (by as much as 50 percent) than those in a control group.

CONTACT: Dr. Michael Carrera, Executive Director, Carrera Adolescent Pregnancy Prevention Program, 105 East 22nd Street, New York, NY 10010. Telephone: (212) 876-9716. www.childreinsaidociety.org

Citizen Schools, Inc. engages nearly 3,000 youth (ages 9 to 14) from low-income families each year with challenging, hands-on "apprenticeship" opportunities during the after-school time. Originally established in Boston, Citizen Schools is currently expanding its program to serve more youth in Boston, California, Massachusetts, New Jersey, and Texas. Results from a 2005 comparison evaluation conducted by Policy Associates showed that program participants are more likely to enter 10th grade on time than their peers who are not in the program.

CONTACT: Eric Schwarz, President, Citizen Schools, Inc., 308 Congress Street, 5th Floor, Boston, MA 02210. Telephone: (617) 695-2300. www.citizenschools.org

Friends of the Children works with children most at risk of failing to make it to healthy, independent adulthood by pairing them with a paid mentor in an intensive, sustained relationship (for up to 12 years) to help them succeed in school, build life skills, and avoid criminal activity. It currently operates chapters in nine cities across the country.

CONTACT: Diane Coward, Interim Executive Director, Friends of the Children, 44 NE Morris Street, Portland, OR 97212. Telephone: (503) 281-6633. www.friendsofthechildren.org

Girls Incorporated develops education programs that help girls become “strong, smart, and bold.” Programs based on its work and research are offered at more than 1,500 sites across the nation, and cover a range of areas and topics that include math and science education, teen pregnancy and drug abuse prevention, economic literacy and self-sufficiency, healthy living and violence prevention, and involvement in sports activities.

CONTACT: Joyce Roché, President & CEO, Girls Incorporated, 120 Wall Street, New York, NY 10005. Telephone: (212) 509-2000. www.girlsinc.org

Good Shepherd Services (GSS), based in New York City, provides a comprehensive set of services for youth and families in Brooklyn, the Bronx, and Manhattan. Its aim is to assist vulnerable youth and their families “make positive changes in their lives so they can open pathways to a better future.” The organization offers a range of programs, including educational support, alternative schooling opportunities, foster care and adoption services, after-school programming, and job-training assistance, that reach more than 11,000 participants each year.

CONTACT: Sr. Paulette LoMonaco, Executive Director, Good Shepherd Services, 305 Seventh Avenue, 9th Floor, New York, NY 10001. Telephone: (212) 243-7070. www.goodshepherds.org

Harlem Children’s Zone (HCZ) works to “rebuild the very fabric of community life” through a comprehensive set of programs that engage local residents and community stakeholders to provide a safe learning environment and positive opportunities for children and families in New York’s Harlem community. Serving 8,600 people each year, HCZ’s many offerings include workshops for first-time mothers, after-school and summer enrichment programming for youth, help for teens to access college and post-secondary education opportunities, and job training and placement assistance.

CONTACT: Geoffrey Canada, President & CEO, Harlem Children’s Zone, 35 East 125th Street, New York, NY 10035. Telephone: (212) 534-0200. www.hcz.org

MY TURN helps low-income youth (ages 16 to 22) in Massachusetts and New Hampshire, many of whom have already left high school without a diploma, prepare for employment or continue their education. Case managers assist some 1,200 youth annually to complete high school, enroll in job training programs, and follow up after job placement.

CONTACT: Barbara A. Duffy, Executive Director, MY TURN, 156 Main Street, Brockton, MA 02301.
Telephone: (508) 580-2659. www.my-turn.org

Nurse-Family Partnership (NFP), developed by Dr. David Olds of the University of Colorado, is a nurse home visitation program that has been scientifically proven to improve the lives of low-income, first-time mothers and their children. Specially trained nurses regularly visit expectant mothers (median age 19) during their first pregnancy and during the first two years of their children's lives, teaching them parenting skills and helping them access job training and education programs. Comprehensive research studies over the past 20 years have shown that (compared to a control group) mothers who have participated in the program are more economically self-sufficient and likely to avoid future criminal behavior. Moreover, their children are healthier and perform better in school. NFP currently serves more than 20,000 families in 21 states around the country.

CONTACT: Clay Yeager, President & CEO, Nurse-Family Partnership, 1900 Grant Street, Suite 400, Denver, CO 80203. Telephone: (303) 327-4240. www.nursefamilypartnership.org

Our Piece of the Pie (OPP) provides intensive and long-term case management services to more than 1,200 youth (ages 14 to 24) across Hartford, Connecticut. OPP staff develop individualized employment and education plans to help its participants make a successful transition to independent adulthood.

CONTACT: Bob Rath, President & CEO, Our Piece of the Pie, 427 Franklin Avenue, Hartford, CT 06114.
Telephone: (860) 296-5068. www.opp.org

Roca, Inc. works with young people residing in the East Boston, Chelsea, and Revere neighborhoods of Boston to lead healthy, independent lives. Through intensive outreach efforts that engage youth "on the street," Roca staff form deep "transformational relationships" with youth, and then engage participants with various education, employment, and civic engagement programs that help them develop the skills needed to become productive members of their community.

CONTACT: Molly Baldwin, Executive Director, Roca, Inc., 101 Park Street, Chelsea, MA 02150.
Telephone: (617) 889-5210. www.rocainc.org

Vocational Foundation Inc. (VFI) provides vocational training to youth (ages 17 to 21) who have dropped out of school. VFI offers youth a five-month literacy and job-training program, plus placement in jobs, and then follows with an intensive two-year retention effort to ensure that participants stay employed.

CONTACT: Hector Batista, Executive Director, Vocational Foundation Inc., One Hanson Place, 14th Floor, Brooklyn, NY 11243. Telephone: (718) 230-3100. www.vfinyc.org

Washington Tennis & Education Foundation combines tennis, education, and teaching of life skills to help 8- to 18-year-olds living in low-income areas in Washington, D.C. develop discipline, build self-esteem, and improve academic performance.

CONTACT: Eleni Rossides, Executive Director, WTEF, The William H.G. FitzGerald Tennis Center, 16th & Kennedy Streets NW, Washington, DC 20011. Telephone: (202) 291-9888. www.wtef.org

Youth Villages helps young people (ages 6 to 18) who suffer from emotional and behavioral problems to overcome their difficulties through in-home and residential programs so they can do better in school, successfully gain employment, and avoid criminal activity. The majority of youth in the program had previously repeatedly cycled in and out of foster care and/or been involved in the juvenile justice system. Youth Villages utilizes multi-system therapy, a scientifically validated program designed to teach young people how to function successfully in school and at home, as well as better relate with peers, adults, and family members. Headquartered in Memphis, Youth Villages serves nearly 11,000 youth in 39 locations in Alabama, Arkansas, Mississippi, North Carolina, Tennessee, Texas, and Washington, D.C. each year.

CONTACT: Patrick W. Lawler, Chief Executive Officer, Youth Villages Inc., P.O. Box 341154, Memphis, TN 38184. Telephone: (901) 252-7600. www.youthvillages.org

Organizations that Received Business Planning Grants in 2006

Hillside Work–Scholarship Connection (HW–SC), through a unique partnership with Wegmans Food Markets, seeks to increase the graduation rates of students (grades 7 through 12) who live in Rochester and Syracuse, New York. Each year, HW–SC works with approximately 1,200 youth both in and out of school on education, life skills development, and job training so that they leave high school with the ability to pursue post-secondary education or employment opportunities.

CONTACT: Annette Gantt, Executive Director, Hillside Work–Scholarship Connection, 30 Hart Street, Rochester, NY 14605. Telephone: (585) 325-1517. www.hillside.com/Who/hwsc.htm

Self Enhancement, Inc. (SEI) serves 2,200 children and their families (primarily African American) living in Portland, Oregon. with in- and after-school programs that help young people (ages 8 to 25) succeed academically, gain entrance into post-secondary education, and obtain sustainable employment.

CONTACT: Tony Hopson, Executive Director, Self Enhancement, Inc., 3920 North Kerby Avenue, Portland, OR 97227. Telephone: (503) 249-1721. www.selfenhancement.org

Venture Fund Pilot: Alternative Schools

Green Dot Public Schools (GDPS) operates five small charter high schools in economically disadvantaged neighborhoods throughout Los Angeles. By creating a small school environment more conducive to learning, Green Dot schools' attendance rates are close to 97 percent, and its students are achieving better test scores than their counterparts in traditional public schools. GDPS currently serves approximately 2,000 students each year.

CONTACT: Steve Barr, Chief Executive Officer, Green Dot Public Schools, 304 East Spruce Avenue, Inglewood, CA 90301. Telephone: (310) 673-0887. www.greendot.org

See Forever Foundation/Maya Angelou Public Charter School (SFF/MAPCS) runs two charter schools in Washington, D.C. that serve 180 youth each year who have dropped out of the traditional public school system. SFF/MAPCS operates small classrooms that run 12 hours a day throughout the year, as well as three live-in residences for youth who are unable to stay with their families. Students also receive mental health counseling and personalized tutoring.

CONTACT: David Domenici, Executive Director, See Forever Foundation/Maya Angelou Public Charter School, 1851 9th Street NW, Washington, DC 20001. Telephone: (202) 797-8250. www.seeforever.org



The Foundation \ **GRANTS SUMMARY**

| | Grants Unpaid as of 9/30/04 | Grants Awarded During 2005* | Grants Unpaid During 2005** | Grants Paid as of 9/30/05 |
|-------------------------------|--------------------------------|--------------------------------|--------------------------------|------------------------------|
| Program | | | | |
| Tropical Disease Research *** | \$ 1,250,000 | | \$ 1,250,000 | |
| Youth Development | 13,455,206 | \$39,155,000 | 28,094,454 | \$24,515,752 |
| Venture Fund | 433,500 | 1,397,500 | 1,831,000 | |
| Grand Total | \$15,138,706 | \$40,552,500 | \$31,175,454 | \$24,515,752 |

* Net of refunds and rescissions.

** Net of refunds.

*** This program is closed. Payment from the program reflects prior commitment.





Board of Trustees of The Edna McConnell Clark Foundation

We have audited the accompanying statements of financial position of The Edna McConnell Clark Foundation as of September 30, 2005 and 2004 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 U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe 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 as of September 30, 2005 and 2004 and its activities and cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.



Chicago, Illinois

November 18, 2005

The Foundation \ **STATEMENTS OF FINANCIAL POSITION**

September 30 2005 2004

Assets

| | | |
|--|---------------|---------------|
| Interest, dividends, and other receivables | \$ 1,052,164 | \$ 903,010 |
| Investments, at market or fair value | 805,523,465 | 727,205,560 |
| Leasehold improvements, furniture, equipment, and software, at cost, net of accumulated depreciation and amortization of \$1,003,182 in 2005 and \$1,429,899 in 2004 | 1,546,315 | 1,005,245 |
| | \$808,121,944 | \$729,113,815 |

Liabilities and Unrestricted Net Assets

Liabilities

| | | |
|-----------------------------|---------------|---------------|
| Grants payable, short-term | \$ 2,015,756 | \$ 2,913,710 |
| Deferred federal excise tax | 2,840,434 | 1,523,702 |
| Other liabilities | 771,854 | 617,779 |
| Grants payable, long-term | 85,996 | 679,366 |
| | 5,714,040 | 5,734,557 |
| Unrestricted net assets | 802,407,904 | 723,379,258 |
| | \$808,121,944 | \$729,113,815 |

See accompanying notes.

The Foundation \ **STATEMENTS OF ACTIVITIES**

| September 30 | 2005 | 2004 |
|--|---------------|---------------|
| Investment Return | | |
| Net realized gains on sales of investments | \$ 38,956,299 | \$ 79,170,662 |
| Net change in unrealized gains on investments, net of deferred tax provision | 64,519,896 | 1,190,651 |
| Interest and dividend income | 14,990,868 | 13,875,320 |
| | 118,467,063 | 94,236,633 |
| Investment management expenses | (3,324,656) | (2,767,534) |
| | \$115,142,407 | \$ 91,469,099 |
| Program Services | | |
| Grants awarded (grant payments made were \$31,175,454 in 2005 and \$27,036,835 in 2004) | \$ 29,684,125 | \$ 24,814,153 |
| Program and grant management expenses | 4,709,257 | 3,656,176 |
| | \$ 34,393,382 | \$ 28,470,329 |
| General management expenses | 1,202,043 | 940,126 |
| Federal excise taxes | 518,336 | 1,808,665 |
| | 36,113,761 | 31,219,120 |
| Change in net assets | \$ 79,028,646 | \$ 60,249,979 |
| Unrestricted net assets | | |
| Beginning of year | 723,379,258 | 663,129,279 |
| End of year | \$802,407,904 | \$723,379,258 |

See accompanying notes.

The Foundation \ **STATEMENTS OF CASH FLOW**

September 30 2005 2004

Operating Activities

| | | |
|--|---------------------|---------------------|
| Change in net assets | \$ 79,028,646 | \$ 60,249,979 |
| Depreciation and amortization | 112,887 | 88,546 |
| Loss on abandonment and disposal of leasehold improvements, furniture, and equipment | 162,907 | |
| Deferred federal excise tax provision | 1,316,732 | 24,299 |
| Net realized gains on sales of investments | (38,956,299) | (79,170,662) |
| Net change in unrealized gains on investments | (65,836,628) | (1,214,950) |
| Changes in: | | |
| Interest, dividends, and other receivables | (149,154) | 242,879 |
| Grants payable | (1,491,324) | (2,222,687) |
| Other liabilities | 154,075 | 163,984 |
| Net cash used in operating activities | (25,658,158) | (21,838,612) |

Investing Activities

| | | |
|---|-------------------|-------------------|
| Purchases of leasehold improvements, furniture, equipment, and software | (816,864) | (812,823) |
| Purchases of investments | (332,446,208) | (1,018,837,960) |
| Proceeds from sales of investments | 358,921,230 | 1,041,489,395 |
| Net cash provided by investing activities | 25,658,158 | 21,838,612 |
| Change in cash, and cash at beginning and end of year | \$ — | \$ — |

Supplemental Disclosure of Cash Flow Information

| | | |
|-------------------------|------------|--------------|
| Federal excise tax paid | \$ 510,169 | \$ 1,721,332 |
|-------------------------|------------|--------------|

See accompanying notes.

Note 1 Nature of Activities and Significant Accounting Policies

Nature of Activities

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

The Foundation qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code and, accordingly, is not subject to federal income taxes. However, in accordance with Section 4940(e) of the Code, the Foundation is subject to a federal excise tax of 2 percent of net investment income (including net realized taxable gains on security transactions) or of 1 percent if the Foundation meets certain specified distribution requirements. The Foundation did meet the specified requirements for fiscal year 2005 and was subject to a 1 percent federal excise tax. For fiscal year 2004, the Foundation was subject to a 2 percent tax.

Financial Statement Presentation

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

Investments

Marketable securities and derivative financial instruments are carried at market value based on quoted prices. Alternative investments, which are primarily hedge funds and limited partnerships, are carried at approximate fair value, as determined by the managements of the alternative investments, using either market values based on quoted prices or, where not available, appraised values. Purchases and sales of securities are recorded on trade date.

For the purposes of the statements of financial condition and cash flows, the Foundation defines cash and cash equivalents as highly liquid investments with original maturities of 90 days or less that are not used for investment purposes.

Investment management expenses are fees paid directly to investment managers by the Foundation. Fees charged directly to mutual fund, hedge fund, and certain limited partnership investments are included in net realized gains on sales of investments.

Leasehold Improvements, Furniture, Equipment, and Software

These assets are 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 gains on investments using a rate of 2 percent.

Awards and Grants

Unconditional awards and grants, including multi-year grants, are considered obligations when approved by the Foundation's Board of Trustees. In accordance with generally accepted accounting principles, the Foundation does not reflect as liabilities the amount of future years' grant commitments if they are subject to review and other contingencies before they are paid.

Use of Estimates

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

Note 2 Fair Value of Financial Instruments

Substantially all of the Foundation's assets and liabilities are considered financial instruments and are either already reflected at fair value or at carrying amounts that approximate fair value because of the short maturity of the instruments.

Note 3 Investments

Investments are as follows:

| | Cost | Market or Fair Value |
|---|---------------|-------------------------|
| 2005 | | |
| Short-term investments | \$ 29,298,935 | \$ 29,491,979 |
| Long-term bonds and notes and mutual funds— fixed income securities | 119,218,247 | 124,849,804 |
| Corporate stock and mutual funds—equity securities | 334,313,612 | 453,811,252 |
| | 482,830,794 | 608,153,035 |
| Alternative investments (primarily hedge funds and limited partnerships) | 181,927,356 | 198,626,826 |
| | 664,758,150 | 806,779,861 |
| Due from brokers, unsettled securities transactions | 6,575,127 | 6,575,127 |
| Due to brokers, unsettled securities transactions | (7,831,522) | (7,831,523) |
| | \$663,501,755 | \$805,523,465 |
| 2004 | | |
| Short-term investments | \$ 19,143,674 | \$ 19,074,914 |
| Long-term bonds and notes and mutual funds— fixed income securities | 145,958,282 | 150,124,626 |
| Corporate stock and mutual funds—equity securities | 314,902,516 | 385,510,304 |
| | 480,004,472 | 554,709,844 |
| Alternative investments (primarily hedge funds and limited partnerships) | 174,379,848 | 175,858,962 |
| | 654,384,320 | 730,568,806 |
| Due from brokers, unsettled securities transactions | 3,194,395 | 3,194,991 |
| Due to brokers, unsettled securities transactions | 6,558,237) | (6,558,237) |
| | \$651,020,478 | \$727,205,560 |

At September 30, 2005, the Foundation also had open futures contracts that reduce market exposure of equity securities and long-term bonds and notes of approximately \$71,000,000 (2004—approximately \$33,000,000). Equity securities and long-term bonds and notes include the net unrealized gain on such futures contracts.

The portion of alternative investments that are carried at market values based on quoted prices at September 30, 2005 totaled \$151,108,631 (2004—\$141,519,032).

Note 4 Grants

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

| | 2005 | 2004 |
|---|--------------|--------------|
| One year or less | \$ 2,015,756 | \$ 2,913,710 |
| One to three years | 100,000 | 750,000 |
| | 2,115,756 | 3,663,710 |
| Discount to reduce to present value (at 8%) | (14,004) | (70,634) |
| | \$ 2,101,752 | \$ 3,593,076 |

Grants awarded are shown net of rescissions and refunds of \$53,000 in 2005 and \$340,615 in 2004.

The Foundation also had \$22,400,000 of contingent grant commitments that are not reflected as liabilities in the statements of financial condition at September 30, 2005 (2004—\$11,475,000).

The following schedule reconciles the total conditional and unconditional grant commitments approved by the Foundation's Board of Trustees to grants awarded in the statements of activities for the years ended September 30, 2005 and 2004:

| | 2005 | 2004 |
|---|---------------|---------------|
| Total conditional and unconditional grant commitments (net of rescissions and refunds) | \$ 40,552,495 | \$ 21,412,885 |
| Less amount of current year conditional commitments | (18,350,000) | (5,900,000) |
| Plus conditional commitments paid | 7,425,000 | 8,975,000 |
| Change in discount to present value | 56,630 | 326,268 |
| Grants as reflected in the statements of activities | \$ 29,684,125 | \$ 24,814,153 |

Note 5 Retirement Plans

The Foundation maintains a defined contribution retirement plan covering all active full-time employees. Under the terms of the plan, the Foundation must contribute specified percentages of an employee's salary. The plan is currently invested in employee-designated mutual funds that have been approved by the Foundation. The Foundation's contribution to the plan was \$266,339 for fiscal year 2005 (2004—\$245,802).

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

Note 6 Commitments

The Foundation leases its office space under an operating lease agreement that expires October 2019. This lease contains an escalation clause that provides for rental increases resulting from increases in real estate taxes and certain other operating expenses. At September 30, 2005,

the Foundation had the following aggregate minimum annual rental commitments, exclusive of escalation clauses, under these leases:

| | |
|------------|-------------|
| 2006 | \$ 516,093 |
| 2007 | 516,093 |
| 2008 | 516,093 |
| 2009 | 516,093 |
| 2010 | 544,020 |
| Thereafter | 5,205,608 |
| | <hr/> |
| | \$7,814,000 |

Rent expense was \$505,129 for fiscal year 2005 (2004—\$582,134).

During the year ended September 30, 2005, the Foundation entered into a new office space lease, relocated its operations, and terminated its prior office space lease, which was scheduled to end in October 2006.

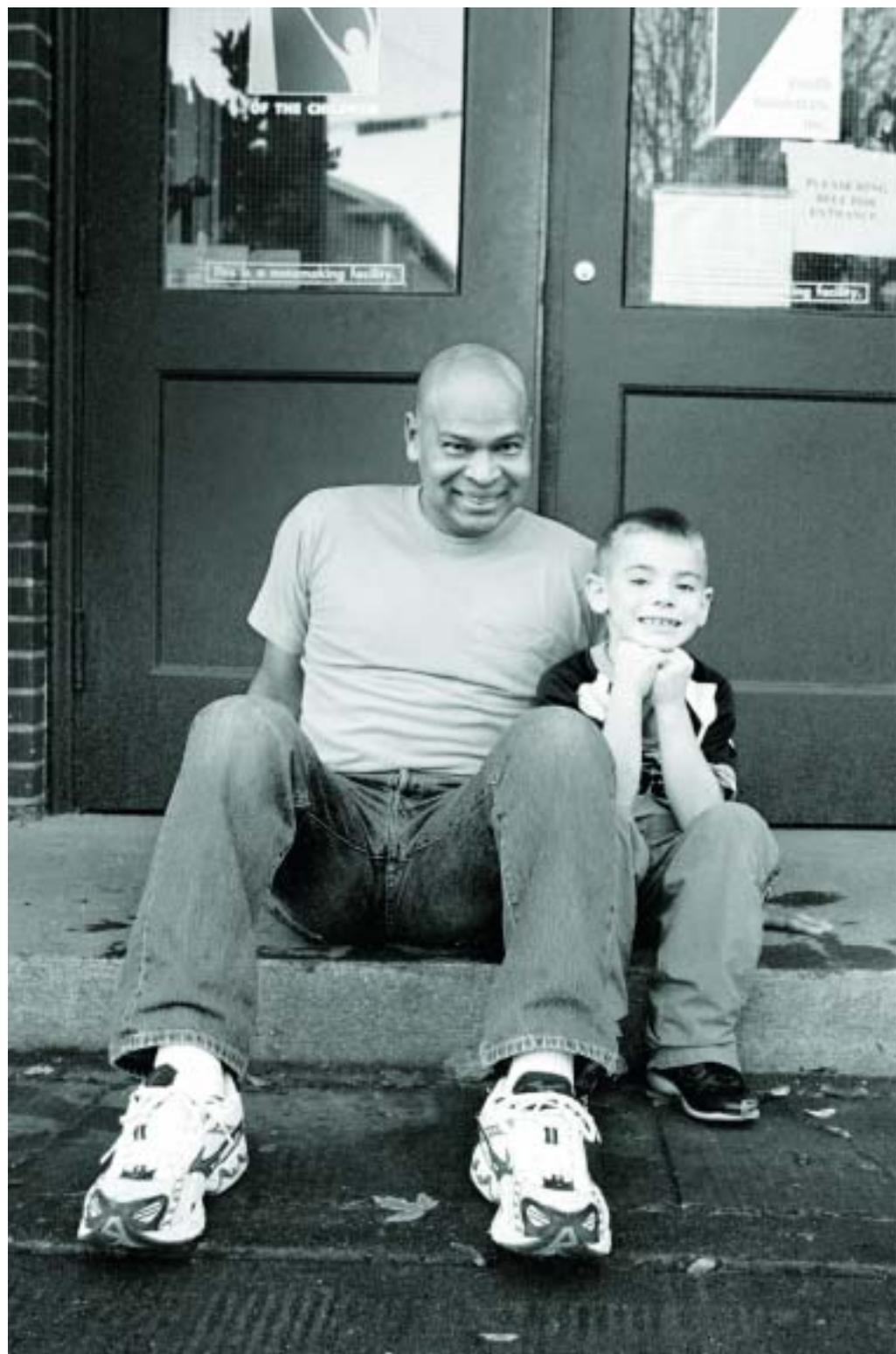
In accordance with generally accepted accounting principles, in the year ended September 30, 2005, the Foundation recognized the cost of payments made on its prior office space lease, the early termination fee, and abandonment and disposal of leasehold improvements and furniture. The aggregate cost recognized during the year ended September 30, 2005 was approximately \$738,000.

Note 7 Derivative Financial Instruments

In connection with its investing activities, the Foundation enters into transactions involving a variety of derivative financial instruments, including financial futures contracts, forward currency exchange contracts, options, and interest rate swap agreements. The Foundation uses these instruments 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. Derivative financial instruments involve varying degrees of off-balance-sheet market risk, whereby changes in the market values of the underlying financial investments may result in changes in the value of the financial instruments in excess of the amounts reflected in the statements of financial position. Exposure to market risk is influenced by a number of factors, including the relationships between financial instruments and the Foundation's investment holdings and the volatility and liquidity in the markets in which the financial instruments are traded. Changes in the market values of these derivative financial instruments are recognized currently in the statements of activities, with corresponding amounts recorded in the respective investment categories.

Note 8 Concentration of Credit Risk

The majority of investment transactions of the Foundation are cleared and carried by The Northern Trust Company. In the event that this financial institution does not fulfill its obligation, the Foundation may be exposed to risk. The risk of default also depends on the creditworthiness of the counterparties to these transactions. The Foundation attempts to minimize this credit risk by monitoring the creditworthiness of the financial institution.



THE EDNA MCCONNELL CLARK FOUNDATION is focused on helping young people (aged 9 to 24) from low-income communities make from successful transition to healthy and independent adulthood. Through grants and other kinds of support, the Foundation supports a select group of exemplary nonprofit organizations with a track record of delivering high quality programs grow larger, become more effective, and emerge more sustainable to serve thousands more youth. Organizations chosen to receive the Foundation's support must have evidence pointing to the effectiveness in helping young people achieve one or more of the following outcomes: improved educational skills, achievement, and attainment; preparation for the world of work and successful transition to employment and self-sufficiency; and success in avoiding high-risk behaviors, such as drug abuse and teen pregnancy.

The Foundation relies primarily on nominations by colleagues and advisors in the field of youth development to find organizations that seem likely to meet its grantmaking guidelines. Although we do not accept unsolicited proposals, the Foundation does welcome youth-serving organizations to visit its website (www.emcf.org) and complete an online survey that describes their activities and programs and the young people they serve. If, after reviewing this information, the Foundation determines that there is a potential match between itself and an organization, a staff member will contact the organization.

The Foundation does not consider proposals for capital purposes, endowments, deficit operations, scholarships, or grants to individuals.

The Foundation \ **A 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 and its goal to improve the lives of people in poor communities. The Foundation's grantmaking today continues to reflect the spirit of those early decisions. Over the last three decades, the Foundation has made grants totaling over \$637 million. As of September 30, 2005, the Foundation's assets were valued at \$808.1 million. Two grandchildren of Van Alan and Edna McConnell Clark—H. Lawrence Clark and James M. Clark, Jr.—serve on the Foundation's nine-member board of trustees, while son James, Sr. continues to serve as trustee emeriti. James M. Clark, Jr. also serves as board chair.

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

THE
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H. Lawrence Clark
James M. Clark, *Trustee emeritus*
James M. Clark, Jr., *Chair*
Alice F. Emerson
Janice C. Kreamer
Theodore E. Martin
James E. Moltz
James E. Preston
Nancy Roob, *President, EMCF*

*Deceased 2006

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