

ANNUAL REPORT 1999

THE FIRST FIFTY YEARS

JOHN S. AND JAMES L. KNIGHT FOUNDATION



1950 | 2000  
50

The John S. and James L. Knight Foundation was established in 1950 as a private foundation independent of the Knight brothers' newspaper enterprises. It is dedicated to furthering their ideals of service to community, to the highest standards of journalistic excellence and to the defense of a free press.

In both their publishing and philanthropic undertakings, the Knight brothers shared a broad vision and uncommon devotion to the common welfare. It is those ideals, as well as their philanthropic interests, to which the Foundation remains faithful.

To heighten the impact of their grant making, Knight Foundation's trustees have elected to focus on four programs, each with its own eligibility requirements: Community Initiatives, Journalism, Education and Arts and Culture.

In a rapidly changing world, the Foundation also remains flexible enough to respond to unique challenges, ideas and projects that lie beyond its identified program areas, yet would fulfill the broad vision of its founders.

None of the grant making would be possible without a sound financial base. Thus, preserving and enhancing the Foundation's assets through prudent investment management continues to be of paramount importance.

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Days before the first half of the 20th century ends, two brothers dedicated to newspaper publishing and their associates sit down in Akron, Ohio, for the first meeting of a newly minted enterprise called Knight Foundation. They start with a mere \$9,047 and an interest in helping to strengthen their chosen field of journalism as well as the communities where they live and work.

Fifty years later, a new century and new millennium provide sobering challenges and dramatic opportunity for the trustees, staff and advisers of a vastly expanded institution, the John S. and James L. Knight Foundation.

The lessons of the past and the prospects for the future unfold in this 50th anniversary annual report. While much has been accomplished, more—much more—remains possible.

C. Blake McDowell

John S. Knight  
James L. Knight  
and  
C. Blake McDowell



'THE PEOPLE ARE ENTITLED TO THE TRUTH.'

– JOHN S. KNIGHT

The statements by the Knight brothers above reflect the distinct personalities of two very different men who founded this organization, now a half century in the making. I was privileged to know both of them, professionally and personally. I grew up in Akron, where the Knight name is as familiar as Goodyear, Goodrich and Firestone.

Jack Knight was a consummate newsman, as straightforward in his Editor's Notebook columns as he was in his personal dealings with colleagues. In the 1960s, Jack Knight told a reader: "Although you have found me stubborn, exasperating, frequently wrong, unpredictably right, liberal, conservative, drastic and moderate, at least you have been reading me. And that is all I can expect."

Jim Knight was a superb businessman, a down-to-earth family man. Despite their different temperaments and personalities, the brothers shaped a newspaper company, with the help of many, founded on the tenets of journalistic excellence and sound financial performance. "Jack was of a different generation," Jim said. "If I had any troubles, I would give him a honk. Sometimes he'd call me and say 'What do you think?' As a combination, I think we were most unusual, and this has been partly responsible for our success."

The legacy of that success is this independent Foundation, launched in Akron in December 1950. A half century pales in comparison to the millennium of human achievement now drawing to a close, and yet 50 years does provide an opportunity to review and assess the past.

This annual report reminds us that the Knight brothers wished to give back to the field of journalism in which they thrived, and to the communities where they lived and worked. While numerous improvements in our fields of interest and in our communities have occurred since 1950, we are reminded daily that many ills continue to plague our society. We have seen many dedicated individuals and organizations thrive with help from Knight Foundation funding, and we have learned important lessons along the way as their partners. One of the key lessons we've learned in our first 50 years is this: Knight Foundation's most important work lies ahead.



W. Gerald Austen, M.D.

The expanded history section and its accompanying timeline in this report detail an organization built with care. At their core, the Knights were men who believed in providing opportunity through charitable giving. Well before there was a Foundation, they honored their father, Akron publisher and civic leader C.L. Knight, through a memorial education fund. The loans and scholarships from that source helped scores of young Ohioans in the 1940s. It is interesting to learn how, well before the existence of

the Foundation, the Knight family's belief in education played a role in shaping the splendid lives of Frank Simonetti and Lucimarian Roberts (see page 6).

Along with the program narratives reviewing the activities of 1999, this report looks at the evolution of several signature efforts that help define Knight Foundation's work in its first 50 years. An impressive roster of nationally respected individuals offer their thoughts on the differences these efforts have made in people's lives, and we thank them for their perspective.

The Foundation's early life, with its activities reflecting the interests of busy men preoccupied with the task of operating newspapers of excellence, stands in great contrast to the organization that exists today. But the clear outlines of their interests – stronger communities, quality journalism and the protection of a free press – were established in those early years, leaving a very clear path for the Foundation's trustees to follow.

The deaths of the Knight brothers – Jack in '81, Jim in '91 – led to an infusion of assets that dramatically changed the

The Year in Review	Jan. 1 – Dec. 31, 1999
Assets:	\$1.889 million
Grants paid out:	\$53.1 million
Proposals received:	1,295
New grants approved:	\$69.5 million (311 grants)
Average grant size:	\$233,606

'SERVICE TO YOUR COMMUNITY IS INSEPARABLE FROM  
YOUR RESPONSIBILITY AS A NEWSPAPERMAN.'

— JAMES L. KNIGHT

course of the Foundation. With the guidance and vision of Lee Hills, my predecessor as chairman, Knight Foundation entered the 1990s, and now a new century, poised to make an increasingly significant contribution. The \$69 million in new grants approved in 1999 alone is a startling figure for us, held up against the fact that it took 40 years before the Foundation had distributed its first \$100 million.

Our 1999 activities offer a sense of the growth and excitement ahead. We introduced our first grants from the interdisciplinary IDEAS Fund, created to give opportunity to projects that merge the interests of our four programs. The new fund helped us commit \$3 million to Macon, Ga.'s comprehensive plan to revitalize its historic downtown. The IDEAS Fund will encourage us to think of ways to blend our program interests and encourage innovation by leveraging more funds.

Our commitment to knowing more about the 26 communities where the Knight brothers were involved in newspapers took a big step in 1999 with the Community Indicators Project (page 32). Through surveys with residents, and by compiling up-to-date information about our communities' needs and opportunities, we now have a valuable resource to help the Foundation make more effective grants.

We enter 2000 without our wonderful colleague, Lee Hills, whose unique relationship with the Knight brothers made him, in many ways, the architect of this organization. Lee was a great newsman, a superb businessman and a dear friend to us all. Through 40 years as a trustee, he offered all of us a keen sense of the vision the Knights had for the future of the Foundation. I routinely sought his advice and benefited greatly from his wisdom. I can't remember a time when he was wrong in his judgment. I speak for us all when I say Lee will truly be missed.

We eagerly anticipate the addition of Chicagoan John W. Rogers Jr. to our board of trustees, and we express our gratitude to Tom Johnson of CNN for eight years of dedicated service.



Lee Hills



John W. Rogers Jr.

We intend to keep our observation of this golden anniversary simple. Jack and Jim Knight would have insisted on that.

Those of us who knew them, however, can't help but wonder what they'd think, here in 2000, about the philanthropic entity they created. A year after Jack's death in 1981, the Foundation's assets were still a modest \$24 million. I suspect he'd grouse a bit now about all the meetings and all the paperwork involved in making good use of those \$69 million in grants we approved. I believe he'd be proud of our

efforts to support the writing program at Cornell, his alma mater, and in the success achieved by our midcareer journalism fellowship programs, our Knight Chairs in Journalism program, and by the journalists working overseas in the Knight International Press Fellowship program.

Jim Knight would probably offer his typical "aw, shucks." Jim gave generously in his lifetime, to the Foundation and to his communities. After he and Mary Ann Knight contributed \$5 million to Mount Sinai Medical Center in Miami Beach, Jim spoke from the heart: "This town has been awfully kind to me, and shrouds don't have pockets. I'd rather see the money go to good uses than to taxes."

Ending the first 50 years of grant making with nearly \$2 billion in assets means that the real work lies ahead and that the journey is just beginning. Even as we pause momentarily to

reflect on a half century of good works by good people, our board and staff are in the early stages of a strategic review for the next five years and beyond. We hope the successes, the lessons learned and signature efforts of the first 50 years position us to accomplish even more in the future.

W. Gerald Austen, M.D.  
Chairman

Measured against the full sweep of human history, 50 years are little more than a nanosecond. Measured against the two centuries-plus of our national history, it is a significant slice of time. But however else you view it, the half century in which the John S. and James L. Knight Foundation came into existence and grew to its present size has been a time of wrenching, accelerating change. There is no reason to believe the next 50 years will be any less dynamic and unsettled.

As this annual report makes clear, Knight Foundation has moved through a number of phases since it was founded in 1950. There have been midcourse corrections, major additions to programs and occasional sharp turns in the road. The underlying commitment to its two core missions has become ever steadier, however. Knight Foundation believes it should give back to the communities where the Knight brothers made most of their wealth and that it should preserve, protect and invigorate freedom of press at home and abroad.

That said, however, no institution that merely sat on its inertial inclinations could have remained relevant to the needs of a nation which has gone through the demographic, economic, social and political transformations of the United States between 1950 and 2000. Consider just a few:

In 1950, the U.S. population of 151 million was just 55 percent as large as today's 275 million. The face of that population was far different from today's. Whites and African-Americans, the latter then some 10 percent of the total, together accounted for all but a fraction of Americans. Today, non-Hispanic whites comprise little more than 70 percent of the population, Hispanics 12 percent, African-Americans about 13 percent and Asians/Pacific Islanders around 4 percent.

As the complexion of the nation has changed, so have many of its customs and mores and the definition of what the society finds acceptable. In 1950, racial segregation was still legally sanctioned by the U.S. Supreme Court as the law of the land in any state that wished to embrace it. All Southern states did, and segregation in fact if not in law prevailed virtually everywhere else. Poverty stood at around 25 percent, compared to today's 13 percent. Women's place remained in the home and kitchen, except for those whose economic needs absolutely required that they work and a relative handful of more affluent trailblazers.

President Truman opened 1950 by authorizing development of the hydrogen bomb, responded with military force



Hodding Carter III

when North Korea invaded the South in June and declared a state of national emergency in December after the Chinese army charged across the DMZ. This was just five years after the end of World War II and 13 years before Vietnam was to become emblazoned on the national psyche.

Finally, while television had already become an unavoidable presence on the two coasts, the first transcontinental television broadcast was still a year off. The chief threat to the dominance of newspapers as the pre-eminent means of communication was radio, and a paltry one at that.

Why this recitation of scattered factoids? Because they help frame the nature of the profound transformation of the national and international environment over the last half of the 20th century.

No less certainly, they strongly suggest that seismic changes are going to be the norm for decades to come. Whether we are talking about the way Americans treat each other in this time of accelerating diversity, how our economy allocates winners and losers or how we communicate and do business with each other – all is in flux.

It is against this largely undigested past and dimly perceived future that the nation's institutions, no less than its people, will be making their way in the coming years. For philanthropies, and indeed for all of us, the future simultaneously demands unapologetic grounding in basic principles and an ungrudging willingness to try radically different approaches to dealing with radically shifting realities.

Knight Foundation is fortunate in that its founders repeatedly spoke of its role as venture capitalist, journeying into the untried and unproven in search of workable approaches to new opportunities and problems. Remaining true to the larger vision enunciated by both Jack and Jim Knight is our best guide to the 21st century. As in our first 50 years, there will be no dearth of opportunities to venture, to innovate and to risk in the years ahead. As in those first 50 years, the one certainty is that there are few to no certainties about the nature of the future. There can be no more exciting prospect and challenge.

Hodding Carter III  
President and CEO

*John S. Knight*  
John S. Knight

*James I. Knight*  
James I. Knight

*C. Blake McDowell*  
C. Blake McDowell

*Lee Hills*  
Lee Hills

*E. J. Thomas*  
E. J. Thomas

*Charles E. Clark*  
Charles E. Clark

*Alvah H. Chapman, Jr.*  
Alvah H. Chapman, Jr.

*Ben Matdenburg*  
Ben Matdenburg



Like many philanthropists, the Knight brothers learned the importance of giving back to community from family. Charles Landon Knight, publisher of the Akron Beacon Journal from 1907 to 1933, made it a practice to help worthy students pay for college. Following C.L. Knight's death, eldest son Jack Knight carried on the tradition. From 1940 until 1950, when its remaining assets helped establish Knight Foundation, the Knight Memorial Education Fund provided college scholarships and loans to promising young students from the Akron region.

Many of those young fund recipients became great contributors to their own communities. That's certainly true, some 60 years later, of Dr. Frank Simonetti of Akron and Lucimarian Roberts of Biloxi, Miss.

Both grew up in lower- to middle-class neighborhoods in prewar, industrial Akron. Simonetti's parents, first-generation Italian immigrants, settled in Dean Heights where they ran a little neighborhood grocery. Their son went to Akron North High School and played football.

As part of the great Southern migration, Lucimarian Tolliver's grandparents had moved to Akron from Alabama. Her family's neighbors were Russian and Czechoslovakian immigrants, drawn to work in Akron rubber plants. She went to East High. "Our schools were integrated, and yet we still were so separate," she said. "I was one of the very few black students in my time encouraged to take college preparatory courses.



Lawrence and Lucimarian Roberts, with daughter Robin

"When I think back, the John S. Knight scholarship started the way," she said.

Dr. Simonetti, part of the first group of students to receive Knight Memorial funding shares that view. "That's the only way I could have gone to graduate school. I graduated in 1933 from North High when the terrible Depression was on," he said. "I didn't go to college right away because I had no money."

In 1936, he entered Akron University to study business administration and play football. He excelled in both, most notably in his studies. "They weren't all A's, but I believe I had the second-highest average of all the students when I graduated magna cum laude in 1940 with a bachelor's degree in business administration."

Graduate school seemed unlikely. "I was interested in the business program at Boston University, but with no money, I couldn't do it on my own." He heard about the Knight fund and was introduced to John Berry, then the Beacon Journal's vice president. "This was April 1940," said Simonetti. "Mr. Berry said: 'If we establish the fund, you'll get some. If we don't, you'll get yours anyhow.'"

"Well, they set it up. Meantime, I was accepted for the graduate fellowship program at Boston University. I requested and received from the Knight group \$600. You didn't need much money then."

Lucimarian Tolliver Roberts had a similar experience.

After high school graduation in 1942, she received \$300 from the Knight fund to attend Howard University. Getting there was the beginning of a lifetime of adventure for an admittedly naïve young woman.

"When that train pulled into Akron, my parents didn't know you needed a reservation," she said. She boarded the train and sat beside Mamie Hansberry, who was also heading to Howard with her father, Carl Hansberry.

In sitting next to Mamie, she took Mr. Hansberry's seat. When the porter asked for her ticket, Lucimarian was told she'd have to go to the smoker car. The elder Hansberry graciously gave up his seat and went to the smoker car, leaving the future roommates together for the long ride.

Lucimarian Roberts attended Howard from 1942 to 1946.



Lucimarian Tolliver, 1946  
Howard graduate





Frank Simonetti in 1940 as a graduate student

“I graduated in June 1946 with a degree in psychology. I used that \$300 for that whole four years. That’s a long time ago. When I remember how much money it was, and how far that money took me, I have to laugh.”

Simonetti finished his master’s in business administration in one year. He returned to Akron to work for

Goodyear, but jumped at the chance in 1942 to teach at his alma mater’s college of business. During a distinguished career there, he left only to receive his doctorate at Indiana University in 1955.

“At Indiana, they asked me where I was going when I got my degree, and I said back to Akron. They asked me why, and I said, ‘Well, to work with the kind of kids who need a good education.’ The kind of kid I was.”

Simonetti became the first head of the university’s industrial management department. In the ensuing decades before his retirement from teaching in 1990, he traveled extensively, encountering his students in management positions around the world, all working for Goodrich or Firestone or Goodyear in Europe, the Middle East and the Orient.

“I came back to Akron purposely to serve those students, and I arranged for a lot of them to go to grad school,” he said. “They couldn’t have done it on their own any more than I could have done it on my own.”

In 1987, the College of Business Administration created the Dr. Frank L. Simonetti Distinguished Business Alumni Award in his honor. Among the recipients is Dr. Jack Simonetti, a 1965 Akron grad. He’s the eldest of Frank Simonetti’s two children.

Of Akron, Frank Simonetti says: “I wouldn’t go anywhere else. I love this town; look at how good it’s been to me.”

Like Simonetti, Lucimarian Tolliver Roberts’ life was changed at college. She thrived socially at Howard and was elected president of a campus women’s group as a senior. She met visiting dignitaries, including Eleanor Roosevelt. And she met her future husband, Lawrence Roberts. As America entered World War II, he enlisted and became a Tuskegee Airman, one of the first group of African-American men trained as fighter pilots. She returned to Akron during the

final stages of the war to work at the children’s home “for the mighty salary of \$25 a week.” Her husband got his second lieutenant’s bars in 1944, and the couple married in 1947.

She and their four children accompanied Lawrence Roberts as his Air Force career took him to more than two dozen postings in the United States, as well as overseas. They encountered racial prejudice in Minnesota, where an assignment was abruptly canceled when the black officer showed up. In the South of the ’50s and ’60s, they traveled by night to avoid run-ins with white Southerners. Mrs. Roberts taught throughout, including tutoring African-American enlisted men and officers in Japan. A posting at Keesler Air Force Base in Biloxi in 1969 led them to call the Mississippi coast home. Their children include ABC and ESPN sports broadcaster Robin Roberts; New Orleans TV anchor Sally-Ann Roberts; Dorothy Roberts McEwen, cofounder of the Genesis Foundation; and Houston-based educator Lawrence Roberts Jr.

At age 76, Mrs. Roberts is one of Mississippi’s most accomplished civic leaders. She was on the Mississippi Board of Education from 1984 to 1993 and served as chair for two years. She also chaired the board of the New Orleans branch of the Federal Reserve Bank of Atlanta.

“In my essay that I had to write for the Knight scholarship in Akron, I remember I said I wanted to come South to help my people, never dreaming I was going to be here in Mississippi.”



Dr. Frank Simonetti in Akron

MINUTES OF THE FIRST MEETING OF  
MEMBERS OF KNIGHT FOUNDATION.

Akron, Ohio, December 29, 1950

The first meeting of the members of Knight Foundation was held  
at Akron, Ohio, on the 29th day of December, 1950, at 10:00 o'clock A.M.  
pursuant to written waiver of notice.

The meeting was called to order by Mr. John S. Knight, who, upon  
motion duly made, seconded and unanimously carried, was chosen Chairman of

The John S. and James L. Knight Foundation originated with the Knight family's belief in the value of education. The brothers' father, Charles Landon Knight, had a tradition of helping financially strapped students pay for their college education. To honor his memory, the Knight Memorial Education Fund was established in 1940 to provide financial aid to college students from the Akron area. Supported with contributions from the Akron Beacon Journal, the fund existed until December 1950 when its assets of \$9,047 were transferred to the newly created Knight Foundation.

Incorporated in the state of Ohio, Knight Foundation was organized principally to carry out the work of the Knight Memorial Education Fund. Almost from the beginning, however, the Foundation made small grants to educational, cultural and social service institutions – mostly in Akron – and on a very limited basis for journalism-related causes.

For the first 10 years the Foundation's assets came from contributions from the Akron Beacon Journal and The Miami Herald and personal gifts by Jack and Jim Knight. Other Knight newspapers began to contribute small amounts in the early 1960s – a move that led to a limited number of grants to cities from which the contributions came.

Newspaper contributions stopped in 1965 with the Foundation's first major infusion of assets – a bequest of

180,000 shares of Knight Newspapers stock from the Knights' mother, Clara I. Knight, who died in November. Faced with the prospect of administering a much larger financial aid program, the board of trustees voted in 1966 to end assistance for college students and to replace it with grants to colleges and universities. Over the next few years a limited number of cultural and educational institutions in Akron, Miami, Charlotte and Detroit – cities where the Knights owned newspapers – were added to the Foundation's list of grant recipients.

A turning point came in 1972 when the board of trustees authorized the sale of Clara Knight's stock in a secondary offering by Knight Newspapers. The sale raised \$21,343,500, increased the Foundation's assets to more than \$24 million and initiated an expanded grant program focused on the growing number of cities where the Knights published newspapers. Journalism, especially the education of journalists, became a matter of more pronounced funding interest.

Even with an expanded grant program that totaled more than \$1 million a year, the Foundation did not occupy a significant part of Jack or Jim Knight's time or interest at this point.

In 1974 several events occurred that laid the cornerstone for a much larger Knight Foundation. Jack Knight's wife, Beryl, died, and he underwent major surgery, thus creating concern among his associates about the future of Knight

Newspapers. Concurrent with these circumstances, Knight Newspapers merged with Ridder Publications to create Knight-Ridder, at the time the largest newspaper company in the country. Jack Knight was its biggest shareholder.

Heading the newly formed company as chairman and CEO was the merger’s architect, Lee Hills, former president of Knight Newspapers. A close friend and associate of the Knights for more than 35 years, Hills was the first person outside the family to head Knight Newspapers. He had been a Foundation trustee since 1960.

Hills recognized that Jack Knight’s status as Knight-Ridder’s largest shareholder placed the company in a precarious position. If the elder Knight died, leaving the bulk of his estate to his heirs, they would be forced to sell most of their Knight-Ridder stock to pay the estate taxes. That would leave Knight-Ridder vulnerable to management by outside interests and possibly a takeover by those who understood little or nothing about newspapers and less about journalism.

Recognizing that both Knight-Ridder’s future and Jack Knight’s legacy of quality newspapers and journalistic integrity were threatened by such a scenario, Hills moved slowly and gently to present his friend with another option: leaving the bulk of his estate to the Foundation.

Knight initially had little use for the idea. He intended to leave the Foundation nothing. Then, over a social dinner at Hills’ home, Knight began to reconsider seriously as Hills and his wife, Tina, discussed the possibility with their friend and his soon-to-be wife, Betty Augustus, the widow of a Cleveland industrialist.

Shortly thereafter Knight rewrote his will, asking Hills to journey to Cleveland to review the document with his attorney. Signed in April 1975, the will left the bulk of his estate to Knight Foundation.

Few friends and associates knew about the bequest. Nonetheless, the Foundation took on a new character. In late 1975, the Foundation acquired its first office and hired its first two full-time employees. Ben Maidenburg, a Beacon Journal news executive, was named president. Maidenburg had been a Foundation trustee since 1957 and had served as the Foundation’s part-time manager. Shirley Follo, his long-time secretary, followed him to the Foundation.

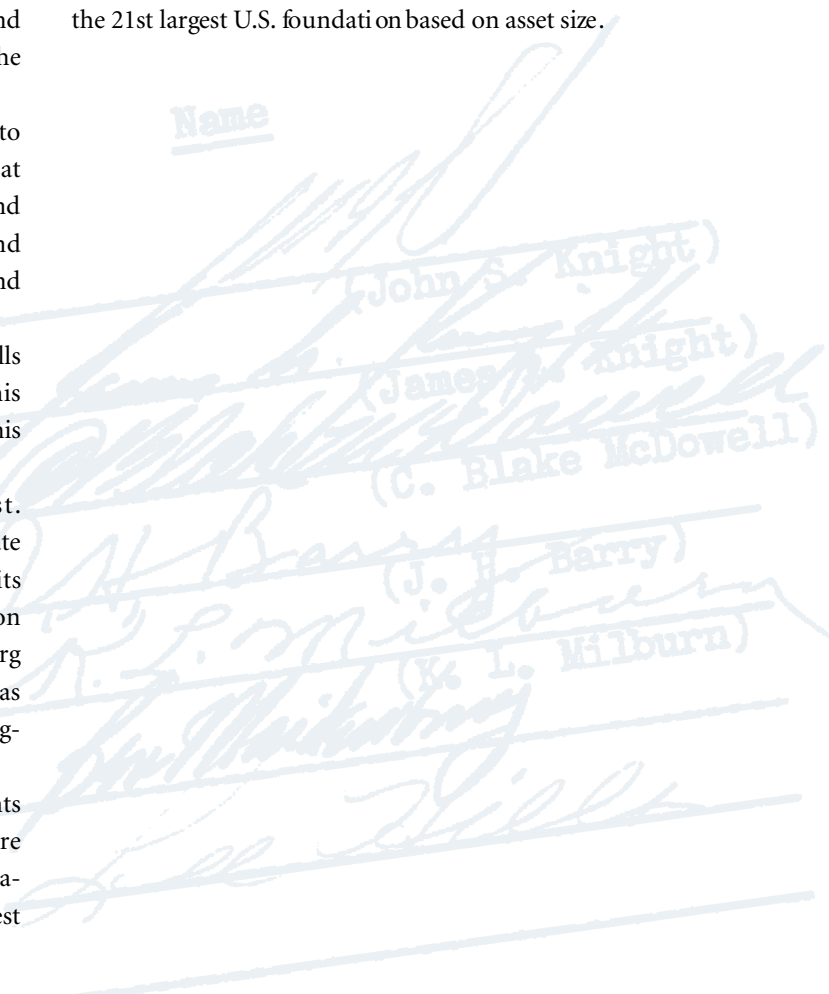
Over the next few years the Foundation focused on grants to educational and cultural institutions in the 11 cities where Knight Newspapers published. In addition, journalism education and free press issues emerged as a Foundation interest

with almost 25 percent of grants supporting journalism-related causes.

Little more than a year after Maidenburg took the reins, he fell ill. Jack Knight asked one of his friends, C.C. Gibson, an Akron civic activist, to fill in. By 1978 it was clear Maidenburg could not return, so Gibson was named president.

One of Jack Knight’s directives during these final years of his life was that the Foundation’s trustees consider its future. The outcome was an early and largely informal strategic planning exercise that resulted in direct statements from Jack and Jim Knight about Foundation governance and grant making. Their preferences reflected a desire for an optimum amount of flexibility “on the grounds,” Jack Knight wrote, “that a truly effective foundation should have freedom to exercise its best judgment as required by the times and conditions under which they live.”

Jack Knight died on June 16, 1981. The task of settling his estate required five years. When the final transfer of funds to the Foundation occurred on May 5, 1986, the distribution from the bequest totaled \$428,144,588, making Knight Foundation the 21st largest U.S. foundation based on asset size.



During that five-year period, Hills – at the request of Jim Knight, the Foundation’s new chairman – guided the board in an intense strategic planning process that resulted in a governance structure as well as programming and financial policies. That planning process served as the blueprint for the Foundation’s work for the rest of the 20th century.

Key decisions in 1986 included expansion of the board of trustees from nine to 13 and adoption of a committee process that enabled all trustees to participate fully in programming, finance and personnel policy making. Hills was elected board vice chairman and appointed chairman of the Program and Planning Committee.

In grant making, a formal Cities Program emerged in more than 30 cities where Knight-Ridder had properties. In journalism, the Foundation built on the Knights’ legacy of support for education as the cornerstone of quality journalism by establishing, salvaging or strengthening some of the profession’s most prestigious midcareer fellowship programs for journalists. Host institutions included Harvard, Yale, Columbia, the Massachusetts Institute of Technology, the University of Michigan, the University of Maryland and Stanford, where the John S. Knight Fellowships were established in 1982.

Soon thereafter, the board created separate programs for education and arts and culture, the two fields in which the Foundation had traditionally made most of its local grants. The new programs made the Foundation a national funder in these areas – a move immediately reflected through the Excellence in Undergraduate Education Program, an initiative that gave 39 liberal arts colleges and universities the opportunity to test new approaches to curriculum, diversity and other institutional-strengthening challenges. The Excellence program was soon followed by Presidential Leadership Grants for small, private liberal arts colleges, many of them serving special populations. In recognition of their creativity and the promise of their leadership, the Foundation supported the leaders of these institutions with modest checks (at first, \$100,000, and later, \$150,000) to be used at their discretion.

The Foundation also laid the groundwork for the creation of the Newspaper Management Center at Northwestern University, where a strong business school united with a highly regarded journalism school to provide midlevel and senior newspaper executives critical training for managing a newspaper for the 21st century.

A key change in leadership occurred in February 1988 as

Creed Black, a veteran Knight-Ridder news executive and former publisher of the Lexington Herald-Leader, assumed the presidency. Under Black’s leadership the Foundation’s national presence grew with such high-profile efforts as the Knight Commission on Intercollegiate Athletics, a blue-ribbon commission that advocated for reform of college athletics for six years; the Knight Chair in Journalism, a program that sought to elevate the quality of education at the nation’s best journalism schools by attracting notable working journalists to serve as educators through an endowed chair; and the National Community Development Initiative (NCDI), the largest philanthropic collaboration in U.S. history. In becoming a founding member of NCDI, the Foundation joined with other national grant-makers in what would eventually become a decade-long program to strengthen community development corporations in support of their efforts to bring needed housing and economic and social services to urban neighborhoods across America.

In 1990 the board of trustees voted to relocate the Foundation’s headquarters from Akron to Miami, where several board members lived or spent considerable time. Simultaneously, the staff nearly doubled to 14 – an outgrowth of the growing complexity of grants, the increased amount of money given away and the need for more sophisticated oversight of the Foundation’s \$522 million portfolio. The Foundation also reached a milestone: In its first 40 years, it had given away a total of \$100 million – a sum that would increase more than fourfold by the end of the decade.

Prompted by the dramatic and rapid changes, the board in late 1990 decided to initiate a strategic planning process to review current programming and create a blueprint for the future. Before the first meeting was held, however, Jim Knight died in February 1991, leaving a bequest to the Foundation that eventually totaled \$200 million.

Hills was elected to succeed Jim Knight as chairman, while W. Gerald Austen, M.D., an internationally known heart surgeon and the surgeon-in-chief at Massachusetts General Hospital, was elected vice chairman to succeed Hills. Just as he had at Knight Newspapers, Hills once again became the first nonfamily member to head a Knight organization. Austen, a board member since 1987, was the Knights’ physician and longtime friend.

Aware that Jim Knight’s bequest made the strategic planning process even more timely and important, the board undertook an extensive one-year strategic planning exercise



Charles Landon Knight



Clara Irene Knight



James L. Knight, John F. Kennedy, John S. Knight at IAPA gathering in Miami Nov. 18, 1963



Early members of Knight Foundation's board included Lee Hills, far left; Jim Knight, center; Blake McDowell, second from right



Knight Newspapers go public, 1969. Left to right: Alvah H. Chapman, James L. Knight, a Knight Newspaper trader, Lee Hills, John S. Knight



Ben Maidenburg, left, with Jack Knight on Knight's 85th birthday



Jim Knight's family. Left to right: son-in-law Reed Toomey, daughter Marilyn North, daughter Marjorie Crane, Jim Knight, wife Mary Ann Knight, daughter Barbara Toomey, and daughter Beverly Olson



Knight Foundation trustees, 1986. Alvah Chapman, Barbara Toomey, Henry King Stanford, C.C. Gibson, Gordon Heffern, standing: Lee Hills, James L. Knight, seated



Lee Hills



Creed C. Black



Excellence in Undergraduate in Education conference, 1993. Henry King Stanford and Cornel West



LeRoy Walker, president of the United States Olympic Committee, was a member of the Knight Foundation Commission on Intercollegiate Athletics



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1950 Knight Foundation was established with \$9,047 in Akron, Ohio, to carry out the work of the Knight Memorial Education Fund, a college scholarship and loan program that had been created in 1940 to honor the memory of Charles Landon Knight, father of John S. and James L. Knight.

1954 The first grant to a journalism organization, the Inter American Press Association, supported a scholarship fund.



John S. Knight, James L. Knight outside of the new Miami Herald building

1965 Clara I. Knight, the Knights' mother, died Nov. 12, bequeathing the Foundation 180,000 shares of Knight Newspapers stock, then valued at \$5.2 million. The bequest was the Foundation's first major infusion of assets.



Clara Knight (Mrs. Charles Landon Knight)

1966 The board of trustees voted to end the financial aid program for college students and to replace it with direct grants to individual colleges and universities and state associations of higher education institutions. On a highly selective basis, the Foundation also began making grants to educational and cultural organizations in cities with Knight newspapers.

1969 Congress passed the Tax Reform Act of 1969, which severely restricted the business holdings of foundations and required a minimum payout in grants.

1972 To raise enough cash for the new legislation's grant payout requirements, the Foundation arranged for the sale of Clara Knight's stock in a secondary offering by Knight Newspapers. The sale raised \$21,343,500. The Foundation embarked on an expanded grants program, continuing its focus on educational and cultural institutions in cities with Knight newspapers but also adding major journalism organizations and projects to its list of funded groups.

1975 Jack Knight signed his final will, leaving the bulk of his share of the newly created Knight-Ridder Newspapers Inc. to Knight Foundation. The Foundation opened its first office in Akron with two full-time employees: Ben Maidenburg, former Akron Beacon Journal executive editor, who served as president, and his secretary, Shirley Follo.

1978 C.C. Gibson, a longtime Akron civic activist and friend of Jack Knight, replaced an ailing Maidenburg as president.



C.C. Gibson

1980 The board of trustees concluded its first strategic planning exercise with a key decision to continue the program of grants focused on journalism and the 11 cities where the original Knight Newspapers were published. The board also voted to expand the board of trustees by adding one new family member—Jim Knight's daughter, Barbara Toomey—and a member not associated with either the family or company—banker Gordon Heffern.



John S. Knight at Underwood typewriter

1981 John S. Knight died on June 16, leaving the Foundation 6,356,504 shares of Knight-Ridder stock then valued at \$241.5 million. James L. Knight succeeded his brother as chairman. An intensive five-year planning effort, guided by long-time trustee Lee Hills, began to prepare the Foundation for its much larger asset base and grant-making program.

1982 The board of trustees voted to extend grant making to all cities served by Knight-Ridder Inc., though the decision was not fully implemented until the final settlement of John S. Knight's estate in 1986.

A \$4 million grant endowed the John S. Knight Fellowships for Professional Journalists at Stanford University, the first of several continuing education opportunities for working journalists and news executives that the Foundation supported—and in some instances created—at some of the nation's major universities.



Lee Hills signs agreement with Stanford President Donald Kennedy renaming the John S. Knight Fellowship Program. C.C. Gibson is in background with Albert Hastorf

1986 Knight Foundation became the 21st largest foundation in the U.S. with the final transfer of funds from the John S. Knight estate. The bequest totaled \$428,144,588.

The Foundation adopted its first statement of purpose, which reaffirmed the two principal emphases: journalism and improving the quality of life in Knight-Ridder cities.

The board approved a new governance structure that remained in effect through the end of the century. The new structure expanded the board of trustees from nine to 13 members and incorporated the principle of family, company and independent representation on the board. Work also began on a comprehensive revision of the Articles of Incorporation and Code of Regulations, which the board approved in 1988.

Lee Hills was elected vice chairman.

1987 The new Journalism Program was launched with major grants for midcareer fellowships at Harvard, Columbia, Stanford, the Massachusetts Institute of Technology and the University of Michigan. At the University of Maryland, the Foundation created the Knight Center for Specialized Journalism, a program of short courses on specialized subjects for working journalists. At the University of Florida and the University of Missouri, grants created five-year experimental programs to recruit, educate and place minority journalists.

The Journalism Program made grants to enhance minority recruiting and retention programs



1988 Creed Black, publisher of the Lexington Herald-Leader, succeeded C.C. Gibson as president. The board added two new national program areas—Arts and Culture and Education. The Foundation established the Newspaper Management Center at Northwestern University.

1989 The Education Program launched its first initiative, Excellence in Undergraduate Education. Over the next three years, nearly \$10 million was provided to 39 private liberal arts colleges for innovative projects that strengthened undergraduate education.

The Knight Foundation Commission on Intercollegiate Athletics was created to study and recommend a plan of action to address widespread abuses in college athletics. Co-chaired by former Notre Dame president Father Theodore Hesburgh and former University of North Carolina president William Friday, the commission produced three reports that contributed to the momentum for reform, which culminated in the restructuring of the National Collegiate Athletic Association (NCAA). The commission disbanded in 1996.



Former President Jimmy Carter at Miami Habitat for Humanity work site



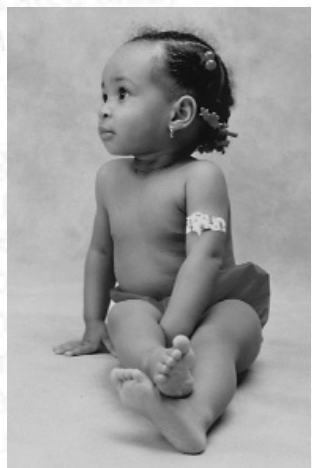
Knight Foundation committed \$10 million to help South Dade County rebuild after Hurricane Andrew



James L. Knight



Lee Hills Hall groundbreaking at University of Missouri School of Journalism, 1993



Immunization Initiative poster



Knight Foundation's Vice President and Chief Program Officer Jim Spaniolo helps a Kids Voting participant



Charlotte teacher Deborah Camp acquired National Board for Professional Teaching Standards certification



'Magic of Music' Symphony Initiative performance from 1998 by Louisiana Philharmonic with video screen in background



Teach for America recruit Jerry Petrus instructs an eighth grader in a Brooklyn classroom



Creed Black chats with Hodding Carter III and his wife, Patt Derian, at Knight Foundation offices

1990

The Foundation became a founding partner in the National Community Development Initiative (NCDI), the largest philanthropic collaboration in U.S. history. NCDI engaged the public, private and nonprofit sectors in partnerships that enabled local community development corporations to increase their capacity for providing housing, social services and economic stimulants in selected neighborhoods of more than 20 cities.

The Knight Chair in Journalism program was established to strengthen journalism education at the undergraduate level, primarily at the nation's best journalism schools. Over the next 10 years, nearly \$20 million endowed 14 chairs at 12 major journalism schools as well as at Duke University and Washington and Lee University.



The first Knight Chair in Journalism professors pose with Del Brinkman, Journalism Program director, seated

1991

The Presidential Leadership Grants, an outgrowth of the Excellence in Undergraduate Education initiative, were launched to provide unsolicited, unrestricted grants to small, private liberal arts colleges, many of them schools serving special populations, in recognition of the creativity and promise of their leadership.

The Foundation moved its headquarters from Akron to Miami and expanded its staff from eight to 14.

James L. Knight died on Feb. 5, leaving the bulk of his estate to the Foundation. His bequest eventually totaled \$200 million. Lee Hills succeeded him as chairman.

The Foundation undertook a year-long strategic planning effort. One of the first outcomes included a five-year, \$10 million initiative to bolster community foundations in Knight cities.

The Cities Program was renamed the Community Initiatives Program to reflect a more proactive posture in grant making.

The Education Program refocused its emphasis from higher education to collaborations between colleges and universities and K-12 schools to improve education from kindergarten through college and beyond.

1992

The Foundation committed \$10 million to the recovery and rebuilding of Dade County after Hurricane Andrew devastated portions of the region on Aug. 24. The commitment reaffirmed a practice of support for community recovery that the board had begun during the 1980s after major natural disasters. Such support escalated during the 1990s as the Foundation responded with major grants for Grand Forks, N.D., after the Red River flood and subsequent fires destroyed much of its downtown in 1997

The Foundation committed \$1 million to the National Trust for Historic Preservation to launch the Community Initiated Development Program, a demonstration project using historic preservation to revitalize commercial districts in Detroit, Miami and Philadelphia.

1993

The Foundation became the John S. and James L. Knight Foundation on Jan. 1. The Knight International Press Fellowships were established to enable U.S. journalists and news executives to serve as temporary resources for the press in emerging democracies. The program was an outgrowth of the Foundation's longstanding support for the efforts of U.S.-based journalism organizations, such as the World Press Freedom Committee and the Inter American Press Association, which addressed challenges to a free press through public information and professional education activities.



Trustees visit a Detroit redevelopment project during a 1993 board meeting

1994

The Knight Foundation Immunization Initiative — the first to encompass all 26 cities in the Community Initiatives Program — provided funding over the next two years for parental education and public information activities with the goal of improving immunization rates of children 2 years old and younger.

The Foundation incorporated in the state of Florida.

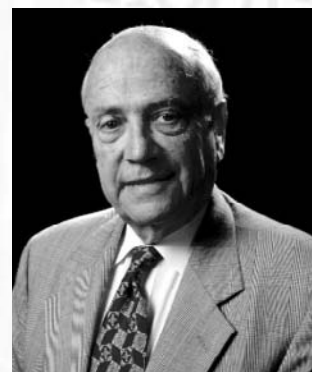
Supported by the Foundation, the American Society of Newspaper Editors created the Institute for Journalism Excellence, a program placing journalism professors in summer jobs at newspapers across the country. It was the first of several Foundation-supported projects designed to strengthen ties between the newsroom and the classroom.

1995

A \$1 million grant enabled the Kentucky Collaborative for Teaching and Learning to undertake a large-scale, statewide expansion of Different Ways of Knowing, a promising school-reform initiative developed by the Los Angeles-based Galef Institute. The support was the first of several major Knight Foundation grants made over the next five years for comprehensive, community-wide initiatives designed to broaden and deepen the impact of school reform in the geographic areas of interest to the Foundation.

1996

W. Gerald Austen, M.D., succeeded Lee Hills as chairman. Hills remained on the board.



W. Gerald Austen, M.D.

1997

In a search for solutions to the gun- and gang-driven national epidemic that left no city, community or school immune from outbreaks of violence by and against youth, the Foundation launched the Initiative to Promote Youth Development and Prevent Youth Violence. The initiative was structured to first engage local communities in developing comprehensive strategic plans to address youth violence and, secondly, to support implementation of local plans.

Knight Foundation became the chief supporter of a national collaborative of 160 colleges and universities engaged in strategic planning activities to adapt to the dramatic and rapid financial, technological and philosophical transformations taking place on their campuses. Administered by the Institute for Research on Higher Education at the University of Pennsylvania, the Knight Higher Education Collaborative has helped participants remain mission-centered while becoming "market smart."

1998

Hodding Carter III, longtime newspaper and television journalist, succeeded Creed Black as president. Black continued to serve on the board.

The board approved a policy fixing the 26 cities at the time of James L. Knight's death in 1991 as the geographic focus of the Community Initiatives Program.

1999

The Foundation established the Knight Center for Specialized Journalism at the University of Southern California as a western counterpart to its well-respected predecessor at the University of Maryland.

The Foundation launched an in-depth, two-year Community Indicators Project to acquire more comprehensive information about cities covered in the Community Initiatives Program. The purpose: to lay the groundwork for more focused grant making.

2000

Longtime trustee Lee Hills, adviser to the Knight brothers, died Feb. 3.



Lee Hills

that culminated in a decade of initiatives and more focused, strategic grant making.

The Cities Program was renamed the Community Initiatives Program to reflect a proactive emphasis in grant making. Additionally, seven areas of special interest were identified as funding priorities: arts and culture, children/social welfare, citizenship, community development, education, homelessness and literacy.

Three major initiatives were undertaken under the auspices of the revamped Community Initiatives Program. The Community Foundations Initiative provided more than \$10 million through 1997 to either enlarge or establish donor-advised funds at community foundations in cities and towns where the Foundation made local grants. (Since then, the Foundation's work with community foundations has concentrated on capacity building to create or strengthen emerging community foundations serving additional Knight communities. In all, Knight has committed nearly \$12 million to the burgeoning community foundation movement.) The Knight Foundation Immunization Initiative – the first initiative to involve all cities eligible for local grants – supported local coalitions in developing parental education and public information activities with the goal of improving immunization rates of children 2 years old and younger. The Initiative to Promote Youth Development and Prevent Youth Violence engaged local communities in developing and implementing comprehensive strategic plans to address youth violence.

In an effort to remain responsive to emergency needs of Foundation cities in the aftermath of natural disasters, the Foundation's board adopted a grant procedure to expedite funding in such times of need. The largest commitment – \$10 million for the recovery and rebuilding of Miami-Dade County – followed Hurricane Andrew in 1992. The board also approved \$1 million in grants after the Red River flood and subsequent fires destroyed much of Grand Forks, N.D., in 1997. In 1998, trustees made a \$1 million emergency grant to Habitat for Humanity International to build housing in Nicaragua and Honduras, two Central American nations ravaged by Hurricane Mitch. That same year, after Hurricane Georges cut a swath of damage through the Caribbean, the Florida Keys and up into the Mississippi Gulf Coast near Biloxi, the board approved \$800,000 in grants and emergency aid to organizations providing relief to the storm's victims.

During the early 1990s, the 26 cities covered by the Community Initiatives Program remained constant because

Knight-Ridder neither sold nor acquired newspapers. However, a series of company purchases and sales in the mid-1990s prompted a board review of the geographic focus of the Community Initiatives Program. In 1998 the board decided the program should cover only the 26 cities that had been eligible for local grants at the time of Jim Knight's death in 1991. The decision ended the practice of the Foundation following the company as it bought or sold newspapers throughout the country.

Journalism proved an especially fertile area for initiatives as educational needs and free-press and First Amendment issues created opportunities for funding with impact. In 1993 the Knight International Press Fellowships, administered by the International Center for Journalists, were established to enable U.S. journalists and news executives to serve as temporary resources for the press in emerging democracies. The ability of Central and Latin American journalists to report without fear or repercussion was the focus of support for the Inter American Press Association, which sought to address the unpunished murders of journalists, principally in Mexico, Guatemala and Colombia.

From the beginning the Journalism Program had supported a variety of projects aimed at diversifying America's newsrooms, but the 1990s saw more concerted efforts to realize that goal through activities aimed at the recruitment and education of minority journalists. One of the initial Knight Chairs in Journalism was endowed at Florida A&M, the first historically black university with an accredited journalism program and an impressive record of preparing students for the newsroom. Florida A&M subsequently received a \$3 million grant to improve the school's journalism facilities.

The Education Program underwent a major shift in direction – from higher education to K-12 – after the 1992 strategic plan was adopted. The Excellence in Undergraduate Education Program was refocused to emphasize collaborations between colleges and universities and K-12 schools to improve education from college and beyond. A total of 26 school and college collaborations were funded.

Beyond Excellence, the Foundation looked to local coalitions to take the lead on organizing and implementing local responses to education reform. As a result, comprehensive, communitywide education initiatives designed to broaden and deepen the impact of school reform were grant recipients in a number of cities and regions of interest to the Foundation, including Philadelphia, South Florida, Charlotte and San Jose as well as the state of Kentucky. Additionally, the

Foundation forged alliances with national education reform groups such as IMPACT II: The Teachers' Network, the National Board for Professional Teaching Standards, Teach for America and The Galef Institute that resulted in such organizations incorporating many of the Foundation's cities in their activities.

By 1997, informed by the experience with school-college collaborations and committed to education reform as a process that needed to engage educators at all levels, the Education Program once again began to look toward higher education as an opportunity to advance education reform. The Foundation became the chief supporter of a national collaborative of 160 colleges and universities engaged in strategic planning activities to adapt to the dramatic and rapid financial, technological and philosophical transformations taking place on their campuses. Administered by the Institute for Research on Higher Education at the University of Pennsylvania, the Knight Higher Education Collaborative helped participants remain mission-centered while becoming "market smart."

The Arts and Culture Program's principal initiatives addressed the needs of the two major cultural institutions – symphony orchestras and museums – with which the Foundation historically had the most funding experience.

The "Magic of Music" Symphony Orchestra Initiative provided planning and implementation grants to symphony orchestras willing to engage their entire organizations in

experiments designed to generate a greater sense of excitement about the concertgoing experience and a more vital relationship between artists and audiences. The program also provided technical assistance, evaluated the experiments and encouraged dialogue among the participating organizations through conferences in which the orchestras' stakeholders shared challenges and strategies.

The second initiative, the Museum Loan Network, was a collection-sharing program created in partnership with The Pew Charitable Trusts and administered by the Massachusetts Institute of Technology. The aim was to link collecting institutions able to display only a fraction of their artwork with other museums in order to enrich their permanent displays with long-term loans of pieces held in storage at the collecting institutions. The network provided funding for planning and for expenses associated with lending and borrowing, such as insurance and shipping. A key component of the program was the development of a database of available artwork.

Beyond the two initiatives, the Arts and Culture Program sought ways to expand and diversify audiences, broaden the depth and scope of art available, encourage new and innovative work, explore ideas that strengthened cultural institutions and develop effective systemwide approaches to an arts education curriculum. Among the national and regional organizations the Foundation supported in initiatives that addressed one or more of these goals were the John F. Kennedy Center for the Performing Arts, the National Trust for Historic





Preservation, Young Audiences, Mid-America Arts Alliance and the Southern Federation of Arts. Most significantly, the Foundation used grants to such organizations as a way to include one or more of the Foundation's cities of interest in events and programs that might have otherwise passed the community by.

A review of the Foundation's strategic plan in 1995 resulted in no major change in the direction of programs, only fine-tuning through such strategies as needs assessments and evaluation. As the decade ended, the Foundation launched an in-depth, two-year Community Indicators Project to acquire more comprehensive information about cities covered in the Community Initiatives Program.

The strategic plan review also served as a catalyst for a change in leadership. Hills stepped down as chairman in 1996 and was succeeded by Vice Chairman Austen. Jill Ker Conway, former president of Smith College and a visiting scholar at MIT, was elected vice chairman. Conway is the first board officer who never knew either one of the Knights.

In February 1998 Black retired as president and was succeeded by Hodding Carter III, a nationally known public affairs journalist and former State Department spokesman who had occupied the Knight Chair in Journalism at the University of Maryland for several years.

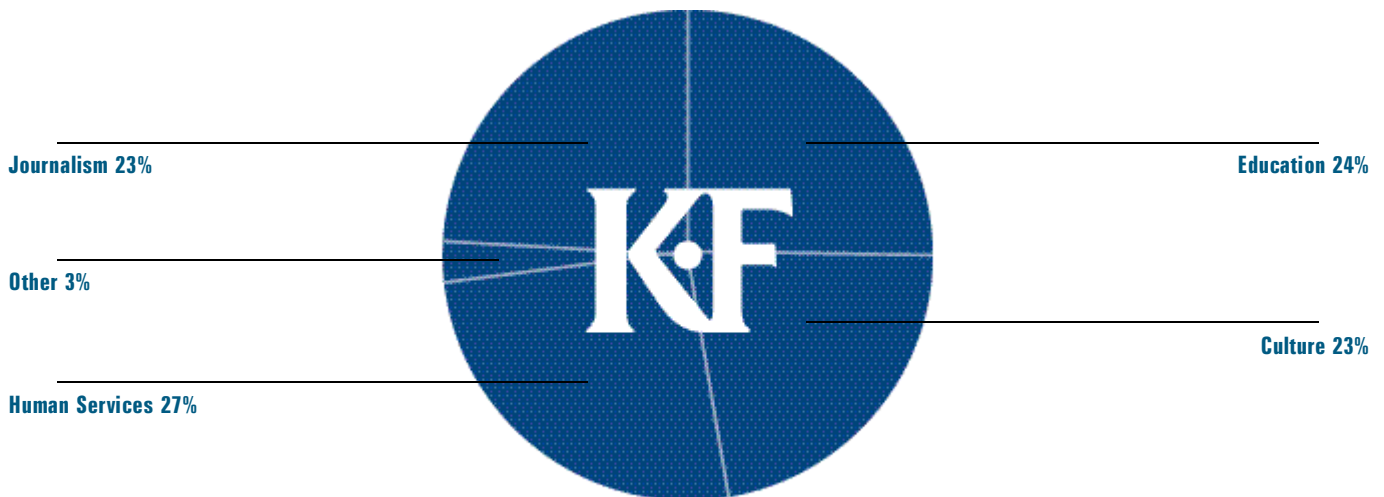
The governance structure that had been put in place in

1986 remained basically intact through the 1990s, although the Foundation did change its name and its state of incorporation. On Jan. 1, 1993, the Foundation became the John S. and James L. Knight Foundation to honor the memory of the brothers who had created it. A year later the Foundation incorporated in the state of Florida.

As the Foundation entered its 50th year, its assets stood at \$1.889 billion – more than three times the sum of its assets just a decade earlier. It had just distributed \$53.1 million in grants for the previous year. More than the numbers, however, the Foundation emerged from the 20th century as an enthusiastic partner with national and local organizations that will help the board fulfill its mission in the cities where the Knights had their business enterprises, in journalism where the Knight name was synonymous with excellence and in education and arts and culture where a long tradition of funding has made the Foundation an enthusiastic and experienced collaborator.

The Foundation opened its 50th anniversary in 2000 on a somber note. Lee Hills died Feb. 3, 2000, at the age of 93. The blueprint on which the Foundation operates was largely designed and drawn by Hills. As the trustees and staff gear up for a new round of strategic planning to take the Foundation through 2005, it will be the first attempt to do so without Hills' wise vision and thoughtful guidance. **KF**

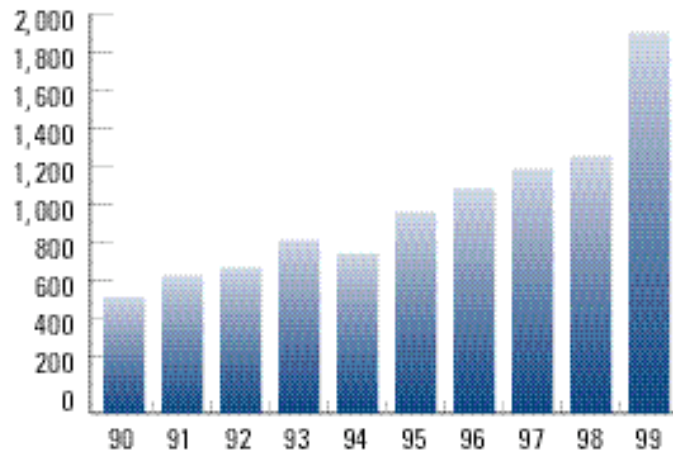
**GRANTS PAID BY PURPOSE  
1950–1999**



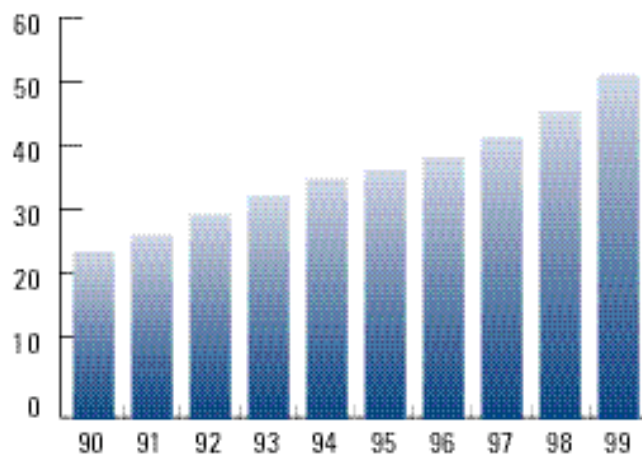
**Historical Note:**

**Inclusion of 1999 distributions of \$53,142,772 brings total distributions since 1950 to \$447,963,451.**

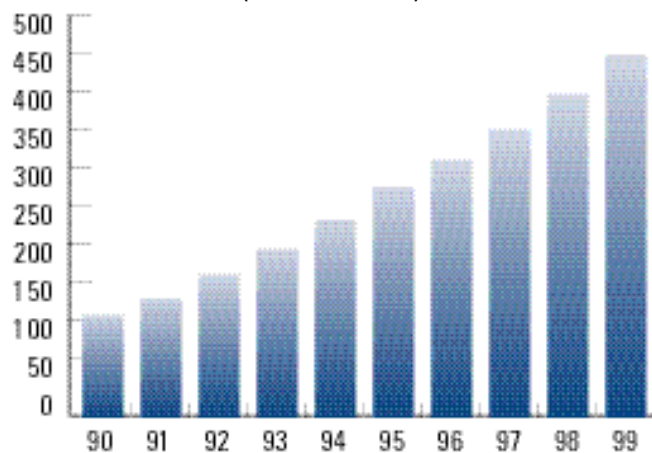
**ASSETS OF THE FOUNDATION 1990–1999**  
(MILLIONS OF DOLLARS)



**GRANTS BY YEAR 1990–1999**  
(MILLIONS OF DOLLARS)



**CUMULATIVE GRANTS BY YEAR 1990–1999**  
(MILLIONS OF DOLLARS)



1999 PROGRAMS

In addition to program narratives in the pages to follow, nine distinguished Americans share their firsthand recollections of how Knight Foundation's signature efforts took shape.

COMMUNITY INITIATIVES

Julius J. Suber  
ex Tenor

JOURNALISM

Thomas Winkler  
Larry Jinks

EDUCATION

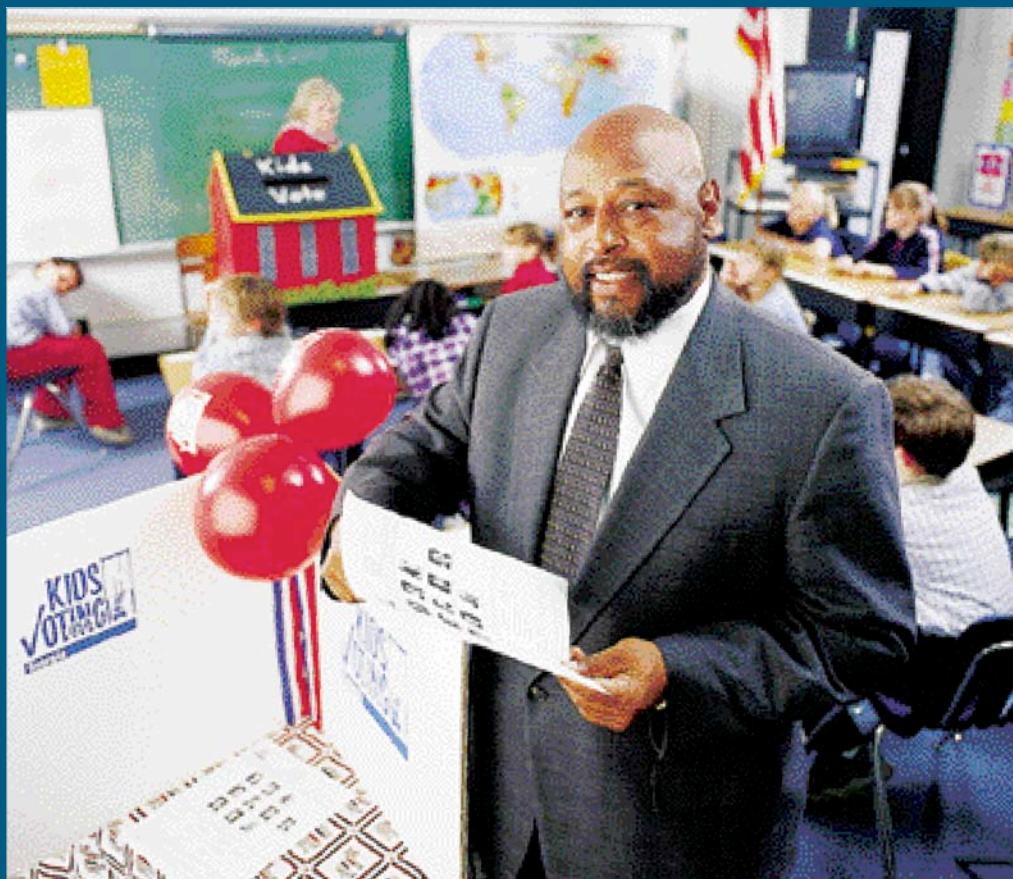
Bettylor Welford  
Mary Fairson Katzevsky

KNIGHT FOUNDATION COMMUNITY INITIATIVES

W. Fitey

ARTS AND CULTURE

Stephan L. Weil  
Riz Korman



critical path; in too many of our communities, voter turnout has failed to reach 40 percent. Civic engagement is in decline. Kids Voting USA offers a solution.

*Jay L. Suber, an Atlanta-based media consultant, is a board member of Kids Voting USA.*

*He is shown above in Diane Vogel's third-grade class at Redding Elementary School in Lizella, Ga.*

Nine hundred thousand kids cast ballots in the 1998 midterm election. Not nine, not 90, not 900, not 9,000, but 900,000 kids went to polling places across the nation and took their parents with them, many of whom had never voted. Through Kids Voting USA and through their children, U.S. citizens voted for the first time.

The import of such a turnout goes beyond words. This may well be the single most significant involvement for young people since the Civil Rights movement, when so many young people of all persuasions

helped in the fight for justice and equality.

That 900,000 kids voted in 1998 is a signal to us all that the democratic process in America is worth saving. It is a signal that democracy can prevail, even prevail against formidable agents of oppression – cynicism, apathy and ignorance. It's no surprise that these oppressive forces were among those facing the folks fighting against racism and exclusion during the Civil Rights era.

The United States is on a

Kids Voting makes unmistakable good sense. I can't ignore what this says to me: 900,000 young voters went to the polls with their parents. I'm a believer. This program offers hope and opportunity.

I define opportunity as education; educating students not only about the significance of the voting process, but helping them develop critical thinking skills in sifting through the issues. For four to six weeks, teachers involved in the Kids Voting program focus their classes on the election process, not in the abstract, but as it unfolds in their local communities and nationally during election cycles. When it is time to vote, kids go to the polls just like their parents and cast ballots. It's participatory, it's proactive and it's the model for future civic responsibility.

A recent national radio report ended with a comment from Thomas Jefferson, who urged each generation to be prepared to govern, without the baggage left from preceding generations' "taxes and national debt." How can the next generation be prepared to govern without being taught? Without learning and practicing the process by which good government works? They must go through something or do something to gain experience. Voting is experiencing the democratic process; it is more than an act or obligation. It is a process that directs and shapes the govern-

ment that affects us all.

My first experience with the democratic process came as I grew up in Cleveland, Ohio. Mr. Clarence Thompson, a checker-playing partner of my grandfather, was running for city council. He was much younger than my grandfather, but took his counsel during their many games of checkers. My grandfather turned his garage into a warehouse for building the yard signs for Mr. Thompson's political campaign. Being in the middle of the talk and helping plant Mr. Thompson's campaign signs in people's yards is an experience I will always treasure. You understand, it also deeply planted my desire to participate, but I couldn't vote! There was no Kids Voting program around to give me that experience. Mr. Thompson won the race, becoming one of the first African-Americans to represent the council ward.

I believe there is nothing more rewarding than a positive experience. It often charts the course for future actions. It can become an example personified. Well after my own course was set in journalism, I gravitated toward Kids Voting USA, where I've had the privilege for the past seven years to serve on the national board.

Many have been working at implementing the "Kids Voting solution" ever since three Arizona businessmen came up with the idea on a fishing trip in Costa Rica. They learned that kids there go to the polls with

their parents, casting practice ballots. Voter turnout is 90 percent in Costa Rica.

It seemed a perfect model for a U.S. program to boost voter participation, and the first chapter got started in Tempe, Ariz., in 1988. Kids Voting is now operating in 38 states and has received requests to expand internationally. The Kids Voting universe is astounding. It reaches 5 million students, 200,000 teachers, 6,000 schools, 20,000 voter precincts and benefits from an amazing 80,000 volunteers.

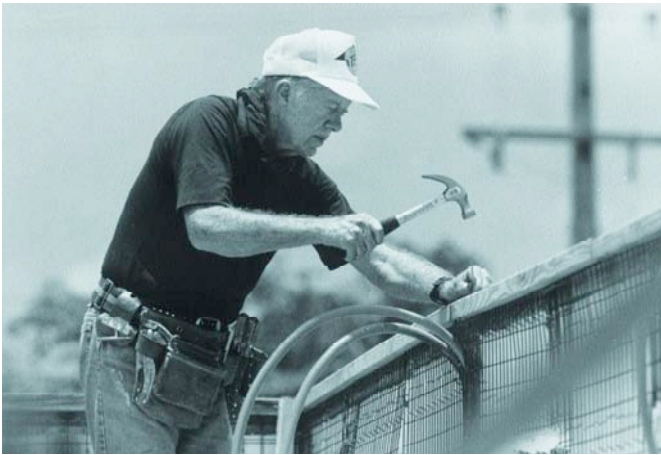
Like all significant efforts, it takes dollars and cents to operate programs like Kids Voting.

To date, Knight Foundation has been the champion funder for Kids Voting. From 1991-1999, Knight Foundation made 11 grants totaling more than \$3.6 million, first to help the national organization grow, then to provide funds to establish local affiliates in Knight communities.

Kids Voting USA's list of major national sponsors is growing, yet few will argue that, had it not been for the commitment, professional guidance and consistent funding of Knight Foundation, the existence of any sponsors' list, let alone the organization, is questionable. That said, there is much more to be done.

"Today, with more than 50 percent of all children living in households where neither parent votes, Kids Voting USA





*FROM THE PAST:*

*Former President Jimmy Carter wields a hammer during a 1991 Habitat for Humanity work project in Miami's Liberty City neighborhood.*



*A day-long workshop on developing intergenerational respect brings together participants young and old in Horry County, S.C. The Bridging the Gap project is an outgrowth of Knight's Initiative to Promote Youth Development and Prevent Youth Violence.*

Macon, Ga., a city with a rich and complex past, is working hard on its future.

Tree-lined boulevards with antebellum mansions extend from the city's brick-red downtown out to comfortable suburbs, now home to the sort of retail shops that once called that same downtown home. Along the way, travelers see another Macon – neighborhoods like Tindall Heights and Central South, where solid but aging public housing units are mixed in with modest single-family homes. Boarded-up buildings and weed-tangled vacant lots present sobering reminders of decline and neglect.

With a city-limits population of 108,000, 60 percent of it African-American, Macon has struggled with the implications of a declining downtown. Similar realities confront not just Macon, not just Knight Foundation's 25 other communities, but cities and towns and urban neighborhoods across America.

Macon community leaders – from government, business, education, religion, nonprofits, neighborhoods and the professions – recognized that downtown revitalization wouldn't happen unless they took an approach that was inclusive, comprehensive and coordinated. In 1997, NewTown Macon began as a public/private partnership and developed a sophisticated \$36 million, eight-project undertaking for the downtown business district.

Macon's integrated approach to community revitalization provided the right opportunity at the right time for Knight Foundation's inaugural dip into the IDEAS (Innovation, Development, Experimentation and Strategy) Fund. Knight's trustees established the IDEAS Fund in 1999 to provide a resource for major initiatives and innovative projects that cross over the Foundation's program interests.

Knight's \$3 million commitment to Macon included a \$1 million grant to NewTown Macon and the creation of a \$2 million opportunity fund that will go to community organizations working on revitalization efforts that primarily benefit Tindall Heights/Oglethorpe Homes and the adjacent area. A national historic district, Tindall Heights is considered a gateway neighborhood to downtown Macon. The fund will capitalize on the momentum of NewTown Macon and build on other community-based initiatives. The first grant from the opportunity fund will help the Macon Heritage Foundation rehabilitate 14 substandard houses for sale to low- to moderate-income homeowners.

"This is a first-time venture whose lessons potentially benefit many of our communities, since we intend to take the Macon precedent into other Knight communities," said Hodding Carter III, Knight's president and CEO.



*With a boost from a Knight IDEAS Fund grant, NewTown Macon is leading the way on a \$36 million undertaking to revitalize the Georgia community's historic downtown and its declining nearby neighborhoods.*

Launching the IDEAS Fund in Macon is a logical extension of the broad-based approach of Knight's Community Initiatives Program. The program is Knight Foundation's primary means of carrying out the Knight brothers' intent to improve the quality of life in the 26 communities where they published newspapers in their lifetime. We aim to do so in seven priority areas for our grant making: arts and culture, children/social welfare, citizenship, community development, education, homelessness and literacy. (Local arts and culture and education/literacy grants are discussed in those respective program narratives.)

Knight Foundation's local grant-making program has evolved during our first half century. Formerly called the Cities Program, it was renamed the Community Initiatives Program in 1991 to reflect a more proactive posture in grant making. While we continue to learn valuable lessons through partnerships with a variety of local organizations approaching us for funding, Knight Foundation also works with national organizations capable of expanding their reach broadly and deeply into our communities. The program's 180 grants in 1999 reflect our efforts to remain flexible, to achieve the doable and to focus grant dollars in ways that have the greatest strategic impact.

In the 1999 Community Indicators surveys with adults in our 26 communities (see page 32), we heard time and again about the importance of putting children first. Those findings confirm that the more we can do to ensure better starts and safer lives for our children, the better off we all are. A great many of those local grants went to organizations in Knight communities that work with disadvantaged or at-risk children – infants to teens – living in underserved communities. Many grants support innovative projects from such organizations existing virtually all of our communities, such as Boys and Girls Clubs, Boy Scout and Girl Scout troops, YMCAs and YWCAs.

Knight's Initiative to Promote Youth Development and Prevent Youth Violence continued to produce a variety of inclusive approaches to confronting the plague of youth violence. Through 13 planning projects and five implementation projects that provide services for youth in Knight communities, we're encouraging systemic approaches to address this daunting problem at the local level. In Horry County, S.C., teens and adults involved in the Bridging the Gap project gathered in July for "After Columbine: A Dialogue on Respect and Building A Healthy Community for All Generations." The seminar brought senior citizens together with the teens to discuss the importance of intergenerational respect. ➡



*Alex Penelas is mayor of Miami-Dade County, Fla.*

*He and Knight Trustee Alvah Chapman, at right above, greet former homeless clients receiving services at the Homeless Assistance Center in South Miami-Dade County.*

**A**s mayor of Miami-Dade County, it has been an honor to serve the citizens of this dynamic community. I am proud to be a son of Miami-Dade, a community with so much to offer, both culturally and economically. It is a place of opportunity and challenge.

Miami-Dade County is a microcosm of the world. If anyone wants to know what America will look like in the next 50 years, they need go no further than this community. Our citizens come from more than 160 countries and exchange

ideas in 64 languages.

Among our proudest accomplishments is developing a national model for providing a continuum of care for the homeless based on a simple, humane premise: No one is required to sleep on the streets of our community. Since October 1995, the men, women and families who enter either of the two campus-like Homeless Assistance Centers established by the Community Partnership for Homeless Inc. (CPHI) have had access to a system of care that includes housing, health care, education, training, jobs and

safety.

In addition, consistent with Miami-Dade's Community Homeless Plan, the Homeless Assistance Centers provide the initial entry point into our system of care. Clients are provided shelter and an array of services that prepare them for more independent living in transitional and permanent housing. Since the establishment of the continuum of care, more than 4,764 new beds have been funded for homeless persons, and more than 26,000 persons have been placed in housing.



Because of Miami-Dade's success in developing an effective continuum of care system for the homeless, other communities such as Atlanta, Jacksonville, San Antonio and Baltimore have come to us to gain insight on how to replicate our model. To our north, Broward County's Homeless Plan is much like Miami-Dade's.

We could not have reached such a high-water mark without the leadership of a local hero, my good friend Alvah Chapman. Alvah, a long-time Knight Foundation trustee, has time and again proven himself to be a true neighbor to the people of Miami-Dade County.

As the decade of the 1990s began, greater Miami, a place many consider paradise, was confronted with an ugly reality. Despite valiant efforts by some good people and good organizations, our community and our service agencies were being overwhelmed by a tide of homeless people. A 1991 grand jury issued a report highly critical of local government for not doing more to help the homeless.

The following year, Florida Gov. Lawton Chiles wisely selected Mr. Chapman to chair a Governor's Commission on Homeless and charged it with solving the problem. Alvah, who had recently retired from a distinguished newspaper career, made it his retirement mission to end homelessness in Miami-Dade County. Under his direction, the commission entered

into a public/private partnership with state and county government. A critical step took place in July 1993 when the Miami-Dade County Commission approved a 1 percent sales tax on food and beverages sold in larger restaurants in our community. Miami-Dade is the only county in the United States to tax itself to provide homeless care.

The most exciting aspect of the plan is the development of the public-private partnership for its implementation. We took the best that government could offer and formed a partnership with the business, religious and provider sector. Since its inception, I have chaired the county's Homeless Trust, an agency which oversees the public funding, headed by a board of 27 volunteers. Alvah chairs the Community Partnership, a non-profit agency that serves as the private sector partner. I have learned much, and gained much, in sharing the leadership of this communitywide effort with him.

With the same tenacity that marked his newspaper career, Alvah undertook a large challenge in raising the private funds nationwide. An early, \$2 million grant from Knight Foundation was the largest donation toward the nearly \$20 million in private funds committed in a five-year drive beginning in 1993. Those dollars leveraged federal funding for primary and advanced care.

To develop a steady source

of continuing private funding for the short-term Homeless Assistance Centers, the Community Partnership launched an ambitious \$10 million endowment campaign in 1999. Again, Knight Foundation provided a lead, \$2 million challenge grant. The grant was paid in full within months when CHPI and its indefatigable chairman raised \$4 million in record time.

As mayor, I am often asked to deliver speeches in front of local civic groups about the importance of leaving a legacy to the community ... a legacy that involves coming to the assistance of those who in some way cannot help themselves. And although homelessness still remains a problem in Miami-Dade County, we have come much closer to solving that issue.

I am so very proud to have had the opportunity to work so closely with Alvah and Knight



Alvah Chapman



*FROM THE PAST:*

*Hurricane Andrew strikes Dade County Aug. 24, 1992, causing epic devastation to homes and businesses. After taking a helicopter tour of the devastation, Knight Foundation trustees make a significant \$10 million commitment to rebuilding the community.*



*Board Vice Chairman Jill Ker Conway and Chairman W. Gerald Austen listen as a volunteer at Macon's Harriet Tubman Museum describes an artifact. The Foundation's trustees and staff toured several organizations during a June visit to the community.*

As national board member Jay L. Suber reflects in his article on Kids Voting USA (page 24), the failure of U.S. citizens to exercise their right to vote is approaching crisis proportions. Only 49 percent of the voting-age population took part in the 1996 general election, and a disconcerting 68 percent of voters between 18 and 24 chose not to vote.

Since 1991, Kids Voting USA has been an effective proponent of citizenship by encouraging participation in elections. Kids Voting involved some 5 million students and 200,000 teachers in 6,000 schools in 1999. Knight Foundation continued its decade of support for the national organization in 1999 with a grant of \$200,442 to develop an online teacher training and communication initiative, hire an education coordinator to develop service-learning projects and assist Kids Voting affiliates on such projects as Presidential Debate Watch.

Heading into a new century, there are numerous other ways to promulgate citizenship. In Palo Alto, Impact Online is using a \$100,000 Knight grant to build a web site that promotes volunteer opportunities in the San Jose area.

Looking at the 1999 list of Knight Foundation's community development grants offers a glimpse at some of the elements nonprofits can bring to the discussion of developing community. Knight Foundation encourages community development efforts that focus not just on housing but on all of the elements that go into improving the quality of life.

We were impressed by the capacity-building effort put forth by the Neighborhood Development Center in St. Paul, an organization that helps other nonprofits make their neighborhoods a better place to live. Knight provided a \$105,000 grant to expand the organization's entrepreneurial training and technical assistance programs.

Sometimes community development seeks to provide new opportunities. In the Great Plains, the traditional American farm family is struggling with the uncertainty of the agricultural marketplace. Knight Foundation helped fund a pilot program at Mayville State University in North Dakota to train displaced farm homemakers like Sandra Gregoire to acquire the computer and communications skills she'll need to move into the workplace as an administrative assistant.

As Miami-Dade County Mayor Alex Penelas notes in the accompanying article (page 28), Knight Foundation has helped establish a nationally respected model for the continuum of care homeless people need to get their lives on track. In addition to a \$2 million Knight challenge grant in 1999 to help build an endowment to operate public/private Homeless Assistance Centers in Miami, the Community Initiatives Program made



*Women leaving the troubled family farms of the Great Plains need new skills to join the work force. A grant to Mayville State University in North Dakota helps women like Sandra Gregoire, above, train to become administrative assistants.*

grants to several other deserving organizations working to serve the homeless. In Lexington, the Foundation for Affordable Housing is using a \$100,000 grant to construct 50 additional units at St. James Place, a single-room-occupancy housing program for the homeless.

Knight Foundation's initiative to develop and strengthen community foundations serving our communities grew and expanded in 1999. The Foundation has established donor-advised funds in a majority of Knight communities, providing yet another means for responsive local grant making for requests smaller than we generally fund. The grants from the donor-advised funds put us in touch with grassroots innovators and provide great learning opportunities. Through grants in 1999, we worked with new and emerging community foundations serving Columbus, Grand Forks, Myrtle Beach and Tallahassee to help them grow and reach a point of real effectiveness.

This past year also saw the realization of our efforts to establish new advisory systems in several communities where the local newspaper publisher had previously served in this role. When Knight Ridder sold its newspapers in several communities in 1997, the Foundation decided to explore other options for

acquiring a local perspective on needs and opportunities. As a result, committees in Boulder, Milledgeville and Long Beach are now providing valuable advice as we try to learn more about these communities.

Our trustees also approved a revised definition of the geographic granting areas for our 26 communities. In the majority, grant making will be concentrated in the home county of each of our historic 26 communities. (Please see the full list on page 6 of our guidelines and application brochure, tucked in the inside back cover of this annual report.) What's most important is where the service is provided, not where the nonprofit is located. The Foundation also encourages regional proposals.

As we celebrate our 50th anniversary, we remain mindful of the Knight brothers' devotion to these 26 communities. Day by day and grant by grant, we seek to support the work of nonprofits in making those communities better places in which to live and work. **KF**

*For a complete list of 1999 Community Initiatives grants, see page 67.*

*“The Gross National Product does not allow for the health of our children, the quality of their education, or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages; the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage; neither our wisdom nor our learning; neither our compassion nor our devotion to country; it measures everything, in short, except that which makes life worthwhile.”*

– Robert Kennedy, speech at the University of Kansas, March 18, 1968

Just as Robert Kennedy understood that economic indicators fail to describe our nation’s social health, Knight Foundation’s trustees and staff understand that philanthropy’s traditional information tools fail to tell us everything we need to know about our communities.

From their personal experiences living in Akron, Charlotte and Miami to the way they ran their newspapers, Jack and Jim Knight demonstrated lifelong devotion to community service.

By giving a voice to thousands of individuals who otherwise would have gone unheard, the Community Indicators Project represents a hands-on effort to help today’s Knight Foundation leaders sustain that deep commitment to our communities.

“Never before has a foundation with such a broad range of concerns documented so completely what is going on in all the communities it cares about,” said Evans Witt, president of Princeton Survey Research Associates, a partner on the indicators project. “It is a unique combination of laser-like attention on the specific communities, combined with the broad sweep of the national poll and cross-city comparisons.”

In 1999, we interviewed more than 16,000 adults in our communities. We learned about their happiness, fears of crime and ties to neighbors. People told us about their participation in community events, their volunteerism and their charitable giving. They distinguished big problems from small ones and told us whether they think local folks do enough to help fix things. As we got to know these 16,000 individuals a little bet-



ter, we learned more about their Internet usage, their attendance at religious services and whether they go to movies more often than museums.

“Decision-makers now have specific evidence to use in balancing the needs of communities,” Witt said. “Think of this as ‘market research for grant-making.’”

We gathered two types of information in the indicators project. First, surveys of 500 to 1,300 residents in our 26 communities document individuals’ engagement, attitudes and behaviors related to the seven priority areas in the Foundation’s local grant making: arts and culture, children/social welfare, citizenship, community development, education, homelessness and literacy.

Second, to complement what we’re learning from the interviews, we’ve packaged hundreds of pieces of information into user-friendly profiles that describe the current conditions of our communities. These profiles track real-world trends such as infant-mortality rates.

“This combination gives both the Foundation and community leadership the tools to judge whether community perceptions are grounded in hard evidence,” said Dr. Joel Sherman of the American Institutes for Research, another Community Indicators partner.

We are now better prepared for site visits, community meetings and interactions with local nonprofit organizations. We are better equipped for responsive grant making and better positioned to craft initiatives.

Working with our local advisers, we can sharpen the focus of our grant making by identifying what needs to be done to improve the quality of life in each community. Once we focus on these priorities, the Foundation can partner with nonprofit organizations to support a mix of proven and innovative activities all aimed at that target.

“The activities our grants support are only useful to the extent that they are tied to results,” said Penelope McPhee, the Foundation vice president and chief program officer. “So before we ever make a grant, it’s critical for everyone to agree on the endgame.”

In Aberdeen, S.D., the indicators already are helping local groups focus on the outcomes Knight Foundation values.

“We have published a report on the indicators in the daily paper,” said Aberdeen adviser Billie Smith, publisher of the Aberdeen American News. “We have also copied the report and given it to grant applicants and potential applicants where there

was an interest to know more about community opinions. The information has been used by grant writers to target specifics in their projects which will have an effect on the indicators.

“Everyone who has read the report is eager to use it as a tool in their work to better this community – and not necessarily in terms of asking for a grant from Knight Foundation,” Smith said. “The survey by Knight Foundation can make some pretty significant ripples on our little pond. The beauty of having this kind of information in a small community like Aberdeen is that it helps us get our arms around the thinking of the people locally.”

Our collection of 26 local laboratorics – linked on by the Knight brothers’ legacy – offers examples of all that the nation is experiencing. As the nation struggles to define quality public education, we find dramatic cross-community differences on ratings of local public schools. Adults revere local public schools in Grand Forks, N.D., but hold them in low regard in Palm Beach County, Fla., and Philadelphia. In city after city, people from different racial or ethnic backgrounds consistently express different points of view about issues related to crime, community development, education and perceptions of arts and cultural activities.

Our communities come in all sizes, from a few thousand residents to a few million. They vary by age, education, prosperity and racial/ethnic diversity.

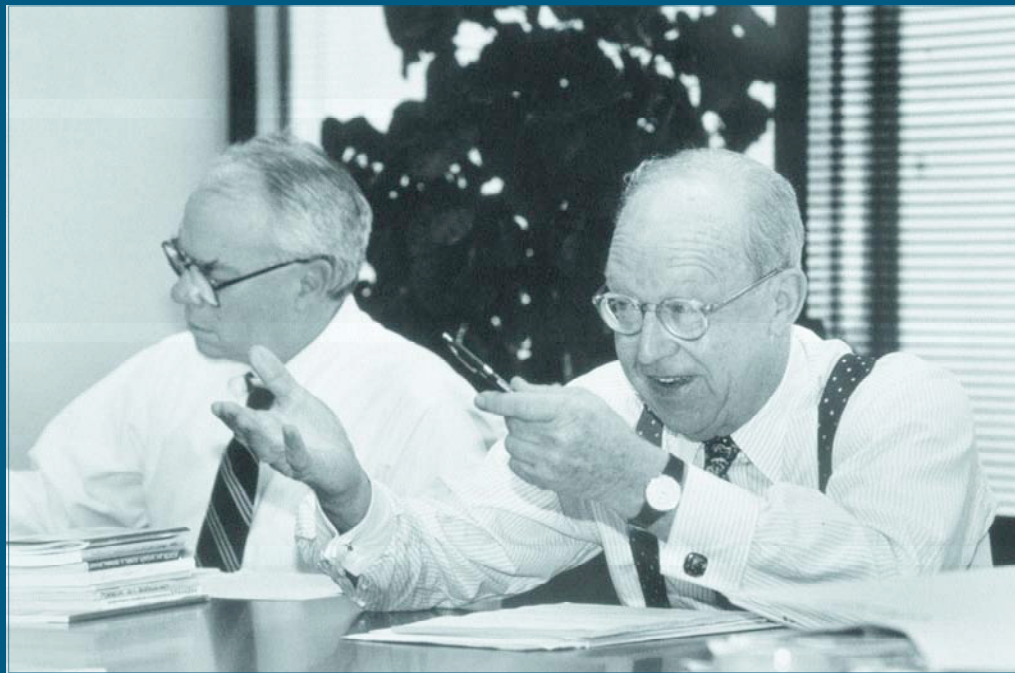
In Gary, Ind., where steel mills ring the lakefront, the city’s unemployment rate was more than twice the statewide rate.

In San Jose, dot-com firms are driving a strong economy, yet nearly nine in 10 adults in the county say affordable housing is a problem.

In Grand Forks, more than four in 10 adults say “meeting basic living expenses” has gotten tougher since the 1997 Red River flood.

“Despite a national economic boom that has lasted nearly a decade, we see increases in poverty rates – particularly of children – and growing inequalities between ‘have’ and ‘have-not’ communities,” Sherman said. “Poverty concentrations in some of the Knight communities are intense and appear to have gotten worse over time, while other communities appear to be prospering.”

Perhaps the greatest value of the indicators information lies in its potential to help groups within communities better understand one another. Given the Knight brothers’ interests in stronger communities, that seems an appropriate goal. **KF**



*Tom Winship is chairman of the International Center for Journalists.*



*At top right, Tom Winship of the International Center for Journalists discusses what will become the Knight Fellows program at a meeting in 1993. Dana Bullen of the World Press Freedom Committee is at the left.*

*Above, Winship, left, chats with then-Knight President Creed Black.*

Here's how it all began.

As so often happened, the late, great Lee Hills knew he had a super idea when he and his friend, Foundation President Creed Black, called an extraordinary meeting in Miami in March 1993. Lee had the notion that some of Knight Foundation's significant resources should be used to make a greater impact on the fragile state of free press around the world. He wanted to do it in a big way. Lee and Creed both understood well the commitment Jack Knight had always had to press freedom and media development worldwide. They wanted to keep that spirit alive at a critical time in history.

Exactly what to do was the question. So they set up a brainstorming session. It was attended by Jay Harris, then the

Foundation's Journalism Advisory Committee chairman; Andy Andersen and Dana Bullen of the World Press Freedom Committee; Jim Greenfield of the New York Times and Buie Seawell of the University of Colorado, both in the throes of developing overseas media assistance programs; and George Krimsky and me, then partners in the International Center for Journalists. It was a vigorous discussion, exciting from the start, because each participant knew that the Knight Foundation was set to launch a new initiative – but what form should it take?

When my turn came to speak, I expressed a long-felt professional frustration. Our center had been conducting short two- or three-week training sessions for overseas journalists. That was the norm at the time. We felt these programs were too short to achieve enough lasting impact.

Why not set up a program, I suggested, that would send seasoned U.S. newsmen and women to the less developed countries for no less than two months and no more than nine months? These traveling U.S. journeymen, I suggested, should be known as Knight International Press Fellows.

Lee Hills asked a couple of questions, smiled and nodded interest. Less than a week later, Creed Black telephoned to say the Foundation liked the idea and would probably go ahead with it but wanted to see the program launched in such a way that would assure success. They meant business.

On Aug. 23, 1993, Knight Foundation announced a \$3 million grant to set up the Knight International Press Fellowship Program – “an initiative that will send news executives and journalists around the world to provide technical assistance and journalistic expertise to emerging democracies.”

Said Lee Hills: “The Knight International Press Fellow will respond to the clear and present needs that have been identified by knowledgeable and experienced news professionals involved in this area for years.”

Creed Black added: “there was a tremendous thirst for such help. We are not intruding, we have been invited.”

The Knight Press Fellowship Program is now – seven years later – the largest private-sector media assistance initiative in the world.

We at the International Center for Journalists are inordi-

nately proud to participate in this partnership, teaming up with Knight Foundation's visionary staff and board members, and a cadre of the most experienced American media professionals in the business. More than 80 strategic overseas partners have provided support for our assistance projects. And the most important component of this team is the idealistic and courageous journalists around the globe who are trying to be better professionals, often against enormous odds.

From the outset, the Knight Foundation's mandate for this project has been clear: find a way to assist our press colleagues in the emerging democracies who do not yet benefit from a truly independent media. The strategy was simple: tap into America's rich 200-year experience of free press journalism to help our colleagues abroad.

Since its inception, 115 Knight International Fellows have been assigned to 73 countries. Each year up to 20 fellows are sent to Latin America, Africa, Central and Eastern Europe, the former Soviet Union and Asia.

The program, in truth, has become a journalistic peace corps, with these hundred-plus Fellows having helped their brethren abroad. At the same time, they have become far better and more enlightened news practitioners themselves. The list of Knight Fellows reads like a Who's Who of newspeople from all corners of the media profession. Their achievements are extraordinary:

- In the Republic of Moldova – an isolated nation still struggling to find its footing in the post-Communist era – Knight Fellow Carole Brennan managed to create from scratch a thriving Center for Independent Journalism. The center offers training programs and professional support as the country's only source of journalism education. The Moldova center is now entirely self-supporting.
- In South Africa, five different Knight Fellows have teamed up with Allister Sparks – the legendary journalist who was America's main window on the tragedy of apartheid. Fellows have carried out scores of workshops for a new generation of journalists at Spark's Institute for the Advancement of Journalism.
- In Latin America, former Dayton Daily News Editor Max Jennings transformed the way journalists and editors approached their story-writing when he was a consultant in the newsrooms of Mexico City's widely acclaimed Reforma newspaper and its sister papers in other major cities.

Many Fellows continue sharing their professional skills and management expertise around the globe after their assignments are completed.

- Since completing his nine-month stint in Prague and Budapest in 1996, Ed Johnson, former head of the New York Times Regional Newspaper Group, has returned several times to consult with newspapers in Ukraine, Belarus

and Slovakia.

- Rhoda Lipton, a Columbia University journalism professor, has become a Fulbright Fellow and is using her Knight Fellowship curriculum to launch a new regional journalism school in Bratislava.

Knight Fellows have been prolific in helping develop journalism training tools and texts in the countries where they have worked.

- A manual on advertising and newspaper distribution written by Chris Braithwaite while on assignment in the Balkans has been translated into Serbo-Croatian and Bosnian and is used extensively in Croatia, Bosnia and Macedonia.
- Pam D'Angelo, a veteran UPI reporter, developed the first stylebook ever for the newsrooms of Kenya.
- Lucinda Fleeson, a reporter for The Philadelphia Inquirer, wrote a training manual and a how-to book on investigative reporting which is now being used by other media trainers from Lebanon to Chile.

In short, the program's impact grows each year far beyond the fellowships themselves. The basic mission of the program is to underscore how an independent press is an indispensable part of any aspiring democracy.

Knight Foundation chose to put its resources 100 percent behind this notion.

At the launch, Lee Hills

wrote me: "The Knight International Press Fellowships have tremendous potential. This kind of help is much needed at a time like this. It ain't going to be easy to do it well, but it can be done."

I hope we are meeting the Knight challenge.





*FROM THE PAST:*

*Akron newsboys deliver the Beacon Journal to Ohio readers – an early but essential link in helping the Knight family establish their lifelong devotion to journalism of excellence.*



*Time Warner Chairman and CEO Gerald M. Levin, far right, comments during a discussion at the Knight-sponsored Aspen Conference on Journalism and Society.*



*World Press Institute fellows Carlos Camacho of Venezuela, left, and Roberto Baldini of Italy flank presidential candidate George W. Bush, governor of Texas, during a rally at a homeless shelter in Minneapolis.*

In August 1999, Time Warner Chairman and CEO Gerald M. Levin was keynote speaker at the Aspen Conference on Journalism and Society, cosponsored by Knight Foundation. Addressing a crowd that included dozens of senior media corporation executives, Levin discussed the need for journalistic values in the new digital age and reminded the group that the legendary Henry Luce ran Time with “rock-ribbed journalistic integrity and editorial quality.”

Such values, he said, are important heading into a new century because Internet-based, digital technology promises to be “the most powerful tool in history for helping us see life, the world, each other. . . . But the ultimate worth of this tool – like every other tool that’s come before – is in who uses it and to what purpose.”

Double-click forward five months. Time Warner’s Levin shares the stage and spotlight with Steve Case of America Online in announcing the seismic merger that ushers in the first week of 2000.

There’s no better example of the head-spinning changes that have, and will, affect the worlds of journalism and free speech. For all the buzz about convergence and bandwidth, despite the drumbeat of the dot-coms, regardless of how we get our news or by what medium or who owns the company, Knight Foundation’s Journalism Program in 1999 kept its eyes on the prize of supporting journalism excellence.

Through an unprecedented 41 grants totaling nearly \$22 million, Knight Foundation’s journalism program branched out in 1999 into new arenas, strengthened capable organizations and continued to support journalism quality. In its first half-century, Knight Foundation has invested more than \$120 million in the education of current and future journalists and the defense of a free press worldwide.

Those 50 years have witnessed dramatic change and changing attitudes. Addressing the subject “Will the Media Be the End of Us?” as the Lee Hills Fellow at Stanford University’s John S. Knight Fellowship program last January, Russell Baker reminded his audience that the notion of journalist-as-professional is a relatively new phenomenon.

“Fifty years ago,” Baker said, “there was much less disposition to take ourselves or the business as solemnly as we do today.”

But as Larry Jinks points out in the accompanying reflection on Knight Foundation’s support of midcareer journalism (page 42), supporting professionalism, consistently and over time, is a proven way to ensure journalism of excellence.





*Fellows of the Institutes for Journalism & Natural Resources High Country Institute examine plants at Logan Pass in Montana's Glacier National Park. A \$300,000 grant to the institutes will help promote higher standards of coverage of natural resources and the environment.*

Knight Foundation's efforts to provide working journalists the opportunity to broaden their horizons and acquire new skills for the future took several forms in 1999. Our trustees approved the creation of a Knight Western Center for Specialized Journalism, to be hosted by the University of Southern California and jointly operated by USC and University of California at Berkeley. Modeled on the successful approach developed at the Knight Center at the University of Maryland, the new center will offer short, intense sessions for visiting reporters and editors, focusing in particular on subjects of interest to journalists and audiences in the western United States.

The Knight Science Journalism Fellowships at Massachusetts Institute of Technology, under the new direction of noted science writer Boyce Rensberger, received two grants—one to support two annual short courses for science reporters and news executives, the other to increase the number of fellowships available. The Yale Law for Journalists Program, in which mid-career journalists complete the first year of law school, received five more years of continued support.

The Foundation's Knight Chair in Journalism program welcomed two well-regarded journalism schools to the fold in 1999, increasing the number of tenured teaching positions for noted journalism practitioners to 14. Northwestern University's new Knight Chair will focus on broadcast journalism at the Medill School, while Syracuse University's new Knight professor will concentrate on political journalism at the Newhouse School. Two veteran women journalists filled Knight Chair postings in 1999. Pulitzer Prize-winning editor Jacqui Banaszynski has been named to serve as the Knight Chair in Editing at the University of Missouri School of Journalism. At the University of Florida, online specialist Melinda McAdams is teaching "New Media and a Democratic Society." One of her current courses deals with a basic question: "What happens when you put the power of a mass medium into the hands of individual citizens?"

Knight Foundation moved firmly in 1999 into support of organizations working to improve the quality of broadcast journalism. The Radio and Television News Directors Foundation received two grants. One creates a three-year Project for ➤



*Larry Jinks, retired chairman and publisher of the San Jose Mercury News, has served as a Knight trustee and chaired the Journalism Advisory Committee through March 2000.*



*In May 1982, Lee Hills, left, and Stanford President Donald Kennedy sign an agreement creating the John S. Knight Fellowships. The Foundation's C.C. Gibson and Stanford's Albert Hastorf watch.*

ohn S. Knight liked journalists who were smart, tough-minded, and who knew what they were talking about. He did not have a lot of patience with those who did not know what they were talking about.

For that reason, many of us think it is especially fitting that the Knight name has become so prominent in the whole field of midcareer education for journalists.

In its early years the Foundation had made occasional contributions to university programs for working journalists, but the era of sustained commitment on a large scale really began in 1982, a year after Jack Knight's death. Knight

Foundation trustees were interested in making a strong statement in his memory, with Lee Hills leading the effort.

Stanford University had long had a popular midcareer program for journalists, funded originally by the Ford Foundation and later by the National Endowment for the Humanities. The Reagan Administration had decided to phase out NEH funding for professional education, and Lyle Nelson, director of the Stanford program, was looking for a way to keep the program going.

Nelson made his pitch to Hills, whom he had known for years, and Hills made an analysis of the potential. (He sent Jim

Batten and me, both then Knight Ridder executives, to the Stanford campus for a series of conversations as a part of his preliminary work.)

After a period of negotiations with Stanford, Hills recommended a \$4 million grant, which the Foundation board approved in March 1982. The program became the John S. Knight Fellowships, and has steadily grown in prestige and influence in the years since.

Jim Bettinger, who is deputy director of the Knight Fellowships, recently summarized the philosophy of the program this way:

"Identify promising midcareer journalists. Stake them to several months at Stanford and let them study anything they want. Stimulate them with provocative seminars. And send them back to work, where they will raise the overall level of journalism."

In Stanford's case, the number of journalists involved is 18 to 20 each academic year, 12 of whom are usually from the U.S. and the rest from a variety of foreign countries.

The Foundation's experience with the John S. Knight Fellowships created a friendly climate for a much bolder move into midcareer training several years later.

In 1986, after the settlement of Jack Knight's estate dramatically increased the size of the Foundation, Lee Hills set up a Journalism Advisory Committee, with me as its first chairman.

Using the John S. Knight Fellowships as an example, he told us: "We want to develop a meaningful, visible program of grants that will have a positive impact on journalism."

Based on our own deliberations and armed with the results of an informal survey of news executives and journalism educators Hills had made, we agreed to focus originally on three areas: midcareer education, First Amendment issues and developing journalistic opportunities for minorities and women.

Gene Roberts, then editor of the Philadelphia Inquirer, was named chairman of a subcommittee charged with making recommendations for midcareer grants. He was (and is) a passionate believer in sending journalists back to school to broaden their knowledge and recharge their personal batteries.

Roberts, who fondly remembers his academic year at Harvard in 1961-62 as a Nieman Fellow, took a broad look at the world of midcareer programs and made a set of sweeping recommendations for Foundation action. He proposed shoring up some troubled programs, enhancing more solid ones and creating one brand-new one.

"The formation of the committee coincided with a crisis of funding for such things as midcareer education," he remembered recently, citing the NEH cutoff as one example.

In March of 1987, acting on the Journalism Advisory

Committee's recommendation, the Foundation's board approved \$8.25 million in grants for seven midcareer programs.

The largest grant was for \$3,256,500 to the Massachusetts Institute of Technology to reinvigorate a respected but underfunded mid-career program for science journalists, renamed the Knight Science Journalism Fellowships.

A \$2 million grant performed the same service for a business journalists program at Columbia University. It is now the Knight-Bagehot Fellowship in Economics and Business Journalism.

Smaller grants went to Yale Law School to support what became the Knight Foundation Fellowship in Law for Journalists Program; to Stanford to enhance the John S. Knight Fellowships;

to Michigan, for fellowships in business and medical journalism, and to Harvard, to supplement the endowment of the Nieman Fellows and to sponsor a Knight Latin American Fellow.

All of these grants were to support relatively long-term academic experiences for established journalists. A seventh grant was for an experimental new program at the University of Maryland, offering intense short courses in specialized subjects for journalists. It was named the Knight Center for Specialized Journalism.

Over the years, the

Foundation has continued to support all of these programs, with major grants going to MIT, Michigan, Columbia and Maryland to put their programs on a solid, lasting basis.

Less than two years later the Foundation, after an intense study, funded the Newspaper Management Center at Northwestern University. A collaboration between Northwestern's Medill School of Journalism and J. L. Kellogg Graduate School of Management, NMC has become the leader in offering training in media management.

Encouraged by the success of the Maryland's Knight Center for Specialized Journalism, the Foundation is currently funding development of a similar West Coast program, with the University of Southern California and the University of California at Berkeley sharing responsibility for it.

Hundreds of the best journalists in this country and dozens of foreign journalists have benefited from Knight's midcareer programs, with many going on to win Pulitzer Prizes or to serve as top editors.

As a member of the Board of Visitors of the John S. Knight Fellowships at Stanford, I sit every spring with the Fellows as they wrap up their year. I can testify from what I have heard in those sessions that the right kind of midcareer experience can make a good journalist more knowledgeable, more thoughtful and more committed



*The 1989-90 MIT Knight Science Fellows pose with director Victor McElhenny.*

*Journalism  
Larry*



*FROM THE PAST:*

*Jack Knight and the Inter American Press Association host President John F. Kennedy at an IAPA dinner in Miami Nov. 18, 1963. Afterward, Kennedy leaves for his ill-fated trip to Dallas.*



*Above, Barbara Cochran, president of the Radio-Television News Directors Association, makes a point during a meeting of Knight's Journalism Advisory Committee. In 1999, Knight funded two RTNDA projects, including a newsroom diversity initiative to provide networking opportunities like the one shown above.*

Excellence in Journalism Education, which will place broadcast journalism educators in television and radio news rooms in the next three years. It's the broadcast equivalent of the successful program by the American Society of Newspaper Editors that puts college journalism teachers into newspaper news rooms to sharpen and update their skills. The second grant establishes a three-year campaign to increase diversity in broadcast news-rooms.

Knight Foundation's emphasis on the teaching and learning of good journalistic practices has special resonance whether you are the one lecturing, the one taking notes in class or the eventual recipient of the student's news product. Former Knight Trustee Jay T. Harris offered practical advice to journalism teachers in August at the ASJMC national convention in New Orleans.

"The generation you are training today contains the leaders who will determine what journalism is in the future and what it will mean to future generations of Americans," said Harris. "You cannot give this next generation of leaders the answer to the questions they will face, for the answers cannot be known now. But you can give them the grounding and the language and the ways of thinking and knowing that will dramatically increase the odds that they will answer the questions wisely when the time comes for them to do so."

Journalists are often regarded as society's watchdogs, but the old question holds: who watches the watchdogs and keeps the practitioners on the straight and narrow? The American Journalism Review, one of the leading journals of media industry reporting, criticism and commentary, was beneficiary of a \$1 million challenge grant over four years in 1999 that will help its publisher, the University of Maryland School of Journalism, solidify AJR's financial underpinnings.

At home and abroad, the unfettered practice of gathering and reporting the truth is under constant attack. For years, the Reporters Committee for Freedom of the Press has been one of the most effective organizations working in the trenches to defend First Amendment rights. Knight Foundation made a significant investment in the Reporters Committee in 1999 with a grant of \$2.3 million over three years to provide endowment and operating support.

Tom Winship, a dogged advocate for press freedom worldwide, comments on page 34 about the impact of the Knight International Press Fellowship program in emerging democracies. Our interest in the field stems directly from Jack Knight's personal convictions, best expressed in 1955 in a speech he gave in Rio de Janeiro as president of the Inter American Press Association: "The threats to freedom of expression concern us



*At the University of Florida, professors Joe Ritchie of Florida A&M and Melinda McAdams of Florida spend a day with journalism students from each campus. Ritchie and McAdams are two of the cadre of Knight Chairs in Journalism.*

all,” said Knight. “To borrow a phrase, ideas can be dangerous but the suppression of ideas is fatal. Freedom is a dangerous way of life. But it is ours.”

A variety of organizations – all doing good work despite long odds and the difficult conditions faced by journalists in places like Kosovo, Chechnya, East Timor and Colombia – received Knight funding to ensure the free reporting of news overseas. Once again, familiar names in the field – The World Press Freedom Committee, Committee to Protect Journalists, The Independent Journalism Foundation, the Inter American Press Association, IPI Report – received substantial funding from Knight Foundation in 1999.

Innovators from a variety of organizations – some working to ensure a more diverse pool of journalists gathering and reporting the news, others striving to reach an educated and engaged public, still others trying to instill in our youngest citizens a respect for the First Amendment – received many of those 41 journalism grants in 1999. Their work, too, is undertaken against a backdrop of constant tension between the values, ethics

and principles of journalism, and the economic imperatives of a highly competitive media world.

In a preface for a publication emerging from that Aspen conference mentioned at the beginning of this narrative, Knight President and CEO Hodding Carter III offers a cogent outline for why it matters:

“Fair, accurate and thorough journalism, however the news product is delivered, is vital to the health of the democracy. Those who control the media control a public trust, not a preserve to be plundered in the name of bottom line imperatives. The media are not set apart from this democratic republic, but are squarely in and of it, and have implicit responsibilities accordingly – just as individual citizens have such responsibilities. Society needs mirrors that reflect, not distort society’s realities. Freedom of the press, like freedom of speech, is only as meaningful as its vigorous exercise in the face of criticism, pressure and even rage.” **KF**

*For a complete list of 1999 Journalism grants, see page 79.*



*Betty Lou Whitford is a professor of education and Director of the National Center for Restructuring Education, Schools, and Teaching (NCREST) at Teachers College, Columbia University. She has been a member of Knight Foundation's Education Advisory Committee since 1993.*

One of the great challenges for those committed to education reform is moving beyond discrete projects to large-scale transformation of teaching and learning. Typically, the pendulum swings between “crazy-quilt” adoption of new programs and “one-size-fits-all” mandates. Sustaining either approach is problematic because rarely does reform become embedded in the underlying relationships among teachers and students, their parents and communities.

From 1981-1999, I was professor of education at the University of Louisville in Kentucky where I worked with many school reform initiatives. I witnessed how Knight Foundation support for improving elementary- and middle-grades schooling in Kentucky exempli-

fied using private money to connect and enhance separate pockets of education reform, bringing together complementary and mutually reinforcing strategies led by reformers who understand many essential ingredients of change. Among those ingredients: Teachers are not to be worked on but invited into reform; they need support from each other and from outside experts; and schools and teachers need different forms of support at different times. Moreover, even with the presence of an abundance of expertise about curriculum, teaching, learning, student assessment, professional development and school change, reform is not about forcing compliance to what is known; it is about adaptation, invention, collaboration and building commit-

ment in specific community contexts.

With a series of grants made at critical points between 1992 and 1999 to the Galef Institute, based in Los Angeles, and the Collaborative for Teaching and Learning, based in Kentucky, Knight Foundation supported a collaboration between the organizations that enhanced their capacities to engage in sustained reform. In the early 1990s, the Kentucky Education Reform Act (KERA) paved the way for groundbreaking statewide education reform. One of the most innovative features of the reform called for schools to stop grouping young children strictly by age into separate grades for kindergarten through third grade. Instead, schools were to create primary programs that would allow individual children to learn at their own pace, not necessarily on an arbitrary schedule tied to specific age and grade levels. Despite strong research supporting this approach, the reform was under attack and the likelihood that it would be abandoned before it could be enacted in classrooms was very real. Moreover, insufficient support had been provided for teachers to understand how to create primary programs, much less build their commitment to making such changes.

At the same time, The Galef Institute had developed Different Ways of Knowing (DWoK), both a curriculum for elementary



*Students at Barren County Middle School, a Different Ways of Knowing pilot site in Glasgow, Ky., participate in a writing exercise. The National Forum to Accelerate Middle-Grades Reform named it a national School to Watch in 1999.*

schools and a three-year program of professional development for teachers with intensive workshops and classroom follow-up. DWoK provides a social studies, arts-infused curriculum that also integrates reading, mathematics and science with performance-based student assessments. The curriculum helps teachers engage children in active learning through writing, problem solving and the use of literature and the arts to stimulate thinking and language. This emphasis closely parallels the curriculum reform goals of KERA, including preparing students to demonstrate in practical ways what they have learned. For example, students studying a DWoK unit on the environment wrote and performed two songs about recycling on a local television broadcast, produced a puppet show on pollution for a local

Earth Day celebration, and wrote letters to the editor with suggestions about how the local community could improve its environment.

Without DWoK and the leadership of the Kentucky Collaborative, it is highly likely that the primary program would have been abandoned in Kentucky by the mid-1990s. Instead, with Knight funding and 8:1 local funding matches, the number of schools and teachers using the curriculum expanded from 50 teachers in 25 schools in 1993-1994 to nearly 4,500 teachers in 333 schools by 1999. The Foundation also supported the expansion of the program into the middle grades, coordination with teacher preparation programs, and tapping the research and development capacities of the two major state universities for evaluation research and further

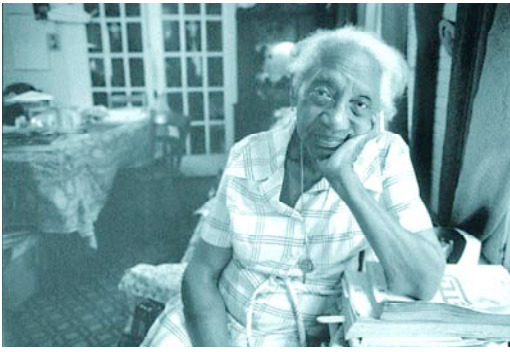
program development.

The full story of the reform work of Galef, DWoK, the Kentucky Collaborative and Knight Foundation is yet to be told. But even from this brief description, several themes of the story are clear. It features the power of partnership and networking for enhancing curriculum, professional development and school improvement. It highlights proactive grant making from a foundation able to look ahead and recognize or create high leverage opportunities for change. It demonstrates that private dollars provided at critical points can sustain momentum toward reform.

If the story ended there, it would be exemplary. But this is also a continuing story of reformers and a funder who defy typically strong tendencies to put boundaries around “the project” so that effects of the funding and the reform work can be clearly linked to those doing the work and providing the funds. As Galef expands nationally, the work in Kentucky is combining with other curricular reforms such as Project TEAMS and Math in the Middle and with whole school reform approaches such as Accelerated Schools.

These days, I reflect on this work from a more distant vantage as professor of education and director of NCREST at Teachers College at Columbia University. Even from New York City, I recognize that this partnership among Galef, the

*Robert M. Knight*



#### FROM THE PAST:

*In 1992, photojournalist Cecelia Konyu documented the work of Ruby Middleton Forsythe, an 87-year-old teacher in charge of a one-room schoolhouse on Pawley's Island, S.C.*

In the course of regular grant making in Knight Foundation's Education Program during 1999 there was a sense of both strong heritage and encouraging progress and momentum. New grants for several organizations with which the Foundation has worked for years underscored the lesson that time as well as dollars can be an important investment.

Both past and future played significantly in the decision to make a new \$5 million grant to Cornell University in 1999. According to biographer Charles Whited, John S. Knight described his collegiate life at Cornell as "inauspicious."

"But he had gained something from the college that proved priceless in later years," wrote Whited, "a sense of writing discipline, in gratitude for which he had given financial support to Cornell's writing program for undergraduates." The Foundation endowed the program in 1986 as a tribute to our founder at his alma mater and has continued to support its enhancement in the intervening years to help assure its service to the university and its national stature and leadership. As Cornell government professor Mary Katzenstein writes in the accompanying piece on page 46, the new funding for the John S. Knight Writing Program supports its continued outreach to other higher education institutions, endows a new Sophomore Seminar series and provides for the fuller integration of technology and assessment. It will also link the program, to be named the Knight Institute for Writing in the Disciplines, to Cornell's bold living-learning initiative to integrate more effectively the personal, intellectual and ethical development of each student.

The Knight brothers were educated men with a clear commitment to education, which they demonstrated through their personal philanthropy as well as through their Foundation. They were also committed to strengthening communities, another value Knight Foundation reflects. Our support acknowledges that education is an essentially local enterprise, its quality determined in large measure by what a community itself can muster. As a result, the Foundation responds to local needs and opportunities to strengthen education in 26 communities and is alert to local efforts that may have broader significance. Knight support for education also has a national dimension, acknowledging that the expertise, ideas, experience and perspective of outside organizations can inform, enrich and inspire community efforts.

This year we have provided additional strategic support for two nationally significant programs that originally came to our attention in proposals received over the transom from the communities. Support for the Galef Institute and its innovative Different Ways of Knowing (DWoK) reform model began with a small, responsive grant in 1992 for a one-school pilot program





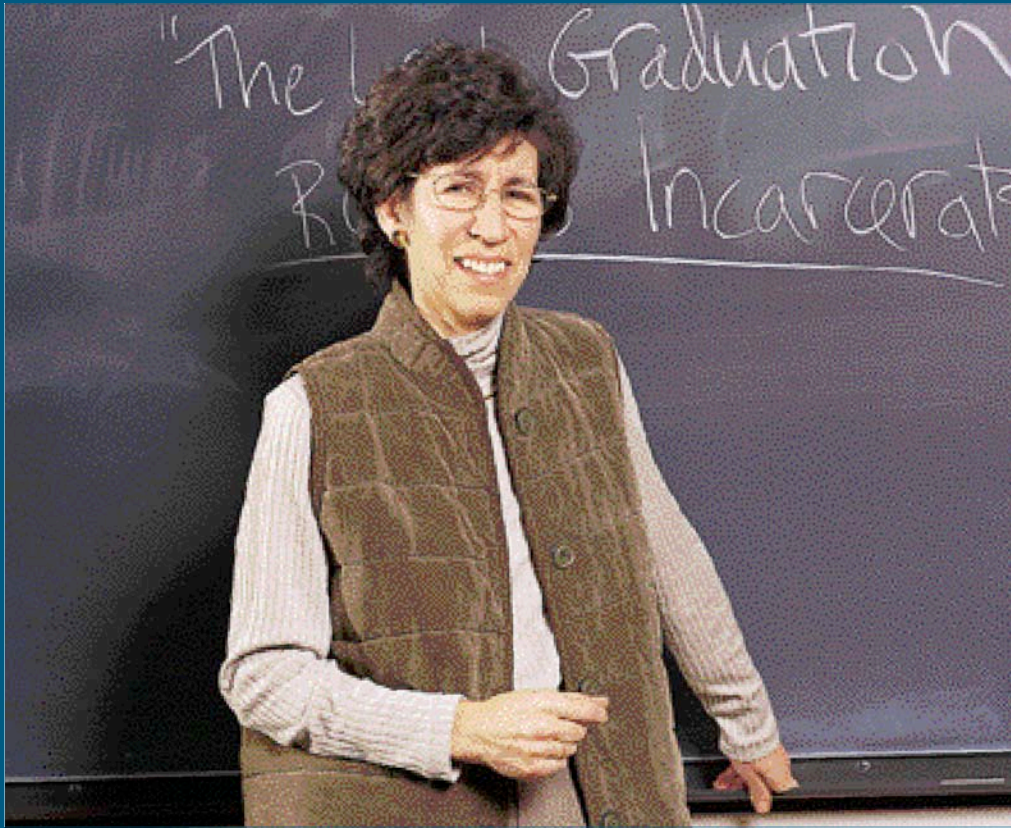
*Through two literacy and writing initiatives that put students together with community members, Temple University is developing a promising example of school, college and community collaboration linking undergraduate writing instruction with community service learning.*

in California. Over the decade several major grants to Galef and key partners have helped DWoK move to scale as a strategy for Kentucky's ambitious statewide reform, as Betty Lou Whitford, a valued member of our Education Advisory Committee, writes on page 42. The program has now reached more than 5,000 teachers and 350 schools in Kentucky alone and has spread to 26 other states. In 1999, a grant to the Collaborative for Teaching and Learning, the architect and agent of Galef's work in Kentucky, is helping it move to independent status and beyond DWoK to work with the introduction and adaptation of additional, complementary models for school reform and teacher professional development.

Likewise, a modest grant to the Los Altos School District near San Jose, Calif., in 1991 supported the pilot testing of a precursor to the now widely used Read, Write & Type computer software that blends phonetic and whole-language instruction and teaches computer keyboarding skills to young children. Since that time, additional support to California Neuropsychology Services (CNS), which developed the software, enabled dis-

trictwide implementation in Los Altos Schools, further product enhancement and related professional development for teachers. In 1999, Knight Foundation encouraged entrepreneurship with a program-related investment – a low-interest loan – to help CNS develop, publish and market teacher training materials and tools for student assessment. Additional encouragement for the effort also came when the Los Altos School District was ranked first statewide in California's assessment of fourth-grade reading.

An emphasis on collaboration continues to characterize our support for education, nationally and locally. Most notably since 1992, the Foundation has supported a total of 26 school/college partnerships around the nation in the Excellence in Education initiative. With the able assistance of Washington, D.C.-based Policy Studies Associates (PSA), the Foundation produced a second publication this year, *Collaborating to Learn*, which documents lessons about sustaining and enhancing collaborative relationships over time. Although Knight's Excellence in Education initiative has officially concluded, the pro- ➤



*Mary Fainsod Katzenstein is a professor in Cornell University's Government Department. Her most recent book, on women's advocacy within the Catholic Church and U. S. military, is Faithful and Fearless: Moving Feminist Protest inside the Church and Military.*

Some months ago, I listened in while a colleague asked a prospective freshman about the reasons for her interest in political science. "I know it will sound naïve," she began unpromisingly, "but I want to run for office, for the Senate, maybe even the presidency one day. Can a political science major help me do this?"

I was suddenly very interested! Unlikely as it sounds, not once in my 25 years of teaching political science had I ever heard anyone pose the question of whether a political science major was useful to someone who wanted to enter politics. Law, yes, or business, the foreign service, nonprofit work, or

grassroots activism, or the inevitable query by prospective majors – "What is political science good for?" But I'd never known a student to ask about political science as a path to electoral office. Naïve maybe, but original! As I was searching for an answer ("we have a course on campaigns and elections, another on the presidency,") my colleague remarked, "You will learn exactly what you need to know in this department because we are very serious here about teaching you to write. No one in Washington," he went on, "has time to bother with academic verbosity. We want to teach you how to craft strong, parsimonious prose."

My colleague was exactly right. Indeed we do take writing very seriously at Cornell, not just in the Government Department but across the university. The particular signature of the John S. Knight Writing Program at Cornell is this very commitment to the instruction of writing in the context of what the faculty knows best – its own distinct disciplines.

The driving conviction of the Knight program at Cornell is that writing instruction must be located in departments and must be fully integrated into the different departmental cultures. This assimilation of writing instruction into the regular disciplinary curriculum gives the Knight program its unique character.

In the "Writing in the Disciplines" approach, there is an inescapable as well as highly salubrious tug-of-war. It is common to hear graduate students who are teaching first-year writing seminars articulate this explicitly: "Can I really teach writing and still do justice to the massive amount of students who need to learn (about the European Union, or the transition to democracy in Latin America, or the American presidency)?" Those of us with longer histories in the profession know that this question is really a career-long challenge. When, as political science professors, we stand in front of a podium, it is far too easy never to envision our students outside the class-

room, to fail to imagine our students as a successive progeny of lawyers, or diplomats or activists, never mind as politicians. Instead, unwittingly perhaps, it is tempting to set about cultivating our students to be bonsai political science professors – diminutive replicas of ourselves.

Teaching writing in the disciplines as part of a universitywide program arrests this temptation. Integrating writing instruction in the core departmental courses not only requires that we as faculty keep our students' futures in view. It also keeps us honest. Jee Sun Lee, a graduate student with whom I am now co-teaching a course on "Prisons in America," captured this exactly. In preparation for this course, she took the required – and exhilarating – Knight Writing in the Majors (WIM) instructional seminar that brings together graduate students from across the disciplines who are to be instructors in the program. Having to explain her practice assignments in political science to a colleague from biology meant "... bringing into focus what your own goals really are when you see how unusual, how foreign, an assignment can seem in someone else's eyes." Teaching writing in the discipline while being held accountable to ears and eyes beyond the discipline encourages instructors to mine, but not to wallow in, their expertise.

Started in 1986 with a \$5 million endowment from the

Foundation, the John S. Knight Program at Cornell locates the instruction of writing in academic departments, thus recognizing the distinctive disciplinary cultures that make up the writing that students do in college and that they will draw on in their later careers. The program now teaches 3,000 freshman each semester in the first-year writing seminars. Soon, the latest \$5

million Knight grant will enable an additional 1,500 upperclass students to participate every year. Cornell's President Hunter Rawlings has pledged an additional \$1 million to match Knight's grant – a sign to the faculty of the university's commitment to the curricular centrality of the writing program.

The Knight writing instruction draws on faculty from across the university – chaired professors and recent tenure-track appointees alike who teach alongside graduate students from each department trained specifically in writing instruction. Its director is appointed from the tenured faculty. In my own department, more than half of the faculty has taught writing under the Knight program auspices either in the first-year seminars or in the upper-level Writing in the Majors courses. I have taught numerous first-year writing seminars at Cornell on politics in India as well as upper-level Writing in the Majors classes on the women's movement and the aforementioned course on U.S.

prisons.

It is a measure of the program's success, moreover, that writing instruction occurs fully across the disciplines. Sixty percent of the courses are offered outside the English Department. In the upper-level WIM courses, the sciences (biology, astronomy and physics) are particularly well-represented. This means that priority is given to writing instruction reducing the risk of its becoming a marginalized endeavor so often left elsewhere to adjunct faculty or treated as the special domain of a cadre of writing instructors who are assigned the task of trying to evangelize.

The John S. Knight Program at Cornell is under intense demand now to work with other colleges and universities. Each summer, under the auspices of the Knight Institute for Writing in the Disciplines, Cornell faculty members join with three-person teams of faculty, university administrators and writing program directors to discuss writing instruction in the disciplines. Jonathan Monroe, the Cornell writing director, has been involved in major structural revisions of the undergraduate curriculum at several institutions including Duke and Princeton. The program has also begun a major publication program. Soon, three separate volumes with contributions from distinguished faculty members teaching writing within their disciplines from both within and outside Cornell will make the

Dary Fairson  
Katzstein



*FROM THE PAST:*

*At Centre College, a participant in the Excellence in Undergraduate Education initiative, student Steve Goudy consults with English Professor Kathy Barbour and her dog, Lola.*



*At a reception for the presidents of schools receiving Presidential Leadership grants, Dr. Gregory Prince, president of Hampshire College, chats with Knight Vice Chairman Jill Ker Conway, former president of Smith College.*

motion of collaboration remains a significant interest throughout our grant making. It is increasingly apparent that in addition to schools and colleges, a wide range of other key community players must be included in collaborative efforts to enhance student achievement. As a result, organizations that are boldly and broadly collaborative are readily apparent on our grant lists, including College Summit, Communities In Schools, the National Center for Family Literacy, Reach Out and Read, the Summit Education Initiative and Take Stock in Children.

Temple University is developing an especially promising example of school, college and community collaboration linking efforts to strengthen undergraduate writing instruction and community service learning through its Literacy in Action and Writing Beyond the Curriculum initiatives. Other 1999 grants also supported distinctive efforts to utilize the resources of higher education to strengthen schools and communities and to prepare a new generation for civic leadership, including those to Bard College, Dickinson College, Georgia College and State University, Ohio Dominican College and Presentation College.

Service to community, variously and uniquely defined, was also an important element in the selection of five new presidential leadership grants to strong private colleges. The 1999 recipient institutions and their presidents were: Albion College, Dr. Peter T. Mitchell; Goshen College, Dr. Shirley H. Showalter; Gustavus Adolphus College, Dr. Axel D. Steuer; Morehouse College, Dr. Walter E. Massey; and Salem College, Dr. Julianne S. Thrift. These \$150,000 grants, intended to both recognize and challenge, are to be used at the discretion of the president to strengthen the institution for the future. The grants are initiated by Knight Foundation without prior, direct contact with the institutions; there is no proposal process.

Over the last decade, education reform previously focused on schools has grown up to engulf higher education. Rapid social, economic and technological changes are combining to make existing once effective, higher education policies and practices obsolete or ineffective. Knight Foundation is directing support to help build college and university capacity both to meet the needs of the future and protect core mission and values. Our most notable undertaking is supporting the continuation of the pioneering work of the Knight Higher Education Collaborative based at the University of Pennsylvania's Institute for Research on Higher Education, a network of more than 160 change-minded institutions. The grant also supports the Collaborative's *Policy Perspectives*, a periodic newsletter that provides provocative essays on key issues shaping the field. Other support in 1999



*At a 1999 College Summit workshop at the University of Colorado at Colorado Springs, students work on essays that will help improve their chances of being accepted by colleges and universities.*

has gone to a group of leading higher education organizations able to help large numbers of colleges and universities accomplish change by strengthening public opinion analysis, public policy, leadership development, governance, student assessment and accreditation.

In addition to education and communities, the Knight brothers were committed to strengthening the practice of journalism and protecting freedom of the press. Because journalists need readers, those values have encouraged substantial Foundation investment in literacy. Over the decade, Knight support has moved beyond an early concentration on adult literacy to emphasize family literacy through programs that teach parents and children together in order to break a cycle of illiteracy. In 1999, the Foundation integrated literacy more formally as a priority in the Education Program and began to explore how to promote literacy communitywide by encouraging collaboration among national organizations that work effectively in communities. With venturesome support to dynamic organizations like Libraries for the Future, the National Center for Family Literacy and Reach Out and Read, Knight Foundation celebrates a proud heritage and addresses a responsibility to the future. **KF**

*For a complete list of 1999 Education grants, see page 76.*

**K**night Foundation's 1999 publication *Collaborating to Learn: More Lessons from School-College Partnerships in the Excellence in Education Program*, recorded the efforts of several strong partnerships forged between school districts and nearby colleges and universities. One of the Excellence in Education Initiative's most valuable and enduring products, for any party interested in collaboration, is the following collaboration checklist. The publication is available on Knight Foundation's web site at [www.knightfdn.org](http://www.knightfdn.org).

#### Getting to Know Each Other

- ✍ Line up stakeholder groups
- ✍ Get commitment from top administrators
- ✍ Develop a shared vision
- ✍ Define the goals of the collaboration
- ✍ Implement a public awareness campaign
- ✍ Agree on the policies and decision-making procedures that will guide the collaboration
- ✍ Clarify roles and responsibilities
- ✍ Learn about each other's culture

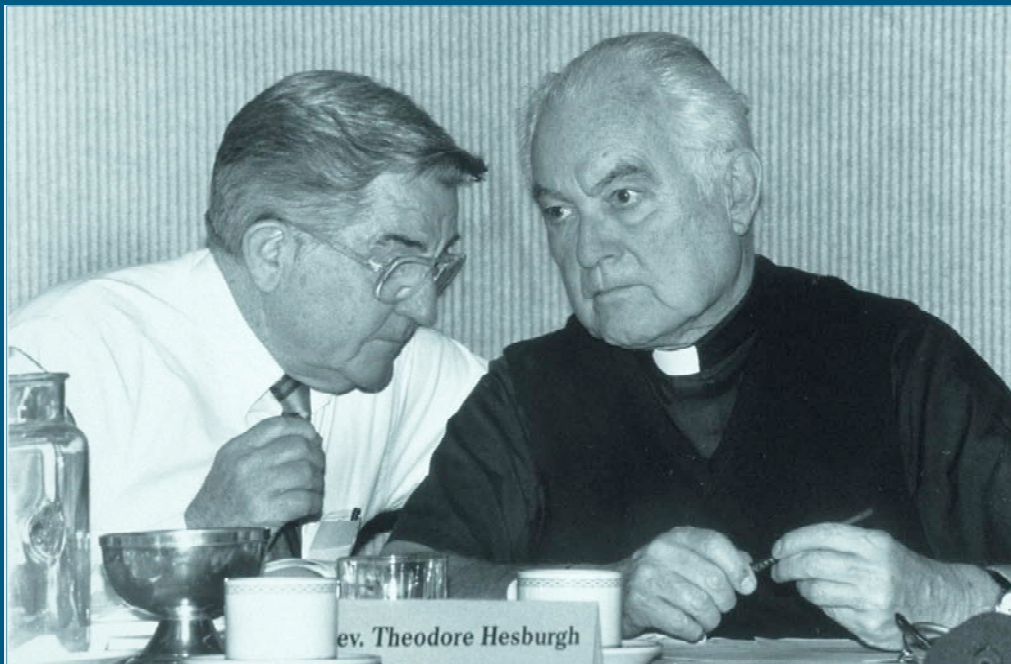
#### Working Together

- ✍ Manage time so that the collaboration fits into teachers' schedules
- ✍ Set up a system of regular communications that includes opportunities for participants to network and share experiences
- ✍ Decide if an external facilitator is necessary
- ✍ Market the collaboration to key leaders in the school and in the university
- ✍ Use team-building activities to promote professional collaboration
- ✍ Create a leadership structure that remains stable if key personnel change
- ✍ Involve teachers in designing their own professional development

#### Keeping the Collaboration Going

- ✍ Build incentives for college faculty to collaborate with schools
- ✍ Link the collaborative project to the school district's improvement plan
- ✍ Create a critical mass of people participating in the collaborative project
- ✍ Evaluate the project for continuous improvement
- ✍ Extend the collaboration by finding other ways to work together





*William C. Friday, above left, president emeritus of the University of North Carolina, served as co-chair of the Knight Foundation Commission on Intercollegiate Athletics with Father Theodore Hesburgh, president emeritus of the University of Notre Dame.*

In the late 1980s, I found myself deeply worried about the state of intercollegiate athletics. Half of the big-time football programs in the country were placed on probation in that decade for violating the regulations of the National Collegiate Athletics Administration (NCAA). My old friend Lou Harris, the famous pollster, told me more than 90 percent of the American people thought college sports were out of control.

Concerned that questionable activity by some athletic departments would bring higher education into disrepute, I took advantage of my membership on Knight Foundation's Education Advisory Committee to talk about my misgivings with Creed Black, the Foundation's new president and former newspaper publisher.

Creed quickly saw the

threat and suggested that he would work with the Foundation board to secure funding for a major Commission on Intercollegiate Athletics. Together, he and I worked to persuade Father Ted Hesburgh, president emeritus of the University of Notre Dame, to join me as co-chairman. With that, the Knight Foundation Commission on Intercollegiate Athletics was born in 1989 – the first significant, independent effort to examine college sports since the Carnegie Foundation for the Advancement of Teaching published a seminal study on the topic in 1929. The Knight Commission quickly concluded that change was needed.

The process of change began when the commission issued its 1991 report, *Keeping Faith with the Student-*

*Athlete*. Through five years of dedicated service and two subsequent reports, the commission's members – college presidents, elected officials and experts from the world of sports – laid out a reform model built around a central conviction – presidents must control college sports.

That conviction was the basis of the Commission's effort to control runaway athletic programs. It was also the foundation of a multiyear NCAA reform agenda that "was lifted chapter and verse" from the Knight Commission report, according to *The New York Times*. Our reform recommendations were encapsulated in the phrase "one-plus-three," with the "one" being presidential control directed toward the "three" – academic integrity, financial integrity and independent certification. That simple prescription put athletic reform front and center on the list of academic priorities of trustees and presidents across the land.

We've come a long way. Today, college and university presidents have assumed policy control and full responsibility for the NCAA's leadership. Presidents are also held accountable for "institutional control" of the programs on their own campuses.

It's a major turnaround.

That's not all. Admissions requirements have been tightened; athletes' grades and course sequences have to demonstrate they're on target to graduate; financial controls have

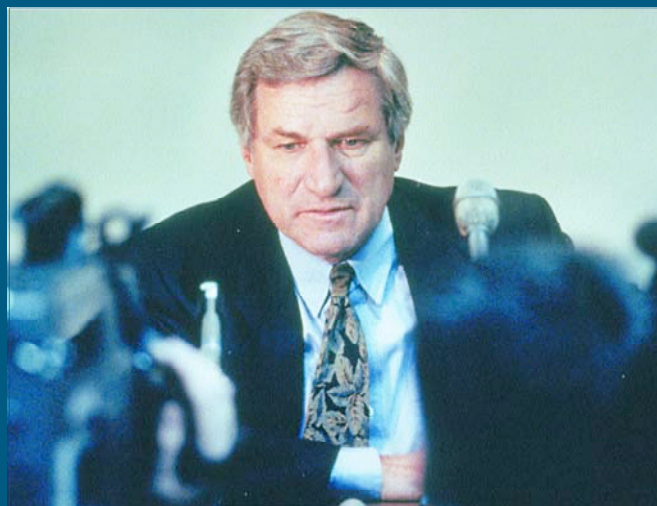
been put in place or strengthened on every NCAA campus; and a certification program based on periodic peer review of athletic programs has been created. These reforms

put the real power where it should be – in the hands of academic leaders. As Gene Corrigan, then commissioner of the Atlantic Coast Conference, put it, enactment of the Knight Commission recommendations meant that “Presidents now have no place to hide.”

We were never under any illusions that our recommendations would solve all the problems of college sports. What we set out to do we accomplished. We helped clarify responsibilities and established procedures to insure academic and fiscal integrity on campus. But we also understood, as we said in our final report, that reform is a destination, not a race. That journey is still under way.

Long-festering problems are growing worse. Growing commercialism remains a problem. The broadcast rights to the NCAA basketball tournament command billion-dollar figures. Football teams no longer play in the Fiesta Bowl or the Sugar Bowl, but the Tostitos Fiesta Bowl and the Nokia Sugar Bowl. Not one of the 10 players garnering Heisman Trophy votes this past year accepted an invitation to play in the East-West Shrine Bowl (a game that benefits crippled children) because players are not paid to participate. College sports have become big business. An entire sports industry exists independent of our campuses.

Another troubling sign is



*Dean Smith, the respected head basketball coach of the University of North Carolina, shares his views on intercollegiate athletics with the Knight Commission during hearings in the early 1990s.*

*Gene Corrigan*



*Stephen Weil is emeritus senior scholar at the Smithsonian Institution's Center for Museum Studies. He is chairman of the Museum Loan Network Advisory Committee.*

*Above, he stands beside Faustina – The Elder, a Roman statuery on loan to the Lowe Art Museum in Coral Gables, Fla., from the J. Paul Getty Museum in Los Angeles.*

Projects are like fireworks. Some few simply fizzle. Most perform largely as expected. Now and then though, one truly takes off, rocketing skyward in a majestic arc, brilliantly straining to achieve some wholly unanticipated height. For me, MLN – the Museum Loan Network – belongs to this last category. For five years now I have watched in wonder as it continues to climb, soaring ever higher and throwing off ever more brilliant and surprising sparks.

The origin of MLN lies in the singular nature of this country's museums. Almost uniquely, our museums are organized as autonomous entities and not, as elsewhere, as parts of some governmental or other centralized system. That autonomy accounts for many of their greatest strengths. Conspicuous among these is their capacity to develop in so many remarkably diverse and vigorous ways. No two of our museums are truly alike, and most are fiercely local.

Autonomy, though, has had a down side as well. It concerns collections, and particularly the sheer haphazardness by which museum collections have been irrationally scattered across this country. Absent the correcting hand of some central authority to maintain a balance between the location of important museum objects and the whereabouts of the public that wants to see those objects, the division of our museums into “haves” and “have nots” has been all but inevitable. In the “have” museums, hundreds of thousands – perhaps even millions – of remarkable objects languish unseen and unappreciated in storage areas. Meanwhile, in “have not” museums, visitors are routinely deprived of even the most rudimentary opportunity to experience in any authentic way the material expressions of many other cultures.

The striking originality of MLN was the notion that this mismatch between collections and the public could be addressed through a formalized program of voluntary collection-sharing without in any way compromising the underlying strengths of the participating museums. Inspired by late Knight Foundation Trustee Lee Hills, and following a two-year feasibility study, MLN was officially launched in 1995 by Knight in partnership with The Pew Charitable Trusts. During the years since, those connected



with the program have traveled a remarkably steep and sometimes bumpy learning curve. “Voluntary collection-sharing” turned out, in practice, to be both more challenging and far richer in potential than anybody had at first envisioned.

It was originally thought, for example, that the major impediments to arranging long-term intermuseum loans would be informational and financial. MLN’s basic tasks, accordingly, would be (1) to use planning grants to identify and match potential sources of supply and demand, and (2) once an identified match had ripened into a potential loan, to facilitate that loan by providing the parties with an implementation grant. MIT’s Office of the Arts was chosen to administer MLN with the thought that much of this work – including the design and maintenance of a computerized directory from which participating museums might see what was available for them to borrow – could be automated.

With five years’ hindsight, it seems clear that those informational and financial elements, albeit essential, were not in themselves sufficient to support a smoothly flowing program of intermuseum loans. Equally important, it transpired, was the establishment of relationships. For the MLN to succeed, it had to create – beyond a network of institutions – a network of individuals as well. Among the relations of trust that had to be developed were not only those

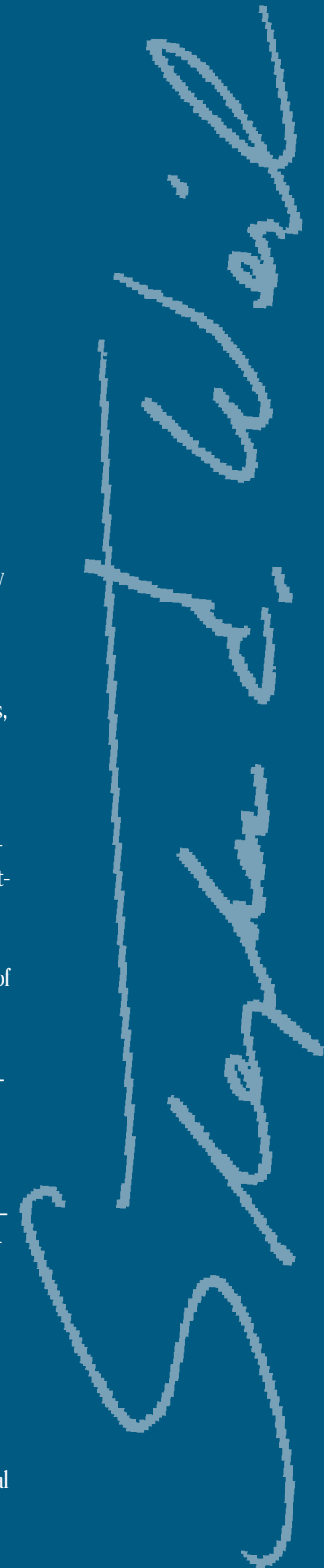
between individuals working in different museums but also, sometimes surprisingly, those between individuals working in the same institution or the same community. Among several adjustments made by MLN since 1995, one has been to raise the ceiling on planning grants to reflect its greater emphasis on this trust-building aspect of its work.

Another unanticipated problem was a lack of expertise among potential borrowers. A museum wanting to borrow objects of a type with which it itself did not generally work – Native American objects, for example – was not likely to have a person on staff with the requisite knowledge to arrange an appropriate loan. In 1998, to help ameliorate that problem, MLN established a corps of Curatorial Ambassadors – more than a dozen specialists from museums across the country who could be made available to furnish curatorial guidance to potential borrowers as well as to provide advice to MLN itself.

As MLN was broadening the range of support services it could offer, it also expanded in other ways. In 1999, it was decided to extend the project beyond its original constituency of art museums so that history museums and other institutions dealing with “cultural heritage” might also participate. Meanwhile, MLN has undertaken to provide still another public service, one

wholly unforeseen at its inception. It has now posted on its web site a series of seven virtual exhibitions based upon “real” exhibitions in which MLN-facilitated loans had played important parts.

Projects, like fireworks, need propellants. Propelling MLN on its steady upward climb has been its remarkable founding director, Lori Gross. Having served five years as chair of MLN’s Advisory Committee, I still marvel at how seamlessly she is able to combine her intensely visionary and intensely practical selves. Equally indispensable has been the nurturing but always delicate guidance of MLN’s funders, Knight and Pew. Common to them all, I think, is the sense that what MLN is really about at bottom is, paradoxically, neither museums nor loans nor networks. Those are only means toward its true end: to make a positive difference in the lives of those who come into contact with the exhibitions and other collaborations that MLN engenders. To take such seemingly unpromising and underutilized objects as those found in all-but-dead museum storage and – through the transforming power of the networked relationships that it continues to create – to convert those objects into sources of such public wonder, discovery, imagination and joy has been, and continues to be, MLN’s splendid and very special accomplishment.





*FROM THE PAST:*

*Hugh Wolff, musical director with the St. Paul Chamber Orchestra, conducts a class in 1998 as part of Musical ‘U,’ the SPCO’s audience participation project developed through Knight’s ‘Magic of Music’ Symphony Orchestra Initiative.*



*This photo of a school band is from the Johnson Hampton Album of 1900, part of the Williams College Museum of Art’s project, ‘Carrie Mae Weems: The Hampton Project.’*

As Liz Lerman demonstrates so eloquently on page 56, the arts can stir the souls and fire the imaginations of both presenters and audiences. In the belief that the arts do change lives and create better communities for its residents, Knight Foundation has invested \$103 million in community-based as well as nationally renowned arts and cultural institutions since its inception 50 years ago.

The first arts grant was made to the Akron Opera Guild in 1950. Over the next two decades, major arts organizations in Knight communities, such as symphony orchestras and art museums, were the primary beneficiaries of the Foundation’s arts funding. In 1988, the trustees voted to formalize the national Arts and Culture Program as the fourth broad field of interest and in 1990 hired its first Arts and Culture program officer. Since that time the program has been refined and sharpened, but still seeks to fulfill its earliest mandate to encourage innovative proposals from quality art museum and galleries; other museums (i.e., children’s, history, natural history and science); music (specifically orchestras and opera companies); theater; dance and historic preservation.

Grants made to organizations in our communities in 1999 reflected this breadth of interest and concern. Projects included exhibitions, performances, new works, endowments, capital campaigns, arts education programs, outreach and marketing campaigns, services for special and at-risk populations, cross-disciplinary collaborations and efforts to improve organizational capacity. Always informing this range of support is the overriding interest in improving the quality of life in the 26 communities where the Knight brothers published newspapers.

Specific examples include a \$50,000 grant to Discovery Place in Charlotte for an interactive children’s exhibition exploring issues of prejudice and discrimination; a \$25,000 grant to Dramatic Results in Long Beach to implement an arts-based academic and life-skills program for at-risk elementary school children; and a grant to Young Actors Theatre of Tallahassee, a portion of which will help low-income students participate in the theater’s educational programs.

Also recognizing that a cultural organization’s ability to respond to constituent needs is in direct proportion to its own health, we support institutional self-improvement efforts. New Freedom Theatre – a Philadelphia-based company successfully dedicated to changing negative perceptions about black life in America – received a \$125,000 grant to ensure that programming would not be compromised while staff addressed a short-term fiscal setback. In Macon, the Harriet Tubman Museum is rapidly evolving from a grassroots organization into



*The New York City Ballet, shown here performing Twyla Tharp's The Beethoven Seventh, received a 1999 grant to develop and disseminate new choreography.*

a regional center for education about the African-American experience. To meet rapidly growing demand, the Tubman is looking to construct and endow a major new downtown facility. Knight responded with a \$130,000 grant for campaign planning and implementation. We also made significant endowment grants to a handful of cultural organizations in Miami, Detroit and Akron that, because they were of special interest to the Knight brothers, had received annual support for many years.

Increasingly, we are directing our support for capital campaigns toward projects that are part of a comprehensive approach to community development. The George E. Ohr Arts and Cultural Center, as part of a capital campaign for the new Ohr-O'Keefe Museum of Art in Biloxi, received a \$500,000 grant to develop the African-American Gallery, construct an outdoor ArtWalk and renovate the Pleasant Reed House, a national historic landmark owned by a former slave. While providing greater

accessibility to the arts, the new facility will also play a major role in the redevelopment of downtown Biloxi.

A number of 1999 projects highlighted the power of the arts as tools for engagement within and between communities. Citizenship and civic participation, for example, were the focus of three broadly inclusive efforts. EdVenture, a Columbia, S.C., children's museum, received a \$200,000 grant for three interactive exhibits providing opportunities for children to cast votes about topical issues and understand the impact of public opinion. The North Carolina Biography Project, developed by the Museum of the New South in Charlotte, profiles the lives of 150 people who have made a difference in the state during the 20th century – illustrating that participation in community can take many forms. And a \$1.5 million grant will help people in Philadelphia realize a long-held dream to build the National Constitution Center – a museum dedicated to enhancing



*Liz Lerman is founder and artistic director of Liz Lerman Dance Exchange.*

Recently we were making a new dance in the Arizona desert. A video crew was filming as one of our dancers moved slowly among the rocks, gravel and cactus. At the center of the scene was a pair of men, deep in conversation: a rabbi and a Tohono O'odham tribal leader. These two – from faiths born on opposite sides of the world – talked about how

the desert was an essential part of their peoples' history and ritual. The spirit of the creator was everywhere, they agreed. Then the rabbi said that God was still creating. That it was our job to take part in this ongoing act by appreciating every breath and every morsel we ate. Then I thought I heard him say that if we ceased this participation in creation, God would die. The Tohono O'odham nodded his head and said, "Yes, that is why we do the dances, the ceremonies."

I went away from that day awed by the landscape and by the depth of commitment these men had devoted to the spiritual side of creating. Later when I viewed the tape, I realized that I had heard in reverse what the rabbi had said. The words he actually spoke were: "God is constantly creating and if God stopped we would die."

Either way, creation is a life-and-death matter. Either way, enacting the ceremonies, performing the dances, and appreciating the power of the moment have an equal role to play in completing divine acts of creation. And, it seems, each creative act is in essence multiple acts of making something and of finding meaning.

As an artist I heard the conversation as a mandate for the making of new art, for the necessity of performing it publicly, and to keep it happening constantly, ever in the present. As a task it suddenly seemed

both blessed and daunting, a freedom and a privilege, risky and essential, and all utterly impossible without the support provided by visionary people and organizations who grasp the urgency of artistic acts for the life and spirit of society.

A few months later we were completing that same dance,

In *Praise of Ordinary Prophets*, in a more expected setting: the modern theater on the campus of the University of Arizona in Tucson. This was the second stop in *Hallelujah*, our national project that will eventually create new dances in a dozen communities across the country. With us, in spirit, was a group of organizations funding the project. That group included Knight Foundation, which was renewing its support of earlier Dance Exchange projects. Some of these funders had a particular interest in advancing dance as an art form. Others were committed to the impact of community-based art. Knight Foundation was specific about supporting *Hallelujah* as a new creation. In embracing a project surer about the questions it was asking than about the answers it would find, Knight Foundation was truly demonstrating its commitment to that cause.

In that Tucson theater we had been joined by local dancers and singers – some seasoned artists, some first-time perform-

ers – as well as a gospel choir, a mariachi band, a bona fide singing nun, local storytellers, two remarkable composers and a technical staff eager for anything we could throw at them. My own company of beautiful dancers was not just dancing, but choreographing, editing, facilitating and managing the onstage traffic of many bodies and the backstage harmony of many egos.

This was “making new work” at its most exhilarating, frustrating, bruising and heartening. A small, sudden idea I had had three years before was finally taking the stage. It had endured the phase of total fear when I first step into the studio to start building the dance, then passed into other collaborative hands, and was now being broken and re-broken to be mended into the form it would finally take.

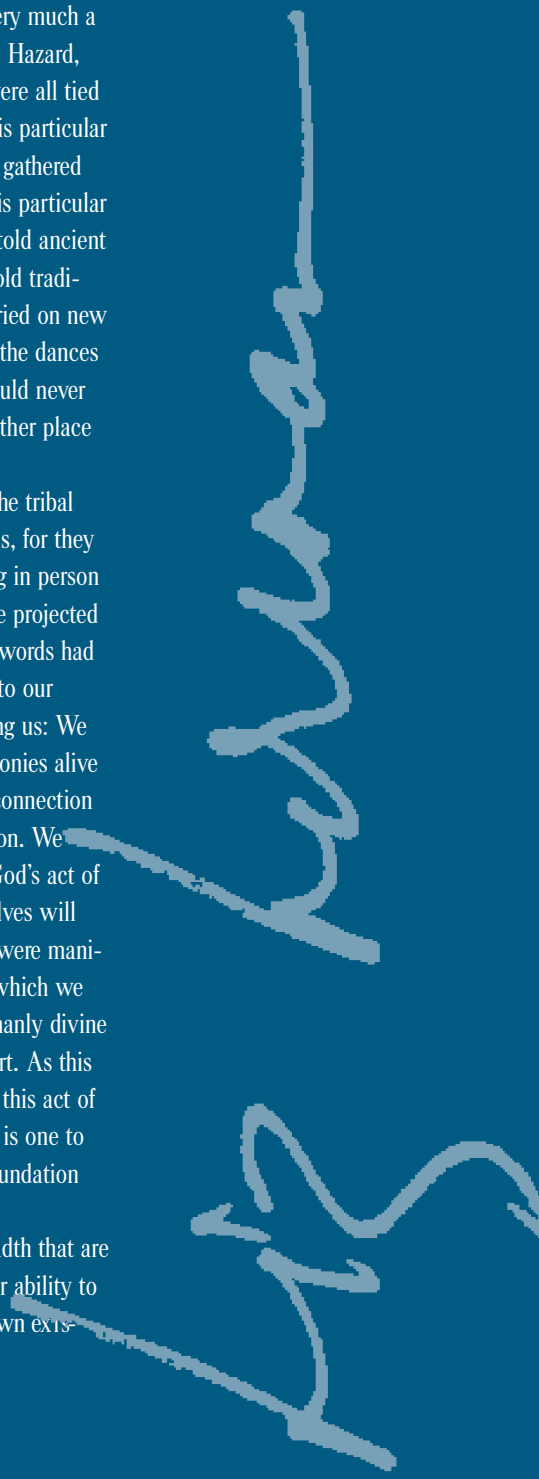
This was the absolute necessity of performing, because as opening night approached, everyone, from cynic to unabashed naive groupie, came earlier and earlier to calls, practicing harder and harder. I was struck anew

by the power of performance to demand our best. I was so happy to witness again how beautiful people are when their many parts come into conjunction in the public act of making art. I was inspired to see once more that this beauty is more than spiritual; it is aesthetic.

Our audience perceives it as both internal and external, and that is in part what brings meaning to the moment of performance.

And, perhaps more than anything, this was very much a present time activity. Hazard, elation, poignancy were all tied up in the fact that this particular group of people was gathered just once to make this particular project. Even as we told ancient stories and re-wove old traditions, even if we carried on new ideas and re-danced the dances at another site, it would never be the same in any other place or time.

The rabbi and the tribal leader had rejoined us, for they were both performing in person and speaking as huge projected video images. Their words had been incorporated into our *Hallelujah*, reminding us: We must keep the ceremonies alive or we will lose our connection to the spirit of creation. We must participate in God’s act of creation or we ourselves will perish. These truths were manifest in the dance in which we were joined, the humanly divine act of making new art. As this report demonstrates, this act of risk, faith and vision is one to which the Knight Foundation has committed with a constancy and breadth that are helping to sustain our ability to find meaning in our own existence.





*FROM THE PAST:*

*A 1994 grant to the National Trust for Historic Preservation sets up a Community Initiated Development Program. It helps small business owners like Detroit bakers Lena and Omar Hernandez use historic preservation as an engine in the revitalization of urban neighborhoods.*



*In Miami City Ballet's Inner-City Dance Project, students from low-income neighborhoods receive weekly professional training in dance and choreography.*

active participation in the democratic process through better understanding of the country's founding documents.

The best of collaborative projects are distinguished by their ability to cut across traditional boundaries, both within and outside the arts field. In 1997, a highly successful cooperative capital campaign involving eight cultural organizations in Columbus, Ga., revealed the enormous potential of partnerships. With Knight assistance, these organizations have again banded together beneath the banner of the Community Projects Foundation to conduct market research, develop marketing plans and implement a joint marketing effort. In Long Beach, the Public Corporation for the Arts received a three-year, \$525,000 grant to create the Arts Marketing Lab to address the marketing needs of more than 80 cultural organizations. Spurred and informed by the success of a cooperative marketing project in Charlotte that was both catalyzed and supported by Knight Foundation, the Long Beach project demonstrates that lessons learned in one community can be of significant benefit to another.

Grants made through our national program to arts organizations located outside our 26 cities also kept an eye on ultimate benefit to community. These helped support the creation and broad dissemination of new work, with a particular emphasis on bringing the best work to underserved audiences in our communities. A three-year, \$187,000 grant to Appalshop of Whitesburg, Ky., for example, supported the development and national tour of a new American musical. Created in collaboration with Teatro Pregones and Junebug Productions, this bilingual, multiethnic work will tour to as many as 20 cities, including several of direct Knight interest. The Mid Atlantic Arts Foundation received a \$200,000 grant for "Artists and Communities," a millennium program engaging 56 of the nation's finest artists and a broad range of citizens in every state and jurisdiction in long-term residency projects. The artists will be hosted by nonprofit organizations that include arts councils, arts centers, museums and community centers and will create significant new works in the performing, visual and literary arts.

We also supported touring exhibitions about specific populations. The Boston Museum of Science received a \$200,000 grant for "Journey with Me: Stories of Growing Older," examining the process of aging from scientific, humanistic and cultural perspectives. Meanwhile, Northeastern University received funding for an exhibition of work by deaf artists exploring themes of the beauty and oppression of sign language, rela-



*As part of a millennium grant to help save America's Charters of Freedom, the National Archives will restore the murals in the rotunda of the National Archives Building.*

tionships between deaf and hearing family members and turning points in the history of deaf people.

Arts and Culture's two national initiatives continued to have a measurable impact on institutions and audiences. An evaluation of the first phase of the "Magic of Music" symphony initiative revealed that the five-year experiment with a select group of 10 orchestras has: (1) succeeded in challenging "business as usual" in orchestra presentations, (2) attracted new concert audiences, (3) fostered a more collaborative spirit within the orchestras themselves, (4) strengthened orchestras' artistic and organizational identity and (5) encouraged development of new forms of training for musicians to support their lifelong learning and artistic growth. Based on these findings, we are planning a second phase.

As Stephen Weil notes in the accompanying article on page 52, the Museum Loan Network stimulates and facilitates long-term loans of objects previously in storage – using these dor-

mant resources for installations and programs that reach a broad and diverse audience. Now in its fifth year, MLN has made 148 grants to 119 museums in 42 states and territories and has 3,900 objects from 29 institutions on its online directory. It has also forged new networks between museums of all sizes and expanded the dialogue about the role and importance of museum collections.

Looking to the new millennium, Knight Foundation will continue to focus on the arts as a medium for expression, communication, understanding and even problem solving. The Foundation's overarching mission is to contribute to the general well-being of people in our 26 communities. Our 50-year history offers compelling testimony to the centrality of the arts in this quest. **KF**

*For a complete list of 1999 Arts and Culture grants, see page 72.*

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\*\*As of March 2000

\*\*\*Through March 2000



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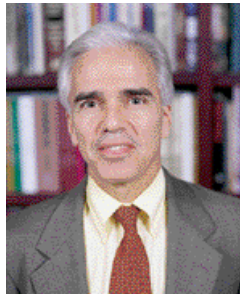
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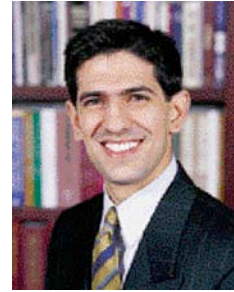
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*Barn Again! is one of the most successful of the traveling exhibits developed by the Smithsonian Institution Traveling Exhibition Service (SITES), with support from Knight Foundation's Arts and Culture Program.*

G R A N T S O V E R V I E W

Listed on the following pages are \$69,541,641 in new grants approved during 1999 by the John S. and James L. Knight Foundation. Some of these grants, as well as those approved in past years, are disbursed over a period of several years. The net effect of these future and past commitments is that during 1999 the Foundation actually disbursed \$53,142,772.

<i>Programs</i>		<i>No. of Grants</i>	<i>Amount</i>
<b>Community Initiatives</b>	Community Foundations Initiative	5	\$ 1,500,000
	National	7	1,215,834
	Community	87	10,786,885
	Total	99	\$ 13,502,719
<b>Journalism</b>		41	\$ 21,873,920
<b>Education</b>	Presidential Leadership	5	750,000
	National	28	14,603,500
	Community	22	2,358,053
	Total	55	\$ 17,711,553
<b>Arts and Culture</b>	“Magic of Music” Symphony Orchestra Initiative	1	30,000
	National	25	4,987,000
	Community	59	9,031,007
	Total	85	\$ 14,048,007
	<b>Disaster Relief</b>		2
<b>IDEAS Fund*</b>		7	\$ 2,045,442
<b>Special</b>		22	\$ 260,000
<b>TOTAL</b>		311	\$ 69,541,641

\*The IDEAS (Innovation, Development, Experimentation and Strategy) Fund is intended to provide a discretionary resource for major initiatives that cross over all or a combination of Knight Foundation's program interests.

COMMUNITY INITIATIVES GRANTS

COMMUNITY FOUNDATIONS INITIATIVE

<b>Chattahoochee Valley Community Foundation</b>	<b>\$500,000</b>
<i>(Columbus, Ga.)</i>	<i>(over five years)</i>
For a challenge grant for general operating support and to establish a permanent operating endowment	
<b>The Community Foundation of North Florida</b>	<b>350,000</b>
<i>(Tallahassee, Fla.)</i>	<i>(over four years)</i>
For a partial challenge grant to provide start-up operating funds and to establish an operating endowment	
<b>Foundation for the Carolinas</b>	<b>250,000</b>
<i>(Charlotte, N.C.)</i>	
To establish the Waccamaw Community Foundation Restricted Fund serving the Myrtle Beach area	
<b>The Greater Grand Forks Community Foundation</b>	<b>350,000</b>
<i>(Grand Forks, N.D.)</i>	<i>(over four years)</i>
For a partial challenge grant for operating expenses and to establish a permanent endowment	
<b>Legacy Foundation</b>	<b>50,000</b>
<i>(Merrillville, Ind.)</i>	
For an operating endowment fund and to match a grant from the Lilly Endowment	
<b>Subtotal:</b>	<b>5 grants \$1,500,000</b>

NATIONAL COMMUNITY INITIATIVES GRANTS

<b>Benton Foundation</b>	<b>\$300,000</b>
<i>(Washington, D.C.)</i>	<i>(over two years)</i>
To develop a local prototype in Charlotte, Detroit and San Jose for Connect for Kids, a multimedia information campaign to engage the public to act on behalf of children	
<b>California Neuropsychology Services</b>	<b>325,000</b>
<i>(San Rafael, Calif.)</i>	
For a program-related investment for Talking Fingers Inc. to publish and market support materials to enhance the "Read, Write & Type" instructional software	
<b>Center for Policy Alternatives</b>	<b>150,000</b>
<i>(Washington, D.C.)</i>	
For the African-American Youth Initiative 2000: A Civic Participation and Leadership Development Initiative for 18- to 24-year-old African-Americans	
<b>Dade Community Foundation</b>	<b>25,000</b>
<i>(Miami, Fla.)</i>	
For "Engaging in a Civil Society," a statewide conference to address the interrelationship of government, nonprofits, businesses and the philanthropic sector in the future of Florida	

<b>Drug Strategies</b>	<b>185,834</b>
<i>(Washington, D.C.)</i>	<i>(over two years)</i>
To conduct an assessment of the efficacy of community anti-drug coalitions in Knight Foundation communities	
<b>The Foundation Center</b>	<b>30,000</b>
<i>(New York, N.Y.)</i>	
For general operating support	
<b>Southern Regional Council</b>	<b>200,000</b>
<i>(Atlanta, Ga.)</i>	
For Phase I of the Youth Empowerment Project	
<b>Subtotal:</b>	<b>7 grants \$1,215,834</b>

COMMUNITY GRANTS – CHILDREN/SOCIAL WELFARE

<b>Aberdeen Area Boys &amp; Girls Club</b>	<b>\$13,185</b>
<i>(Aberdeen, S.D.)</i>	
To install central air conditioning in the Boys & Girls Club	
<b>Achievement and Rehabilitation Centers</b>	<b>20,000</b>
<i>(Sunrise, Fla.)</i>	
For operating support for after-school services for youth with developmental disabilities and severe behavioral problems	
<b>Arbor Hospice</b>	<b>25,000</b>
<i>(Ann Arbor, Mich.)</i>	
For a children's bereavement program	
<b>Boys and Girls Club of Duluth</b>	<b>25,000</b>
<i>(Duluth, Minn.)</i>	
To equip the fine arts program in the new Boys and Girls Club facility	
<b>Boys &amp; Girls Club of Roberta/Crawford County</b>	<b>40,000</b>
<i>(Roberta, Ga.)</i>	
To start a tutoring and mentoring program for needy youngsters	
<b>Boy Scouts of America (Central Georgia Council)</b>	<b>100,000</b>
<i>(Macon, Ga.)</i>	<i>(over three years)</i>
To build a conference room in a new Scout Service Center as part of a larger capital campaign	
<b>Breakthrough Club of Sedgwick County</b>	<b>30,000</b>
<i>(Wichita, Kan.)</i>	
To purchase and renovate a clubhouse offering support services for mentally ill youth as part of a larger capital campaign	
<b>Catholic Charities of the Archdiocese of Miami</b>	<b>50,000</b>
<i>(Miami, Fla.)</i>	
To construct a permanent facility for Centro Hispano Católico Child Care Center	

COMMUNITY INITIATIVES GRANTS

<b>Center for Nonviolence</b> <i>(Fort Wayne, Ind.)</i> To expand family violence prevention and intervention services for Hispanic families	<b>15,000</b>	<b>Odd Fellow-Rebekah Children's Home of California</b> <i>(Gilroy, Calif.)</i> To renovate and expand a recreation center	<b>50,000</b>
<b>Easter Seals of West Georgia</b> <i>(Columbus, Ga.)</i> To construct and equip a new facility	<b>100,000</b> <i>(over three years)</i>	<b>Park Forest Village Day Nursery</b> <i>(State College, Pa.)</i> To extend the school year of a preschool for low-income children by four weeks	<b>22,000</b> <i>(over two years)</i>
<b>Eastfield Ming Quong Foundation</b> <i>(Campbell, Calif.)</i> To support a new parent involvement coordinator position over two years	<b>90,000</b>	<b>Penrickton Center for Blind Children</b> <i>(Taylor, Mich.)</i> To renovate and expand a facility serving visually impaired children	<b>30,000</b>
<b>Fort Wayne Urban League</b> <i>(Fort Wayne, Ind.)</i> To hire a parent involvement coordinator and a part-time literacy outreach worker for the start-up phase of the Fort Wayne Campaign for African-American Achievement	<b>100,000</b>	<b>Refuge House</b> <i>(Tallahassee, Fla.)</i> To build a new shelter and child-care center for battered women and their children	<b>150,000</b>
<b>Friends for Youth</b> <i>(Redwood City, Calif.)</i> To establish the Mentoring Institute, a training and technical assistance program to help organizations provide quality mentoring services for children	<b>30,000</b>	<b>The Ridge</b> <i>(Charlotte, N.C.)</i> For a capital campaign to create a camp and conference center for teenagers and families	<b>100,000</b>
<b>Girl Scouts of Broward County</b> <i>(Fort Lauderdale, Fla.)</i> To expand scouting activities in low-income areas of eastern Broward County	<b>50,000</b>	<b>The Salvation Army (Charlotte Area Command)</b> <i>(Charlotte, N.C.)</i> For a capital campaign to renovate facilities housing diverse programs including Boys and Girls clubs, a summer camp and a homeless facility for women and children	<b>250,000</b> <i>(over two years)</i>
<b>The Journey Institute</b> <i>(Coral Gables, Fla.)</i> To expand group counseling services for adolescent female victims of sexual abuse and their parents	<b>35,000</b>	<b>Santa Clara County Girl Scout Council</b> <i>(San Jose, Calif.)</i> To expand GOT CHOICES, a gang prevention program, to target at-risk elementary schoolgirls	<b>25,000</b>
<b>Junior Achievement of Central South Carolina</b> <i>(Columbia, S.C.)</i> To implement the Success Skills program, which provides diverse employability and life skills training for nonviolent youth offenders	<b>25,000</b>	<b>Seacamp Association</b> <i>(Big Pine Key, Fla.)</i> For a challenge grant to reconstruct a dock used for marine life and water safety education as part of a larger project to rebuild facilities damaged by Hurricane Georges	<b>50,000</b>
<b>Kids in Common</b> <i>(San Jose, Calif.)</i> For a partial challenge grant to continue the organization's leadership role in the America's Promise initiative in the San Jose area, which includes mentoring, jobs skills training and community service for 30,000 at-risk youth	<b>60,000</b> <i>(over two years)</i>	<b>The Second Mile</b> <i>(State College, Pa.)</i> For scholarships for 35 at-risk children to attend summer camp	<b>24,500</b> <i>(over two years)</i>
<b>Lutheran Child and Family Service of Michigan</b> <i>(Bay City, Mich.)</i> To renovate and upgrade two Detroit residential treatment facilities for youth as part of a larger capital campaign	<b>100,000</b>	<b>Sistercare</b> <i>(Columbia, S.C.)</i> For a challenge grant for renovations to a shelter for battered women and their children	<b>30,000</b>
<b>Macomb County Child Advocacy Center/Care House</b> <i>(Mt. Clemens, Mich.)</i> For a program that uses drama to show elementary schoolchildren how to protect themselves from sexual and physical abuse	<b>25,000</b>	<b>Society for Haitian Advancement, Recognition and Education</b> <i>(Miami, Fla.)</i> For the Guidance and Training Initiative for at-risk Haitian youth	<b>20,000</b>
		<b>Society of St. Vincent de Paul of the City of Detroit</b> <i>(Detroit, Mich.)</i> For a challenge grant for capital improvements for two summer camps for needy children	<b>75,000</b>



COMMUNITY INITIATIVES GRANTS

<b>SOS Children's Village of Florida</b> <i>(Coconut Creek, Fla.)</i> For a behavior modification program for abused, abandoned and neglected children	<b>32,400</b>
<b>State College Baseball Club</b> <i>(State College, Pa.)</i> To develop a community youth baseball and softball complex	<b>75,000</b>
<b>Turnstone Center for Disabled Children and Adults</b> <i>(Fort Wayne, Ind.)</i> For capital improvements to the children's therapeutic services area as part of a larger capital campaign	<b>60,000</b>
<b>VMC Foundation</b> <i>(San Jose, Calif.)</i> To expand a residential substance abuse treatment facility for women and their preschool children	<b>75,000</b>
<b>Wolverine Human Services</b> <i>(Grosse Pointe Park, Mich.)</i> For a challenge grant to renovate the Detroit-based facilities of an organization that serves abused and at-risk youth	<b>100,000</b>
<b>Young Men's Christian Association of Akron</b> <i>(Akron, Ohio)</i> For a capital campaign for renovations and improvements at existing facilities and construction of a new branch in southern Summit County	<b>500,000</b> <i>(over three years)</i>
<b>Young Men's Christian Association of Fort Wayne</b> <i>(Fort Wayne, Ind.)</i> To build a new branch on the north side of Fort Wayne	<b>50,000</b>
<b>Subtotal:</b>	<b>38 grants</b> <b>\$2,652,085</b>

COMMUNITY GRANTS – CITIZENSHIP

<b>American Civil Liberties Union Foundation of Florida</b> <i>(Miami, Fla.)</i> To start the Bill of Rights Public Education Program, focusing on youth and immigrants	<b>\$48,000</b>
<b>Camp Fire Boys and Girls Santa Clara/Santa Cruz Counties Council</b> <i>(San Jose, Calif.)</i> To purchase a van for the Teen Leadership Corps	<b>25,000</b>
<b>Impact Online</b> <i>(Palo Alto, Calif.)</i> To build a web site that promotes volunteer opportunities in San Jose	<b>100,000</b> <i>(over two years)</i>
<b>Kids Voting Minnesota</b> <i>(Duluth, Minn.)</i> For a partial challenge grant to expand activities into St. Paul and Ramsey County	<b>45,000</b> <i>(over two years)</i>

<b>National Constitution Center</b> <i>(Philadelphia, Pa.)</i> For a capital campaign to construct the National Constitution Center on Independence Mall	<b>1,500,000</b> <i>(over three years)</i>
<b>South Dakota 4-H Foundation</b> <i>(Brookings, S.D.)</i> To implement the Character Counts! program in northeast South Dakota	<b>50,000</b>
<b>Subtotal:</b>	<b>6 grants</b> <b>\$1,768,000</b>

COMMUNITY GRANTS – COMMUNITY DEVELOPMENT

<b>Arab Community Center for Economic and Social Services</b> <i>(Dearborn, Mich.)</i> For a challenge grant to establish a community computer lab to enhance educational and jobs skills	<b>\$75,000</b> <i>(over three years)</i>
<b>Catawba Lands Conservancy</b> <i>(Charlotte, N.C.)</i> To acquire and permanently protect land in the Mountain Island Lake watershed	<b>250,000</b>
<b>Centre County United Way</b> <i>(State College, Pa.)</i> For a community needs assessment project	<b>11,600</b>
<b>Christmas in April Macon</b> <i>(Macon, Ga.)</i> To repair houses for low-income and disabled people	<b>20,000</b> <i>(over two years)</i>
<b>Community Coalition of Horry County</b> <i>(Conway, S.C.)</i> For a partial challenge grant for bridge funding for operating support during a transition period while the organization expands its donor base and increases its income	<b>50,000</b> <i>(over two years)</i>
<b>Congreso de Latinos Unidos</b> <i>(Philadelphia, Pa.)</i> For a capital campaign to construct a new headquarters for an organization that provides diverse social services for Latino families in North Philadelphia	<b>100,000</b>
<b>The Enterprise Foundation</b> <i>(Columbia, Md.)</i> For capacity-building activities to develop affordable housing and for related community development activities in Charlotte, Miami and San Jose and for an assessment of affordable housing and community development in Macon	<b>750,000</b> <i>(over three years)</i>
<b>Entrepreneur Training</b> <i>(Grand Forks, N.D.)</i> For operating support for an entrepreneurship training program targeted at low-income individuals	<b>20,000</b>

COMMUNITY INITIATIVES GRANTS

<b>Goodwill Industries of South Florida</b> <i>(Miami, Fla.)</i>	<b>50,000</b>
For a capital campaign to remodel and expand facilities to provide additional training and employment opportunities for people with disabilities	
<b>Habitat for Humanity of Boulder Valley</b> <i>(Boulder, Colo.)</i>	<b>30,000</b>
To build the final four homes in the Violet Hollow Project, a 16-home project to provide affordable housing in north Boulder	
<b>Local Initiatives Support Corporation</b> <i>(New York, N.Y.)</i>	<b>750,000</b> <i>(over two years)</i>
For comprehensive community development strategies in Philadelphia, Detroit and St. Paul and technical assistance to support these efforts	
<b>Mayville State University</b> <i>(Mayville, N.D.)</i>	<b>20,000</b>
For a pilot program to train displaced farm homemakers as administrative assistants	
<b>Neighborhood Development Center</b> <i>(St. Paul, Minn.)</i>	<b>105,000</b> <i>(over three years)</i>
To expand entrepreneur training, lending and technical assistance programs in St. Paul	
<b>Ohio &amp; Erie Canal Association</b> <i>(Peninsula, Ohio)</i>	<b>100,000</b>
To develop the Akron/Summit County portion of the Corridor Management Plan for the Ohio & Erie Canal National Heritage Corridor	
<b>United Way of the Midlands</b> <i>(Columbia, S.C.)</i>	<b>40,000</b>
To construct a new community center	
<b>Women's Initiative Networking Groups</b> <i>(Berea, Ky.)</i>	<b>25,000</b>
To develop a marketing alliance and mentoring project for an organization that provides entrepreneurship training to low- and moderate-income Appalachian women	
<b>Subtotal:</b>	<b>16 grants \$2,396,600</b>

COMMUNITY GRANTS – HOMELESSNESS

<b>Ain Dah Yung (Our Home) Center</b> <i>(St. Paul, Minn.)</i>	<b>\$25,000</b>
For operating support and diverse capacity-building activities for an organization that provides shelter and social services for Native Americans	
<b>Boulder Shelter for the Homeless</b> <i>(Boulder, Colo.)</i>	<b>25,000</b>
For operating support for the sheltering program	
<b>Carrfour Corporation</b> <i>(Miami, Fla.)</i>	<b>75,900</b>
For additional staff to develop and operate 300 units of permanent supportive housing	
<b>Community Partnership for Homeless</b> <i>(Miami, Fla.)</i>	<b>2,000,000</b> <i>(over five years)</i>
For a challenge grant to establish an endowment that will generate operating support for homeless assistance centers in Miami-Dade County	
<b>Community Technology Alliance</b> <i>(San Jose, Calif.)</i>	<b>35,000</b>
To expand a voice-mail program to aid the homeless and others without phones	
<b>Foundation for Affordable Housing</b> <i>(Lexington, Ky.)</i>	<b>100,000</b>
To construct 50 additional units at St. James Place, a single-room-occupancy housing program for the homeless	
<b>Life House</b> <i>(Duluth, Minn.)</i>	<b>50,000</b>
To renovate a facility providing shelter and support services for homeless youth	
<b>The Salvation Army of Grand Forks</b> <i>(Grand Forks, N.D.)</i>	<b>100,000</b>
For capital and start-up costs of a new transitional housing facility for homeless families	
<b>The Salvation Army (Macon Corps)</b> <i>(Macon, Ga.)</i>	<b>50,000</b>
For a capital campaign to construct a new shelter and thrift store and renovate an existing shelter and community center over two years	
<b>San Jose First United Methodist Church</b> <i>(San Jose, Calif.)</i>	<b>40,000</b>
To start an employment-readiness program targeting homeless and low-income individuals	
<b>Subtotal:</b>	<b>10 grants \$2,500,900</b>

COMMUNITY INITIATIVES GRANTS

COMMUNITY GRANTS – LITERACY

<b>Allen County Local Education Fund</b>	<b>\$32,000</b>
<i>(Fort Wayne, Ind.)</i>	<i>(over two years)</i>
For a pilot program to train parents to improve their children's reading skills	
<b>Catholic Charities</b>	<b>25,000</b>
<i>(Wichita, Kan.)</i>	
For a challenge grant to implement an adult basic education/literacy program at the Midtown Community Resource Center	
<b>Centre County Library and Historical Museum</b>	<b>25,000</b>
<i>(Bellefonte, Pa.)</i>	
For a new handicapped-accessible bookmobile	
<b>Libraries for the Future</b>	<b>630,500</b>
<i>(New York, N.Y.)</i>	<i>(over three years)</i>
To help local libraries collaborate to improve access to information through youth, family and community development programs in Detroit, St. Paul, San Jose and Myrtle Beach	
<b>The Links Foundation (Greater Wayne County Chapter)</b>	<b>40,000</b>
<i>(Detroit, Mich.)</i>	
To implement programs that address literacy and cultural enrichment and improve educational resources at a local public library	
<b>Project: LEARN of Summit County</b>	<b>50,000</b>
<i>(Akron, Ohio)</i>	<i>(over two years)</i>
To build an endowment fund for this adult literacy service provider	
<b>Rolling Readers USA (Bibb County Chapter)</b>	<b>36,000</b>
<i>(Macon, Ga.)</i>	
For a pilot tutoring program and book distribution project for undeserved elementary school students	
<b>University of Akron Foundation</b>	<b>50,000</b>
<i>(Akron, Ohio)</i>	
To expand family literacy services provided by the Akron Knight Family Education Program at two local sites	
<b>Subtotal:</b>	<b>8 grants \$888,500</b>

COMMUNITY GRANTS – OTHER

<b>California Community Foundation</b>	<b>\$142,800</b>
<i>(Los Angeles, Calif.)</i>	
For a non-endowed donor-advised fund	
<b>Center for Excellence in Nonprofits</b>	<b>25,000</b>
<i>(San Jose, Calif.)</i>	
For the second phase of a pilot project, Wired for Good, designed to enhance the strategic use of technology by nonprofit organizations	
<b>Charlotte Rescue Mission</b>	<b>75,000</b>
<i>(Charlotte, N.C.)</i>	
For capital and start-up costs to relocate a thrift store that generates revenue for the agency's programs	
<b>Deaf Service Center of Manatee/Sarasota Counties</b>	<b>5,000</b>
<i>(Bradenton, Fla.)</i>	
To expand a classroom used for adult education	
<b>Donors Forum of Miami</b>	<b>20,000</b>
<i>(Miami, Fla.)</i>	
For the South Florida Promotion of Philanthropy Initiative	
<b>God's Pantry Food Bank</b>	<b>75,000</b>
<i>(Lexington, Ky.)</i>	
For a capital campaign to construct a warehouse and office/training facility	
<b>Legacy Foundation</b>	<b>203,000</b>
<i>(Merrillville, Ind.)</i>	
For a non-endowed donor-advised fund	
<b>Migrant Association of South Florida</b>	<b>10,000</b>
<i>(Boynton Beach, Fla.)</i>	
For operating support for a medical and dental clinic that serves migrant farmworkers	
<b>The Salvation Army (Aberdeen)</b>	<b>25,000</b>
<i>(Aberdeen, S.D.)</i>	
To construct a new thrift store and renovate the Corps Community Center	
<b>Subtotal:</b>	<b>9 grants \$580,800</b>

ARTS AND CULTURE GRANTS

**'MAGIC OF MUSIC' SYMPHONY ORCHESTRA INITIATIVE**

<b>The Philadelphia Orchestra Association</b>	<b>\$30,000</b>
<i>(Philadelphia, Pa.)</i>	
For an implementation grant for the orchestra's organizational improvement program	
<b>Subtotal:</b>	<b>1 grant \$30,000</b>

**NATIONAL ARTS AND CULTURE GRANTS**

<b>Alabama Shakespeare Festival</b>	<b>\$25,000</b>
<i>(Montgomery, Ala.)</i>	
To develop and produce <i>A Night in Tunisia</i> , a new work by nationally acclaimed playwright Regina Taylor as part of the Southern Writers' Project	
<b>American Dance Festival</b>	<b>100,000</b>
<i>(Durham, N.C.) (over two years)</i>	
For a series of commissions to create new work in modern dance	
<b>American Symphony Orchestra League</b>	<b>300,000</b>
<i>(Washington, D.C.)</i>	
To support the Orchestra Academy, a professional development and training initiative for orchestra managers, musicians, conductors, trustees and volunteers	
<b>Appalshop</b>	<b>125,000</b>
<i>(Whitesburg, Ky.) (over two years)</i>	
For the production, national tour and specialized marketing of a new American musical by multiethnic theater artists in collaboration with Teatro Pregonos and Junebug Productions	
<b>Arena Stage</b>	<b>150,000</b>
<i>(Washington, D.C.) (over two years)</i>	
For the American Playwrights Project, a national initiative including audience development, playwriting workshops, and commissioning and producing new work	
<b>Chicago Historical Society</b>	<b>300,000</b>
<i>(Chicago, Ill.)</i>	
For the National Museum Fellows Program to train minority museum professionals	
<b>Cleveland Play House</b>	<b>50,000</b>
<i>(Cleveland, Ohio)</i>	
To expand The Next Stage new play development program	
<b>Foundation for the National Archives</b>	<b>250,000</b>
<i>(College Park, Md.)</i>	
To restore and reinstall the Constitution, Declaration of Independence and Bill of Rights, and the Charters of Freedom murals in the rotunda of the National Archives Building in Washington, D.C.	

<b>Grantmakers in the Arts</b>	<b>75,000</b>
<i>(Seattle, Wash.) (over three years)</i>	
For bridge funding to strengthen the organization's capacity to provide expanded services to arts grant-makers	
<b>Guthrie Theater Foundation</b>	<b>75,000</b>
<i>(Minneapolis, Minn.)</i>	
For production costs associated with a four-month Midwest regional tour of Shakespeare's <i>A Midsummer Night's Dream</i> , including performances in Duluth and Grand Forks	
<b>High 5 Tickets to the Arts</b>	<b>75,000</b>
<i>(New York, N.Y.)</i>	
For a planning grant to replicate High 5 programs in six cities, including five Knight communities	
<b>The House Foundation for the Arts</b>	<b>75,000</b>
<i>(New York, N.Y.)</i>	
For the national tour of <i>Magic Frequencies</i> , a new multidisciplinary work by Meredith Monk, including three Knight communities	
<b>Houston Grand Opera Association</b>	<b>100,000</b>
<i>(Houston, Texas)</i>	
For the world premiere of <i>Cold Sassy Tree</i> , a new American opera co-produced by opera companies in Austin, Baltimore, San Diego and Charlotte	
<b>Jacob's Pillow Dance Festival</b>	<b>100,000</b>
<i>(Lee, Mass.) (over three years)</i>	
To support the creation and presentation of new work at the summer festival	
<b>Massachusetts Institute of Technology</b>	<b>1,897,000</b>
<i>(Cambridge, Mass.) (over three years)</i>	
To continue the Museum Loan Network for three additional years	
<b>Meet the Composer</b>	<b>175,000</b>
<i>(New York, N.Y.) (over two years)</i>	
To implement Music Alive, a new orchestra-composer residency program in collaboration with the American Symphony Orchestra League	
<b>Mid Atlantic Arts Foundation</b>	<b>200,000</b>
<i>(Baltimore, Md.)</i>	
For "Artists and Communities: America Creates for the Millennium," a national residency project	
<b>Museum of Science</b>	<b>200,000</b>
<i>(Boston, Mass.)</i>	
To develop and produce "Journey with Me: Stories of Growing Older," the multimedia component of a new traveling exhibition on aging that includes venues in Philadelphia and St. Paul	

ARTS AND CULTURE GRANTS

<b>National Shakespeare Company</b> <i>(New York, N.Y.)</i>	<b>200,000</b> <i>(over three years)</i>
For a partial challenge grant for the expansion of the national touring program to include up to 20 Knight communities and to add three new Shakespeare productions to the repertoire over the next three years	
<b>New York City Ballet</b> <i>(New York, N.Y.)</i>	<b>100,000</b>
To develop and disseminate new choreography	
<b>Northeastern University</b> <i>(Boston, Mass.)</i>	<b>55,000</b>
For the development of a national touring exhibition of art created by deaf artists and for related educational programming	
<b>The Ohio State University Foundation</b> <i>(Columbus, Ohio)</i>	<b>100,000</b>
For the multimedia exhibition “Julie Taymor: Playing with Fire,” its national tour and related educational programming	
<b>Statue of Liberty-Ellis Island Foundation</b> <i>(New York, N.Y.)</i>	<b>150,000</b>
To support the creation of the American Family Immigration History Center at Ellis Island	
<b>The Studio Museum in Harlem</b> <i>(New York, N.Y.)</i>	<b>50,000</b>
For the exhibition and tour of “Wrights of Passage: Contemporary Art in Transition,” an accompanying catalogue and interpretive programming	
<b>Williams College</b> <i>(Williamstown, Va.)</i>	<b>60,000</b>
For the photographic exhibition “Carrie Mae Weems: The Hampton Project” and its national tour, including Long Beach	
<b>Subtotal:</b>	<b>25 grants \$4,987,000</b>

COMMUNITY GRANTS – ARTS AND CULTURE

<b>African American Museum in Philadelphia</b> <i>(Philadelphia, Pa.)</i>	<b>\$150,000</b>
To support the museum’s Millennium Campaign focusing on capacity building and new audience development	
<b>Alexander Mitchell Library</b> <i>(Aberdeen, S.D.)</i>	<b>7,500</b>
To preserve the only extant copy of the Aberdeen Saturday Pioneer, a weekly newspaper published by L. Frank Baum in 1890 and 1891	
<b>American Musical Theatre of San Jose</b> <i>(San Jose, Calif.)</i>	<b>50,000</b>
To commission and develop <i>Swing Camp</i> , a new musical exploring the experiences of Japanese-Americans held in internment camps during World War II	

<b>Birmingham Bloomfield Art Center</b> <i>(Birmingham, Mich.)</i>	<b>45,907</b>
To upgrade the center’s computer system	
<b>Children’s Concert Society of Akron</b> <i>(Akron, Ohio)</i>	<b>120,000</b> <i>(over two years)</i>
For operating endowment to replace the Foundation’s annual support	
<b>City of Green</b> <i>(Green, Ohio)</i>	<b>28,000</b> <i>(over two years)</i>
For a partial challenge grant to replace a storm-damaged roof on a historic schoolhouse	
<b>Coconut Grove Playhouse</b> <i>(Miami, Fla.)</i>	<b>100,000</b>
For a capital campaign to undertake structural repairs and complete building code upgrades to the playhouse’s historical facility	
<b>Community Bridges</b> <i>(Biloxi, Miss.)</i>	<b>5,100</b>
For a six-part concert series, “Sunday Afternoon Jazz at the Elks”	
<b>Community Projects Foundation</b> <i>(Columbus, Ga.)</i>	<b>112,000</b>
For a cooperative audience development initiative for a consortium of local arts organizations	
<b>Detroit Science Center</b> <i>(Detroit, Mich.)</i>	<b>750,000</b> <i>(over three years)</i>
To upgrade and expand exhibition and programming space	
<b>Detroit Zoological Society</b> <i>(Royal Oak, Mich.)</i>	<b>500,000</b> <i>(over three years)</i>
For a capital campaign to build four new facilities and to create an endowment for research and educational programs	
<b>Discovery Place</b> <i>(Charlotte, N.C.)</i>	<b>50,000</b>
For an interactive children’s exhibition exploring issues of prejudice and discrimination	
<b>Dramatic Results</b> <i>(Long Beach, Calif.)</i>	<b>25,000</b>
To implement Dramatic Results, an arts-based academic and life skills program, for 50 at-risk elementary school students	
<b>EdVenture</b> <i>(Columbia, S.C.)</i>	<b>200,000</b> <i>(over two years)</i>
To develop interactive, hands-on exhibits on voting and newspaper communications at a new interactive children’s museum	
<b>Florida Dance Association</b> <i>(Miami Beach, Fla.)</i>	<b>20,000</b>
To support collaborative community partnerships during the 1999 Florida Dance Festival	

ARTS AND CULTURE GRANTS

<b>Florida Grand Opera</b> <i>(Miami, Fla.)</i> For operating endowment to replace the Foundation's annual support	<b>1,000,000</b> <i>(over five years)</i>	<b>Longboat Key Art Center</b> <i>(Longboat Key, Fla.)</i> For a capital campaign to renovate and expand the arts center by adding studio and gallery space, administrative offices and parking	<b>15,000</b>
<b>Florida Philharmonic Orchestra</b> <i>(Fort Lauderdale, Fla.)</i> For operating endowment to replace the Foundation's annual support	<b>1,000,000</b> <i>(over five years)</i>	<b>Maximum Dance Company</b> <i>(Miami, Fla.)</i> To implement a new marketing initiative to increase attendance and earned revenues	<b>25,000</b>
<b>Florida Symphonic Pops</b> <i>(Boca Raton, Fla.)</i> For a challenge grant for elementary and middle school programming during the 1999-2000 school year	<b>10,000</b>	<b>Meadow Brook Performing Arts</b> <i>(Rochester, Mich.)</i> For a new marketing initiative to expand audiences and increase revenue	<b>75,000</b>
<b>Fort Wayne Zoological Society</b> <i>(Fort Wayne, Ind.)</i> For the Heart of the Zoo capital campaign to renovate the original core exhibitions of the Fort Wayne Children's Zoo	<b>55,000</b>	<b>Miami Art Museum of Dade County Association</b> <i>(Miami, Fla.)</i> For MAM: Education Initiative 2000, to enhance education programming and reach a broader and more diverse audience	<b>75,000</b>
<b>Friends of the Saint Paul Public Library</b> <i>(St. Paul, Minn.)</i> To establish a local humanities programming endowment and to match a grant from the National Endowment for the Humanities	<b>150,000</b> <i>(over three years)</i>	<b>Miami City Ballet</b> <i>(Miami Beach, Fla.)</i> To support the 1999 Summer Inner-City Children's Dance Project and the 1999-2000 school year programming in Miami-Dade and south Palm Beach counties	<b>50,000</b>
<b>George E. Ohr Arts and Cultural Center</b> <i>(Biloxi, Miss.)</i> To develop the African-American Gallery, an outdoor ArtWalk and renovate the Pleasant Reed House as part of a capital campaign to build the Ohr-O'Keefe Museum of Art	<b>500,000</b> <i>(over three years)</i>	<b>Michigan Opera Theatre</b> <i>(Detroit, Mich.)</i> For operating endowment for education and outreach programming to replace the Foundation's annual support	<b>400,000</b> <i>(over four years)</i>
<b>Georgia's Antebellum Capitol Society</b> <i>(Milledgeville, Ga.)</i> For permanent exhibitions and programming at Georgia's Antebellum Capitol Museum	<b>120,000</b> <i>(over three years)</i>	<b>Michigan Technological University</b> <i>(Houghton, Mich.)</i> For outreach and education programs to low-income families and children during the inaugural year of the Rozsa Performing Arts Center	<b>75,000</b>
<b>Goodwood Museum and Gardens</b> <i>(Tallahassee, Fla.)</i> To make the Goodwood estate's main house fully accessible	<b>70,000</b>	<b>Milledgeville-Baldwin County Allied Arts</b> <i>(Milledgeville, Ga.)</i> For capital improvements to the Allen's Market building	<b>12,000</b>
<b>Granary Memorial Gallery</b> <i>(Groton, S.D.)</i> For a partial challenge grant to support a new full-time executive director position	<b>50,000</b> <i>(over three years)</i>	<b>Mosaic Youth Theater of Detroit</b> <i>(Detroit, Mich.)</i> For a partial challenge grant for the Youth Ensemble Training Program providing free, comprehensive performing arts training to Detroit area youth ages 12-20	<b>50,000</b> <i>(over two years)</i>
<b>Harriet Tubman Historical and Cultural Museum</b> <i>(Macon, Ga.)</i> To plan and implement a capital campaign to create, construct and furnish a new facility for the museum in downtown Macon	<b>130,000</b> <i>(over two years)</i>	<b>Museum of the New South</b> <i>(Charlotte, N.C.)</i> For the North Carolina Biography Project, a study of individuals who have made significant contributions to North Carolina in the 20th century	<b>25,000</b>
<b>Jubilate</b> <i>(Miami, Fla.)</i> For a partial challenge grant to expand the African-American Concert Series in the 2000 season	<b>35,000</b> <i>(over two years)</i>	<b>Music Center Opera Association</b> <i>(Los Angeles, Calif.)</i> For the Long Beach performances of <i>On Gold Mountain</i> , the first community opera in the Voices of California project	<b>20,000</b>
<b>Kentucky Historical Society</b> <i>(Frankfort, Ky.)</i> To purchase software and equipment to make the museum's collection available online	<b>250,000</b> <i>(over two years)</i>		

ARTS AND CULTURE GRANTS

<b>Music Hall Center for the Performing Arts</b> <i>(Detroit, Mich.)</i> To support student performances at the 1999 Montreux Detroit Jazz Festival	<b>50,000</b>	<b>The San Jose Symphony Association</b> <i>(San Jose, Calif.)</i> For a community outreach initiative	<b>50,000</b>
<b>New Freedom Theatre</b> <i>(Philadelphia, Pa.)</i> For transitional support for programming during the Recovery 2000 campaign	<b>125,000</b>	<b>South Florida Museum</b> <i>(Bradenton, Fla.)</i> For a capital campaign to renovate and expand the museum's exhibition space, classrooms and entryway, install climate control and upgrade security systems	<b>100,000</b>
<b>Ohio Chamber Ballet</b> <i>(Akron, Ohio)</i> For operating endowment to replace the Foundation's annual support	<b>500,000</b> <i>(over three years)</i>	<b>Stan Hywet Hall Foundation</b> <i>(Akron, Ohio)</i> For a restoration of surface drainage systems of this historic landmark	<b>400,000</b> <i>(over three years)</i>
<b>Pennsylvania Ballet Association</b> <i>(Philadelphia, Pa.)</i> For a comprehensive marketing and audience development initiative	<b>50,000</b>	<b>Tallahassee Community College</b> <i>(Tallahassee, Fla.)</i> For an endowment to provide performing arts scholarships and enhance community outreach	<b>50,000</b>
<b>Philadelphia Festival of the Arts</b> <i>(Philadelphia, Pa.)</i> To support the 1999 Marian Anderson Award and its related programs	<b>80,000</b>	<b>Theatreworks</b> <i>(Menlo Park, Calif.)</i> To launch the New Works Initiative to develop and produce new works in musical theater	<b>50,000</b>
<b>Philadelphia Volunteer Lawyers for the Arts</b> <i>(Philadelphia, Pa.)</i> For a partial challenge grant to establish the Cultural Entrepreneurship Center, an education program providing business skills training and legal guidance to individual artists, trustees and staff of nonprofit arts organizations	<b>50,000</b> <i>(over two years)</i>	<b>University of Miami</b> <i>(Coral Gables, Fla.)</i> For the Endowed Programs fund as part of the university's School of Music capital campaign	<b>200,000</b> <i>(over two years)</i>
<b>Public Corporation for the Arts of the City of Long Beach</b> <i>(Long Beach, Calif.)</i> To create the Arts Marketing Lab, a cooperative marketing and audience development initiative	<b>525,000</b> <i>(over three years)</i>	<b>Weathervane Community Playhouse</b> <i>(Akron, Ohio)</i> For expansion of the theater's classroom space as part of a three-year capital campaign	<b>50,000</b>
<b>The Rice Museum</b> <i>(Georgetown, S.C.)</i> To renovate the Kaminski Building and interpret the Brown's Ferry Vessel as part of a maritime exhibit documenting the achievements of African-Americans	<b>20,000</b>	<b>West Valley College Foundation</b> <i>(Saratoga, Calif.)</i> For a matching grant to renovate a theater that serves the college and local community	<b>25,000</b>
<b>Roots Cultural Festival</b> <i>(Delray Beach, Fla.)</i> For a partial challenge grant to support a new executive director position to increase the organization's capacity over the next two years	<b>58,000</b> <i>(over two years)</i>	<b>Wichita Art Museum</b> <i>(Wichita, Kan.)</i> For a capital campaign to create a new entrance and expand exhibition space	<b>160,000</b>
<b>Sacred Heart-John Chebul Memorial Center Association</b> <i>(Duluth, Minn.)</i> For phase two of a capital campaign to renovate and upgrade the Cathedral of Sacred Heart for use as a performing arts center	<b>25,000</b>	<b>Young Actors Theatre of Tallahassee</b> <i>(Tallahassee, Fla.)</i> To purchase new lighting and sound systems and to create a scholarship fund for low-income students to participate in the theater's educational programs	<b>32,500</b>
<b>San Jose Repertory Theatre</b> <i>(San Jose, Calif.)</i> For a partial challenge grant to establish a new permanent position of director of new play development	<b>75,000</b> <i>(over two years)</i>	<b>Subtotal:</b>	<b>59 grants</b> <b>\$9,031,007</b>

**PRESIDENTIAL LEADERSHIP**

For presidential leadership, to be used at the discretion of the presidents of these liberal arts colleges to strengthen the institution for the future

<b>Albion College</b> <i>(Albion, Mich.)</i>	<b>\$150,000</b>
<b>Goshen College</b> <i>(Goshen, Ind.)</i>	<b>150,000</b>
<b>Gustavus Adolphus College</b> <i>(St. Peter, Minn.)</i>	<b>150,000</b>
<b>Morehouse College</b> <i>(Atlanta, Ga.)</i>	<b>150,000</b>
<b>Salem College</b> <i>(Winston-Salem, N.C.)</i>	<b>150,000</b>
<b>Subtotal:</b>	<b>5 grants \$750,000</b>

**NATIONAL EDUCATION GRANTS**

<b>American Academy for Liberal Education</b> <i>(Washington, D.C.)</i> To continue to develop means for assessing student learning and good institutional practices as the basis for institutional accreditation in the liberal arts	<b>\$600,000</b> <i>(over three years)</i>
<b>American Association for Higher Education</b> <i>(Washington, D.C.)</i> To develop strategies for advancing the achievement of minority students in specific academic disciplines	<b>203,500</b>
<b>American Council on Education</b> <i>(Washington, D.C.)</i> For the College Is Possible Campaign, a two-pronged initiative to educate prospective students and their families better about the accessibility of higher education and financial aid and to encourage cost-effectiveness in higher education	<b>250,000</b>
<b>Association of Governing Boards of Universities and Colleges</b> <i>(Washington, D.C.)</i> To develop the Center on Public College and University Trusteeship and Governance and specific services for trustees and executives of public college- and university-affiliated foundations	<b>850,000</b> <i>(over three years)</i>
<b>Barren County Board of Education</b> <i>(Glasgow, Ky.)</i> To be used by Barren County Middle School for documentation or for response to inquiries associated with its recognition as a national School to Watch by the National Forum to Accelerate Middle-Grades Reform	<b>15,000</b>

<b>Champaign Unit #4 Schools</b> <i>(Champaign, Ill.)</i> To be used by Jefferson Middle School for documentation or for response to inquiries associated with its recognition as a national School to Watch by the National Forum to Accelerate Middle-Grades Reform	<b>15,000</b>
<b>Collaborative for Teaching and Learning</b> <i>(Louisville, Ky.)</i> For organizational capacity building to assist Kentucky schools and districts in the adaptation and effective implementation of design-based education reform initiatives	<b>1,200,000</b> <i>(over three years)</i>
<b>College Summit</b> <i>(Washington, D.C.)</i> For a partial challenge grant for organizational development and expansion of regional services to enable larger numbers of talented, low-income students to access higher education	<b>480,000</b> <i>(over three years)</i>
<b>Cornell University</b> <i>(Ithaca, N.Y.)</i> For a partial challenge grant to strengthen and broaden the John S. Knight Writing Program at Cornell and to enhance the program's capacity for outreach to other colleges and universities	<b>5,000,000</b>
<b>Developmental Studies Center</b> <i>(Oakland, Calif.)</i> For a collaboration with the Coalition of Essential Schools to support achievement of high standards in literacy, numeracy and character formation in elementary schools	<b>300,000</b> <i>(over two years)</i>
<b>Dickinson College</b> <i>(Carlisle, Pa.)</i> For The Clark Center for the Interdisciplinary Study of Contemporary Issues to promote community involvement and responsible citizenship and to meet the National Endowment for the Humanities endowment challenge	<b>100,000</b>
<b>Drake University</b> <i>(Des Moines, Iowa)</i> For a national effort to encourage faculty responsibility for assuring academic integrity at the campus level	<b>32,000</b>
<b>Education Commission of the States</b> <i>(Denver, Colo.)</i> For a series of regional forums and state-level technical assistance to engage public policy-makers and academic leaders in examining postsecondary education needs and policies	<b>420,000</b> <i>(over three years)</i>
<b>Heritage College</b> <i>(Toppenish, Wash.)</i> For Gathering 99, an event to share the distinctive approaches to multicultural education developed by this college serving large numbers of Native American and Hispanic students	<b>50,000</b>



## EDUCATION GRANTS

<p><b>Institute for Change in Higher Education</b> <span style="float: right;"><b>150,000</b></span> (Syracuse, N.Y.) To design, deliver and evaluate a prototype program of professional development for academic leaders of institutional change as an essential step in exploring the need for a National Academy for Academic Leadership</p>	<p><b>Take Stock in Children Foundation</b> <span style="float: right;"><b>100,000</b></span> (Jacksonville, Fla.) For a planning grant to develop a new system of evaluation and outcomes measurement for Take Stock in Children's student intervention programs</p>
<p><b>The Institute for Educational Leadership</b> <span style="float: right;"><b>25,000</b></span> (Washington, D.C.) For a symposium to observe the 10th anniversary of the National Education Goals and discuss the future direction of standards-based education reform</p>	<p><b>Temple University</b> <span style="float: right;"><b>71,000</b></span> (Philadelphia, Pa.) To pilot test Literacy In Action, a universitywide effort to enhance the teaching and learning of writing through community involvement and use of technology</p>
<p><b>Institute for Research on Higher Education, The University of Pennsylvania</b> <span style="float: right;"><b>2,210,000</b></span> (Philadelphia, Pa.) <i>(over four years)</i> For the Knight Higher Education Collaborative, a network of more than 160 colleges and universities working cooperatively with innovative consultants and technical assistance providers to accelerate the pace for accomplishing purposeful change</p>	<p><b>United Negro College Fund</b> <span style="float: right;"><b>50,000</b></span> (Fairfax, Va.) For operating support</p>
<p><b>Institute for School Innovation</b> <span style="float: right;"><b>52,000</b></span> (Tallahassee, Fla.) To collaborate with the Kentucky Collaborative for Teaching and Learning to explore integration at the classroom level of two complementary school reform models, Project CHILD and Different Ways of Knowing</p>	<p><b>University of California, Santa Cruz</b> <span style="float: right;"><b>420,000</b></span> (Santa Cruz, Calif.) <i>(over three years)</i> For the New Teacher Center to provide outreach relating to teacher induction and to encourage experienced teachers to seek certification by the National Board for Professional Teaching Standards</p>
<p><b>National Center for Public Policy and Higher Education</b> <span style="float: right;"><b>1,625,000</b></span> (San Jose, Calif.) For a partial challenge grant to develop and disseminate annual report cards on higher education performance in the 50 states</p>	<p><b>University of Massachusetts Foundation</b> <span style="float: right;"><b>35,000</b></span> (Boston, Mass.) For the New England Resource Center for Higher Education to collaborate with the Boston Foundation to develop materials to help community groups tap the varied resources of higher education for improving civic life</p>
<p><b>National Center for Restructuring Education, Schools and Teaching</b> <span style="float: right;"><b>50,000</b></span> (New York, N.Y.) For a national symposium on "Accountability and Equity: The Consequences of High Stakes Student Testing"</p>	<p><b>Subtotal:</b> <span style="float: right;"><b>28 grants</b></span> <span style="float: right;"><b>\$14,603,500</b></span></p>
<p><b>Ohio Dominican College</b> <span style="float: right;"><b>100,000</b></span> (Columbus, Ohio) For Urban Village 219, a community outreach program in the college's ZIP code area, and to meet the William R. Kenan Charitable Trust endowment challenge</p>	<p><b>COMMUNITY GRANTS – EDUCATION</b></p>
<p><b>Presentation College</b> <span style="float: right;"><b>100,000</b></span> (Aberdeen, S.D.) To expand the distance education program serving rural and Native American communities by adding online computer capabilities</p>	<p><b>Broward Community Education Foundation</b> <span style="float: right;"><b>\$40,000</b></span> (Fort Lauderdale, Fla.) <i>(over two years)</i> For a partial challenge grant for transition support to help institutionalize and expand the IMPACT II teacher development and networking program in Broward County</p>
<p><b>Recruiting New Teachers</b> <span style="float: right;"><b>100,000</b></span> (Belmont, Mass.) For dissemination of <i>Learning the Ropes: Urban Teacher Induction Programs and Practices in the United States</i>, the report from a major study of support programs for beginning teachers</p>	<p><b>Charlotte-Mecklenburg Schools</b> <span style="float: right;"><b>90,000</b></span> (Charlotte, N.C.) To implement the IMPACT II teacher development and networking model in the Charlotte-Mecklenburg Schools</p>
	<p><b>City Year</b> <span style="float: right;"><b>225,000</b></span> (Boston, Mass.) <i>(over three years)</i> To implement service learning activities in the Philadelphia public schools</p>

EDUCATION GRANTS

<b>College of St. Scholastica</b> <i>(Duluth, Minn.)</i> To implement the LEARNING PLUS science and mathematics enrichment program at Grant Magnet School	<b>75,000</b>	<b>Jose Valdes Summer Mathematics Institute</b> <i>(San Jose, Calif.)</i> To improve and formalize a training program for local teachers and college students participating in the summer mathematics institute	<b>240,000</b> <i>(over three years)</i>
<b>Colorado School Mediation Project</b> <i>(Boulder, Colo.)</i> To adapt the project's conflict resolution program for use with middle-grades students at Casey Middle School	<b>25,000</b>	<b>Leon County Schools' Foundation</b> <i>(Tallahassee, Fla.)</i> To expand teacher development and networking programs using the IMPACT II model	<b>20,000</b>
<b>Columbus Economic Development Corporation</b> <i>(Columbus, Ga.)</i> To implement the University of Georgia's Youth Leadership in Action program with students from local high schools	<b>16,320</b> <i>(over two years)</i>	<b>Michigan Metro Girl Scout Council</b> <i>(Detroit, Mich.)</i> To implement an academic and life skills education program in Emerson Elementary School	<b>25,178</b>
<b>Communities In Schools of Miami</b> <i>(Miami, Fla.)</i> For a tricounty collaboration of Community In Schools organizations in South Florida to use the School Success Profile assessment instrument to match programs and services more effectively to the needs of at-risk students and their families	<b>504,000</b> <i>(over three years)</i>	<b>Minnesota Humanities Commission</b> <i>(St. Paul, Minn.)</i> To support and expand the number of schools using the Core Knowledge curriculum in Duluth	<b>34,000</b>
<b>The Community School That Never Closes</b> <i>(Lexington, Ky.)</i> For the first year of the Renaissance Learning Project, an after-school program emphasizing accelerated mathematics, foreign language immersion and the arts at Johnson Elementary School	<b>170,000</b>	<b>The Prichard Committee for Academic Excellence</b> <i>(Lexington, Ky.)</i> For the Commonwealth Institute for Parent Leadership	<b>25,000</b>
<b>Council for Basic Education</b> <i>(Washington, D.C.)</i> To pilot test the Schools Around the World project, an international, standards-based professional development program for teachers, in three schools in Horry County, S.C.	<b>75,000</b>	<b>Queens College</b> <i>(Charlotte, N.C.)</i> To build institutional capacity for the future	<b>250,000</b>
<b>Family Services of Summit County</b> <i>(Akron, Ohio)</i> To implement the FAST (Families and Schools Together) family involvement program at Portage Path Elementary School	<b>76,555</b>	<b>St. Andrew's School of Boca Raton</b> <i>(Boca Raton, Fla.)</i> For the Summerbridge 2000 program	<b>25,000</b>
<b>Georgia College &amp; State University</b> <i>(Milledgeville, Ga.)</i> To develop a strategic plan for service outreach to the community and better organize student volunteers as community resources	<b>37,000</b>	<b>Summit Education Initiative</b> <i>(Akron, Ohio)</i> To encourage and help organize community involvement in the improvement of education for all children in Summit County	<b>210,000</b>
<b>Henry Ford Community College Foundation</b> <i>(Dearborn, Mich.)</i> For faculty professional development on the use of technology for instruction adapting the Champions model developed by San Jose State University	<b>100,000</b> <i>(over three years)</i>	<b>Thorne Ecological Institute</b> <i>(Boulder, Colo.)</i> To start an environmental education program at a new facility on the Sombbrero Marsh	<b>45,000</b>
		<b>White-Williams Foundation</b> <i>(Philadelphia, Pa.)</i> To develop and expand successful intervention strategies for academically promising high school students at risk of dropping out of school	<b>50,000</b> <i>(over two years)</i>
		<b>Subtotal:</b>	<b>22 grants</b> <b>\$2,358,053</b>

JOURNALISM GRANTS

<b>Accrediting Council on Education in Journalism and Mass Communications</b> <i>(Lawrence, Kan.)</i> To identify and train professional journalists and journalism educators to serve as site visitors in accreditation reviews of journalism schools	<b>\$300,000</b> <i>(over three years)</i>	<b>The Independent Journalism Foundation</b> <i>(New York, N.Y.)</i> For continued support of four training centers in Central Europe and for seed money for a postgraduate initiative	<b>225,000</b>
<b>American Society of Newspaper Editors Foundation</b> <i>(Reston, Va.)</i> For continuation and enhancement of diversity initiatives in newsrooms at daily newspapers	<b>75,000</b>	<b>Independent Press Association</b> <i>(San Francisco, Calif.)</i> For support of the Center for Justice Journalism	<b>25,000</b>
<b>Association of Schools of Journalism and Mass Communication</b> <i>(Columbia, S.C.)</i> For continued support of the Newspapers-in-Residence Program	<b>600,000</b> <i>(over three years)</i>	<b>Institutes for Journalism &amp; Natural Resources</b> <i>(Missoula, Mont.)</i> To promote higher standards of coverage of natural resources and the environment	<b>300,000</b> <i>(over three years)</i>
<b>Association of Schools of Journalism and Mass Communication</b> <i>(Columbia, S.C.)</i> For a Broadcasters-in-Residence Program	<b>85,000</b>	<b>Inter American Press Association Press Institute</b> <i>(Miami, Fla.)</i> For a program to protect journalists in Latin America and investigate crimes committed against them	<b>1,133,000</b> <i>(over three years)</i>
<b>Center for Public Integrity</b> <i>(Washington, D.C.)</i> To support a state legislature journalism project focusing on conflict of interest laws	<b>200,000</b> <i>(over two years)</i>	<b>Investigative Reporters and Editors</b> <i>(New York, N.Y.)</i> To provide computer-assisted reporting training for minority journalists	<b>75,000</b>
<b>Classroom, Inc.</b> <i>(New York, N.Y.)</i> To develop an interactive simulation based on the newspaper industry to teach public high school students academic and job-related skills	<b>50,000</b> <i>(over two years)</i>	<b>Kansas University Endowment Association</b> <i>(Lawrence, Kan.)</i> To increase the Knight Chair endowment fund	<b>500,000</b>
<b>Committee to Protect Journalists</b> <i>(New York, N.Y.)</i> For continued operating support to help the organization monitor abuses against the press worldwide	<b>650,000</b> <i>(over three years)</i>	<b>Louisiana State University</b> <i>(Baton Rouge, La.)</i> For a symposium and report on the press at the turn of the century	<b>15,000</b>
<b>Crimes of War Education Project</b> <i>(Washington, D.C.)</i> For general operating support	<b>150,000</b>	<b>Massachusetts Institute of Technology</b> <i>(Cambridge, Mass.)</i> For a partial challenge grant for an additional endowment to increase the number of stipends for Knight Science Journalism Fellows	<b>2,220,000</b> <i>(over four years)</i>
<b>Duke University</b> <i>(Durham, N.C.)</i> To increase the Knight Chair endowment fund	<b>500,000</b>	<b>Massachusetts Institute of Technology</b> <i>(Cambridge, Mass.)</i> To support two annual short courses for reporters and news executives covering science	<b>407,070</b> <i>(over three years)</i>
<b>Education Writers Association</b> <i>(Washington, D.C.)</i> To update services to help reporters cover education news better	<b>100,000</b> <i>(over two years)</i>	<b>National Association of Black Journalists</b> <i>(College Park, Md.)</i> To provide fellowships to NABJ Media Institute Workshops	<b>150,000</b>
<b>Howard University</b> <i>(Washington, D.C.)</i> To establish the John S. and James L. Knight Journalism Scholars Program	<b>225,000</b> <i>(over two years)</i>	<b>The National Center for Public Policy Research</b> <i>(Washington, D.C.)</i> For <i>Missing Pages: True Stories and Great Adventures of America's Black Journalists and Broadcasters</i>	<b>68,000</b>

JOURNALISM GRANTS

<b>National Foundation for the Centers for Disease Control and Prevention</b> (Atlanta, Ga.) For a public health journalism fellowship program	<b>640,000</b> (over three years)	<b>The University of Maryland Foundation</b> (College Park, Md.) For a partial challenge grant to support the American Journalism Review	<b>1,000,000</b> (over four years)
<b>National Freedom of Information Coalition</b> (Dallas, Texas) For operating support for this alliance of state freedom of information and First Amendment organizations	<b>300,000</b> (over three years)	<b>The University of Maryland Foundation</b> (College Park, Md.) To develop, test and evaluate a specialized journalism short course on the Internet	<b>87,850</b>
<b>Northwestern University</b> (Evanston, Ill.) To endow a Knight Chair in Journalism for broadcast journalism	<b>1,500,000</b>	<b>University of Missouri at Columbia</b> (Columbia, Mo.) For a challenge grant to support the IPI Report	<b>160,000</b> (over two years)
<b>Online NewsHour</b> (Arlington, Va.) For support of the Lehrer Online NewsHour web site for teenagers	<b>150,000</b> (over two years)	<b>University of Southern California</b> (Los Angeles, Calif.) To establish a Western Knight Center for Specialized Journalism to be jointly administered with the University of California at Berkeley	<b>1,333,000</b> (over three years)
<b>Radio and Television News Directors Foundation</b> (Washington, D.C.) For the Project for Excellence in Journalism Education, which will place broadcast journalism educators in television and radio news rooms	<b>950,000</b> (over three years)	<b>Washington Center for Politics &amp; Journalism</b> (Washington, D.C.) To support the expansion of the Politics and Journalism Semester program	<b>150,000</b> (over three years)
<b>Radio and Television News Directors Foundation</b> (Washington, D.C.) For a Newsroom Diversity Campaign	<b>150,000</b> (over three years)	<b>World Press Freedom Committee</b> (Reston, Va.) For a partial challenge grant for operating support	<b>675,000</b> (over three years)
<b>The Reporters Committee for Freedom of the Press</b> (Arlington, Va.) For an operating endowment and transition operating support for this organization that protects the First Amendment and freedom of information interests of the news media	<b>2,300,000</b> (over three years)	<b>Yale University</b> (New Haven, Conn.) For continued support of the Yale Law for Journalists program, which allows midcareer journalists to complete the first year of law school	<b>1,575,000</b> (over five years)
<b>The School of Journalism Foundation of North Carolina</b> (Chapel Hill, N.C.) To increase the Knight Chair endowment fund	<b>500,000</b>	<b>Subtotal:</b>	<b>41 grants</b> <b>\$21,873,920</b>
<b>Student Press Law Center</b> (Arlington, Va.) For operating support for this organization that provides legal assistance on First Amendment issues to high school and college journalists	<b>255,000</b> (over three years)		
<b>Syracuse University</b> (Syracuse, N.Y.) To endow a Knight Chair in Journalism in political reporting	<b>1,500,000</b>		
<b>Teachers College, Columbia University</b> (New York, N.Y.) To support five regional seminars for journalists covering education	<b>320,000</b> (over three years)		
<b>University of Florida Foundation</b> (Gainesville, Fla.) For start-up support of the Marion Brechner Citizen Access Project, which will provide an annual evaluation of freedom of information and public access laws in all 50 states	<b>275,000</b>		

IDEAS FUND AND MISCELLANEOUS GRANTS

IDEAS FUND\*

<b>Bard College</b>	<b>\$110,000</b>
<i>(Annandale-on-Hudson, N.Y.)</i>	<i>(over two years)</i>
To replicate the Clemente Course in the Humanities for low-income adults in Philadelphia and potentially other Knight communities	
<b>Kids Voting Georgia</b>	<b>250,000</b>
<i>(Atlanta, Ga.)</i>	<i>(over two years)</i>
To expand to eight new communities	
<b>Kids Voting USA</b>	<b>200,442</b>
<i>(Tempe, Ariz.)</i>	
For election-year activities by Kids Voting USA and its affiliates in Charlotte, Macon, Miami, Myrtle Beach and San Jose	
<b>Macon Heritage Foundation</b>	<b>200,000</b>
<i>(Macon, Ga.)</i>	
To rehabilitate 14 substandard houses for sale to low- to moderate-income homeowners	
<b>New Profit Inc.</b>	<b>250,000</b>
<i>(Cambridge, Mass.)</i>	
To develop the emerging field of venture philanthropy by adapting the concepts of venture capital and entrepreneurship and applying them in the social sector	
<b>NewTown Macon</b>	<b>1,000,000</b>
<i>(Macon, Ga.)</i>	
To implement a comprehensive plan to revitalize downtown Macon	

<b>Project Hope</b>		<b>35,000</b>
<i>(Bethesda, Md.)</i>		
To explore local opportunities for strengthening collaborative community support for early childhood development, particularly in Camden, N.J., and Gary, Ind.		
<b>Subtotal:</b>	<b>7 grants</b>	<b>\$2,045,442</b>

\*The IDEAS (Innovation, Development, Experimentation and Strategy) Fund is intended to provide a discretionary resource for major initiatives that cross over all or a combination of Knight Foundation's program interests.

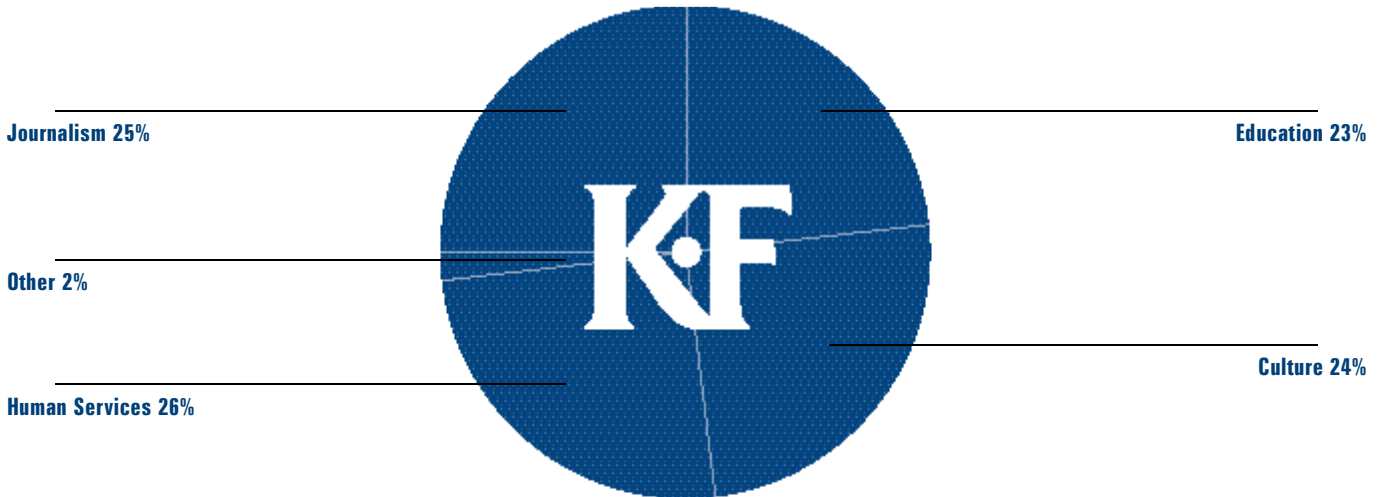
DISASTER RELIEF

<b>American Red Cross (Disaster Relief Fund)</b>		<b>\$50,000</b>
<i>(Washington, D.C.)</i>		
For emergency relief efforts in Horry County in the wake of Hurricane Floyd		
<b>The Salvation Army</b>		<b>50,000</b>
<i>(Conway, S.C.)</i>		<i>(over two years)</i>
For a challenge grant of up to \$50,000 for emergency relief efforts in Horry County in the wake of Hurricane Floyd		
<b>Subtotal:</b>	<b>2 grants</b>	<b>\$100,000</b>

SPECIAL GRANTS

<b>22 Trustee-Recommended Grants</b>		<b>\$260,000</b>
<b>Total:</b>	<b>311 grants</b>	<b>\$69,541,641</b>

GRANTS PAID BY PURPOSE 1999



Note:

The inclusion of one or more large grants in a given year may skew the picture of how funds are used for that year. Changes in reporting requirements for the Foundation Center may cause a small variance from prior reports.

Among their many responsibilities, the trustees of private foundations are stewards of wealth entrusted to their care in behalf of the community. Much of the wealth in a private foundation, in spirit if not by law, belongs to the community because it willingly forgoes the benefits that taxing this wealth would bring to it. In return, however, the community holds the trustees to a special and privileged obligation to use the funds wisely for the community's benefit. This obligation extends not only to spending the wealth with care and wisdom but also to investing it in similar fashion.

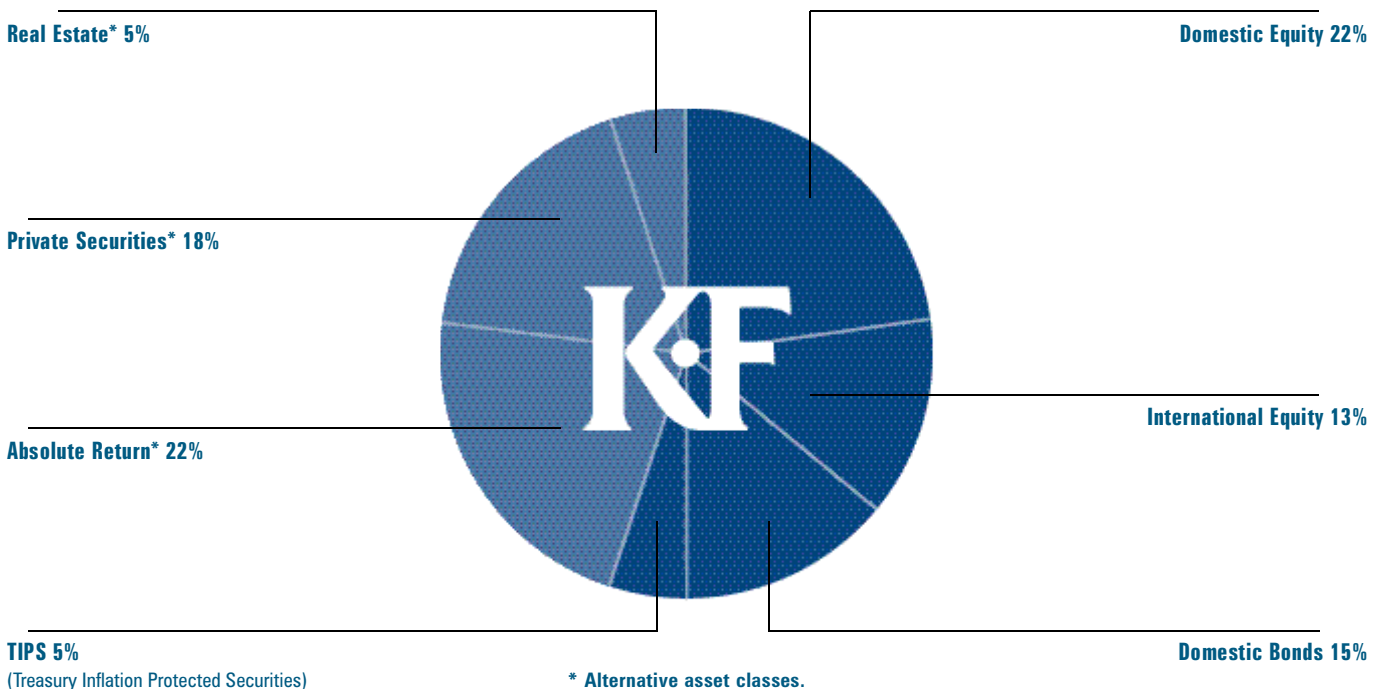
Knight Foundation has been fortunate to have trustees who have been vigilant skippers at the institution's financial helm during the past 50 years. They have skillfully piloted the investment program over this period and preserved the inflation-adjusted purchasing power of the Foundation's original corpus. They also increased the value of the Foundation's assets through prudent investment practices. Through their guidance, Knight Foundation has been able to make grants benefiting our communities and strengthening the field of journalism totaling \$448 million in its first five decades.

For the first 35 years, the assets of the Foundation were relatively modest. From its founding in 1950 with a token \$9,047 to 1985, the Foundation's assets had increased in market value to \$56.8 million. A significant portion of that amount came from a contribution to the Foundation made in 1972 by Clara I. Knight, mother of the founders. At the time, the trust department of a local bank in Akron, Ohio, hometown of the Knight brothers, served as the principal manager of the Foundation's assets.

In 1986, Knight Foundation's assets increased dramatically with the receipt of more than \$428 million from the estate of John S. Knight. In preparation for this event, the trustees retained the services of an investment adviser and a custodian bank, drafted an investment plan and hired several investment management firms. The latter were allocated portions of the Foundation's assets to be invested primarily in domestic, large-cap equities and fixed-income securities.

In the latter half of 1990, the Foundation relocated its headquarters from Akron to Miami, where then-chairman James L. Knight and several other trustees had made their home for many years. In anticipation of receiving approximately \$200 million from the estate of Jim Knight following

**ASSET ALLOCATION 1999**



his death in February 1991, the trustees conducted a comprehensive review of the Foundation's investment plan. That spring, they made several significant decisions. Principal among these was to increase the diversification of the Foundation's investments and to decrease the concentrated position held in founder's stock. For this purpose, new asset classes were added to the portfolio including small-cap equity, international equity, absolute return strategies, private securities and real estate.

The investment program has continued to evolve since then. The trustees, through the diligence of the Finance Committee, meet quarterly to review performance and give strategic direction to the investment program. The Foundation's staff has the authority to manage the portfolio, principally through the selection and ongoing evaluation of outside managers and partnership investments as well as the coordination of custodian bank, financial advisory and legal support services.

The Foundation's asset allocation for its policy portfolio is shown in the adjacent chart. The alternative asset classes are highlighted. Strategically, these investments are considered the less price-efficient sectors of the market, meaning that asset prices at any particular time may not reflect true value. This creates opportunity for diligent investment managers to add value. The Foundation spends considerable time researching these asset classes and identifying effective strategies and managers to execute them. The other asset classes tend to be more price-efficient. Thus, it's more difficult for active management to add value. For this reason, Knight Foundation favors passive, index-based products for investing in these asset classes to achieve low-cost diversification.

At the end of 1999—the close of our first 50 years—the Foundation's assets totaled \$1.889 billion. Much of the value added during the year was generated by the alternative asset class investments in the portfolio. The total return for the portfolio for the year was 36.6 percent, which ranked Knight Foundation among the top institutional investors for the year.

As Knight Foundation approaches the \$2 billion level, it looks to the new millennium with optimism and wishes to convey its appreciation for the efforts of all who have been involved in its investment program.

**Report of Independent Auditors**  
**Trustees**

John S. and James L. Knight Foundation

We have audited the accompanying statements of financial position of the John S. and James L. Knight Foundation (the Foundation) as of Dec. 31, 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 Foundation at Dec. 31, 1999 and 1998, and the results of its activities and its cash flows for the years then ended, in conformity with generally accepted accounting principles.

*Ernst + Young LLP*

Feb. 11, 2000

STATEMENT OF FINANCIAL POSITION

	Dec. 31	
	1999	1998
<b>Assets</b>		
Cash and cash equivalents	\$ 18,419,601	\$ 17,440,951
Interest and dividends receivable	4,987,563	2,794,423
U.S. government and agency obligations	194,576,099	103,057,756
Corporate bonds and other obligations	122,933,068	58,158,119
Common stock of Knight Ridder	101,773,372	107,402,480
Equity securities	948,735,297	691,539,801
Alternative equity investments	395,978,103	173,181,265
Real estate investments	101,140,065	94,286,024
<b>Total assets</b>	<b>\$ 1,888,543,168</b>	<b>\$ 1,247,860,819</b>
<b>Liabilities and unrestricted net assets</b>		
Grants payable	\$ 46,736,319	\$ 29,162,157
Other liabilities	2,814,584	1,357,594
Total liabilities	49,550,903	30,519,751
Unrestricted net assets	1,838,992,265	1,217,341,068
<b>Total liabilities and unrestricted net assets</b>	<b>\$ 1,888,543,168</b>	<b>\$ 1,247,860,819</b>

STATEMENTS OF ACTIVITIES

	Year ended Dec. 31	
	1999	1998
<b>Investment activity:</b>		
Interest	\$ 18,059,883	\$ 15,156,039
Dividends	12,107,748	14,947,782
Net realized gains on sale of investments	243,695,595	102,257,170
Net increases (decreases) in market value	434,329,625	(16,261,077)
Less: investment expenses	(4,135,364)	(4,603,054)
Total net investment income and gains	704,057,487	111,496,860
Contributions received	309,867	730,875
<b>Total investment activity, gains and other support</b>	<b>704,367,354</b>	<b>112,227,735</b>
<b>Grants approved and expenses:</b>		
Community Initiatives grants	13,502,719	8,674,983
Journalism grants	21,873,920	7,655,000
Arts and Culture grants	14,048,007	11,662,115
Education grants	17,711,553	10,248,200
Disaster Relief grants	100,000	1,972,000
IDEAS Fund	2,045,442	-
Special grants	260,000	130,000
Grant forfeitures and other	(1,163,029)	(999,334)
Program initiative payments	2,338,321	1,197,200
General and administrative expenses	5,159,642	5,053,278
Federal excise and other taxes	6,839,582	3,578,998
<b>Total grants and expenses</b>	<b>82,716,157</b>	<b>49,172,440</b>
<b>Increase in unrestricted net assets</b>	<b>621,651,197</b>	<b>63,055,295</b>
<b>Unrestricted net assets at beginning of year</b>	<b>1,217,341,068</b>	<b>1,154,285,773</b>
<b>Unrestricted net assets at year end</b>	<b>\$ 1,838,992,265</b>	<b>\$ 1,217,341,068</b>

See accompanying notes.



STATEMENTS OF CASH FLOWS

	Year ended Dec. 31	
	1999	1998
<b>Cash flows from operating activities</b>		
Change in net assets	\$ 621,651,197	\$ 63,055,295
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Realized gains on investments	(243,695,595)	(102,257,170)
Net (increases) decreases in market value	(434,329,625)	16,261,077
Changes in operating assets and liabilities:		
Interest and dividends receivable	(2,193,140)	1,912,662
Grants payable	17,574,162	(5,299,168)
Other liabilities	1,456,990	320,459
<b>Net cash used in operating activities</b>	<b>(39,536,011)</b>	<b>(26,006,845)</b>
<b>Cash flows from investing activities</b>		
Proceeds from sale of investments	710,581,705	504,765,671
Purchases of investments	(670,067,044)	(505,306,583)
<b>Net cash provided by (used in) investing activities</b>	<b>40,514,661</b>	<b>(540,912)</b>
Net change in cash and cash equivalents	978,650	(26,547,757)
Cash and cash equivalents at beginning of year	17,440,951	43,988,708
<b>Cash and cash equivalents at end of year</b>	<b>\$ 18,419,601</b>	<b>\$ 17,440,951</b>
<b>Noncash transactions</b>		
Common stock of Knight Ridder granted to reduce grants payable	\$ 10,771,501	\$ 8,653,129

See accompanying notes.

**1. The Organization**

Established in 1950, the John S. and James L. Knight Foundation (the Foundation), a non profit corporation, makes national grants in journalism, education and arts and culture. Its fourth program, community initiatives, is concentrated in 26 communities where the Knight brothers published newspapers, but the Foundation is wholly separate from and independent of those newspapers.

**2. Significant Accounting Policies**

**Grants**

The Foundation records grants in full as expenses when approved by the trustees.

**Program-Related Investments (PRIs)**

In accordance with Section 4944 of the Internal Revenue Code, the Foundation is permitted to make investments that are related to its philanthropic programs. These investments are anticipated to have a return lower than fair market value. In the year of the investment, the Foundation receives a credit toward its distribution requirement. When the investment is recovered by the Foundation, it is required to recognize a negative distribution. Recoveries are reflected in "Grant forfeitures and other" in the Statements of Activities.

**3. Investments**

The investment goal of the Foundation is to invest its assets in a manner that will achieve a total rate of return sufficient to replace the assets spent for grants and expenses and to recoup any value lost due to inflation. To achieve this goal, some investment risk must be taken. To minimize such risk, the Foundation diversifies its investments among various financial instruments and asset categories, and uses multiple investment strategies. Key decisions in this regard are made by the Foundation's finance committee, which has oversight responsibility for the investment program. The committee identifies appropriate asset categories for investments, determines the allocation of assets to each category and approves the investment strategies employed. The Foundation's chief financial officer is responsible for the effective execution of the investment program, including the engagement of investment managers, custodian banks, financial consultants and legal advisers as required. As general practice, except for the Foundation's holdings in Knight Ridder common stock, other stock distributed by its limited partnerships investments, and Treasury Inflation Protected Securities (TIPS), all financial assets of the Foundation are managed by external investment management firms selected by the Foundation. All financial assets of the Foundation are held in custody by a major commercial bank, except for assets invested with partnerships and

offshore funds, which have separate arrangements appropriate to their legal structure.

The investments of the Foundation are stated at market value. The Foundation believes that those investments, liquidated over a reasonable period of time, have realizable values. The majority of the Foundation's assets are invested in stocks, which are listed on national exchanges or quoted on NASDAQ, Treasury and agency bonds of the U.S. government and investment grade corporate bonds for which active trading markets exist. Such assets were valued at quoted closing prices at year end. Realized gains and losses and increases and decreases in market value on these investments are reflected in the Statements of Activities.

Approximately 25 percent and 20 percent of the Foundation's assets at Dec. 31, 1999 and 1998, respectively, were invested with various limited partnerships that invest in the securities of companies that may not be immediately liquid, such as venture capital and debt placements in private companies, and in real estate equity limited partnerships that have investments in various types of properties. The value of such investments is determined by the partnerships' general partners, who must follow the valuation guidelines, such as appraisals and comparable company trade data, stipulated in the respective limited partnership agreements. All limited partnerships are audited annually by independent auditing firms. Pursuant to its limited partnership agreements, the Foundation is committed to contribute approximately \$171 million as of Dec. 31, 1999, in additional capital over the next 10 years to various partnerships. Unpaid commitments at Dec. 31, 1998, were approximately \$143 million.

Some investment managers retained by the Foundation have been authorized to use certain financial derivative instruments in a manner set forth by either the Foundation's written investment policy, specific manager guidelines or partnership/fund agreement documents. Specifically, financial derivative instruments may be used for the following purposes: (1) currency forward contracts and options may be used to hedge non dollar exposure in foreign investments; (2) covered call options may be sold to enhance yield on major equity positions; (3) futures contracts may be used to equitize excess cash positions, rebalance asset categories within the portfolio or to rapidly increase or decrease exposure to specific investment positions in anticipation of subsequent cash trades and; (4) futures contracts and options may be used to hedge or leverage positions in portfolios managed by hedge fund firms. Authorization to use derivatives currently is restricted to nine hedge fund managers, who manage investments totaling approximately \$378 million, and one currency overlay manager (see next paragraph). The Foundation's chief financial officer also is authorized to use derivatives to execute certain investment strategies. Financial derivative instruments are recorded at market value in the Statements of Financial Position with changes in market value reflected in the Statements of Activities.

A detail of market value and cost by investment class follows:

	Dec. 31, 1999		Dec. 31, 1998	
	Market Value	Cost	Market Value	Cost
Cash and cash equivalents	\$ 18,419,601	\$ 18,419,601	\$ 17,440,951	\$ 17,440,951
Interest and dividends receivable	4,987,563	4,987,563	2,794,423	2,794,423
U.S. government and agency obligations	194,576,099	203,690,724	103,057,756	96,524,407
Corporate bonds and other obligations	122,933,068	124,938,004	58,158,119	56,716,712
Common stock of Knight Ridder	101,773,372	47,285,671	107,402,480	57,531,171
Equity securities	948,735,297	554,081,505	691,539,801	602,059,866
Alternative equity investments	395,978,103	225,285,806	173,181,265	148,836,712
Real estate investments	101,140,065	90,912,303	94,286,024	81,898,207
<b>Total</b>	<b>\$1,888,543,168</b>	<b>\$1,269,601,177</b>	<b>\$1,247,860,819</b>	<b>\$1,063,802,449</b>

Highly liquid investments with original maturities of three months or less are reported as cash equivalents.

At Dec. 31, 1999, the Foundation's currency overlay manager had combined buy and sell positions in currency forward contracts valued at approximately \$64 million with four correspondent banks, which on a net basis, represented a hedge of approximately \$28 million against the Foundation's foreign equity portfolio valued at approximately \$192 million. All currency forward contracts are scheduled to expire by March 2000.

In the opinion of the Foundation's management, the use of financial derivative instruments in its investment program is appropriate and customary for the investment strategies employed. Using those instruments reduces certain investment risks and generally adds value to the portfolio. The instruments themselves, however, do involve some investment and counterparty risk not fully reflected in the Foundation's financial statements. Management does not anticipate that losses, if any, from such instruments would materially affect the financial position of the Foundation.

At Dec. 31, 1999 and 1998, the Foundation held 1,708,682 and 2,100,782 shares, respectively, of Knight Ridder common stock which represented 5 percent and 9 percent of the Foundation's assets, respectively. During 1999, the Foundation reduced its Knight Ridder holdings by 392,100 shares by sale and gift. Divestitures in 1998 totaled 862,200 shares.

#### 4. Federal Excise Taxes

The Foundation qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code and, with the exception of unrelated business income from debt-financed, passive investments, is not subject to federal income tax. However, the Foundation is classified as a private foundation and is subject to a federal excise tax of 2 percent (or 1 percent under certain circumstances) on investment income and realized gains, less investment expenses. Current year estimated payments approximate estimated liabilities for the year ended Dec. 31, 1999.

Total excise and other taxes paid by the Foundation for the years ended Dec. 31, 1999 and 1998 amounted to approximately \$6,500,000 and \$3,600,000, respectively.

#### 5. Grant Commitments

The Foundation made grant payments of \$53,142,772 and \$45,696,701 in 1999 and 1998, respectively.

As of Dec. 31, 1999, the Foundation had future grant commitments which are scheduled for payment in future years as follows:

2000	\$24,039,395
2001	14,905,460
2002	6,243,464
2003	1,248,000
2004	300,000
<b>Total</b>	<b>\$46,736,319</b>

#### 6. Employee Retirement Plans

The Foundation sponsors a defined benefit pension plan for its eligible employees.

The following table sets forth the plan's funded status and amounts recognized in the Foundation's Statements of Financial Position:

	Year ended Dec. 31	
	1999	1998
Fair value of plan assets	\$3,919,766	\$3,097,857
Benefit obligation	(3,477,113)	(2,528,994)
Funded status of the plan	\$ 442,653	\$ 568,863
Accrued benefit cost recognized in the Statements of Financial Position	\$ (702,549)	\$ (333,810)

	Year ended Dec. 31	
	1999	1998
Benefit cost recognized as expense	\$368,739	\$169,370
Employer contributions	—	—
Employee contributions	—	—
Benefits paid	\$121,663	\$ 80,551

#### Actuarial assumptions

	1999	1998
Discount rate	8.0%	7.5%
Expected return on plan assets	8.0	7.5
Rate of compensation increase	5.0	5.0

The Foundation also sponsors a defined contribution plan for its eligible employees for which it has no fixed liabilities. The Foundation made discretionary contributions to the defined contribution plan of \$120,658 and \$112,764 during 1999 and 1998, respectively.

#### 7. Leases

The Foundation leases approximately 12,000 square feet of office space in Miami, Fla. Provided that the lease is in full force at the end of the lease term, which expires in 2000, the Foundation has the option to extend the term of the lease for an additional five years at the prevailing rental rates at that time. Rental expenses for 1999 and 1998 were \$350,164 and \$349,892, respectively. Future minimum lease payments under this lease amount to \$271,985 during 2000.

#### 8. Subsequent Event

Effective Jan. 1, 2000, the Foundation adopted a cash balance pension plan. The pension benefits for all employees hired prior to Jan. 1, 2000 will be the greater of the benefits as determined under the defined benefit pension plan or the cash balance pension plan. The pension benefits for all employees hired subsequent to Jan. 1, 2000 will be determined under the cash balance pension plan.

#### 9. Impact of Year 2000—Unaudited

The Year 2000 issue is the result of computer programs being written using two digits rather than four to define the applicable year. Any computer programs that have time-sensitive software may recognize a date using "00" as the year 1900 rather than the year 2000. This could result in a system failure or miscalculations causing disruptions of operations, including among other things, a temporary inability of an affected organization to conduct normal business activities.

On Jan. 1, 2000, all vital critical systems were determined to be unaffected by the change and the Foundation continued to operate without disruption. Management contacted significant investment managers and was informed that no disruption occurred because of the change. Management expects that there will be no Year 2000 related issues in the future.

## 1999 PRODUCTION CREDITS

### Text:

John S. and James L. Knight Foundation

### Design:

Jacques Auger Design Associates Inc., Miami Beach, Fla.

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Harvey Bilt for Knight Foundation (Jinks), page 38

Knight Foundation archives, pages 38-39

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Harvey Bilt for Knight Foundation (Cochran), page 40

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Knight Foundation archives (Musical U.), page 54

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Knight Foundation archives (bakery), page 58

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We gratefully acknowledge the assistance of John V. Miller and staff at the University of Akron for help in researching the John S. Knight Archives.



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