

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 our grant making, Knight Foundation's trustees have elected to focus on two signature programs, Journalism Initiatives and Community Partners, each with its own eligibility requirements. A third program, the National Venture Fund, nurtures innovation, leadership and experimentation for community investments that might benefit Knight communities.

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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The National Constitution Center, which opened to the public July 4, 2003, on Philadelphia's Independence Mall, serves as the backdrop for many of the photographic images in this annual report. We are grateful to the center's staff for helping. Visit the center on the web at: <http://www.constitutioncenter.org>

On the cover: Isabel Virilli enjoys opening day at the National Constitution Center.

Common Threads

At the John S. and James L. Knight Foundation, we have had many discussions over the years regarding the relationship between journalism and our communities. What is the common thread that binds our two major program interests?

Our Founding Fathers knew. James Madison, author of the U.S. Constitution and fourth president of the United States, stated:

“A popular government, without popular information, or the means of acquiring it, is but a prologue to a farce or a tragedy ... a people who mean to be their own governors must arm themselves with the power which knowledge gives.”

Jim Knight wrote on the subject. “It’s the individual reader who is on my mind,” he said. “How can we best respond to the needs, problems and interests of every man, woman and youngster who reads our newspapers?”

And Lee Hills, my predecessor as chairman of Knight’s board of trustees, was precisely right when he said:

“The emphasis on good journalism should be on serving *citizens*, not on serving newspapers or TV. People have to know what’s going on if they want to *govern* themselves.”

I add the emphasis to the words *citizens* and *govern* because they bring into focus the rationale Jack and Jim Knight used in setting the measures of their philanthropy – journalism of excellence to sustain their chosen profession and strong communities where they established their newspapers.



W. Gerald Austen, M.D.

The Knight brothers’ philosophy and Hill’s statement are the guideposts the Knight trustees and staff have followed across the decades. We added a new chapter to this story in 2003 by continuing to support democratic institutions working to improve journalism worldwide and investing in the vitality of the 26 Knight communities.

That is why “a more perfect union” neatly serves as a theme for this latest Knight Foundation annual report. That ongoing work ranged far and wide last year: Carolyn Robinson, Knight International Press Fellow, trained journalists in East Timor, one of the newest democracies in the world (*Page 18*). Richard Kimball, president of Project Vote Smart and a former candidate for the U.S. Senate, encouraged American politicians to lay out clearly their issues, enabling voters to make informed decisions (*Page 30*). On the coast of South Carolina, Paula Lynn Ellis and the Knight Community Advisory Committee began rolling out a plan to boost the crop of volunteers and increase citizen participation in Myrtle Beach (*Page 28*).

The images from the National Constitution Center that you will see throughout this report convey the message as well. From its opening day on July 4, 2003, the center on Philadelphia’s Independence Mall has helped visitors see that democracy is constantly being challenged and reinterpreted. Knight Foundation invested some \$2 million in the new center, including support for its work with Public Agen-

da on a national study of the public’s understanding of constitutional issues.

All of our grant-making investments are made possible by careful stewardship of the foundation’s asset base (*Page 48*). In 2003, we made total gifts of \$90.4 million. Of this amount, 349 new grants, in addition to our ongoing commitments, were awarded to nonprofit organizations working nationally in journalism, in our communities, and through our National Venture Fund.

We ended 2003 with assets of \$1.846 billion, an increase of 13.6 percent over the previous year. That followed three years in which the financial markets experienced the worst performance since the Great Depression. Knight Foundation weathered that storm quite well. In fact, during the three years 2000, 2001 and 2002, when the Standard & Poor’s 500 Index lost almost 38 percent of its value, the foundation’s cumulative investment return was positive by 2.5 percent. In other words, Knight Foundation lost nothing. Our assets declined, of course, because we continued to make grants and pay our administrative expenses.

Much of the credit for this commendable performance goes to Gordon Heffern, an Ohio banker and Knight trustee. Gordon joined the board in 1980 when the Knight Foundation assets were approximately \$22 million. He chaired the committee overseeing our investments for 22 years. During his tenure, we received the bequests from the John S. and James L. Knight estates, elevating their foundation into the ranks of our country's largest.

Our assets at the beginning of 1991 were \$522 million. By the end of 2003, just 13 years later, our assets had increased by more than three times. The average annualized performance during this period was 13.9 percent, which is among the highest returns in the foundation world. Because of this success, the foundation has been able to pay out more than \$667 million in grants during this 13-year period. Gordon retired from the Knight board in March 2004. His investment leadership set a path for the outstanding work of Vice President and Chief Investment Officer Timothy Crowe and his staff. We are grateful for Gordon's wisdom, good judgment and common sense in his role as a trustee.

As a new year begins, my fellow trustees and I are pleased to be joined by North Carolina banker L.M. "Bud" Baker Jr. Bud joined Wachovia Corp. in 1969 and retired in 2003 as chairman of the board. His career at Wachovia included stints as president and chief executive officer, chief operating officer, president of Wachovia's North Carolina bank, chief credit officer and manager of the international division. He helped engineer the merger of Wachovia with First Union Financial Corp., creating what is today the nation's fourth-largest bank. He has been and continues to be very involved in a number of nonprofit



Gordon Heffern



L.M. Baker Jr.



Penelope McPhee



Michael Maidenberg

activities. Bud Baker has an outstanding background in finance and investments as well as philanthropy, and is a wonderful addition to our board.

We also offer thanks and best wishes for great success to Penelope McPhee as she heads north this spring to become president of the Atlanta-based Arthur M. Blank Family Foundation. Penny served Knight Foundation's program interests exceedingly well for 13 years. A national leader in the arts, she joined the foundation in 1990 and helped launch the national Arts and Culture Program. She became vice president and chief program officer in September 1996. In that role, she helped lead the foundation through its recent strategic planning process, and she played a key role in the development of our new Community Partners Program.

We are delighted that Michael Maidenberg will be joining the foundation as vice president and chief program officer this spring. He is a man of great ability and judgment and has a solid

grounding in the foundation's programmatic work. A Pulitzer Prize-winning publisher with the Grand Forks (N.D.) Herald for 21 years until his December 2003 retirement, Mike also served as a Knight trustee from March 1999 to March 2004 and was a very active member of the Grants Review Committee. As trustee and chair of Knight's Community Advisory Committee in Grand Forks, Mike has both shaped and implemented our Community Partners Program.

President and CEO Hodding Carter's thoughtful essay on the following pages further describes how our support of democratic institutions is the focus of Knight Foundation's ongoing mission. Nurturing democracy is a continuing challenge and a never-ending opportunity. It is an extraordinarily important role we strive to play in our society.

W. Gerald Austen, M.D.
Chairman

The Year in Review

Assets:*
Grants paid out:
Proposals received:
New grants approved:
Average approved grant:

*At Dec. 31, 2003

Jan. 1, 2003 – Dec. 31, 2003

\$1.846 billion
\$90.4 million
432
\$128.7 million (349 grants)
\$368,823

An Unfinished Work

The Founding Fathers of this republic were geniuses, not merely because the Declaration of Independence and the Constitution they forged became basic documents propelling the long march of humanity toward truly free, democratic and open societies. They were also geniuses because those documents repeatedly made clear and left open the possibility that constant change would be required to improve upon their work. They did not pretend to be infallible, nor did they decree that their monumental work should be treated as an untouchable monument.

As a result, the history of the United States is the history of ever-evolving efforts to create “a more perfect Union.” The 27 amendments to the Constitution in themselves contain revolutionary additions to, and expansions upon, the Founders’ original framework. There might not have been a Constitution if there had not been belated agreement to adopt the Bill of Rights, the first 10 amendments. The very notion of who is entitled to citizenship was fundamentally altered by later amendments, just as the nation’s future was altered dramatically by the outcome of the Civil War.

There is an interesting way to illustrate this point, offered by the great Princeton Civil War historian James McPherson. Before the Civil War, he has noted, the common usage was to say, “The United States are...” After the war, it gradually became, “The United States is...” In that change of verb form, from plural to singular, lay a major shift in both reality and image for the nation that emerged from the Revolutionary War. We are one. The United States *is*.

It was against the nation’s history up until his time that the American philosopher John Dewey observed that the American “experiment in democracy is not



Hodding Carter III

a finished work.” Over a century later, it still isn’t, which is something we at Knight Foundation experience virtually every day in our communities and in our journalism-related and National Venture Fund work. That fact is a challenge and an opportunity. It is simultaneously the source of the nation’s vitality and a constant threat to its stability. Nothing is finished in the here-and-now; nothing is certain about the future of our grand venture in self-government.

Knight Foundation is hardly unique in realizing that there are numerous tasks before the nation as it continues to try to perfect the state of the Union, and that we share responsibility for tackling some of them. There is no clear ideological or political road map on this subject, no infallible text. The circumstances in which we take on this work are fluid. A constant ebb and flow in how the public

‘... there are numerous tasks before the nation as it continues to try to perfect the state of the Union.’

views and is willing to finance the role of government; new, unexpected factors such as the great flood of immigration of the past 20 years; changing mores and the surfacing of demands for change that sharply conflict with the clear moral imperatives of other Americans: All of these and numerous other threads are part of the warp and woof of contemporary life. They inevitably affect Knight’s decisions about what we can most usefully support and what is, for the moment, less important or undoable given our limited resources.

But, like others in philanthropy, we have determined that reinvigorated civic participation is a must if the essence of the American creed is to be preserved and enlarged:

- ✓ The new Americans must be incorporated into the body politic.
 - ✓ All Americans should be encouraged to rediscover and recommit to the underlying political philosophy that has historically defined our nation – even when it was far more narrowly restricted by law and practice than it is today. No less they should be encouraged to take individual action, from voting to participation in civic life, that takes advantage of the freedoms flowing from that philosophy.
 - ✓ Those who have done well, those who most benefit from the ordering of affairs in contemporary America, should particularly be encouraged to make common cause in this effort, remembering the injunction, religious and political, that “of those to whom much is given, much is required.” The notion of “I’ve got mine, Jack” is a far cry from “*E Pluribus Unum*.”
- As Jerry Austen noted in the preceding pages, our grant making in each of our three program areas increasingly reflects this conviction. As heirs of the Founders’



George Washington's statue watches over Samantha and Sean Black in Signers Hall at the National Constitution Center in Philadelphia.

genius, we owe this to them as well as our heirs.

In last year's annual report Dr. Austen said something else that is particularly relevant to this subject. "Knight trustees agreed that a major focus of our grant making is aiding those least able to help themselves." As it turns out, those who are most alienated or distant from the nation's civic life are disproportionately drawn from precisely such fellow Americans. They are joined in the growing army of apathy and nonparticipation by young Americans, whose

civic education in the schools has become a sometime thing at best. By what they collectively don't do as citizens, they pose a direct threat to a Union repeatedly perfected over the past 200-plus years and now placed squarely in our hands.

What further animates my thinking on this subject comes from something written by Woodrow Wilson 90 years ago:

"When I look back on the processes of history, when I survey the genesis of America, I see written over every page: that the nations are renewed from the

bottom, not from the top; that the genius which springs up from the ranks of unknown men is the genius which renews the youth and energy of the people."

Hodding Carter III
President and CEO

We the People ... ?

31/19

In the hotly contested 2000 presidential election, Al Gore won more popular votes, 48.4 percent to 47.9 for George W. Bush. Bush won the electoral vote, 271–266, yet took 31 of the 50 states, creating the uneven red state/blue state continental U.S. map.

In order to form

... in order to form a more perfect Union?

45 min.

In Knight communities where drivers commute 45 minutes or more, trust of others is weaker for everyone. Translation: Urban sprawl could well be bad for community engagement.

... establish Justice?

25%

The U.S. graduation gap for black high school students in 2001 (while 75 percent of white students graduated, only 50 percent of blacks did so).

‘A nation is never finished. You can’t build it and then leave it standing as the Pharaohs did the pyramids. It has to be built and rebuilt, recreated in each generation by believing, caring men and women. It is now our turn. Today our communities need us desperately.’

– John W. Gardner
Founder, Common Cause



George Washington
First president of the United States

We the People
insure domestic Tranquility, provide for the
and our Posterity, do ordain and establish.

a more perfect Union?

Historic and recent trends, some documented by the numbers shown below, paint a mixed picture of the state of today's Union.*



... insure domestic Tranquility?

\$446,000

The median housing value in Santa Clara County (San Jose) in 2000 (compared with the U.S. median of \$119,600).

... provide for the common Defence?

120

Number of new exemptions annually, since 2001, to Florida's sunshine laws protecting access to information – twice the rate as in each of the previous six years.

... promote the general Welfare?

55%

Percentage of Americans who read newspapers in 2002 (compared with 81 percent in 1964).

... and secure the Blessings of Liberty to ourselves and our Posterity?

46%

Percentage of Americans who said the press in America has too much freedom to do what it wants, up from 42 percent the year before.

... of the United States, in order to form a more perfect Union, establish Justice, common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves his Constitution for the United States of America.

*See inside back cover.



We the People ...

5%

Percentage point increase between 1999 and 2002 of residents in Knight communities who believe that people like themselves can have a big impact in making their community better.

... in order to form a more perfect Union

8

Number of key areas addressed in new guidelines adopted by the Association of Governing Boards of Universities and Colleges (AGB) for university trustees, encouraging them to become more engaged in oversight of intercollegiate sports. The guidelines are in keeping with a recommendation of the Knight Foundation Commission on Intercollegiate Athletics.

‘We are not afraid to entrust the American people with unpleasant facts, foreign ideas, alien philosophies, and competitive values.’

– President John F. Kennedy

At Knight Foundation, we’re privileged every day to work with partners and funding recipients in journalism and communities who take on tough issues and confront unpleasant facts – because it’s the right thing to do. They work with the neediest among us, striving to improve the quality of journalism globally and making communities more livable, producing numbers in the form of results. In so doing, they give us all reason for optimism.

... establish Justice

113

Number of U.S. inmates on Death Row exonerated with evidence of their innocence since 1973. In North Carolina, efforts to continue reviewing such cases are led by the Center on Actual Innocence, launched by a Knight grant in 2002 to Duke University.

... insure domestic Tranquility

\$62 million

New dollars from the Earned Income Tax Credit program coming into Miami-Dade County in the first year of the Miami Prosperity Campaign.

... provide for the common Defence

530

Crimes per 10,000 residents in Knight communities in 2000, down considerably from 718 per 10,000 a decade before.

... promote the general Welfare

30

Number of sixth graders in Milledgeville who will work from now through their high school graduation with Dr. Michael Carrera and a host of community volunteers in a full-scale youth development program.

... and secure the Blessings of Liberty to ourselves and our Posterity.

554

Number of high school teachers trained to revitalize high school journalism from 2001 to 2003. Nearly all have gone on to start or improve newspapers.

‘It is wonderful how much may be done if we are always doing.’

– Thomas Jefferson

- p.10 **Bill Moyers’** reporting got Americans to care about media ownership
- p.14 **Charlotte Grimes** gets her students fired up about political reporting
- p.18 **Carolyn Robinson** trains journalists in the world’s newest democracies
- p.20 **Arnold Gaither** helps Lexington take responsibility for children’s education
- p.24 **Robert Farley** and Team NEO plan to boost the Northeast Ohio economy
- p.28 **Paula Lynn Ellis** helps Myrtle Beach envision a new wave of volunteers
- p.30 **Richard Kimball** holds candidates accountable for their issues
- p.34 **Ted Selker** and **Michael Alvarez** seek secure voting systems
- p.38 **Shona Chakravarty** helps new Americans learn to participate



Reporting News in the Public Interest

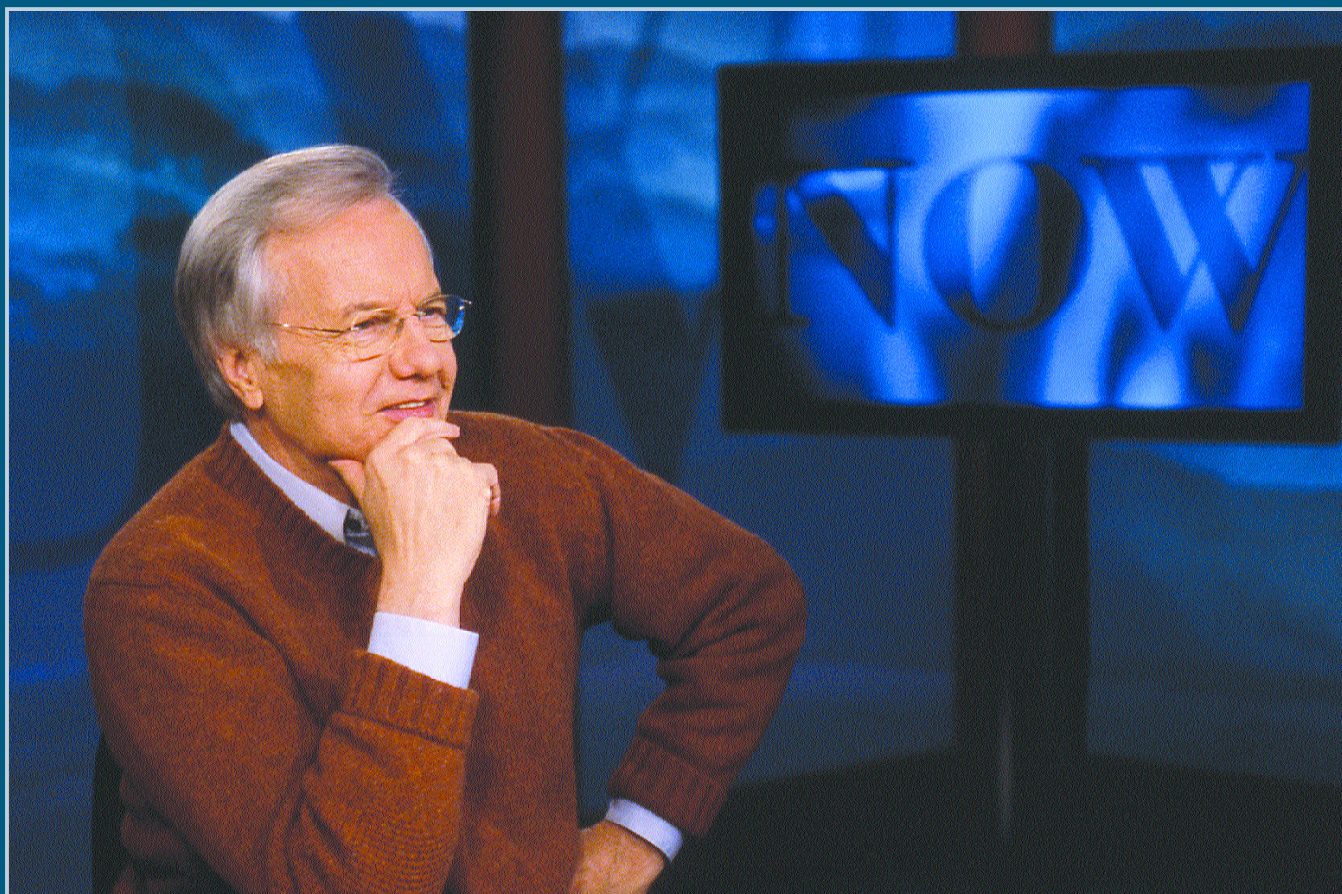
A Knight Foundation grant to the Public Broadcasting Service made it possible for the Friday night television series, NOW with Bill Moyers, to add coverage of media issues. The show pioneered coverage of the Federal Communications Commission plan to allow commercial media companies to grow larger. Following protests, Congress reduced the FCC's rules somewhat, allowing no single company to own more than 39 percent of the national television market, and is considering other changes to the FCC's ownership guidelines. We asked Bill Moyers – documentary filmmaker, investigative journalist, public service broadcaster and now media critic – about the story.

Q: Americans went from not knowing about the FCC approval of media mergers to protesting loudly to Congress. What happened?

A: A combination of strong reporting and grassroots activism – that's what happened. Walter Lippmann defined news as information people need to act on as citizens. In this case, journalism helped people understand that something was going on behind official and closed doors that was very important to them – and then those people did something about it.

In an era of 24/7 news – relentless coverage that makes little effort to discern the wheat from the chaff – it's difficult for even the most attuned citizen's ear to grasp what issues are important. With the Internet – online newspapers, blogs, streaming media, e-mail alerts – and round-the-clock cable channels, Americans are inundated ... surfeited. You're called upon to be your own news editor. Hard enough under normal circumstances when you have a job, family, community activities to keep up with.

Then along comes deregulation ... a handful of companies set the



Bill Moyers, on the set of *NOW with Bill Moyers*. His reporting on FCC hearings into media ownership caught the public's attention.

Journalism

agenda, motivated by the bottom line, defining what's "news." As the American Journalism Review [said recently], the big media news companies in effect conducted a blackout of coverage of their own lobbying of the FCC.

A year before the FCC acted, our team at *NOW* in effect took on media ownership as a "beat." We stayed with it. We produced reporting pieces. We interviewed people in the know – scholars like Robert McChesney, journalists like John Nichols, FCC commissioners like Michael Copps ... moguls themselves – Barry Diller, for one. We discovered the audience was with us on this; every time we did a segment on media conglomeration, our website reverberated; letters poured in. And we were virtually alone, so where else did people have to go to find out this vital information about what was happening in their own government?

The AP called us "the rare newscast" covering the issue. And the proverbial "ordinary American" responded. One reader of The Fresno Bee wrote to the editor that we had "hit the bull's-eye" and encouraged people to call Congress. Our colleagues began to pay attention. CNN's Jeff Greenfield mentioned the absence of media, including his own network, in covering the story, pointing out *NOW* as the exception.

Activists started watching in droves and linking to our web site, shuttling the transcripts of the broadcast out into cyberspace where others were waiting to pick them up and pass them on. Events took on a life of their own; the more we reported the story, the more people claimed it and shared it until a critical mass of awareness began to form "out there" – as we journalists like to say. It was really quite remarkable. And when the FCC finally acted, hundreds of thousands of them – some accounts say as many as two million – roared in protest. Washington was shaken by a powerful chorus of citizen opinion.

Q: Does this mean it is possible to organize a "news consumer" movement in America today?

A: People get it – democracy needs a free and independent press. And yes, there is an active constituency of news consumers in America today – there always has been. At *NOW* we hear from them every week. It's true that the big corporations would be satisfied if we just bought their "junk news" and settled for titillation instead of truth-telling. The media oligarchy (not my word, but Barry Diller's) would prefer if we only wanted to know about Paris Hilton (so would Paris Hilton). If they can distract the general public with Michael Jackson they know they can purr and pay their way past the gatekeepers in Washington with no one noticing they are trespassing on democracy. But once awakened, public opinion will roar, as it did this time. Yes, I think media reform is going to be the catalyst in the next two years for the renewal of democracy.

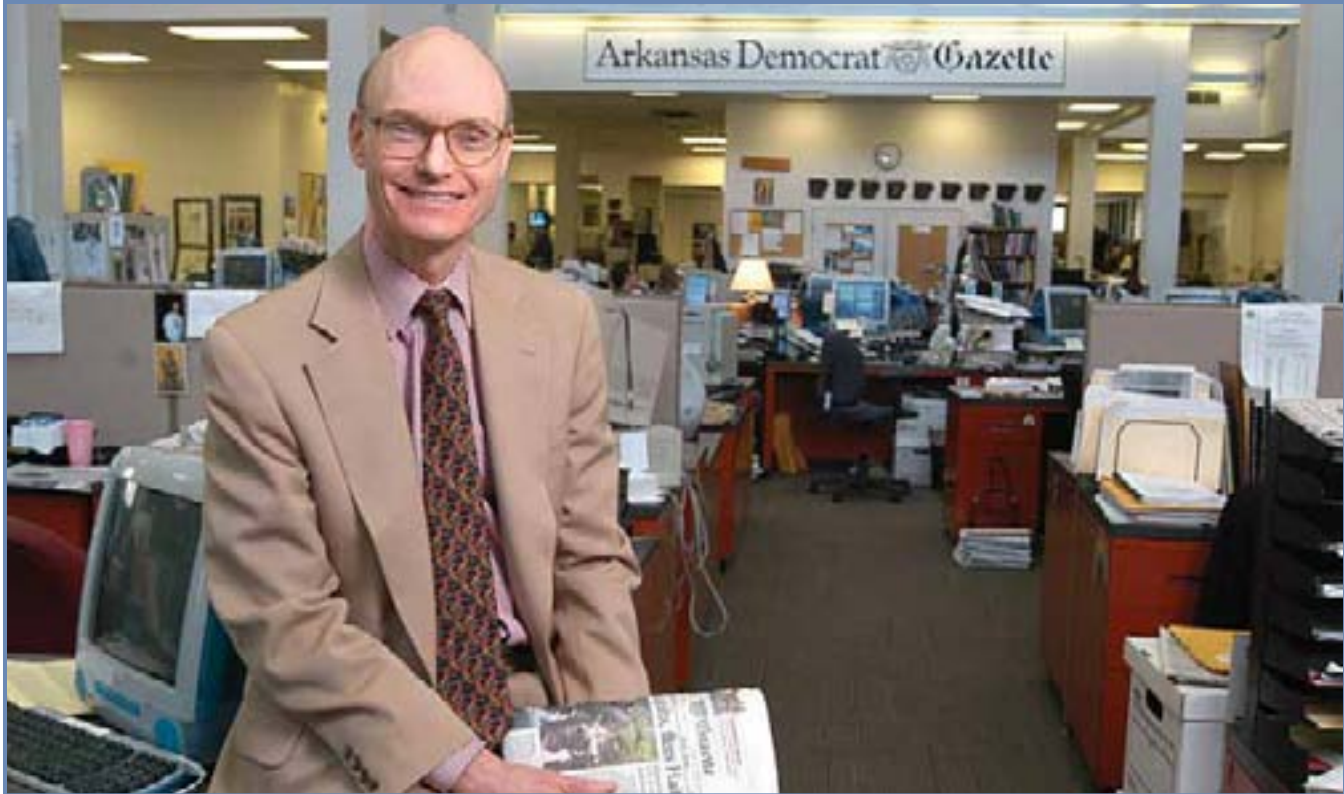
Q: What concerns you most about the state of journalism?

A: The realities that face journalism today should trigger alarms. Consider the following: Only 13 percent of eligible young people cast ballots in the last presidential election. A recent National Youth Survey revealed that only half of the 1,500 young people polled believe voting is important, and only 46 percent think they can make a difference in solving community ills. The Carnegie Corp. conducted a youth challenge quiz of 15- to-24-year-olds and asked them, "Why don't more young people vote or get involved?" Of the nearly 2,000 respondents, the main answer was that they did not have enough information about issues and candidates. And yet, we are being inundated with "news" and information. Today, those contending giants of big government, big publishing and broadcasting are seeing eye to eye in putting the public's need for news second to free-market economics. It's clear that it's not simply the cause of a free and independent journalism that is at stake today, but the quality of democracy itself. I know it's a cliché, but clichés mean what they say – you can't have democracy if people don't know what they need to know. If journalists don't fill that need, who will? Do we really think the powers-that-be – corporate or political – will do it? Secrecy is the enemy of journalism. But so is the self-censorship that comes when journalists are tethered by the constraints of the economic organizations that decide what's news and what's not.

Q: What attributes will the next generation of newsroom leaders need and why?

A: One, the ability to do the right thing – accuracy, fairness, all that in the face of unprecedented competition. Two, a visceral instinct for what matters to democracy. Three, as old-fashioned as it sounds, a conviction that journalism is the public's best friend. When the chips are down, who else can they count on?

News Professionals, Working Together



‘If someone’s better trained, they become more valuable.’

Walter Hussman Jr., above, leader of the Southern Newspaper Publishers Association’s efforts to endow the Traveling Campus program, which trained 6,140 newspaper employees from 447 daily and nondaily newspapers in 2003. The program is a model for an industry working to improve the quantity and quality of training.

For Knight Foundation, “a more perfect union” in the world of journalism stands for professionals working together to advance press freedom and journalism excellence.

If cooperation is the measure, 2003 was a good year:

- ✓ A coalition of journalism groups spurred the creation of Tomorrow’s Workforce, a major nationwide push for improved training and midcareer education.
- ✓ New groups of citizen-advocates and journalists promoted a Campaign for Freedom and other public projects to fight for a free flow of information.
- ✓ Classrooms and newsrooms helped bring the latest technology to the cause of news diversity through the creative web collaboration, highschooljournalism.org.
- ✓ Concerned news leaders sought new

support to increase “news in the public interest” – the news citizens need to help democracy itself become “a more perfect union.”

By working together, journalists hope to raise the profile of these efforts, to make them stand out in this age of media overload. Jack Knight described that overload back in 1958: “Considering the conflicting points of view and ready rationalizations with which the public is saturated by newspapers, magazines, radio and TV, it is mighty difficult these days not to be a confused person.”

What’s new then, is not a call for better journalism, but rather how journalism professionals and journalism foundations in this ever-more-confusing world have been willing to set aside their hypercompetitiveness and cooperate to make the call together.

EXPANDING MIDCAREER TRAINING

In 2003, Knight Foundation expanded its campus-based midcareer training programs and took them on the road, either through traveling modules or on the information superhighway. Expanding their reach are the topic-based seminars at the Knight Centers for Specialized Journalism at the University of Maryland and the University of Southern California. With the help of the Internet, the programs will expand further as trainees teach others upon their return to the newsrooms.

Expanding too are: the Nieman program at Harvard, which again opened its doors to a narrative journalism conference attended by 1,000; the Knight Center for Journalism in the Americas at the University of Texas, which trained 1,500; the Committee of Concerned Journalists, which helped 1,400 raise their own newsroom standards; and the Southern Newspaper Publishers Association, which traveled to more than 20 sites and trained 3,500 journalists, some from small papers who were willing to drive up to 100 miles for training.

In all, Knight training programs reached some 12,500 journalists in 2003, about 10 percent of the nation's estimated 125,000 general news journalists.

Why are journalists so hungry for midcareer development? Because they don't get enough at work. A Knight Foundation study for the Council of National Journalism Organizations showed the \$100 billion-a-year news industry spends just 0.7 percent of payroll on professional development, roughly a third of the national average of 2 percent.

After that study was released, a coalition of more than 40 professional groups recommended a project to encourage greater news industry investment in



A 2003 grant will help Internews Network design a project to train Middle Eastern journalists in the United States. Fifteen print journalists from Cairo, Egypt – 13 women and two men – participated in an eight-week Internews training program at Western Kentucky University.

training. The result was a four-year Knight grant to Northwestern University to launch *Tomorrow's Workforce*. Program director Michele McLellan is meeting with chief executive officers and working with newsrooms to improve the quantity and quality of their training. Her project will explain how midcareer training improves newsroom quality, productivity, retention and diversity, and why better-trained journalists are essential to the 21st century media world.

Tomorrow's Workforce was the lead grant in a \$10 million, three-year journalism training initiative announced in 2003 by Knight Foundation.

The initiative includes: **The Learning Newsroom**, a joint project between the American Society of Newspaper Editors (ASNE) and the American Press Institute, to show top editors at newspapers of all sizes how they can change newsroom culture to create "learning organizations;" **NewsTrain**, a project with the Associat-

ed Press Managing Editors and the Radio and Television News Directors Foundation (RTNDF) to show 1,000 middle managers each year the value of training; the **Traveling Curriculum**, a project of the Committee of Concerned Journalists and the Project for Excellence in Journalism that demonstrates exactly how focused training can have a direct impact on news content; and **News University**, a project by the Poynter Institute to give journalists a taste of training with e-learning via the World Wide Web.

But the greatest early success story is the **Traveling Campus** program launched by the Southern Newspaper Publishers Association. This unique traveling training is a model for others because the industry itself – through a \$10 million endowment that is nearly raised – will support this program in perpetuity.

"If someone's better trained, they ▶

An Activist for Political Reporting

The watercolor on her office wall is called *Dawn*. Her artist husband, Tom W. Whitford, painted it. Lots of blues with a bright red streak through the center.

It's small, but bold – just like Charlotte Grimes, the 5-foot-1½-inch Knight Chair in Political Reporting at Syracuse University.

There, in the S.I. Newhouse School of Public Communications, Grimes preaches her own passionate gospel of journalism and political reporting to the next generation of journalists. She teaches three courses a year, and hopes her students will become a small but fierce “guerrilla army” to reclaim journalism from some of its modern-day problems.

GRIMES ON NEWS

“Minor stories, such as celebrity scandals, constantly get recycled and take on a life of their own. It squeezes out the other more substantive information. Take Michael Jackson’s arrest [for suspicion of child molestation] ... that’s like giving candy to a diabetic. We all love the sweets, but we’re going to die, socially and politically, if that’s our steady diet.”

ON ENGAGING YOUNG PEOPLE

“Politics is life. We have to report more on young people as actors in our society, not just as consumers of pop culture. We have to do more to show them how things affect their lives, like how the recording music industry is lobbying to put more restrictions on copyrights or about a financial aid bill passed by Congress.”

ON NEWSROOMS

“There’s an awful lot of good journalism done every day across the country, but not enough. The profession is under terrible pressures ... I want to be a platform for ideas on how newsrooms can resist the temptation to create cookie-cutter journalism.”

ON ELECTION-YEAR COVERAGE

“Tactics and strategy and political insider dope cannot be the end-all and be-all. We need to help people understand how the issues affect their lives. We need to do more fact checking – plain old shoe-leather reporting.”

The watercolor is just one of the pictures covering the walls of her fourth-floor office. Others are photos showing Charlotte Grimes checking things out:

Grimes, in ‘89, covering the Panama invasion and holding an M-16; Grimes in ‘91, chasing an annoyed Sen. John Danforth, R-Mo., up the steps of the Russell Office Building during the Anita Hill-Clarence Thomas hearings; Grimes in ‘92 with a C-130 Air Force crew that flew into Liberia to retrieve the bodies of three nuns slain in the civil war; and Grimes, in a gold satin jumpsuit, posing with Bill and Hillary Clinton at a White House Christmas party.

“You have to be adaptable,” she says.

The former Washington correspondent with the St. Louis Post-Dispatch has just finished teaching a class and is about to head to New Hampshire with 20 students to cover the primary. Since taking the Knight Chair in the spring of 2003, she has helped develop several special projects, including midcareer training that helps political reporters use new online campaign finance databases, a Washington program for the S.I. Newhouse broadcast journalism students, and an April 2004 national symposium on civil rights and the press to mark the 40th anniversary of the 1964 Civil Rights Act and the 50th anniversary of the Brown v. Board of Education ruling.

Grimes’ political journalism post is one of 17 Knight Chairs created at top journalism schools nationally since 1990. Knight Chairs cover all facets of the profession, from business reporting to international journalism to the media and religion.

Grimes, 54, likes spy novels, murder mysteries and chocolate. But serious journalism is her life’s passion. She was the first generation of her blue-collar family in Alabama to graduate from college and one of few to move away, and it happened because of two events.

First was growing up a young woman in the South during the turbulent 1960s: “The Civil Rights movement made me realize the courage it took to be that voice for the voiceless.” Next was Vietnam. When her eighth-grade teacher assigned an essay on the U.S. military’s role in Southeast Asia, Grimes searched newspapers and magazines for answers she could not find. “Most of the stories were about body counts or expositions of domino theory,” she said. “But what did the people of Vietnam want? How would this affect us and Vietnam?”

It struck her, at 14, that she wanted to be a war correspondent, go to Vietnam and find some answers. “All of life is essay questions,” Grimes said. “Our job as journalists is to help people answer those essay questions of life.”

Journalism



Knight Chair in Political Reporting Charlotte Grimes in her office at Syracuse University. On the wall is a photograph of her holding an M-16 and flanked by U.S. soldiers taken in 1989 during the invasion of Panama: "I like to impress upon my students that this is a woman who can carry a gun," she jokes.

become more valuable,” said Walter Hussman Jr., leader of the SNPA effort.

FREEDOM OF THE PRESS AND
FREEDOM OF INFORMATION

Cooperation works. The Inter American Press Association this year launched a public campaign to draw attention to the murder of journalists in the Americas. North and South American newspaper owners united to donate \$3 million in advertising space. Results: Traffic to IAPA’s Impunidad web site increased 500 percent. Convictions of assassins of journalists increased. Colombia agreed to reopen all its old cases. A broadcast version of the campaign starts this year.

If freedom of information and freedom of expression efforts are to succeed, they must have public support. In the United States, the Advertising Council was given the nod to help bring press freedom messages directly to the American public in its Campaign for Freedom, which has received an estimated \$100 million in airtime. In Washington, D.C., two coalitions have formed. Journalism groups have come together to fight for freedom of information with the help of a coordinator at the Reporters Committee for Freedom of the Press. Another coalition of citizen-advocates, coordinated by OMB Watch, is taking the case to policymakers that secrecy beyond the bounds required for security is dangerous to any democracy.

Additional free press grantees include the National Freedom of Information Coalition, which has helped groups start in more than 30 states; the Student Press Law Center, currently raising an endowment to support a free student press; and the National Security Archive Fund, which continues to obtain and release volumes of government information under the Freedom of Information Act.

‘Considering the conflicting points of view and ready rationalizations with which the public is saturated by newspapers, magazines, radio and TV, it is mighty difficult these days not to be a confused person.’

– John S. Knight, 1958

DIVERSITY AND NEW MEDIA

The World Wide Web has attracted a series of collaborations. One, *highschool-journalism.org*, the product of ASNE, RTNDF and journalism educators, aims to create 1,000 new high school news outlets in the next three years, most at schools with a majority of students of color. So far, 350 new student outlets have been created. A second effort, *ConsumerWebwatch.org*, has worked with more than 100 major companies, including CNN and The New York Times, to make it easier for consumers to understand the difference between advertising and news on the web.

A joint project between the Society of Professional Journalists and the National Council of Journalism Organizations hopes to use the power of the computer to coordinate journalism training projects. SPJ launched *journalismtraining.org*, a searchable national calendar. And finally, two new teaching tools, *blackcollege-wire.org* and *RezNetNews.org* are – with the help of the Black College Communications Association, the University of Montana and the Robert C. Maynard Institute for Journalism Education – providing students with the writing

experience they need to break into the profession. In just two years, the RezNet project alone has placed 20 Native American students in newspaper internships – significant progress given that only 300 Native Americans currently work in daily newspaper newsrooms.

NEWS IN THE PUBLIC INTEREST

Knight grantees are making these new efforts in support of an old idea: that journalism is a public trust. “No principle is more important than excellence,” said former Knight Ridder executive and Knight Foundation chairman Lee Hills, in 1981. “It is not a goal to be sought and one day acquired and then retired to the trophy case. It is instead an ambition which must be pursued anew each day.”

Journalism excellence – the accurate, fair, contextual pursuit of the truth – acts in the public interest. Good journalists verify and clarify. They monitor power as fair, independent auditors. Their news is interesting, relevant, presented in context. They consciously seek truth on behalf of their whole community.

At times, this means bringing forward news that is unwelcome but necessary to the public good. Toward that end, Knight has increased support for TRACFED, the Syracuse University project that has created the best database tool yet for journalists and citizens who want to track federal government spending, court decisions and agency actions; the Center for Public Integrity, the nation’s leading nonprofit investigative reporting unit; and Investigative Reporters and Editors, which trains journalists internationally to be better watchdogs on behalf of us all.

Can newspapers be tough, but still fair? Yes, says Knight’s Journalism Advisory Committee chair, Sandra Mims



David Burnham, co-founder and co-director of the Transactional Records Access Clearinghouse (TRAC), presents TRACFED, a database for journalists and citizens based on federal records. He presented at a gathering of Internet-oriented Knight journalism grantees in Kansas City, Mo.

Rowe, who as editor of *The Oregonian* in Portland won the 2003 Editor of the Year award at the National Press Foundation.

Good news organizations, Rowe says, “give a community voice – not a remote, institutional voice filled with the pos-

turing of politicians and bureaucratic pronouncements, but a voice of substance and caring, a voice authentic and uniquely useful, a voice that reflects the face of the age at that time and in that place.” Good journalists, she adds, are “fiercely independent and brimming

over with the soul and substance of the community.”

Soul and substance: Together, something worth working on. ✓

For details on 2003 grants, see Page 59.

Exporting News to New Democracies

Knight International Press Fellow Carolyn Robinson, whose wide-ranging journalism career began as a producer with CNN, has spent most of the last decade in Asia. She recently completed an extended Knight Fellowship in East Timor. Here, in her own words, is her experience in the nascent democracy.

“When the flag of independence went up, TV went down,” said a resident of Baucau, describing poignantly to me how much people missed local television news in East Timor’s second-largest city.

East Timor’s only television station, TVTL, had struggled to find a creative way to distribute its news bulletins around the country – even though virtually no functioning TV transmitters or microwave links remained after August 1999, when pro-Indonesian militias burned 80 percent of the country in the violence and destruction following the vote for Timorese independence.

The United Nations-funded station had been using the U.N.’s information network and couriers to distribute its taped programs to Baucau’s local TV transmitter, and to video projectors located in remote districts. Thousands had appreciated seeing weekly local news reported for the first time in the local language, Tetum.

But when the U.N. handed over administration of the country to the first democratically elected Timorese government in May 2002, TVTL was suddenly left without cars, phones or international advisers. The local staff was completely overwhelmed. Taping news programs and distributing them to all districts in the island nation was simply too big a task.

Right about then, I began work as a Knight International Press Fellow in East Timor. The International Center for Journalists (ICFJ) had granted me this fellowship specifically because no other organizations were focusing on training television journalists in East Timor after the U.N. mission withdrew. The program administrators asked, in a nutshell, to see what I could do to develop independent television journalism in the shattered country.

It was an uphill struggle. The usual international donors weren’t even mildly interested in local television. They seemed mired in outdated notions about the cost of production, and weren’t particularly interested in exploring newer, cheaper technologies and delivery methods. Most couldn’t imagine why they should encourage television development in a place as poor and mountainous as East Timor.

I couldn’t imagine why *not* to try some new, less expensive way. The population, about 800,000, is 60 percent illiterate and obviously craving any kind of locally produced video news and entertainment. If I could find local journalists who were interested in creating independent television news and programming, perhaps we could then get sponsors and airtime for these programs on the national broadcaster.

TV production and distribution had become limited to the capital

city of Dili, so I began looking outside to the districts. I found some radio journalists to the east, in Baucau, and asked if they’d like to learn video production in their spare time. They were quite excited; they told me they had just formed a community arts group called “Creativision” and were looking for some training.

Within half an hour, word had spread and about 20 young television producer hopefuls gathered at their clubhouse. I took an inventory of their resources – seven old computers ready for the scrap heap and a video camera on loan from one of the U.N. peacekeepers. Short on equipment but long on enthusiasm; how could I resolve this dilemma?

I had a Macintosh G4 Powerbook loaded with i-Movie editing software and a Sony TRV30e handycam. What if I taught them the basics of news production using my own equipment, then produced a basic newscast tape? Could we use this to convince some donors or sponsors to provide them with their own cameras and computers?

I hired a local assistant – former TVTL producer Levi Branco – and together we began teaching the group how to shoot, write and edit a news story. Within three months, we had a credible half-hour news bulletin shot, edited and taped. The finished reports may not have been the timeliest news, but we hoped the total effort would be enough to impress the donors.

Our team also produced an interactive current affairs program, *Ask the Government*, in which local community leaders posed questions to government leaders. The reporters took these questions directly to cabinet ministers (including the prime minister), taped their responses, then edited the questions and answers together with a brief discussion of the issues. In a nation inexperienced with this kind of government openness, the show proved surprisingly popular with both citizens and officials, who were pleased with this new, direct means of communicating with the populace.

Word about our local project began to spread. Other groups saw that independent television production could be cheap, easy and practical. Several grassroots TV production teams have now sprouted in Dili, using the most basic computers and cameras.

And some of these small television groups are not waiting around for broadcast time. They’ve managed to secure video projectors and small generators and are arranging video nights in remote districts with hundreds of people attending. Others are considering burning VCD copies of their programs, which can then be sold at a minimal profit and distributed easily on the street.

Journalism



Carolyn Robinson works with journalists in East Timor, using easy-to-carry video and production equipment. Robinson became a Knight International Press Fellow in Dili, East Timor, and served in 2002 and 2003.

I learned a lot in the process of teaching Timorese journalists. TV production and distribution don't have to be huge financial undertakings; the equipment I used to create their shows cost about \$5,000 and could fit in a large handbag. Broadcasting isn't the only way for programs to reach a wide audience. Developing countries no longer need to bankrupt their budgets to bring locally produced television programs to their citizens. With 21st century technology, all that's really needed is modest funding plus a little creativity, ingenuity and passion for bringing TV news to any corner of the world.



‘We’re All on the Same Page Here.’

Lexington has undertaken a full-scale effort to narrow the achievement gap between children from low-income families and their more affluent peers in the classroom. Knight Foundation is pledging up to \$5 million over five years to support the communitywide effort to improve academic achievement. Arnold Gaither, chair of One Community, One Voice, offers the background on how the course was set.

Q: Kentucky has a national reputation for education reform. How’d that come about?

A: In 1989, the Kentucky Supreme Court ruled that the state’s system of public schools was unconstitutional. It charged the state’s legislature to create a new system of public schools that would provide every child with an equitable and adequate education. The legislature took the directive from the courts very seriously and created the Kentucky Education Reform Act (KERA) in 1990. KERA provided for a comprehensive program that started with a standards and accountability system that held schools accountable and created lots of programs around it to help them meet those standards. Many elements within the state took up the banner of education, including grassroots organizations such as the Prichard Committee for Academic Excellence, the Chamber of Commerce, education advocates, the business community and the media. One of the significant things about KERA is that 14 years later it is still intact.

Q: Knight’s Community Advisory Committee in Lexington spent precious little time (compared to other communities) deciding to focus our funding efforts there on closing the educational equity gap while improving academic achievement. Why this speed and certainty?

A: Lexington has put education before so many other needs because we understand how important education is to the overall well-being of our community. Very simply put, the causes of so many of our social, political and economic problems are affected by how we educate our children and prepare them for life’s challenges. Equally as important, over the past 15 years this community has engaged in meaningful conversation about the educational outcomes of all ethnic groups. Because as a community we had discussed the issues – the good, the bad and the ugly – we were able to reach agreement that we had a problem that reached beyond ethnicity. The One Community, One Voice Achievement and Closing the Gap Community Committee was established by the Fayette County Board of Education in February 2002 to develop a plan to ensure that every child is on the same page. We’re all on the same page here.

Q: One Community, One Voice has commitments from an astonishingly broad-based list of supporters from all segments of the community and at the state level. Does that raise the stakes and heighten expectations?

A: Yes it does, and it should. In my view, heightened expectations increase the chances the people will be more accountable for results. We can no longer afford the price of what one researcher calls “an education of the lowest expectations.” We have a moral obligation to our children to produce meaningful results.

Q: What, in fact, will One Community, One Voice do with the planning grant you received from Knight? What will need to happen to improve educational equity in Kentucky?

A: We’ve developed a comprehensive action plan that includes immediate, mid-range and long-range strategies for closing the gap. For example, our goal, printed on the cover of our report, says: “By 2007, all students will be proficient in reading prior to entering first grade.” One Community, One Voice will hold the Fayette County Public School System accountable for results, and we will hold the community responsible for meaningful involvement in education inside and outside of the school buildings.

Q: Complete this sentence: We’ll know One Community, One Voice will succeed when

A: When each and every child has access to and opportunity for a high quality education.

Communities



Arnold Gaither, chair of the One Community, One Voice effort in Lexington, stands in front of the Fayette County school system headquarters.

Marking a Milestone

Together, Knight Foundation's 26 communities represent a pretty fair cross-section of American locales. You'll find college towns. Agricultural centers. Urban neighborhoods. Regional hubs.

That includes Charlotte, N.C., a center of the New South that now finds itself home to a growing population of Hispanics, a great many from Mexico. Barbara Guilds, a native of Argentina, describes how the Central Avenue Bilingual Preschool there already serves 60 children and has a growing waiting list. "The community has grown substantially, especially families with young children," she says. "We're proud of the work we are doing, but it is not nearly enough to meet the needs of the growing Hispanic population in Charlotte."

Illustrating what? That our communities are constantly challenged to meet emerging needs, just as our nation has always managed to adapt to seismic demographic and economic shifts.

We marked a milestone in Knight's Community Partners Program in 2003. Two and a half years into the reinvention of our outcomes-based local funding program, all 26 Knight communities –

from Long Beach to State College, from Duluth to Biloxi – are concentrating grant dollars on local priorities identified by community advisory committees.

The foundation's six priority areas serve as a generous umbrella – well-being of children and families, economic development, community development and housing, civic engagement, vitality of cultural life, and education. But thanks mainly to the 246 experienced local residents serving on those advisory committees across the country, each Knight community has arrived at a distinctly local application to deal with its issues. So Aberdeen's committee is not just funding economic development in its corner of South Dakota, it's working to mobilize the community toward a unified vision for growth. In Gary, the well-being of children and families means making sure that a lack of child care won't remain a barrier to parents getting and keeping jobs. And Bradenton's focus on middle-school youth emphasizes volunteerism and civic participation as paths to positive behavior.

All told we made 219 Community Partners Program grants for more than \$57 million in 2003. (That's in addition to 11 grants totaling \$22.3 million to enhance Knight donor-advised funds as part of our Community Foundations Initiative). They are the collective result of extraordinary collaboration among staff and our non-profit partners, and the unprecedented involvement of

those local advisers. Through painstaking deliberation, research and hard choices, our communities have zeroed in on the approaches, programs and methodologies that flow from their priorities and local capacity. In the process they have spearheaded coalitions, identified lead agencies, designed evaluations and otherwise set in motion forces for change that should continue beyond the life of the individual grants.

Results will help us gauge progress, but time is a necessary ingredient. In the meantime, examples of leverage and influence suggest Knight's role is already being seen and felt.

Collaboration has certainly been the prevailing operational force, as illustrated by the tale of two cities: Grand Forks, N.D., and East Grand Forks, Minn., separated by the Red River and a state line. Despite proximity and because of those political and topographical barriers, the two communities considered themselves totally separate until, through the the local advisory committee's work on regional economic development, the chambers of commerce of both towns came to realize the logic of an alliance that benefited the entire region.

WELL-BEING OF CHILDREN AND FAMILIES

It's not surprising that 20 of our 26 communities have chosen to focus attention and dollars on programs that address the needs of vulnerable children and their families. The American credo has us believing that we foster democracy through education in a system available to all. Best practices tell us that the years before formal education and the hours outside the classroom matter as much as those spent in school.

Our communities have chosen a range of approaches to preparing young people for productive roles in society. They



Children at the Little Early Childhood Education Center in Wichita listen raptly to a story during the launch of Wichita CARES (Children Able to Read will Excel in School), a Knight-funded school readiness project.



Against the January 2004 backdrop of downtown Duluth, Knight Community Advisory Committee Chair Marti Buscaglia announces grants by Knight Foundation to five organizations working to improve the region's economic development climate through projects ranging from online resources to storefront improvements.

fall into four broad categories: quality enhancement, coordinated services, help for families and youth development.

Quality enhancement: In Tallahassee, our Community Indicators research and the local knowledge of Knight's advisory committee showed the obvious: the quality of child care in Leon County was abysmal. The big need for quality child care lies in Southside, the underserved blocks south and east of Florida's high-rise Capitol. The foundation granted \$1 million over four years to Florida State University to improve the quality of 10 preschools near two Southside

elementary schools. Meanwhile, the School Readiness Coalition, in partnership with United Way and Kids Inc., was coming to a similar conclusion based on an assessment of needs and on consensus-building interviews. Alfredo Cruz, Knight's liaison for Tallahassee, was surprised one day when a delegation from the coalition arrived unannounced with a request: Could they join in Knight's efforts? As the collaboration took shape, other funders such as the Lawton Chiles Foundation have demonstrated leadership by declaring Tallahassee a Whole Child community. Community leaders

have mobilized around the issue, now being addressed by a strong and inclusive Whole Child Leadership Council. Though the need was there, and had been recognized by many in Tallahassee, Knight's investment has been a catalytic force.

Coordinated services: It's not all about education, of course, when it comes to children. At-risk kids need all kinds of assistance – health care, mental health services, and speech and language therapy – to make sure they are on track and thriving.

In several of Knight's communities, ▶

Priming a Region's Job Pump

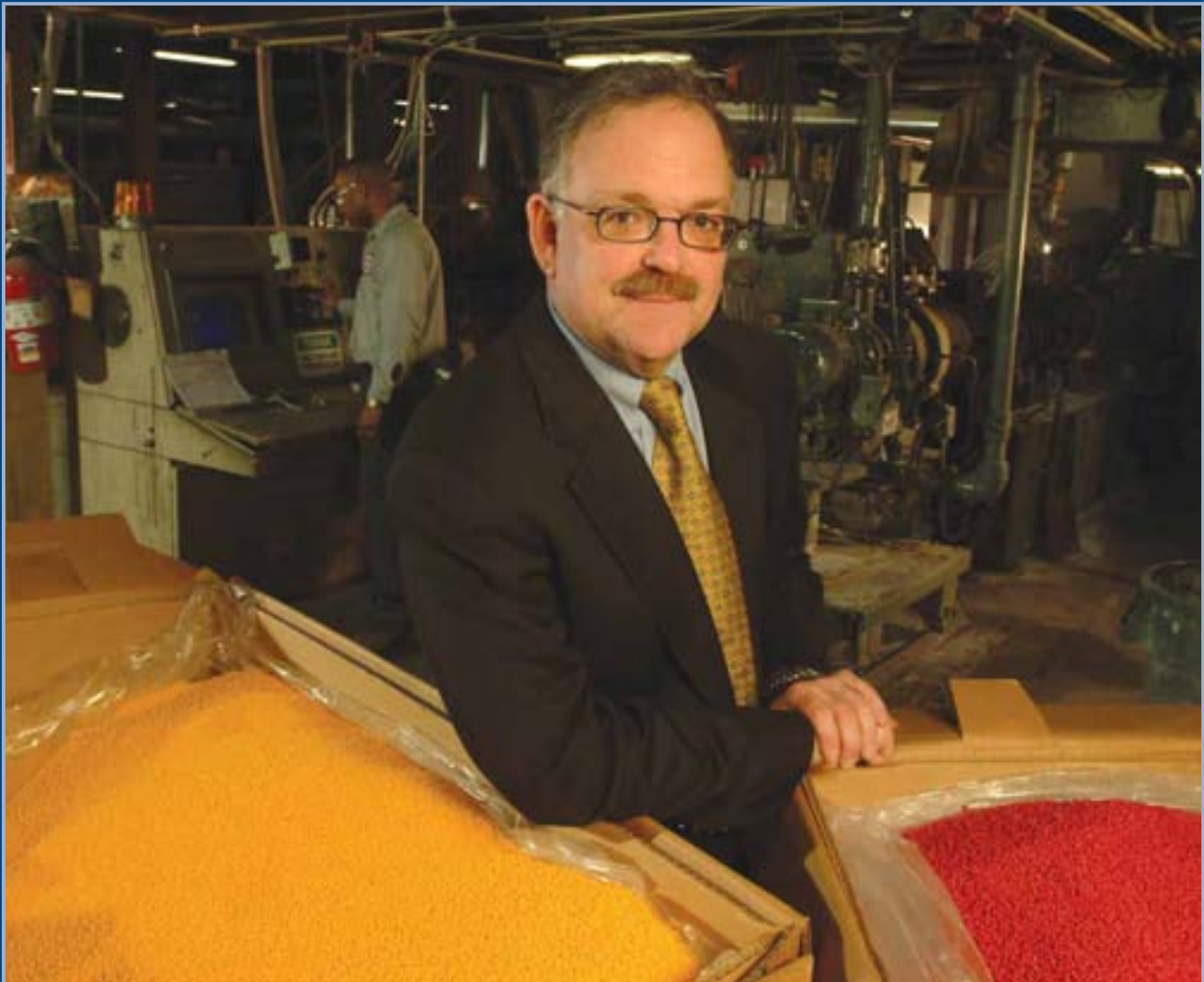
You don't have to be in business in Northeast Ohio to know that the region's economy has suffered, and the forecast is gloomy.

Just consider the job cuts made by some of the top employers in Akron and its neighboring cities in 2003. Rubbermaid eliminated 1,250 positions, Boise Cascade Corp. 1,100 and Goodyear Tire & Rubber 350. Other major employers to cut jobs included Marconi (230), Pioneer Standard Electronics (230), KeyCorp (135) and FirstEnergy (110).

In all, nearly 7,000 jobs were lost in 2003 in the region where legions

of workers once produced much of the nation's steel and rubber. Decades of decline, changes in international trade policy and the national economic downturn of the last few years are among the contributors to the region's unprecedented economic and social crisis.

All too familiar with layoffs, rising unemployment and business closures, Akron's Community Advisory Committee recommended that Knight Foundation try to help the city and its neighbors recover from years of waning growth.



Robert Farley, president of Team NEO, visits Network Diamond Polymers in Akron. Team NEO is a coalition of the leading business organizations in Northeast Ohio. It is using a \$1.5 million grant from Knight to increase job opportunities, private investment and business services to existing industries. Lawrence E. Christian works in the background.

Communities

In fact, Knight's committees in Duluth, Grand Forks, Gary and Aberdeen have opted to do much the same. They are focusing the foundation's efforts on programs aimed at reviving local economies hampered by unemployment and limited business opportunities.

"Philanthropy and nonprofit agencies must help shape the public agenda by identifying long-term trends and needs, advancing potential solutions and advocating for those left behind," said Knight trustee and Akron resident Robert Briggs, during a February 2004 conference in Akron for Northeast Ohio foundations cooperating to tackle regional economic issues. "The truth is that while our financial power is, relatively speaking, quite limited when measured against public expenditures, our leadership potential is not."

Akron's eight-member Community Advisory Committee is helping guide Knight's investment – part of our \$13 million commitment there over five years – to organizations already focused on economic development. One of them is Team Northeast Ohio (Team NEO), a coalition of the region's leading business organizations working to attract, retain and expand business opportunities in 13 counties.

Knight's \$1.5 million grant to Team NEO in the fall of 2003 is expected to help raise some \$7 million to support the organization's efforts to add jobs, market the region to businesses looking to relocate and create an environment that helps existing businesses prosper.

Team NEO grew out of the need for a regional approach to economic development. For years, chambers of commerce, government officials and business leaders from neighboring cities often competed for business.

"People are beginning to realize that we need to be thinking of this as a region as opposed to how it has been before – Cleveland versus Akron, or Cleveland versus everyone else," said Jim Crutchfield, publisher of the Akron Beacon Journal and chair of Knight's advisory committee. "This isn't just a city in transition. It's a region in transition."

"Businesses have been stuck in the old way of doing things," said Robert Farley, president of Team NEO. "There has been a disconnect between organizations throughout the region. But now leaders are coming together ... They realize that as one unit they can be more effective."

Northeast Ohio had long been home to industry, steel mills and rubber manufacturing plants that supply automotive companies like Ford and Chrysler. It was home to some of the nation's leading industrialists – men like John D. Rockefeller, who amassed his millions in the oil industry; Charles Kelly King, who built his fortune manufacturing electrical fittings for railroads and trolleys; and Harvey Firestone, founder of the Firestone Tire & Rubber Co. in Akron.

Ohio's economy flourished in the early part of the 20th century due to the rapidly growing engineering and manufacturing industries,

producing cars and car parts. Companies, however, took a major hit in the 1970s when the region went into a recession. International competition and the lack of investment led to layoffs and business closures.

In the 1980s, almost all of the tire plants in Akron closed as production in Detroit declined. Northeast Ohio had become part of the Rust Belt, home to abandoned factories and tarnished dreams.

Ohio leaders say the North American Free Trade Agreement (NAFTA) signed in 1993 has further hampered economic recovery efforts. Studies seem to back those claims. A report by Policy Matters Ohio, a Cleveland think tank, shows that the state lost 14,653 jobs from 1999 through 2003 as a result of NAFTA, which created a free-trade zone among the United States, Mexico and Canada.

Knight's grant-making efforts help create an environment that fosters growth by capitalizing on existing assets. Briggs says the region has plenty working in its favor, including a vast pool of talent (42 percent of the U.S. population lives within 500 miles of Northeast Ohio); internationally recognized health care services; a robust system of higher education; a high concentration of growing industry clusters including polymers, bioscience, instruments and insurance; professional sports; high-quality arts and culture organizations; and ample natural resources.

Other foundations have joined in the effort to stimulate the regional economy. The Fund for Our Economic Future, made up of 35 local and national foundations, has pledged nearly \$30 million to promote business growth and development in nine Northeast Ohio counties. Knight joins The Cleveland Foundation, the Akron Community Foundation, the GAR Foundation and the George Gund Foundation in the effort, which includes supporting groups like Team NEO.

"We want to be partners with government, labor unions, ethnic and minority organizations," said Brad Whitehead, senior program officer for The Cleveland Foundation, during that same February conference, at which the Fund for Our Economic Future was announced. "We need to be a catalyst for change and take a regional approach, a collaborative approach."

Akron Mayor Don Plusquellic sees Knight's commitment, as well as the support from area foundations, as an unexpected but welcome source of economic development support.

"[Foundations] do a lot of good work, but I just never thought of foundations playing a part in improving the economic well-being of an area. ... Government can't do it all," Plusquellic said.

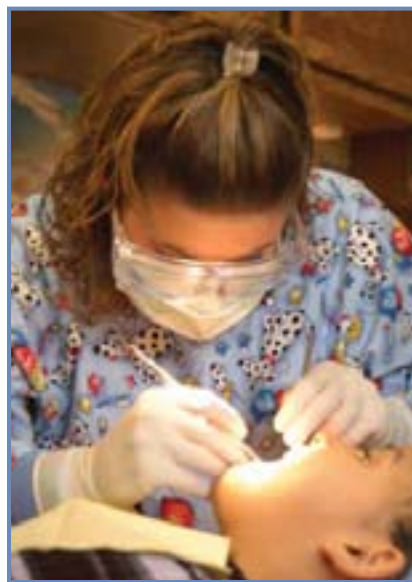
dental care surfaced as an unexpected need. Tooth decay, it turns out, is the most common chronic disease of children ages 5 to 17 years. And because so few dentists accept Medicaid and state health-insured patients, the problem is particularly acute among lower income children. St. Paul's Mary Sue Hansen had this early report about a recent grant: "Just wanted to pass along some great news. Give Kids a Smile Day was a huge success. All the clinics were very happy with the process. There was a low no-show rate, and the dentists felt the referral process went very well. ... Having interpreters and connections to transportation really helped. This was a team effort."

Help for families: Even as we focus on children, we've learned that their parents' health, education, well-being and financial stability are critical factors in the health of the family. For example, in both State College and Macon, we have funded the nationally recognized Olds Nurse-Family Partnership, which provides regular, intensive home visiting services to mothers, beginning no later than the 26th week of pregnancy and continuing until the child reaches age 2. The relationship between mother and nurse is built on trust. And that, says Macon home-visitation nurse Pat Prime, takes time and patience. "How do you tell a 16-year-old how to be a wife and mother when she doesn't know how to be a child?" asked Prime. The effects of these grants will likely reach across generations.

Youth development: Any adult who has worked and lived around children knows that the middle-school years are marked by increased independence and peer influence. In the best of cases, it's

a time when young people develop their own special style. In the worst of cases, it's when drugs, violence and early sexual experiences derail lives. Several of the foundation's communities – Akron, Bradenton, Columbia and Columbus – have focused attention on just one or two or three middle schools where they seek to make a difference through multifaceted programs that put kids in regular contact with caring adults.

In Columbus, five nonprofits are working together to provide a range of after-school experiences for 120 students at Marshall Middle School. Subtle changes are already noticeable. Teachers now ask program staffers to help encourage better student behavior in the classroom. A new Parks and Recreation basketball team puts academics and attitude ahead of athletics. A YMCA volunteer provides haircuts to kids who need them – as long as they don't misbehave. The true indicator of success: the students are



Preteen Skye Pilato gets a checkup from a dental hygienist in State College, where a grant by Knight Foundation put a dental van on the road.

boasting about what's going on in the after-school program.

COMMUNITY DEVELOPMENT

While many Knight communities have chosen to focus on children and youth, others are tackling broader issues such as community development and the vitality of cultural life. Despite the elusive and long-term nature of these challenges, Knight communities have nonetheless been proactive and creative in developing strategies and implementing programs.

A decade ago, Detroit's Southwest neighborhood could only be described as blighted. Today, Southwest is exploding with residents, commercial development and mom and pop enterprises. There, the Ford Motor Co.'s Rouge plant a century ago drew immigrants from Eastern Europe, blacks from the Deep South and whites from Appalachia. Today, those cultures commingle with Latinos and Arab Americans, all contributing to a rich cultural mosaic and giving the area a distinctive bustle and vitality. By working in six Detroit neighborhoods like Southwest, Knight's community development projects promise to reinforce revitalization and contribute to stability.

Detroit isn't the only community seeking to inject new life and hope into its urban landscape. The Payne/Phalen Lake area of St. Paul is an extended neighborhood 23 percent Asian-American, 13 percent African-American, 2 percent Native American and 11 percent Latin American. Large families, language barriers and low incomes make finding affordable housing in the neighborhood a challenge. Beginning with the commercial corridor and working out to the rest of the neighborhood, we are working collaboratively with other national

fundress to create a new model that can leverage both economic and social capital on a significant scale.

In Miami, the nation’s poorest urban center based on the 2000 census, we are combining home ownership programs and the development of assets to energize residents of two downtown neighborhoods: historically black Overtown, now heavily depopulated, and teeming, entrepreneurial East Little Havana. From financial literacy to individual development accounts to assistance for first-time home buyers, we are seeking to give residents the tools they need for their version of the American dream.

VITALITY OF CULTURAL LIFE

The arts are considered the highest expression of culture, but how can we ensure they capture and reflect everyone’s culture, especially in the multi-ethnic United States of today? For too many residents in Knight communities, art is for and about someone else. In Detroit, Philadelphia and Fort Wayne, the new approach is to provide programming that speaks to diverse audiences and to import cultural events into underused venues.

That means our arts programming often overlaps with education, children and families and community development work. The Opera Company of Philadelphia is bringing its traditional art form to life in the predominantly African-American neighborhoods of North Philadelphia and Camden through teacher workshops, recordings for students and live opera performances. The Euell A. Wilson Center in Fort Wayne is expanding an after-school program for at-risk youth of color to participate in arts activities such as dance, hair braiding, keyboards, poetry and visual arts. And to inspire our next



An all-girls bell choir performs for Knight Foundation’s board of trustees and staff during a June 2003 visit to Marshall Middle School in Columbus. Knight partners are working to provide a full range of after-school services for the school’s students.

generation of musicians, we are supporting an all-minority orchestra developed in Detroit by the Sphinx Organization.

Some of the programs running in our 26 communities will touch a few lives and change a few minds. A choice few will be expanded, replicated and perhaps even generate policy change that could forever alter the social and economic fabric. This is the elusive gold standard in philanthropy. But with our focus and our cross-community efforts to experiment, learn and improve, Knight is well positioned to contribute substantively to the American ideals of equality and opportunity. ✓

For details on 2003 grants, see Page 64.

KNIGHT COMMUNITIES

Knight’s Community Partners Program serves 26 U.S. cities where the Knight brothers operated newspapers. A list of community liaisons is on Page 40.

Aberdeen, S.D.	Lexington, Ky.
Akron, Ohio	Long Beach, Calif.
Biloxi, Miss.	Macon, Ga.
Boulder, Colo.	Miami, Fla.
Bradenton, Fla.	Milledgeville, Ga.
Charlotte, N.C.	Myrtle Beach, S.C.
Columbia, S.C.	Palm Beach County, Fla.
Columbus, Ga.	Philadelphia, Pa.
Detroit, Mich.	San Jose, Calif.
Duluth, Minn.	St. Paul, Minn.
Fort Wayne, Ind.	State College, Pa.
Gary, Ind.	Tallahassee, Fla.
Grand Forks, N.D.	Wichita, Kan.

Starting a New Wave of Volunteers

To do its work well in each of the 26 Knight communities, the Community Partners Program relies on a deep local appreciation for place and people, assets and liabilities, history and potential. Setting a course for our long-term investments in local priorities requires a blend of logic, gumption, risk-taking – and faith. Here’s Paula Lynn Ellis’ personal account.

Myrtle Beach and the diverse communities that hug South Carolina’s north coast welcome more than 13.5 million vacationers a year. Visitors come to be renewed by the sea, to cast their worries aside and to play. Many return to enjoy their second homes or their new retirement nests. It is a wonderful place to stay and play. But permanent residents ache to build a stronger sense of community and identity.

The Grand Strand has been my home since I moved here as president and publisher of The Sun News almost seven years ago. I also lead Knight Foundation’s Community Advisory Committee. Like most residents, I’m not from here.

Evidence of our transient nature is everywhere. The population is exploding, up 35 percent from 1990 to 2000 with growth through 2007 projected at 17 percent. Natives are outnumbered and values collide as a new sociopolitical culture is emerging. There are chasms between “been heres” and “come heres,” senior retirees and young adults, environmentalists and developers, urbanizing beachies and those who live on rural back roads.

Evidence of the uneasy peace between prosperity and poverty is everywhere. In 2000, 12.6 percent of county residents lived in poverty. Fifty-five percent of schoolchildren qualify for free or reduced-price lunch under federal poverty guidelines. The job market is one of the fastest growing in the nation, but only two Texas counties bordering Mexico have a lower average weekly wage, according to the Bureau of Labor Statistics.

“Horry County is not really a community. It is a series of small towns and small communities,” said Dr. Sally Z. Hare, an endowed professor of education, director of the Center for Education and Community at Coastal Carolina University and member of our local advisory committee.

As our 10-member committee wrestled with the far-too-common national issues of infant mortality, youth development, elder care, job growth and low voter turnout – all evident here, we often felt frustrated and overwhelmed. Our efforts bogged; optimism flagged.

Then, we refocused on our community’s abundant resources and assets. Our creative and collaborative energy took flight.

The Myrtle Beach area is what demographers call a micropolitan area with bedroom communities surrounding the beachfront economic engine. It has bountiful natural resources from ocean to rivers and estuaries. It is a fast-paced entrepreneurial community with few hide-bound institutions. Residential growth is fueled by an influx of retirees from “the greatest generation” with traditional ideals of service.

Relocating or retiring baby boomers raise expectations about the quality of life as they abandon major metro areas to gear down at the beach or on the back nine. These newcomers bring wealth and experience.

“We want people giving of time, money and knowledge,” a committee member said in summary after several arduous discussions.

An earlier Knight Foundation community survey found the majority of residents believe they can have an impact on the future of their community. Residents who believe they can have an impact say the most effective ways to do so are to get other people involved and to volunteer time.

Our mantra: Create a community structure to call out what is noble in people.

Our method: Build a system that individuals can access to match their talents with community needs. Help nonprofit organizations prepare to engage volunteers more effectively.

Expected results: Full-time and seasonal residents more productively engage in community life. Nonprofit and other service organizations are stronger and their clients or members better served. Rootless newcomers deepen their community connections. More citizens assume leadership roles in the community. And, perhaps, the quality of political life is stronger as more people vote and more leaders seek to shape our shared future by running for elected office.

“We came up with a plan that has awesome potential for allowing the public to identify needs and come forward to assist in meeting those needs,” said Barbara Blain, attorney for the Horry County Department of Social Services. “The involvement of people to people is the way to go.”

Over the next five years, Knight Foundation will invest \$1.25 million in Horry County to increase the community’s capacity to develop and nurture an engaged citizenry.

Coastal Carolina University, Horry-Georgetown Technical College and the Community Coalition of Horry County are collaborating on this effort. This strategy hinges on the strength of local organizations to engage residents as volunteers and to mobilize their energies to address local issues. As a first step to strengthen area nonprofits, we selected three of the area’s best-known and most highly regarded organizations that rely on volunteers. SOS Healthcare, Habitat for Humanity and Boys and Girls Club received grants to hire a volunteer coordinator and more effectively manage volunteers by developing

Communities



Paula Lynn Ellis, chair of Knight's Community Advisory Committee in Myrtle Beach, helps Imani Simmons, 6, with her spelling homework at the Boys and Girls Club of the Grand Strand. The club is one of three local nonprofits working to develop programs to recruit, train, retain and reward volunteers.

programs to recruit, train, retain and reward them. We hope these organizations will develop successful models that may guide others.

These are ambitious goals with results that can be measured and some that cannot. At The Sun News we often say that part of our job is to introduce "immigrants," mostly from the Midwest and Northeast, to their new homeland. Knight Foundation is making an important contribution to the public life of our rapidly developing region at this pivotal time of formation.

The law of unintended consequences will ensure that improvisation overtakes our initial script. We welcome that as this effort touches the "time, money and knowledge" of a talented, diverse and engaged citizenry.

Protecting the Public's Right to Political Issues

A Knight grant of \$100,000 helped Project Vote Smart collaborate with newspapers nationwide as the organization pushes political candidates to provide more issue-stance information. The project made headlines when President Bush and Democratic candidates John Kerry and Howard Dean refused to participate in the National Political Awareness Test. We asked Richard Kimball – a former candidate himself and Project Vote Smart president – to tell us more.



Richard Kimball, president of Project Vote Smart, visits The Carter Center in Atlanta during his tour of Southern newspapers. During the tour, the one-time Arizona politician urged editorial boards to ask political candidates to take the National Political Awareness Test.

Ventures

Q: If we agree that understanding the issues is central to a voter's ability to participate in democracy, what were conditions that led to the creation of Project Vote Smart?

A: Today candidates spend 80 percent of their time raising money to do three specific things: 1. Measure what the public wants to purchase in the public marketplace. 2. Have consultants tailor the candidates' images to fit what they then know will sell. 3. Buy the television time necessary to bombard citizens with the meaningless, issueless messages that are the result. Enter Project Vote Smart, which as CBS News reported, allows citizens to "ignore the self-serving candidate hype" and get, as *Dragnet's* Sgt. Joe Friday used to say, "just the facts ma'am."

Q: What then, is the National Political Awareness Test? How could anyone seeking public office flunk such an altruistic-sounding thing?

A: The test measures each candidate's willingness to sustain that most essential component in the struggle to self-govern, i.e., a citizen's right to abundant, accurate and relevant information about the backgrounds, experience and intentions of those who wish to govern as representatives. As one major party national committee-man told me, "It is not our job to educate, it is our job to win." This cynical view is quickly closing the door on the citizen's ability to see for whom it really is they vote. It has simply become more efficient and more economical for the candidates to move people emotionally rather than intellectually. You can move citizens' passions, prejudices and hatreds in a 30-second commercial, but you can't move them intellectually in that time on problems faced by our society and the means to solve them, so the candidates no longer bother trying.

Q: So if there is an unintended consequence to this for politicians – take the test and your opponent will use your positions to bash you in negative ads – then what's the solution?

A: Oddly enough the project does not need the candidates' cooperation to get the goods on them. The political awareness test is only a tiny part of the data we collect. The candidates can make it difficult for a citizen to acquire information on them, but they can't hide entirely from us. If the project manages to stay on track over the future years, maintains our integrity and independence, and continues to earn the trust and support of the media, we will win the day on this fight. Right now we are collecting data on every campaign contribution, every biography, every recorded vote, and every evaluation done on the candidates from the more than 100 varied special interests that

do them, along with every public utterance (speech, interview or commentary). Each year we get stronger, our database more powerful, our system easier to use and better known. When citizens become aware there is at least one source where they can turn in absolute confidence for easy access to abundant, accurate information about those who govern or those who wish to replace those that do, they will then be able to disregard the self-serving information from those campaigns that so often torture the truth.

Q: Staying on top of that information is a big task. How does Project Vote Smart go about gathering all that candidate information?

A: More than 5,000 unpaid student interns and volunteers have come through the project's doors to help build our Voter's Self-Defense System. The students come primarily from political science and journalism schools while the volunteers are generally retired professionals. They all work full-time from two weeks to two years on the project's programs. Most of their work is in collecting, categorizing and proofing millions of relevant facts about each candidate, voting record, campaign finances, biographical background and issue positions.

Q: Complete the following: We'll know Project Vote Smart has succeeded when ...

A: ... When the majority of Americans become aware of the project's services, those candidates who spend 80 percent of their time twisting arms for campaign contributions, who are willing to aggrandize themselves in issueless mudslinging commercials, who are willing to bombard their fellow citizens with the resulting nonsense, can then be beaten. Real leadership more likely resides among those citizens who would never consider behaving that way, but they won't run because there isn't a chance in hell they would win *without* behaving that way. To quote Adlai Stevenson, when he was first asked to do a television commercial: "If we start advertising ourselves like boxes of cereal, democracy will die, for you could not win the presidency without proving you were unworthy of the job."

The State of the American Dream

At some point in the near future, a new citizen – a child being born in Macon or a native of another land becoming a citizen in Wichita – may become the individual who pushes the U.S. population over 300 million.

That new American will join a nation still under construction. Each day, we see it being built across the country and in Knight communities, often surmounting barriers and concerns. High school students in many communities lack civics instruction or the chance to read their own school newspaper. Charlotte residents, both African American and white, seek to discuss race from an honest and safe starting point. Latino families cluster outside of Boulder, forced to live away from their jobs because of the high cost and inadequate supply of in-town housing. Arab Americans in Detroit still cope with post-Sept. 11 fear and mistrust. Though black residents of Miami's blighted Overtown neighborhood see construction cranes piercing the sky just blocks away, they still wonder when the full community's prosperity will put down roots closer to their homes.

A key goal of Knight's National Venture Fund is to help more people live the American dream. This means encouraging participation in the democratic process, from encouraging an 18-year-old in Camden to vote for the first time to helping newcomers apply for citizenship in immigrant-rich towns like Lexington and Long Beach. It also means overcoming barriers to participation so that everyone's vote is counted.

Like the other Knight programs refined and reshaped in our 2001 strategic plan, the National Venture Fund is grounded solidly on longtime foundation interests. Some efforts have been built on strong relationships established through

Knight's previous national programs; other projects have been developed and nurtured in Knight communities; still others are being crafted by national organizations capable of introducing them both nationally and locally.

We're privileged to serve many uniquely American interests in ways we hope improve the quality of lives. Knight's National Venture Fund will continue to strike a balance.

In 2003, through 23 grants totaling \$9.3 million, the Venture Fund focused on finding the nation's best practices and bright promises in civic engagement, community and economic development, education, the arts, and the well-being of children and families.

As the Fund has taken shape, we have learned important lessons about the foundation's priorities and how to move them forward.

1. WE TRY TO FIND INNOVATIVE SOLUTIONS TO COMMON PROBLEMS ACROSS COMMUNITIES, TEST THEM AND REPLICATE THEM.

In Miami – America's poorest urban community based on the 2000 Census – Knight grantees were looking for ways to help low-income families improve their standard of living. We commissioned the Brookings Institution to examine the economic impact of the Earned Income Tax Credit (EITC) there and in a handful of other Knight communities.

With funding from the Community Partners Program, a local coalition took this research and created the Greater Miami Prosperity Campaign – a county-wide effort to help the working poor file for the asset-building EITC. In one year, the campaign helped bring an additional \$62 million in EITC credits back to Miami families. By tapping into the national nonprofit Center for Economic Progress, the Venture Fund is offering hands-on support to launch similar campaigns in Biloxi, Akron and San Jose.

In other instances, we made innovative tools and services affordable for Knight communities. Microloan programs, for example, have been invaluable in assisting small-scale entrepreneurs, including recent immigrants, to get started in a number of U.S. cities. In 2003, we invested \$250,000 in ACCION – a proven microlender – to launch a program in Miami's East Little Havana. The effort surpassed its own projections with \$800,000 in 117 microloans in just 11 months. A more recent investment of \$1 million in ACCION will help the organization offer its services and micro-capital on line to many more residents of Knight communities.

2. WE SEEK TO ELEVATE ORGANIZATIONAL PERFORMANCE TO SUSTAIN COMMUNITY CHANGE EFFORTS.

Once the 26 Knight communities had completed their first round of setting local funding priorities, they fell naturally into related clusters. More than a dozen are working on school readiness and early childhood issues. A half-dozen are developing enhancement programs for middle-school youth. And in five Knight communities, we learned in a recent survey that grantees need help developing boards, enhancing evaluation

capacity, conducting strategic planning and improving technology.

By sharing information across communities and finding ways to increase organizational performance, we are trying to leverage our philanthropic resources. Over the years, we've learned that when you bring together 15 Magic of Music symphony orchestras at a retreat for example, a culture of shared learning develops. Our support of the National Association for the Education of Young Children (NAEYC) has already helped 50 early childhood professionals in 11 Knight communities attend last fall's convention in Chicago. There they swapped experiences, learned from the top experts in the field and began to adopt new practices to better serve children in Knight's local initiatives.

We're also working to help seasoned national organizations serve Knight communities more effectively. Despite a strong track record of helping high school students stay in school, Communities in Schools (CIS) realized there was a consequence to its rapid expansion. That growth was inhibiting the ability to support the CIS national network adequately, ultimately reducing the number of kids benefiting from the program. With a \$970,000, three-year grant, we funded a growth management strategy that will help CIS undergo an extensive evaluation of current practices, leading to an overhaul of the training and technical assistance program. On that basis, CIS has a chance to better serve students in 12 Knight communities.

3. WE HAVE CONFIRMED THAT COMMUNITIES EVERYWHERE NEED EXPERTISE.

Knight's Venture Fund has been crafting relationships with national organizations offering extensive, specialized expertise. Such skills as ▶



A microloan from ACCION USA helps Sayda Marrero operate the Nicaraguan Mini Market in Miami's East Little Havana. ACCION provides credit to small business owners who don't qualify for bank loans.

Battling for Voting Integrity, Coast to Coast

Heading into the 2004 presidential election, Americans have justifiable reasons to worry about the integrity of their voting systems. Knight funded the Voting Technology Project at Caltech and MIT. Adam Rogers, a 2002-03 Knight Science Journalism Fellow at MIT, took a look and filed this report.

At the annual meeting of the American Association for the Advancement of Science last February, Ted Selker, an MIT computer scientist and co-director of the Caltech/MIT Voting Technology Project, got a little riled up. He was talking about Direct Recording Electronic ballots, the ATM-like terminals many Americans will soon vote with. In the United States, these DREs cost about \$3,000 each, and they don't work so well. "But somehow or other," said an exasperated Selker, "in Brazil, DREs cost \$400 and have batteries that last 15 hours." In 2000, after decades of infamous electoral malfeasance, Brazil brought in 106 million votes from cities and from rain forests, on DREs. Only 0.2 percent didn't get transmitted.

The United States had substantially more trouble in its 2000 election. Maybe you heard about it.

The worst thing about the 2000 presidential balloting was the implication that every American election had been a little bit catastrophic – and nobody had ever noticed. That's where the Voting Technology Project (VTP) comes in. Until four years ago, only political scientists and local bureaucrats really cared about problems with collecting and counting votes. Today, the system's limitations are on full display, and so are some of the solutions, both short- and long-term.

According to Selker, David Baltimore, president of Caltech, realized in the shower one morning after the 2000 election that the country's two best-known technical universities might be able to make some sense of the voting thing. Now, four years later, VTP is one of the most far-ranging interdisciplinary collaborations in the country, comprising computer security experts, interface designers and political scientists.

What they've found so far goes way beyond a few miscounted chads. Sure, the voting systems – the ballots people actually vote with – have problems, like punch cards that don't punch or confusing designs. But polling places are often run poorly, by undertrained workers. And registration rolls remain as much as 20 percent incorrect. In 2000, Florida went to George W. Bush, ultimately based on a few hundred votes. According to VTP estimates, problems in the three categories they've isolated meant six million votes went uncounted nationwide.

The electronic terminals could be a solution, but they're still controversial. The federal Help America Vote Act, or HAVA, gives \$3.9 billion to states and counties for new voting technology, and DREs probably will make counting smoother, says R. Michael Alvarez, a political scientist and VTP co-director at Caltech. Project researchers found that the electronic ballot terminals, in scattered use for the last few years, increase countable votes by about 5 percent. But the machines have a history of bugs, miscounts and errors – and no way to verify votes. As MIT's computer security legend Ron Rivest, a VTP member, says: "You try to take a typical Windows-based PC and propose that as a foundation on which to build a secure voting system, and most computer scientists have the reaction you'd expect."

So what can they do? Watch a lot of elections; Selker has observed hundreds. The VTP got the kind of punch cards used in Florida banned in most states. Alvarez works on SERVE, the Department of Defense's experiment in voting by Internet for Americans overseas; he plans to continue even though the Pentagon canceled the 2004 pilot project. VTP computer scientists are working on new voting systems and user interfaces (though Selker's favorite way to vote is a well-designed punch card set-up). The VTP has proposed new standards and technologies for electronic voting, and its leaders have issued a call for regular audits of election results. And Alvarez's team recently got access to the absentee voter database of Los Angeles County, the biggest, most diverse polling area in the country. He's crunching data to find out who votes absentee, and what happens to their ballots. No one's ever done it before.

Meanwhile, much of what went wrong in Florida in 2000 hasn't been fixed. And the kinds of reforms Alvarez and Selker advocate – streamlining polling places and ballots, fixing registration rolls – are getting politicized. "It generates uncertainty for all candidates if you change the rules of the game," says Alvarez. Campaigns spend their money based on ever-more precise polling, so elections get won on narrower margins, and the problems VTP studies get more visible.

But if the Brazilians can make it work, the United States ought at least to stand a chance.

Ventures



The Voting Technology Project pairs the expertise of MIT's Ted Selker, at right in Cambridge, Mass., and Caltech's Michael Alvarez, on screen. A grant from Knight is helping the researchers develop more reliable voting technologies as well as policies to protect voters.



Concertgoers in Saratoga, N.Y., got to follow along with program notes in real time during a pilot test of the handheld Concert Companion, at right. A grant to the Kansas City Symphony, a Magic of Music Initiative participant, helped symphony executive Roland Valliere develop the new device.

advocacy and mobilization aren't always readily available in communities as small as, say, Milledgeville, or as distant from Washington, D.C., as Aberdeen.

Thus groups in Philadelphia and

Charlotte learn how to advocate effectively from one of the best national organizations – Charity Lobbying in the Public Interest. Grantees in many communities will benefit from the strategic

planning expertise that New Profit Inc. brings to Kids Voting USA while helping the organization reach a more efficient scale.

Some expertise is simply underdeveloped, even in the big urban settings. Many American locales wish to attract talented young professionals who can help communities plan well and implement decent urban development strategies. We joined forces in 2003 with the University of Pennsylvania and several of the nation's most experienced private developers to create the Center for Urban Redevelopment Entrepreneurs (CURExPenn). By placing fellows in residencies at private development firms across the country, this program will help develop the field's new generation of urban development professionals.

4. PARTNERSHIPS ARE VALUABLE RESOURCES.

To find workable solutions over the long haul, we joined forces with other sectors – governments, businesses, universities and like-minded funders. Our EITC campaigns, for instance, hooked us up with chambers of commerce and local mayors. New projects in 2003 with the National Executive Service Corps, CEOs for Cities and Utility Customers Charitable Trust all relied on partnerships with the private sector. We also cooperated with community development and smart-growth advocates – The Funders Network for Smart Growth and Livable Communities, and Policy Link – to promote sustainable urban development.

Living Cities has successfully transformed itself from NCDI; the National Community Development Initiative. Focused for its first decade almost entirely on providing pass-through funding for community development corporations, Living Cities is now a

separate 501(c)(3) organization involving 17 partners with a stake in a number of urban development initiatives. While the Living Cities partners continue to channel the bulk of their pooled funds through Local Initiatives Support Corp. and the Enterprise Corp. and oversee the results in 23 communities nationwide, they are also now developing new research, concentrating attention on four Pilot Cities and taking positions on government policies and legislation that affect affordable housing and family resources.

5. SYSTEMS CHANGE IS A NECESSARY COMPONENT OF NEARLY EVERY KF COMMUNITY PRIORITY.

A community’s appreciation of system-level issues – the it-takes-a-village approach to education, civic engagement, smart growth and economic development – can help or hinder its pursuit of positive change. The Pilot Cities program has targeted four communities – Miami and St. Paul included – where Living Cities’ members have agreed to fund comprehensive redevelopment strategies. And One Economy has been building technology networks among residents of low-income neighborhoods in two Knight communities, providing jobs and information to help residents lead better lives.

MOVING FORWARD

These and similar lessons will guide the Venture Fund’s work. Look for us to build on recent experiences and navigate emerging issues:

- ✓ An unprecedented demographic shift is unfolding in communities large and small. Eleven million naturalized citizens need to be integrated fully into community life.
- ✓ Too few Americans participate in volunteer associations, religious congregations, community-based organizations,



Omar Blaik of the University of Pennsylvania leads 11 CURExPenn fellows – part of the next generation of community development professionals – on a tour of a mixed-use urban redevelopment he planned at Penn. The fellows were participating in a two-week orientation leading up to the start of their two-year fellowships.

- political campaigns and elections. Attitudes among young people reflect this trend; they are less informed politically and less likely to vote than either their older counterparts or young people of past decades.
- ✓ To engage more people in civic life and help them pursue their version of the American dream, we’ve worked to strengthen our portfolio of civic engagement grants. The accompanying articles on Project Vote Smart (*Page 30*), the Caltech/MIT Voting Technology Project (*Page 34*) and the Four Freedoms Fund (*Page 38*), all speak to ways we addressed the need in 2003.
- ✓ And in the new year, we’re working to reach the new generation by encouraging curriculum writers and decision-makers to value the teaching of civics in schools. Our approach, which links to our initiative to re-

energize high school journalism, is based on the recommendations published in *The Civic Mission of Schools*, a report funded by Carnegie Corp. and The Pew Charitable Trusts’ CIRCLE project in consultation with the Corporation for National and Community Service.

We’re privileged to serve many uniquely American interests in ways we hope improve the quality of lives. Knight’s National Venture Fund will continue to strike a balance between providing direct services arising from community needs and cross-community learning opportunities that benefit and complement the work of our other programs. ✓

For details on 2003 grants, see Page 78.

Building a Better Country for Everyone

Shona Chakravarty is a program officer with the Public Interests Project, which administers the Four Freedoms Project.



Program Officer Shona Chakravarty of the Four Freedoms Fund. Behind her is *Plates* by Scott Hanson.

Ventures

I am one of the privileged among America's 33 million immigrants and refugees. Since age 11, when my family brought me to the United States from India, I've never had reason to question my rights to the four freedoms Franklin D. Roosevelt cited in 1941 to describe the foundations of a country worth defending and a world worth building: freedom of expression and of religion, freedom from fear and from want.

Not until I began doing volunteer work with immigrant victims of domestic violence did I learn of the much harsher America experienced by so many newcomers. My adopted country, I found, was a place in which immigration status could magnify fear and stifle expression, where language isolation and cultural discrimination could constrain both economic opportunity and individual belief.

In my subsequent years as a program officer working nationally at the Jewish Fund for Justice, I came to believe that encouraging greater civic participation is one of the most sustainable solutions to the problems these newcomers encounter. Immigrants have to help build the democracy they have joined. That democratic system doesn't guarantee perfection, only that people can come together in a continuous attempt to perfect it. If collective problems are to be solved, newcomers have to become collective problem solvers.

That's what makes the Four Freedoms Fund so timely. Knight helped establish this fund-raising and grant-making initiative in the spring of 2003 along with the Carnegie Corp., The Ford Foundation, the Open Society Institute and the Joyce Mertz Foundation. Grants from the fund (supervised by Public Interest Projects, where I'm a program officer) are designed to unite both immigrants and native-born citizens around issues that promote and defend civil liberties and human rights in the United States and increase civic integration among newcomers.

And what makes the fund so appropriate for Knight Foundation is where these new Americans are *headed* – not exclusively to traditional receiver states like New York, Illinois and Texas, but to new gateway places like Georgia and North Carolina. Many are paying taxes, buying houses, attending schools, even as they deal with negative attitudes – barriers that have deepened since Sept. 11, 2001.

The fund's first round of grants in 2003, totaling \$1 million, went to some familiar places for Knight Foundation.

In Miami, Four Freedoms Fund grantee People Acting in Community Together (PACT) is working with yet another FFF grantee, the Florida Immigrant Advocacy Center. Together, they are creating a statewide coalition of immigrant organizations, amplifying the ability of newcomers to participate in positive policy change.

In Dearborn, Mich., just outside Detroit and home of America's largest Arab-American population, the Arab Community Center for Economic and Social Services (ACCESS) is using fund support to develop its membership base, helping members, in turn, develop their political voice. ACCESS will share civic participation lessons from its local community with 10 other Arab-American organizations around the United States.

And in Long Beach, the fund is working with Khmer Girls in Action – high school and college women who have turned their community's tragedy toward civic action. Their civic participation campaign is addressing the deportation of Cambodian refugees. As part of the largest population of Cambodian-born outside Cambodia – some 60,000 – nearly all of the members have a relative or friend under final orders of removal from the United States for often minor transgressions. Families all around them are being torn apart.

Khmer Girls in Action members are educating themselves about the law as they help people understand their legal rights. They're training young leaders and facilitating community meetings with local police. They're helping families, documenting stories and helping to raise public awareness. Above all, they are engaging newcomers in their piece of democracy, encouraging community members to learn to know one another better as they work to improve their community. And their activism is earning respect from leaders like Him Chhmm, executive director of the Cambodian Association of America and a member of Knight's local advisory committee.

The barriers these newcomers face challenge and test America's sense of pluralism. Among the overlapping waves of tragedy that have rolled out from the events of Sept. 11, 2001, is an especially heart-breaking irony. That day of terror instantly made us all into more solidly patriotic Americans, none more so than the one in nine of us born in other countries around the world. Yet domestic security measures meant to protect all Americans have eroded the human rights and civil liberties of immigrants, and have fostered suspicion and distrust among communities.

In response, immigrants and refugees are demonstrating their patriotism by participating in growing numbers in the democratic traditions we are all trying to preserve. With the help of the civic organizations they are creating as members and owners, newcomer Americans are breathing new life into U.S. democracy. The rights to our freedoms, they are reminding us, rest on our collective responsibility to engage actively in building a better country.

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ACCOUNTING

Beatriz G. Clossick
Vice President of Accounting

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COMMUNICATIONS

Larry Meyer
Vice President of Communications

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Liaison

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Strategic Planning for the Future



John S. and James L. Knight

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 prin-

cipally 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 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 that 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.

LAYING THE CORNERSTONE

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 Inc., 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.

The gentle persuasion worked. Knight rewrote his will, asking Hills to journey from his office in Miami to Cleveland to review the document with Knight's attorney. Signed in April 1975, the will left the bulk of his estate to Knight Foundation.

That year 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.

Over the next few years the foundation focused on grants to educational and cultural institutions in the 11 cities where Knight Newspapers had published.



A college basketball coaches panel addressed the Knight Foundation Commission on Intercollegiate Athletics in Washington, D.C., in February 2004. From left: Dean Smith, formerly of North Carolina; Terry Holland, formerly of Virginia; Wendy Lary, Old Dominion; and Oliver Purnell, Clemson.

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 C.C. Gibson, a friend and Akron civic activist, to fill in. By 1978 it was clear Maidenburg could not return, so Gibson was named president.

A NEW CHAPTER BEGINS

One of Jack Knight's directives during the 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. With the settling of Jack Knight's estate complete, the new chairman declared the importance of ensuring that the foundation could manage the 20-fold increase in its assets. In the future, Jim Knight said, operating the foundation "will be like running a major national institution. The job will require outstanding talent and leadership."

The review by Hills and the board resulted in the creation of a new governing structure as well as programming and financial policies. This planning process serves as the blueprint for the foundation's work even now.

In grant making, a formal Cities Program emerged focusing on all Knight-Ridder communities. 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 ▶



A Living Cities tour of Miami's Overtown neighborhood in January 2003 brought together Lavinia Freeman, a program manager with the Trust for Public Land, and Sandra Brock Jibrell, right, a program director at the Annie E. Casey Foundation.

Massachusetts Institute of Technology (MIT), 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.

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 Foundation Commission on Intercollegiate Athletics, a blue-ribbon body that continues into 2004 to advocate for reform of college athletics; the Knight Chairs in Journalism, a program that seeks to elevate the quality of education at the nation's best journalism schools by attracting notable working journalists to serve as educators through endowed chairs; and the National Community Development Initiative (NCDI), the largest philanthropic collaboration in U.S. history. As a founding member of NCDI (now known as Living Cities), Knight Foundation

collaborates with other national grant makers and lenders in an effort to strengthen community development corporations as they work to increase access to housing and social services to the nation's urban communities.

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 complexity of grants, the increased amount of money given away and the need for more sophisticated oversight of the foundation's \$522 million portfolio.

JIM KNIGHT'S BEQUEST

Prompted by the dramatic and rapid changes, the board in late 1990 initiated a new strategic planning process. Before the first meeting was held, however, Jim Knight died in February 1991, leaving a bequest to the foundation that eventually totaled \$200 million. By this time, the newspaper company the Knight brothers founded and the foundation were operating in 26 U.S. cities.

Hills was elected to succeed Jim Knight as chairman, while W. Gerald Austen, an internationally known heart surgeon and the surgeon-in-chief at Massachusetts General Hospital, was elected vice chairman to succeed Hills. 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 that culminated in a decade of initiatives and more focused grant making.

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

Among the major initiatives launched under the auspices of the revamped program was a Community Foundations Initiative. It 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. The donor-advised funds became a mechanism for making smaller, quicker grants.

In an effort to remain responsive to emergency needs of foundation cities in the aftermath of disasters, the board adopted a grant procedure to expedite funding in such times of need. The largest commitment was \$10 million for the recovery and rebuilding of Dade



As part of a 1998 visit to Grand Forks, Knight trustees and staff attended a performance sharing residents' experiences of the epic 1997 flood and fire that destroyed the North Dakota city's downtown.

County (now Miami-Dade) following 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. And after the terrorist attacks of Sept. 11, 2001, the board approved a \$10 million program to aid agencies in Knight communities providing direct services to individuals most affected by those events.

26 PARTICIPATING COMMUNITIES

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

newspaper company, now 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 dealing with educational needs, free press and First Amendment issues. In 1993 the Knight International Press Fellowships, administered by the International Center for Journalists, were established to enable U.S. journalists and media executives to go overseas to provide professional advice and training in emerging democracies.

The Education Program underwent a major shift in direction – from higher education alone to include K-12 – after the 1992 strategic plan was adopted. The foundation forged alliances with national education reform groups such as the National Center for Family Literacy, New American Schools and Teach for America that resulted in such organizations incorporating many of the foundation's cities into their activities.

The Arts and Culture Program launched two initiatives in the early to mid-1990s. The "Magic of Music" Symphony Orchestra Initiative provided 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 second initiative, the Museum Loan Network, is a collection-sharing program administered by MIT that gets artworks out of storage in one museum and onto the walls of another.

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.

A review of the foundation's strategic plan in 1995 resulted in fine-tuning through such strategies as needs assessment and evaluation. As the decade ended, the foundation launched an in-depth, ongoing Community Indicators Project to acquire more comprehensive information about its 26 communities.

LEADERSHIP CHANGES

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.

In February 1998 Black retired as president and was succeeded by Hodding Carter III, a nationally known public affairs journalist and former Mississippi newspaper editor and publisher who had occupied the Knight Chair in Journalism at the University of Maryland.

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. His vision and thoughtful guidance had steered the foundation successfully into a new cen-

tury, and the next key steps were taken at a retreat that September when the board approved a five-year strategic plan mandating the most extensive reinvention in Knight Foundation's history.

The new plan reasserted the foundation's commitment to journalism excellence and significantly deepened its ties to its communities, positioning it as a proactive partner with local stakeholders in identifying needs and focusing on results. The newly named Community Partners Program promised greater resources from Knight Foundation directed over a longer period of time to a locally recommended, tightly focused set of community investments.

The new approach echoed Jack Knight's belief that "small as our assets are in relation to all the needs, the foundation does have flexibility, it can innovate, and can provide the seed money for promising new activities."

The Partners Program deploys across the 26 Knight locales a cadre of eight resident program officers developing fundable strategies in partnership with appropriate nonprofit organizations. The liaisons work in concert with a team of content officers researching and evaluating best practices and sharing what works across Knight's communities. Each community benefits from a Knight Community Advisory Committee – a group of up to a dozen local residents offering deep local knowledge of and experience with local issues. In 2003, the liaisons and the committees had identified funding priorities in all 26 communities and had made their initial long-term investments. Those efforts are complemented by a commitment to invest \$50 million by 2005 in expanded donor-advised funds at community foundations serving all Knight communities.

In journalism, the foundation funded

a \$10 million Newsroom Training Initiative to improve and expand midcareer education for journalists. Partners include the Poynter Institute, Northwestern University's Medill School of Journalism, the American Society of Newspaper Editors (ASNE), the American Press Institute, Associated Press Managing Editors, the Radio and Television News Directors Association, the Society of Professional Journalists and the Southern Newspaper Publishers Association. Knight-funded midcareer training programs now touch some 12,500 journalists, about 10 percent of the nation's general news journalists. In 2003, the Knight Center for Journalism in the Americas was launched at the University of Texas at Austin to strengthen emerging press freedom in Latin America and the Caribbean. And in 2003, the International Center for Journalists noted that the Knight International Press Fellowships had, in its first decade, sent 170 journalists to train others in more than 70 countries. Finally, an ambitious program to revive interest in teaching and practicing high school journalism, led by ASNE and the Radio and Television News Directors Foundation, holds the promise of increasing the flow of new journalists of color into U.S. media.

The National Venture Fund, formed in the 2001 strategic plan, became the source for nurturing innovation, leadership and experimentation for approaches to community investment that might benefit Knight communities. Living Cities, the NCDI successor, involved 17 funding partners pledging to make a \$500-million, 10-year commitment to the well-being of U.S. cities through community development. Two Knight communities – Miami and St. Paul – are among a set of Pilot Cities receiving



In November 2003, The Wichita Symphony's Sound Waves concert included popular American themes to attract new audiences to classical music. The symphony is one of 15 involved with Knight's Magic of Music Symphony Orchestra Initiative.

additional resources. A new venture launched in 2003 – The Center for Urban Redevelopment Entrepreneurs at the University of Pennsylvania (CURExPenn) – is a fellowship program designed to train the next generation of urban development professionals.

An economic rebound in 2003 helped Knight Foundation's asset base climb

by year's end to \$1.846 billion. Knight Foundation remains well positioned as it continues its efforts to promote journalism of excellence worldwide and improve the quality of life in its 26 communities. ✓

The market value of Knight Foundation assets at Dec. 31, 2003, was \$1.846 billion, an increase of \$127.7 million for the year. Investment activity added \$226.6 million during 2003. Grant spending for the year was \$90.4 million and administrative expenses \$10.1 million. These expenses were partially offset by \$1 million in tax refunds and \$600,000 in contributions and other (Table 1).

As 2003 began, equity markets had declined in each of the three prior years, war with Iraq was looming, and bankruptcies and scandals littered the corporate landscape. Given this uncertain investment environment, Knight Foundation decided to maintain the portfolio's strategic, defensive allocations that had served it well in that period. Knight fully recognized, however, that such a decision would dampen performance should the equity markets post a strong recovery during the upcoming year. About halfway into the second quarter, the equity markets did begin to rebound as expectations for economic recovery

heightened and businesses began to raise revenue and profit guidance for the year. By the end of 2003, most equity markets around the world had posted strong double-digit gains.

Knight Foundation's portfolio return for 2003 was 13.6 percent. This performance exceeded expectations established by the policy portfolio benchmark, which returned 12.3 percent. This result indicated that the investment and tactical decisions made by outside managers and staff added value above that attained by the passive, policy portfolio benchmark. Although this was a welcome result, the defensive strategies and allocations used by the portfolio did dampen its ability to fully participate in the strong rebound of the equity markets. As a result, the portfolio's performance trailed that of its passive and peer group portfolio benchmarks (Table 2).

Viewed beyond one year, the benefits of a diversified portfolio, which strikes a balance between offensive and defensive strategies, become evident. During

the three-year bear market from 2000 to 2002, when each of our portfolio benchmarks lost considerable value, Knight Foundation's portfolio not only preserved value but actually earned a slight return. And during the three-year bull market run from 1997 to 1999, the portfolio surpassed its benchmarks. Looking over the past seven-year and 10-year periods, which include 2003, Knight Foundation's investment returns were significantly above all benchmarks.

STRATEGIES THAT WORKED IN 2003

International equity was the highest returning asset class, gaining 39.5 percent for the year versus its benchmark return of 16.6 percent. The exceptional performance relative to the benchmark was due primarily to the tactical decision not to hedge foreign currencies, which gained value during the year relative to the weakening U.S. dollar, and the decision to overweight allocations to Asian and emerging markets for most of the year and underweight European market allocations.

Offensive Hedge Funds appreciated 22.4 percent during the year, just slightly under the benchmark return of 22.7 percent. Fifteen of the 17 managers in this category posted very respectable returns. Knight Foundation continued to add managers to this group during the year to increase diversification and minimize risk.

Defensive Hedge Funds gained 14 percent for the year, easily outdistancing its benchmark return of 4.2 percent. Five of the six managers in this category posted positive returns for the year or partial year, with many of the managers' performances benefiting from exposure to distressed securities.

Fixed Income posted an 8.3 percent return, outperforming its benchmark by 3.6 percentage points. Knight's portfolio was able to outperform the index by opportunistically holding foreign bonds at various times during the year and by adjusting the duration of the portfolio to interest rate volatility. In addition, allocations to high yield bonds benefited performance as credit yield spreads narrowed, increasing the value of such bonds. An overweight exposure to

TABLE 1

	2003	2002
Change in Asset Values (dollars in millions)		
Investment Activity, net	\$ 226.6	\$ (89.1)
Grants Paid	(90.4)	(85.6)
General and Administrative Expenses	(10.1)	(8.9)
Taxes Refunded / (Paid)	1.0	(1.2)
Contributions Received	0.2	2.0
Other	0.4	0.2
Total Change	\$ 127.7	\$ (182.6)
Memo: Beginning Assets	\$ 1,718.2	\$ 1,900.8
Ending Assets	\$ 1,845.9	\$ 1,718.2

TABLE 2

		Average Annual Compound Returns			
Summary of Investment Performance		Bear Mkt.	Bull Mkt.	7 Year	10 Year
Period Ended Dec. 31	2003	2000-2002	1997-1999	1997-2003	1994-2003
KF Portfolio	13.6%	0.8%	26.0%	12.8%	12.4%
Portfolio Benchmarks:					
Policy Portfolio	12.3%	-1.9%	14.2%	6.8%	NA
Domestic 60/30/10 Passive	19.5%	-5.8%	18.9%	7.7%	9.6%
Global 60/30/10	25.1%	-8.5%	14.5%	5.3%	6.9%
TIFF Multi-Asset Fund	26.7%	-2.3%	9.0%	6.3%	NA
Vanguard LifeStrategy Growth Fund	28.5%	-10.2%	16.1%	5.5%	NA
Cambridge Associates	22.6%	-3.3%	15.6%	8.1%	9.6%
Endowment Median					

Treasury Inflation Protected Securities (TIPS) during much of the year also bolstered Knight's performance.

Commodities, which were introduced to the portfolio in the fourth quarter, also were a positive factor for performance.

STRATEGIES THAT LAGGED AND SOME MISSED OPPORTUNITIES

Knight Foundation's Domestic Equity asset class rose 22.6 percent for the year, but trailed the Russell 3000/KRI Blend benchmark, which climbed 29.5 percent. Losses from short positions in futures contracts, used for asset allocation rebalancing, accounted for most of this underperformance, which occurred primarily in the second quarter. Within the core indexed equity funds, tactical allocations were made between growth and value-style stocks, and large and small cap stocks. These tactics detracted 46 basis points from performance.

Private equity investments, which include venture capital, buyout, international and distressed partnerships, were up 4.1 percent for the year, trailing the benchmark by 1.4 percentage points. This year marked the first positive returns posted since 2000. Distressed debt and buyout funds earned double-digit gains for the year. International private equity returned 5 percent, while the value of domestic venture capital positions declined 9.3 percent.

Private real estate gained 6.6 percent in 2003 but the benchmark rose 7.7 percent. Most of the underperformance can be attributed to overweight positions in office properties, which performed poorly due to increasing vacancy rates

and rental rate decreases. Also, the portfolio held relatively fewer apartments and retail properties, which were the best performing sectors during the year.

The most significant of missed opportunities was the low allocation of assets to equity investments within the portfolio, which prevented full participation in the strong equity market rally in 2003. While no one ever likes to leave money on the table, the defensive portfolio performed as designed. Catching each abrupt turn in the markets fully is impossible. As many studies have shown, market timing does not have a high success rate. Knight Foundation believes that a steady return earned in both good and bad markets is most desirable and more financially rewarding over the long term.

ASSET ALLOCATION

The chart below shows the asset class allocation targets that were in effect at year-end.

IN SUMMARY

Generally, many investors seem highly confident that financial markets and the economy will continue on course for at least the first six months of the year. Many are forecasting tougher times by the second half of 2004, while others talk of a new tech revolution similar to the industrial revolution of the late 1800s that will translate into a lengthy period of solid growth and rising stock prices.

No one, of course, knows which scenario is likeliest. Staying well diversified, employing the best managers possible, and looking for tactical opportunities to add value will continue to be our path.

REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

TRUSTEES

JOHN S. AND JAMES L. KNIGHT FOUNDATION

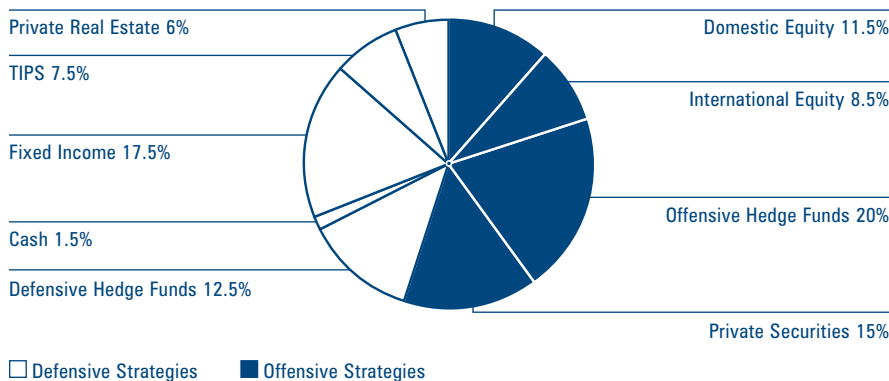
We have audited the accompanying statements of financial position of the John S. and James L. Knight Foundation (the foundation) as of Dec. 31, 2003 and 2002, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States. 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, 2003 and 2002, and its changes in unrestricted net assets and cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States.

Ernst + Young LLP
Feb. 20, 2004

ASSET ALLOCATION TARGETS 2003



FINANCIAL STATEMENTS

STATEMENTS OF FINANCIAL POSITION

	Dec. 31	
	2003	2002
Assets		
Investments		
Cash and cash equivalents	\$ 162,687,829	\$ 74,411,763
Interest, dividends and other investment receivables	5,094,509	5,145,480
U.S. government and agency obligations	252,770,682	279,577,319
Corporate bonds and other obligations	85,427,021	165,194,597
Common stock of Knight Ridder	59,975,831	63,261,512
Other equity securities	911,552,289	796,897,330
Alternative equity investments	263,166,541	231,955,192
Real estate investments	104,391,562	100,673,551
Total investments	1,845,066,264	1,717,116,744
Other assets	802,784	1,119,494
Total assets	\$ 1,845,869,048	\$ 1,718,236,238
Liabilities and unrestricted net assets		
Grants payable	\$ 110,212,152	\$ 71,084,571
Other liabilities	558,289	274,667
Total liabilities	110,770,441	71,359,238
Unrestricted net assets	1,735,098,607	1,646,877,000
Total liabilities and unrestricted net assets	\$ 1,845,869,048	\$ 1,718,236,238

STATEMENTS OF ACTIVITY

	Year ended Dec. 31	
	2003	2002
Investment activity		
Interest	\$ 26,094,091	\$ 31,527,830
Dividends	13,268,775	10,643,401
Net realized gain on sale of investments	50,314,176	39,584,794
Net change in fair value of investments	143,039,539	(165,890,722)
Less: investment expenses	(6,069,448)	(4,998,638)
Total investment activity	226,647,133	(89,133,335)
Contributions received	198,168	2,028,923
Total investment activity and other support	226,845,301	(87,104,412)
Grants approved and expenses		
Community Partners grants	79,754,840	33,032,960
Journalism Initiatives grants	39,115,430	24,078,800
National Venture Fund grants	9,254,000	14,280,000
Sept. 11 grants	-	8,306,000
Other grants	595,200	1,251,482
Grant forfeitures and other	(3,853,728)	(6,609,723)
Direct charitable activities	4,058,149	4,096,264
General and administrative expenses	10,135,667	8,935,211
Federal excise and other taxes, net	(435,864)	1,669,601
Total grants and expenses	138,623,694	89,040,595
Change in unrestricted net assets	88,221,607	(176,145,007)
Unrestricted net assets at beginning of year	1,646,877,000	1,823,022,007
Unrestricted net assets at end of year	\$ 1,735,098,607	\$ 1,646,877,000

See accompanying notes.

STATEMENTS OF CASH FLOWS

	Year ended Dec. 31	
	2003	2002
Cash flows from operating activities		
Change in unrestricted net assets	\$ 88,221,607	\$ (176,145,007)
Adjustments to reconcile change in unrestricted net assets to net cash used in operating activities:		
Net realized gain on sale of investments	(50,314,176)	(39,584,794)
Net change in fair value of investments	(143,039,539)	165,890,722
Changes in operating assets and liabilities:		
Interest, dividends and other investment receivables	50,971	16,222,944
Other assets	316,710	(1,119,494)
Grants payable	39,127,581	(6,343,904)
Other liabilities	283,622	(104,793)
Net cash used in operating activities	(65,353,224)	(41,184,326)
Cash flows from investing activities		
Proceeds from sale of investments	1,325,401,706	1,676,291,445
Purchases of investments	(1,171,772,416)	(1,637,605,999)
Net cash provided by investing activities	153,629,290	38,685,446
Net change in cash and cash equivalents	88,276,066	(2,498,880)
Cash and cash equivalents at beginning of year	74,411,763	76,910,643
Cash and cash equivalents at end of year	\$ 162,687,829	\$ 74,411,763

See accompanying notes.

DEC. 31, 2003

1. THE ORGANIZATION

The John S. and James L. Knight Foundation (the foundation), a nonprofit corporation, promotes excellence in journalism worldwide and invests in the vitality of 26 U.S. communities.

2. SIGNIFICANT ACCOUNTING POLICIES

CASH AND CASH EQUIVALENTS

Cash and cash equivalents are composed of various operating accounts and highly liquid investments with original maturities of 90 days or less.

PROPERTY, PLANT AND EQUIPMENT

The foundation records property, plant and equipment as an expense in the year purchased. Property, plant and equipment purchased for 2003 and 2002 was approximately \$1,900,000 and \$475,000, respectively, of which approximately \$1,454,000 and \$365,000 were for charitable purposes and are reflected in "General and administrative expenses" in the Statement of Activities.

PROGRAM-RELATED INVESTMENTS (PRIs)

In accordance with Section 4944 of the Internal Revenue Code (the 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 value. In the year of the investment, the foundation receives a credit toward its distribution requirement. These investments are treated as grants in the year they are approved. To the extent the investment is recovered by the foundation, the recovery is recognized as a negative distribution. Recoveries are reflected in "Grant forfeitures and other" in the Statements of Activities.

USE OF ESTIMATES

The presentation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of investment activity and expenses during the reporting

period. Actual results could differ from those estimates.

RECLASSIFICATION

Certain amounts in the prior year's financial statements have been reclassified to conform with the current year's presentation.

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 and investment managers. Key decisions in this regard are made by the foundation's investment committee, which has oversight responsibility for the foundation's 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 investment officer is responsible for the effective execution of the investment program, including the engagement of investment managers, financial consultants and legal advisers, as required. The majority of the foundation's financial assets are managed by external investment management firms selected by the chief investment officer. The foundation's holdings in Knight Ridder common stock, Treasury Inflation Protected Securities (TIPS), commodities, derivative overlays, equities distributed by its limited partnership investments and strategic allocations to index funds are managed by the foundation's investment department. All financial assets are held in custody for the foundation in proprietary accounts by a major commercial bank, except those assets that have been invested in limited partnerships, hedge funds or in certain products with multiple investors, such as index funds, all of which have separate custodial arrangements appropriate to their legal structure.

The majority of the foundation's financial assets is invested in publicly traded securities that are listed on national exchanges, treasury and agency bonds of the U.S. government, sovereign bonds of foreign governments

and investment and non-investment grade corporate bonds for which active trading markets exist. Such assets are valued at quoted closing prices at year end. Realized gains and losses and increases and decreases in fair value on investments are reflected in the Statements of Activities.

Approximately 20 percent and 19 percent of the foundation's assets at Dec. 31, 2003 and 2002, respectively, were invested with numerous partnerships, in which the foundation is a limited partner, that specialize in making venture capital, buyout, distressed debt, and equity-based real estate investments. Such investments, typically investments in private equity or debt securities of companies or properties that are not publicly listed or traded, are not liquid investments. 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. The Dec. 31 valuations of the investments in limited partnerships are based upon the value determined by the partnerships' general partner as of Sept. 30, adjusted for capital contributions and distributions that occur during the quarter ended Dec. 31. These amounts may differ from values that would be determined if the investments in limited partnerships were publicly traded or if the Dec. 31 valuation amount were currently available. Realized gains and losses and increases and decreases in fair value on the investments in limited partnerships are reflected in the Statements of Activities. All limited partnerships are audited annually by independent certified public accounting firms. As of Dec. 31, 2003, pursuant to its limited partnership agreements, the foundation is committed to contributing approximately \$242,900,000 in additional capital over the next 10 years to various partnerships. Unpaid commitments at Dec. 31, 2002, were approximately \$234,200,000.

At Dec. 31, 2003 and 2002, the foundation held 775,182 and 1,000,182 shares, respectively, of Knight Ridder common stock, which represented 3 percent and 4 percent of the foundation's assets, respectively.

3. INVESTMENTS (CONTINUED)

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

	Dec. 31, 2003		Dec. 31, 2002	
	Fair Value	Cost	Fair Value	Cost
Cash and cash equivalents	\$ 162,687,829	\$ 162,687,829	\$ 74,411,763	\$ 74,411,763
Interest, dividends and other investment receivables	5,094,509	4,603,757	5,145,480	5,498,871
U.S. government and agency obligations	252,770,682	233,436,179	279,577,319	253,783,594
Corporate bonds and other obligations	85,427,021	82,411,615	165,194,597	162,234,790
Common stock of Knight Ridder	59,975,831	21,608,198	63,261,512	27,880,073
Other equity securities	911,552,289	693,776,149	796,897,330	732,366,174
Alternative equity investments	263,166,541	380,802,663	231,955,192	345,584,445
Real estate investments	104,391,562	90,042,671	100,673,551	82,699,370
Total	\$ 1,845,066,264	\$ 1,669,369,061	\$ 1,717,116,744	\$ 1,684,459,080

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

4. DERIVATIVE FINANCIAL INSTRUMENTS

Some investment managers retained by the foundation have been authorized to use certain derivative financial instruments in a manner set forth by the foundation's written investment policy, specific manager guidelines or partnership/fund agreement documents. Specifically, derivative financial instruments may be used for the following purposes: (1) currency forward contracts and options may be used to hedge nondollar 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, adjust risk exposures 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 by hedge fund managers to hedge or leverage positions in portfolios in their respective funds. Authorization to use derivatives currently is restricted to 18 hedge fund managers, who manage investments totaling approximately \$550,000,000 and one currency overlay manager, who at Dec. 31, 2003 did not have any buy or sell positions.

The foundation's chief investment officer also is authorized to use derivatives to execute certain investment strategies. Derivative financial instruments are recorded at fair value in the Statements of Financial Position with changes in fair value reflected in the Statements of Activities.

At Dec. 31, 2003, the foundation had a currency forward contract valued at \$32,135,000 with one correspondent bank. This represents a hedge against a portion of the foundation's Euro-denominated capital commitments to its limited partnerships valued at \$44,700,000. At Dec. 31, 2002, the foundation had combined buy and sell positions in currency forward contracts valued at approximately \$25,000,000 with four correspondent banks which on a net basis represented a hedge of approximately \$1,400,000 against a portion of the foundation's foreign equity portfolio valued at approximately \$35,000,000. All currency forward contracts are up to six months in duration and are typically renewed. At Dec. 31, 2003 and 2002, the fair value of these currency forward contracts, which is reflected in the Statements of Financial Position, was approximately \$447,000 and (\$350,000), respectively.

During 2003, the foundation entered into various futures contracts. At Dec. 31, 2003, the foundation had opened positions with various futures contracts with a net aggregate notional value of approximately \$146,500,000. The futures contracts selected are exchange-listed, highly liquid contracts providing daily settlements. Gains and losses were processed daily through the NYSE third-party clearing broker and settled within an account at the foundation's custodian bank. Net realized losses from futures contracts totaled approximately \$6,100,000 for the year ended Dec. 31, 2003 and are reflected in the Statements of Activities.

In the opinion of the foundation's management, the use of derivative financial 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 counter party 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.

5. GRANTS

The foundation records grants in full as expenses when approved. Grants payable at Dec. 31, 2003 and 2002 represents the present value of multiyear grants using a 4.00 percent and 4.25 percent discount rate, respectively. The foundation made grant payments of \$90,400,477 and \$85,617,981 in 2003 and 2002, respectively.

As of Dec. 31, 2003, the foundation had future grant commitments, which are scheduled for payment in future years as follows:

2004	\$ 56,933,020
2005	36,487,958
2006	19,754,016
2007	4,304,250
2008	600,000
	118,079,244
Discounted to present value	(7,867,092)
Grants payable	\$ 110,212,152

6. FEDERAL EXCISE TAXES

The foundation qualifies as a tax-exempt organization under Section 501(c)(3) of the code and, with the exception of unrelated business income from debt-financed, passive investments, is not subject to federal or state 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 net investment income and net realized gains, as defined by the code. The foundation expects to qualify for the 1 percent tax rate in 2003 and was subject to the 1 percent tax rate in 2002.

For the year ended Dec. 31, 2003 the foundation received a net refund of approximately \$970,000 in excise and other taxes. Total excise and other taxes paid by the foundation for the year ended Dec. 31, 2002, amounted to approximately \$1,200,000.

7. EMPLOYEE PENSION PLAN AND OTHER POSTRETIREMENT BENEFIT PLANS

The foundation sponsors a pension plan with defined benefit and cash balance features for its eligible employees. 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 feature of the pension plan or the cash balance feature of the pension plan. The pension benefits for all employees hired on or subsequent to Jan. 1, 2000, will be determined under the cash balance feature of the pension plan. The foundation also sponsors postretirement medical and life insurance benefit plans.

The table below sets forth the pension and other postretirement benefits plans' funded status and amounts recognized in the foundation's Statements of Financial Position:

	Pension Plan		Other Postretirement Benefit Plans	
	Year ended Dec. 31		Year ended Dec. 31	
	2003	2002	2003	2002
Fair value of plan assets	\$ 6,577,343	\$ 5,510,155	\$ 225,840	\$ -
Benefit obligation	(6,834,540)	(5,916,760)	(1,583,763)	(1,299,898)
Funded status of the plan	\$ (257,197)	\$ (406,605)	\$ (1,357,923)	\$ (1,299,898)
Accrued benefit asset/(liability) recognized in the Statements of Financial Position	\$ 802,784	\$ 1,119,494	\$ (519,370)	\$ (543,680)
Benefit cost recognized in the Statements of Activities	466,710	499,617	241,301	221,031
Employer contributions	150,000	2,445,570	265,611	33,775
Employee contributions	-	-	1,196	666
Benefits paid	306,256	550,153	44,940	34,441

Actuarial assumptions

Discount rate	6.25%	6.75%	6.25%	6.75%
Expected return on plan assets	8.00	8.00	8.00	N/A
Rate of compensation increase	3.75	3.75	3.75	3.75

Health care cost trend rate assumptions

Initial trend rate	N/A	N/A	15.00%	15.00%
Ultimate trend rate	N/A	N/A	5.25	5.25
Year ultimate trend is reached	N/A	N/A	2014	2013

**7. EMPLOYEE PENSION PLAN AND OTHER
POSTRETIREMENT BENEFIT PLANS (CONTINUED)**

In addition, the foundation sponsors a defined contribution plan for its eligible employees for which it has no fixed liabilities. Effective Jan. 1, 2002, the foundation's defined contribution plan was amended to add an employer matching contribution component. During 2003 and 2002, the foundation made contributions to the defined contribution plan of approximately \$149,000 and \$136,000, respectively.

8. LEASES

The foundation leases approximately 21,300 square feet of office space in Miami, Fla., which expires in 2013. The foundation also has various leases for equipment, which expire between 2004 and 2005. Rental expense for office and equipment leases for 2003 and 2002 was approximately \$924,000 and \$822,000, respectively. Future minimum lease payments for office and equipment leases are as follows:

2004	\$ 773,889
2005	680,999
2006	689,102
2007	705,066
2008	721,029
Thereafter	3,503,156
Total	\$ 7,073,241

*A*s you might imagine, we receive many inquiries at Knight Foundation.

Accordingly, correspondents who follow these guidelines are more likely to receive a prompt response.

Please submit a brief letter of inquiry. If we think your inquiry can be developed into a full proposal, we will let you know. In no more than two pages, please tell us:

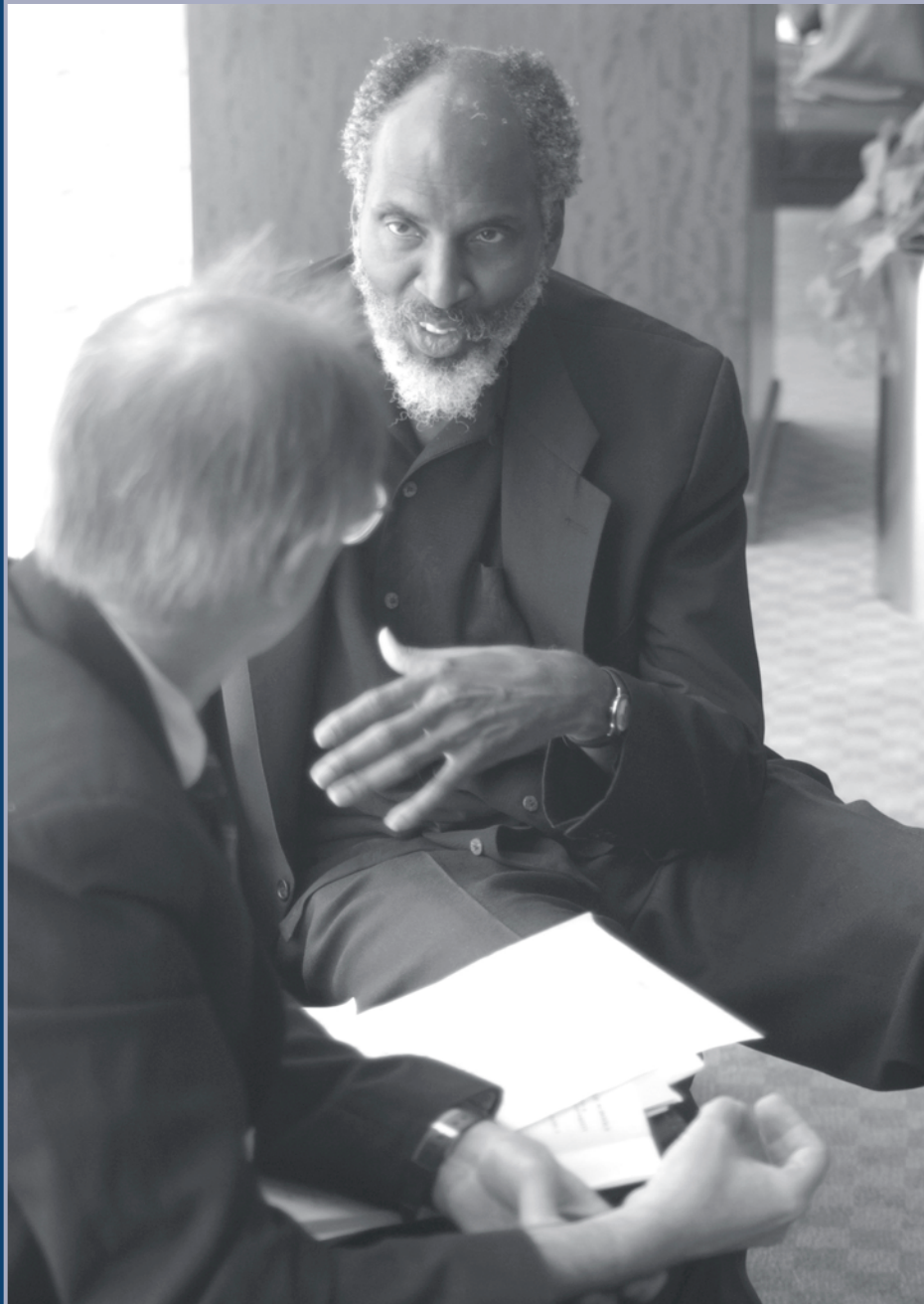
- ✓ Who you are and how to reach you
- ✓ The need(s) the proposed project will address
- ✓ The relationship of the project to the foundation's funding interests or priorities for your community
- ✓ The results you expect the project to accomplish and the way in which these results will benefit the people in need
- ✓ The special qualifications your organization brings to the project
- ✓ The project's relation to your organization's mission and programmatic goals
- ✓ The role of other organizations, if any, in planning the project and the nature of their participation in its implementation

Please be sure to include:

- ✓ The total amount of money you wish to request, over what time period
- ✓ Your organization's total income and expenditures for its most recent year
- ✓ Verification that your organization is tax-exempt under IRS code Section 501(c)(3), and not a private foundation as defined in Section 509(a) of that code

For further information on our programs, please see our web site (www.knightfdn.org).

Grants



john a. powell, right, from the Kirwan Institute for Race & Ethnicity, talks about the trend toward the resegregation of public schools in the South with John Charles Boger, a professor from the University of North Carolina Law School. They joined national civil rights leaders in Charlotte, N.C., in July 2003 for a sweeping discussion of how to build support for public education, and how to assure an adequate education for all students, including those in high-poverty schools. The day-long conference was part of a UNCC Law School project funded by Knight Foundation. The Charlotte Community Advisory Committee has selected improving race relations as one of its funding priorities. Mr. powell prefers his name to have all lower-case letters.

GRANTS OVERVIEW

Listed below are \$128,719,470 in new grants approved during 2003 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 past and future commitments is that during 2003 the foundation actually disbursed \$90,400,477.

PROGRAMS	NUMBER OF GRANTS	AMOUNT
JOURNALISM INITIATIVES		
Education and Training	19	\$15,540,630
Electronic and New Media	4	3,053,800
News and Newsroom Diversity	7	8,219,000
News in the Public Interest	7	1,355,000
Press Freedom and Freedom of Information	18	10,947,000
Subtotal	55	\$39,115,430
COMMUNITY PARTNERS		
Community Foundations Initiative	11	\$22,325,000
Civic Engagement and Positive Human Relations	15	1,775,240
Economic Development	29	7,729,025
Education	13	4,183,315
Housing and Community Development	27	8,278,850
Other Priorities	3	980,000
Vitality of Cultural Life	37	6,662,345
Well-being of Children and Families	95	27,821,065
Subtotal	230	\$79,754,840
NATIONAL VENTURE FUND		
Civic Engagement and Positive Human Relations	7	\$4,393,000
Economic Development	1	396,000
Education	2	1,020,000
Housing and Community Development	4	1,148,000
Other Priorities	4	800,000
Vitality of Cultural Life	3	1,057,000
Well-being of Children and Families	2	440,000
Subtotal	23	\$9,254,000
OTHER		
Strengthening Philanthropy	12	\$315,200
Special	29	280,000
Subtotal	41	\$595,200
GRAND TOTAL	349	\$128,719,470

JOURNALISM INITIATIVES

Education and Training

University of Maryland **\$2,420,000**
 (College Park, Md.) (over three years)
 To expand the reach of the Knight Center for Specialized Journalism.

The Knight Center for Specialized Journalism trains journalists to cover complex subjects. Since 1988, it has offered short, intense seminars to more than 1,700 journalists from 400 news organizations. Topics in 2003 include "Paying for Health Care," "Islam and America," "Covering Business After Enron," "Government Secrecy: Local, State and National," and "Cities, Suburbs and Beyond." This grant allows the Knight Center to continue to offer three- to five-day seminars six times a year on timely topics, reach an increasingly diverse group of journalists, add seminar content to the center's web site, help an evaluator pinpoint how seminars change news content and calculate "shelf-life" of training.

Columbia University **2,000,000**
 (New York, N.Y.) (over three years)
 To expand standard-setting seminars offered in newsrooms nationwide by the Committee of Concerned Journalists.

This grant will allow the Committee of Concerned Journalists, run by veteran editor Bill Kovach and Project for Excellence in Journalism director Tom Rosenstiel, to expand its values-based training to additional newspaper and broadcast newsrooms. CCJ will reach at least 4,200 journalists the next three years, and an equal number through its web site. CCJ tailors its training to individual newsrooms with the aim of raising standards and improving journalistic technique. The committee worked with more than 20 organizations and 1,400 journalists in its one-year pilot phase. This grant is part of the foundation's Newsroom Training Initiative, which aims to increase midcareer education of journalists and news industry investment in training.

Northwestern University **1,967,500**
 (Evanston, Ill.) (over four years)
 To launch the Newsroom Training Initiative.

In 2002, Knight Foundation's *Newsroom Training: Where's the Investment?* a multi-media national study, found that eight in 10 journalists say they need more professional development, and nine in 10 news executives

agree. In response, a coalition of journalism groups endorsed a "call to arms" to encourage the news industry to invest more in training. Northwestern University's Medill School of Journalism won a \$250,000 planning grant to host the project. This grant funds the four-year project under the direction of Michele McLellan, a former editor at The Oregonian and author of a popular credibility handbook for the American Society of Newspaper Editors. McLellan will convene annual meetings of the industry training coalition, explore with industry CEOs ways to increase investment in training, develop measurements that help news leaders determine what training they need and whether they are providing it, and develop materials explaining how training is used in other professions.

University of Southern California **1,855,000**
 (Los Angeles, Calif.) (over three years)
 To expand the reach of the Western Knight Center for Specialized Journalism.

The center, in its fourth year, offers short courses on timely topics designed to give journalists a better understanding of business, law, science and other fields that intersect daily news. This grant will enable the Western Knight Center to reach 150 journalists a year through five seminars, with participants teaching what they have learned to as many as 1,000 additional journalists. The center also will expand its web site and experiment with distance learning. This grant is part of the foundation's ongoing efforts to advance the midcareer education of journalists.

American Press Institute **1,000,000**
 (Reston, Va.) (over four years)
 To implement *The Learning Newsroom* concept nationally.

In 2002, Knight gave the American Society of Newspaper Editors Foundation a \$52,000 grant to produce *The Learning Newsroom*, a guide to newsroom training. A "learning newsroom" is a place where training, education and personal development routinely occur. This is a training model that can work for small newspapers, which often can't spare people to fly to national programs. This project, a partnership between API and ASNE, will create 12 pilot newsrooms over a three-year period. A director and support staff will launch pilots in small, medium-sized and large newsrooms, each owned by different companies. The newspapers must agree to protect their training budgets from

cuts. Consultants will help newsroom staff develop self-teaching systems. Each newsroom will identify its needs; design and attend workshops to learn what it needs to learn; and put the new knowledge or skills into practice.

American Society of Newspaper Editors Foundation **1,000,000**
 (Reston, Va.) (over three years)

To place college journalism teachers at daily newspapers.

Begun in 1995, the Institute for Journalism Excellence places college journalism teachers at daily newspapers for six weeks over the summer so they can sharpen their skills and take real experience back to thousands of students. The program's diversity has increased each year. By 2003, 30 percent of the teachers were people of color and 60 percent were female. In all, some 200 educators have participated, an average of 25 a year. They say their classroom lessons become more realistic, reflecting today's newsrooms. As a new feature, teachers will be matched increasingly with newspapers in their own region, and the program will attract increasing numbers of journalists of color.

Associated Press Managing Editors **1,000,000**
 (New York, N.Y.) (over four years)

For general operating support, and to create NewsTrain, a national network of regional journalism training sites.

Most U.S. journalists do not receive regular midcareer training, but many of those who do travel on their own to professional development programs within their regions. APME will conduct training each year at 15 sites nationally, targeting 1,000 midlevel editors at newspapers and news directors at broadcast stations. NewsTrain events each will be at least two days, coordinated through the Associated Press bureaus and APME chapters in each state, in partnership with regional and state press associations and city press clubs, universities, host newspapers and TV stations. At least half of the teaching at each NewsTrain session will be "on-demand," short courses specifically sought by the region. Half will be "national circuit" material, including a freedom of information module, a module on the value of training and a primer on available programs.

National Foundation for the Centers for Disease Control and Prevention **1,000,000**

(Atlanta, Ga.) (over three years)
 Partial challenge grant to expand the Knight Public Health Journalism Fellowships with traveling training and web content.

In 1999, Knight Foundation and CDC launched the Knight Public Health Journalism Fellowships. This grant will extend the midcareer fellowship program for three years. Each class will have at least six journalists. The fellowships last three months – one in the classroom and two doing fieldwork with CDC researchers. Each year, the fellows will be joined by at least 15 journalists for a 10-day “boot camp.” Those trainees will take short courses in epidemiology, statistics and bioterrorism – prerequisites for good health reporters – but will not go into the field. CDC will develop training modules to be offered to journalists at conferences, and will create a web site with training basics.

Radio and Television News Directors Foundation **900,000**

(Washington, D.C.) (over three years)
 To place college journalism teachers in broadcast newsrooms.

Since 1999, the Educator in the Newsroom program has placed college journalism teachers in broadcast newsrooms. Seventy-four teachers have participated. This project places 15-20 teachers in newsrooms each year. After the four-week fellowship, teachers revamp their classes to add today’s technology and news practices, helping their students prepare for their first industry jobs. Newsrooms benefit from the infusion of ethics and expertise brought by teachers. Teachers will write of their experiences for the RTNDF web site. Increasingly, teachers will be matched to newsrooms in their own region, and will be drawn from a diverse pool of applicants.

Southern Newspaper Publishers Association Foundation **600,000**

(Atlanta, Ga.) (over four years)
 To extend the Southern Newspaper Publishers Association traveling training program while the organization builds an endowment to sustain it.

Under a pilot grant, the Southern Newspaper Publishers Association had created a Traveling Campus program, which trained 7,200 newspaper employees in one year, equal to the number SNPA had trained in its previous 34 years combined. This grant

will extend the program four years, ensuring visits to at least 20 regions each year, with each of the four-day sessions including as many as 15 separate seminars. By 2007, SNPA will fully fund the program with an endowment being raised for that purpose. Endowment pledges stand at \$8 million; the goal is \$10 million. By offering regional journalists high-quality training usually available only at national centers, this grant supports the foundation’s goals of increasing midcareer education of journalists as well as news industry investment in training.

Harvard University **500,000**

(Cambridge, Mass.) (over three years)
 To create a Knight Center for Nieman journalism fellows.

The Nieman Fellowship Program, established in 1938 at Harvard, awards the best-known journalism fellowships in the United States and has been a model for similar programs here and abroad. Since 1985, Knight Foundation has helped support the program’s Knight Latin American fellows. This grant partially funds construction of a wing at the Walter Lippmann House named the Knight Center. The center includes a seminar room for conferences and workshops, and state-of-the-art audiovisual equipment. A library houses a collection of books that eventually will total 6,000 volumes. In addition, there will be a media technology laboratory for workshops on computer-assisted reporting and video editing.

Northwestern University **250,000**

(Evanston, Ill.)
 To plan an outreach project to encourage news industry investment in training, midcareer education and professional development.

This grant will plan a three-year project to encourage more news industry investment in training. (See Page 59.)

Columbia University **200,000**

(New York, N.Y.) (over two years)
 To improve arts journalism by experimenting with a fellowship program focusing on covering arts and communities, and completing a new national study.

Institutes for Journalism & Natural Resources **200,000**

(Missoula, Mont.)
 For a one-year extension of the field training program for journalists covering the environment.

The Southern Center for International Studies **168,630**

(Atlanta, Ga.)
 For a nationally televised roundtable of U.S. international news editors that will become a training tool for journalists.

Harvard University **150,000**

(Cambridge, Mass.)
 To support narrative journalism training, a book and web site.

Aspen Institute **140,500**

(Washington, D.C.)
 To gather media leaders to discuss journalism quality and freedom of information, and to publish a report and web site on the role of journalism in society.

Association for Education in Journalism and Mass Communication **134,000**

(Columbia, S.C.) (over three years)
 To continue the Journalism Administrator and Teachers of the Year awards. This grant promotes journalism excellence through training and education.

The University of Alabama **55,000**

(Tuscaloosa, Ala.)
 To design a master’s degree in community journalism at a “teaching newspaper.”

Electronic and New Media

Poynter Institute for Media Studies Inc. **\$2,800,000**

(St. Petersburg, Fla.) (over five years)
 To develop News University, including an e-learning program for journalists.

The Poynter Institute’s web site, www.poynter.org, is the most popular trade site used by journalists nationally. This grant will fund the development of a portal called News University, linking journalists to the growing amount of midcareer training content available over the World Wide Web, including the teaching of the 17 current Knight Chairs in Journalism. Poynter also will develop a series of experimental e-learning courses, using cyberspace teaching to more than double its attendance, which is currently 1,000 journalists a year visiting the nonprofit journalism training institute in St. Peterburg, Fla. This grant is part of the foundation’s Newsroom Training Initiative, which aims to increase both journalism education and news industry investment in training.

Educational Broadcasting Corp. 150,000
(Arlington, Va.)

To add media literacy components to the *NewsHour Extra* web site.

By adding media literacy, NewsHour Extra (www.pbs.org/newshour/extra/) will help its growing audience of teens better understand how news works and doesn't work in our society. In addition, the web site will encourage students to start student media and refer them to the work of other foundation grantees at www.highschooljournalism.org.

Online News Association 53,800
(Arlington, Va.) (over two years)

To create online training modules using the best work in digital journalism. This grant advances the strategic goal of increasing journalism education and training, as well as advancing journalistic uses of electronic and new media.

University of California, Berkeley 50,000
(Berkeley, Calif.)

To coordinate a network of top journalism schools to produce innovative broadcast news. This grant promotes journalistic uses of electronic and new media.

News and Newsroom Diversity

American Society of Newspaper Editors Foundation \$5,000,000
(Reston, Va.) (over three years)

To expand the High School Journalism Initiative to revitalize high school journalism.

Of the nation's 17,000 public high schools, an estimated 40 percent have either inadequate or nonexistent student media. That's 7,200 schools in need of help. The initiative's goal is to create 1,000 new student media outlets within the next three years, especially in schools with a majority of students of color. So far, the project has started 350 new student media outlets. From 2004 through 2006, ASNE will conduct at least four teacher-training workshops each year at universities. The workshops will instruct a total of some 500 teachers, at least half from those who work in school districts that have a majority of students of color and at least half from schools with no student media. ASNE also hosts student newspapers without charge via the web site, www.myhighschooljournalism.org.

Radio and Television News Directors Foundation 2,500,000
(Washington, D.C.) (over three years)

To improve electronic journalism education in America's high schools.

This grant will interest students, with an emphasis on students of color, in electronic journalism by creating high school broadcast news programs, partnerships between schools and radio and television stations and a large cadre of students and teachers trained in journalism excellence and First Amendment values. RTNDF will urge its 2,000-member teacher network to use the web site run by the American Society of Newspaper Editors (www.highschooljournalism.org), already used by more than 10,000 monthly visitors. The web site is a meeting place for grantees within Knight Foundation's High School Journalism Initiative, which aims to revitalize journalism and First Amendment education in America's high schools, particularly at city schools with majority enrollment of students of color.

Ball State University 220,000
(Muncie, Ind.) (over two years)

To establish J-IDEAS, the Journalism Institute for Digital Education, Activities and Scholarship, an institute to research, coordinate and develop materials for high school journalism programs nationwide.

The Conservation Company (TCC) 200,000
(Philadelphia, Pa.) (over two years)

To teach seven journalism organizations – the National Association of Hispanic Journalists, National Association of Black Journalists, Asian American Journalists Association, Native American Journalists Association, National Lesbian and Gay Journalists Association, the Unity organization and the Robert C. Maynard Institute for Journalism Education – how to raise money from their members.

Native American Journalists Association 153,000
(Vermillion, S.D.) (over two years)

To develop journalism programs for Native American high schools.

National Association of Hispanic Journalists 110,000
(Washington, D.C.) (over two years)

To launch a pilot program to increase the number of Hispanic journalists in underserved markets.

Florida Society of Newspaper Editors 36,000
(Jacksonville, Fla.) (over three years)

For an experimental multicultural, multimedia intern program. This grant advances the strategic plan of diversifying programs, increasing coordination among Knight grantees and increasing impact with new media.

News in the Public Interest

Syracuse University \$500,000
(Syracuse, N.Y.) (over three years)

To expand the media's use of TRACFED, a clearinghouse that uses the Freedom of Information Act to obtain data electronically and tracks the federal government.

TRACFED is a government database used by journalists nationwide to track federal spending, court decisions and agency actions. This grant will provide the project with additional federal data and an easier-to-use interface. The project has a goal of 1,000 paid subscriptions to working journalists and 100 site licenses to newsrooms. Journalists who use TRACFED will have an improved tool for providing citizens with news they can use to judge how well the federal government works. This grant supports the foundation's goal of increasing the use of new media to serve the public interest.

Educational Broadcasting Corp. 200,000
(New York, N.Y.)

For coverage of media issues on the PBS program *NOW with Bill Moyers*. (See Page 10.)

Public Broadcasting Service 200,000
(Alexandria, Va.)

To plan the creation of a new public broadcasting channel focused on news in the public interest. This grant advances news in the public interest and increases impact with electronic and new media.

WGBH Educational Foundation 150,000
(Boston, Mass.)

To add a media reporting component to *Frontline World* documentaries.

Fund for Investigative Journalism Inc. 130,000
(Washington, D.C.) (over two years)

To encourage investigative reporting projects about how journalism and news companies work. This grant advances news in the public interest.

University of Maryland **125,000**
(College Park, Md.)

To support the American Journalism Review.

Media Education Foundation **50,000**
(Northampton, Mass.)

For general operating support and to analyze the potential for a nonpartisan news consumer movement.

Press Freedom and Freedom of Information

Inter American Press Association **\$3,600,000**
Press Institute (over four years)
(Miami, Fla.)

For operating support, and to expand the Impunity Project to protect journalists and promote press freedom in the Americas.

The Inter American Press Association's Impunity Project has increased the arrest rate of the criminals who murder journalists in the Americas. This grant expands the Impunity Project into a full campaign, with public awareness advertising, danger training for journalists, increased Rapid Response investigations and personal calls for action with heads of state in the most dangerous countries. At least \$2 million in space for the advertising campaign will be donated each year by IAPA members. The campaign is expected to further increase the arrest rate of the murderers of journalists. IAPA also will train 40 journalists per year for the next four years in special safety classes for journalists covering news in dangerous places. This grant supports the foundation's goal of advancing press freedom worldwide.

Student Press Law Center **1,500,000**
(Arlington, Va.) (over three years)

For operating support and to launch an endowment campaign.

The center, the nation's top defender of student press rights, will use this grant to launch a campaign to raise a \$3.75 million endowment. SPLC, which now handles 2,000 cases a year, also will increase its caseload and its web site readership. The center's pro-bono attorneys give legal advice, write letters and go to court to protect student journalists and journalism teachers whose free press rights are being wrongly restricted by administrators. This three-year grant advances the foundation's goal of increasing press freedom.

The Advertising Council **1,000,000**
(New York, N.Y.) (over two years)

To raise public appreciation of First Amendment freedoms through a sustained campaign of public service advertising.

In 1942, The Advertising Council created its first public service advertising. Today, it is the nation's leading producer of PSAs. The Ad Council marshals top professionals to donate the ads and the space or time to run them. The council operates an average of 40 campaigns a year that draw an estimated \$1.6 billion in donated ad space. This challenge grant will assure production of the Campaign for Freedom in 2004 and 2005, including PSAs on press freedom and freedom of speech. The PSAs will be distributed to more than 28,000 media outlets in the top U.S. markets. The council also will promote new media use of digital PSAs. All PSAs will direct viewers and readers to a web site – *rememberfreedom.org* – where they can learn more about their fundamental rights.

National Security Archive Fund **1,000,000**
(Washington, D.C.) (over three years)

For operating support, and to expand access to government documents by increasing use of the Freedom of Information Act.

The National Security Archive Fund is one of the nation's most prolific journalistic users of the Freedom of Information Act. This three-year grant expands center activities, including an investigation of new rules reducing access to federal information, an annual report on the best and worst information practices and the formation of a pro-bono legal network to pursue key test cases. By attempting to open government documents to public view, the National Security Archive pushes federal agencies to maintain standards of openness. In addition, the archive will post on its web site an increasing number of records and documents released by the government. This three-year grant advances the foundation's goal of increasing press freedom.

The Independent Journalism **900,000**
Foundation (over four years)
(New York, N.Y.)

To train and support independent media at regional centers in Central and Eastern Europe and South-east Asia.

Founded in 1991, IJF operates journalism training centers in Bucharest, Romania; Budapest, Hungary; and Phnom Penh, Cambodia. Each month, some 200 working

journalists, journalism students and managers of media organizations are trained in the regional centers. During the next three years, this project will directly train some 7,000 journalists and students. Year-round activities will be offered at all centers, including the Roma Mainstream Media Internship, which generally runs from April through January; train the trainer programs, which run four to five times a year; and basic classes, which run on a 13-week semester basis.

Internews Network **750,000**
(Arcata, Calif.) (over three years)

For operating support, expansion of the Global Internet Policy Initiative and to establish a free press initiative in the Middle East.

Internews is one of the nation's largest non-profit organizations engaged in media work internationally. With this grant, the group will help reform media law in the Islamic world, where 45 of 46 countries have closed media systems. A web site, *www.AMIN.org*, will become a catalyst for these activities. In addition, Internews will expand its Global Internet Policy Initiative, pioneered under a pilot grant from Knight Foundation and designed to push for freer Internet systems worldwide. Internews also will train Muslim journalists at an American university.

Link Media **650,000**
(San Rafael, Calif.) (over two years)

To improve and expand *Mosaic*, a satellite television program bringing Americans news and opinion from the Arabic world.

Mosaic, a daily broadcast on the public access satellite channel run by World Link TV, airs translated versions of the nightly news seen in the Arabic world. *Mosaic* was created in 2002 under a pilot grant from Knight Foundation. This grant will add a weekly analysis program, expand the *Mosaic* web site and provide daily e-mail excerpts of Arabic news for journalists, academics and the public. The expansion allows Link Media to add at least a million additional American viewers. The program is now watched by an estimated four million of the 19 million households receiving satellite television. By encouraging the free flow of news and opinion internationally, this grant advances the foundation's goal of increasing press freedom worldwide.

The World Press Institute **405,000**
(St. Paul, Minn.) (over three years)
 For fellowships that bring young international journalists to the United States.

Founded in 1961 at Macalester College in St. Paul, Minn., the World Press Institute's mission is to promote and strengthen press freedom throughout the world. Each year, WPI brings as many as 10 young journalists to the United States for a four-month fellowship in which they are immersed in a democracy. The journalists find out what it's like to be reporters in a free country and are exposed to the best practices in journalism. To date, 470 journalists from 93 countries have been WPI fellows. Ninety percent of them stay in journalism after completing the fellowship. This grant also will enable WPI to revamp its web site; expand the web-centered alumni directory; and fund from six to nine international two-day training seminars teaching investigative techniques, business and economic reporting, post-election reporting and ethics.

The Advertising Council **200,000**
(New York, N.Y.)
 To raise public appreciation of First Amendment freedoms through a campaign of public service advertising.

Harvard University **200,000**
(Cambridge, Mass.) (over two years)
 To train high school humanities teachers about the role of the news media.

CubaNet News Inc. **188,000**
(Coral Gables, Fla.) (over two years)
 To help news flow into and out of Cuba.

International Center for Journalists **150,000**
(Washington, D.C.) (over two years)
 To continue two exchange programs for journalists.

The Fund for Constitutional Government **100,000**
(Washington, D.C.)
 To create a broad-based freedom of information coalition.

Federation of American Scientists **80,000**
(Washington, D.C.) (over two years)
 To expand the reach of Secrecy News, which explains national secrecy policies. This grant advances freedom of information, increases coordination among Knight grantees and increases impact with new media.

First Amendment Foundation **70,000**
(Tallahassee, Fla.) (over two years)
 To publish a comprehensive report on Florida's sunshine laws to help other states fight for freedom of information.

The Freedom of Information Foundation of Texas **64,000**
(Dallas, Texas)
 To start new freedom of information organizations and support existing ones.

Reporters Committee for Freedom of the Press **50,000**
(Arlington, Va.)
 To coordinate the freedom of information activities of top journalism groups.

Reporters Committee for Freedom of the Press **40,000**
(Arlington, Va.)
 For a new edition of *Homefront Confidential*, which details restrictions on freedom of information.

Subtotal: **55 grants** **\$39,115,430**

COMMUNITY FOUNDATIONS INITIATIVE

As part of the 2000 Strategic Plan, the board of trustees approved a five-year commitment of \$50 million for community foundations in Knight's 26 communities. The plan includes enhancing existing donor-advised funds and creating new ones where none existed.

Community Foundation of Silicon Valley <i>(San Jose, Calif.)</i>	\$3,750,000 <i>(over three years)</i>
Dade Community Foundation <i>(Miami, Fla.)</i>	3,720,000 <i>(over three years)</i>
The Philadelphia Foundation <i>(Philadelphia, Pa.)</i>	3,450,000 <i>(over three years)</i>
Community Foundation of Central Georgia (Macon Fund) <i>(Macon, Ga.)</i>	2,000,000 <i>(over four years)</i>
Community Foundation for Palm Beach and Martin Counties <i>(West Palm Beach, Fla.)</i>	1,880,000 <i>(over four years)</i>
California Community Foundation <i>(Los Angeles, Calif.)</i>	1,825,000 <i>(over four years)</i>
The St. Paul Foundation <i>(St. Paul, Minn.)</i>	1,800,000 <i>(over two years)</i>
Fort Wayne Community Foundation <i>(Fort Wayne, Ind.)</i>	1,750,000 <i>(over two years)</i>
Gulf Coast Community Foundation Inc. <i>(Gulfport, Miss.)</i>	1,000,000 <i>(over two years)</i>
Community Foundation of Central Georgia (Milledgeville Fund) <i>(Macon, Ga.)</i>	750,000
Centre County Community Foundation <i>(State College, Pa.)</i>	400,000
Subtotal:	11 grants \$22,325,000

COMMUNITY PARTNERS

ABERDEEN, S.D.

Civic Engagement and Positive Human Relations

Northern State University **\$10,000**
(Aberdeen, S.D.)
For the student-initiated Volunteer Service Clearinghouse, designed to centralize volunteer opportunities, advance civic awareness, encourage citizens to engage in local service activities and provide a deeper understanding of civic engagement.

Vitality of Cultural Life

Granary Memorial Gallery **\$10,000**
(Groton, S.D.)
For professional artists to work with high school students, including youth from the New Beginning Center.

Well-being of Children and Families

Northeast Family Health Services **\$200,000**
(Aberdeen, S.D.)
To increase access to primary health and dental care by funding the planning and start-up costs for a community health center and to temporarily subsidize care provided by local private dentists.

Safe Harbor **12,000**
(Aberdeen, S.D.)
For furnishings and equipment to expand the capacity of the Kids Konnection supervised visit and exchanges programs.

Aberdeen Area Career Planning Center **10,000**
(Aberdeen, S.D.)
To support EVENSTART's implementation of the Dolly Parton Imagination Library program to make high quality children's books available to young children.

AKRON, OHIO

Economic Development

Northeast Ohio Regional Economic Development Foundation **\$1,500,000**
(Akron, Ohio)
(over three years)
To take Team Northeast Ohio (Team NEO) from concept to implementation phase.

The grant will help Team NEO increase regional development efforts in Northeast Ohio. It expects to increase the number and quality of job opportunities, the amount of private investment, the number of business inquiries in the region and the quality and

quantity of business services to existing industries. The organization will manage relationships with finance, real estate and workforce partners to improve service delivery. (See Page 24.)

Akron Community Service Center & Urban League **750,000**
(Akron, Ohio)
To expand the Transitions Program for nonviolent ex-offenders.

The Urban League will provide 150 people a year with services that include case management and skill development. The goal is to help clients get jobs and remain employed. The grant will help the organization increase the number of businesses that are willing to hire people with criminal backgrounds, and ultimately enhance Summit County's attractiveness to businesses.

Greater Akron Chamber **250,000**
(Akron, Ohio)
To enhance Summit County's One-Stop Employment and Training Center by providing links among employers, employees and workforce development resources.

Education

The University of Akron **\$345,200**
(Akron, Ohio)
To provide math- and science-based after-school and summer enrichment programs to Simon Perkins Middle School students.

The University of Akron will offer two programs designed to enhance the science and math programs at Simon Perkins Middle School and to teach students how to apply science and math skills in field and lab-based research settings. Students will be able to participate in a series of online, technology-enhanced and group activities and shadow field and lab-based research teams at the university and other Northeast Ohio sites. This after-school program emphasizes academics and aims to increase students' interest in school and improve their grades.

Project Grad Akron **300,000**
(Akron, Ohio)
(over three years)
To create a college scholarship fund for eighth-grade students who attend Simon Perkins Middle School and meet prescribed academic goals.

This grant will create a scholarship program benefiting students in the eighth grade attending Simon Perkins Middle School who graduate from Buchtel High School and

meet all the established requirements. This grant will provide an incentive to eighth-grade students to remain engaged in their academics and graduate from high school. It also will assure that Project Grad will provide scholarship assistance to Simon Perkins students who meet the scholarship requirements.

Akron Public Schools 250,000
(Akron, Ohio)

To increase the number of after-school activities available to Simon Perkins Middle School students by hiring a school-based project coordinator who will plan, coordinate and monitor out-of-school programming provided to students.

Other Priorities

Center for Nonprofit Excellence \$750,000
(Akron, Ohio) (over three years)

To support a comprehensive resource center that provides coordination, capacity building, leadership training and financial management assistance to nonprofit organizations.

The Center for Nonprofit Excellence provides nonprofits and other organizations access to information, technical assistance and training to solve problems and develop more effective organizations. Through the center, nonprofits will understand what is expected of them in the areas of financial and program accountability and have access to the necessary tools and skills to meet these expectations. Knight Foundation will work with the center's staff to create a system to gauge the effectiveness of services provided to nonprofits.

Akron Community Foundation 200,000
(Akron, Ohio)

For an addition to the current building to provide adequate space for staff and for meeting space for nonprofit organizations.

Well-being of Children and Families

A Cultural Exchange \$250,000
(Cleveland, Ohio)

To improve access to academically enriched programming by implementing the "Read, Baby, Read!" literacy program with 270 students at Simon Perkins Middle School.

Family Services of Summit County 236,600
(Akron, Ohio)

To increase opportunities students have for out-of-school programs that support positive youth development by expanding a research-based, family-focused program designed to prevent dropouts, juvenile delinquency and substance abuse in Simon Perkins Middle School.

East Akron Community House 235,000
(Akron, Ohio)

For capital expansion and program consolidation.

National Inventor's Hall of Fame 91,700
(Akron, Ohio)

To increase opportunities students have for out-of-school activities that support positive youth development by implementing science and technology after-school and summer enrichment programs at Simon Perkins Middle School.

Akron Child Guidance Centers 54,900
(Akron, Ohio)

To increase positive coping skills, identify personal strengths and long-term goals, effective problem-solving and decision-making skills to help students by implementing a Wellness Group for Girls at Simon Perkins Middle School.

Battered Women's Shelter 53,000
(Akron, Ohio)

For the Family Abuse Prevention Program.

The First Tee of Akron 30,000
(Akron, Ohio)

To create positive outcomes for middle-school youth by implementing The First Tee of Akron Program for students at Simon Perkins Middle School.

BLOXI, MISS.

Economic Development

United Way of South Mississippi \$250,000
(Gulfport, Miss.)

To increase incomes for poor families by planning, marketing and implementing the South Mississippi Earned Income Tax Credit (EITC) campaign.

Visions of Hope 150,000
(Biloxi, Miss.)

To increase family economic well-being through literacy and savings programs to help families save for the future and become home owners. This grant expands the financial literacy and GED programs, provides matching savings funds and increased capacity to serve low-income families.

BOULDER, COLO.

Housing and Community Development

Boulder Shelter for the Homeless \$10,000
(Boulder, Colo.)

For the Transition Program, which helps 50 homeless men and women find more permanent housing.

Vitality of Cultural Life

The Dairy Center for the Arts \$10,000
(Boulder, Colo.)

To support the Art Happens program to provide arts education for 6- to 17-year-olds.

Well-being of Children and Families

Colorado Statewide Parent Coalition \$486,500
(Westminster, Colo.)

To provide long-range, intensive training to Latino parents, early care and education staff members and prospective family child-care providers in order to increase the school readiness of Hispanic children in Boulder County.

The Colorado Statewide Parent Coalition will hire a Boulder County-based program manager who will be responsible for recruiting participants and coordinating four early care activities for Latino parents and caregivers. Programs include an annual workshop series that helps parents get more involved in their children's education and social development, and training to help nonprofits effectively relate to Latino families. This grant seeks to improve the connection between low-income Latino families and high-quality early child-care and education programs.

Boulder Valley Schools-Boulder 245,000
Valley Family Literacy *(over two years)*
(Boulder, Colo.)

To restore a family literacy program at Sanchez Elementary in Lafayette that will serve 20 Latino families.

City of Boulder 21,570
(Boulder, Colo.)

To provide outreach and coaching to help 10 Latino, Spanish-speaking individuals in Longmont and Lafayette obtain family child-care licenses.

YWCA of Boulder County 20,000
(Boulder, Colo.)

For the capital expansion project "Raising the Roof."

I Have a Dream Foundation of Boulder County **10,000**
(Boulder, Colo.)

For intellectual development and academic success of 60 at-risk middle-school children.

BRADENTON, FLA.

Well-being of Children and Families

Boys & Girls Clubs of Manatee County **\$150,000**
(Bradenton, Fla.)

To provide year-round out-of-school programming and program planning for students attending Sara Scott Harlee Middle School.

Manatee County Family Young Men's Christian Association **82,500**
(Bradenton, Fla.)

To increase positive outcomes for youth at Johnson and Harlee middle schools by providing program support and outreach, staff development and multiagency coordination.

Philliber Research Associates **65,000**
(Accord, N.Y.)

For evaluation of after-school programs at Johnson and Harlee middle schools, which will reveal whether our nonprofit partners are meeting their goals and moving forward on target outcomes for the community.

CHARLOTTE, N.C.

Civic Engagement and Positive Human Relations

University of North Carolina at Chapel Hill **\$225,000**
(Chapel Hill, N.C.)

For a campaign documenting the trend toward Southern school resegregation and offering workable alternatives to Charlotte and North Carolina school boards and state policy-makers.

Economic Development

City of Charlotte **\$250,000**
(Charlotte, N.C.)

For the capitalization of a public/private loan fund targeting small fledgling businesses in the Charlotte area, which are unable to secure traditional financial assistance.

Housing and Community Development

Catawba Land Conservancy **\$385,000**
(Charlotte, N.C.) *(over three years)*

To create a comprehensive set of conservation planning tools and expand financial planning expertise within six conservation organizations working with landowners and professional advisers in 25 counties in the Charlotte region.

This grant provides six land trusts serving 25 Carolinas counties in and around Charlotte with full-time financial planning and legal professional services. This consultant will develop a "tool kit" of conservation options and will identify and train a regional network of professional advisers. The goal is for this network to continue the support services needed, so training specialists will no longer be needed after the grant period ends. All land trust partners will develop conservation strategies for specific landowner situations within their jurisdictions each year of the project. Also, a comprehensive set of conservation planning tools will be developed, and the financial specialist will train a network of regional financial and estate planning professionals in the use of those tools. The network will include professionals in each county represented by the project partners.

University of North Carolina at Charlotte **385,000**
(Charlotte, N.C.)

To establish an urban open space leadership development program for local government officials in the Charlotte region.

Elected and appointed government officials and community leaders from the 14-county Charlotte region will be invited to participate in a series of discussions on urban open space principles and strategies. The grant will help elected and appointed officials understand the value of urban open space and strategies for designating, financing and developing urban open space within their communities.

Voices and Choices of the Central Carolinas **247,000**
(Charlotte, N.C.) *(over two years)*

To develop an open space economic impact study and educate regional leaders about the economic importance of greenways and open space.

Catawba-Wateree Relicensing Coalition **150,000**
(Charlotte, N.C.) *(over three years)*

To educate regional community leaders and stakeholders on the Catawba-Wateree relicensing process and increase citizen input into the relicensing application.

Partners for Parks **80,000**
(Charlotte, N.C.)

To educate opinion leaders about the value of preserving open space by hiring a community coordinator to build relationships with existing and potential project partners along the Little Sugar Creek Greenway.

Vitality of Cultural Life

Levine Museum of the New South **\$150,000**
(Charlotte, N.C.)

For an exhibition commemorating the 50th anniversary of Brown v. Board of Education and related programming to increase civic dialogue around race, social justice and education.

North Carolina Center for Educational Films **75,000**
(Charlotte, N.C.)

For the production phase of "The Photojournalist Project," which will create a video history of select images and stories from Charlotte photojournalists of the last 75 years.

Well-being of Children and Families

United Way of Central Carolinas **\$1,875,000**
(Charlotte, N.C.)

To expand the Success by 6 school readiness initiative to stabilize low-income at-risk families with young children in four Charlotte neighborhoods and help children enter school ready to learn.

This grant expands Success by 6 to four socioeconomically disadvantaged North Charlotte neighborhoods. Parent educators and community social workers will work with 120 at-risk families with young children by teaching them about child development and appropriate parenting. Speech and language therapists will work with children who need to improve their skills. Depending on a family's needs, referrals also will be made to health, mental health and social services, with the goal of facilitating families' self-sufficiency. This project is expected to increase the number of children receiving high quality child care. As a result, fewer children will enter kindergarten with untreated speech and language needs, and more children will be able to remain in regular classroom settings.

Foundation for the Carolinas 640,000
(Charlotte, N.C.)

To formalize the collaboration of four preschool programs by strengthening their parent education services and administrative management.

Each of the four preschools selected to participate will have parent educators using best-practices curricula, improving the quality of their interactions with parents and sharing information. Parents will learn developmentally appropriate parenting practices. Preschool staffs will learn cost-effective management practices and will develop program assessment tools that will ensure on-going quality improvement. This grant focuses on at-risk children from birth to age 3 and will affect some of the community's neediest families.

Foundation for the Carolinas 100,000
(Charlotte, N.C.)

To aid families and individuals affected by the Pillowtex Corp. closing in Cabarrus and neighboring counties.

Allegro Foundation 60,000
(Charlotte, N.C.)

To improve school readiness for at-risk children by implementing a weekly movement class for 3-year-olds with disabilities at the Double Oaks Preschool readiness program.

Mecklenburg Partnership for Children 50,000
(Charlotte, N.C.)

To develop a plan for increasing underserved young children's access to preventive dental care and lay the groundwork for implementation.

The Swann Fellowship 30,000
(Charlotte, N.C.)

To educate community leaders about the history and impact of race in the community and its institutions by broadening the reach of a Charlotte public schools journal to targeted community groups and leaders.

COLUMBIA, S.C.

Civic Engagement and Positive Human Relations

University of South Carolina Research Foundation 70,000
(Columbia, S.C.)

This project will help fine-tune evaluation for each of the projects that are part of the Columbia investment portfolio by providing evaluation technical assistance to after-school program service providers and developing an evaluation for programs at Alcorn, Gibbes and Perry middle schools.

Housing and Community Development

Central South Carolina Habitat for Humanity 25,000
(Columbia, S.C.)

To establish funding and volunteer resources to build a multi-faith house.

Midlands Area Consortium for the Homeless 20,000
(Columbia, S.C.)

For bridge support while the organization awaits a decision for a block grant from the U.S. Department of Housing and Urban Development.

Vitality of Cultural Life

South Carolina Humanities Council 20,000
(Columbia, S.C.)

To produce the print and electronic versions of the South Carolina Encyclopedia.

Well-being of Children and Families

Richland County School District One 250,000
(Columbia, S.C.)

To strengthen after-school programs that produce positive outcomes for middle-school youth by hiring three coordinators who will help develop quality programs for students attending Alcorn, Gibbes and Perry middle schools.

Richland County School District One 75,000
(Columbia, S.C.)

To strengthen after-school programs for middle-school youth by providing arts-related enrichment activities for students at Alcorn, Gibbes and Perry middle schools.

Boys and Girls Clubs of the Midlands 50,000
(Columbia, S.C.)

To strengthen after-school programs by providing a curriculum-based social and life skills enhancement program to approximately 200 Alcorn, Gibbes and Perry middle-school students.

Columbia Urban League 50,000
(Columbia, S.C.)

To strengthen after-school programs for middle-school youth by creating a career and leadership development program designed to reduce disruptive behavior and help students plan for the future.

Columbia Museum of Art 40,000
(Columbia, S.C.)

To strengthen after-school programs for middle-school youth by providing museum-based enrichment and academic programs.

Trinity Church 30,000
(Columbia, S.C.)

To strengthen after-school programs for middle-school youth by augmenting an after-school enrichment program at W.A. Perry Middle School and developing a plan for replicating the program.

Reach Out and Read South Carolina 20,000
(Columbia, S.C.)

To start five new Reach Out and Read sites and strengthen existing programs in Richland County.

COLUMBUS, GA.

Education

Columbus State University 375,000
(Columbus, Ga.)

To improve new-teacher retention among Columbus State graduates in Columbus area schools.

Columbus State will enhance a program that provides support to graduates of its teacher education program. The Sustained Teacher Education Advisement for the Defining Years (STEADY) project will provide one-on-one mentoring from university faculty and associates to 110 new teachers (affecting approximately 4,000 schoolchildren). The university will establish a teacher hot line for confidential, immediate advice for first- and second-year teachers and develop a corps of master teachers to provide training at regular group sessions.

Muscookee County School District 245,000
(Columbus, Ga.) (over three years)

For a school-based coordinator to plan, coordinate and monitor after-school programming provided to Marshall Middle School students.

Well-being of Children and Families

Pastoral Institute 115,000
(Columbus, Ga.)

To provide positive, safe, out-of-school activities for Marshall Middle School students and build on the strengths of existing service providers by coordinating an after-school program for 115 students and developing a multiyear plan for program expansion.

United Way of the Chattahoochee Valley 85,000
(Columbus, Ga.)

To provide safe, enriching activities for at least 150 Marshall Middle School students during the summer and increase collaboration among youth-serving organizations in Columbus.

DETROIT, MICH.

Civic Engagement and Positive Human Relations

Arab American and Chaldean Council \$125,000
(Lathrup Village, Mich.)

To formalize and expand the H.E.L.P. (Heal, Educate, Lead, Prevent) Project.

Arab Community Center for Economic and Social Services 125,000
(Dearborn, Mich.)

To build the capacity of Arab-American community-based organizations in 11 cities from an organization located in Dearborn.

Economic Development

Vanguard Community Development \$231,325 Corp.

(Detroit, Mich.)

To implement the Northend Neighborhood Job Initiative.

Housing and Community Development

Mexicantown Community Development Corp. \$700,000
(over two years)
(Detroit, Mich.)

To expand the business incubator program as part of the new Mexicantown International Welcome Center, Mercado and Public Plaza.

This grant funds a program designed to assist budding and established entrepreneurs and provides limited capital support to the *Mercado* (market) at Mexicantown. The business support center will include a training program with courses developed by the State of Michigan Small Business Program. After three years, this project is expected to have created at least 80 new businesses, provided a flow of businesses for the Mercado and created up to 190 new jobs stemming from these businesses. The grant helps create workforce development opportunities, increasing access to self-employment opportunities and increasing the projects supported by community development corporations.

Focus: Hope 250,000
(Detroit, Mich.)

To create a five-year community development strategic plan and prepare a facilities concept plan for the former Bell Building, an anchor neighborhood structure.

University Cultural Center Association 250,000
(Detroit, Mich.)

To increase the vitality of the neighborhood through the enhancement and creation of positive community assets for the Greenway and Commercial Corridor Improvement initiatives and pre-development activities related to mixed-use development on Woodward Avenue.

People's Community Services 200,000
of Metropolitan Detroit

(Detroit, Mich.)

To expand the facilities of the Delray Neighborhood House by creating a new community asset that will increase the number of positive activities available to residents.

Southwest Detroit Business Association 200,000

(Detroit, Mich.)

To help implement the comprehensive neighborhood development program, "Business Building Community-Community Building Business."

Detroit Community Initiative 154,600
(Detroit, Mich.)

To identify projects that intersect effectively with overarching community development initiatives by providing training on community mapping systems and data collection by community development corporations in six Detroit neighborhoods.

Neighborhood Centers Inc. 150,000
(Detroit, Mich.)

To increase the vitality of the neighborhoods through the enhancement of positive community assets by renovating the All Saints Neighborhood Center and expanding the programs offered there.

Detroit 300 Conservancy 100,000
(Detroit, Mich.)

To help launch and provide for maintenance and events programming of Campus Martius Park in downtown Detroit.

Vitality of Cultural Life

Mosaic Youth Theater of Detroit \$800,000
(Detroit, Mich.) (over three years)

To enhance and expand youth programming and provide funds for leasing a new performance venue.

This grant will provide \$600,000 for programming and \$200,000 for leasing a new main performance venue. Mosaic has entered into a 10-year agreement with the new University Preparatory High School for both an office and performance/training site. The organization will also form a partnership with the Detroit Institute of Arts. These collaborations will enable Mosaic to provide joint program development and marketing efforts with the Detroit Institute of Arts.

The Arts League of Michigan 700,000
(Detroit, Mich.) (over three years)

To provide program support and limited capital support to the Arts League of Michigan during the construction and implementation of its new Cultural Arts Center.

The grant enables the Arts League of Michigan to expand and increase its program offerings through construction of The Cultural Center. The center will provide performance, rehearsal, studio, classroom, gallery, retail, café and office space, with a connected courtyard theater seating 270, at an acquired site within the University Cultural Center of Detroit. This project directly addresses the Detroit funding priority of increasing access and diversity in arts and culture in Southeast Michigan.

Music Hall Center for the Performing Arts 400,000
(Detroit, Mich.) (over three years)

To relocate and expand the annual Detroit Jazz and Musical Festival, increase audience and participant diversity and create economic impact in downtown Detroit.

Funds will be used to move the Detroit International Jazz Festival from Hart Plaza to Detroit's sports and entertainment district. Funds will be used for all aspects of production and expansion of the festival. This grant supports the foundation's efforts to assist arts and cultural organizations to be more representative of the minority populations in Southeast Michigan.

Detroit Symphony Orchestra 250,000
(Detroit, Mich.)

To increase access and diversity within arts and cultural organizations for the Community Arts Partnership Program.

Sphinx Organization **250,000**
(Detroit, Mich.)

To increase access and diversity within arts and cultural organizations for the annual Sphinx classical strings competition and to create a strategic and implementation plan for a permanent Sphinx Symphony Training Orchestra.

Well-being of Children and Families

Arab American and Chaldean Council **\$800,000**
(Detroit, Mich.) (over two years)

To help purchase, renovate, equip and operate a Youth Leadership Training and Recreation Center as part of a comprehensive community development initiative in an Arab-Chaldean neighborhood in Detroit.

This grant will be used to help purchase, renovate and equip the Youth Leadership Training and Recreation Center. The center will serve the residents of the 7 Mile/Woodward neighborhood as well as students from area public and private schools. An important dimension of the center's activities is its approach to addressing issues of cultural misunderstanding. This grant aims to increase the neighborhood amenities accessible to residents of the 7-Mile/Woodward neighborhood.

DULUTH, MINN.

Economic Development

Area Partnership for Economic Expansion **\$190,000**

(Duluth, Minn.)

To increase capacity for regional economic development and to launch and provide professional assistance with executive hiring, strategic plan development and evaluation.

The Northspan Group **110,000**
(Duluth, Minn.)

To increase capacity for regional economic development, develop a comprehensive online source of regional economic data, and provide ongoing support for the Arrowhead Business Connection program.

Northeast Entrepreneur Fund **85,000**
(Virginia, Minn.)

To support existing businesses and the start-up of new businesses and to expand microenterprise and small business development in Duluth and Superior by providing increased tracking and counseling services.

Local Initiatives Support Corp. **61,000**
(New York, N.Y.)

To increase capacity for regional economic development by enhancing existing businesses and increasing the sense of place in key neighborhood commercial districts, as well as by providing capital for the "At Home in Duluth" Storefront Enhancement Pilot Program.

Greater Downtown Council **40,000**
(Duluth, Minn.)

To improve the appeal of downtown Duluth and increase the capacity for regional economic development by creating a special service district and assisting with programming and services until the new district is created.

Cleveland State University **32,000**
(Cleveland, Ohio)

To engage in a consensus-building process and create a working document to assist Duluth in establishing economic development priorities.

FORT WAYNE, IND.

Economic Development

Rainbow Community Organization Inc. **\$39,000**
(Fort Wayne, Ind.)

To support the Home Ownership Made Easy program (H.O.M.E.)

Vitality of Cultural Life

Unity Performing Arts Foundation **\$75,000**
(Fort Wayne, Ind.)

To increase youth participation in the arts by working with a diverse youth population. This grant helps develop artistic and life skills by providing opportunities and creative platforms for youth and adding diversity and versatility to the arts community through the Voices of Unity Choral Program.

Fort Wayne Philharmonic Orchestra **30,000**
(Fort Wayne, Ind.)

To expand the Philharmonic's Preschool Music Program and increase youth participation in the arts.

Well-being of Children and Families

Early Childhood Alliance **\$405,900**
(Fort Wayne, Ind.)

To expand a quality child-care improvement initiative and home visitation program serving at-risk children and families in southeast Fort Wayne.

This grant will provide continuous support to eight child care centers and expand a Knight initiative to improve the quality of child-care to include six new licensed but unaccredited centers or registered ministries. The alliance will conduct on-site consultations, providing the centers with intensive and sustained staff training. The alliance will provide technical assistance to unaccredited centers or registered ministries, and expand its Parents as Teachers parent education program at the 14 selected centers. This project helps improve school readiness by working to improve the quality of child care and parent-child interactions.

Three Rivers Literacy Alliance **118,100**
(Fort Wayne, Ind.) (over three years)

To improve school readiness by ensuring that parents have the skills they need to support their children's early development through the support of English as a Second Language (ESL) and school readiness outreach services for Allen County parents and their children.

Euell A. Wilson Center **100,000**
(Fort Wayne, Ind.)

To increase youth participation in the arts by expanding a cultural appreciation and education program for at-risk youth between 10 and 18 years of age during after-school hours.

Allen County Local Education Fund **90,000**
(Fort Wayne, Ind.)

To improve school readiness with particular interest in parents and caregivers receiving training to help children succeed by expanding an emergent literacy program that teaches the use of effective home literacy practices.

Whittington Homes and Services for Children and Families **45,200**
(Fort Wayne, Ind.)

To upgrade computer/telephone systems, install a Computer Learning Lab and fund a Computer Research Trainer position.

Big Brothers Big Sisters of Northeast Indiana **35,000**
(Fort Wayne, Ind.)

To increase the number of southeast Fort Wayne youth in cultural programs, activities and events by matching 50 children with mentors, each attending two arts events each month.

Boys & Girls Clubs of Fort Wayne **35,000**
(Fort Wayne, Ind.)

To increase the participation of southeast Fort Wayne youth in arts and cultural programs, activities and events by providing access to the Art Matters after-school program for youth.

GARY, IND.

Housing and Community Development

Gary Citywide Development Corp. **\$210,000**
(Gary, Ind.)

To create a housing development market in Gary by subsidizing construction costs of a 10-home residential development project in the Horace Mann neighborhood and developing a model for building affordable housing.

Well-being of Children and Families

Images of Hope **\$600,000**
(Gary, Ind.)

To develop a family-oriented employment training and child development center by renovating a donated school and providing expansion costs for on-site early care and education, parenting, out-of-school and individual and family support programs.

Images of Hope will relocate and expand its child-care facility, and develop a technology center to enhance current job training activities. The expansion enables the organization to increase the quality and quantity of its job training programming. This grant seeks to help low-income families achieve financial stability and access support services close to their homes.

Indiana University Northwest **210,000**
(Gary, Ind.)

To support parents' care of their children by providing quality services that promote positive development through the creation and expansion of training and by providing materials for parents, centers and caregivers involved with the Children's Literacy Initiative.

GRAND FORKS, N.D.

Economic Development

Center for Innovation & Business Development Foundation **\$195,000**
(Grand Forks, N.D.)

To increase participation in formal entrepreneurial networks by establishing the Entrepreneur Forum.

Housing and Community Development

United Way of Grand Forks, East Grand Forks and Area **\$18,000**
(Grand Forks, N.D.)

To develop a business plan for a Community Resources Center, a multitenant nonprofit center.

Vitality of Cultural Life

The University of North Dakota **\$460,000**
(Grand Forks, N.D.)

To establish the Marketing Services Partnership (MSP), an arts marketing collaborative designed to increase community awareness of arts and cultural organizations and their activities by increasing the quality and effectiveness of their marketing.

The University of North Dakota **40,000**

A second grant that launches the search for the executive director for the arts marketing partnership.

The creation of this partnership will increase community awareness of arts and cultural organizations and their activities by enhancing the quality and effectiveness of their marketing. The three primary goals of the program are to enhance the marketing knowledge of cultural organizations, provide marketing resources, and pursue new initiatives to sustain marketing efforts within the partnership and participating arts and cultural organizations. Activities will include staff and board training, assistance with strategic marketing planning and development of a membership database for market research.

LEXINGTON, KY.

Civic Engagement and Positive Human Relations

United Way of the Bluegrass **\$133,000**
(Lexington, Ky.)

To implement the Get on Board Initiative, a three-step approach to training potential nonprofit board members and increasing diversity within the nonprofit sector.

Education

One Community, One Voice **\$125,000**
(Lexington, Ky.)

To reduce the equity gap in public education by developing an accountability structure to monitor parent/family involvement and early childhood strategies. *(See Page 20.)*

Fayette County Public Schools **24,500**
(Lexington, Ky.)

To reduce the equity gap in Fayette County Public Schools by planning the implementation of a centrally located, full-day preschool serving 4-year-old children.

Other Priorities

Central Kentucky Blood Center **\$30,000**
(Lexington, Ky.)

To purchase a new bloodmobile for Fayette County.

Vitality of Cultural Life

Lexington Public Library Foundation **\$20,000**
(Lexington, Ky.)

To establish a basic collection of high-quality Spanish books and videos.

Well-being of Children and Families

Success by 6 **\$167,000**
(Lexington, Ky.)

To reduce the equity gap in public education by addressing many of the issues that result in children entering school unprepared to learn through the expansion of a successful home-visitation program to include low-income families with children ages 3 to 5, and by providing more intensive public and mental health outreach services.

Prichard Committee for Academic Excellence **76,400**
(Lexington, Ky.)

To reduce the equity gap in public education through the development of a literacy-focused training program for early care and education providers and for parents of preschool kids. The grant also funds a literacy training initiative for parents of children in kindergarten through third grade.

Boys & Girls Club of Madison County **71,600**
(Berea, Ky.)

To implement the POWER Hour educational enhancement program for 6- to 12-year-olds.

LONG BEACH, CALIF.

Civic Engagement and Positive Human Relations

Centro Community Hispanic Association **\$25,000**
(Long Beach, Calif.)

To help strengthen the agency's organizational structure, build governance capacity and financial quality control systems.

Well-being of Children and Families

Long Beach Community College District **\$130,000**
(Long Beach, Calif.)

To support school readiness efforts by extending and expanding the Good Beginnings Never End project, a home visitation program focused on increasing the quality of 20 family child-care providers in the 90806 and 90755 ZIP codes.

Long Beach BLAST – Better Learning After School Today **25,000**
(Long Beach, Calif.)

To prepare 400 college-age and adult volunteers for mentoring children.

Mentoring: A Touch From Above **25,000**
(Long Beach, Calif.)

For mentoring activities for 20 youth returning to Long Beach from the California Youth Authority, and to provide the agency with consulting/coaching services.

MACON, GA.

Well-being of Children and Families

Medcen Foundation Inc. **\$1,215,000**
(Macon, Ga.) (over three years)

To duplicate the Olds Nurse-Family Partnership program and provide regular home visits to approximately 100 first-time mothers in Macon.

The Olds Nurse-Family Partnership Program will focus on pregnant teens, primarily those entering Macon’s Teen Parent Center, a separate school created within the public school system. Experienced nurses will provide regular in-home visits with teen mothers and their friends and family. The visits will continue until the children reach age 2. Nurses will work with the young mothers to change risky health practices, such as smoking, drinking and poor nutrition and to recognize signs of pregnancy complications. Nurses also support mothers in continuing their education and help link them with other health and human services.

Bibb County Department of Family and Children Services **85,000**
(Macon, Ga.)

To reduce the teen pregnancy rate by decreasing the number of subsequent births among the students at the Teen Parent Center, and by continuing the Teen POWER program.

MIAMI, FLA.

Civic Engagement and Positive Human Relations

Dade Community Foundation **\$400,000**
(Miami, Fla.) (over two years)

For the third class of the Miami Fellows Initiative.

The Dade Community Foundation will select 16 men and women to participate in an intensive leadership program focused on training the next generation of leaders for Miami-Dade County. These fellows will design a personal leadership development plan, participate in six laboratories to build their knowledge and skills; attend between five and six skills-building seminars around subjects such as leadership approaches and public speaking; and participate in monthly evening or lunch programs with community leaders who are able to provide insight into community issues.

The Abriendo Puertas Governing Board of East Little Havana **192,240**
(Miami, Fla.)

To increase organizational capacity to expand services in East Little Havana by increasing the number of people with higher-paying jobs and improving coordination and access to programs and services.

Greater Miami Progress Foundation **30,000**
(Miami, Fla.) (over two years)

To involve 50 young Haitian professionals in the Chamber of Commerce of Greater Miami.

Economic Development

Urban League of Broward County **\$675,000**
(Fort Lauderdale, Fla.) (over three years)

For job training and home ownership education programs.

The Urban League of Broward County will initiate a new employment skill-building program targeting low-income, hard-to-employ residents in central Broward County. The Urban League will offer life-skill workshops to ex-offenders, noncustodial fathers and individuals with little to no work experience. The Urban League will also provide families in Central Broward County with resources and assistance to help them overcome barriers to home ownership. This grant works toward increasing the number of higher-paying jobs and increasing home ownership in South Florida.

Miami-Dade Affordable Housing Foundation Inc. **400,000**
(Miami, Fla.)

To assist 20 low-income families with purchasing homes in the Villages of St. Agnes in Overtown and to create a revolving loan fund at the Housing Foundation.

This grant will enable 20 low-income families to purchase new, single-family homes in Miami’s Overtown neighborhood and, through education and counseling, keep them from defaulting. It will also create a revolving loan fund at the Miami-Dade Affordable Housing Foundation which will continue to assist low-income families in purchasing homes in the future.

Human Services Coalition of Dade County **247,000**
(Miami, Fla.)

This grant expands the Greater Miami Prosperity Campaign improving coordination and access to programs and services, specifically financial. It is part of a larger effort pursued by Knight Foundation and other partners, including the City of Miami, to improve the lives of low-income residents.

Positive Images of Broward County Inc. **233,700**
(Oakland Park, Fla.) (over three years)

To increase the number of people with higher paying jobs by offering a job readiness and life skills management program aimed at young women living in the 33311 ZIP code of Broward County.

Partners for Self-Employment **225,000**
(Miami, Fla.) (over three years)

To increase home ownership and to improve coordination and access to programs and services, specifically financial services, by enrolling and monitoring 100 Overtown residents in a matched savings fund program.

Sant La Haitian Neighborhood Center **150,000**
(Miami, Fla.) (over three years)

To establish a comprehensive financial literacy and asset development program to help the low-income Haitian immigrant community.

Suited for Success **150,000**
(Miami, Fla.)

To help adults gain access to employment by offering a job readiness program in Overtown and East Little Havana.

Alliance for Human Services **100,000**
(Miami, Fla.)

To improve coordination and access to programs and services by developing a web-based information and referral system and providing technical assistance to social service organizations.

Small Business Opportunity Center Inc. **75,000**
(Miami, Fla.)

To increase the number of community-friendly businesses in East Little Havana by making storefront improvements and helping businesses comply with local codes.

Miami Museum of Science **70,000**
(Miami, Fla.)

For 48 part-time internships for low-income and minority high school and college students.

Education

B.A.M.E. Community Development Corp. **\$200,000**
(Miami, Fla.) (over three years)

To increase the number of residents with higher-paying jobs and boost access to services and improved neighborhood safety in the Overtown community by providing training and workforce development programming at two Overtown technology centers.

Adopt-a-Classroom **100,000**
(Miami, Fla.) (over two years)

To provide monetary support to elementary teachers in Overtown and East Little Havana to buy supplemental instructional materials.

Housing and Community Development

Greater Miami Neighborhoods **\$2,500,000**
(Miami, Fla.) (over two years)

For the education and creation of a Homeownership Development Program and enhancement of financial literacy programs for the East Little Havana community.

Greater Miami Neighborhoods will initiate the East Little Havana Homeownership Development Program through the creation of a \$2.4 million semi-revolving capital fund to be used for land acquisition, initial design, financial work, environmental appraisals, predevelopment financing and gap financing for the development of at least 250 affordable homes in East Little Havana over the next five years. This grant aims to increase home ownership in East Little Havana and have a significant impact on affordable housing there.

Habitat for Humanity of Greater Miami **1,400,000**
(Miami, Fla.) (over three years)

To build 34 homes in the northeast quadrant of Overtown and form a home owners association to work on neighborhood issues.

Habitat for Humanity will build 34 new homes in the northeast section of Overtown – Miami’s historically black downtown. Eighteen three-bedroom, single-story homes are planned as well as eight four-bedroom, single-story and eight three-bedroom, two-story homes. The homes will be sold to low-income residents who are able to afford mortgage payments of \$400. Habitat will also assist in establishing a home-owners association to monitor the aesthetics of the neighborhood and become more involved in the surrounding community.

Roots in the City **194,250**
(Miami, Fla.)

To make the community more livable for the current residents and more attractive to potential residents by beautifying five properties in Overtown with murals and gardens.

Carrfour Corp. **150,000**
(Miami, Fla.)

For construction of transitional housing and a child-care center in East Little Havana for hard-to-house families receiving substance abuse and mental health treatment.

Community Foundation of Broward **100,000**
(Fort Lauderdale, Fla.)

For a small-grants program for community organizations in central Broward County that helps increase civic engagement and community participation, improves the capacity of local organizations to engage residents in meaningful community improvement activities, and improves leadership development.

Vitality of Cultural Life

Dr. Rafael A. Peñalver Clinic **\$109,000**
(Miami, Fla.)

To improve coordination and access to programs and services and to increase community participation by funding three community arts and service fairs in East Little Havana.

Tigertail Productions **105,000**
(Miami, Fla.) (over two years)

For an arts-focused summer camp for youth in East Little Havana.

Miami Children’s Museum **60,000**
(Miami, Fla.)

For programs targeting children and families from Miami’s underserved and low-income communities, specifically Overtown and East Little Havana.

Well-being of Children and Families

Communities in Schools of Miami **\$247,500**
(Miami, Fla.) (over three years)

To implement the Leadership, Empowerment and Academic Development (LEAD) program at the Miami Rescue Mission in Overtown. This grant increases the safety of neighborhood residents (particularly through the support of after-school programs for youth that keep them engaged from 3 to 7 p.m.), leadership development, community participation and the number of residents with high paying jobs.

Overtown Youth Center Inc. **200,000**
(Miami, Fla.)

To increase the safety of neighborhood residents for out-of-school programs for youth in Overtown.

Jack & Jill Children’s Center **124,800**
(Fort Lauderdale, Fla.)

To provide one year of tuition assistance to 40 children of low-income, working families in a targeted area of Broward County.

Women of Tomorrow Mentor & Scholarship Program **100,000**
(Miramar, Fla.) (over two years)

To expand and augment a mentoring program.

Museum of Discovery and Science **96,000**
(Fort Lauderdale, Fla.) (over two years)

To provide stipends for 10 interns for the YATSEE (Youth Achievement Through Science Enrichment and Employment) program.

KidVentures **90,000**
(Coral Gables, Fla.) (over three years)

To provide residents of Overtown and East Little Havana with tools and information for self-sufficiency by offering a hands-on entrepreneurship education program for middle and high school students.

Greater Miami Tennis Foundation **75,000**
(Coral Gables, Fla.) (over three years)

To support a tennis program for the youth of Overtown and East Little Havana.

Dr. Bruce Heiken Memorial Fund **55,000**
(Miami, Fla.)

To purchase a new van for mobile, comprehensive eye exams.

MILLEDGEVILLE, GA.

Vitality of Cultural Life

The Flannery O'Connor-Andalusia Foundation Inc. \$30,000

(Milledgeville, Ga.)

For a needs and cost analysis for restoring Andalusia, the dairy farm where Flannery O'Connor lived and wrote.

Georgia's Antebellum Capitol Society 15,000

(Milledgeville, Ga.)

To complete a permanent exhibit at Georgia's Antebellum Capitol Museum.

Well-being of Children and Families

Georgia College & State University \$1,255,000

(Milledgeville, Ga.) (over five years)

To introduce the Carrera/Children's Aid Society teen pregnancy prevention program, a long-term holistic intervention, to 30 youth in Milledgeville.

This grant will launch the Carrera teen pregnancy program, which is based on the belief that success in school, access to health services and positive interactions with caring adults have positive effects on teens. Dr. Michael Carrera will help hire and train staff to serve 30 students selected to participate in the six-day-a-week year-round program that starts in the sixth grade and continues through high school. The program includes parent participation; educational support; career awareness; self-expression in the arts; medical and dental services; and family life and sex education.

MYRTLE BEACH, S.C.

Civic Engagement and Positive Human Relations

Coastal Carolina University \$175,000

(Conway, S.C.) (over two years)

To develop a communitywide infrastructure to coordinate volunteer activities and help build the capacity of nonprofits to engage volunteers through the replication of the CityCares model of volunteer management. *(See Page 28.)*

Boys & Girls Club of the Grand Strand 75,000

(Myrtle Beach, S.C.) (over two years)

To increase this local organization's capacity to engage volunteers in community projects by hiring a volunteer coordinator, strengthen its volunteer program and for staff and board professional development.

Habitat for Humanity of Horry County 75,000

(Myrtle Beach, S.C.) (over two years)

To increase this local organization's capacity to engage volunteers by hiring a volunteer coordinator to strengthen its volunteer program and for general operating support.

S.O.S. Healthcare 75,000

(Myrtle Beach, S.C.) (over two years)

To increase this local organization's capacity to engage volunteers by hiring a volunteer coordinator to strengthen its volunteer program and for general operating support.

PALM BEACH COUNTY, FLA.

Well-being of Children and Families

Center for Creative Education \$385,000

(West Palm Beach, Fla.)

To create an arts-based after-school program for middle-school children in the city of Riviera Beach and the northwest section of West Palm Beach.

The Center for Creative Education will expand the Creative Arts Designed to Reinforce Education (CADRE) after-school program to middle-school children in Riviera Beach and northwest West Palm Beach. Classes will be offered at schools, nonprofits and community centers. The grant will provide students with adult mentors. It also supports existing community-based programs that provide direct services to middle-school youth.

The City of Riviera Beach 156,000

(Riviera Beach, Fla.)

To provide a summer camp for middle-school students.

The Children's Services Council of Palm Beach County 150,920

(Boca Raton, Fla.)

For an outreach initiative to help mentoring programs in Riviera Beach and the northwest section of West Palm Beach recruit mentors of color. This grant builds organizational and program capacity of youth service providers and increases the opportunities for middle-school children to have quality relationships with caring adults.

Junior Achievement of the Palm Beaches 82,000

(West Palm Beach, Fla.)

To expand a program teaching basic economics and personal finance skills to 50 classrooms in eight Palm Beach County middle schools.

PRIME TIME Palm Beach County 50,000

(West Palm Beach, Fla.)

To improve the capacity of youth-serving organizations by identifying their needs and by helping the organizations create plans to address those needs by conducting a resource assessment of community-based youth service providers in Riviera Beach and northwest West Palm Beach.

The Palm Beach County Literacy Coalition 30,000

(Delray Beach, Fla.)

For the Read Together Palm Beach County campaign.

The Farmworker Children's Council 20,000

(Ocean Ridge, Fla.) (over two years)

To support summer and after-school programs focusing on academics, recreation and culture for children of farm, nursery and equestrian laborers

PHILADELPHIA, PA.

Economic Development

The Greater Philadelphia Urban Affairs Coalition \$94,000

(Philadelphia, Pa.)

To increase income to low-wage workers in Philadelphia by increasing their access to the Earned Income Tax Credit (EITC).

Education

LEAP/Center for Strategic Urban Community Leadership \$1,200,000

(Camden, N.J.) (over two years)

To implement an early literacy education program in child-care centers contracted with the Camden School District.

This initiative will increase the verbal, written and language skills of more than 1,000 students attending child-care centers in Camden. Part of the program seeks to engage parents with the early childhood center, help them become knowledgeable about child development and understand the importance of reading aloud to their children. Ninety-two teachers will learn and use literacy techniques in the classroom that foster literacy in children. Leadership teams at each center will be part of establishing a literacy culture at the school and ensure high standards are maintained at the end of the training period.

The School District of Philadelphia 730,000

(Philadelphia, Pa.) (over three years)

To provide intensive summer school programs to prekindergarten and kindergarten children at risk of not meeting literacy standards.

Over a six-week summer session the School District of Philadelphia will provide services to develop literacy for approximately 1,600 prekindergarten and kindergarten children in 80 classrooms in the north and west regions of Philadelphia. The prekindergarten program will help children become fluent readers and writers and prevent the need for remedial assistance in the first grade. This grant seeks to improve the reading skills of young children, and it also addresses the strategy for improved training opportunities for early childhood teachers.

St. Joseph's Pro-Cathedral **50,000**
(Camden, N.J.)
To provide arts and music education at St. Joseph's school and after-school program.

Vitality of Cultural Life

Temple University **\$332,000**
(Philadelphia, Pa.)
For the North Philadelphia Community Arts and Literacy Network to develop integrated arts and literacy programming in North Philadelphia schools.

The Community Arts and Literacy Network will establish two arts and literacy projects. The first project will train community-based artists at Temple University New City Writing so they will be able to integrate their work into a reading program at a local elementary school. The second project will bring the research strategies of a community-based oral history project into the new high school social studies curriculum at Wanamaker Middle and High Schools. This grant seeks to increase cultural participation among underserved populations.

The New Freedom Theatre **250,000**
(Philadelphia, Pa.) *(over four years)*
For expansion of its marketing capabilities to increase the base audience's exposure to the arts.

Freedom Theatre plans to increase its audience base by identifying new market segments and to increase its subscribers by 35 percent in a span of one year. The theater company will tap into the patrons and subscribers of other cultural institutions and vice versa. To expand its neighborhood ticket program that has traditionally targeted youth, Freedom will allow parents from North Philadelphia to attend performances with their children at no cost or at a reduced price. Freedom will collaborate with area community organizations to attract the Ethiopian and Liberian communities in the adjoining areas.

Arden Theatre Company **225,000**
(Philadelphia, Pa.) *(over three years)*
For children's programming in North Philadelphia and Camden.

The Philadelphia Foundation **222,000**
(Philadelphia, Pa.)
To provide incentives from \$5,000 to \$15,000 to up to 20 arts organizations participating in TCC audience development planning year.

Trustees of the University of Pennsylvania **220,000**
(Philadelphia, Pa.) *(over two years)*
To track the nature and frequency of arts and cultural participation.

Point Breeze Performing Arts Center **200,000**
(Philadelphia, Pa.) *(over two years)*
To provide underserved children in a North Philadelphia satellite program with arts classes and educational enhancements.

The Free Library of Philadelphia **193,500**
(Philadelphia, Pa.) *(over three years)*
To increase arts and cultural participation by expanding arts programming in 10 libraries in North Philadelphia.

The Conservation Company (TCC) **172,625**
(Philadelphia, Pa.)
To provide technical assistance to enable neighborhood arts organizations to develop cultural participation action plans.

Opera Company of Philadelphia **150,000**
(Philadelphia, Pa.) *(over two years)*
For the company's education program Sounds of Learning.

Academy of Community Music **80,000**
(Fort Washington, Pa.) *(over two years)*
To introduce the Crescendo Music Program in two additional Head Start centers. This grant meets both the early literacy and arts priorities.

Well-being of Children and Families

United Way of Southeastern Pennsylvania **\$2,500,000**
(Philadelphia, Pa.) *(over five years)*
To implement a literacy curriculum in 15 child-care sites in North and West Philadelphia, improving literacy teaching skills and providing family literacy support for parents.

This grant will support Early to Read, the reading component of the United Way's Early to Learn initiative in 15 centers in

North and West Philadelphia. The Early to Read initiative is designed to encourage early care and education professionals to pursue higher education course work; improve classroom practices; coordinate home reading practices; and create a positive reading environment in preschool classrooms and at home. This initiative seeks to increase early literacy skills among 3- and 4-year-olds.

Nonprofit Finance Fund **1,000,000**
(New York, N.Y.) *(over three years)*
To establish a child-care facility fund to provide technical assistance, grants and loans to child-care providers in the Philadelphia region who show a commitment to achieving quality standards.

The Child Care Facilities Fund will provide grants and loans for building improvements, repairs and new equipment; an awareness effort focused on the role facilities play in child-care quality and foster best business practices in support of child-care centers' growth; and technical assistance to providers as they plan and implement their facilities projects. If successful, the initiative will lead to an increased number of child-care facilities providing basic quality care.

Communities in Schools of New Jersey **650,000**
(Camden, N.J.) *(over three years)*
To implement an early intervention after-school program at two elementary schools in Camden.

Communities in Schools of New Jersey proposes to implement an early intervention after-school program for children in prekindergarten through third grade. The program will place an emphasis on literacy and the arts. A family strengthening program will be offered to parents whose children are participating in the program. This program will be implemented in two elementary schools and will complement a planned 21st Century Community Learning Center program, which offers students at low-performing schools educational assistance.

New Jersey Professional Development Center for Early Care and Education **344,400**
(Union, N.J.)
To open a satellite office of the New Jersey Professional Development Center for Early Care and Education at Rutgers-Camden and provide development and higher education scholarships to early childhood professionals in Camden.

The new office will provide directors of child-care programs with training and opportunities for networking. It will also provide accreditation support to Camden early care and education programs; strengthen agreements that permit colleges and universities to accept early childhood education credits obtained from community colleges in their teacher certification programs; and provide scholarships for professional development to Camden-based early care and education professionals who pursue Child Development Associate course work at the center. This program helps increase professional development and training in Camden for early child-care professionals.

Rutgers University Foundation **330,000**
(New Brunswick, N.J.) (over two years)
 To provide professional development course work, mentoring and technical assistance to child-care professionals and outreach to parents in private Camden child-care centers.

Rutgers University Center for Children and Childhood Studies will target early care and education professionals working in private centers in Camden and provide them with the professional development needed to obtain Child Development Associate (CDA) certification. Classroom mentors will help students with their work. Monthly seminars will also be offered to parents on topics critical to children's development. This program is another component of Knight's work to improve the quality of early care and education in Camden.

Children's Literacy Initiative **241,000**
(Philadelphia, Pa.) (over two years)
 To provide literacy support to Head Start and early elementary classrooms by funding the 100 Book Challenge in five schools in lower grades and Head Start classrooms of designated schools.

After School Activities Partnership **75,000**
(Philadelphia, Pa.) (over three years)
 To increase the number of after-school recreational programs in North Philadelphia.

Junior Achievement of Delaware Valley Inc. **75,000**
(Philadelphia, Pa.) (over two years)
 To support the newspaper shop in Exchange City.

SAN JOSE, CALIF.

Civic Engagement and Positive Human Relations

Mexican Heritage Corporation **\$40,000**
(San Jose, Calif.)

For development of strategic and fund-development plans.

Economic Development

Lenders for Community Development **\$900,000**
(San Jose, Calif.) (over five years)

To expand its Individual Development Account program to include 150 low-income families with young children in our geographical target area and assist them in saving for their own or their children's college education.

This grant will promote the Assets for All Alliance, one of the largest and most effective Individual Development Accounts (IDA) programs in the country. The program expects to enroll 450 IDA investors in a matched savings fund program. Knight Foundation's funding will focus on families with children up to age 5 living in the communities of Mayfair, Seven Trees/Solari and Gilroy. Funds can be used for children's or parents' college education only. This grant supports Knight's efforts to improve school readiness in San Jose by helping low-income families with young children become financially stable.

Vitality of Cultural Life

Arts Council of Silicon Valley **\$750,000**
(San Jose, Calif.) (over three years)

To support the work of small to midsized cultural organizations and professional artists through technical assistance and operating grants and fellowships.

This grant establishes the Arts Council Silicon Valley/Knight Stabilization Grants Program and expands the existing PARTNERS grants program to community arts organizations. It will also increase the number of Artist Fellowship grants from six to eight along with an awards increase from \$3,000 to \$4,000. This grant focuses on supporting arts and cultural organizations, especially those that are ethnically and/or neighborhood-based.

Arts Council Silicon Valley **66,000**
(San Jose, Calif.)

For marketing and production activities of the Performing Arts Series, a program that provides technical assistance for developing arts organizations.

Young at Heart Project **60,000**
(Santa Cruz, Calif.) (over two years)

For live musical performances at senior citizen, convalescent, long-term care and residential facilities in Santa Clara County.

San Jose Repertory Theatre **50,000**
(San Jose, Calif.)

To sustain its social and educational outreach programs.

Firebird Youth Chinese Orchestra **30,000**
(San Jose, Calif.)

To continue the free Chinese Music Education for Youth program to students ages 7 to 13.

Oriki Theatre **30,000**
(Mountain View, Calif.)

To expand the agency's flagship program, Sharing Africa, to five new schools in Silicon Valley.

Well-being of Children and Families

Franklin-McKinley Education Foundation **\$2,100,000**
(San Jose, Calif.) (over five years)

To create a centralized hub for school readiness activities in the Solari/Seven Trees neighborhood by conducting outreach to 600 Latino and Vietnamese immigrant families annually, providing education to families and child-care providers and coordinating Knight Foundation's school readiness work with other public and private initiatives.

This project will ensure that area child-care providers as well as families with children from birth to age 5 living in the Seven Trees/Solari neighborhood receive comprehensive services that will help their children enter school ready to learn. The foundation will conduct a community needs assessment, outlining gaps in school readiness services and developing plans to sustain existing school readiness programs. A case management staff will conduct outreach with families and connect them to Knight Foundation and other school readiness initiatives. This grant helps needy populations, linking them to important school readiness programs and resources, including those the foundation is funding.

The Health Trust **1,950,000**
(San Jose, Calif.) (over five years)

To provide oral health education and preventive, restorative and dental services to 7,500 medically underserved children and families in three San Jose neighborhoods.

The Children’s Dental Initiative will focus on providing children and their families in three neighborhoods (Mayfair, Seven Trees/Solari and Gilroy) with a range of dental care. Specific project activities will include home visits to educate families about the importance of oral health; transportation assistance; language translation (primarily Spanish and Vietnamese); and insurance enrollment. This grant helps provide low-income families with the services needed to improve school readiness.

Go Kids Inc. 40,500
(Gilroy, Calif.)

To improve families’ economic stability by developing a plan for providing unduplicated and collaborative services that would increase low-income Gilroy families’ access to high-quality child care.

STATE COLLEGE, PA.
Economic Development

Private Industry Council of Centre County \$26,000
(State College, Pa.)

To assist individuals affected by the Corning plant shut down to find jobs.

Well-being of Children and Families

Home Nursing Agency \$670,000
(Altoona, Pa.) (over five years)

To replicate the Olds Nurse-Family Partnership Program in Centre County and provide regular home visits to approximately 50 expectant families each year.

Fifty families will receive intensive home visiting services from a registered nurse, beginning in the first trimester of pregnancy and continuing through the child’s second birthday. This program provides low-income families in Centre County with services that will ensure the healthy development of their children.

Con-Clear Child Services 160,875
(Philipsburg, Pa.) (over three years)

To provide maternal and pediatric dental screening, oral health education and oral surgery services to uninsured and underinsured children and families.

Centre County United Way 15,000
(State College, Pa.)

To enhance the development of young children by increasing the awareness of early childhood mental health issues and building capacity across professions that intersect with the lives of young children.

The Second Mile 10,000
(State College, Pa.)

To expand the Friend Fitness Program, a mentoring program that currently serves adolescents in Centre County.

ST. PAUL, MINN.

Housing and Community Development

Local Initiatives Support Corp. \$220,000
(New York, N.Y.)

To increase affordable housing along a commercial corridor by increasing the capacity of community development corporations working in the Payne/Arcade area in partnership with the Twin Cities Pilot Cities Initiative.

The Saint Paul Foundation 75,000
(St. Paul, Minn.)

To increase access to affordable housing along the Payne/Phalen commercial corridor by creating a loan guarantee pool in the Opportunity Housing Investment Fund.

Dayton’s Bluff Neighborhood Housing Services 55,000
(St. Paul, Minn.)

To improve access to affordable housing along a commercial corridor targeting the Payne/Phalen neighborhood by providing a financial assistance program for first-time home buyers and for predevelopment planning in the neighborhood.

East Side Neighborhood Development Co. 50,000
(St. Paul, Minn.)

To increase access to affordable housing along a commercial corridor by supporting a revolving predevelopment fund for the development of the Payne/Phalen neighborhood.

Well-being of Children and Families

Joint St. Paul and North Suburban Ramsey Interagency Early Intervention Committee \$180,000
(Roseville, Minn.)

To improve young children’s access to mental health services by funding Project KEEP (Keep Early Experiences Positive), an initiative designed to provide prevention and intervention services for young children with behavioral and mental health challenges.

Greater Twin Cities United Way 100,000
(Minneapolis, Minn.)

To improve children’s oral health by making dental care more accessible to low-income families by providing culturally competent outreach, education, dental screening and treatment services for Latino and Hmong children from birth to age 5.

Amherst H. Wilder Foundation 85,000
(St. Paul, Minn.)

To improve the health and development of young children by training early care and education providers in a nationally recognized program to promote social competence and prevent, reduce, and treat aggression and related mental health issues in young children.

Resources for Child Caring 82,000
(St. Paul, Minn.)

To improve young children’s mental health by developing and delivering outreach and caregiver training strategies for East African refugee and immigrant family child-care providers.

Lifetrack Resources 70,000
(St. Paul, Minn.)

To improve the early mental health of young children by expanding the home visiting component of the Families Together program and provide domestic violence training to home visitors and child-care providers.

Suburban Ramsey Family Collaborative 53,000
(Roseville, Minn.)

To improve access to mental health and oral health for young children by providing families early childhood screening and by hiring a dental health broker.

TALLAHASSEE, FLA.

Well-being of Children and Families

Florida State University \$1,000,000
(Tallahassee, Fla.) (over four years)

To improve the quality of 10 child-care centers in Southside Tallahassee.

Ten child-care centers in two neighborhoods will provide children with improved care. Center directors and staff will receive enhanced training, acquiring new skills and abilities to help children make developmental gains that will better prepare them to enter school. A team of evaluators from Florida State University will monitor the program to ensure that improvements and staff training and mentoring occur on schedule.

Capital Area Healthy Start Coalition 890,600
(Tallahassee, Fla.) (over four years)

To provide parenting, child development and nutrition education to low-income families through Smart Start, a new home-visitation program.

Healthy Start will launch Smart Start, an in-home parent education service. The project aims to improve families' knowledge about child development and the use of appropriate parenting practices. Weekly home visits with the families will be comprised of learning activities about child development, guidance about child and family health, a family literacy activity and a family safety lesson. The home visitor will monitor on-going family risks and make referrals for social services the family may need. A nutrition educator will visit with the family twice per month to discuss menu planning and budgeting. A literacy motivator will guide families through activities that promote reading and help families use local resources, such as community libraries.

WICHITA, KAN.

Economic Development

Greater Wichita Economic Development Coalition \$250,000
(Wichita, Kan.) (over five years)

To launch and support the Greater Wichita Economic Development Coalition, Wichita's new regional economic development engine.

Vitality of Cultural Life

Exploration Place \$22,220
(Wichita, Kan.)

For a creative learning opportunity for at-risk children ages 2-4.

Well-being of Children and Families

Wichita Public Schools \$1,380,000
(Wichita, Kan.) (over five years)

To implement Wichita CARES, a collaborative program that will provide families with young children with coordinated home-visitation services; expand parent education programming; provide young children with health screenings and referrals; and implement a research-based curriculum at two early childhood centers.

The Wichita CARES project will provide coordinated and intensive health and educational services to families prior to and during their children's enrollment in the 4-year-old preschool program at Little Early Childhood Education Center and Midtown Early Childhood Education Center. This collaborative program will expand and coordinate existing early childhood and home-visiting services to provide more seamless, high-quality and comprehensive services to children and families living in the northeast and north central area of Wichita. The grant aims to provide families with appropriate services earlier in children's lives and offer high-quality child-care programs.

The Opportunity Project Learning Center 326,500
(Wichita, Kan.) (over four years)

To provide home visitation services, parenting education, play groups, other family support services and full-day, full-year early care and education for up to 60 families in the Planeview neighborhood of Wichita.

This project will ensure that over three years 60 children from birth to age 3 in the Planeview neighborhood receive a full range of services that culminates in their enrollment in a high-quality early care and education program. The families will receive home visits twice a month from family educators. Parents will learn about child development and the use of developmentally appropriate parenting skills. The families will have the opportunity to enroll their children in The Opportunity Project's full-day, full-year early care and education program. This grant provides early education services that will ensure children are ready for school in the Planeview neighborhood.

Child Care Association of Wichita/ Sedgwick County 184,000
(Wichita, Kan.) (over two years)

To increase the quality of family child-care providers serving the Evergreen neighborhood's Hispanic population by providing parenting training and links to community resources to 50 low-income, Latino families with young children.

Healthy Options for Planeview 169,000
(Wichita, Kan.) (over three years)

To improve school readiness by improving children's health through proper dental treatment and education to 50 families participating in the Moms & Mentors program.

Junior League of Wichita 64,000
(Wichita, Kan.) (over three years)

To enhance the comprehensive neighborhood-based school readiness initiative by instituting the Ready to Learn Literacy Project, a volunteer reading program for 1,650 at-risk pre-kindergarten children.

Subtotal: 230 grants \$79,754,840*

**Subtotal includes a \$238,615 grant which was subsequently forfeited and is therefore not listed.*

NATIONAL VENTURE FUND

Civic Engagement and Positive Human Relations

New Profit Inc. \$2,000,000
(Cambridge, Mass.) (over four years)

To provide long-term capacity-building assistance and direct financial support to Kids Voting USA, enabling Kids Voting to build a sustainable and effective organization of scale.

New Profit will provide Kids Voting USA with a variety of services to help the organization become self-sufficient. The services include strategy consulting, a growth plan, a public policy approach, leadership development for its staff and board, and managerial support. A direct financial contribution to Kids Voting will support the implementation of the group's strategic plan developed through this process. This project will build the capacity and scale of an effective organization working in Knight communities to promote civic engagement and voting.

City Year 1,000,000
(Boston, Mass.) (over four years)

For a capacity-building initiative that will develop a comprehensive strategy for launching new community service sites, including sites in Knight communities.

City Year plans to establish at least three new program sites by 2007, and to research and select additional communities for further expansion. This project will develop a standard business model for current and prospective City Year sites. Existing training and technical assistance will be improved; national training capacity will be enhanced; state offices will have more capacity to handle training and technical assistance needs in their states.

Massachusetts Institute of Technology 643,000
(Cambridge, Mass.) (over three years)

To design new voting technologies, assess security systems and share results with election officials.

The Voting Technology Project will create new technologies to create accessible and secure voting systems. The focus will be on two key initiatives – voter system security, concentrating on Internet voting, and the creation of software that can be loaded onto computers in schools or other public polling places, negating the need for expensive electronic hardware. This project will inform the national discussion on voting security,

especially around Internet voting and will propose new technology options for industry and election officials as they choose the most effective ways to conduct legal and proper elections. (See Page 34.)

Public Interest Projects 250,000
(New York, N.Y.)

For a funding collaborative that will promote immigrant civic engagement.

This collaboration promotes civic engagement by encouraging new Americans to participate effectively in the democratic process, thereby strengthening the fabric of civil society. Grant funds will support local civic participation projects in Knight communities with large immigrant populations. (See Page 38.)

Joint Center for Political and Economic Studies 200,000
(Washington, D.C.)

To provide the center, a resource for journalists, community leaders and legislators, with operating and capacity-building support through a CEO leadership transition.

Lawyers' Committee for Civil Rights Under Law 200,000
(Washington, D.C.) (over two years)

For a research and public education initiative to analyze the impact of the Voting Rights Act, leading up to the law's reauthorization by Congress in 2007.

Project Vote Smart 100,000
(Phillipsburg, Mont.)

To collaborate with newspapers nationally to encourage political candidates to provide more issue-stance information. (See Page 30.)

Economic Development

Center for Economic Progress \$396,000
(Chicago, Ill.)

For financial counseling and tax preparation services that help low-income families access public benefits in Chicago as part of the Pilot Cities program, and for technical assistance to similar Knight-funded programs in Akron, San Jose, Miami and Biloxi.

As part of the Pilot Cities program for Living Cities, the center will prepare 12,500 federal tax returns in Chicago, generating an estimated \$16 million in income tax refunds. In four Knight communities, the organization will design and deliver technical assistance according to the self-identified needs and stage of development of the local

programs. Through attendance at the national conference, local organizations will be linked to a national network of organizations that are also running family asset-building programs across the country. The project supports Knight's investment in the Living Cities initiative and directly strengthens the foundation's local commitments to economic opportunity and security for families and children in Knight communities.

Education

Communities in Schools \$970,000
(Alexandria, Va.) (over three years)

To strengthen the national organization infrastructure and to provide targeted technical assistance to selected local affiliates in Knight communities.

This initiative will engage Communities in Schools' leadership, staff and a hired strategic planning group in re-examining the network's structure, processes and products to plan for sustainable growth. Communities in Schools will work with foundation staff and local affiliates to identify specific technical assistance. Up to \$15,000 a year will be allocated for each of six local programs to develop and launch a customized training and technical assistance plan. The foundation is currently funding local affiliates in Philadelphia, Wichita, Columbia, and Myrtle Beach.

United Negro College Fund 50,000
(Fairfax, Va.)

To support student achievement at 39 historically black colleges and universities. This grant advances the foundation's priority to increase access to educational opportunities. More than 4,000 students are enrolled in UNCF member colleges and universities in Knight communities.

Housing and Community Development

The Brookings Institution Center on Urban and Metropolitan Policy \$500,000
(Washington, D.C.)

To launch the Neighborhood Markets Project that will collect data on local markets and revenue flows to be used to drive commercial investment in urban neighborhoods.

The Neighborhood Markets Project is an outreach program to assist urban redevelopment and business leaders in Living Cities communities (including Philadelphia, Detroit, St. Paul, Miami and the San Francisco Bay area). The project aims to provide investors with information about urban neighborhoods that helps them decide whether to invest in

these areas. The information will include current federal investments in neighborhoods, economic development activity and housing market conditions.

PolicyLink 240,500
(Oakland, Calif.)

For communications support and to explore opportunities to advance equitable development in Knight communities.

Funder's Network for Smart Growth and Livable Communities 207,500
(Coral Gables, Fla.)

To develop a communication guide and design an implementation strategy to effectively raise the visibility of the smart growth and livable communities movement.

Manpower Demonstration Research Corp. 200,000
(New York, N.Y.)

For research leading to a report that assesses neighborhood risks and monitors the progress of welfare reform among Philadelphia's low-income families and neighborhoods over the past decade.

Other Priorities

The Urban Institute \$300,000
(Washington, D.C.)

To facilitate electronic filing (e-filings) of IRS Form 990 by nonprofit organizations in Knight communities.

This grant allows the National Center for Charitable Statistics to create e-filing and annual e-registration systems for states that include Knight communities and guarantees that center staff will work with state charity officials to develop consistent standards for data collection. The project will ensure that the transition to e-filing will proceed smoothly and result in a cost savings, provide for more efficient systems for charities that regulate them in Knight states, and ensure accurate and accessible data for all users.

Utility Customers Charitable Trust 250,000
(Charlotte, N.C.)

To provide start-up funding for a new charitable partnership between utility companies and community foundations.

This project increases the capacity and fund distribution of community foundations in Knight communities. This program will be launched in the Charlotte/Mecklenburg area, providing a new philanthropic tool for residents and charitable organizations in the Carolinas.

Alliance for Justice 150,000
(Washington, D.C.) *(over two years)*

To increase foundations' awareness and acceptance of supporting nonprofits' work in advocacy and public policy.

National Committee for Responsive Philanthropy 100,000
(Washington, D.C.)

To publish and distribute reports, newsletters and other publications documenting philanthropic trends and issues.

Vitality of Cultural Life

Leveraging Investments in Creativity \$800,000
(Brooklyn, N.Y.) *(over four years)*

To help create a national network of innovators in the area of artist-driven economic and community development and conduct a limited pilot project in Philadelphia.

Leveraging Creativity in the Arts will create a national network of innovators in the area of artist-driven economic and community development. The project will provide information to help guide communities in their efforts to retain artists in diverse neighborhoods and promote revitalization strategies including investment in artists' live-work spaces, arts incubators and arts districts. In North Philadelphia and Camden, N.J., neighborhoods artists will bolster cultural participation projects and will contribute to a broader understanding of how to best utilize artists to build new audiences.

Kansas City Symphony 132,000
(Kansas City, Mo.)

To test the Concert Companion, an innovative wireless handheld digital device providing classical music information for audiences at symphony orchestra concerts.

Georgia Department of Natural Resources 125,000
(Warm Springs, Ga.)

To produce a film about President Franklin D. Roosevelt to be shown at the new museum planned at the Little White House State Historic Site.

Well-being of Children and Families

National Association for the Education of Young Children \$250,000
(Washington, D.C.)

To provide professional development and opportunities for cross-community learning for Knight grant recipients in communities that have identified school readiness and other early childhood issues as funding priorities.

NAEYC will help early childhood professionals in Knight communities strengthen their skills and knowledge of critical issues affecting young children and improve the knowledge base of early childhood professionals working in Knight-funded programs. NAEYC expects that this enhanced professional development effort will lead to demonstrable changes in early childhood programs being implemented in Knight communities. NAEYC's strategic plan for future school readiness resources will contribute to a broader, more sustained professional development base that can be used by Knight grantees and other early childhood professionals.

Common Sense Media 190,000
(San Francisco, Calif.)

To create a comprehensive media guide for families, educators, children and others who care about the media's impact on children.

Subtotal: 23 grants \$ 9,254,000

OTHER

Strengthening Philanthropy

The Foundation Center **\$90,000**
(New York, N.Y.)

For 2003-2005 general operating support.

Council on Foundations **44,600**
(Washington, D.C.)

For general operating support.

Independent Sector **36,600**
(Washington, D.C.)

For 2003-2005 general operating support.

Grantmakers in the Arts **22,200**
(Seattle, Wash.)

For 2003-2005 general operating support.

Donors Forum of South Florida **21,750**
(Miami, Fla.)

For general operating support.

Hispanics in Philanthropy **21,750**
(San Francisco, Calif.)

For 2003-2005 general operating support.

Grantmakers for Education **21,000**
(Portland, Ore.)

For 2003-2005 general operating support.

**Association of Black
 Foundation Executives** **14,700**

(New York, N.Y.)

For 2003-2005 general operating support.

Delaware Valley Grantmakers **14,250**
(Philadelphia, Pa.)

For 2003-2005 general operating support.

**Grantmakers Forum on Community
 and National Service** **14,100**

(Berkeley, Calif.)

For 2003-2005 general operating support.

Greater Miami Progress Foundation **9,550**
(Miami, Fla.)

For general operating support.

Southeastern Council of Foundations **4,700**
(Atlanta, Ga.)

For general operating support.

Subtotal: **12 grants** **\$315,200**

Special Grants

29 Trustee-Recommended Grants **\$280,000**

Subtotal: **41 grants** **\$595,200**

GRAND TOTAL: **349 grants** **\$128,719,470**

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Sources for data on pp. 6-9: Federal Election Commission; Knight Community Indicators project surveys and profiles; Listening & Learning 2004; First Amendment Foundation; Freedom Forum First Amendment Center; Newspaper Association of America; Association of Governing Boards of Universities and Colleges; Death Penalty Information Center; The Civil Rights Project at Harvard University and The Urban Institute; Greater Miami Prosperity Campaign; ASNE High School Journalism Initiative.



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