



2012 Annual Report

This document is a PDF capture of the retired EMCF 2012 Annual Report website.

Some links may not work.

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The Edna McConnell Clark Foundation seeks to transform the lives of greater numbers of America's most vulnerable and economically disadvantaged young people.

We make large, long-term investments, frequently partnering with other funders, and promote effective public and private support of nonprofits with a potential for growth and compelling evidence that they can help more young people become successful adults.

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PRESIDENT'S ESSAY

Expanding and Learning from Growth Capital Aggregation

Welcome to the Edna McConnell Clark Foundation's first online, and online only, annual report. Following up on the redesigned EMCF



website we introduced in October 2012, it's a further attempt on our part to engage and interact more deeply and directly with you.

Fiscal Year 2012 (which I'll call in this letter, for convenience's sake, simply 2012) was a good year for our grantees and the vulnerable young people they help. Despite a sluggish economy, public spending cuts, and political discord, EMCF's 18 continuing grantees managed to serve 140,367 youth in 2012—15,000, or 12 percent, more than in 2011. This strong performance under challenging conditions is reported in detail in the pages that follow.


But lifting the life prospects of economically disadvantaged youth is more than a numbers game. Success depends on the quality and the outcomes of the programs an organization conducts. In addition to funding evaluations of programs and their implementation, EMCF, working closely with grantees, has developed and continues to refine measures of program quality and outcomes that we report annually and review internally every six months.

The year's predominant theme and driver was the consolidation and continuation of growth capital aggregation, the coordinated, collaborative investment approach EMCF has been testing, refining and expanding since 2007.

True North Fund

Our nine initial True North Fund grantees took advantage of their first year of funding by EMCF and the federal Social Innovation Fund (SIF) and served, as of June 2012, an additional 42,238 youth, 168 percent more than they had originally projected, in 23 states. Four grantees—BELL, Reading Partners, Children's Institute, Inc., and Children's Home Society of North Carolina—surpassed their original expectations by more than 20 percent.

Meanwhile, our 13 co-investor partners in the True North Fund committed \$53 million, and the grantees themselves raised an additional \$4 million, to help meet their SIF matching requirements and support their expansion and evaluation.



In order to complete our work with these grantees and round out our True North Fund portfolio, EMCF submitted a continuation application for Year 3 of the SIF and received a third and final \$10 million award. In the fall of 2012 we launched a second national competition that generated keen interest and 191 applications. In 2013, outside the scope of this report, we selected three grantees to join the True North Fund: PACE Center for Girls, WINGS for kids, and Youth Guidance.

The True North Fund, which recently added a 14th co-investor, continues to demonstrate how much a working partnership of dedicated funders can accomplish on behalf of an entire portfolio of exceptional nonprofits. The True North Fund is a partnership that not only works together but learns together, with every co-investor contributing expertise as well as capital.

One of the things we are learning and want to pursue further are the benefits of collaborating with regional funders whose local knowledge and contacts can help a grantee entering a new community hit the ground running and launch a program quickly and successfully. True North Fund co-investors the George Kaiser Family Foundation, the Duke Endowment, and Tipping Point Community have been valuable partners to our shared grantees in Oklahoma, the Carolinas, and the San Francisco Bay area, respectively, and we look forward to deepening these partnerships and forging others.

Our Other Capital Aggregation Efforts

EMCF continued in 2012 to help aggregate growth capital for individual grantees, committing \$15 million in a second round of capital aggregation for Youth Villages to execute its 2013-2017 strategic growth plan, and approving, with co-investors, a two-year, no-cost extension of our agreement with Nurse-Family Partnership that will give it more time to meet its youth-served and revenue goals.

Having proven it is an effective way to provide nonprofits the resources they need to expand their programs while ensuring their quality, growth capital aggregation is no longer a pilot project. But it is still a work in progress, and the Foundation is eager to take it to the next level and make a greater impact on the lives of more of our nation's most vulnerable young people.

Our New Initiative, PropelNext

In 2012, the Foundation also selected the first cohort of 15 grantees to participate in PropelNext, our new initiative to help promising nonprofits strengthen their programming, use data to improve it, and build more resilient organizations. See the update by Lissette Rodriguez, the initiative's managing director, to learn more about this effort.

In conclusion, we hope you will find this annual report's online format as informative and user-friendly as visitors have found our revamped website. To augment its accounting of our 18 grantees' performance in 2012, we have added to our website's grantee pages two interactive tools. The first provides a complete accounting of each grantee's progress toward its goals since the start of our investment, and can be customized to display specific ranges of data. The second is an interactive map that shows the states in which every grantee operates.

We welcome your feedback on the new format, and invite your suggestions of other online tools and resources that you think would be useful.

Nancy Roob
President
August 2013

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Overall Portfolio Performance

In 2012, the Edna McConnell Clark Foundation invested in 18 youth-serving organizations. Despite the nation's ongoing economic weakness, our grantee portfolio continues to perform well, serving more youth and earning more revenue.

EMCF'S PORTFOLIO

2012 at a glance

18
grantees

youth served
increased by

12%

Collectively, they served 140,403 youth – those at great risk and unlikely to succeed without extra help – a 12 percent increase from 2011. All but one of the grantees met or exceeded their projections for 2012.

In total, the 18 organizations realized \$773 million in revenue, a 12 percent increase from the prior year. Every grantee met or exceeded its 2012 projection.

We also report on individual grantees' outcomes – indicators of the impact they are having on young people – which we began sharing in 2011. Due to the diverse nature of the programs we support, portfolio-wide data is not available.

About Our Reporting

Like last year's, our 2012 annual report adopts a streamlined and more concise approach to documenting our grantees' performance and future path. Our reports for youth served and revenue begin with the first year of EMCF's investment as a baseline.

For **youth served**, EMCF tracks the number of young people participating in the program or programs in which EMCF has invested.

Actual **revenue** reported in graphs represents a grantee's total revenue, organization-wide, and is taken from audited financial statements. Revenue projections do not include non-operating items (i.e., investment gains/losses) that are included in actual revenue totals.

New this year on our website are **interactive charts** that provide a full report on every organization's performance – including its original and revised projections – from the start of our investment. These can be found on the "Performance" page for each grantee.



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Building Educated Leaders for Life (BELL)

BELL provides intensive academic and enrichment support to young “scholars” (grades K–8) most at risk of failing in elementary or middle school. Its summer program combats summer learning loss among low-income students.



For more information:

www.experienceBELL.org

[BELL at emcf.org](http://BELLatemcf.org)

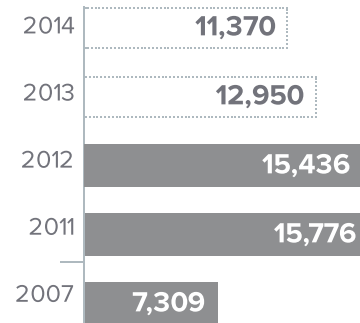
The organization's programs feature rigorous, research-based curricula aligned with state and national learning standards; small-group instruction in literacy and math; mentoring; a wide range of enrichment courses such as science, entrepreneurship, health, and leadership development; community service; and parental engagement.

BELL provides each scholar with individualized support in small classroom settings with a student-to-instructor ratio no greater than 10 to one. Programs are delivered in conjunction with community partners, mainly schools and school districts, during the summer and, on an afterschool basis, during the school year.

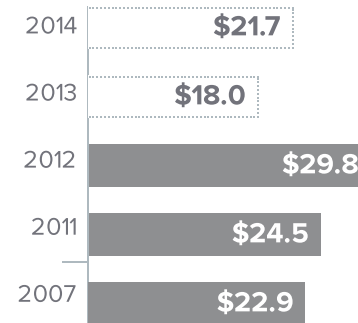
2012 HIGHLIGHTS

- Supported by the Social Innovation Fund/True North Fund, BELL entered California and South Carolina and established new summer sites in each region.
- BELL completed enrollment and testing for its randomized controlled trial evaluation and will share findings from the study in 2014.
- BELL began developing a pilot partnership with the YMCA-USA to deliver its summer program in conjunction with local YMCA affiliates.

YOUTH SERVED



REVENUE (IN MILLIONS)



OUTCOMES

Months gained in literacy and math after completing BELL's summer program



LEGEND: ■ Actual □ Projected

For a full report, see [BELL's Performance](#) page at [emcf.org](#).

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CAS-Carrera Adolescent Pregnancy Prevention Program

Children's Aid Society–Carrera Adolescent Pregnancy Prevention Program helps young people avoid becoming teenage parents by setting them on the path to successful adulthood. Its afterschool model has been proven to reduce teen pregnancies by 50 percent.



For more information:

Founded in 1984, the Children's Aid Society's Carrera Adolescent Pregnancy Prevention Program (CAS-Carrera) uses a holistic, "above the waist" approach to ensure young people develop ambitious personal goals, improve their sexual literacy, and cultivate aspirations for a productive future. Guided by a philosophy that sees youth as "at promise" not "at risk," CAS-Carrera begins working with boys and girls at age 10 or 11 and follows them through high school graduation and college admission.

The program is built on seven integrated, scientifically accurate, and age-appropriate components: daily education; weekly job club, family life and sexuality education, and mental health sessions (and social work services, as needed); multiple exposures to lifetime individual sports and self-expression; and access to comprehensive medical and dental services provided by local partners. The program's approach centers on understanding that we do not prevent teen pregnancy— young people do. They are able to achieve this when their future is filled with promise and exciting possibilities, leading them to reduce risks on their own.

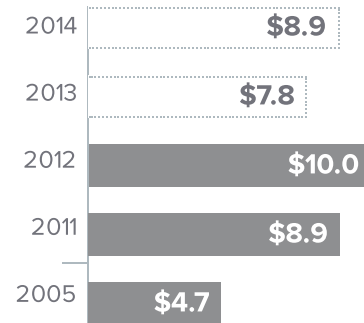
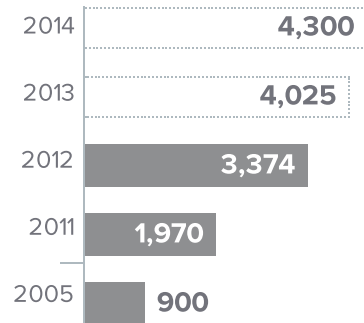
2012 HIGHLIGHTS

- CAS-Carrera replicated its program in Tulsa, OK; Milwaukee, WI; and the Zuni Nation, NM, as well as additional sites in New York City.
- After business planning supported by EMCF, it established a National Accreditation and Training Center in Durham, NC that provides comprehensive training and technical assistance to all sites, and helps them assess longer-term financial sustainability.

YOUTH SERVED

REVENUE (IN MILLIONS)

OUTCOMES



Pregnancy rate (per 1,000) among 15-17-year-old African-Americans participating in Flint, MI and NYC programs. (Carrera's target is set to be below that of the national average of participants' demographic peers.)

Year	Pregnancy Rate (per 1,000)	Status
2013	7	Target

Note: Revenue for 2005 reflects CAS-Carrera's total revenue across its network. Revenue totals starting in 2011 include only the national office operations.

LEGEND: ■ Actual □ Projected

For a full report, see [CAS-Carrera's Performance](http://emcf.org/CAS-Carrera's%20Performance) page at emcf.org.

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Center for Employment Opportunities

The Center for Employment Opportunities (CEO) helps people who have recently been incarcerated find and keep jobs that provide a foundation for a productive future. Its program has been proven to reduce recidivism and save taxpayer dollars.



For more information:

www.ceoworks.org

[Center for Employment Opportunities at emcf.org](http://CenterforEmploymentOpportunitiesatemcf.org)

CEO offers a week-long pre-employment life skills class followed by transitional employment on one of its work crews, where participants work an average of two to three months before being placed in a full-time unsubsidized job. CEO provides job-readiness coaching, opportunities for vocational training, job placement assistance, and retention services to help participants secure and maintain unsubsidized employment.

Forty-one percent of the program's participants are ages 18-25.

A randomized controlled trial evaluation found that CEO reduced recidivism by 22 percent for recently released participants. The study further found that CEO produced a total net benefit to taxpayers of \$4,100 per participant for the entire study sample, and as high as \$8,300 for recently released individuals.

2012 HIGHLIGHTS

- Supported by the Social Innovation Fund/True North Fund, CEO successfully launched its program in Tulsa, OK.

NUMBERS SERVED

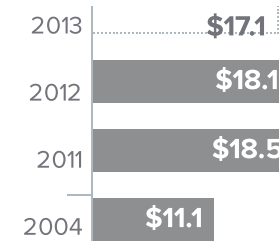
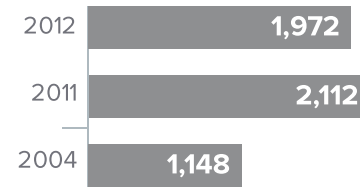
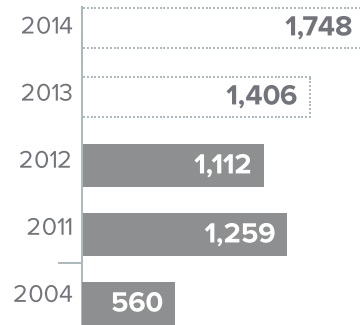
Youth served, ages 18-25

NUMBERS SERVED

Adults served, age 26 and older

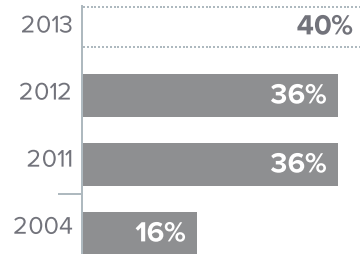
REVENUE (IN MILLIONS)

2014 **\$26.0**



OUTCOMES

Percentage of participants who retain employment or education after 12 months



LEGEND: ■ Actual □ Projected

For a full report, see [CEO's Performance](#) page at emcf.org.

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Children's Home Society of North Carolina

The Children's Home Society of North Carolina serves youth and families across the state. Its programs include Family Finding, which helps connect foster youth with supportive relatives, and Wise Guys, which educates teenage boys about male responsibility and appropriate sexual behavior.





Children's Home Society of North Carolina (CHSNC) carries out its mission, to provide every child a permanent, safe, and loving family, through a variety of programs that serve over 21,000 children and families annually in over 80 counties throughout the state.

For more information:

www.chsnc.org

[Children's Home Society
of NC at emcf.org](http://www.chsnc.org)

FAMILY FINDING

Family Finding helps youth in or aging out of foster care find and engage family members who provide emotional support and, potentially, a permanent home. Family Finding staff are specially trained, carry small caseloads (generally five), and spend three to four months working with each youth.

By connecting foster youth with family members who are able to provide support, stability and permanency, Family Finding helps guide them to independent adulthood.

Additional information about Family Finding can be found on the Duke Endowment's website at dukeendowment.org.

WISE GUYS

Wise Guys is a male responsibility and teen pregnancy prevention program that teaches boys (ages 11-17) about healthy relationships and appropriate sexual behavior. Delivered in middle schools and community centers with parental consent, the program helps young males develop personal responsibility and self-esteem so they can form healthy relationships, make smart decisions, and achieve their long-term goals by avoiding teen pregnancy.

More information about Wise Guys can be found at wiseguysnc.org.

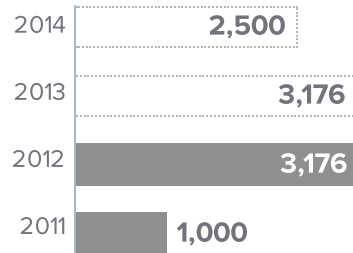
2012 HIGHLIGHTS

- Supported by the Social Innovation Fund/True North Fund, CHS

expanded Family Finding to 11 additional counties, and expanded Wise Guys to six new counties.

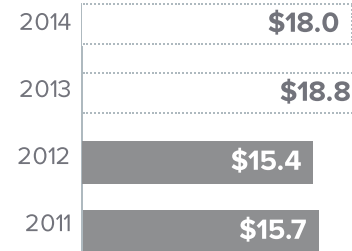
YOUTH SERVED

Number of youth served by Family Finding and Wise Guys



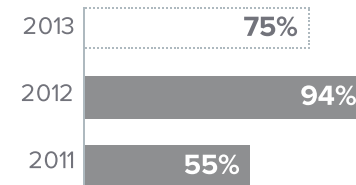
Note: CHSNC serves over 15,000 youth and families across all its programs.

REVENUE (IN MILLIONS)



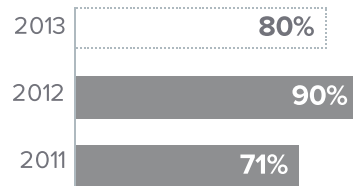
OUTCOMES

Family Finding: At least one family member/other individual making a commitment to help a youth find a permanent home



OUTCOMES

Wise Guys: Participants demonstrating increased knowledge of healthy sexual behavior



LEGEND: ■ Actual □ Projected

For a full report, see [CHSNC's Performance](http://emcf.org) page at emcf.org

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Children's Institute, Inc.

Children's Institute, Inc. helps youth and families in Los Angeles' poorest neighborhoods recover from the trauma of violence and develop the skills and self-esteem to lead healthy, successful lives.



Children's Institute, Inc.'s (CII) comprehensive model is designed to address the whole child as well as the entire family. CII delivers evidence-based clinical programs shown to reduce emotional and behavioral problems, preserve and reunite families, and support success in school. These and complementary youth development activities seek to reduce young people's trauma and increase resilience.

For more information:
www.childrensinstitute.org
[Children's Institute, Inc.
at emcf.org](mailto:Children's%20Institute,%20Inc.%20at%20emcf.org)

In 2011, CII opened its Otis Booth Campus, a 48,000-square-foot facility near downtown Los Angeles, one of L.A.'s most challenged communities. It serves over 23,000 youth and families each year across Los Angeles with a unique blend of clinical, youth development, family support, and early childhood services. In 2014, CII purchased land for a new campus in Watts, which world-renowned architect Frank Gehry donated his time to design.

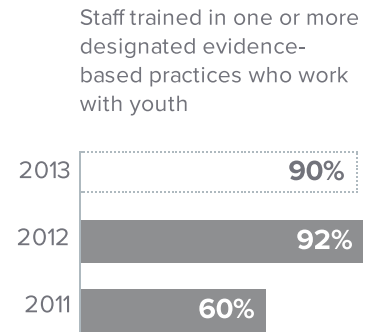
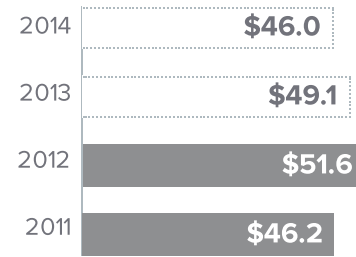
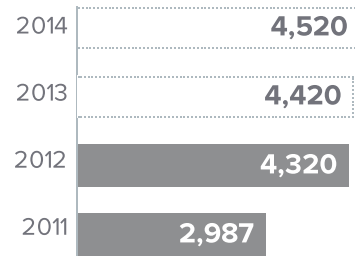
2012 HIGHLIGHTS

- CII began an implementation study and started planning for a fidelity study of its Trauma-Focused Cognitive Behavioral Therapy program.
- CII identified a location in Watts where it will replicate the comprehensive mix of services it currently provides at its headquarters campus in Central Los Angeles.

YOUTH SERVED

REVENUE (IN MILLIONS)

OUTCOMES



LEGEND: ■ Actual □ Projected

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Citizen Schools

Citizen Schools lifts the educational trajectories of low-income students, ages 11–14, by partnering with middle schools across the country to expand the learning day.



Citizen Schools helps students improve their academic performance, and prepare for high school and college, by developing skills such as

For more information:
www.citizenschools.org
Citizen Schools at

and prepare for high school and college, by developing skills such as oral and written communications and critical thinking, and by exposing them to college and career pathways. “Citizen Teacher” volunteers engage them in "apprenticeships," hands-on learning projects that culminate in an end-of-semester event called a WOW! where students share their creations or what they have learned with families and community members.

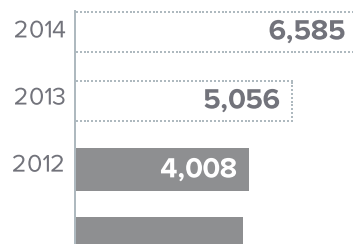
Trained educators and AmeriCorps members build relationships with families, school staff, and external partners to foster a culture of achievement throughout partner schools.

Citizen Schools is nationally recognized for its work in expanded learning time, volunteer service and civic engagement.

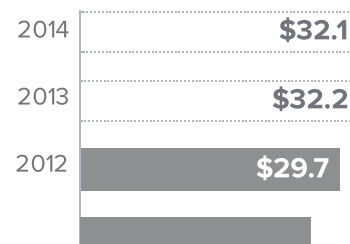
2012 HIGHLIGHTS

- Citizen Schools completed negotiations to open its first Expanded Learning Time campuses in Chicago.
- Working in conjunction with the White House, the Corporation for National and Community Service, and a group of private funders and service providers, Citizen Schools helped form US2020—an effort to engage one million science, technology, engineering and math (STEM) professionals in mentoring students across the country.

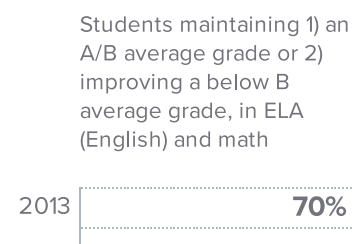
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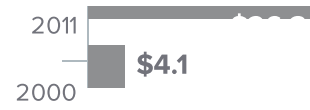
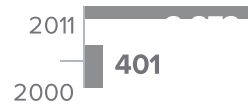


REVENUE



OUTCOMES





LEGEND: ■ Actual □ Projected

For a full report, see [Citizen School's Performance](http://emcf.org) at emcf.org.

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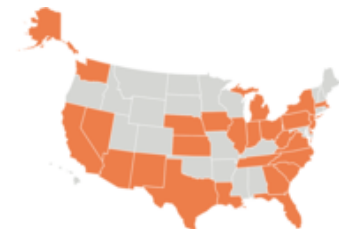
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Communities In Schools

Communities In Schools, one of the nation's leading dropout prevention programs, offers and integrates community services that help economically disadvantaged students, grades K-12, stay in school and graduate on time.



For more information:

<http://www.communitiesinschools.org>

A Communities In Schools (CIS) site coordinator at each school

A Communities In Schools (CIS) site coordinator at each school assesses students' needs and then identifies and connects students to resources that meet these needs. Through strategic partnerships with local providers, CIS site coordinators blend various community supports to provide integrated student services benefiting an entire student body.

Coordinators also provide more intensive and individualized case management support for the 10 to 15 percent of students with special behavioral, mental health, or academic needs and identified as most likely to fall behind academically or drop out.

In 2012, the economic modeling firm EMSI calculated that every dollar invested in CIS creates \$11.60 in economic benefits,

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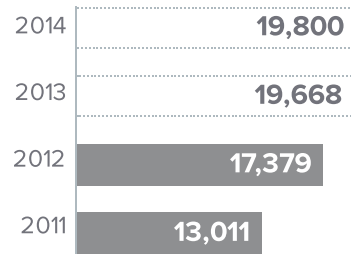
- In conjunction with the Research Center for Leadership in Action at New York University's Wagner Graduate School of Public Service, CIS started a nine-month Executive Leadership Development Program for state and affiliate executive directors.
- CIS continued to receive strong support from states and localities. The Kansas state legislature approved funding to increase the number of site coordinators, while Texas restored nearly all CIS' funding which had been cut approximately 30 percent in 2011 due to budget shortfalls.
- CIS continued its GIVE Education cause-marketing campaign with Procter & Gamble for a second year and developed new partnerships with The Gap and Hudson News.

YOUTH SERVED

REVENUE (IN MILLIONS)

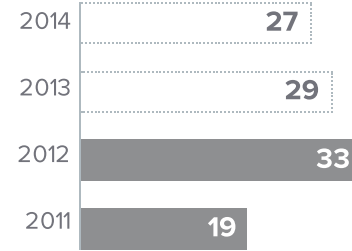
OUTCOMES

Number of youth served in California, North Carolina and South Carolina

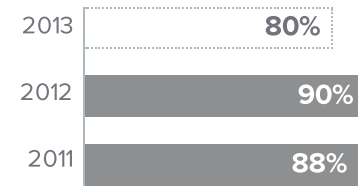


Note: CA, NC and SC are the states targeted for growth through our EMCF SIF investment. CIS serves 1.2 million students across its entire network.

For Communities In Schools' national office only



Monitored students who graduate high school across the entire network



LEGEND: ■ Actual □ Projected

For a full report, see [CIS' Performance](http://emcf.org) page at emcf.org.

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First Place for Youth

2012 HIGHLIGHTS

- First Place increased the number of youth it can serve in its core "My First Place" program by 17 percent, from 210 to 246.
- It also completed a formative feedback study that led to program improvements and preparations for a rigorous independent evaluation.

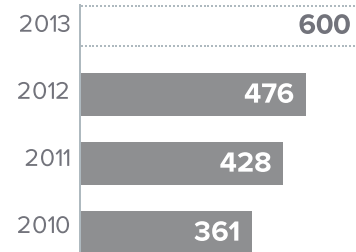


For more information:

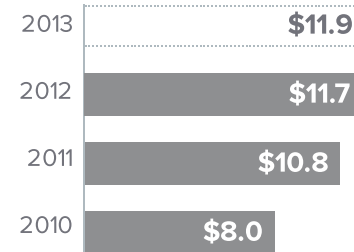
www.firstplaceforyouth.org

First Place for Youth at
emcf.org

YOUTH SERVED

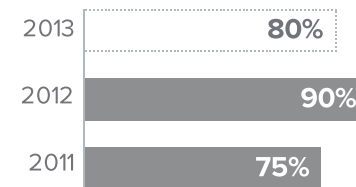


REVENUE (IN MILLIONS)



OUTCOMES

High school graduates entering the program who enroll in post-secondary education



LEGEND: ■ Actual □ Projected

For a full report, see First Place's Performance page at emcf.org.

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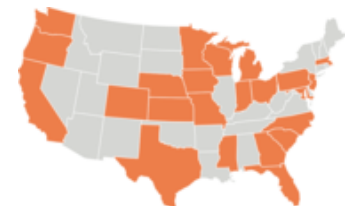
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Gateway to College National Network

Gateway to College National Network's alternative education program creates opportunities for young people who have dropped out of high school, or are at great risk of dropping out, to earn simultaneously a high school diploma and college credits.



For more information:

www.gatewaytocollege.org

Gateway to College

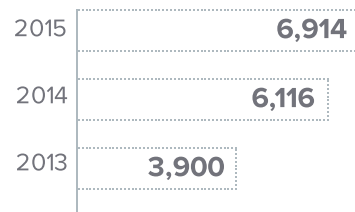
Nearly all classes in this dual-credit education program are conducted on community college campuses, where students start with foundational courses to develop reading, writing and math skills. Participants then progress to regular college classes and continue working toward high school diplomas and associate's degrees. During the program, resource specialists serve as advisers and mentors to participants.

The Gateway to College National Network (GtCNN) provides local implementing sites with training, professional development, and technical assistance—from planning through start-up and continuing as long as the program remains in the network.

2012 HIGHLIGHTS

- Eight new Gateway to College programs began serving students, including three new sites in California, Mississippi and Indianapolis that are supported by a Social Innovation Fund/True North Fund investment.
- GtCNN has selected ten more sites to open in 2013. Three of these sites, in California and Pennsylvania, are supported by EMCF's Social Innovation Fund award. Other sites include three new states—Minnesota, Kansas and Wisconsin—that Gateway will enter.
- Gateway developed a new five-year business plan for the long-term sustainability of the national office and network.

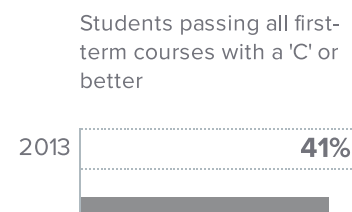
YOUTH SERVED

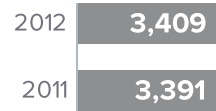


REVENUE (IN MILLIONS)



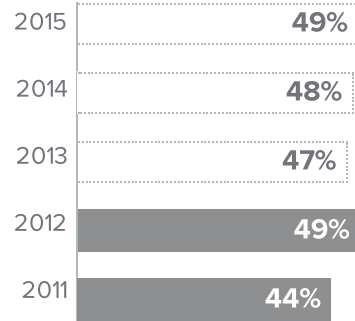
OUTCOMES





OUTCOMES

Youth who stay with the Gateway program between academic years



LEGEND: ■ Actual □ Projected

For a full report, see [GtCNN's Performance](#) page at [emcf.org](#).

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Good Shepherd Services

Good Shepherd Services goes where youth and families face the greatest challenges and provides resources that build on their inherent strengths to help them thrive. Through its network of innovative programs, the agency enables young people to build skills and grow and deepen connections at home, in



schools, and in the community.

Its mix of programs includes in-school supports and afterschool programming to promote academic attainment; case management and supervision of court-involved youth to prevent recidivism; counseling and support to help families thrive; foster care and adoption services; and transitional living for young people leaving foster care and juvenile justice programs.

For more information:
www.goodshepherds.org
[Good Shepherd](http://www.goodshepherds.org)
[Services at emcf.org](http://www.emcf.org)

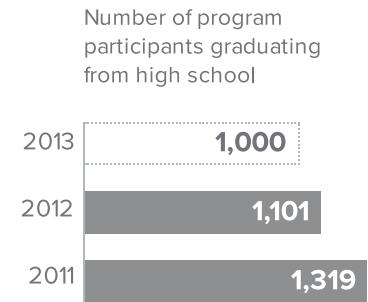
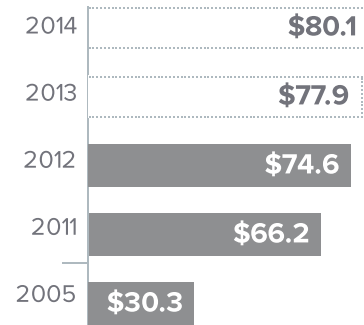
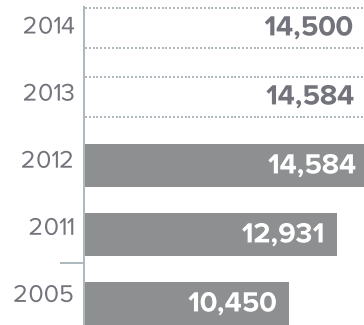
2012 HIGHLIGHTS

- GSS is acquiring the Edwin Gould Academy in Manhattan and the Groundwork programs in Brooklyn, expanding its capacity to provide transitional living services for young adults and extending its community-based work into two Brooklyn neighborhoods in great need of them.
- GSS also opened an additional Young Adult Borough Center, which provides late-afternoon and evening high school programs for older youth, and two new residential programs for youth involved in the juvenile justice system, bringing them closer to their families and community.
- It launched an evaluation of the GSS transfer high school model in West and South Brooklyn Community High Schools, conducted by Metis Associates.
- Following Hurricane Sandy's devastation of the Red Hook and Gowanus communities in Brooklyn—communities that GSS has supported for more than 30 years—GSS played a critical role in advancing relief and rebuilding efforts.

YOUTH SERVED

REVENUE (IN MILLIONS)

OUTCOMES



LEGEND: ■ Actual □ Projected

For a full report, see [GSS' Performance](#) page at emcf.org.

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Harlem Children's Zone

Harlem Children's Zone works to "rebuild the very fabric of community life" through a comprehensive set of programs that engage local residents and stakeholders in providing a safe learning environment and positive opportunities for children and families in New York's Harlem community.



For more information:

www.hcz.org

[Harlem Children's Zone
at emcf.org](http://www.emcf.org)

Harlem Children's Zone (HCZ) provides a "conveyor belt" of services that extends from birth through college.

This includes workshops for parents of young children, early childhood education, public charter schools, collaborations with and support for traditional public schools, afterschool and summer enrichment programming for youth, and help for teens to gain access to and graduate from college.

The organization was one of EMCF's first partners (and grantees) as the Foundation developed its investment approach. Since 1997, its scope has enlarged from 24 blocks to 97 blocks in Central Harlem.

The U.S. Department of Education's Promise Neighborhoods initiative seeks to replicate the HCZ model in other communities across the country.

2012 HIGHLIGHTS

- HCZ's Promise Academy graduated its first class of seniors. All 62 graduates were accepted to college.
- HCZ completed major construction on its new Promise Academy school and community center in the St. Nicholas Houses, a New York City public housing development.
- HCZ's new healthy living initiative, Healthy Harlem, enrolled 450 middle and high school students in its "get fit" program.

YOUTH SERVED

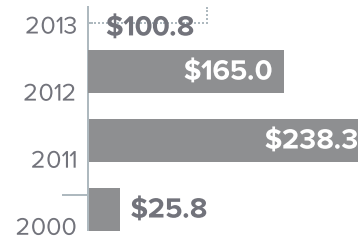
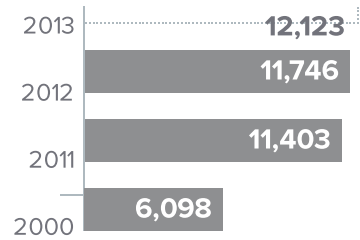
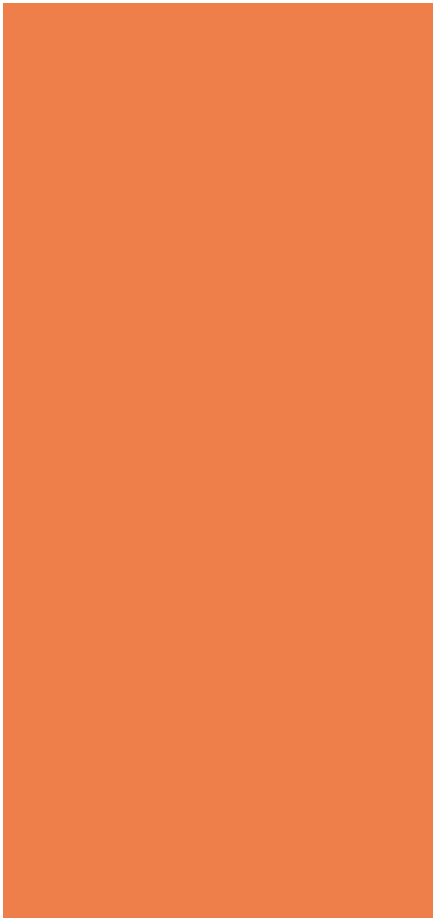


REVENUE (IN MILLIONS)

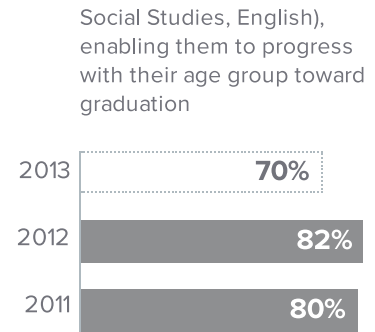


OUTCOMES

Charter school students passing 75% of core classes (Math, Science,



Note: Totals for 2010 onward include HCZ's Promise Academy Charter Schools. 2011 and 2012 totals include contributions made to the HCZ capital and sustainability campaigns.



LEGEND: ■ Actual □ Projected

For a full report, see [HCZ's Performance](#) page at [emcf.org](#).

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Hillside Work-Scholarship Connection

Hillside Work-Scholarship Connection helps students stay in high school and graduate by providing them with in-school supports and part-time employment opportunities.

Working in a unique partnership with Wegmans Food Markets and other private employers, Hillside Work-Scholarship Connection (HW-SC) operates in communities with dramatically high dropout rates, and connects young people in grades 7–12 with school-based professional youth advocates who provide academic support, life skills coaching and job training in and out of school.

By developing skills, knowledge and work habits, participants graduate from high school better prepared to pursue post-secondary education or employment. The program continues to support students for up to two years after high school graduation.

HW-SC is an independent organization affiliated with the Hillside Family of Agencies.

2012 HIGHLIGHTS

- HW-SC started an implementation and feasibility study to determine its readiness for a randomized controlled trial.



For more information:
www.hillside.com/HWSC.aspx
[Hillside Work-Scholarship Connection at emcf.org](http://www.hillside.com/HWSC.aspx)

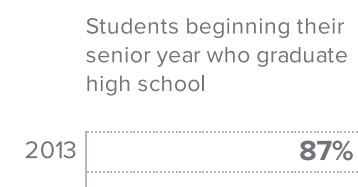
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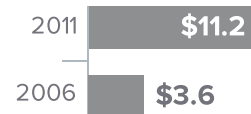
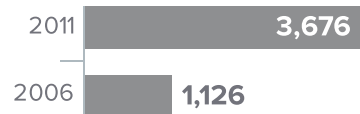


REVENUE (IN MILLIONS)



OUTCOMES





Note: In 2010, HW-SC adopted a more rigorous methodology for counting students, using an "average enrollment figure" that is more representative of its capacity.

LEGEND: ■ Actual □ Projected

For a full report, see [HW-SC's Performance](http://emcf.org) page at emcf.org.

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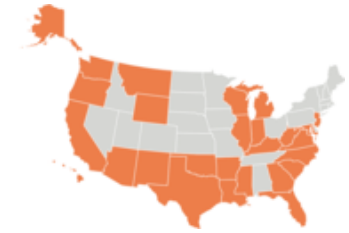
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National Guard Youth ChalleNGe Program

2012 HIGHLIGHTS

- The RAND Corporation completed a return-on-investment study for ChalleNGe that found the program generates net benefits of \$25,549 for each admitted cadet.

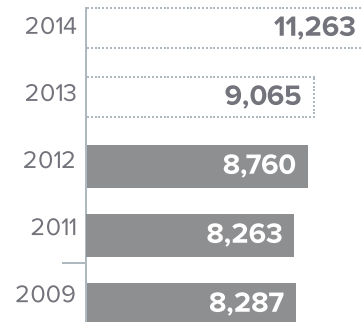


For more information:

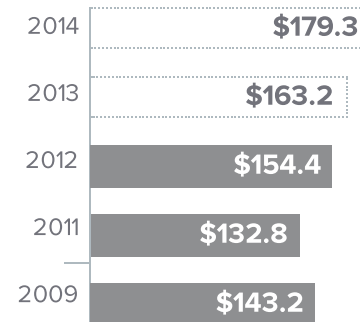
www.ngycp.org

National Guard Youth
ChalleNGe Program at
emcf.org

YOUTH SERVED

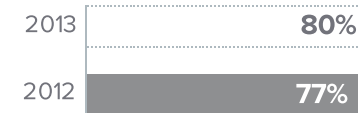


REVENUE (IN MILLIONS)



OUTCOMES

Cadets engaged in employment, education, military or community service six months after completing the program



Note: ChalleNGe tracks participants in a program year that begins in July.

OUTCOMES

Graduates earning a high school diploma or GED at the end of the program's residential phase





LEGEND: ■ Actual □ Projected

For a full report, see ChalleNGe's Performance page at emcf.org.

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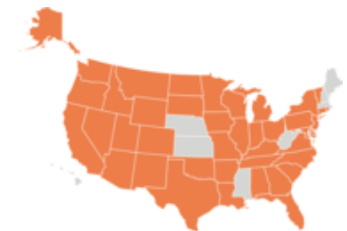
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Nurse-Family Partnership

Nurse-Family Partnership® is a nurse home visiting program that has been proven to help low-income, first-time families improve their lives and the lives of their children.



Specially trained nurses regularly visit low-income expectant mothers (median age 19) during their first pregnancy and the first two years of

For more information:

www.nursefamilypartnership.org

(median age 17) during their first pregnancy and the first two years of their children's lives, teaching them parenting and life skills and helping them gain access to job training and education programs.

Developed by Dr. David Olds and fortified by three decades of rigorous research, Nurse-Family Partnership (NFP) has been scientifically proven to improve pregnancy outcomes, child health and development, and families' economic self-sufficiency.

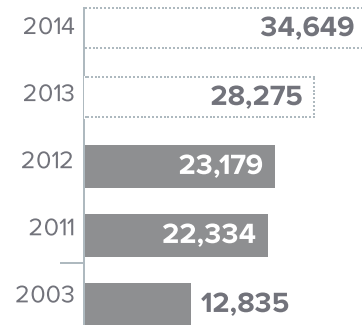
In 2005, the Rand Corporation calculated that every dollar invested in the program returned up to \$5.70, and in 2011 the Washington State Institute for Public Policy estimated the program produces a long-term net return of more than \$20,000 per family served.

Leading policymakers including the Brookings Institution, The Coalition for Evidence-Based Policy, and Marian Wright Edelman of the Children's Defense Fund have called for dramatically expanding the program. Bipartisan support led to the creation in 2010 of the Maternal, Infant, and Early Childhood Home Visitation (MIECHV) program and authorization of \$1.5 billion in federal funding for NFP and other evidence-based programs.

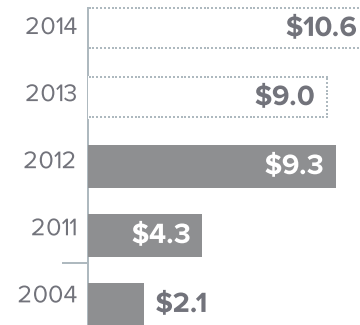
2012 HIGHLIGHTS

- NFP expanded its footprint to 42 states in 2012, entering Alaska, Connecticut, Georgia, Idaho, Indiana, Montana, Vermont, and Virginia.
- North Carolina and Vermont became two of the latest states to include NFP in proposals for MIECHV funding and receive grants. They brought to 30 the total number of states that have elected to implement NFP with MIECHV funds.

MOTHERS SERVED



REVENUE (IN MILLIONS)



OUTCOMES

Mothers who do not become pregnant within 2 years after their first child's birth



Note: The revenue figures are GAAP and include only the budget for the central organization, not for the entire network of local affiliates. Revenue totals include upfront growth capital provided to NFP for use in future years. 2004 was the first full year of operation for the national organization.

LEGEND: ■ Actual □ Projected

For a full report, see [NFP's Performance](#) page at [emcf.org](#).

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PACE Center for Girls

PACE Center for Girls provides girls and young women an opportunity for a better future through education, counseling, training and advocacy. Its holistic model responds specifically to the developmental needs of girls and is recognized as one of the nation's most effective programs for keeping



them in school and out of the juvenile justice system.



PACE Center for Girls (PACE) operates 19 non-residential prevention and early intervention centers in Florida that work with girls and young women, ages 11–17, at risk of dropping out of school and/or becoming involved in the juvenile justice system. During an average stay of 15 months, comprehensive educational, social, and career-readiness services help them succeed at home, in school and in the community, with the goal of attaining self-sufficiency as adults.

For more information:

www.pacecenter.org

PACE Center for Girls at emcf.org

2012 HIGHLIGHTS

- PACE underwent two pilot evaluations to help prepare it for a rigorous randomized controlled trial evaluation.
- Despite a tight state fiscal environment, PACE received additional funding from the Florida Department of Juvenile Justice to serve 120 more girls statewide.
- PACE received the Sapphire Award from the Blue Cross Blue Shield Foundation for its gender-responsive and trauma-informed physical and mental health services.
- The organization also received the National Community Partnership Award from the Mutual of America Foundation for its strong public/private partnerships and potential for replication.

YOUTH SERVED

2015	2,340
2014	2,200
2013	2,100
2012	2,091

REVENUE (IN MILLIONS)

2015	\$29.5
2014	\$28.1
2013	\$27.1
2012	\$24.4

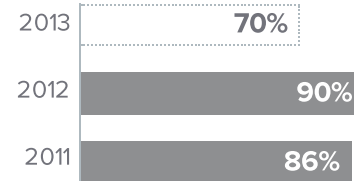
OUTCOMES

Girls completing the program who earn a high school diploma/GED, mainstream to school/appropriate education setting, or are employed/in an appropriate placement



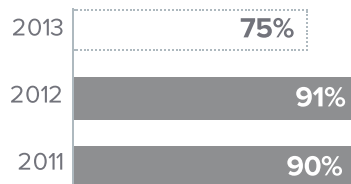
2011 **2,030**

2011 **\$24.0**



OUTCOMES

Girls with no recidivism 1 year after completing program



LEGEND: ■ Actual □ Projected

For a full report, see [PACE's Performance](http://emcf.org) page at emcf.org.

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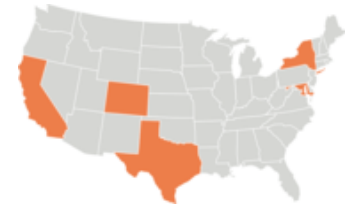
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Reading Partners

Reading Partners helps elementary school students who are struggling with reading accelerate their pace before it's too late and improve their reading skills.



Reading Partners operates reading centers in schools in low-income communities where trained, supervised volunteers provide one-on-one literacy tutoring twice weekly during and after the school day. The program targets the highest-need students, identified as six to 30 months behind grade level in reading.

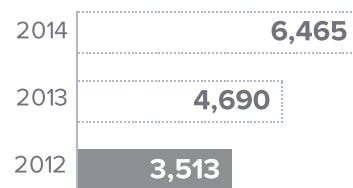
For more information:
www.readingpartners.org
[Reading Partners at emcf.org](http://ReadingPartnersatemcf.org)

Results from a randomized controlled trial by MDRC, involving more than 1,200 students in three states, found that the program had a positive impact on reading comprehension, fluency, and sight-word reading. It also included a cost analysis which revealed that the Reading Partners program is substantially less costly for schools to implement than typical literacy interventions.

2012 HIGHLIGHTS

- Reading Partners launched a rigorous randomized controlled trial evaluation with MDRC.
- It established programs in Colorado, Dallas, and Baltimore, and continued to expand in New York City, Washington DC, and California.

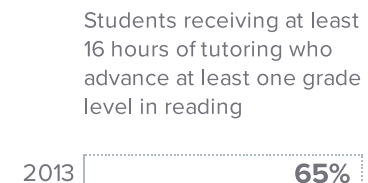
YOUTH SERVED

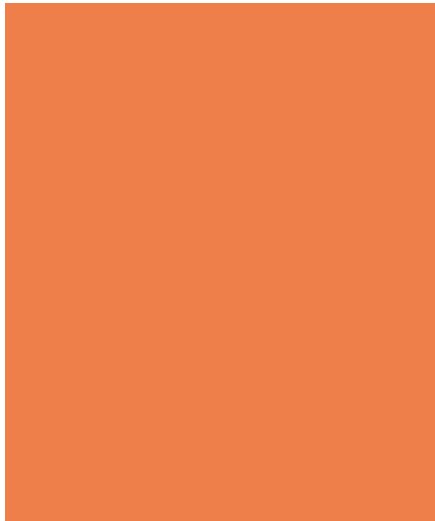


REVENUE (IN MILLIONS)



OUTCOMES





2011 **1,900**

2011 **\$4.3**



LEGEND: Actual Projected

For a full report, see [Reading Partners' Performance](#) page at emcf.org.

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Opportunities

Children's Home Society
of North Carolina

Children's Institute, Inc.

Citizen Schools

Communities In Schools

First Place for Youth

Gateway to College
National Network

Good Shepherd Services

Harlem Children's Zone

Hillside Work-
Scholarship Connection

National Guard Youth
ChalleNGe Program

Nurse-Family Partnership

PACE Center for Girls

Reading Partners

The SEED Foundation

Youth Villages

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The SEED Foundation

The SEED Foundation opens and supports public boarding schools for underserved students who need more than a traditional educational setting, helping them to overcome obstacles and succeed in school, college and life.

The SEED Foundation (SEED) integrates a rigorous college-prep academic program and individualized instruction with a nurturing boarding program within a safe campus environment.

It operates 24-hour-a-day (Sunday evening to Friday afternoon) learning and living communities that start in middle school and extend through high school.

Students receive strong social support in the afterschool hours, including individual and mental health counseling, life skills instruction, and enrichment programs. All SEED graduates have access to SEED's College Transition & Success program, which provides academic, financial, personal, and career guidance from enrollment through graduation and beyond.

2012 HIGHLIGHTS

- SEED filled several key positions, including a president and a director of program design.
- It advanced its evaluation, completing implementation studies in its Washington, DC and Maryland schools, and preparing for a randomized controlled trial.



For more information:

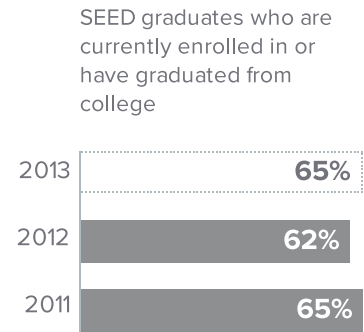
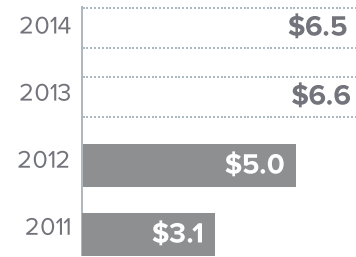
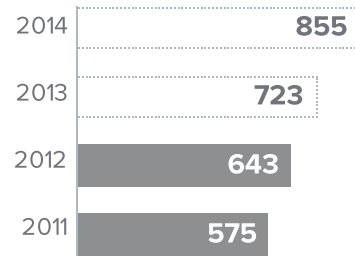
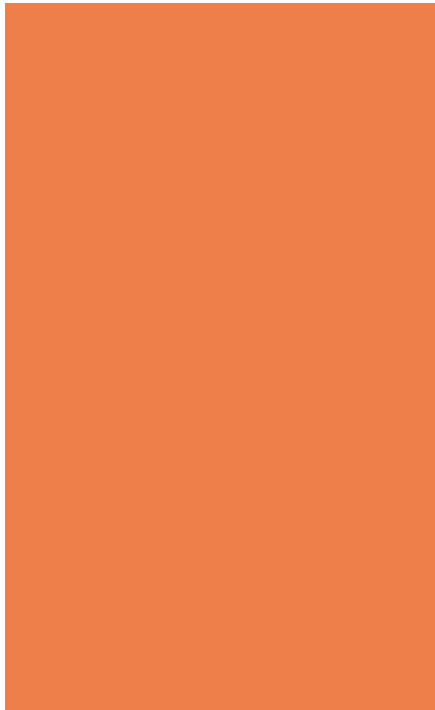
www.seedfoundation.com

[SEED Foundation at emcf.org](http://SEEDFoundationatemcf.org)

YOUTH SERVED

REVENUE (IN MILLIONS)

OUTCOMES



LEGEND: ■ Actual □ Projected

For a full report, see [SEED's Performance](http://emcf.org) page at emcf.org.

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Youth Villages

Youth Villages is a leading national nonprofit providing effective local solutions that help America's most emotionally and behaviorally troubled youth and their families live successfully.



It serves youth from birth to age 22, many of whom have cycled in and out of foster care and/or are involved in the juvenile justice or

For more information:
www.youthvillages.org
Youth Villages at

out of foster care and/or are involved in the juvenile justice or children's mental health systems, with a continuum of evidence-based in-home and residential programs.

youthvillages.org/emcf.org

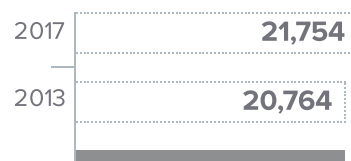
These services are grounded in a proprietary approach called Evidentiary Family Restoration,™ which has been shown to produce lasting results for young people, with success rates twice that of traditional services at one-third of their cost.

Youth Villages sets young people on a path to healthy adulthood by boosting their academic achievement, helping them avoid criminal activity, and assisting them in securing employment.

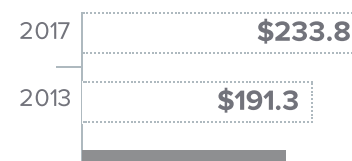
2012 HIGHLIGHTS

- Youth Villages completed a merger with Germaine Lawrence, a residential behavioral and mental health treatment center in Arlington, MA, and expanded programs in Indiana and Oregon.
- It was named one of the Top 50 Nonprofits to Work For by The Nonprofit Times and Best Companies Group for the second year in a row.
- Youth Villages employees contributed more than \$1 million to support their work.
- Youth Villages completed enrollment of 1,322 young people in its randomized controlled trial evaluation of Transitional Living in Tennessee.

YOUTH SERVED

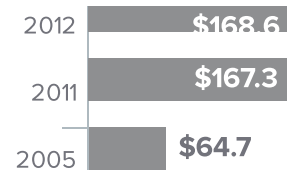
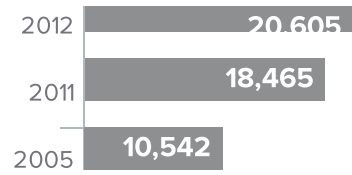


REVENUE (IN MILLIONS)



OUTCOMES

Participants living successfully at home with family or independently 12 months after discharge



LEGEND: ■ Actual □ Projected

For a full report, see [Youth Villages' Performance](#) page at emcf.org.

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UPDATE ON PROPELNEXT

Our First Year with the Inaugural Portfolio

What a first year it has been! In May 2012 the Edna McConnell Clark Foundation selected 15 organizations to be the first participants in *PropelNext*, an initiative EMCF created to help promising nonprofits connect their passion for transforming young people's lives with



sharpened skills and tools that advance their impact and effectiveness.

These 15 PropelNext grantees are now part of a three-year program that combines unrestricted grants, group learning sessions, customized one-on-one consulting, and an online learning community where participants can share resources and network—throughout their participation in the initiative and afterward.

Our ultimate goal: to help propel these promising nonprofits to make a greater impact on the lives of America's disadvantaged youth. How? By helping them strengthen their programming for young people, use data for learning and improvement, and build more resilient organizations capable of advancing their missions and delivering better outcomes.

Over the past year, I've been asked: **Why PropelNext?** We established this effort to address several needs:

- There is a hunger to improve. Many youth agencies, already doing innovative work in their communities, are seeking out ways to “do more” for young people. These nonprofits can often benefit from assistance in defining more specifically which youth they are best positioned to serve, how best to serve them, and toward what end. In turn, this knowledge can drive greater understanding of how their chosen strategies are working, and how their approach could be further enhanced.
- More can be done with data. Today, most nonprofits are collecting data, yet the prevailing tendency is to use it on an “ad hoc” or anecdotal basis for reporting and case reviews. This is coupled with a nearly universal frustration with the difficulties of using data-tracking systems effectively, pinpointing the right data to collect, and then generating useful reports from the volume of information collected.
- Organizations are facing a false choice. Nonprofits are struggling (more than ever) to secure sufficient resources to invest in and strengthen their infrastructure, staff, and leadership so they can measure their performance systematically. Many, if not most, of these organizations experience an inherent tension between dedicating resources to

direct services, and investing in accurately measuring and documenting those services' results. The stress this places on their leadership is considerable.

During the first months of their participation in the initiative, PropelNext grantees invested significant time in refining their program models, clarifying their target populations and outcomes, and formulating their theories of change. Each organization grounded this work in a review of evidence-based practices and research about what is (already) known to work with the youth they serve, and also became cognizant of where there are gaps in that knowledge. We're excited that a consortium of three leading consulting firms ([LeadWell Partners](#), [LFA Group](#) and [Double Line Partners](#)) is assisting grantees throughout this process.

We're pleased to report that most of our initial grantees have made significant progress in this area, and are now beginning to develop robust organizational practices and structures to collect and use data strategically and drive toward better results. Several organizations are now making substantive changes and deepening their services in ways that will have long-lasting implications for their programming and organizational structures well beyond our three-year investment.

Two Key Elements of PropelNext

We'd like to share a few thoughts about two components of our work that complement our grants:

- **Group Learning Sessions**: Group learning is central to the initiative and designed to bring together the leaders of PropelNext grantees (executive directors and top program/evaluation staff) to share and exchange practical ideas and strategies, and, ultimately, foster a peer network they can turn to for long-term support.

Sharing and learning from your mistakes in a group setting is not easy, but we believe our experience is demonstrating ways in which this can be a powerful motivational and educational tool for PropelNext grantee leaders.

- [Consulting Support and Technical Assistance to Sharpen Theories of Change and Program Models](#): PropelNext also provides individualized consulting support and technical assistance between group sessions to help “bring the learning back home.” Deconstructing your program and understanding it intimately so you can emerge from the process with something stronger is an incredibly complex undertaking. Grantee leaders then need to plan for and manage organizational and staffing changes resulting from this process.

One sobering lesson this past year is that it takes a lot longer than we imagined for nonprofits to do this work—and we as funders must remain flexible and patient as we support these organizations.

We truly consider PropelNext grantees and consulting firms our partners in this effort. We are tremendously excited by grantees’ progress to date and look forward to sharing our learnings over the next couple of years. Most importantly, we are excited by the potential of these organization's hard work today to improve the lives of thousands of young people in the future.

Lissette Rodriguez
Managing Director, PropelNext

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YOUTH DEVELOPMENT FUND

BELL (Building Educated Leaders for Life)

Dorchester, MA

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$2,067,977

Center for Employment Opportunities

New York, NY

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,538,774

Children's Aid Society - Carrera Adolescent Pregnancy Prevention Program

New York, NY

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$857,205

Children's Aid Society - Carrera Adolescent Pregnancy Prevention Program


New York, NY

To support implementation of its FY 2011-13 business plan.

PAID: \$1,000,000

Children's Home Society of North Carolina

Greensboro, NC



To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,814,857

Children's Institute, Inc.

Los Angeles, CA

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,246,347

Children's Institute, Inc.

Los Angeles, CA

A program-related investment to support the organization's growth and operating capital needs.

AWARDED: \$5,000,000 | PAID: \$5,000,000

Citizen Schools

Boston, MA

A growth capital aggregation investment to support implementation of its business plan.

PAID: \$1,250,000

Communities In Schools

Arlington, VA

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,240,670

Congreso de Latinos Unidos

Philadelphia, PA

For general operating support.

PAID: \$275,000



First Place for Youth

Oakland, CA

To support implementation of its business plan and prepare for external evaluation.

PAID: \$500,000

Gateway to College National Network

Portland, OR

To support its FY 2011-15 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,790,412

Good Shepherd Services

New York, NY

To support business planning, sharpen its mix of programs, pursue future growth and advance efforts to ensure long-term sustainability.

AWARDED: \$2,350,000 | PAID: \$1,350,000

Harlem Children's Zone

New York, NY

A capital aggregation investment in its growth capital campaign and implementation of its FY 2011-15 sustainability plan.

PAID: \$3,500,000

Hillside Work-Scholarship Connection

Rochester, NY

To support implementation of its FY 2011-15 business plan.

PAID: \$1,000,000

National Guard Youth Challenge Program

Arlington, VA

To support implementation of its FY 2011-13 business plan.

PAID: \$1,000,000



National Guard Youth Foundation

Arlington, VA

To support the development of a communications strategy.

AWARDED: \$31,000

PACE Center for Girls

Jacksonville, FL

To support implementation of its FY 2012-15 business plan.

PAID: \$1,000,000

Reading Partners

Oakland, CA

To support its FY 2011-15 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,287,590

The SEED Foundation

Washington, DC

To support its FY 2011-15 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,661,801

Youth Villages

Bartlett, TN

A growth capital aggregation investment of up to \$15 million to support implementation of its FY 2013-17 business plan.

AWARDED: \$15,000,000 | PAID: \$5,000,000

SUPPORTING GRANTS

A Goodman

Los Angeles, CA



To develop communications products, through the use of "stories," for ten EMCF grantees.

AWARDED: \$95,000

Bridgespan Group

Boston, MA

For business planning support to grantees and ongoing strategic counsel to grantees and EMCF.

PAID: \$1,000,000

Bridgespan Group

Boston, MA

For business planning support to grantees and ongoing strategic counsel to grantees and EMCF.

AWARDED: \$1,500,000 | PAID: \$1,500,000

IMPAQ International LLC

Washington, DC

To design a framework that aids grantees in evaluation planning.

AWARDED: \$212,500 | PAID: \$106,250

LWP, LLC

Boston, MA

To provide executive coaching to EMCF grantees.

AWARDED: \$200,000 | PAID: \$100,000

LWP, LLC

Boston, MA


To provide executive coaching to EMCF grantees.

AWARDED: \$200,000 | PAID: \$150,000

MDRC

New York, NY

To provide evaluation advice and counsel to Children's Aid Society-Carrera Adolescent Pregnancy Prevention Program and



Hillside Work-Scholarship Connection, and assess their readiness to engage in randomized controlled trial evaluations.
PAID: \$1,000,000

MDRC

New York, NY

To conduct randomized controlled trial evaluations of Youth Villages' Transitional Living and Intercept programs.
PAID: \$1,000,000

Merrill Rose LLC

New York, NY

To support the Communications Advisory Committee's efforts to develop a comprehensive communications strategy that generates greater support for EMCF grantees and other effective youth-serving organizations.
AWARDED: \$300,000 | PAID: \$300,000

National Philanthropic Trust

Jenkintown, PA

To establish a donor-advised fund to channel growth capital from co-investors to the Foundation's grantees.
AWARDED: \$50,000 | PAID: \$50,000

New York University


New York, NY

To organize and facilitate gatherings where the Foundation's grantees share best practices and insights from their work, and explore areas for collaboration on issues of common concern.
PAID: \$196,000

New York University

New York, NY

To organize and facilitate a meeting of True North Fund co-investors to identify and review opportunities to support True



North Fund grantees; and to assess the experience of applicants in PropelNext's selection process.

AWARDED: \$18,000 | PAID: \$18,000

O'Connor Davies Munns & Dobbins LLP

New York, NY

To provide technical assistance to True North Fund grantees.

AWARDED: \$250,000 | PAID: \$250,000

O'Connor Davies Munns & Dobbins LLP

New York, NY

To provide technical assistance to True North Fund grantees.

AWARDED: \$350,000 | PAID: \$175,000

Shadow Group LLC

Syosset, NY

To produce video content that documents the work of the Foundation's grantees.

AWARDED: \$150,000 | PAID: \$50,000

Sheridan Group

Washington, DC

To research and identify opportunities for collaborative and individual action by Foundation grantees.

AWARDED: \$50,000

William Ryan Consulting Group LLC

Cambridge, MA

To continue its ongoing assessment and evaluation of the Foundation's grantmaking strategy.

AWARDED: \$510,000 | PAID: \$300,000

Direct Charitable Activities

PAID: \$689,443



VENTURE FUND

America Achieves

Washington, DC

To support the formation and launch of the Results for America initiative, which seeks to increase public investment in "what works" to support young people and their families.

AWARDED: \$600,000 | PAID: \$600,000

American Achieves

Washington, DC

To implement the second year of Results for America, including organizing a national convening to develop strategies for advancing investment in "what works."

AWARDED: \$1,000,000 | PAID: \$500,000

Bowdoin College

Brunswick, ME

For general operating support.

AWARDED: \$12,000 | PAID: \$12,000

Brown University

Providence, RI

For general operating support.

AWARDED: \$12,000 | PAID: \$12,000

Center for Effective Philanthropy

Cambridge, MA

For general operating support.

PAID: \$75,000

Child Trends

Washington, DC

To support expansion of the Outcomes and Effective Practices Portal, a resource for nonprofit performance management.

PAID: \$200,000

Child Trends

Washington, DC

To develop reports, based on its LINKS database of evidence-based programs, highlighting programs that are ready for greater scale.

AWARDED: \$288,000 | PAID: \$144,000

Community Foundation for the National Capital Region

Washington, DC

To support the operations and activities of the Youth Transition Funders Group.

AWARDED: \$30,000 | PAID: \$30,000

Corporation for Supportive Housing

New York, NY

To support the evaluation and implementation of the Administration for Children, Youth and Families' demonstration project to link housing supports with child welfare systems.

PAID: \$750,000

Council on Foundations

Arlington, VA

For general operating support.

AWARDED: \$40,000 | PAID: \$40,000

Foundation Center

New York, NY

For general operating support.

AWARDED: \$65,000 | PAID: \$65,000

Grantmakers for Children, Youth and Families

Silver Spring, MD

For general operating support.

AWARDED: \$18,000 | PAID: \$18,000



Grantmakers for Education

Portland, OR

For general operating support.

AWARDED: \$8,000 | PAID: \$8,000

Grantmakers for Effective Organizations

Washington, DC

For general operating support.

PAID: \$150,000

Grantmakers for Effective Organizations

Washington, DC

For general operating support, as well as to support its work encouraging grantmakers to adopt financial practices that lead to greater nonprofit impact.

PAID: \$45,000

Growth Philanthropy Network

New York, NY

To support activities of the Social Impact Exchange and the creation of the Social Innovation Fund Registry.

AWARDED: \$50,000 | PAID: \$50,000

Independent Sector

Washington, DC

For general operating support.

AWARDED: \$150,000 | PAID: \$75,000

Jim Casey Youth Opportunities Initiative

St. Louis, MO

To support expansion of the organization's activities to improve outcomes for young people transitioning out of foster care.

AWARDED: \$1,000,000 | PAID: \$500,000

Philanthropy New York

New York, NY

For general operating support.

AWARDED: \$23,000 | PAID: \$23,000

Public Private Ventures

Philadelphia, PA

To ensure the completion and dissemination of PPV's knowledge related to best practices in youth development, as the organization wound down its operations.

AWARDED: \$50,000 | PAID: \$50,000

University of California, Berkeley

Berkeley, CA

For general operating support.

AWARDED: \$12,000 | PAID: \$12,000

University of Maryland

College Park, MD

To support research on improving educational outcomes for youth and adults in juvenile and adult correctional centers.

AWARDED: \$30,000 | PAID: \$30,000

Vera Institute of Justice, Inc.

New York, NY

To support a study, conducted by the Economic Mobility Corporation, analyzing the implementation of Year Up, a promising youth employment program.

PAID: \$80,000



PROPELNEXT

Blue Engine

Brooklyn, NY

To support efforts to sharpen program design and performance measurement.

AWARDED: \$150,000 | PAID: \$150,000



Carolina Youth Development Center

North Charleston, SC

To support efforts to sharpen program design and performance measurement.

AWARDED: \$175,000 | PAID: \$175,000

Children Youth and Family Collaborative

Los Angeles, CA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$175,000 | PAID: \$175,000

Colorado Youth for a Change

Denver, CO

To support efforts to sharpen program design and performance measurement.

AWARDED: \$175,000 | PAID: \$175,000

Domus Kids, Inc.

Stamford, CT

To support efforts to sharpen program design and performance measurement.

AWARDED: \$200,000 | PAID: \$200,000

Fresh Lifelines for Youth

Milpitas, CA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$150,000 | PAID: \$150,000

Girls Educational and Mentoring Services

New York, NY

To support efforts to sharpen program design and performance measurement.

AWARDED: \$175,000 | PAID: \$175,000

Harlem RBI, Inc.

New York, NY

To support efforts to sharpen program design and performance measurement.

AWARDED: \$200,000 | PAID: \$200,000

LFA Group

San Francisco, CA

To help design and implement PropelNext's capacity-building program and assist new grantees.

AWARDED: \$2,614,000 | PAID: \$1,307,000

National Indian Youth Leadership Project

Gallup, NM

To support efforts to sharpen program design and performance measurement.

AWARDED: \$150,000 | PAID: \$150,000

New Door Ventures

San Francisco, CA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$200,000 | PAID: \$200,000

New Pathways

Baltimore, MD

To support efforts to sharpen program design and performance measurement.

AWARDED: \$175,000 | PAID: \$175,000

Taller San Jose

Santa Ana, CA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$150,000 | PAID: \$150,000

United Teen Equality Center

Lowell, MA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$150,000 | PAID: \$150,000

Youth Opportunities Unlimited

Cleveland, OH

To support efforts to sharpen program design and performance measurement.

AWARDED: \$175,000 | PAID: \$175,000

Youth Services of Tulsa

Tulsa, OK

To support efforts to sharpen program design and performance measurement.

AWARDED: \$200,000 | PAID: \$200,000

Grants Summary (2012)

	Unpaid Grants as of 9/30/2011	Grants Awarded During Year	Grants Paid During Year	Unpaid Grants as of 9/30/2012
Program				
Youth Development	\$54,663,193	\$26,066,500	\$40,575,883	\$40,153,810
Venture Fund	550,000	4,138,000	2,719,000	1,969,000
PropelNext		5,214,000	3,907,000	1,307,000
GRAND TOTAL	\$55,213,193	\$35,418,500	\$47,201,883	\$43,429,810

2012 ANNUAL REPORT

CONDENSED STATEMENT OF FINANCIAL POSITION

As of September 30, 2012 and 2011

	2012	2011
<hr/>		
Assets		
Cash and cash equivalents	\$28,926,216	\$31,783,644
Investments	834,547,491	792,388,823
Program-related investment	5,000,000	-
Interests, dividends, and other receivables	1,548,932	2,826,000
Other assets	3,822,774	3,936,225
Fixed assets, net	802,972	919,774
<hr/>		
TOTAL ASSETS	\$874,648,385	\$831,854,466
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Liabilities		
Grants payable	\$6,682,340	\$7,174,871
Deferred federal excise tax	3,457,178	2,023,561
Other liabilities	728,722	267,027
<hr/>		
TOTAL LIABILITIES	\$10,868,240	\$9,465,459
<hr/>		
Net assets		
Unrestricted net assets	\$863,698,145	\$818,389,007
Temporarily restricted net assets	82,000	4,000,000
<hr/>		
TOTAL NET ASSETS	\$863,780,145	\$822,389,007
<hr/>		
TOTAL LIABILITIES AND NET ASSETS	\$874,648,385	\$831,854,466
<hr/>		

CONDENSED STATEMENT OF ACTIVITIES

Years ended September 30, 2012 and 2011

	2012	2011
<hr/>		
Revenue		
Investment income, net	\$89,708,548	\$54,320,965
Grant revenue and co-investor contributions	8,405,620	7,970,923
<hr/>		
TOTAL REVENUE	\$98,114,168	\$62,291,888
<hr/>		
Expenses		
Grant awards	\$48,373,646	\$37,194,829
Program and administrative expenses	8,027,118	6,943,932
Federal and excise taxes	322,266	225,456
<hr/>		
TOTAL EXPENSES	\$56,723,030	\$44,364,217
<hr/>		
Change in net assets	\$41,391,138	\$17,927,671
Net assets, beginning of year	822,389,007	804,461,336
<hr/>		
NET ASSETS, END OF YEAR	\$863,780,145	\$822,389,007
<hr/>		

The Edna McConnell Clark Foundation's **complete audited financial report for FY2012** is [available for download](#).

Audited financial reports, along with the Foundation's IRS Form 990PF, since 2008 are available on our Board of Trustees page under [Governance](#).