



## **2014 Annual Report**

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Some links may not work.

2014

# ANNUAL REPORT

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

LETTER FROM  
THE PRESIDENT





## LETTER FROM THE PRESIDENT

Welcome to the Edna McConnell Clark Foundation's annual report for 2014—or, more precisely, for our Fiscal Year 2014, which kicked off on October 1, 2013 and concluded on September 30, 2014.

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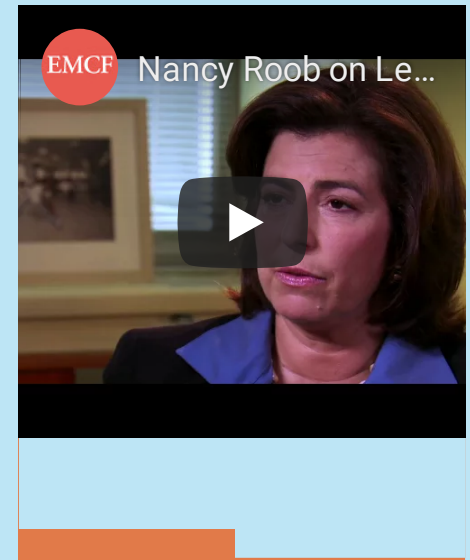
The 21 nonprofits in our Youth Development Fund during this period had a rewarding year. Altogether, they served 206,289 economically disadvantaged youth and earned \$956.5 million in revenue. Excepting one new grantee, these represented increases of nearly eight and almost 11 percent, respectively, over 2013.

But figures and facts alone cannot capture what our grantees are achieving on behalf of our nation's neglected youth, or how they achieve it. A lot of it boils down to leadership. That's one of the very first things EMCF examines when we consider investing in an organization: Does it have dedicated, innovative leadership, with a vision of how to transform the lives of greater numbers of vulnerable youth, and the discipline to translate that vision into reality? We believe the quality and track records of our grantees' leadership gives them and the youth they serve an edge.

I have the privilege at EMCF of working with and learning from some of the most inspiring figures in the nonprofit world. This year's annual report introduces you, in text and video, to our grantees' leaders, and I am confident you will find them as impressive as I do. Some of them are new faces while others, though they may be familiar from having worked for a grantee for years, are new to their position as CEO, president or executive director. EMCF has supported many of these leadership transitions with additional investment and/or other forms of assistance, and I am pleased to report that so far our grantees seem to managing them successfully.

So please join me in welcoming:

- Sam Schaeffer (**Center for Employment Opportunities**)
- Brian Maness (**Children's Home Society of North Carolina**)
- Steven Rothstein (**Citizen Schools**)
- Emily Froimson (**Gateway to College National Network**)



Nancy Roob talks about the vital importance of leadership to EMCF grantees and the kids they help.

- Anne Williams-Isom (**Harlem Children's Zone**)
- Augustin Melendez (**Hillside Work-Scholarship Connection**)
- Lou Cabrera (**National Guard Foundation**)
- Roxane White (**Nurse-Family Partnership**)

In 2014 the Youth Development Fund also welcomed a new grantee, Talent Development Secondary. This ambitious program housed at Johns Hopkins University's School of Education seeks to increase the graduation rate at America's worst-performing high schools, the so-called "dropout factories."

PropelNext, our initiative to boost the impact of promising nonprofits on young people's lives, also made impressive progress in 2014, as you will learn from its managing director, Lissette Rodriguez.

#### **ON COURSE WITH THE TRUE NORTH FUND**

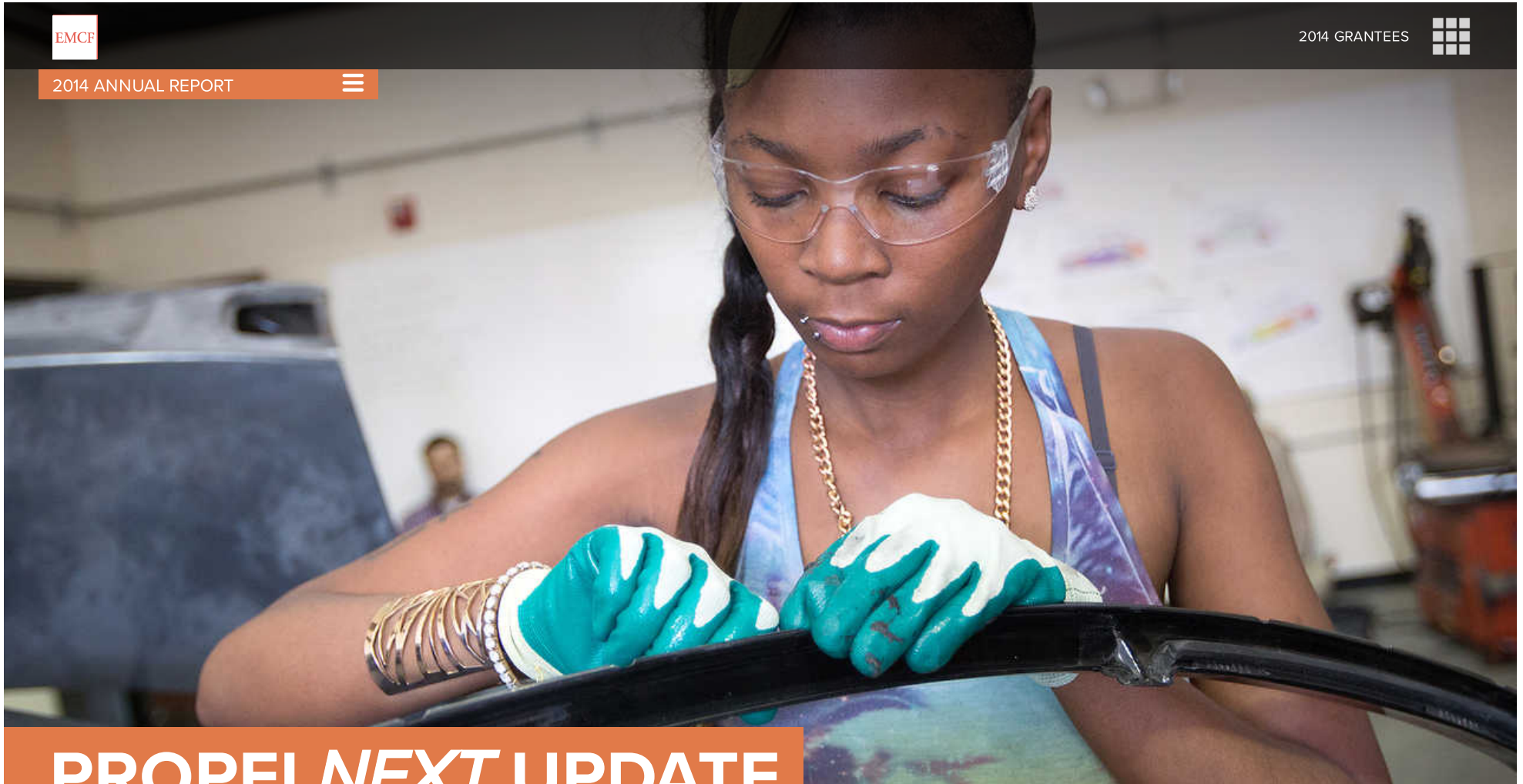
The True North Fund (TNF), our partnership with 14 philanthropic co-investors in support of 12 recipients of federal Social Innovation Fund (SIF) awards, passed the halfway mark in 2014. We fully integrated a second and final cohort of three grantees—PACE, WINGS for kids, and Youth Guidance—into the program while extending the terms of most of the first cohort's nine grantees, which had been scheduled to end in 2014, into 2015 to accommodate the time frame required to complete their evaluations. All the grantees are to be applauded for their commitment to undertaking and learning from rigorous evaluation.

In three years, TNF grantees delivered SIF-supported services to over 100,000 additional youth in 24 states plus Washington, DC. One grantee, Center for Employment Opportunities, pioneered an innovative form of financing with a Pay for Success contract to reduce recidivism in New York State, while another, Youth Guidance, garnered national attention when President Obama drew attention to its Becoming a Man program for boys in Chicago's

most troubled public schools. We're pleased to see our grantees making progress—for more, we invite you to read Melinda Tuan's *[A Midpoint Report on the True North Fund](#)*. Although we expect to complete all our SIF-related work with TNF grantees in 2017, we have reinvested in a number of them to continue to expand and improve the outstanding work they are doing. And the Foundation, our grantees and young people across the country will profit for years to come from what we have learned from our engagement with the SIF.

We also look forward to learning from your feedback how we can improve our annual report and make it more informative. We welcome your comments and suggestions.

Nancy Roob  
President  
*July 2015*



## PROPEL*NEXT* UPDATE

EMCF started *PropelNext* in 2012 to help promising nonprofits boost their impact on young people's lives.

I am pleased to report that *PropelNext* grantees are successfully using the tools they have gained through the initiative to convert their deep commitment to youth into a strategic force for changing young lives.

In the past year, the first cohort of grantees redesigned or refined its programs to make them more effective, and began implementing these improved program models. The programmatic changes sprang from careful analysis of their data and a review of the best available evidence. And with expert technical assistance from our consulting partners, all 13 grantees are now using new or upgraded performance management systems to measure program delivery and monitor results.

Perhaps the best way to understand the progress of our grantees is through one of their stories. Taller San Jose in Santa Ana, CA was founded to serve the most disconnected, hardest-to-reach, low-income youth – 18-to-25-year-olds with major skill deficits who had trouble finding and keeping jobs. Many lacked stable housing and did very poorly in school, usually dropping out. Taller offers job training to help these young people prepare for employment, and support services to stabilize and turn around their lives.

Over the years, Taller – like many organizations that see tremendous unmet needs in their communities – began unwittingly to drift from these extremely disadvantaged young people and include those with a few more assets; for example, it began working with more students who read at the ninth-grade level instead of fifth-to-eighth-grade levels.

By collecting and analyzing their data, Taller’s staff recognized this unintended shift. They considered their options and recommitted themselves to serving the “highest-risk” young people by developing a more purposeful and focused approach to target and recruit them. For example, Taller defined and instituted specific, measurable qualifications for participating in the program. Today, Taller’s data shows 77 percent of the young people participating have the greatest gaps and fewest options, up from 36 percent two years ago.

Remarkably, in spite of working with this more challenging group of students, retention has improved slightly – showing that Taller’s program design is meeting the needs of many of its participants – while reading and math levels are rising. With the tools and strategies acquired and developed through *PropelNext*, Taller San Jose has begun to increase its effectiveness, which is inspiring its staff to strive for even greater impact.

As our inaugural class entered its third and final year, *PropelNext* geared up for our second cohort of grantees. EMCF is partnering with four foundations—the William and Flora



Hewlett Foundation, the David and Lucile Packard Foundation, the Sobrato Family Foundation, and Weingart Foundation—to launch the PropelNext California Partnership. Jointly, the five foundations will identify and fund 15 youth-serving organizations, which we plan to announce in summer 2015.

If you haven't already, I hope you will visit PropelNext's new online home at [www.propelnext.org](http://www.propelnext.org). Over time, we hope to build this site into a resource for nonprofits interested in taking their own journeys to greater performance and learning.

While I am proud of the progress this initiative has achieved, I believe our most important accomplishments this year are the ones you can't see: the hard work, dedication and grit of all our grantees as they have galvanized their organizations in pursuit of quality and better results for youth. We know effective and fully engaged leaders are a prerequisite to building an organizational culture focused on outcomes and learning. The work that goes on behind the scenes of PropelNext is the magic necessary to produce the kinds of results that help shift the life trajectories of disadvantaged youth. I salute these leaders, am inspired by their dedication, and look forward to helping them do their jobs even better.

Lisette Rodriguez  
Managing Director, PropelNext

A photograph of two young girls of African descent looking at a book together. The girl on the left has purple beads in her hair. They are both wearing blue hooded sweatshirts. The background is a classroom setting.

# OVERALL PORTFOLIO PERFORMANCE

In 2014, the Edna McConnell Clark Foundation invested in 21 youth-serving organizations. Our grantees continued to perform well, serving more youth and earning more revenue.

A short, solid blue horizontal line located at the end of the text block.

Our investments helped them serve, collectively, 206,289 youth – those at greatest risk and least likely to succeed without extra assistance. Out of these 21, the 20 organizations in which we had invested previously increased the number of youth they served by nearly eight percent, from 153,487 to 165,429.

In total, the 21 organizations realized \$956.5 million in revenue. The 20 grantees in which we had invested previously increased their revenue by nearly 11 percent, from \$850 to \$942 million.

We also continue to report on 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 2014 annual report of youth served and revenue begins 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 may not include non-operating items (i.e., investment gains/losses) that may be included in actual revenue totals.

#### EMCF'S PORTFOLIO 2014 at a glance

YOUTH SERVED  
INCREASED BY

8%

REVENUES  
INCREASED BY

11%

[View the full list of 2014 grantees](#)



## BELL (BUILDING EDUCATED LEADERS FOR LIFE)

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.

### **CEO TIFFANY COOPER GUEYE**

'Trying to dance around issues is probably the worst thing you can do.' *The New York Times*

[Read the interview](#)

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.

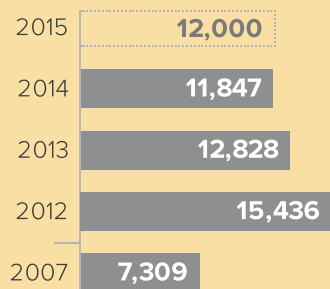
For more information:  
[www.experienceBELL.org](http://www.experienceBELL.org)  
[BELL at emcf.org](http://BELLatemcf.org)

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.

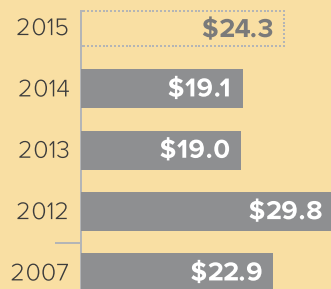
## 2014 HIGHLIGHTS

- BELL received additional EMCF and True North Fund grants to increase the number of youth it serves, refine its middle school programs, and advance its partnership with the Y-USA.
- It expanded its Power Scholars Academy partnership with the Y-USA to provide summer programming for nearly 1,200 scholars in conjunction with local Y affiliates, introducing new sites in Denver, St. Paul, MN, San Antonio, Clearwater, FL, Montgomery, AL and Washington DC.
- It launched a new operating region, BELL's sixth, in Ohio and began serving scholars in Dayton. A multi-year partnership with two school districts is in place there to sustain services.
- Leveraging what it learned from the recent randomized controlled trial evaluation of its summer program for middle school students, BELL is testing several refinements of the model and receiving guidance from a Middle School Advisory Council of nine experts and practitioners in the field.

### YOUTH SERVED

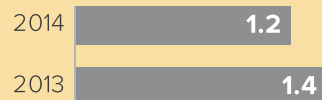


### REVENUE (IN MILLIONS)



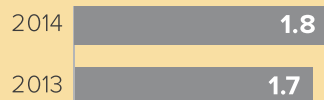
### OUTCOMES

Months gained in literacy (summer program)





### OUTCOMES

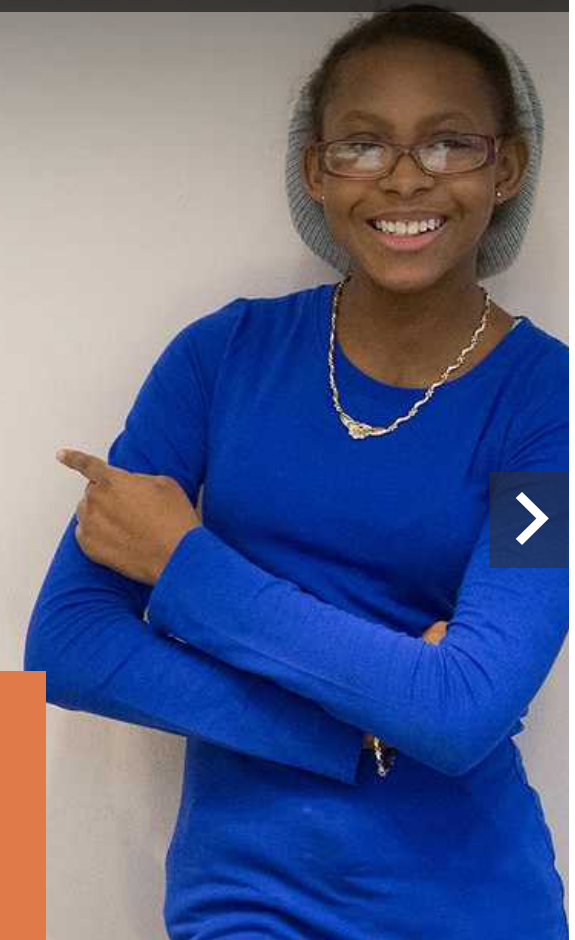
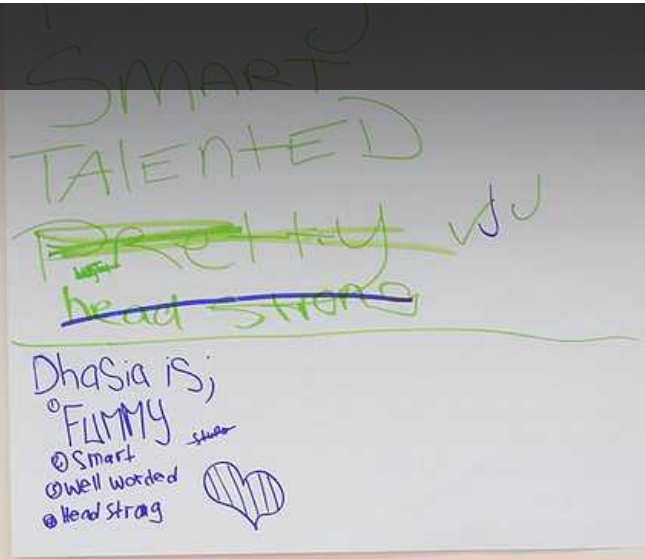
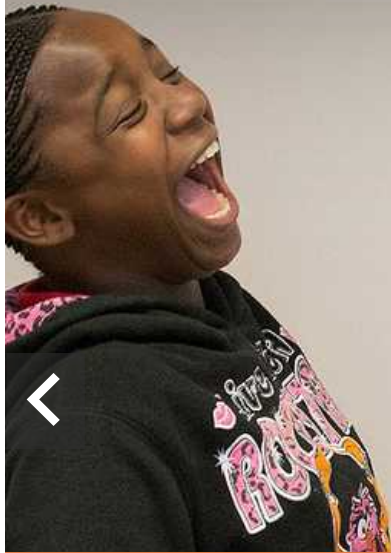
Months gained in math (summer program)



Note: Outcomes were modified in 2013 due to a shift in testing methods.

LEGEND:  Actual  Projected

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



# 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.

## **FOUNDER DR. MICHAEL A. CARRERA**

'You do not make responsible decisions in the dark.' *National Public Radio*

[Listen to the interview](#)

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.

For more information:

[www.stopteenpregnancy.com](http://www.stopteenpregnancy.com)

[CAS-Carrera at emcf.org](http://CAS-Carrera.at.emcf.org)

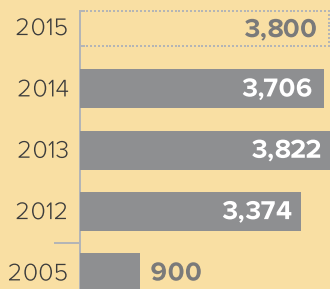
The program is built on seven integrated, scientifically accurate, and age-appropriate components: daily education; weekly job club, family life and sexuality education, and mental health sessions (and social work services, as needed); multiple exposures to lifetime individual sports and self-expression; 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.

## 2014 HIGHLIGHTS

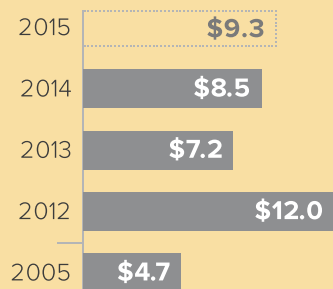
- CAS-Carrera continued to expand the number of youth it serves and added two new school sites in New York City.
- Nicholas Kristoff and Sheryl WuDunn featured CAS-Carrera prominently in their book and PBS television series, *A Path Appears*.
- CAS-Carrera received an additional EMCF/Social Innovation Fund grant to support its program in Tulsa, help secure long-term funding, and enhance its ongoing evaluation.



### YOUTH SERVED



### REVENUE (IN MILLIONS)



### OUTCOMES

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



Note: Revenue for 2010 and subsequent years reflects CAS-Carrera's national office operations. Totals for 2005-2009 reflect CAS-Carrera's revenue from across its entire network.

LEGEND:  Actual  Projected

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



# 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.

## **CEO SAM SCHAEFFER**

'Seizing an opportunity to fundamentally change how government works.' *Stanford Social Innovation Review*

[Read the story](#)

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.

For more information:

[www.ceoworks.org](http://www.ceoworks.org)

[CEO at emcf.org](http://CEOatemcf.org)

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

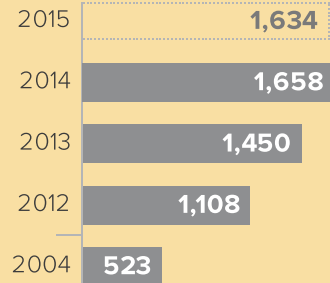
A randomized controlled trial evaluation found that CEO reduced recidivism by 22 percent for recently released participants. The study further found that CEO produced a total net benefit to taxpayers of \$4,100 per participant for the entire study sample, and as high as \$8,300 for recently released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

## 2014 HIGHLIGHTS

- In January 2014, Sam Schaeffer was named Executive Director. A five-year veteran of CEO, Schaeffer succeeded Mindy Tarlow, who left to take a senior post in New York City Mayor Bill de Blasio's administration.
- CEO was one of only two direct service organizations awarded a planning grant by the Irvine Foundation to assess the feasibility of a Pay for Success contract in California.
- CEO opened sites in Oklahoma City, OK and San Bernadino, CA and now offers its program in ten sites in New York, Oklahoma and California.
- It received a grant from EMCF to support its fund development plan to increase private giving.
- CEO had notable success winning public and private funding, including contracts in Oakland and San Diego, and grants from Google and the Greenlight Fund.

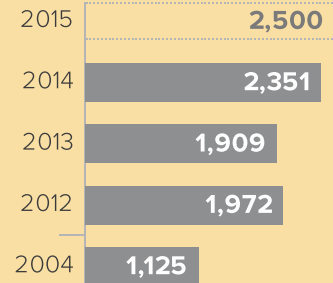
### NUMBERS SERVED

Youth served, ages 18-25

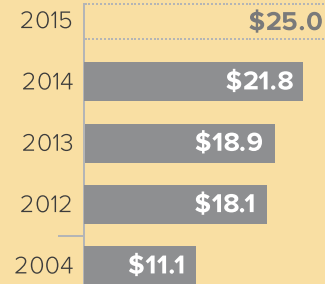


### NUMBERS SERVED

Adults served, age 26 and older

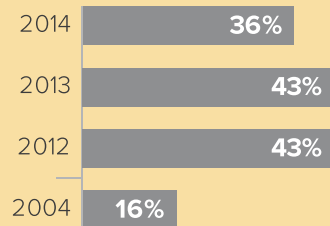


### REVENUE (IN MILLIONS)





### OUTCOMES

Percentage of youth participants still employed or in school after 12 months



Note: Starting in 2014, CEO began tracking youth participants across all sites that have been operating for two years or more. Prior years only reflected numbers for NYC participants.

LEGEND:  Actual  Projected

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



# 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.

## PRESIDENT AND CEO BRIAN MANESS

'Nothing can replace the role of family in a child's life.'

[Watch the video](#)

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](http://www.chsnc.org)

[CHS-NC at emcf.org](http://CHS-NC at emcf.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](http://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](http://wiseguysnc.org).

## **2014 HIGHLIGHTS**



Brian Maness, formerly VP of Strategy and Development, was named CEO of CHSNC.

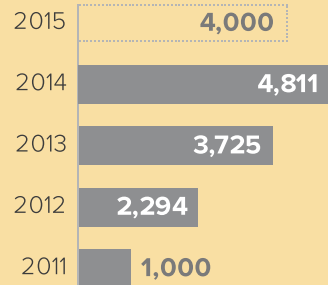
- CHSNC's advocacy for state funding succeeded when North Carolina allocated up to \$3.75 million to a Permanency Innovations Initiative (PII) that will reimburse CHSNC for a variety of services, including Family Finding.

CHSNC received an additional EMCF/Social Innovation Fund grant to continue implementing evaluation and growth plans for Family Finding and Wise Guys.

- With support from the PII, CHSNC is evaluating its complete Family Finding program model to better understand how it is being implemented. This study will inform the design of a future rigorous impact evaluation.

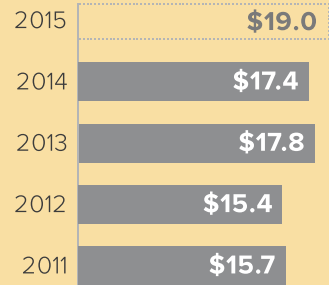
### YOUTH SERVED

Number of youth served by Family Finding and Wise Guys



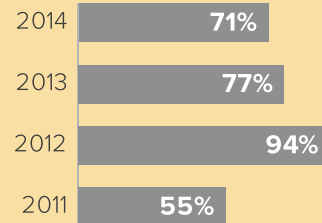
Note: CHSNC serves over 21,000 youth and families annually across its programs.

### REVENUE (IN MILLIONS)



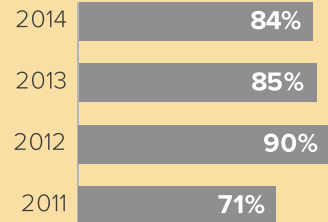
### OUTCOMES



Family Finding: At least one family member/other individual committed to helping 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 page at [emcf.org](http://emcf.org)





# 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.

## PRESIDENT AND CEO MARY M. EMMONS

'Emmons' leadership has been essential to CII's ability to adapt to changing needs.'

[Read her story](#)

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.

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.

For more information:

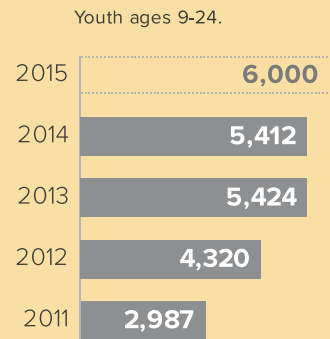
[www.childrensinstitute.org](http://www.childrensinstitute.org)

Children's Institute, Inc. at [emcf.org](http://emcf.org)

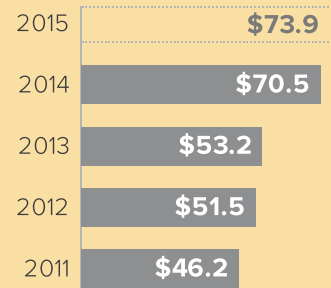
## 2014 HIGHLIGHTS

- CII secured \$18 million toward its campaign to raise at least \$50 million for the Watts campus and ongoing operations elsewhere.
- CII received additional EMCF/Social Innovation Fund and True North Fund grants to provide growth capital and support performance measurement and evaluation capacity and planning.
- CII completed enrollment and made significant progress in its fidelity study of Trauma-Focused Cognitive Behavior Therapy.

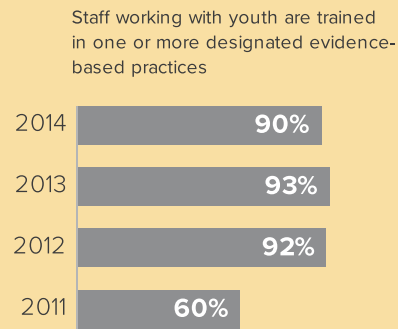
### YOUTH SERVED



### REVENUE (IN MILLIONS)



### OUTCOMES



LEGEND: Actual Projected

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





# 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.

## CEO STEVEN ROTHSTEIN

'I am excited about the opportunities across the country for Citizen Schools.'

[Read the interview](#)

Citizen Schools helps students improve their academic performance, 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.

For more information:

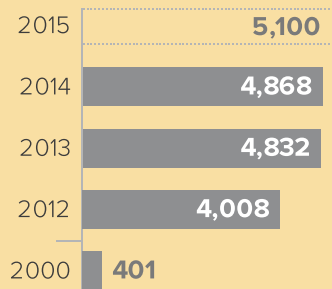
[www.citizenschools.org](http://www.citizenschools.org)

[Citizen Schools at emcf.org](http://CitizenSchools.at/emcf.org)

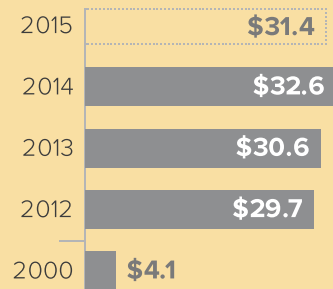
## 2014 HIGHLIGHTS

- Steven Rothstein assumed leadership of Citizen Schools when co-founder and CEO Eric Schwarz stepped down.
- Citizen Schools strengthened its partnerships with corporate supporters like Fidelity Investments, Cisco, Biogen, and Cognizant, which provide the organization with volunteers as well as financial support.
- Citizen Schools launched US2020, a new partnership of education nonprofits and corporate leaders in the STEM (Science, Technology, Engineering and Math) field. The goal of the initiative is to mobilize one million STEM mentors annually by the year 2020, creating millions of life-changing moments of discovery when children launch rockets, build robots, write a computer program, or peer into the farthest reaches of the universe.

### YOUTH SERVED

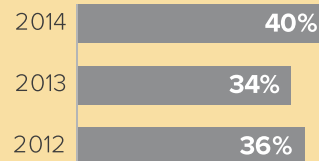




### REVENUE



### OUTCOMES

Students beginning the year with a C or below who improve their grade during the year in English Language Arts and/or math



LEGEND:  Actual  Projected

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





# 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.

## **PRESIDENT DAN CARDINALI**

Valuing 'passionate professionalism.'

[Read the interview](#)

For more information:

[www.communitiesinschools.org](http://www.communitiesinschools.org)

Communities In Schools at [emcf.org](http://emcf.org)

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,

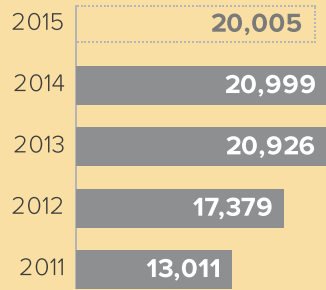
## 2014 HIGHLIGHTS

- CIS completed a new strategic implementation plan to guide the organization through 2018. It concentrates on reaching more youth and on transformational investments that can accelerate the expansion of integrated student services.
- CIS launched "Change the Picture," a multi-year national branding campaign that includes pro bono placements in newspapers and on TV, radio and social media.
- It introduced CIS University, a professional development platform for the entire network that includes training pathways for executive leadership, site coordinators and program volunteers. Additional pathways scheduled for release in 2015 include avenues for program managers and board volunteers.



### YOUTH SERVED

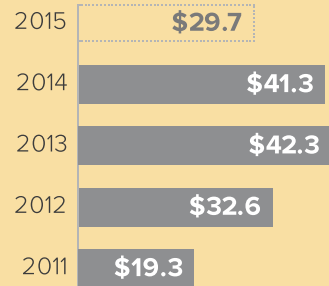
Number of youth served through intensive case management in target geographies



Note: EMCF's SIF investment originally targeted CA, NC and SC for growth. In 2014, IA, NE, NM, TX and Wash, DC were added. CIS serves 1.4 million students across its entire network.

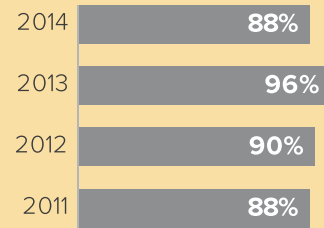
### REVENUE (IN MILLIONS)

For Communities In Schools' national office only



### OUTCOMES

Monitored students who graduate high school across the entire network



LEGEND: Actual Projected

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



# FIRST PLACE FOR YOUTH

First Place for Youth helps youth in foster care and transitioning out of it gain the resources, skills and education necessary to live and succeed on their own.



First Place works with young people, ages 16-24, who are in, leaving, or have recently left foster care without family or other community supports. Nationwide, 22 percent of such youth experience homelessness within two years.

First Place provides housing assistance and wraparound case management services that connect participants with employment training, secondary and post-secondary education opportunities, and financial literacy classes. These supports give young people the opportunity to make a safe transition from foster care and become self-sufficient adults.



**CEO SAM COBBS**

'We do for these young people what our parents did for us.'

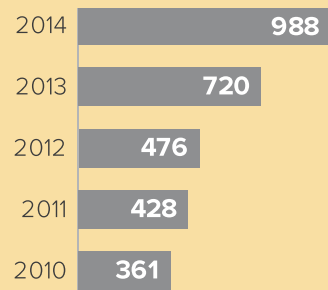
For more information:

[www.firstplaceforyouth.org](http://www.firstplaceforyouth.org)

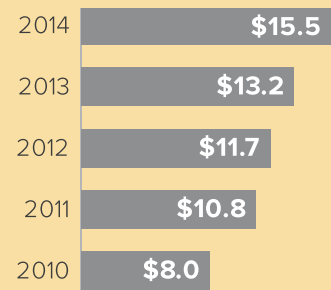
## 2014 HIGHLIGHTS

- First Place continued to expand in Los Angeles while housing 404 young people and serving a total of 2,425 California youth across all of its programs.
- Internal data showed that 83 percent of youth in its core program found a stable home, 80 percent earned a high school diploma or GED, 91 percent of eligible youth attended college, and 86 percent obtained employment.
- First Place completed the first phase of its evaluation plan, which explored the implications for future evaluation of the organization's implementing California's Transitional Housing Placement-Plus-Foster Care program.

### YOUTH SERVED

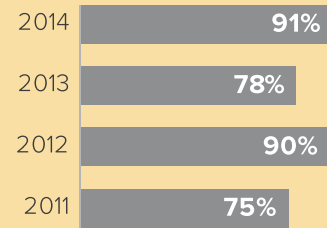


### REVENUE (IN MILLIONS)



### OUTCOMES

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



LEGEND: Actual Projected





# 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.



All classes in this dual-credit education program, called Gateway to College, 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—including with planning, start-up and ongoing operations.



**FOUNDER LAUREL DUKEHART**

'Without an education, young people have a very grim future.'

For more information:

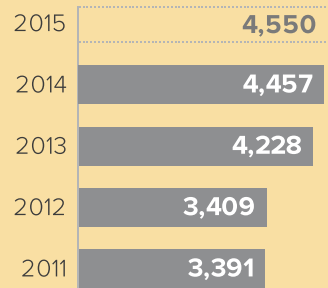
[www.gatewaytocollege.org](http://www.gatewaytocollege.org)

[Gateway to College at emcf.org](http://GatewaytoCollegeatemcf.org)

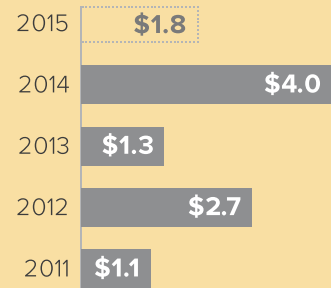
## 2014 HIGHLIGHTS

- Gateway launched three new sites this year, in Kentucky, Minnesota and Mississippi.
- Gateway added two key positions to its leadership team and three new members to its board.
- After 12 years of service, President Laurel Dukehart announced her retirement and the Gateway board launched a national search to replace her. In March 2015, the board named Emily Froimson, previously Vice President of Programs at the Jack Kent Cooke Foundation, her successor.

### YOUTH SERVED

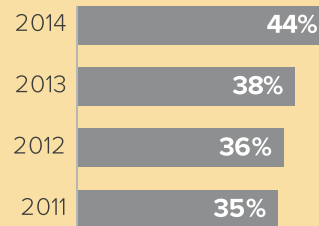


### REVENUE (IN MILLIONS)



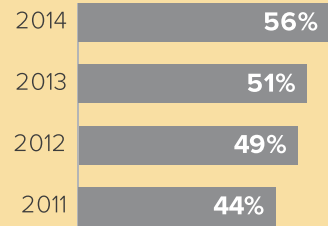
### OUTCOMES



Students passing all first-term courses with a 'C' or better



### OUTCOMES

Youth persisting in the program between academic years



LEGEND:  Actual  Projected

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



# 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

**EXECUTIVE DIRECTOR SISTER  
PAULETTE LOMONACO**

Elevating leadership development  
from 'art to science.'

[Read the story](#)



## 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:

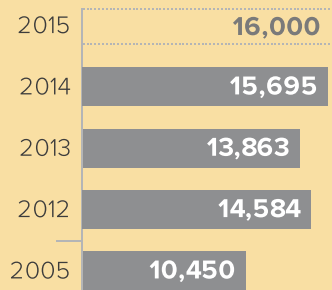
[www.goodshepherds.org](http://www.goodshepherds.org)

Good Shepherd Services at  
[emcf.org](http://emcf.org)

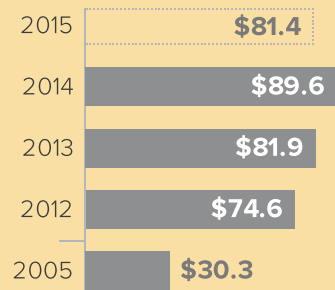
### 2014 HIGHLIGHTS

- Interim findings from an evaluation of GSS's transfer high school model showed positive effects on students' attendance and accumulation of credits—critical factors for high school graduation.
- In two years, GSS increased the number of youth it offered evidence-based services by 2,500.
- Preliminary results from an evaluation of GSS's Chelsea Foyer program, which provides transitional housing and supportive services to youth who are homeless, at risk of homelessness, or aging out of foster care, showed the program helped them become independent adults.

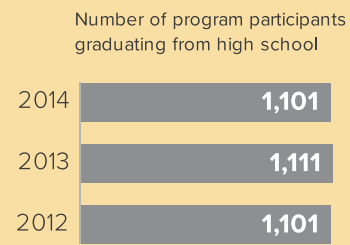
### YOUTH SERVED





### REVENUE (IN MILLIONS)



### OUTCOMES



LEGEND:  Actual  Projected

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





# 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.

## **CEO ANNE WILLIAMS-ISOM**

'Doing whatever it takes, never stopping, and going the extra mile.'

*The New York Times*

[Read the interview](#)

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.

For more information:

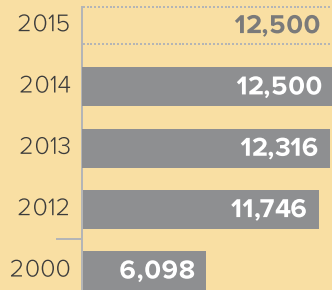
[www.hcz.org](http://www.hcz.org)

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

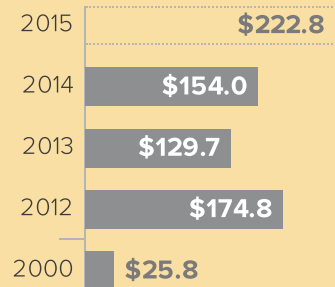
## 2014 HIGHLIGHTS

- Anne Williams-Isom succeeded founder Geoffrey Canada as CEO.
- Harlem Children's Zone more than doubled the number of youth served by its Healthy Harlem initiative and reached nearly 5,900 young people with this nutrition and fitness program.
- It received a grant from EMCF to support implementation of its 2014-2017 "Bridge to Self-Sustaining Community" plan to strengthen Harlem Children's Zone long-term sustainability.
- The new Promise Academy Charter School and Westside Community Center opened, serving nearly 1,000 students and residents of the St. Nicholas Houses neighborhood.

### YOUTH SERVED



### REVENUE (IN MILLIONS)



### OUTCOMES

High school students passing 75% of core classes (Math, Science, Social Studies, English), enabling them to progress with their age group toward graduation.



Note: Beginning in 2010, HCZ's revenue includes totals from Promise Academy charter schools. Actual revenue totals include contributions to HCZ's capital and endowment campaigns.

LEGEND: Actual Projected

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



# 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.

## PRESIDENT AUGUSTIN MELENDEZ

'Our program is all about partnerships.'

[Read the story](#)

For more information:

[www.hillside.com](http://www.hillside.com)

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.

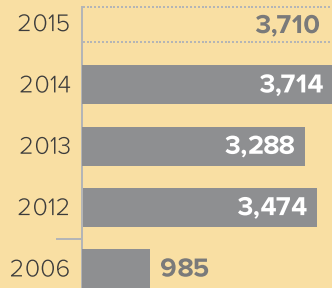
By developing skills, knowledge and work habits, participants graduate from high school better prepared to pursue post-secondary education or employment. The program continues to support students for up to two years after high school graduation.

HW-SC is an independent organization affiliated with the [Hillside Family of Agencies](#).

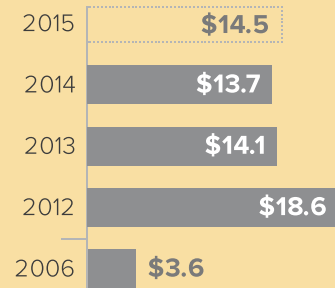
## 2014 HIGHLIGHTS

- HW-SC [hired as its new president](#) Augustin Melendez, a 13-year veteran of Eastman Kodak Company.
- Syracuse City School District formally agreed to \$1.1 million a year in renewable funding for HW-SC.
- HW-SC served a total of 4,111 students and improved retention, helping a monthly average of 3,714 youth.
- The Social Impact Exchange named HW-SC to its S&I 100 index of top-performing U.S. nonprofits.

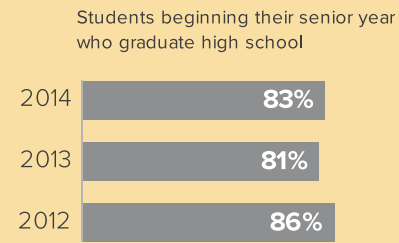
### YOUTH SERVED



### REVENUE (IN MILLIONS)





### OUTCOMES



### OUTCOMES

Annual grade promotion rates



LEGEND:  Actual  Projected

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





# NATIONAL GUARD YOUTH CHALLENGE PROGRAM

The National Guard Youth Challenge Program helps youth who have dropped out of school and are unemployed gain the skills, education and self-discipline necessary to become productive adults.

**LOUIS A. CABRERA, PRESIDENT,  
NATIONAL GUARD YOUTH  
FOUNDATION**

Helping 'young men and women achieve economic self-sustainment.'

[Read the story](#)

The 17-month education, employment readiness, and youth development program has been proven to raise the educational attainment, employment and income-earning potential of participants, ages 16-18.

For more information:

[www.ngycp.org](http://www.ngycp.org)

The National Guard Youth ChalleNGe Program (ChalleNGe) begins with an intensive, five-month residential phase, followed by 12 months of mentoring by a trained community member who helps the participant sustain and build on the gains achieved.

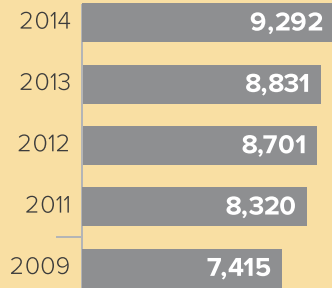
Founded by the National Guard to strengthen the communities in which its service members live and work, ChalleNGe is conducted at 35 academies that are operated in conjunction with the U.S. Department of Defense, National Guard Bureau, National Guard Youth Foundation, state governments and local sites.

The RAND Corporation calculated every dollar spent on the program results in \$2.66 in benefits.

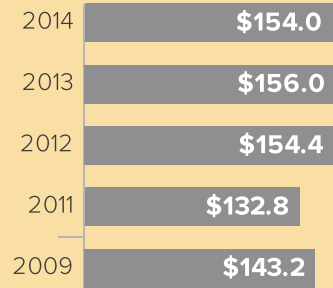
## 2014 HIGHLIGHTS

- Lou Cabrera, formerly Director of Resource Management and Comptroller of the National Guard Bureau, was named President of the National Guard Youth Foundation.
- The National Guard Youth Foundation launched a pilot with EverFi, a leading education technology company, to provide cadets at 10 sites with interactive STEM training. It plans to expand the initiative to all 35 ChalleNGe locations in 2015.
- The foundation developed a national partnership with Boys & Girls Clubs of America, a former EMCF grantee, to offer services such as financial literacy and responsibility and independence programs, and career education and exploration courses, to cadets across the country.

### YOUTH SERVED

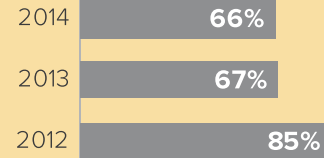


### REVENUE (IN MILLIONS)



### OUTCOMES

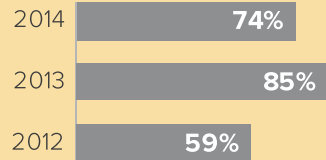
Cadets engaged in employment, education, military or community service 12 months after completing the program



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

### OUTCOMES

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



LEGEND: Actual Projected



SHARE



# 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 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.



### CEO ROXANE WHITE

Helping families be 'the best parents possible.'

For more information:

[www.nursefamilypartnership.org](http://www.nursefamilypartnership.org)

**Nurse-Family Partnership at**

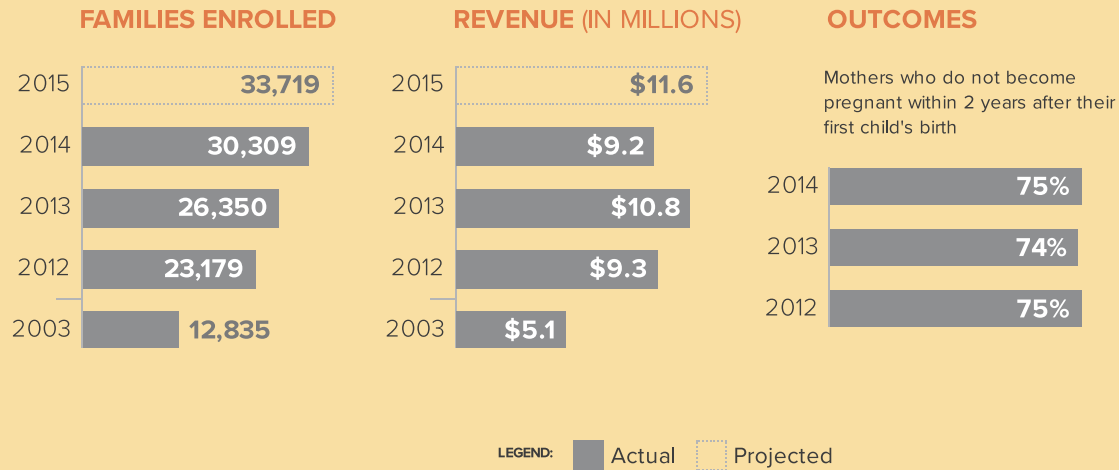
[emcf.org](http://emcf.org)

## 2014 HIGHLIGHTS

- Roxane White, chief of staff for Colorado Gov. John Hickenlooper, assumed the role of CEO in November 2014.
- NFP received an EMCF grant to support its transition plan.
- Ten states expressed interest in funding implementation of NFP's program through Pay for Success agreements. NFP was one of five recipients of flexible
- Efficiency initiatives increased NFP's average nurse caseload by 15 percent while maintaining the program's quality. In 15 months, new efficiencies enabled NFP to serve an additional 4,259 mothers—as many mothers as it added during the previous 2 1/2 years.
- NFP launched a new Strengths and Risks (STAR) Framework that helps nurse home visitors modify the intensity and

funding and technical assistance awards from the Nonprofit Finance Fund and James Irvine Foundation to help it structure a Pay for Success contract in California.

frequency of services in order to meet families' individual needs.



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



# 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

## **PRESIDENT & CEO MARY MARX**

'Changing the lives of girls every day.'

[Read the story](#)

For more information:

[www.pacecenter.org](http://www.pacecenter.org)

## most effective programs for keeping them in school and out of the juvenile justice system.

PACE Center for Girls at [emcf.org](http://emcf.org)

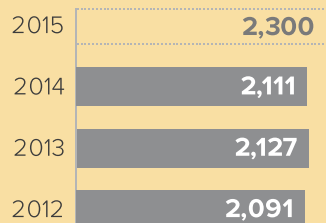
PACE Center for Girls (PACE) operates 19 non-residential prevention and early intervention centers in Florida that work with girls and young women, ages 11–17, at risk of dropping out of school and/or becoming involved in the juvenile justice system. During an average stay of 15 months, comprehensive 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.

### 2014 HIGHLIGHTS

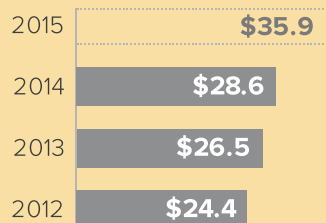
- The Florida legislature approved a \$2 million increase in its recurring line-item support of PACE that enabled PACE to open a center in Clay County in January 2015, serve 53 more girls at the existing 19 centers, and enhance services at all its centers. (In two years, PACE's line item increased by more than 35 percent, from \$11.5 to \$15.6 million.)
- In addition to the Clay County center, PACE opened a new center in Miami in January 2014.
- PACE launched a randomized controlled trial evaluation and succeeded in enrolling roughly half the required sample size.



### YOUTH SERVED



### REVENUE (IN MILLIONS)



### OUTCOMES



Girls completing the program who earn a H.S. diploma/GED, mainstream back to school or an appropriate educational setting, are employed, or in an appropriate placement



### OUTCOMES

Girls with no recidivism 1 year after completing program



LEGEND:  Actual  Projected

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



# 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.

## CEO MICHAEL LOMBARDO

'The issue we are addressing is enormous.' *Education Week*

[Read the interview](#)

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](http://www.readingpartners.org)

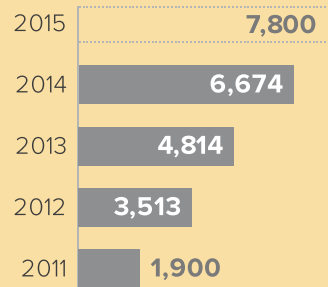
[Reading Partners at emcf.org](http://ReadingPartnersatemcf.org)

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.

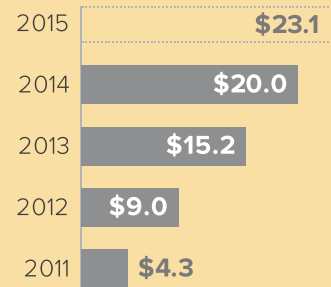
## 2014 HIGHLIGHTS

- An MDRC policy brief highlighted initial implementation and positive impact findings from the randomized controlled trial evaluation of Reading Partners.
- Reading Partners opened two new sites in Seattle and is now operating in over 170 sites in eight states and Washington, DC.
- It continued to expand and strengthen its leadership team by hiring a Chief Financial Officer, Chief Talent Officer, Chief Development Officer, Chief of Staff, and Communications Director.

### YOUTH SERVED

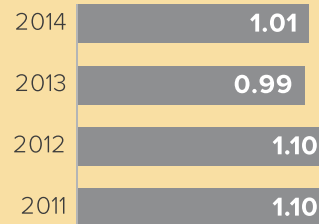




### REVENUE (IN MILLIONS)



### OUTCOMES

Advancement in reading level by participants receiving at least 16 hours of one-on-one tutoring (1 = one grade level)



LEGEND:  Actual  Projected

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





# 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.

**CO-FOUNDER AND MANAGING  
DIRECTOR ERIC ADLER**

'Every single thing you do as a leader is having an impact.'

[Read the interview](#)

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.

For more information:

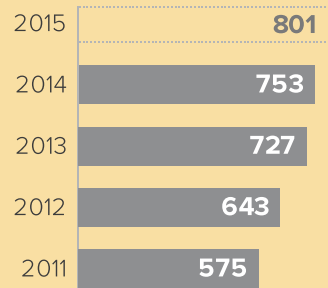
[www.seedfoundation.com](http://www.seedfoundation.com)

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

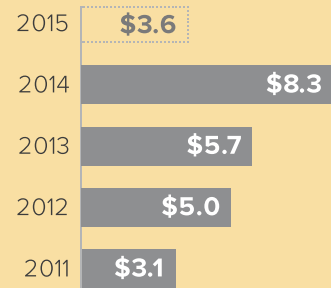
## 2014 HIGHLIGHTS

- With public funding and support from private donors, The SEED School of Miami opened at a temporary site in August 2014, serving 60 students.
- Shifting its primary focus from expansion toward programmatic results, SEED reorganized and began strengthening governance and practices at all three of its schools while it continues to explore a limited number of high-potential opportunities for expansion.
- SEED named a new Head of School for Washington, DC, where its high school was ranked as one of three Tier 1 high schools based on its performance in 2013.

### YOUTH SERVED

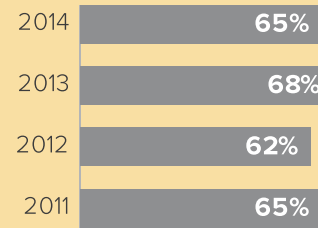


### REVENUE (IN MILLIONS)



### OUTCOMES

SEED graduates who are currently enrolled in or have graduated from college



Note: In 2014, SEED received up-front funding for its Miami school that was utilized in 2014 and 2015.

LEGEND:  Actual  Projected

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





# TALENT DEVELOPMENT SECONDARY

Talent Development Secondary (TDS) develops and implements effective programs for improving middle and high school students' academic performance and college and career readiness. TDS partners with schools, introduces research-based strategies such as





## teacher teams and small learning communities, and provides professional development and coaching for staff.

Since 1994, the Talent Development programs have been developed and housed at the Center for Social Organization of Schools at Johns Hopkins University. TDS combines positive changes in an entire school's culture with an early warning system to identify and work directly with individual students who are struggling with poor attendance, poor behavior, and/or failing English or math. Growing awareness of the many obstacles to academic success, including those outside of school, in high-poverty settings led TDS to augment its model through strategic partnerships with organizations addressing students' social, psychological and economic needs. This collaborative approach, called "Diplomas Now," unites TDS's academic supports with student supports and near-peer mentoring provided by City Year and intensive student services from True North Fund grantee Communities In Schools.

Diplomas Now is the largest subset of TDS sites and accounts for nearly three-quarters of the youth the organization serves. TDS also operates sites outside the Diplomas Now model.

**ROBERT BALFANZ, CO-FOUNDER,  
DIPLOMAS NOW**

Overcoming 'the pull of poverty.'

For more information:

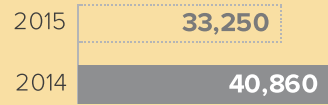
[www.talentdevelopmentsecondary.com](http://www.talentdevelopmentsecondary.com)

[TDS at emcf.org](http://TDSatemcf.org)

### 2014 HIGHLIGHTS

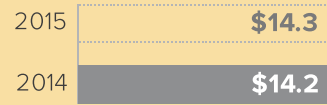
- TDS developed a business plan to 1) deepen the impact and expand the reach of its whole school reform model, Diplomas Now; 2) lower costs and secure more local revenue; 3) extend MDRC's randomized controlled trial evaluation of Diplomas Now; and 4) increase its influence on educational policy and reform.
- MDRC released *Laying Tracks to Graduation*, an encouraging interim report on the first year of its evaluation of Diplomas Now.

### YOUTH SERVED



Note: The youth-served total does not include four schools that no longer require the full TDS model and have graduated to a limited "sustaining" program. This accounts for some of the FY15 service decline.

### REVENUE (IN MILLIONS)



### OUTCOMES



Off-track students who are back on track within one year of being identified



### OUTCOMES

Students who enter high school without off-track indicators



LEGEND:  Actual  Projected

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



# WINGS FOR KIDS

WINGS for kids helps low-income children in North Carolina, South Carolina and Georgia develop healthy social and emotional learning skills through its innovative afterschool program. Recent research suggests such skills may be a critical component in helping disadvantaged youth improve academic performance.

## CEO BRIDGET LAIRD

'I want to impact as many kids as we can. And I think it's doable.'

[Read the story](#)

For more information:

[www.wingsforkids.org](http://www.wingsforkids.org)

WINGS' well-codified curriculum of more than 30 different social and emotional learning (SEL) activities helps children, grades K-6, develop self-awareness, relationship skills, social awareness, self-management, and responsible decision-making.

Students enrolled in WINGS receive services three hours a day, five days a week throughout the school year. Although it is voluntary, students and their parents must commit to the program for the entire year since each week builds on the previous one.

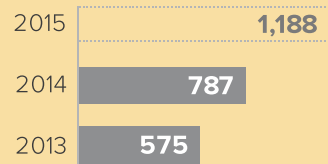
WINGS monitors outcomes such as attendance and classroom behavior in elementary school on the hypothesis that improvements will lead to deeper engagement in middle school, better academic outcomes, graduation from high school, and avoidance of risky behaviors.

Increasingly, researchers suspect that insufficient attention to SEL may explain why many school reform efforts have had only limited success so far in raising children's academic achievement. WINGS is undertaking a randomized controlled trial to assess its impact, which will also contribute to a growing body of knowledge about SEL.

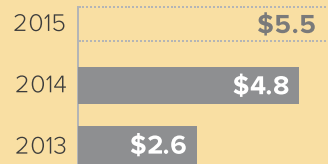
## 2014 HIGHLIGHTS

- WINGS continued to grow and opened a new site in North Carolina.
- It enjoyed considerable success in fundraising, winning a \$420,000 grant from the Wallace Foundation, which will contribute toward its Social Innovation Fund match requirement, and two five-year U.S. Department of Education 21st Century Community Learning Center grants.
- WINGS continued to raise its profile and is beginning to emerge as a leader within the field of social and emotional learning. It was one of two organizations chosen to present on SEL in afterschool programs at the National AfterSchool Association Convention. CEO Bridget Laird was honored by the Liberty Fellowship Program, part of the Aspen Global Leadership Network, as a South Carolina leader with a history of significant community engagement.

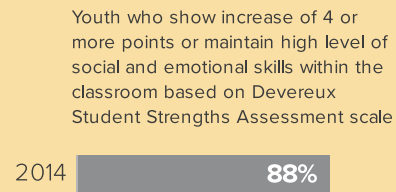
### YOUTH SERVED





### REVENUE (IN MILLIONS)



### WINGS



LEGEND:  Actual  Projected

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





## YOUTH GUIDANCE (B.A.M.)

Youth Guidance offers an array of school-based programs that enable disadvantaged youth in Chicago to succeed in school and in life. Its innovative program, Becoming a Man, helps young males in the city's most distressed public schools develop social and cognitive

### **CEO MICHELLE A. MORRISON**

'Get your hands dirty, make mistakes, learn from them and make amazing things happen.'

[Read the story](#)

## skills that reduce anti-social behavior, dropping out of school, and gang violence.

For more information:

[www.youth-guidance.org](http://www.youth-guidance.org)

Youth Guidance (B.A.M.) at [emcf.org](http://emcf.org)

Becoming a Man (B.A.M.) is a social and emotional learning (SEL) program offered in school, in some cases complemented by afterschool sports, to at-risk male students in grades 7-12. The program currently consists of 30 voluntary one-hour small-group sessions (15 youth, maximum), conducted once a week during the school day over the course of the school year. Each session is built around a lesson designed to develop a specific skill through stories, role-playing and group exercises, and includes a homework assignment to practice and apply that skill.

The afterschool sports component reinforces conflict resolution skills and the SEL objectives of the in-school curriculum.

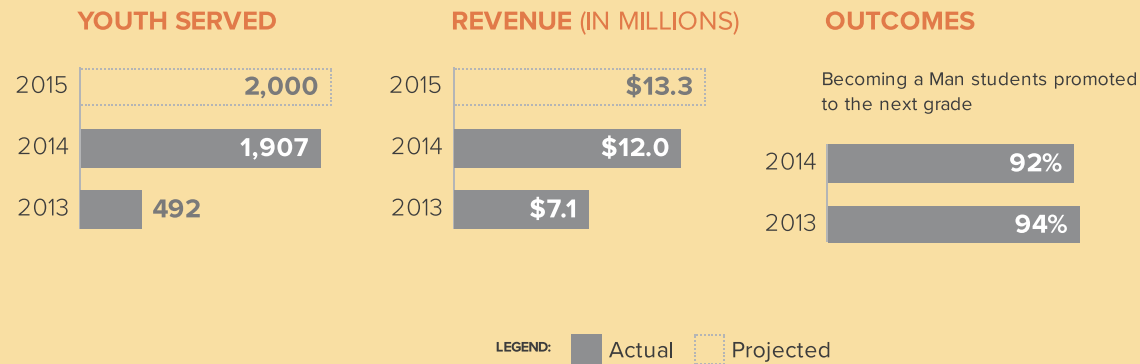
A recent randomized controlled trial by the University of Chicago Crime Lab showed that B.A.M. increased school engagement, reduced arrests for both violent and nonviolent crime, and had the potential to increase high school graduation rates.

The study also estimated that the social benefits of the program would be on the order of \$49,000 to \$119,000 per participant from increased lifetime earnings, tax payments, and lower public benefit use.

### 2014 HIGHLIGHTS

- Youth Guidance secured unprecedented levels of funding for its B.A.M. program from both public and private sources, including more than \$3 million in Title I funding and grants from major Chicago-area funders.
- Youth Guidance initiated partnerships and capacity-building efforts to create the scaffolding for expanding B.A.M. within and beyond Chicago.

- > President Obama's My Brother's Keeper initiative cited B.A.M. prominently as a model program for creating opportunities for young men of color.



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







# 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.

## **CEO PATRICK LAWLER**

'My primary responsibility is to prepare the organization for the future.'

[Read the story](#)

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 children's mental health systems, with a continuum of evidence-based in-home and residential programs.

For more information:

[www.youthvillages.org](http://www.youthvillages.org)

[Youth Villages at emcf.org](http://YouthVillagesatemcf.org)

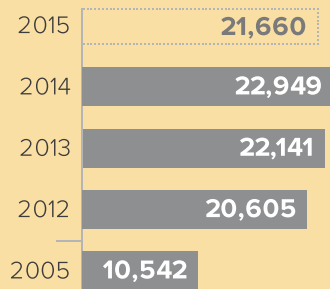
These services are grounded in a proprietary approach called Evidentiary Family Restoration,<sup>™</sup> which has been shown to produce lasting results for young people, with success rates twice that of traditional services at one-third of their cost.

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.

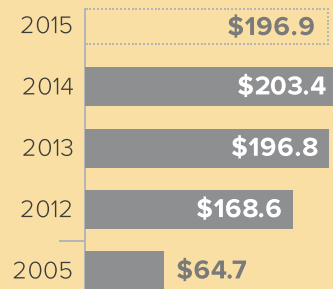
## 2014 HIGHLIGHTS

- Youth Villages completed a randomized controlled trial evaluation with MDRC of the implementation and impact of its Transitional Living program for youth aging out of foster care.
- It successfully contracted in several states with managed care organizations hired to oversee the child welfare services that Youth Villages provides there.
- It launched two successful pilot programs to develop and retain staff.

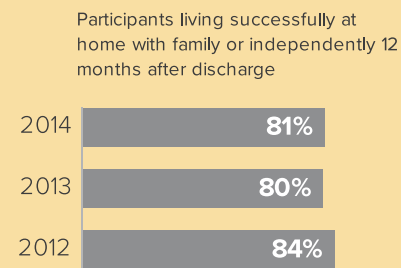
### YOUTH SERVED





### REVENUE (IN MILLIONS)



### OUTCOMES



LEGEND:  Actual  Projected

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





# YOUTH DEVELOPMENT FUND

## **BELL** (Building Educated Leaders for Life)

*Dorchester, MA*

To support its FY 2015-17 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

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

## **Children's Aid Society Carrera 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: \$298,616**

## **Center for Employment Opportunities**

*New York, NY*

To support its fund development plan to bolster its private giving pipeline.

**AWARDED: \$750,000.00 || PAID: \$750,000.00**

## **Children's Aid Society Carrera 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.

**AWARDED: \$517,012**

## **Children's Aid Society Carrera 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: \$500,000**

## **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.

**AWARDED: \$350,000 || PAID: \$281,777**

### **Children's Institute, Inc.**

*Los Angeles, CA*

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

**AWARDED: \$2,000,000**

### **Citizen Schools**

*Boston, MA*

To support implementation of a successful leadership transition.

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

### **Gateway to College National Network**

*Portland, OR*

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

**PAID: \$1,123,563**

### **Harlem Children's Zone**

*New York, NY*

For general operating support.

**AWARDED: \$125,000 || PAID: \$125,000**

### **Children's Institute, Inc.**

*Los Angeles, CA*

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

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

### **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: \$482,464**

### **Good Shepherd Services**

*New York, NY*

To support implementation of its FY 2013-16 strategic plan.

**AWARDED: \$750,000 || PAID: \$500,000**

### **Hillside Work-Scholarship Connection**

*Rochester, NY*

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

**PAID: \$500,000**

### **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: \$615,157**

### **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: \$1,000,000**

### **Harlem Children's Zone**

*New York, NY*

To support implementation of its 2014-2017 "Bridge to Self-Sustaining Community" plan to strengthen its long-term sustainability.

**AWARDED: \$50,000,000 || PAID: \$10,000,000**

### **Johns Hopkins University, School of Education**

*Baltimore, MD*

To support implementation of its FY 2015-18 strategic plan for the Talent Development Secondary program.

**AWARDED: \$4,000,000 || PAID: \$2,000,000**

## Nurse-Family Partnership

Denver, CO

To support implementation of its FY 2015 Transition Plan.

**AWARDED: \$60,000 || PAID: \$60,000**

## Reading Partners

Oakland, CA

To support the development of a vision and roadmap for strengthening board support of its next phase of growth.

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

## The SEED Foundation

Washington, DC

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

**PAID: \$1,156,673 || RESCISSION: \$308,536**

## Youth Villages

Bartlett, TN

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

**PAID: \$1,000,000**

## PACE Center for Girls

Jacksonville, FL

To support its FY 2013-16 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

**PAID: \$1,900,239**

## Reading Partners

Oakland, CA

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

**PAID: \$1,500,000**

## WINGS for kids

Charleston, SC

To support its FY 2013-16 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

**PAID: \$1,312,500**

## PACE Center for Girls

Jacksonville, FL

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

**PAID: \$500,000**

## The SEED Foundation

Washington, DC

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

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

## Youth Guidance

Chicago, IL

To support its FY 2013-16 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

**PAID: \$1,312,500**





# **SUPPORTING GRANTS AND CONTRACTS**

## **Bridgespan Group**

*Boston, MA*

For business planning support to the Foundation's grantees and to provide ongoing strategic counsel.

**PAID: \$1,900,000**

## **Force Film Foundation**

*New York, NY*

To implement a communications strategy promoting evidence-based programs tied to Nicholas Kristoff and Sheryl WuDunn's book and PBS documentary, *A Path Appears*.

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

## **McClanahan Associates, Inc.**

*Philadelphia, PA*

To conduct an ongoing assessment of the Foundation's relationships with, and provide support to, its grantees.

**AWARDED: \$171,500**

## **MDRC**

*New York, NY*

To support True North Fund grantees with evaluation-related activities, including feasibility studies, strategic counsel and evaluations.

**PAID: \$2,739,220**

## **Bridgespan Group**

*Boston, MA*

For business planning support to the Foundation's grantees and to provide ongoing strategic counsel..

**AWARDED: \$1,300,000**

## **LWP, LLC**

*Boston, MA*

To provide executive coaching to the Foundation's grantees.

**PAID: \$200,000**

## **MDRC**

*New York, NY*

To support True North Fund grantees with evaluation-related activities, including feasibility studies, strategic counsel and evaluations.

**PAID: \$1,000,000**

## **Melinda Tuan Consulting**

*Narberth, PA*

To conduct a formal evaluation of the Foundation's capital aggregation approach.

**AWARDED: \$170,000 || PAID: \$170,000**

## **Bridgespan Group**

*Boston, MA*

For business planning support to the Foundation's grantees and to provide ongoing strategic counsel.

**AWARDED: \$790,000 || PAID: \$790,000**

## **LWP, LLC**

*Boston, MA*

To provide executive coaching to the Foundation's grantees.

**AWARDED: \$250,000 || PAID: \$100,000**

## **MDRC**

*New York, NY*

To support the Campaign to Transform MDRC which aims to strengthen the organization and accelerate its ability to launch high-impact projects.

**AWARDED: \$10,000,000 || PAID: \$4,000,000**

## **Melinda Tuan Consulting**

*Narberth, PA*

To conduct an evaluation of the Foundation's capital aggregation approach.

**AWARDED: \$331,000 || PAID: \$106,000**



### **Merrill Rose LLC**

*New York, NY*

To support the Communications Advisory Committee's work to help implement a comprehensive communications strategy that generates greater support for EMCF grantees and other effective youth-serving organizations.

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

### **RevJen Group**

*Irving, TX*

To help grantees assess, refine and strengthen their fund development models and capacity.

**PAID: \$14,907 || RESCISSION: \$35,093**

### **William Ryan Consulting Group LLC**

*Cambridge, MA*

To support the assessment and evaluation of the Foundation's grantmaking strategy.

**AWARDED: \$47,500 || PAID: \$47,500**

### **O'Connor Davies Munns & Dobbins LLP**

*New York, NY*

To provide technical assistance to True North Fund grantees.

**PAID: \$175,000**

### **Robert Granger**

*Orleans, MA*

To provide counsel to the Foundation's grantees on evaluation, produce reports that help policymakers and funders understand how evaluation findings can drive learning and scaling with quality, and advise national efforts to advance evidence-based policymaking.

**PAID: \$28,046**

### **Youth Development Fund - Direct Charitable Activities**

To provide technical assistance to grantees for executive recruiting and coaching, strategic communications, fundraising and development, compliance with federal regulations and peer learning opportunities.

**PAID: \$463,828**

### **O'Connor Davies Munns Dobbins LLP**

*New York, NY*

To provide technical assistance to True North Fund grantees.

**AWARDED: \$470,000**

### **Roxanne Spillettt**

*Decatur, GA*

To help Nurse-Family Partnership explore ways to scale its program.

**AWARDED: \$72,600 || PAID: \$63,000**





# PROPELNEXT

## **Blue Engine**

*New York, NY*

To support efforts to sharpen program design and performance measurement.

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

## **Child Trends**

*Bethesda, MD*

To evaluate the PropelNext initiative.

**PAID: \$400,000**

## **Carolina Youth Development Center**

*North Charleston, SC*

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**

## **Child Trends**

*Bethesda, MD*

To evaluate the PropelNext initiative.

**AWARDED: \$890,000**

## **Domus Kids, Inc**

*Stamford, CT*

To support efforts to sharpen program design and performance measurement.

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

### **eCratchit**

*Braintree, MA*

To assess the financial capacity and sustainability of PropelNext grantees.

**AWARDED: \$30,000 || PAID: \$8,000**

### **Fresh Lifelines for Youth**

*Milpitas, CA*

To support efforts to sharpen program design and performance measurement.

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

### **Harlem RBI**

*New York, NY*

To support efforts to sharpen program design and performance measurement.

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

### **National Indian Leadership Project**

*Albuquerque, NM*

To support efforts to sharpen program design and performance measurement.

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

### **Firefly Partners**

*Boulder, CO*

To design, build, and support an online learning community for PropelNext grantees.

**AWARDED: \$150,000 || PAID: \$5,213**

### **Girls Educational Mentoring Services**

*New York, NY*

To support efforts to sharpen program design and performance measurement.

**AWARDED: \$70,000 || PAID: \$70,000**

### **LWP, LLC**

*Boston, MA*

To help PropelNext grantees sharpen their program design and improve their performance management systems.

**AWARDED: \$2,000,000 || PAID: \$2,000,000**

### **New Door Ventures**

*San Francisco, CA*

To support efforts to sharpen program design and performance measurement.

**PAID: \$70,000**

### **Fiscal Management Associates**

*New York, NY*

To assess the financial capacity and sustainability of PropelNext grantees.

**AWARDED: \$45,000 || PAID: \$15,000**

### **Harlem RBI**

*New York, NY*

To support efforts to sharpen program design and performance measurement.

**AWARDED: \$70,000 || PAID: \$70,000**

### **McClanahan Associates, Inc.**

*Philadelphia, PA*

To develop indicators and benchmarks for PropelNext grantees.

**AWARDED: \$132,000 || PAID: \$41,044**

### **New Door Ventures**

*San Francisco, CA*

To support efforts to sharpen program design and performance measurement.

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

## New Pathways

Towson, MD

To support efforts to sharpen program design and performance measurement.

AWARDED: \$70,000 || PAID: \$70,000

## Taller San Jose

Santa Ana, CA

To support efforts to sharpen program design and performance measurement.

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

## Youth Services of Tulsa

Tulsa, OK

To support efforts to sharpen program design and performance measurement.

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

## New Pathways

Towson, MD

To support efforts to sharpen program design and performance measurement.

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

## United Teen Equality Center

Lowell, MA

To support efforts to sharpen program design and performance measurement.

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

## PropelNext - Direct Charitable Activities

To provide peer learning opportunities and communications support for grantees.

PAID: \$199,944

## Steve Fleckenstein

Cambridge, MA

To help develop a digital strategy to support the work of PropelNext grantees.

AWARDED: \$94,000 || PAID: \$47,000

## Youth Opportunities Unlimited

Cleveland, OH

To support efforts to sharpen program design and performance measurement.

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



# VENTURE FUND

## America Achieves

Washington, DC

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

PAID: \$1,000,000

## 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

## Good Shepherd Services

New York, NY

For general operating support.

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

## Boys and Girls Clubs of Central Florida

Orlando, FL

For general operating support.

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

## 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: \$250,000

## Grantmakers for Children, Youth and Families

Silver Spring, MD

For general operating support.

AWARDED: \$25,000 || PAID: \$25,000

## Child Trends

Bethesda, MD

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

PAID: \$144,000

## Council on Foundations

Arlington, VA

For general operating support.

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

## Growth Philanthropy Network

New York, NY

To support the Social Impact Exchange and promote greater investment in evidence-based programs.

AWARDED: \$100,000 || PAID: \$50,000

## Nonprofit Information Networking Association

Boston, MA

To support the activities of the *Nonprofit Quarterly*.

PAID: \$100,000

## Studio in a School

New York, NY

For general operating support.

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

## Philanthropy New York

New York, NY

For general operating support.

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

## University of California, Berkeley

Berkeley, CA

For general operating support.

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

## Project Hope

Millwood, VA

To support Typhoon Haiyan recovery efforts in the Philippines.

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



**GRANTS SUMMARY (2014)**

	Unpaid Grants and Contracts as of 9/30/2013	Grants and Contracts Awarded During Year	Grants and Contracts Paid During Year*	Unpaid Grants and Contracts as of 9/30/2014
<b>PROGRAM</b>				
Youth Development Fund (including supporting grants and contracts)	\$33,430,366	\$75,126,043	\$40,439,116	\$68,425,829
Venture Fund	1,794,000	554,000	2,026,046	321,954
PropelNext	470,000	5,801,000	4,946,257	1,324,744
True North Fund	-	1,000,000	1,000,000	-
<b>GRAND TOTAL</b>	<b>\$35,694,366</b>	<b>\$82,481,043</b>	<b>\$48,411,418</b>	<b>\$69,763,991</b>

\*Does not include direct charitable activities of \$463,828 (Youth Development Fund) and \$199,944 (PropelNext)





# FINANCIAL REPORT

## CONDENSED STATEMENT OF FINANCIAL POSITION

*As of September 30, 2014 and 2013*

	2014	2013
<b>ASSETS</b>		
Cash and cash equivalents	\$30,281,903	\$40,916,966
Investments	977,572,601	911,492,128
Program-related investment	2,000,000	5,000,000
Interests, dividends, and other receivables	433,557	562,129
Other assets	4,550,363	4,763,949
Fixed assets, net	2,455,540	2,603,434
<b>TOTAL ASSETS</b>	<b>\$1,017,293,964</b>	<b>\$965,338,606</b>
<b>LIABILITIES</b>		
Grants payable	\$1,238,361	\$5,585,718
Deferred federal excise tax	6,649,377	5,472,071



Other liabilities	272,468	1,865,413
<b>TOTAL LIABILITIES</b>	<b>\$8,160,206</b>	<b>\$12,923,202</b>
<b>NET ASSETS</b>		
Total Net Assets	\$1,009,133,758	\$952,415,404
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$1,017,293,964</b>	<b>\$965,338,606</b>

### CONDENSED STATEMENT OF ACTIVITIES

*Years ended September 30, 2014 and 2013*

	2014	2013
<b>REVENUE</b>		
Investment income, net	\$104,753,882	\$130,733,618
Grant revenue and co-investor contributions	7,598,163	8,462,163
<b>TOTAL REVENUE</b>	<b>\$112,352,045</b>	<b>\$139,195,781</b>
<b>EXPENSES</b>		
Grant awards	\$44,970,613	\$41,218,436
Program and administrative expenses	10,161,291	8,940,911
Federal and excise taxes	501,787	401,175
<b>TOTAL EXPENSES</b>	<b>\$55,633,691</b>	<b>\$50,560,522</b>
Change in net assets	\$56,718,354	\$88,635,259
Net assets, beginning of year	952,415,404	863,780,145

NET ASSETS, END OF YEAR

**\$1,009,133,758**

**\$952,415,404**

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The Edna McConnell Clark Foundation's **complete audited financial report for FY2014** is [available for download](#).

Audited financial reports, along with the Foundation's IRS Form 990PF, since 2009 are available on our Board of Trustees page under [Governance](#).

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