



2010 ANNUAL REPORT

THE  
Edna McConnell  
Clark FOUNDATION



First Place For Youth

## Entering a New Phase of Growth

Dear Friends and Colleagues,

Last year's letter began with the discouraging observation, "For many nonprofits and the vulnerable populations they serve, the light at the end of the tunnel is a long way off." Given our weak economy and sharp political disagreement over how to strengthen it, the state of the nation did not improve dramatically in 2010, and as I write this in 2011, there is fear that it may actually be growing worse. So it is with great caution and my fingers crossed that I report that last year the Edna McConnell Clark Foundation and many of our grantees seemed to turn a corner and enter a new phase of growth.

Although continuing economic and political challenges may very well nip this modest growth in the bud, the signs of it were numerous and heartening:

- Altogether, EMCF grantees increased the number of youth they served in FY 2010 by approximately 3,000, or three percent.\*
- Even in a poor economy, EMCF grantees increased their revenues by approximately \$30 million, or six percent.
- Three new grantees—First Place for Youth, National Guard Youth Challenge Program, and PACE Center for Girls—joined the Foundation's Youth Development Fund.
- EMCF received a \$10 million Social Innovation Fund (SIF) award, committed to matching it with resources from its own endowment, and conducted an open, rigorous national competition that attracted 225 applicants. This resulted in the selection, in 2011, of nine grantees, six of them entirely new to the Foundation. (To learn more about these six new grantees, please turn to page 58.)

\*The figure for total youth served and the figure that follows for total revenue exclude one EMCF grantee, Big Brothers Big Sisters of America, because it is so large, serving more than ten times as many youth as EMCF's next-largest grantee, that it distorts the picture of aggregate grantee performance.

- The Foundation expanded its partnerships in growth capital aggregation by securing four initial co-investors in our SIF grantees: the Duke Endowment, the George Kaiser Family Foundation, Tipping Point Community, and the Open Society Foundations. Since then the Wallace and Kresge foundations have joined them, and together these funders have committed up to \$25 million to help SIF grantees meet their matching fund requirements.
- EMCF increased its grants budget in FY 2010 by \$6.3 million, or 23 percent.
- To manage this growth, the Foundation welcomed five new members to its staff.

In 2010 we also moved forward with long-term strategic planning. A 15-to-18-month transition plan had given us the flexibility and resilience to weather the worst of times. The Foundation and grantees had completed scenario planning that prepared us for a wide range of contingencies. Now we could see our way clear to formulating and adopting a three-year strategic business and operating plan to lead us and our grantees to better days. The plan identifies four imperatives:

- Building EMCF's "best-ever" portfolio by sharpening how we support our grantees
- Extending our growth capital aggregation approach to more grantees and co-investors, and deepening our partnerships with both
- Sharing with other funders and practitioners our experience with evidence-based grantmaking
- Strengthening EMCF's organizational capacity and positioning us for the future

All of these imperatives converged in our participation in the unprecedented public-private partnership of the Social Innovation Fund. Conducting our first open competition for SIF grants was a challenging but rewarding learning experience: we discovered many organizations new to EMCF working in our areas of focus. Maintaining our high standards of documentation and due diligence with so many candidates in such a short time frame helped us grow as an organization, and the transparency of the selection process raised us to a new level of rigor and accountability.

The SIF award also coincided with and encouraged an evolution in the Foundation's investment strategy. Three years after we launched the Growth Capital Aggregation Pilot (GCAP), it became evident that it was benefiting the three participating grantees. The coordinated, collaborative investment of upfront growth capital—with all funders investing against the same business plan, all funding unrestricted yet contingent on a grantee's meeting performance milestones, and all reporting streamlined and centralized—had helped make Citizen Schools, Nurse-Family Partnership and Youth

Villages much stronger organizations. Even under adverse economic conditions, they were serving more youth, earning more annual revenue, and better-positioned to take advantage of public funding opportunities for proven programs.

With the initial success and early learning from GCAP, we have begun to expand our work in this area and, we hope, to improve it. Reflecting on what has worked well and what seems to have worked not so well, we are eager to strengthen our relationships with grantees and co-investors. EMCF is serving as the lead investor for Harlem Children's Zone's 2012–2014 growth and sustainability campaign. We, along with five other funders, committed \$80 million to help HCZ solidify and further advance the incredible growth the organization achieved over the past decade. Our selection as a SIF intermediary also created a natural and necessary launching pad for the next stage of our capital aggregation approach. We created the True North Fund in order to leverage additional investment from other funders so we could help relieve the enormous burden our SIF grantees have to match not only the federal funds we distribute to them but also EMCF's match of those funds. We are deeply gratified that co-investors are partnering with us in this fund, and that other donors have expressed interest in joining them.

The creation of the True North Fund, a new public-private fund with resources from the SIF and philanthropic partners to effectively capitalize these and, potentially, additional SIF grantees, occurred after the events described in this letter and annual report. But it was very much the product of them. The name we chose reflects the inspiration and example we believe these programs and this funding model can provide for helping our nation's most vulnerable young people overcome the obstacles that confront them, discover a sense of direction and purpose in their lives, and steer a course to productive, independent, successful adulthood.

I look forward to informing readers about our progress on this and other fronts in next year's report.



Nancy Roob, *President*  
August 2011

## EMCF's Grantmaking and Performance Reporting

### The Foundation and Its Grantees

**T**he Edna McConnell Clark Foundation strives to achieve its mission—increasing the numbers of low-income youth (ages 9–24) served by programs that evidence shows can improve their life trajectories and make a successful transition to adulthood—by investing in high-performing nonprofits to build their organizational capacity and evidence base and expand their programs.

The Foundation is committed to continually reporting on the performance and progress of its grantees in its annual reports and through regular updates on its website, *emcf.org*. The reports included here provide a quantitative snapshot of the progress grantees remaking toward their objectives.

For those unfamiliar with the Foundation's strategy, our relationship with each grantee begins with an intensive examination of the organization's programs, evidence of effectiveness, potential for growth, leadership, and staff and board structure. If there is a good fit with the Foundation's goals and priorities, we make an unrestricted, multimillion-dollar, long-term investment to build organizational capacity, improve program quality, increase the evidence base, and develop strategies for growth and long-term financial sustainability. These investments are structured against annual and end-of-grant performance milestones—that grantees develop themselves and hold themselves accountable for—based on an assessment of the nature of a grantee's operations, its specific needs, and its stage of organizational development. A detailed explanation of the Foundation's grantmaking process can be found at *emcf.org*.

### Tracking Performance of Single-Service Organizations

Currently, the Edna McConnell Clark Foundation classifies its grantees as one of two organizational types: single-service organizations (SSOs) or multi-service organizations (MSOs). Single-service organizations provide one particular service or program,

frequently in several communities. The SSOs funded by the Foundation either have proven programs and are expanding regionally or nationally to broaden their impact, or they are pursuing limited growth as they solidify the evidence demonstrating their programs' effectiveness.

The Foundation puts a premium on investing in SSOs that undergo rigorous, randomized controlled studies (or equivalent evaluations) proving their programs' effectiveness. When an SSO has persuasive but less rigorous evidence of its program's effectiveness (such as an externally conducted comparison group evaluation), the Foundation structures its investment to help the organization implement a strong performance tracking system and, if possible, conduct a more rigorous evaluation.

Multi-service organizations, in contrast to SSOs, provide a number of distinct services and programs, usually in a single community, and typically serve several age groups with different needs. The Foundation's support of MSOs, and strategy to track their performance, are explained on page 51. For all grantees, the Foundation tracks the numbers of youth served and yearly revenue. Total revenue refers to all funds raised during an organization's fiscal year, as stated in its audited financial statements. For many of our grantees, we also track and document how our grantees' program participants are achieving targeted outcomes, such as graduating high school, securing employment and avoiding criminal activity.

The reports that follow include the first year of the Foundation's original investment as the baseline, performance against projections during the Foundation's current investment period, and projections for any remaining years of our investment. (A performance report that includes every year of the Foundation's engagement is available on our website.)

The latest projections included in this report for 2010 and beyond take into account the effects of the current economic downturn. When necessary, the Foundation has helped grantees re-evaluate the assumptions on which their business plans are based and adjust their projections to account for economic uncertainties as well as emerging opportunities for public funding. (The original 2007–2012 projections for the three Growth Capital Aggregation Pilot grantees—Citizen Schools, Nurse-Family Partnership and Youth Villages—are presented in this report.)

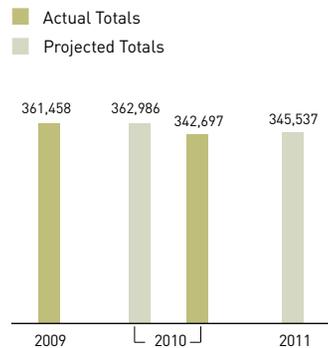
The Foundation regularly reviews its portfolio and decides to make investments in new organizations, as well as end engagements with current grantees, in order to maximize the return on its grantmaking. Decisions to end engagements with grantees are often due to a divergence between the grantee's priorities and the Foundation's strategy and objectives going forward, or because grantees are unable to meet performance goals they have set for themselves.

## Aggregate Performance

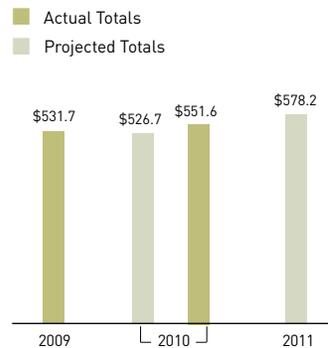
The Foundation invested in 16 organizations in 2010. Collectively, these organizations served 342,697 youth—which was 6 percent below their original projections. (Note, several of our grantees’ original projections were made before the effects of the economic downturn became fully known, and revised projections by grantees have since been made. These revised forecasts are also shown in subsequent pages of this report.) Revenues for the 16 organizations totaled \$551.6 million in 2010, 5 percent higher than grantees’ original projections—a difference primarily due Youth Villages’ merger with Inner Harbour in Georgia, which substantially increased the organization’s revenue for the year. (For national organizations with local affiliates, such as Big Brothers Big Sisters and Nurse-Family Partnership, the revenue totals include only the budgets for the national office, not for the entire network of affiliates.)

Please note that the Foundation’s investments in single-service organizations are designed primarily to build organizational strength and capacity rather than to support direct services. Thus increases in numbers of youth served do not result directly from Foundation funding but from grantees’ increased capacity and efficiency.

### Total Served



### Total Revenue (in millions)



Note: 2009 actual totals, 2009 projection totals, and 2010 projection totals for both youth served and revenue differ from what was reported in FY 2009 Annual Report. This is due to changes in reporting method by certain grantees and is noted in the individual grantee charts throughout this Annual Report.



Youth Villages

## Capital Aggregation Grantees

This section presents a performance summary of the four organizations that are supported by the Foundation’s capital aggregation approach. This work started in 2007, through the Growth Capital Aggregation Pilot (GCAP), to help three grantees—Nurse-Family Partnership, Youth Villages, and Citizen Schools—achieve their potential for growth, become financially sustainable, and better serve greater numbers of low-income youth. In 2011, EMCF began serving as lead investor in Harlem Children’s Zone’s \$80 million growth and sustainability campaign, which was developed and structured based on GCAP.

### Citizen Schools

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

Citizen Schools partners with middle schools across the country to expand the learning day and lift the educational trajectories of low-income middle school students (ages 9–14). Citizen Schools helps students improve their academic performance and prepare for high school and college, in part by engaging adult “citizen teacher” volunteers in hands-on learning projects that develop skills like oral and written communication and critical thinking, and expose young people to technology, science and math. Trained educators also provide additional academic support such as homework help, study skills instruction, college campus visits, and civic activities. The organization has become nationally recognized for its work in expanded learning time, volunteer service and civic engagement.

Results from a longitudinal comparison group study conducted by Policy Studies Associates beginning in 2001 found that regular participants outperformed peers on six of seven academic measures during their first year in Citizen Schools, including school attendance, number of suspensions, and academic achievement. Citizen Schools participants go on to “college-track” high schools at more than twice the rate of the matched comparison group. Even though Citizen Schools students entering the program tend to be more at risk and academically challenged than the average Boston Public Schools (BPS) student, the evaluation found that 66 percent of Citizen Schools

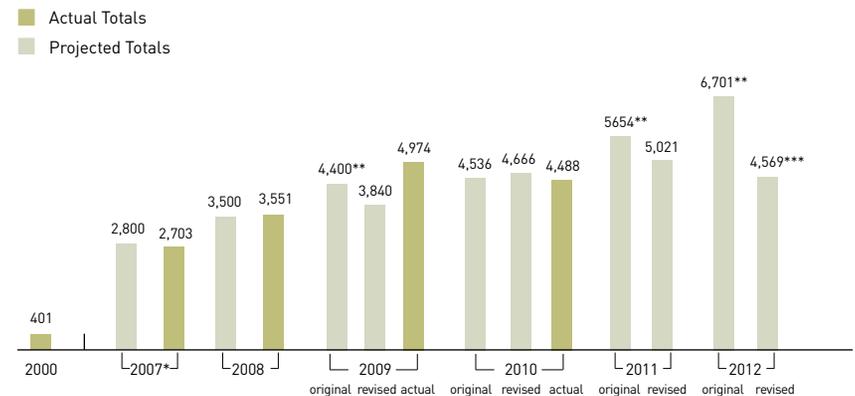
participants graduated from high school in 2000, significantly higher than the 52 percent BPS graduation rate when students attending the district’s selective exam schools are excluded, from both comparison groups.

*Note: Projections from Citizen Schools’ original growth plan (developed in 2007 before the economic downturn) are included in the charts below. The organization revised projections based on scenario planning work to account for the economic downturn as well as potential funding opportunities from emerging federal policy initiatives.*

### Geographic Reach

Headquartered in Boston, Massachusetts, Citizen Schools operates campuses in seven states: California, Massachusetts, New Jersey, New Mexico, New York, North Carolina and Texas.

### Citizen Schools: Youth Served



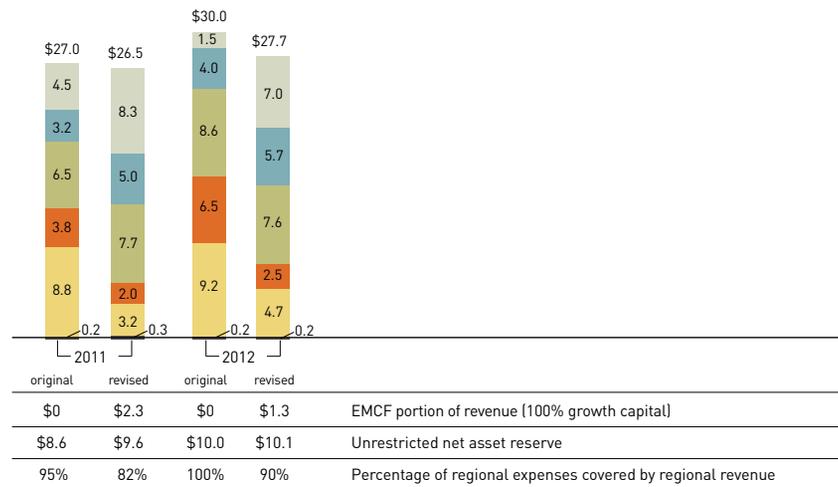
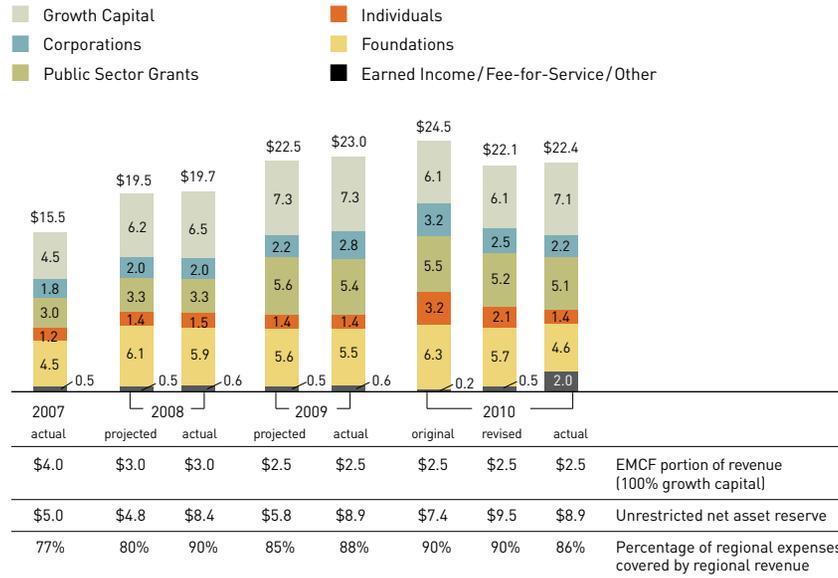
\*In 2007, Citizen Schools revised its methodology for calculating the number of youth served. Numbers reported here may differ from previous reports.

\*\*These are the original projections from Citizen Schools’ growth plan, which was developed prior to the economic downturn. These projections have since been revised to account for the current economic climate.

\*\*\*In FY 2011, Citizen Schools adjusted its method for tracking youth served. As Citizen Schools shifts from out-of-school-time programming to Expanded Learning Time (ELT), it serves the same students over the whole school year, rather than serving different students across two semesters. For this reason, it is shifting this metric from youth served to average enrollment in FY 2012.

### Citizen Schools: Annual Operating Revenue (in millions)

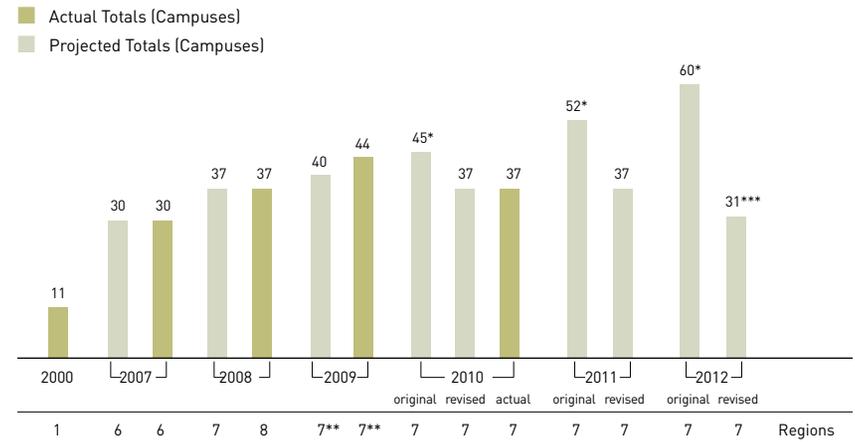
As an organization implements its growth plan, growth capital provides the revenue necessary for the organization to scale up its operations. By the end of the growth plan, the organization is expected to secure its revenues from reliable, renewable sources and, if it were to stop growing, become sustainable at its new, larger scale.



Note: The unrestricted net asset reserve above is equal to all unrestricted net assets; Citizen Schools typically reports this figure as URNA (unrestricted net assets) minus PPE (property, plants and equipment) and GCAP reserve (dollars for future years, not reserve)

### Citizen Schools: Campuses and Regions

Citizen Schools defines a campus as a school site where the organization's programs are conducted.



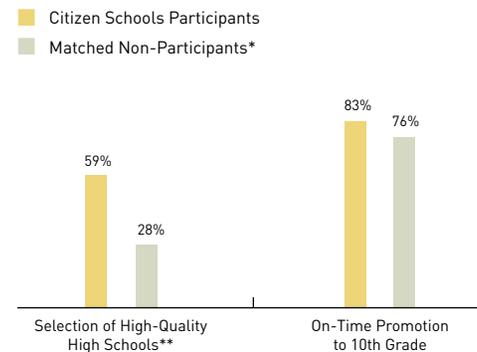
\*These are the original projections from Citizen Schools' growth plan, which was developed prior to the economic downturn.

\*\*In 2009, Citizen Schools changed how it defined regions and included Boston campuses in the Massachusetts region.

\*\*\*As Citizen Schools shifts from out-of-school-time programming to Expanded Learning Time (ELT), it is focusing on larger campuses where it serves entire grades and, in some cases, entire schools. As a result, Citizen Schools is reducing the overall number of campuses while increasing the number of students served.

### Outcomes

#### Citizen Schools: Evaluated Comparison Group Outcomes



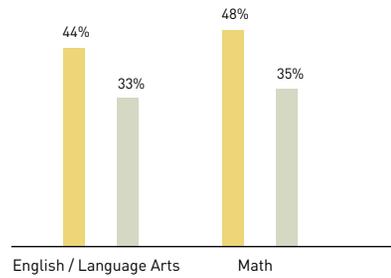
\*Matched non-participants may have participated in other afterschool programs not run by Citizen Schools.

\*\*"High-Quality" refers to college-track high schools as defined by Citizen Schools. Data from external evaluation by Policy Studies Associates, August 2010.

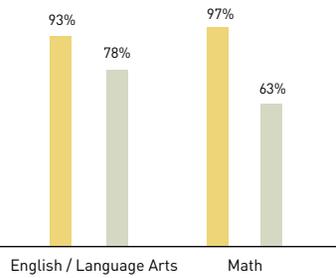
### Citizen Schools: Academic Achievement

- Citizen Schools Participants
- Boston Public Schools

Percentage of 10th Graders Achieving Proficiency on Massachusetts Standardized Test (MCAS)\*



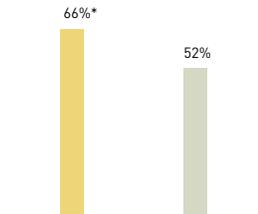
Percentage of 10th Graders Passing Massachusetts Standardized Test (MCAS)\*



\*Students at Boston's selective exam schools are excluded from both groups. Data from external evaluation by Policy Studies Associates, July 2009.

### Citizen Schools: High School Graduation Rate of 8th Grade Participants

- Citizen Schools Participants
- Boston Public Schools

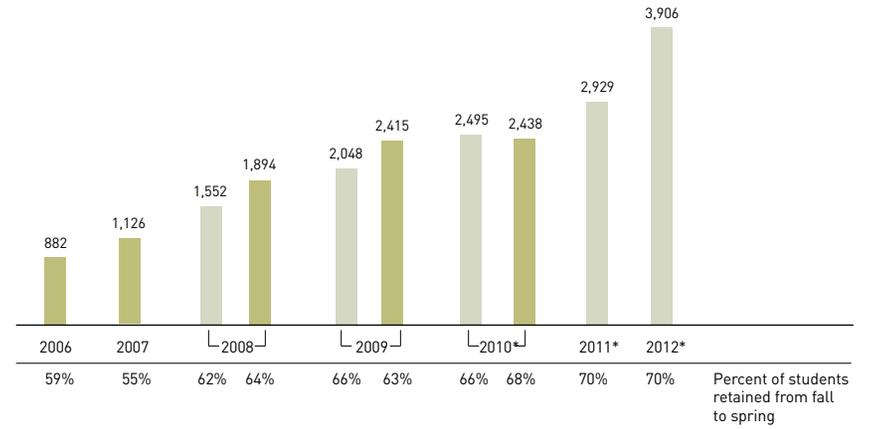


\*Citizen Schools' 8th Grade Class of 2003 graduated high school in 2007. Note: Students at Boston's selective exam schools are excluded from both groups. Data from external evaluation by Policy Studies Associates, August 2010.

### Performance

#### Citizen Schools: Full Year Program Retention

- Actual Totals
- Projected Totals



\*These are the original projections from Citizen Schools' growth plan, which was developed prior to the economic downturn. Revised projections are being finalized and will be reported when available.



Nurse-Family Partnership

### Nurse-Family Partnership

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

Developed by Dr. David Olds and validated by more than three decades of rigorous research, Nurse-Family Partnership is a nurse home-visiting program that has been proven to improve the lives of low-income, first-time families and 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 skills and helping them access job training and education programs.

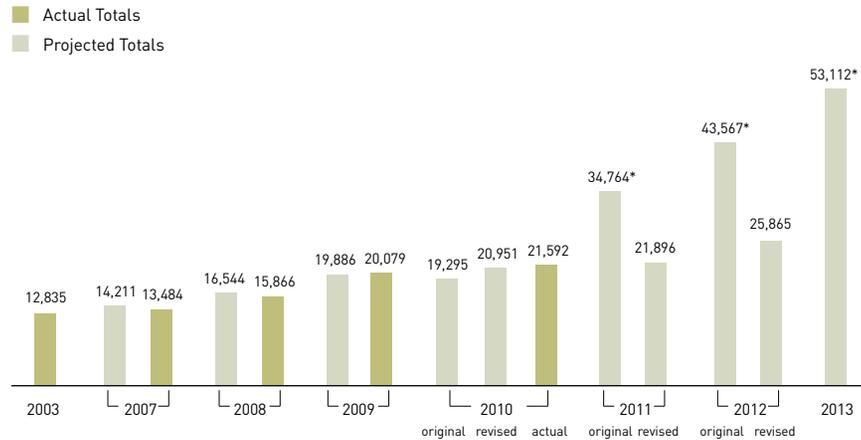
Three separate randomized controlled trials were conducted over the past three decades among diverse populations at different locations. A 15-year follow-up of the Elmira, NY, trial showed that mothers in the program become more economically self-sufficient and much more likely to avoid criminal behavior, and that their children live healthier, more productive lives, than the mothers and children in the control group.

*Note: Projections from Nurse-Family Partnership's original growth plan (developed in 2007 before the economic downturn) are included in the charts below. The organization revised projections based on scenario planning work to account for the economic downturn as well as potential funding opportunities from emerging federal policy initiatives.*

#### Geographic Reach

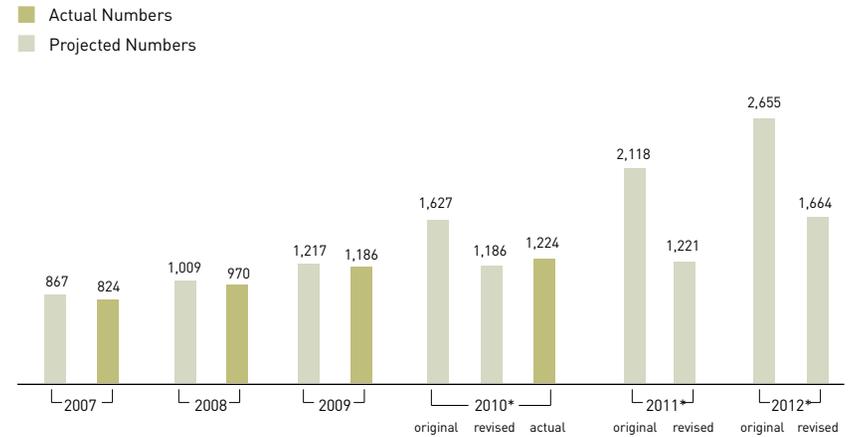
Nurse-Family Partnership provides support to implementing agencies in 31 states: Alabama, Arizona, California, Colorado, Delaware, Florida, Illinois, Iowa, Kentucky, Louisiana, Maryland, Michigan, Minnesota, Missouri, Nevada, New Jersey, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, South Dakota, Tennessee, Texas, Utah, Washington, Wisconsin and Wyoming.

**NFP: Families Enrolled**



\*The original projections are from NFP's initial growth plan, which was developed prior to the economic downturn. Revised projections take into account current economic conditions.

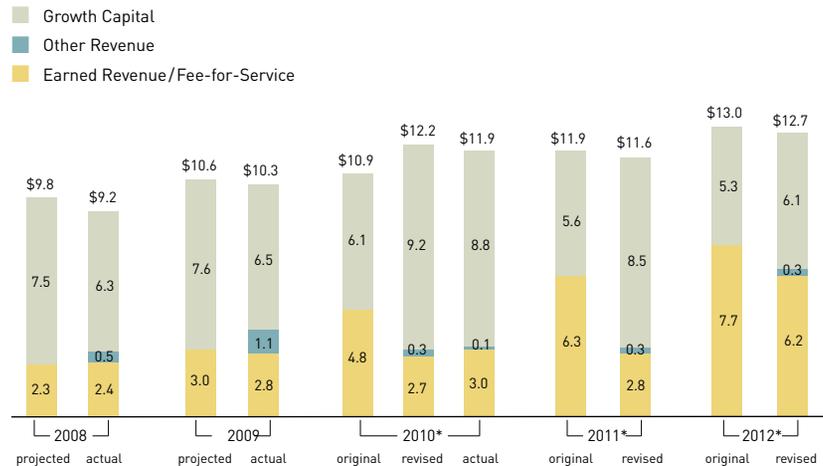
**NFP: Number of Nurse Home Visitors**



\*The original projections are from NFP's initial growth plan, which was developed prior to the economic downturn. Revised projections take into account current economic conditions.

**NFP: Expenditure Coverage by Funding Source (in millions)**

As an organization implements its growth plan, growth capital provides the funds necessary for the organization to scale up its operations. By the end of the growth plan, the organization is expected to secure its revenues from reliable, renewable sources, and, if it were to stop growing, become sustainable at its new, larger scale.



\*The original projections are from NFP's initial growth plan, which was developed prior to the economic downturn. Revised projections take into account current economic conditions.

Note: Amounts may not add up to totals due to rounding.

## Youth Villages

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

Youth Villages serves emotionally and behaviorally troubled youth, the majority ages 6–22, with in-home and residential interventions that help youth improve academic achievement, make a successful transition to employment, and avoid criminal activity.

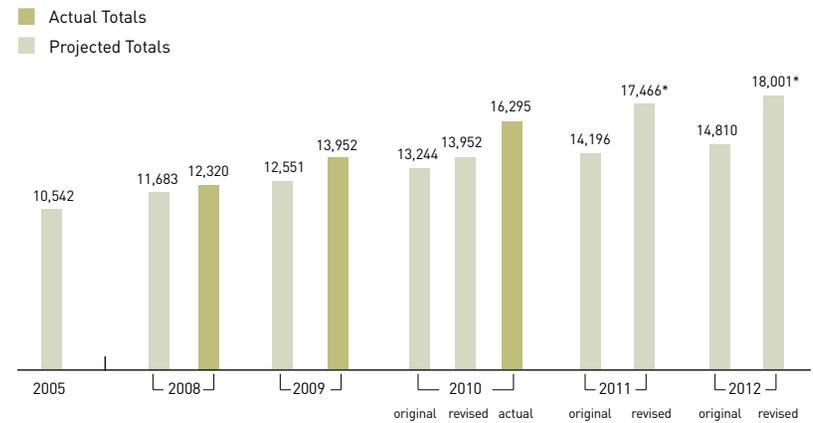
Most of the youth served have cycled in and out of foster care and/or are involved in the juvenile justice system. Youth Villages utilizes research-based programs, including intensive in-home services to youth and families that are designed to teach families how to help young people function successfully in school, at home, and with peers. These programs are far less costly and much more effective than traditional services to youth in the child welfare, mental health, and juvenile justice systems. (Multi-Systemic Therapy is one of the models Youth Villages utilizes at several sites, including Alabama, North Carolina, Texas and Washington, DC.) Since 1994, Youth Villages has served more than 21,000 high-risk youth and their families with its intensive in-home program, and 83 percent of those youth have remained at home successfully two years after discharge. A remarkable 82 percent have had no trouble with the law, and 83 percent are either still in school, have graduated, or are getting their GED two years after discharge. Fewer than 10 percent have been subsequently placed in highly restrictive residential treatment centers, psychiatric hospitals, or juvenile facilities. Compared with traditional out-of-home services, such as foster care and residential treatment, Youth Villages' in-home program offers a 38 percent lower average monthly cost and a long-term success rate twice the national average (80 vs. 40 percent).

Having achieved the growth milestones set forth in its 2008–2012 business plan, Youth Villages has developed a new growth plan for 2012–2016.

### Geographic Reach

Headquartered in Memphis, Youth Villages serves youth in eleven states (Alabama, Arkansas, Florida, Georgia, Massachusetts, Mississippi, New Hampshire, North Carolina, Tennessee, Texas, and Oregon) and Washington, DC.

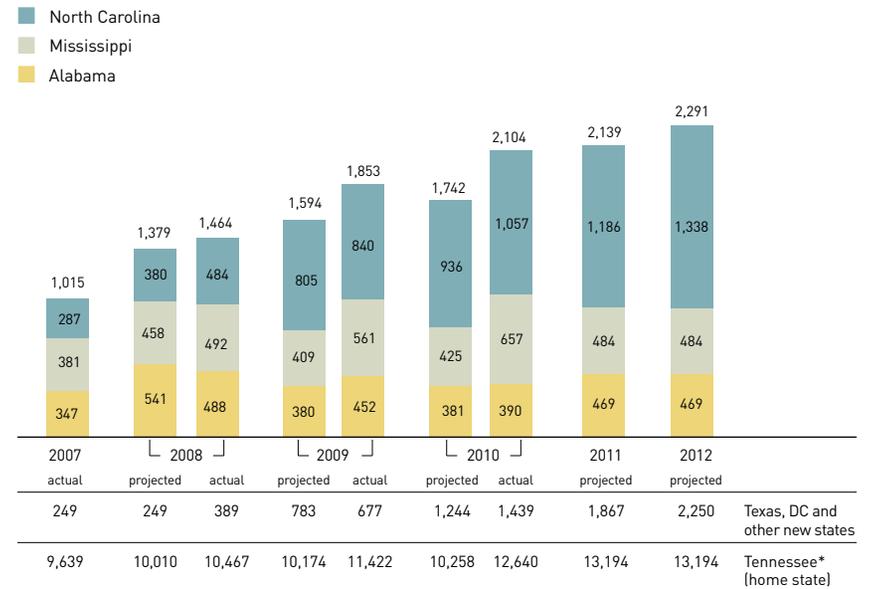
### Youth Villages: Youth Served



Note: Total includes all youth served by Youth Villages, including through its short-term specialized crisis program.

\*Youth Villages achieved its original business plan milestone in 2010. New stretch goals have been developed for 2011 and 2012.

### Youth Villages: Scaling — Youth Served by State

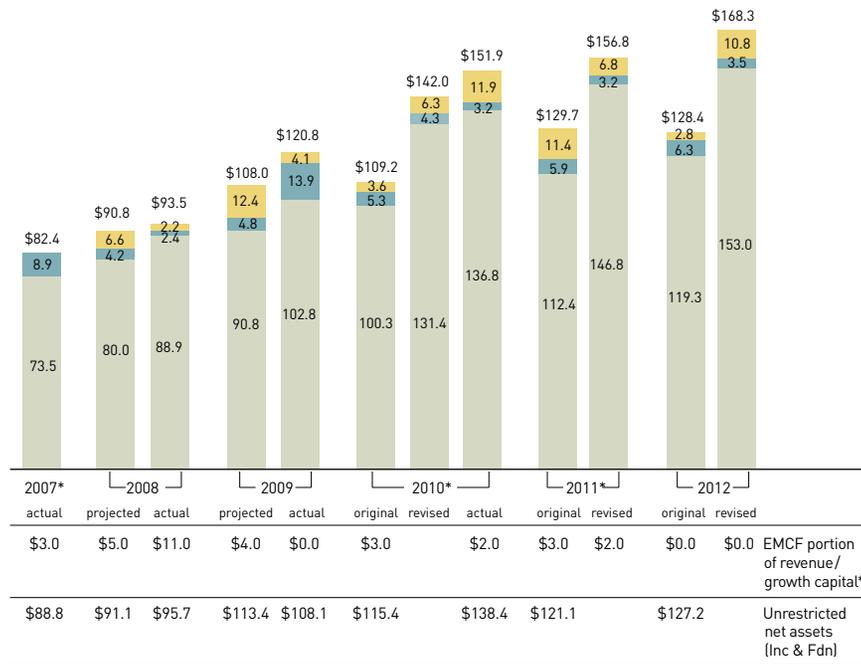


\*Tennessee, Youth Villages' home state, represents the scale Youth Villages has the potential to reach in other states.

**Youth Villages: Revenue** (in millions)

As an organization implements its growth plan, growth capital provides the funds necessary for the organization to scale up its operations. By the end of the growth plan, the organization is expected to secure its revenues from reliable, renewable sources and, if it were to stop growing, become sustainable at its new, larger scale.

- Growth Capital
- Private/Corp/Individuals
- Public Sector Grants/Contracts



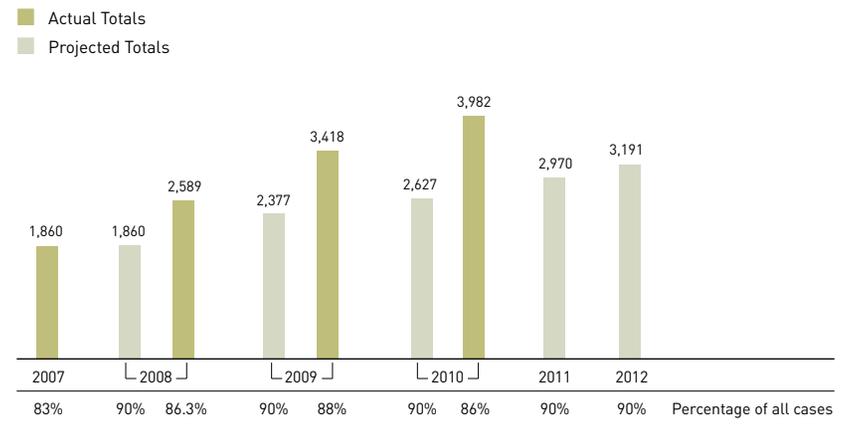
\*2007 amount was toward overall revenue. Amounts from 2008 and beyond are allocated for growth capital use.

\*\*Youth Villages raised its projection as a result of its merger with Inner Harbour in Atlanta, GA.

**Performance**

**Youth Villages: Successful Discharges**

This chart shows youth successfully leaving Youth Villages' programs after a minimum engagement of 60 days.



## Harlem Children's Zone

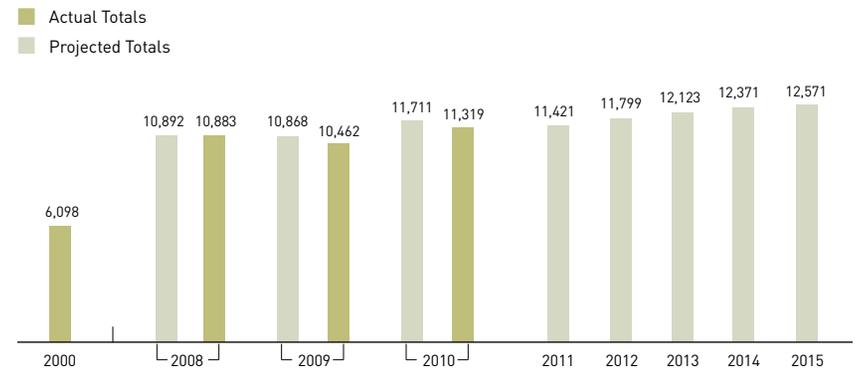
[www.hcz.org](http://www.hcz.org)

Harlem Children's Zone (HCZ) works to "rebuild the very fabric of community life" through a comprehensive set of programs that engage local residents and community stakeholders in providing a safe learning environment and positive opportunities for children and families in New York's Harlem community. The HCZ Project's conveyor belt of services stretches from birth through college and includes workshops for parents of young children, early childhood education, public charter schools, collaborations 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 and other post-secondary education opportunities.

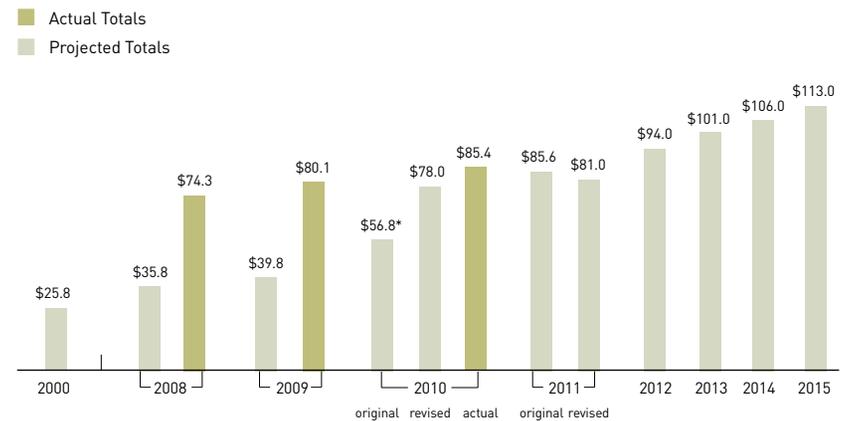
One of the Foundation's first partners in youth development, HCZ has grown from two blocks to 100 blocks in Central Harlem. Today, it serves more than 10,000 youth annually.

An independent evaluation by Harvard University economists Roland Fryer, Jr. and Will Dobbie found that HCZ's Promise Academy was "enormously effective at increasing the achievement of the poorest minority children."

### HCZ: Youth Served



### HCZ: Total Revenue (in millions)



Numbers prior to 2010 are HCZ only. Numbers 2010 and onward include HCZ's Promise Academy Charter Schools.

\*HCZ's original projection for 2010 did not include revenue from its Promise Academies.



Big Brothers Big Sisters

## Single-Service Organizations

### Big Brothers Big Sisters

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

Big Brothers Big Sisters of America is the national office for a network of more than 365 local agencies across the nation that matches adult volunteers with children facing adversity (ages 6–18) to form professionally supported one-on-one mentoring relationships. The organization has two core programs, community and school-based, distinguished by where the mentors meet with their youth.

In a rigorous scientific evaluation conducted by Public/Private Ventures, Big Brothers Big Sisters' community-based, one-on-one mentoring program was proven to have a meaningful, positive impact on the lives of its participants. Among its findings were that youth in the program were:

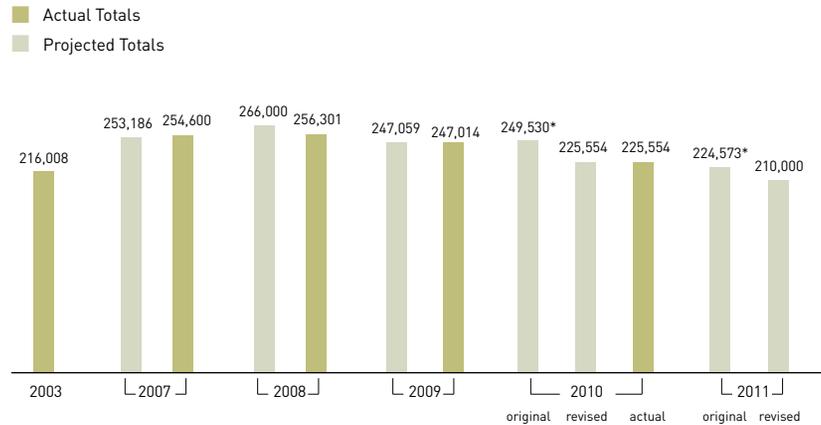
- 52 percent less likely to skip school,
- 46 percent less likely to begin using illegal drugs, and
- more likely to get along with their families and peers.

Big Brothers Big Sisters undertook a three-year randomized controlled trial, also conducted by Public/Private Ventures, of its school-based mentoring program. The study demonstrated positive outcomes in eight areas during the first year of the match. Largely because many of the matches did not continue into the second year, these outcomes were, for the most part, not sustained. Big Brothers Big Sisters developed an Enhanced School-Based model, in partnership with researchers, that has demonstrated improved match length and strength. The organization is incorporating the changed model and plans continued evaluations.

### Geographic Reach

Big Brothers Big Sisters has more than 365 local agencies in all 50 states, the District of Columbia, Puerto Rico and Guam.

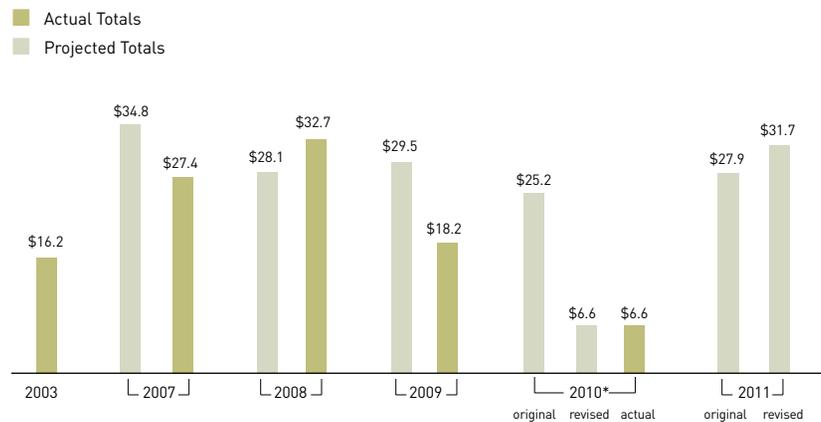
**BBBS: Youth Served**



Note: These totals include both school-based and community-based mentoring programs.

\*Youth served projections for 2010 and 2011 were revised downward in consultation with and approval from EMCF.

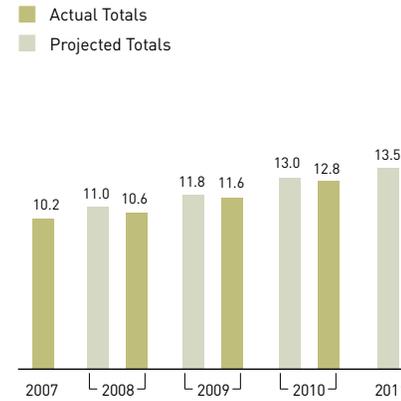
**BBBS: Total Revenue (in millions)**



\*FY 2010 revenue reflects only a partial year of performance due to a change in their fiscal year.

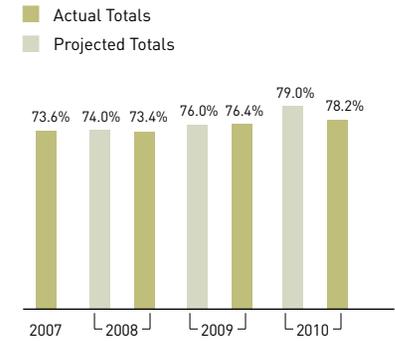
**Performance: School-Based Mentoring**

**BBBS: Average Match Length (in months)**



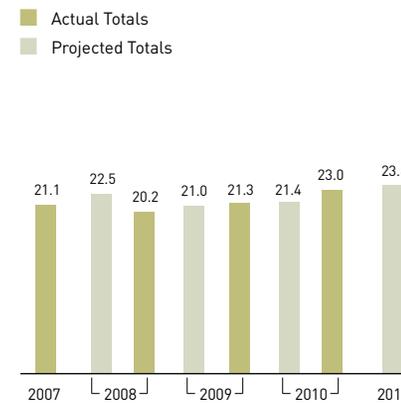
**BBBS: Match Retention**

Percentage of matches at any given time that have been active for six months or longer



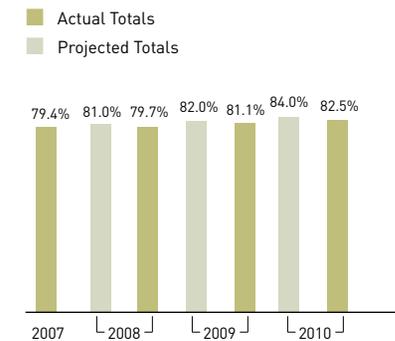
**Performance: Community-Based Mentoring**

**BBBS: Average Match Length (in months)**



**BBBS: Match Retention**

Percentage of matches at any given time that have been active for six months or longer



## Building Educated Leaders for Life (BELL)

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

BELL (Building Educated Leaders for Life) provides intensive academic and enrichment support to students (grades K–8) most at risk of failing in elementary or middle school. Its summer and afterschool programs are structured to provide each young “scholar” with individualized support in small classroom settings (with a student-to-teacher ratio no greater than 10 to one). Programs are delivered in partnership with local schools and school districts.

An Urban Institute random assignment evaluation conducted in 2006 found that participants in BELL’s summer program showed greater reading skills gains compared to the control group. BELL plans to further build its evidence base by engaging MDRC to conduct a second evaluation of the summer program, to be completed in 2012. The evaluation will explore the program’s impact on students’ academic engagement and performance throughout the school year across multiple, geographically diverse sites.

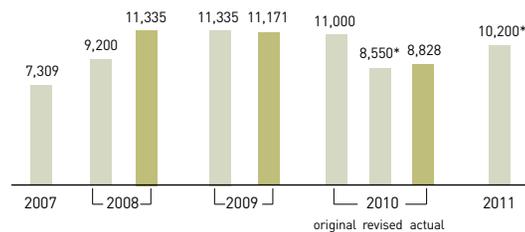
In March 2011, BELL was selected to receive a Social Innovation Fund grant from EMCF. BELL is undertaking scenario-based growth planning to set new targets to take advantage of this opportunity. Updated projections will be made available on EMCF’s website in Fall 2011.

### Geographic Reach

BELL currently has programs in Augusta, Georgia; Baltimore, Maryland; Boston and Springfield, Massachusetts; Detroit, Michigan; Newark, NJ; Charlotte, North Carolina; and New York City.

### BELL: Youth Served

■ Actual Totals  
■ Projected Totals



Projections for FY 2012–2014 will be available in Fall 2011, when the results of the latest scenario growth planning is complete.

\*BELL lowered its forecast for youth served because schools being served by the organization were no longer eligible for federal SES funding based on the improvements in academic achievement at the schools.

### BELL: Total Revenue (in millions)

■ Actual Totals  
■ Projected Totals



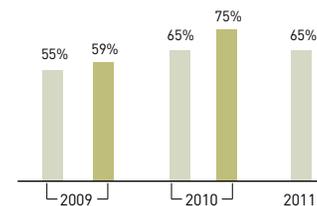
\*BELL lowered its forecast for youth served because schools being served by the organization were no longer eligible for federal SES funding based on the improvements in academic achievement at the schools.

### Outcomes

#### BELL: Afterschool Programs

Percent of students completing program who outpace national norms in acquiring new academic skills, as measured by a positive Normal Curve Equivalent score

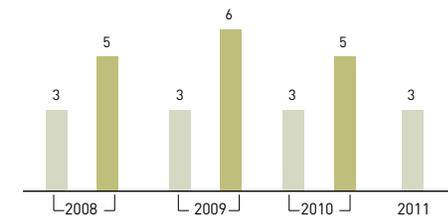
■ Actual Totals  
■ Projected Totals



#### BELL: Summer Programs

Months of academic skills gained, as measured by pre- and post-tests, by summer program participants

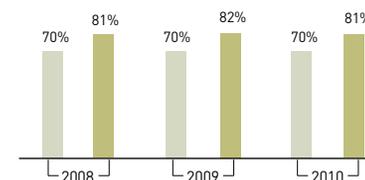
■ Actual Totals  
■ Projected Totals



### Performance

#### BELL: Average Daily Attendance

■ Actual Totals  
■ Projected Totals



### CAS–Carrera Adolescent Pregnancy Prevention Program

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

Evaluated by Philliber Research Associates, the Children’s Aid Society–Carrera Adolescent Pregnancy Prevention Program (CAS–Carrera) is the only multi-year national teenage pregnancy prevention program whose effectiveness has been scientifically proven. A longitudinal study conducted over three years in New York City showed a 50 percent reduction in birth rates in communities served, and a multitude of other positive outcomes, including statistically significant improvements in high school graduation and college admission rates, increased employment experience, more bank accounts, and increased use of primary care physicians instead of emergency rooms. In 2009, the Coalition for Evidence-Based Policy identified CAS–Carrera as having “Top Tier” evidence of effectiveness, one of the few pregnancy prevention programs in the United States to receive this distinction.

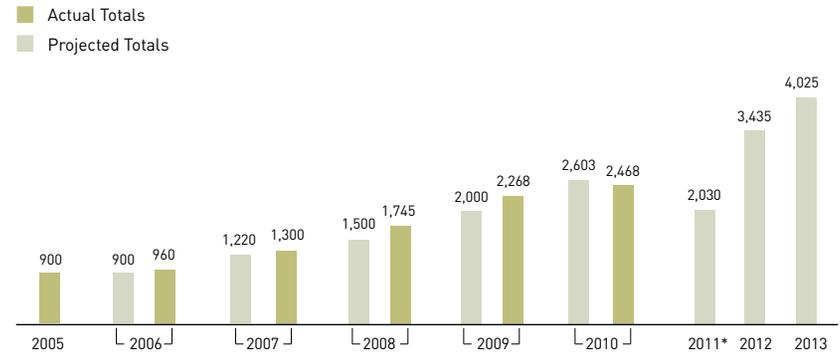
Building on the success of its afterschool model, CAS–Carrera has developed an integrated school model to provide program services throughout the school day. This model employs CAS–Carrera’s traditional seven components: daily education support; weekly financial literacy and employment preparation; weekly mental health sessions and individual support as needed; weekly family life and sexuality education; self-expression; lifetime individual sports; and comprehensive medical and dental services. CAS–Carrera begins with an entire 5th or 6th grade and adds a new grade each year until high school graduation, scaling significantly each year while reducing cost per participant through economies of scale. The organization is currently conducting research to ensure that the integrated school model achieves outcomes comparable to those of the original afterschool program.

In March 2011, CAS–Carrera was selected to receive a Social Innovation Fund grant from EMCF. CAS–Carrera is undertaking scenario-based planning to set new national targets to take advantage of this opportunity. Updated projections will be made available on EMCF’s website in Fall 2011.

#### Geographic Reach

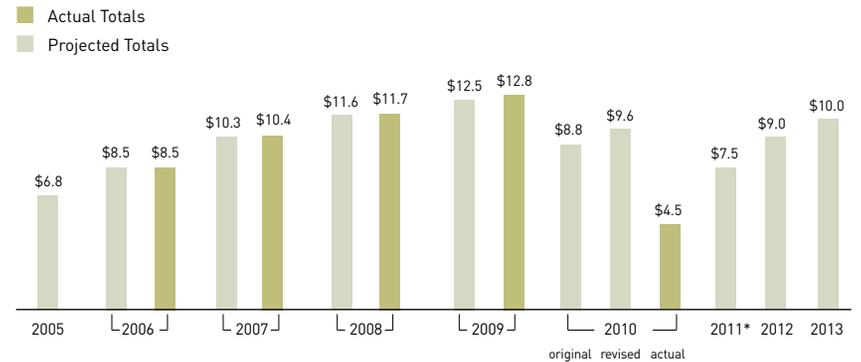
CAS–Carrera operates its proven afterschool model in Connecticut, Delaware, Florida, Georgia, Illinois, Michigan, New Jersey, New York, Ohio, West Virginia, and Washington, DC; and its integrated school model in four schools in New York City. CAS–Carrera will also be operating its integrated school model in Oklahoma beginning in FY 2012.

### CAS–Carrera: Youth Served



\*Fewer youth served in FY 2011 was due to loss of local funding and partnership sites unable to comply with the 6th through 12th grade program model.

### CAS–Carrera: Total Net Revenue — Network Wide (in millions)



Note: 2010 revenue includes only CAS-Carrera’s national office operations. Prior years (2005–2009) reflect total revenue across the network.

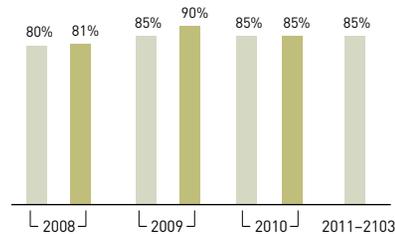
\*In 2010, CAS-Carrera adjusted how it calculated total revenue for the program; the projections reported here is based on the former approach, which included the revenue of affiliate sites not directly controlled by CAS-Carrera.

**Performance**

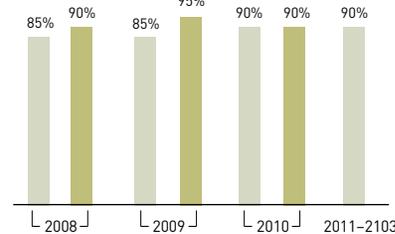
**CAS – Carrera: Average Daily Attendance Rate**

■ Actual Totals  
■ Projected Totals

Afterschool Sites



In-School/Integrated Sites



**Center for Employment Opportunities**

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

The Center for Employment Opportunities (CEO) helps prepare young people and adults returning home from prison and others with recent criminal convictions to find and keep permanent employment. It offers participants job readiness coaching, transitional employment, job placement assistance, and retention services.

CEO participated in a \$25 million, six-organization impact evaluation conducted by MDRC and sponsored by the U.S. Dept. of Health and Human Services that tracked participants for three years starting in 2005. CEO has been part of an MDRC random assignment study since 2005, and the study’s final results, to be released later this year, found that the program significantly reduced recidivism through three years of follow-up—an outcome described by the evaluators as “rare”—and resulted in cost-savings for taxpayers.

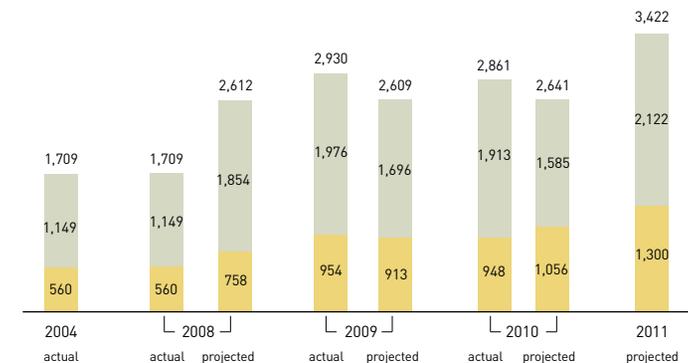
In March 2011, CEO was selected to receive a Social Innovation Fund grant from EMCF. CEO is undertaking scenario-based growth planning to set new targets to take advantage of this opportunity. Updated projections will be made available on EMCF’s website in Fall 2011.

**Geographic Reach**

Center for Employment Opportunities operates sites in New York City, Albany, Buffalo, Rochester, and Syracuse, NY. The organization has also begun setting up sites in California, at the behest of several government agencies and local funders.

**CEO: Numbers Served**

■ Adults  
■ Young Adults (18 to 25 years old)

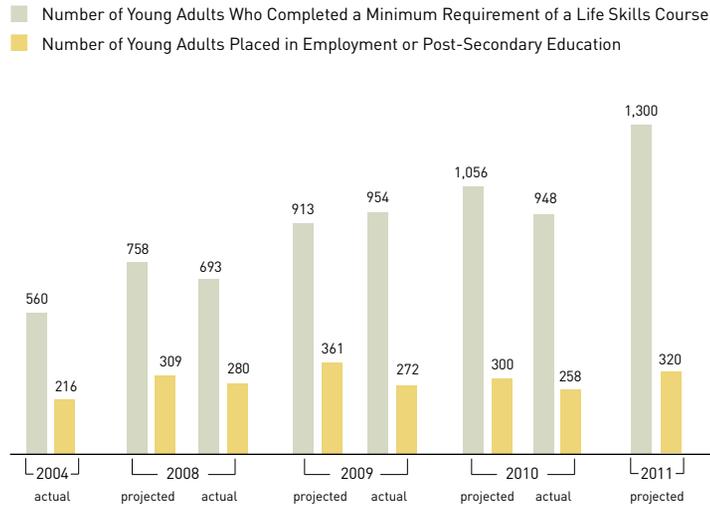


**CEO: Total Revenue** (in millions)



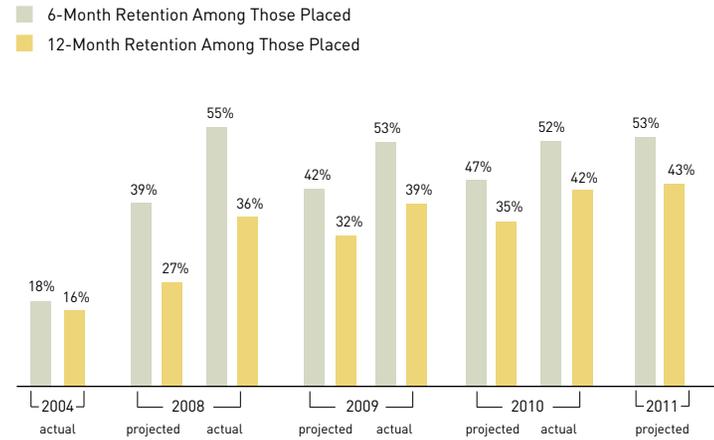
**Outcomes**

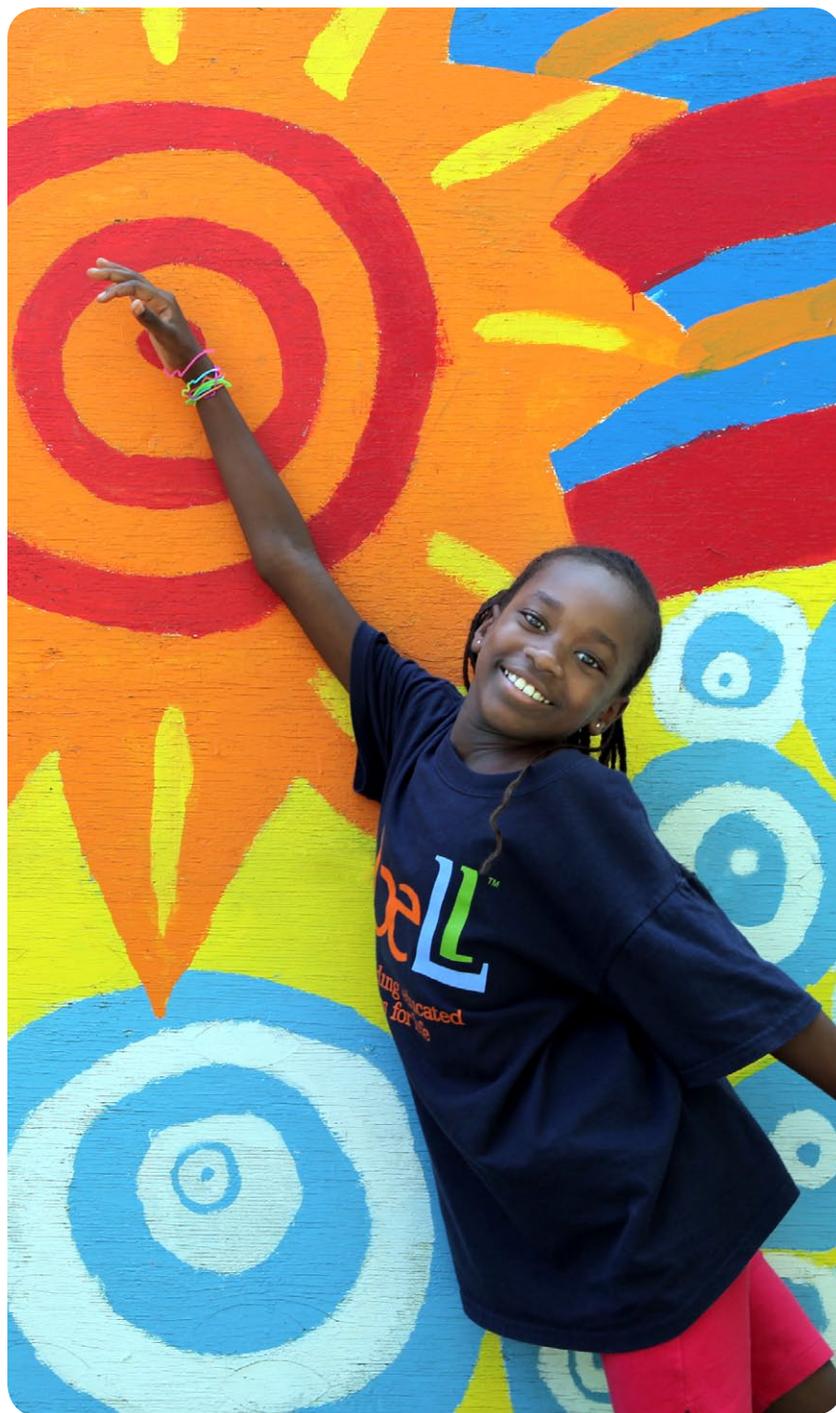
**CEO: Enrollment and Placement**



**Performance**

**CEO: Young Adults Retention Rate**





BELL Partner school

### First Place for Youth

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

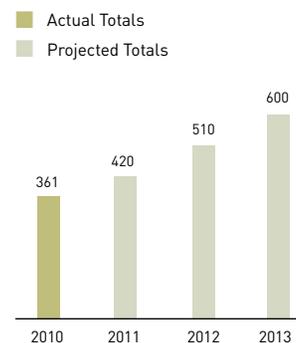
First Place for Youth works with youth transitioning out of foster care to help them gain the skills and education necessary to make a successful transition to self-sufficient adulthood. Serving youth in the Bay area and Los Angeles, First Place combines housing assistance with “wraparound” case management services that connect them with employment training, post-secondary education opportunities, and financial literacy classes.

First Place has in place a strong performance management system to track the outcomes the youth it serves attain. In 2010, 97 percent of youth avoided involvement with the justice system, 75 percent obtained employment, 73 percent exited the program with a high school diploma or GED, and 84 percent who entered the program with a high school diploma or GED enrolled in post-secondary education. Furthermore, after leaving the program, 89 percent of youth maintained stable housing. First Place recently launched an implementation study conducted by Public/Private Ventures to further strengthen the model and ensure it is implemented with fidelity across all sites. First Place expects this study will prepare the organization for a rigorous, independent evaluation upon its completion.

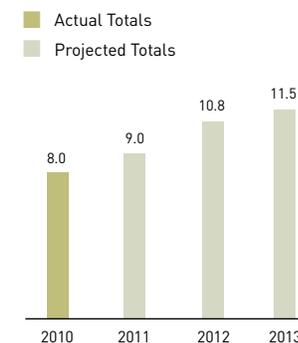
### Geographic Reach

First Place serves young people coming out of foster care in the San Francisco Bay Area, including Oakland, and Los Angeles.

First Place: Youth Served



First Place: Total Revenue (in millions)



## Green Dot Public Schools

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

Green Dot Public Schools (Green Dot) is a leader in transforming public education in Los Angeles and beyond so that all young adults receive the education they deserve to prepare for college, leadership and life. Green Dot operates charter high schools in economically disadvantaged neighborhoods in Los Angeles. By creating a small school environment more conducive to learning (numbering no more than 560 students per school, compared with more than 3,500 in a typical public high school in Los Angeles), it maintains attendance rates close to 95 percent, and its students achieve stronger results than their counterparts with similar backgrounds in traditional public schools.

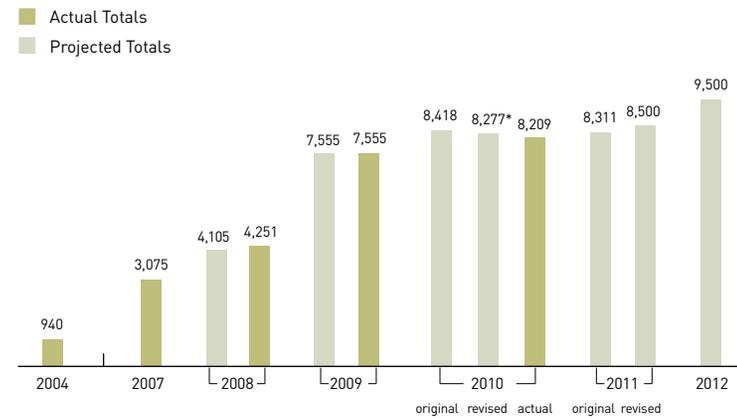
Green Dot’s model and its strong commitment to quality produce very positive results: 76 percent of students who enter in the 9th grade graduate high school, and almost 80 percent of these graduates go on to four-year colleges and universities, compared with the Los Angeles Unified School District’s graduation rate of just 42 percent of its 9th graders and a college attendance rate of only 22 percent.

### Geographic Reach

Green Dot Public Schools operates 19 charter schools in Lennox (an unincorporated section of Los Angeles County near Los Angeles International Airport), Inglewood, Boyle Heights in East Los Angeles, Venice, South Los Angeles, and Watts. Future growth will be concentrated in these and other economically disadvantaged areas.

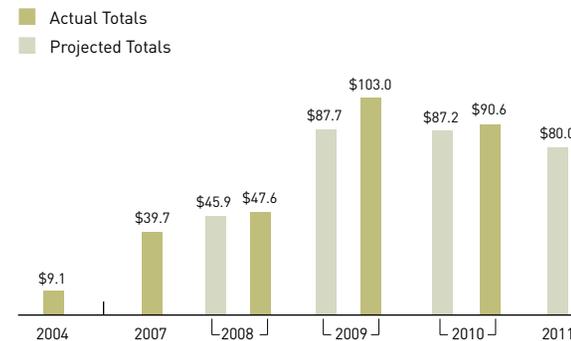
In fall 2008, Green Dot took over administration of Locke High School in Watts and restructured it into six high-performing small schools based on its successful model. This marked the first time that an outside organization had been granted permission by the Los Angeles School Board to run a traditional public high school. Also in fall 2008, Green Dot opened a charter school in the South Bronx in New York City as part of a joint venture with the New York City teachers union, highlighting Green Dot’s innovative union contract that provides for higher pay, professional development, and greater accountability.

### Green Dot Public Schools: Youth Served



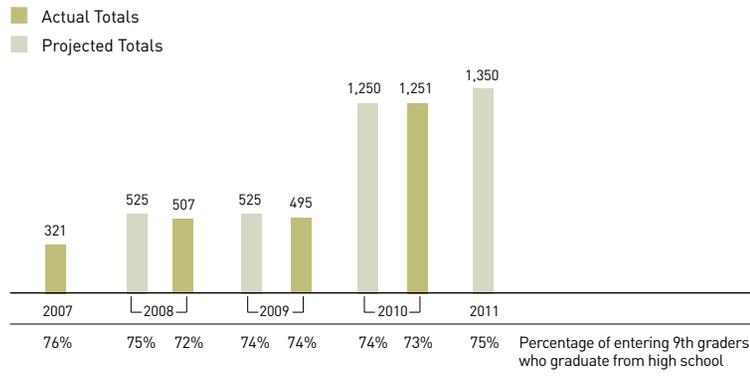
\*Green Dot lowered its forecast for youth served due to a reduction in state funding as a result of the economic downturn.

### Green Dot Public Schools: Total Revenue (in millions)

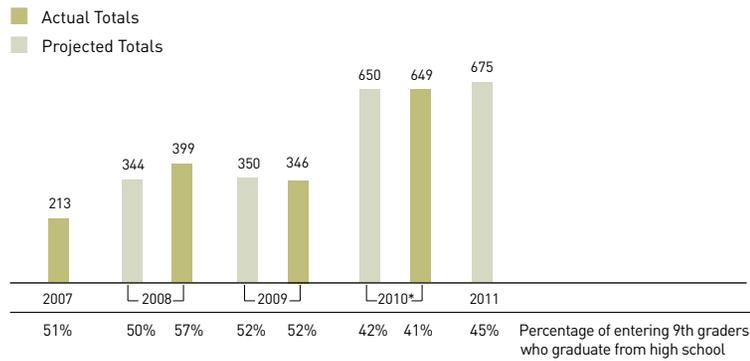


**Outcomes**

**Green Dot: Students Graduating High School**

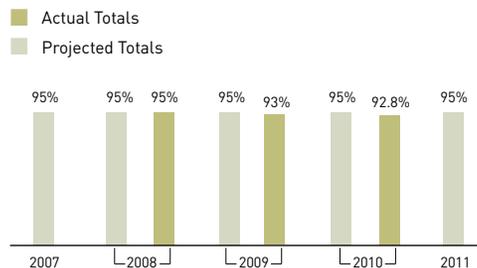


**Green Dot: College Acceptance**



\*Green Dot attributes the decrease in 9th graders accepted primarily to the economy drying up traditional routes to four-year colleges for underserved students. A higher percentage has decided to enroll in two-year colleges in the past two years.

**Green Dot: Daily Program Attendance**



**Hillside Work-Scholarship Connection**

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

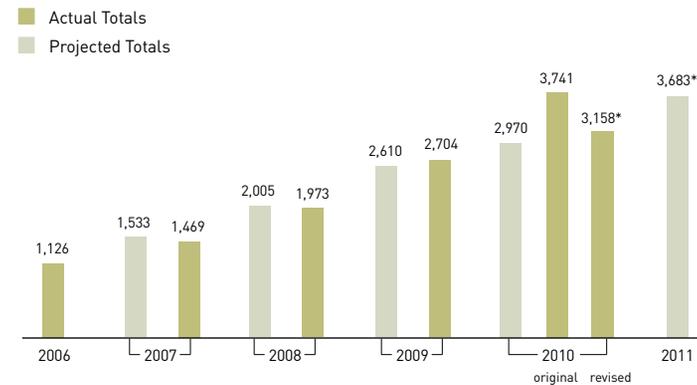
Hillside Work-Scholarship Connection (HW-SC), through a unique partnership with Wegmans Food Markets and other private employers, seeks to increase the graduation rates of youth (grades 7–12) residing in Rochester and Syracuse, New York, and Prince George’s County, Maryland, by providing in-school support staff, academic resources, and life skills development and job training in and out of school. Its programs are designed to ensure that students leave high school with the knowledge and skills necessary to pursue post-secondary education or employment opportunities. HW-SC is an independent organization affiliated with the Hillside Family of Agencies.

An external comparison group evaluation conducted by the Center for Governmental Research in 2004 found that HW-SC students in Rochester public schools graduated high school at twice the rate of their peers (61 percent, compared with 31 percent).

**Geographic Reach**

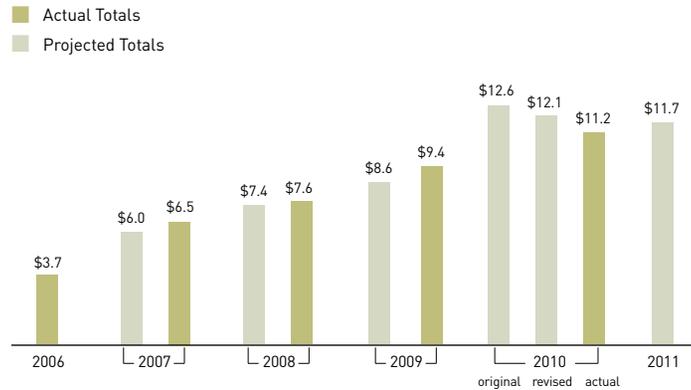
HW-SC serves at-risk youth in Rochester and Syracuse, New York, and in Prince George’s County, Maryland.

**Hillside: Youth Served**



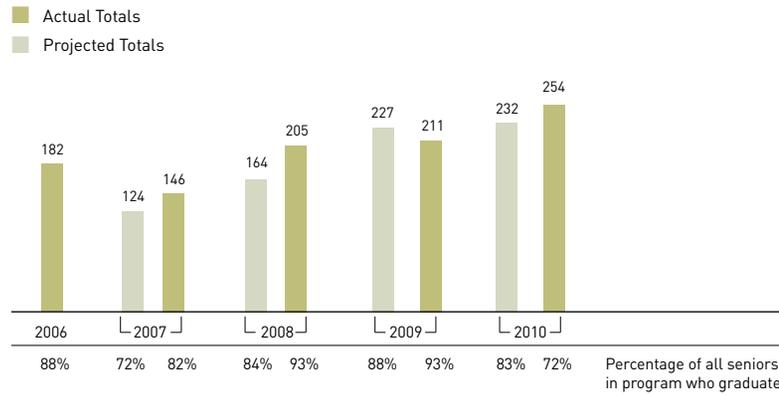
\*Starting in 2010, HW-SC adopted a more rigorous methodology for counting students using an “average enrollment figure” that is more representative of student slots than the point-in-time count at the end of the year that HW-SC formerly employed.

**Hillside: Total Revenue** (in millions)



**Outcomes**

**Hillside: Number of Students Graduating High School**



**National Academy Foundation**

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

The National Academy Foundation (NAF) supports a national network of nearly 500 career academies that are based in public high schools and serve youth ages 14–18. Career academies, organized as “small learning communities,” are taught by specially trained teachers who help students achieve academic success and prepare them for productive careers.

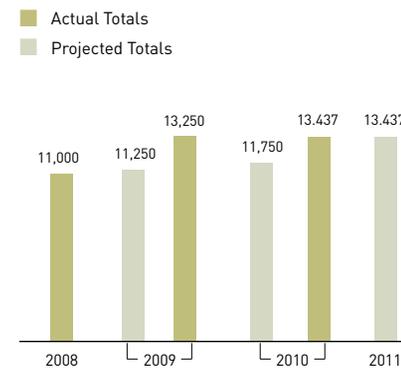
A 15-year randomized controlled evaluation by MDRC of the career academy model found long-term positive employment outcomes for participants. (NAF is one of the foremost organizations implementing the career academy model.) Career academy students were much more likely to stay in school through 12th grade, had higher attendance rates, and earned 11 percent more than their peers eight years after graduation.

NAF is implementing a network-wide performance management and outcomes tracking system, which will include a national data system for all career academies to use.

**Geographic Reach**

NAF supports career academies in forty states and Washington, DC.

**NAF: Youth Served** (those estimated most at risk)\*



**NAF: Total Revenue** (in millions)



\*The numbers listed for youth served in this report reflect 25% of total youth served by NAF across its national network. This figure was determined using MDRC’s evaluation of career academies, which found that 25% of youth served were at highest risk of failing to graduate high school and represent the target population for EMCF. NAF is currently implementing a data and performance tracking system across its network so it can more accurately track and assess the youth it serves.

\*\*Audited financial data not yet available.

### Self Enhancement, Inc.

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

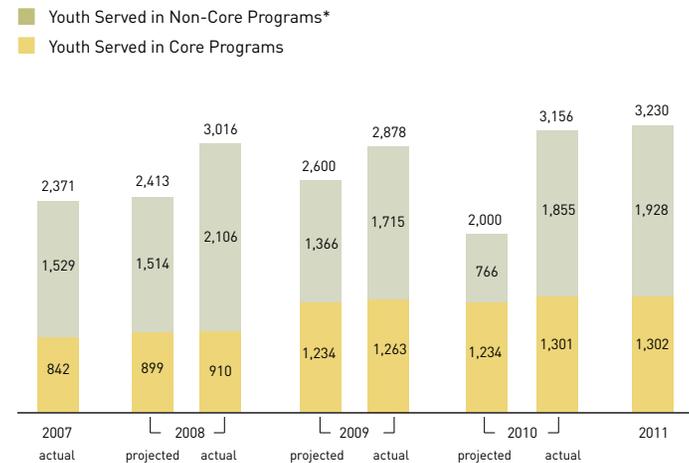
Self Enhancement, Inc. (SEI) serves primarily African-American youth (ages 8–25) and their families in Portland, Oregon, with in-school, afterschool, summer and post-secondary programs to help them reach their full potential. SEI’s program model, centered on staff becoming a “parent, mentor and instructor” to each youth participant, is long-term and intensive; coordinators stay with youth from second grade to age 25. Through this combination of comprehensive services that include in-school case management, parent involvement, mentoring, and tutoring assistance, SEI enables youth to succeed academically, gain entrance to post-secondary education, and obtain sustainable employment.

Internal performance tracking shows promising results, with two-thirds of participants improving attendance, grades and school behavior. Ninety-eight percent of participants graduate high school, of which 85 percent go on to post-secondary education. A recent program evaluation conducted by the University of Oregon’s Institute for Violence and Destructive Behavior found that SEI’s programs are rooted in evidence-based models and implemented with high fidelity. SEI has engaged Public/Private Ventures to conduct a three-year, quasi-experimental evaluation of its core program model. SEI has formed an evaluation advisory committee to support its evaluation work.

### Geographic Reach

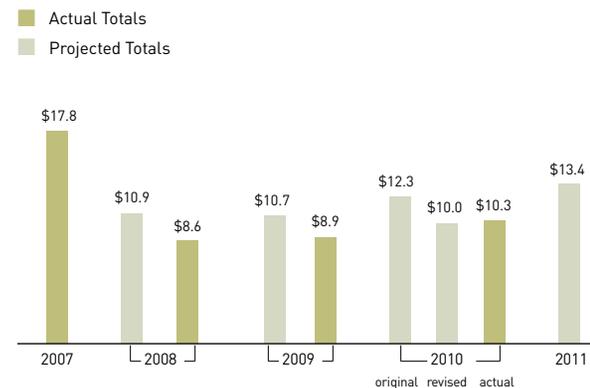
Self Enhancement, Inc. serves youth throughout Portland, Oregon. In addition, SEI has been collaborating with Overtown Youth Center in Miami, Florida, to implement SEI’s program model there.

### Self Enhancement, Inc.: Youth Served



\*SEI’s core program engages youth in long-term, high-engagement interventions from age eight through age 25. Youth in non-core programs participate in shorter-term programming and do not receive the full complement of services available through SEI’s core program model. The number of youth served in non-core programs has been almost twice the original projections. SEI received funding to add an additional Schools Uniting Neighborhoods (SUN) school site and continued to serve a large number of youth at the five other SUN sites.

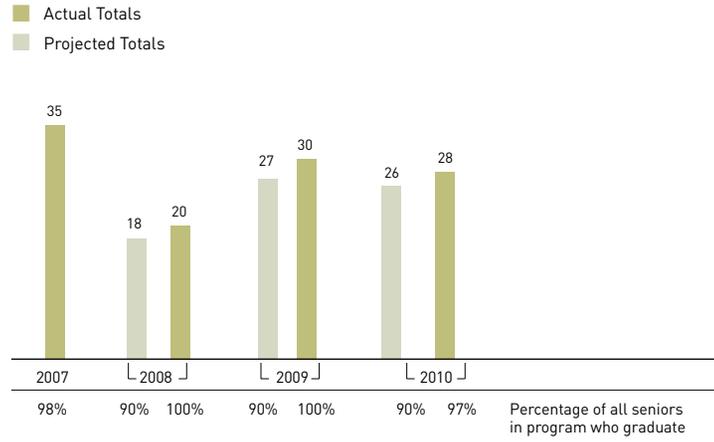
### SEI: Total Revenue (in millions)



Note: The difference in revenue was made up by unrestricted funds raised in previous years that were held in the endowment and were used as planned.

**Outcomes**

**SEI: Number of Students Graduating High School**

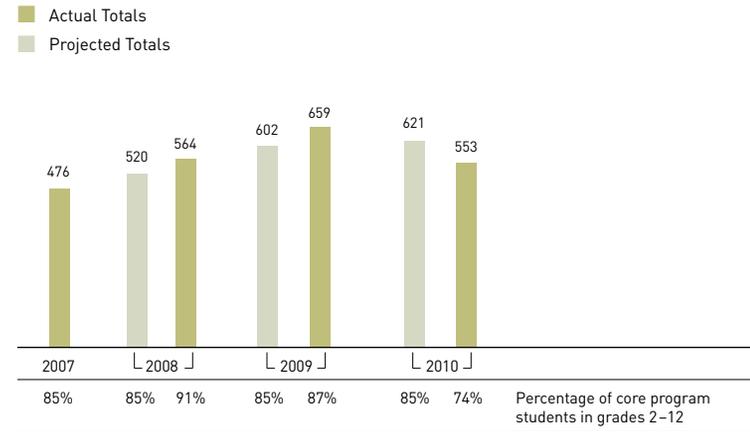


\*2007 target was 90%; SEI exceeded projections.

**Performance**

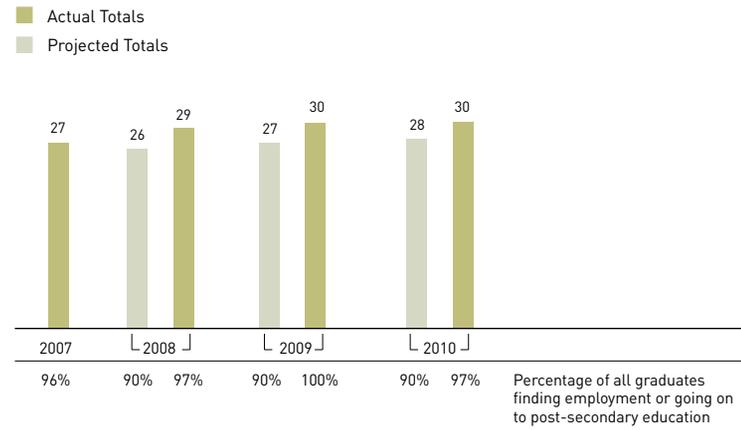
**SEI: School Attendance**

Number of students with at least 90% attendance rate



**SEI: Employment and Education**

Number of graduates



\*2007 target was 90%; SEI exceeded projections.



Harlem Children's Zone

## Multi-Service Organizations

**M**ulti-service organizations (MSOs), in contrast to single-service nonprofits, typically concentrate on a single community or geographic area and provide a range of programs to a variety of age groups. These organizations often integrate various services and programs in order to improve overall quality and greater participant outcomes.

The Foundation continues to assess and improve how we track and report on the performance of MSOs as we apply lessons from our work. In past annual reports, the Foundation assessed MSOs primarily on the progress they were making in implementing robust, organization-wide performance tracking and data management systems. These systems are useful in making program improvements, and in preparing for external evaluations that can demonstrate program effectiveness.

Since that time, the Foundation has refined how it assesses performance of MSOs to better reflect our goal of building stronger organizations able to serve more youth with effective programs, and now reports on youth served and revenue for all grantees. When appropriate, we will introduce program quality and outcome metrics to measure how youth are benefiting from our grantees' programs.

The section also includes Boys & Girls Clubs of America, a national network, among MSOs, because its affiliated local clubs offer a variety of programs in their communities, much in the manner of MSOs.

### Congreso de Latinos Unidos

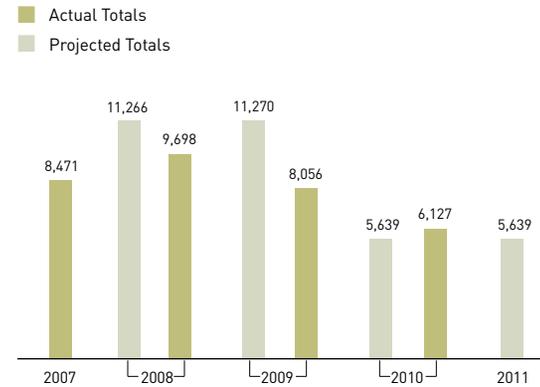
[www.congreso.net](http://www.congreso.net)

Congreso primarily serves neighborhoods in Eastern North Philadelphia, where the majority of the city’s Latino population resides. Congreso’s goal is to alleviate poverty and promote economic self-sufficiency to ensure that our most vulnerable populations have the educational credentials and workforce skills to compete in a global economy. Congreso is a nationally recognized leader in providing education, workforce and health services in the Latino community, and removing barriers to access to such services.

Central to Congreso’s approach are placing the client at the center of all decisions, measuring participant outcomes and creating strategic partnerships.

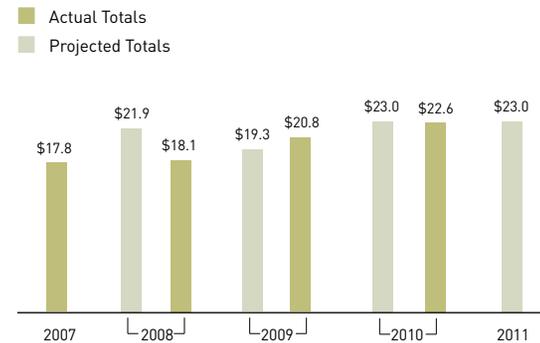
Congreso is implementing a comprehensive performance-management tracking system across the organization. Recently the organization has invested significantly in developing intensive service models within a K–12 educational pipeline (from kindergarten through two years of post-secondary education). During Congreso’s last fiscal year, it served approximately 16,000 youth and adults.

### Congreso: Youth Served



Reduction in youth served is based on decreasing capacity for low-dosage non-outcomes-producing programs. Youth no longer served in these programs are referred to government safety net programs that provide similar services.

### Congreso: Total Revenue (in millions)



### Good Shepherd Services

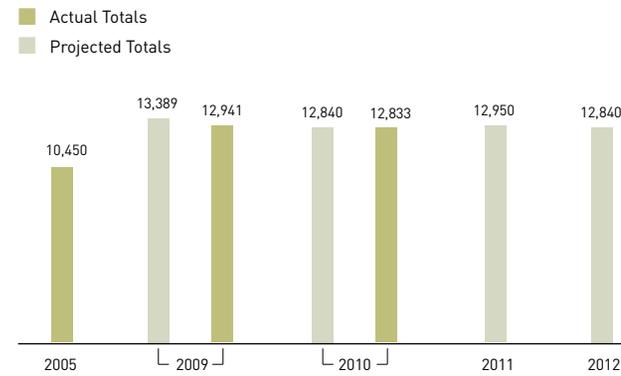
[www.goodshepherds.org](http://www.goodshepherds.org)

Good Shepherd Services, based in New York City, provides a comprehensive set of services that surround at-risk youth and families in Brooklyn, the Bronx and Manhattan with “a web of supports that promote a safe passage to self-sufficiency.” The agency reaches more than 20,000 participants through programs that provide school-based support, differentiated educational options that re-engage older youth in completing high school, afterschool programming, family counseling and support, and foster care and adoption services.

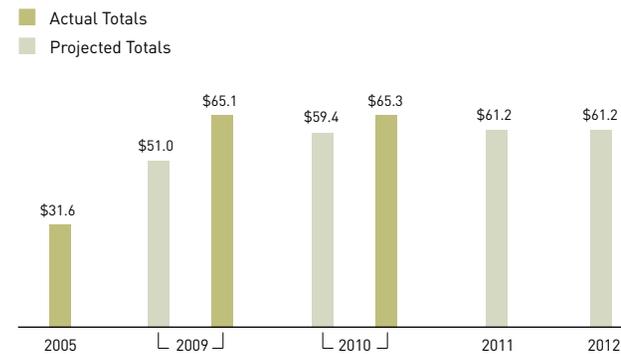
In partnership with the New York City Department of Education (DOE) and with support from the Bill & Melinda Gates Foundation, Good Shepherd Services has replicated its highly regarded transfer high school model for older youth (ages 16–21) who have fallen off track in traditional schools. Through its collaboration with the DOE, the agency has also initiated and expanded other educational models that offer multiple pathways to graduation for this population.

Good Shepherd Services is currently implementing a comprehensive performance-management tracking system across the organization. The agency recently completed a feasibility study and will initiate a quasi-experimental, third-party evaluation of two of its programs in the coming year.

#### Good Shepherd Services: Youth Served



#### Good Shepherd Services: Total Revenue (in millions)



### Latin American Youth Center

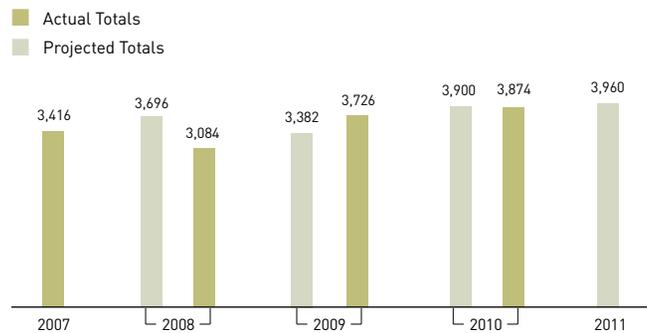
[www.layc-dc.org](http://www.layc-dc.org)

Latin American Youth Center (LAYC) serves youth of all ethnic backgrounds in Washington, DC. It also operates the Maryland Multicultural Youth Centers at three sites in Prince George’s and Montgomery counties in Maryland. LAYC offers a comprehensive set of services that include education, social services, work skills, advocacy, and residential programs, and serves more than 4,000 young people and adults annually.

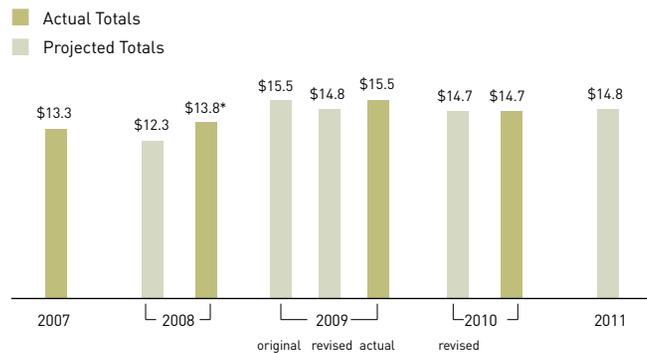
LAYC is currently implementing a comprehensive performance-management tracking system across the organization.

In 2010, LAYC was awarded a Social Innovation Fund (SIF) grant from Venture Philanthropy Partners to further evaluate and grow its “Promotores” model.

**LAYC: Youth Served** (ages 9–24)



**Latin American Youth Center: Total Revenue** (in millions)



\*LAYC initially reported \$16.9 million in revenue in its 2008 audit. LAYC restated its financials in 2009 and now reports \$13.8 million in revenue for 2008.

### Boys & Girls Clubs of America

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

For more than 100 years, Boys & Girls Clubs of America has enabled young people, especially those who need Clubs most, to reach their full potential as productive, caring, responsible citizens. Today, some 4,000 Boys & Girls Clubs serve some four million young people through Club membership and community outreach. Clubs can be found throughout the country and on U.S. military installations worldwide, providing young people 6–18 years old with guidance-oriented character development programs conducted by trained, professional staff. Key programs emphasize leadership development; education and career exploration; community service; technology training; financial literacy; health and life skills; the arts; sports, fitness and recreation; and family outreach. In a Harris Survey of alumni, 7 percent said the Club saved their lives.

Boys & Girls Clubs of America is currently expanding its Leadership University to develop the skills of local Club leaders, and supporting a national initiative to implement standardized outcome measures across its network, thus ensuring Boys & Girls Clubs’ continued efforts on behalf of young people for generations to come.

## Grantees In Planning

The Foundation did not track or report on the performance of nine grantees. Six organizations were recently awarded EMCF Social Innovation Fund grants: Children's Home Society of North Carolina, Children's Institute, Inc., Communities in Schools, Gateway to College National Network, Reading Partners, and The SEED Foundation. EMCF will report on the performance of these grantees in the coming year. These six are among the nine initial grantees in the True North Fund, which EMCF established to leverage public money from the Social Innovation Fund and private money from the Foundation and other institutional and individual philanthropic co-investors to effectively capitalize and expand evidence-based programs to serve more low-income young people. The three other grantees in the True North Fund are BELL, CAS-Carrera, and the Center for Employment Opportunities; reports on their performance can be found starting on page 27. More information about the True North Fund can be found on the Foundation's website at [emcf.org](http://emcf.org).

Two EMCF grantees—PACE Center for Girls and National Guard Challenge—are currently undertaking business planning, with assistance from the Bridgespan Group, to develop comprehensive growth plans. EMCF will also report on the performance of these grantees when the Foundation makes long-term investments in them.

This section also includes Boys & Girls Clubs of America, a national network of affiliated local clubs that offers a variety of programs for young people in their communities. The Foundation is currently supporting BGCA's efforts to expand its leadership development initiative for local club leaders and senior management, as well as a nationwide initiative to implement standardized outcome measures across the organization's vast network.

### Children's Home Society of North Carolina

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

The Children's Home Society of North Carolina (CHSNC) provides a range of services to youth, with an emphasis on child welfare. EMCF's SIF investment supports two of these services: the Family Finding and Wise Guys programs.

The Family Finding program is an intensive intervention to identify and engage family members and other resources in the lives of youth who are in or aging out of foster care. It seeks to reduce foster care placements and substantiated claims of abuse and neglect while in foster care. Family Finding staff are specially trained, carry small caseloads (about five) and spend three to four months working with each youth.

CHS is currently participating in a random assignment evaluation, conducted by Child Trends, to determine the impacts of Family Finding services. The evaluation pools participants served by CHS with those served by the North Carolina Division of Social Services. Interim results will be available in 2012, and final results in 2013.

Wise Guys is a 12-session teen pregnancy prevention program that informs middle-school males about appropriate sexual behavior, including abstinence and contraception, as well as communication and healthy relationships. This teen pregnancy prevention curriculum is delivered in middle schools and community centers with parental consent. A random assignment study by UNC Greensboro was completed in 2011 and published in the peer-reviewed *Journal of School Health*. It reported greater knowledge of sex and reproductive biology and STD transmission, and higher rates of desirable attitudes toward sex and appropriate sexual behavior.

### The Children's Institute Inc

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

Children's Institute, Inc. (CII) is a multi-service organization serving children, youth and families involved in the foster care and juvenile justice systems in two low-income neighborhoods in Los Angeles, CA: Central Los Angeles and Watts. Its services are grouped into four domains: clinical (intensive family-based services and mental health services), family support (parent education), enrichment (arts and recreation), and early education (Early Head Start). Across all four domains, CII treats trauma experienced by economically disadvantaged young people and tries to address an entire family's needs (not just the youth's) by providing wraparound evidence-based practices so a young person and his/her family receive all the treatment and services they need.

CII implements evidence-based practices such as Trauma-Focused Cognitive Behavior Therapy, Functional Family Therapy and Multidimensional Treatment Foster Care whose outcomes include reduced gang involvement, academic improvement, improved school attendance, and family reunification and preservation. CII is currently considering several options for rigorous evaluation to verify these programs are being

administered with fidelity and are achieving positive outcomes for youth in areas such as school attendance, grade promotion and avoidance of high-risk behaviors.

### Communities in Schools

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

Communities in Schools (CIS) serves economically disadvantaged students in grades K–12 who are at greatest risk of dropping out of school. It seeks to reduce the number of dropouts by coordinating and integrating the delivery of community-based services into schools. At each participating school, a CIS coordinator conducts a needs assessment to identify the priority needs of students and then works with school staff to bring in resources that meet these needs. The CIS coordinator develops strategic partnerships with local providers to offer Level I services to the entire student body, and arranges more intensive case management support, or Level II services, for the five to 10 percent of students identified as most likely to fall behind academically or drop out.

In October 2010, an independent evaluator, ICF International, completed a multi-part, five-year evaluation of the CIS program that included a quasi-experimental school-level study and three youth-level randomized controlled trials. These yielded positive findings with regard to grades and attendance and, taken together, suggested that youth benefit from the comprehensive CIS model (Levels I and II) and from the Level II services alone. CIS is committed to further evaluation and expected to achieve demonstrated effectiveness by 2014.

### Gateway to College National Network

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

Gateway to College National Network (GtCNN) works with community colleges and school districts to implement the Gateway to College (GtC) model, an alternative education program that helps students who have dropped out of high school, or are at high risk of dropping out, earn a diploma while also earning college credits. All GtC classes are taught on college campuses, beginning with the “Foundation Experience,” in which students take courses in developmental reading, writing, math and college skills. They then transition to regular college classes and continue working toward high school diplomas and associate’s degrees. Resource specialists on GtC staff serve as advisors and mentors. GtCNN provides training, technical assistance, professional development and program evaluation to each site—from planning through start-up and for as long as the program remains in the network.

Gateway has initiated an evaluation planning process and intends to undertake an in-depth feasibility study in fall 2011, followed by a random assignment study conducted by MDRC in 2012. The study is expected to generate valid estimates of the

program’s effects within a year after enrollment on intermediate outcomes such as credits earned, school attendance, risk-taking behavior and attachment to school and the labor market. Interim results from the evaluation will be available in 2014, and long-term results, including effects on high school graduation and post-secondary credentials, in 2015.

### Reading Partners

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

Reading Partners helps elementary school students who are six to 30 months behind in reading catch up to their peers and become proficient. It operates reading centers at Title I K–5 and K–8 schools in which trained, supervised volunteers provide one-on-one literacy tutoring. The program is designed to support the highest-need students identified by reading assessments.

An internal randomized controlled trial evaluation, initiated in 2010, is currently underway. The randomization and data collection are conducted by Reading Partners staff, overseen and analyzed by Dr. Deborah Stipek, Dean of the Stanford School of Education. Preliminary analyses by Reading Partners show that Reading Partners’ students significantly outperform peers in the same classroom. Standardized assessments have shown that 89 percent of Reading Partners students measurably accelerate their progress in reading, gaining on average an entire grade level in reading skills for every 25 hours in the program. Reading Partners also plans for additional rigorous evaluations to assess the program’s effectiveness in increasing reading proficiency and sustaining this improvement in multiple school sites.

### The SEED Foundation

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

The SEED Foundation opens and supports public boarding schools for disadvantaged students who are highly unlikely to succeed in a traditional public school setting and would benefit greatly from a 24-hour-a-day learning environment. The schools, which start in middle school and extend through high school (and include post-secondary support), combine a rigorous college-prep academic curriculum with youth development activities and intensive social supports in the afterschool hours to provide comprehensive services that help young people improve their life trajectories by succeeding in school and pursuing post-secondary educational opportunities.

A study completed by Roland Fryer in 2011 analyzed results from the random assignment of youth to the SEED school in Washington, DC in 2007 and 2008 and found that the school significantly increased students’ standardized test scores in reading and math, compared to youth who attended other schools, with much larger effects for girls than for boys. The organization is currently planning for another evaluation to expand its base of evidence.

## PACE Center for Girls

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

PACE Center for Girls (PACE) operates non-residential day programs at 17 centers across Florida for young women, ages 12–18, involved in or at risk of involvement in the juvenile justice system. PACE's program, which generally lasts 12–18 months, provides comprehensive education, social services and career-readiness support in a gender-responsive way that meets the unique development needs of girls. It provides counseling, education, life skills, and transition services to 2,000 girls annually in order to help reduce or prevent their involvement in criminal activity and the juvenile justice system, avoid disciplinary problems in school, improve school performance, and attain self-sufficiency as adults.

PACE's internal performance tracking indicates very successful outcomes. Of the girls who participate in the program over 90 days, 95 percent improved academically and 79 percent improved by one full grade level. Of the girls who completed the program, 91 percent had no involvement with the criminal justice system one year after leaving PACE, and 88 percent remained uninvolved after five years. The organization is committed to rigorous evaluation of its program model, and evaluation planning is central to its business planning work.

## The National Guard Youth ChalleNGe Program

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

The National Guard ChalleNGe Program (ChalleNGe) provides a 17-month education, employment-readiness and youth development program to youth, ages 16–18, who have dropped out of school and are unemployed. Founded by the National Guard to strengthen the communities in which its service members live and work, ChalleNGe is a voluntary intervention program that currently serves over 7,600 youth annually in 32 sites across 27 states. ChalleNGe is operated in conjunction with the U.S. Department of Defense, National Guard Bureau, National Guard Youth Foundation and local operating sites.

A randomized controlled trial conducted by MDRC found that four months after graduating from the program, participants were significantly more likely to have attained a GED/HS diploma, attend college, and be employed full-time, and less likely to be involved in the criminal justice system. Fifteen-month post-program outcomes are expected in 2011. Approximately 14 percent of participants enter the military after completing the program.

## 2010 GRANTS

	Grants Awarded During the Year	Grants Paid During the Year
<b>Youth Development Fund</b>		
<b>BUSINESS PLANNING</b>		
<b>National Academy Foundation</b> <i>New York, NY</i> For general operating support, including help to defray the costs associated with the time staff will spend on business planning, and to address organizational infrastructure needs.		\$1,000,000
<b>National Guard Youth ChalleNGe Program</b> <i>Arlington, VA</i> For general operating support, including help to defray the costs associated with the time staff will spend on business planning.	\$250,000	
<b>Pace Center for Girls</b> <i>Jacksonville, FL</i> For general operating support, including help to defray the costs associated with the time staff will spend on business planning.	\$250,000	\$250,000
<b>CAPITAL AGGREGATION INVESTMENTS</b>		
<b>Citizen Schools, Inc.</b> <i>Boston, MA</i> Continued support of the organization's \$30 million growth capital campaign for implementations of its growth plan.		\$2,500,000
<b>Harlem Children's Zone</b> <i>New York, NY</i> To support implementation of the organization's FY 2011–2015 growth and sustainability plan.	\$15,000,000	\$5,000,000
<b>Nurse-Family Partnership</b> <i>Denver, CO</i> Continued support for the organization's \$50 million growth capital campaign for implementation of its growth plan.		\$4,000,000

2010 Grantees (continued)	Grants Awarded During the Year	Grants Paid During the Year	Grants Awarded During the Year	Grants Paid During the Year
<b>Youth Villages Inc.</b> <i>Bartlett, TN</i> Continued support for the organization's \$40 million growth capital campaign for implementation of its growth plan.		\$2,000,000		
<b>INVESTMENTS</b>				
<b>The BELL Foundation, Inc.</b> <i>Dorchester, MA</i> Continued support for implementation of the organization's business plan. (A grant of \$5 million was awarded in 2007.)		\$1,250,000		
<b>Big Brothers Big Sisters of America</b> <i>Philadelphia, PA</i> Continued support for implementation of the organization's business plan. (A grant of \$9 million was awarded in 2007.)		\$2,000,000		
<b>Center for Employment Opportunities</b> <i>New York, NY</i> To support implementation of its FY 2011–2013 business plan.	\$2,000,000	\$1,000,000		
<b>Children's Aid Society– Carrera Adolescent Pregnancy Prevention Program</b> <i>New York, NY</i> To help the Carrera program learn about and understand emerging federal initiatives that could support its growth.	\$100,000	\$100,000		
<b>Children's Aid Society– Carrera Adolescent Pregnancy Prevention Program</b> <i>New York, NY</i> To support implementation of its FY 2011–2013 business plan.	\$5,500,000	\$2,500,000		
<b>Citizen Schools, Inc.</b> <i>Boston, MA</i> To help Citizen Schools learn about and understand emerging federal initiatives that could support its growth.	\$100,000	\$100,000		
<b>Congreso de Latinos Unidos</b> <i>Philadelphia, PA</i> Continued support for implementation of the organization's business plan. (A grant of \$5 million was awarded in 2007.)		\$750,000		
<b>First Place for Youth</b> <i>Oakland, CA</i> To support implementation of the organization's FY 2010–2013 business plan.	\$2,000,000	\$1,000,000		
			<b>Good Shepherd Services</b> <i>New York, NY</i> Continued support for implementation of the organization's business plan.	\$1,000,000
			<b>Green Dot Public Schools</b> <i>Los Angeles, CA</i> To help Green Dot Public Schools learn about and understand emerging federal initiatives that could support its growth.	\$100,000
			<b>Hillside Work-Scholarship Connection</b> <i>Rochester, NY</i> Continued support for implementation of the organization's business plan. (A grant of \$4 million was awarded in 2007.)	\$1,000,000
			<b>Latin American Youth Center, Inc.</b> <i>Washington, DC</i> Continued support for implementation of the organization's business plan. (A grant of \$5 million was awarded in 2008.)	\$1,000,000
			<b>Self Enhancement</b> <i>Portland, OR</i> To support implementation of its current business plan.	\$1,000,000
<b>SUPPORTING GRANTS</b>				
			<b>The Bridgespan Group</b> <i>Boston, MA</i> To help grantees in the Foundation's Youth Development Fund develop comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's youth development strategy.	\$940,000
			<b>The Bridgespan Group</b> <i>Boston, MA</i> To help grantees in the Foundation's Youth Development Fund develop comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's youth development strategy.	\$2,887,000
			<b>Cheswick Center, A Massachusetts Charitable Trust</b> <i>Arlington, VA</i> To support assessments of the effects of the Foundation's grantmaking approach on its grantees, including those participating in the Growth Capital Aggregation Pilot.	\$192,000

2010 Grantees (continued)	Grants Awarded During the Year	Grants Paid During the Year	Grants Awarded During the Year	Grants Paid During the Year
<b>Harlem Children's Zone</b> <i>New York, NY</i> To work with PolicyLink and develop a practitioners' conference that advances efforts to replicate the HCZ model across the United States.		\$150,000	<b>New York University</b> <i>New York, NY</i> To support work by the University's Research Center for Leadership in Action to organize and conduct the Foundation's 2010 grantees retreat.	\$150,000
<b>Learning as Leadership</b> <i>San Rafael, CA</i> To support the leadership development of grantees' senior staff.	\$200,000	\$100,000	<b>New York University</b> <i>New York, NY</i> To support work by the University's Research Center for Leadership in Action to plan a peer learning session for the Foundation's grantees, and organize and conduct the Foundation's 2009 grantees retreat.	\$100,000
<b>LWP, LLC</b> <i>Boston, MA</i> To provide executive coaching and support to the chief executives of the Foundation's Youth Development Fund grantees.	\$200,000	\$100,000		
<b>LWP, LLC</b> <i>Boston, MA</i> To provide executive coaching and support to the chief executives of the Foundation's Youth Development Fund grantees.		\$200,000	<b>Venture Fund</b>	
<b>MDRC</b> <i>New York, NY</i> To provide the Foundation's grantees with evaluation feasibility assessments and to conduct impact evaluations of their programs.	\$4,000,000	\$125,000	<b>Bowdoin College</b> <i>Brunswick, ME</i> For general operating support.	\$12,000
<b>MDRC</b> <i>New York, NY</i> To advise Children's Aid Society-Carrera Adolescent Pregnancy Prevention Program and Hillside Work-Scholarship Connection and assess their readiness to engage in randomized controlled trial evaluations.	\$125,000	\$63,000	<b>Brown University</b> <i>Providence, RI</i> For general operating support.	\$12,000
<b>MDRC</b> <i>New York, NY</i> Continued support for a randomized controlled trial evaluation of Youth Villages' Transitional Living and Intercept programs.		\$350,000	<b>Disaster Relief</b>	
			<b>Doctors Without Borders</b> <i>New York, NY</i> To support immediate and long-term relief and recovery efforts in Haiti after the devastating 2010 earthquake.	\$250,000
			<b>Partners in Health</b> <i>Boston, MA</i> To support immediate and long-term relief and recovery efforts in Haiti after the devastating 2010 earthquake.	\$250,000
			<b>Project HOPE</b> <i>Millwood, VA</i> To support long-term recovery efforts in Haiti after the devastating 2010 earthquake.	\$100,000

2010 Grantees (continued)	Grants Awarded During the Year	Grants Paid During the Year	Grants Awarded During the Year	Grants Paid During the Year
<b>YOUTH DEVELOPMENT</b>			<b>Grantmakers for Effective Organizations</b>	
<b>Child Trends</b>		\$200,000	\$500,000	\$175,000
<i>Washington, DC</i>			<i>Washington, DC</i>	
Continued support for research on ways practitioners reach and help America's "disconnected youth," promote greater understanding of program effectiveness among funders and youth practitioners, and expand Child Trends' online database of evaluation for youth programs.			For general operating support.	
<b>Vera Institute of Justice, Inc.</b>			<b>Independent Sector</b>	\$15,000
<i>New York, NY</i>			<i>Washington, DC</i>	\$15,000
To support work by the Economic Mobility Corporation (Mobility) to analyze the implementation of Year Up, a youth employment program evaluation.			For general operating support.	
<b>Community Foundation for the National Capital Region</b>	\$60,000	\$30,000	<b>Nonprofit Information Networking Association</b>	
<i>Washington, DC</i>			<i>Boston, MA</i>	\$50,000
To support the activities of the Youth Transition Funders Group.			For general operating support to publish <i>The Nonprofit Quarterly</i> .	
<b>Center for Effective Philanthropy, Inc.</b>		\$125,000	<b>Philanthropy New York</b>	\$19,450
<i>Cambridge, MA</i>			<i>New York, NY</i>	\$19,450
For general operating support and the development of tools grantmakers can use to assess and improve their effectiveness.			For general operating support.	
<b>The Communications Network, Inc.</b>	\$40,000	\$20,000		
<i>Naperville, IL</i>				
For general operating support.				
<b>Council on Foundations, Inc.</b>	\$45,000	\$45,000		
<i>Arlington, VA</i>				
For general operating support.				
<b>The Foundation Center</b>	\$65,000	\$65,000		
<i>New York, NY</i>				
For general operating support.				
<b>Grantmakers for Education</b>	\$8,000	\$8,000		
<i>Portland, OR</i>				
For general operating support.				

## Grants Summary

	Unpaid Grants as of 9/30/09*	Grants Awarded During Year*	Grants Paid During Year**	Unpaid Grants as of 9/30/10
<b>PROGRAM</b>				
Youth Development Fund	\$24,082,000	33,862,000	31,520,000	26,424,000
Venture Fund	455,000	1,376,450	1,376,450	455,000
<b>Grand Total</b>	<b>24,537,000</b>	<b>35,238,450</b>	<b>32,896,450</b>	<b>26,879,000</b>

## Grant Information

The Edna McConnell Clark Foundation focuses on advancing opportunities for low-income youth (ages 9 to 24) in the United States. The Foundation believes that significant and long-term investment in nonprofit organizations with proven outcomes and growth potential is one of the most efficient and effective ways to meet the urgent needs of low-income youth.

The Foundation identifies and funds exemplary youth-serving organizations that are poised for growth. Our aim is to help develop a growing pool of organizations that are able to serve thousands more youth each year with proven programs. Grants, which may extend over many years, typically provide planning, operating, and evaluation support and enable grantees to build their organizational capacity and evidence base so that they can improve program quality, increase the number of young people served, and eventually become financially sustainable.

The Foundation funds organizations that have evidence demonstrating their effectiveness in helping young people to do the following:

- 1 **Improve educational skills and academic achievement;**
- 2 **Prepare for the world of work and transition to employment and economic self-sufficiency; and /or**
- 3 **Avoid high-risk behaviors, such as drug abuse and teen pregnancy.**

The Foundation uses a highly competitive process to select its grantees. This process includes inviting organizations to submit a Youth Organizations Survey, posted on the Foundation's website, that screens promising candidates; canvassing the country through a national referral network of expert informants and funders; rigorously assessing candidates' evidence; conducting intensive due diligence; and consulting extensively with stakeholders and experts in youth development, education and other fields.

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

## Financial Statements

The Foundation's condensed statements of financial position and activities for the years ended September 30, 2010 and 2009 are presented on the following page.

The accompanying financial statements differ from generally accepted accounting principles (GAAP) in three ways. They include only summarized statements of financial position and statements of activities, they do not include statements of cash flows, and they do not include footnote disclosures.

The Foundation's financial statements undergo an annual audit, which was conducted by McGladrey & Pullen, LLP. They audited the financial statements for the years ended September 30, 2010 and 2009, which are presented in conformity with GAAP, and they expressed an unqualified opinion on these financial statements. Copies of the Foundation's audited financial statements, dated February 14, 2011, in addition to the reports of the two previous years, may be viewed on our website ([emcf.org](http://emcf.org)).

Additional information about the Foundation can be found in our annual tax filing, the Form 990-PF. The Foundation's tax returns for the past three years may be viewed on our website.

### Condensed Statements of Financial Position

As of September 30, 2010 and 2009

	2010	2009
<b>ASSETS</b>		
Cash and cash equivalents	\$ 32,902,792	\$ 116,683,240
Investments	778,598,600	647,702,843
Interest, dividends, and other receivables	121,788	138,690
Other assets	546,642	
Fixed assets, net	989,786	1,102,802
<b>Total assets</b>	<b>\$ 813,159,608</b>	<b>\$ 765,627,575</b>
<b>LIABILITIES</b>		
Grants payable	\$ 7,145,880	\$ 4,037,000
Deferred federal excise tax	1,342,851	1,049,742
Other liabilities	209,541	1,603,912
<b>Total liabilities</b>	<b>\$ 8,698,272</b>	<b>\$ 6,690,654</b>
<b>NET ASSETS</b>		
Unrestricted net assets	804,461,336	758,936,921
<b>Total liabilities and net assets</b>	<b>\$ 813,159,608</b>	<b>\$ 765,627,575</b>

### Condensed Statements of Activities

Years ended September 30, 2010 and 2009

	2010	2009
<b>REVENUE</b>		
Investment income (loss), net	\$ 88,275,388	\$ (111,232)
<b>EXPENSES</b>		
Grant awards	36,251,515	30,164,004
Program and administrative expenses	5,678,714	5,412,511
Federal excise taxes	820,744	549,765
<b>Total expenses</b>	<b>\$ 42,750,973</b>	<b>\$ 36,126,280</b>
Change in net assets	45,524,415	(36,237,512)
Unrestricted net assets, beginning of year	758,936,921	795,174,433
Unrestricted net assets, end of year	\$ 804,461,336	\$ 758,936,921

## History of the Foundation

The story of the Edna McConnell Clark Foundation really begins in 1969, when Edna McConnell Clark, a daughter of the founder of Avon Products, decided with her husband, Van Alan Clark, to set a fresh course for what had become a very large but unstaffed family foundation. Mr. and Mrs. Clark doubled the size of the endowment and charged their sons—Hays, Van Alan, Jr., and James—with overseeing staffing and establishing priorities to focus the resources of the Foundation.

The sons wanted to maintain the Clark family's down-to-earth approach to philanthropy and its goal to improve the lives of people in poor communities. The Foundation's grantmaking today continues to reflect the spirit of those early decisions. Over nearly four decades, the Foundation has made grants totaling over \$809 million. As of September 30, 2010, the Foundation's assets were valued at approximately \$813 million. Two grandchildren of Van Alan and Edna McConnell Clark—H. Lawrence Clark and James M. Clark, Jr.—serve on the Foundation's nine-member board of trustees, while son James, Sr. continues to serve as trustee emeritus.

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

### EMCF TRUSTEES

H. Lawrence Clark

James McConnell Clark  
Trustee Emeritus

James McConnell Clark, Jr.

Alice F. Emerson

Janice C. Kreamer

Theodore E. Martin  
Chair

James E. Moltz

Joyce Shields

D. Ellen Shuman

Nancy Roob  
President,  
The Edna McConnell  
Clark Foundation

### EMCF STAFF

#### Office of the President

Nancy Roob  
President

Mary Hall  
Assistant to the President

#### Youth Development Fund

Woodrow C. McCutchen  
Vice President,  
Senior Portfolio Manager

Kelly Fitzsimmons  
Chief Strategy  
and Program Officer

Lissette Rodriguez  
Director of Capacity Building  
(joined 9/10)

John Kalafatas  
Portfolio Manager  
(through 12/10)

Sarah Pacheco Najarian  
Co-investor Relationship  
Manager (joined 11/10)

Danielle Scaturro  
Senior Portfolio Associate

Gabriel Rhoads  
Senior Associate,  
Evaluation and Learning

Liz Bender  
Senior Portfolio Associate

Aaron Jacobs  
Senior Associate,  
External Relations

Teresa Power  
Senior Portfolio Associate  
(joined 9/10)

Partheev Shah  
Portfolio Analyst  
(joined 11/10)

Adam Mizrahi  
Portfolio Analyst  
(joined 2/11)

Liza Custodio  
Portfolio Assistant

Denice Dorchak-Ochola  
Portfolio Assistant

Belinda Vasquez  
Portfolio Assistant  
(joined 4/11)

#### Office of Communications

Harvey Robins  
Director of Strategic  
Planning and Operations

Albert Chung  
Director of  
Communications Operations

Ken Emerson  
Communications Advisor

Kim Baglieri  
Communications Assistant

### Finance and Administration

Ralph Stefano  
Vice President,  
Chief Financial and  
Administrative Officer

Mark Bankston  
Information Technology  
Director

William Moon  
Controller (joined 8/10)

Susan Pichardo  
Human Resources  
Administrator

Siu Chu  
Accountant

Marianne Appa  
Office and Grants Manager  
(joined 6/11)

THE  
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