



THE EDNA McCONNELL CLARK FOUNDATION

2011 ANNUAL REPORT

The Power of Partnership

Dear Friends and Colleagues:

The economic and political uncertainties of 2011 presented daunting challenges. Declining state and local revenues threatened social services to the increasing numbers of young Americans who have dropped out or are falling behind in school, cannot find a job, are in the foster care or juvenile justice system, or are otherwise at risk of not living up to their potential. Dealing with these pressures required tremendous resilience on the part of the Edna McConnell Clark Foundation's grantees. It also underlined the urgency of coming up with innovative strategies to do more with less and ensure our grantees do not lose the ground they have gained over the past decade by developing, expanding, and building the evidence base of programs that offer real solutions to the problems confronting our most disadvantaged youth.

The enormity of these challenges drove the Foundation as well to search for new ways to strengthen our investment strategy and our support to grantees. Indeed, 2011 was a pivotal year for the Foundation in which growth capital aggregation—the coordinated, collaborative philanthropic co-investment that the Foundation introduced in 2007—advanced from an experiment limited to three grantees to a full-fledged investment strategy we are integrating into our core enterprise. As our original Growth Capital Aggregation Pilot entered the home stretch (with initial investments in Citizen Schools and Youth Villages ending in June 2012, and the investment in Nurse-Family Partnership extended to September 2014), EMCF:

- Selected nine outstanding nonprofits to participate in the Social Innovation Fund (SIF), an unprecedented public/private partnership with the federal government to expand evidence-based programs addressing some of our nation's most pressing social challenges;
- Won a second \$10 million award to continue serving as an intermediary for Year Two of the SIF;
- Launched the True North Fund to engage philanthropic partners in support of these and, we hope, additional SIF grantees;
- Committed \$6 million toward Citizen Schools' effort to raise an additional \$18.6 million in growth capital; and
- Contributed \$15 million to help another grantee, Harlem Children's Zone, aggregate \$80 million in growth capital from nine co-investors.

In 2011, the number of grantees on whose behalf EMCF helped aggregate growth capital rose from three to 13, over 50 percent of our entire portfolio. In FY11, such grantees received 31.6 percent of our total grants budget of \$51.5 million, up from 26.1 percent in FY10. They accounted for \$464.1 million, or 53.2 percent, of the portfolio's \$871.8 million in revenues. And, most important, they served 256,927 young people in FY11, 48.7 percent of the 527,155 youth the portfolio served overall.

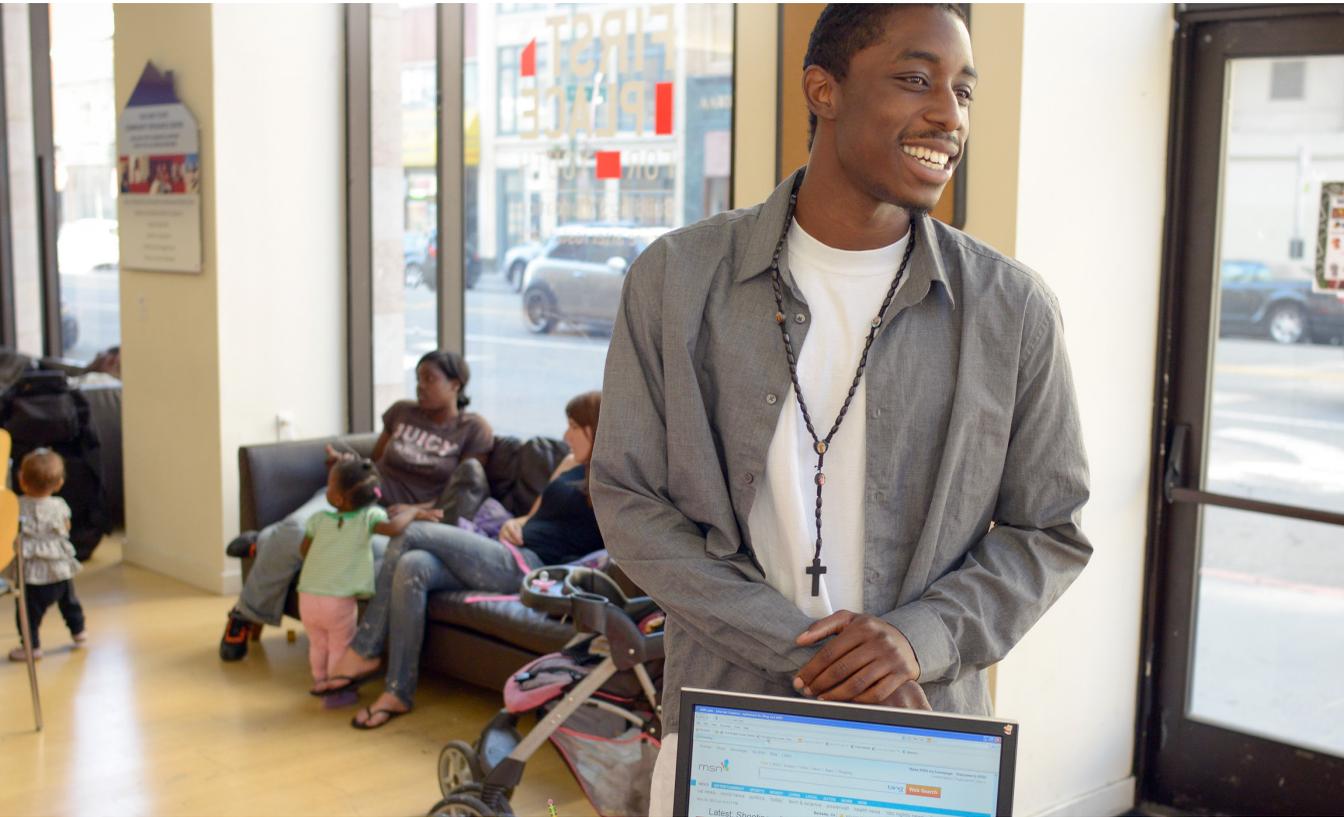
All these figures increased because the number of philanthropic institutions, corporations and individuals who co-invested with us increased, and one of the many changes in the format of this year's annual report is a section, "Our Partners," that recognizes our co-investors. In May 2012, EMCF announced publicly that 12 co-investors had committed \$53 million to the True North Fund, enabling all nine of our initial SIF grantees to meet their entire three-year match requirement. As the reports that follow document, capital aggregation grantees are holding their own or growing at a time when many nonprofits are struggling. Although capital aggregation is proving effective on a case-by-case basis with grantees that have already built the substantial evidence base and organizational capacity that are prerequisites for sustainable growth, this is not a one-size-fits-all strategy suited to every promising nonprofit. The True North Fund is an experiment in adapting capital aggregation to nonprofits whose experience with and strategies for growth vary widely. In the coming years we expect to learn more about how best to tailor capital aggregation to the different needs of nonprofits at different stages of organizational development.

Promising organizations whose programs are not yet fully developed or proven are also critical to creating innovative approaches to serving disadvantaged young people. To try to meet some of these nonprofits' distinct needs, we launched a new venture in 2011, *PropelNext*. Our goal is to establish a network and learning community of youth-serving organizations, most of them younger and smaller than EMCF's grantees. We want to see if we can support them and, through a variety of group activities, if they can help each other sharpen their skills and advance their effectiveness. It's another way, we hope, to expand the pool of organizations dedicated to advancing solutions for vulnerable youth.

The revised format of this annual report, described in detail on page 9, is also a result of the Foundation's desire to engage partners in efforts to turn around the lives of greater numbers of young people. We hope you find it more accessible than previous reports, clearer and more succinct. And since this is, like capital aggregation, a work in progress, we welcome your suggestions for how to improve our reporting and presentation.



Nancy Roob, President
September 2012



First Place for Youth
Community Resource Center

Our Goals and Strategy

The Edna McConnell Clark Foundation (EMCF) seeks to transform the lives of America's most vulnerable and economically disadvantaged young people. We are committed to helping low-income youth, especially those who are the most neglected and least likely to succeed, become successful, productive adults. These young people have dropped out of school or are at great risk of dropping out, involved in the foster care or juvenile justice system, and/or in danger of engaging in risky behaviors that can lead to teen pregnancy, crime and other disruptions in their lives.

The numbers of such youth and the odds against them are rising. More than 22 percent of our children live in poverty, over 7 million in deep poverty. Thirty percent of public school students fail to graduate from high school, and 1.3 million drop out every year. Lack of education leads to lack of employment. The jobless rate among 16-to-24-year-olds was 18.1 percent in July 2011, with some 4.1 million youths unemployed.

This is a national crisis, and it has not been addressed adequately. Government investment in workforce development for youth, for example, declined from about \$1.6 billion in 1994 to roughly \$900 million in 2010. Philanthropy's engagement with economically disadvantaged young people has for the most part been intermittent and piecemeal. Much of it has funded programs that do not have convincing evidence of their effectiveness, or provided insufficient funding to programs with evidence that they are effective.

Even when we have proof that a program works, it is difficult to expand it to a scale at which it can benefit youth nationwide. And so, as mounting numbers of young people fail to reach their full potential, we lose comparative advantages in a highly competitive global marketplace. Tackling this crisis requires propelling effective programs to greater scale. Resolving it requires changing how the public and private sectors fund what works.

GROWTH CAPITAL: A PREREQUISITE FOR SCALE

EMCF has learned from more than a decade's experience what it takes to help vulnerable youth become responsible adults who contribute to their communities and our economy. Since 2000, we have made large, long-term investments in nonprofits with a potential for growth and compelling evidence that their programs can help more at-risk young people, ages 9–24, beat the odds and get an education, hold a job, and stay out of trouble. These multimillion-dollar investments consist of flexible growth capital a nonprofit can use to strengthen its organizational capacity

and the evidence of its program's effectiveness. This is in contrast to most philanthropic funding, which generally supports the delivery of programs and services or covers annual operating expenses. Growth capital, on the other hand, can support strategic planning, leadership development, staff recruitment and retention, fundraising, advocacy, information technology, evaluation or preparing for evaluation—anything and everything that enhances an organization's ability to expand and sustain itself at greater scale while maintaining or improving the quality of its program.

Our investments are structured so that payout depends on a grantee's making measurable progress toward goals that the grantee has set and to which it has agreed to be held accountable. To help meet these goals, we provide access, under the direction of an EMCF portfolio manager, to state-of-the-art expertise that includes business planning, strategic management advice, assistance with evaluation and communications, and executive recruitment and coaching.

CAPITAL AGGREGATION: THE POWER OF PARTNERSHIP

Over the past five years, EMCF has pioneered a new approach to amassing and directing growth capital. Recognizing that helping a nonprofit reach scale and sustainability requires more resources than any funder can provide on its own, we have leveraged an increasing number of our investments by partnering with co-investors. We call this coordinated, collaborative investment *capital aggregation*.

- In 2007, the Foundation launched the Growth Capital Aggregation Pilot and raised with 19 other private funders \$120 million to support three outstanding EMCF grantees: Citizen Schools, Nurse-Family Partnership and Youth Villages.
- In 2010, we partnered with the federal government. As an intermediary of the Social Innovation Fund (SIF), EMCF conducted a rigorous national competition for SIF awards with invaluable assistance from two strategic collaborators: MDRC, a prominent evaluator of interventions to improve the lives of low-income Americans, and the Bridgespan Group, a leading provider of business planning and capacity building services to nonprofits. They continue to contribute to this promising public/private partnership.
- In March 2011, we selected nine outstanding nonprofits from 225 applicants for SIF awards and committed up to \$42 million to them over three years. The first-year installment of these investments consisted of \$10 million in federal funds from the SIF, matched by \$10 million from our own endowment that included \$2 million to support evaluation of these grantees' programs. In August 2011, EMCF received a second \$10 million in federal funding, once again matched by our own resources, for Year Two of the SIF. (In August 2012, we received a third \$10 million award for Year Three.)

To aggregate additional growth capital and help our SIF grantees (and others EMCF hopes to add in 2013) secure the funding they are required by statute to raise to match their awards, EMCF launched the True North Fund. This will test whether aggregating capital for an entire portfolio of grantees rather than investing in organizations on an individual basis can achieve greater efficiency and broader impact. As of May, 2012, 12 co-investors had committed \$53 million to the fund,

SIF grantees had succeeded in raising an additional \$4 million in matching funds, and we were nearing our ultimate goal of raising \$120 million in federal, EMCF, True North Fund and other philanthropic funding combined.

Also in 2011, as our three original Growth Capital Aggregation Pilot investments approached the end of their terms, we committed \$6 million to a second round of growth capital aggregation for one of these grantees, Citizen Schools, and helped a fourth grantee, Harlem Children's Zone, complete the aggregation of \$80 million in growth capital, including \$15 million from our own resources.

Capital aggregation is still a work in progress, but the results so far are extremely encouraging. All three Growth Capital Aggregation Pilot grantees are stronger today, even under adverse economic conditions, than they were when the pilot began. They serve more young people (45,450 in FY 2011, compared to 25,047 in FY 2006), they earn more revenue (\$196.5 million in FY11, compared to \$89.5 million in FY06), and all of them are in a better position to secure the reliable, renewable funding that sustainability requires. As for the True North Fund, from July 2011 to March 2012 its grantees served an additional 18,925 youth across the country. Our challenge now is to improve and extend this investment strategy.

PROPELNEXT: EXPANDING OUR APPROACH

In fall 2011, EMCF launched a new venture to help nonprofits whose programs are highly promising but not yet fully formed or proven connect their passion for transforming young lives with the ability to use data for learning, self-evaluation and ongoing improvement. We did this because we recognized that our investment strategy to date has been best-suited to organizations that have already solidified their program models and established a track record of growth. We want to explore how best to assist other, less highly developed organizations in hopes of expanding the pool and the impact of nonprofits that make a real and lasting difference in young people's lives.

In March 2012, we selected from 81 applicants 15 nonprofits as the first cohort of grantees to participate in this new venture, *PropelNext*, and made grants to them of \$150,000 to \$200,000 over 18 months. Together, we hope to create a dynamic learning community and network dedicated to lifting the life trajectories of disadvantaged young people. We expect to learn as much from these grantees as they will learn from us, and we look forward to reporting on the progress of *PropelNext* next year.

Our Grantees

Our Grantees

The Foundation invested in 25 organizations in 2011. These include:

- Four grantees for which EMCF has helped aggregate growth capital on an individual basis;
- Nine True North Fund grantees for which we have helped aggregate capital collectively; and
- Twelve nonprofits in which we have invested our own resources without funding partners.



In 2011, our grantees served 527,155* young people (those at greatest risk and unlikely to succeed without outside support) while realizing \$871.1 million in revenues. The changing size and composition of EMCF’s grantee portfolio from 2010 to 2011 make year-to-year comparison difficult. Nonetheless—excluding Big Brothers Big Sisters, which served a disproportionate 40 percent of all the youth the portfolio engaged—the 15 grantees that were part of EMCF’s portfolio in 2010 increased youth served by 11 percent in 2011, and revenues by 9.5 percent. Many of these grantees performed well. Twelve grew in youth served from 2010, and 13 grew in revenue, with Harlem Children’s Zone and BELL among those reporting exceptionally strong performances. We believe this overall growth is impressive, especially in the context of our weak economy.

*In calculating the number of youth served by our entire portfolio, EMCF estimates, based on MDRC’s evaluation of career academies, that 25 percent of the youth served by one grantee, National Academy Foundation, are at highest risk of failing to graduate high school and therefore fall into EMCF’s target population (see page 29).

OUR REPORTING

We have introduced changes this year in how we report on grantees' performance to make our annual reports more accessible to a broader audience.

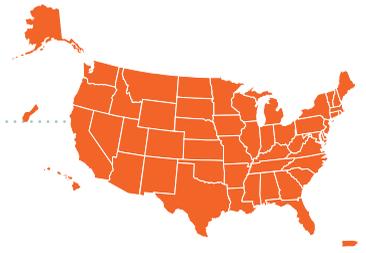
For example, we have reduced the number of graphs and simplified their presentation in order to provide a streamlined and concise picture of a grantee's past performance and future path without distracting details. And for most grantees we have added graphs documenting their program outcomes, since ultimately these are what matter most, and numbers of youth served and annual revenues are means to these ends. Finally, we are no longer drawing a distinction in our annual reports between single-service and multi-service organizations, because this is of little importance to most readers.

Youth-served graphs track the total number of young people participating in the program or programs in which EMCF has invested. Actual revenue reported in graphs represents a grantee's total revenue, organization-wide, and is taken from audited financial statements. Graphs recording youth served and revenue begin with the first year of EMCF's investment as a baseline. The outcome graphs represent one or more indicators of the impact grantees' programs are having on young people (though EMCF and the grantee may track many other outcomes internally).

We hope you find the pages that follow informative, and we welcome your comments so we can improve them. A full report on our grantees' performance, including past performance and projections, will be available later this fall on our website, www.emcf.org.

Big Brothers Big Sisters

Philadelphia, PA www.bbbs.org



Big Brothers Big Sisters (BBBS) is the national office for a network of more than 350 local agencies across the nation that match 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-based and school-based, distinguished by where the mentors meet with youth.

HIGHLIGHTS OF 2011

- The Office of Juvenile Justice and Delinquency Prevention awarded BBBS Youth Mentoring Grants totaling \$13.3 million for FY11, enabling its network to serve 6,000 newly identified mentees in 40 communities across the country.
- GuideStar's Philanthropedia ranked BBBS No. 1 on a list of the most recommended, high-impact national nonprofits serving at-risk youth.

EVIDENCE OF EFFECTIVENESS

A rigorous scientific evaluation by Public/Private Ventures in 1995 proved that the community-based mentoring program had a positive impact on participants. Public/Private Ventures also conducted a three-year randomized controlled trial of the school-based mentoring program, concluding in 2008, which 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, most of these outcomes were not sustained. BBBS is implementing an Enhanced School-Based Mentoring program, in partnership with researchers, that has demonstrated improvements in match length and strength. The organization plans continued evaluations.

OUR INVESTMENT

EMCF has awarded \$20.2 million to BBBS since 2001.

Geographic Reach

All 50 states, Washington, DC, Guam, and Puerto Rico

BBBS affiliates are facing challenges, but the national office rebounded in 2011 with the resumption of federal funding that will enable it to serve more youth.

YOUTH SERVED



REVENUE (IN MILLIONS)



Note: FY10 revenue reflected only a partial year of performance due to a change in BBBS's fiscal year.

Boys & Girls Clubs of America

Atlanta, GA www.bgca.org



For more than 100 years, Boys & Girls Clubs of America (BGCA) has helped young people reach their full potential as productive, caring, responsible citizens. Today, some 4,000 clubs serve some four million young people, ages 6–18, through membership and community outreach. Trained professional staff conduct character development programs that emphasize leadership and citizenship; education and career preparation; community service and civic engagement; technology training; financial literacy; health and life skills; the arts; sports, fitness, and recreation; gang prevention and intervention; and family strengthening.

HIGHLIGHTS OF 2011

- Jim Clark succeeded longtime BGCA president Roxanne Spillett. Clark previously headed Boys & Girls Clubs of Greater Milwaukee, one of the largest and most successful BGCA affiliates.

EVIDENCE OF EFFECTIVENESS

Project LEARN, one of BGCA’s core programs, is an evidence-based program that improves students’ learning and knowledge through “high-yield” activities. A Columbia University evaluation measured gains in math, reading, and other subjects when compared with non-participants, as well as lower absenteeism.

OUR INVESTMENT

EMCF has invested \$25.3 million since 2000 in support of BGCA initiatives to advance the effectiveness of its local affiliates, including the expansion of Project LEARN to hundreds of affiliates, the implementation across the network of standardized outcome measures, and the Executive Advanced Leadership Program to develop the skills of local club leaders and senior managers. The success of these initiatives is not measured by youth served or annual revenues, so EMCF does not collect or report on these performance metrics as it does for other grantees.

Geographic Reach

All 50 states, Washington, DC, Guam, Puerto Rico, the Virgin Islands, as well as military bases around the globe



Building Educated
Leaders for Life

Building Educated Leaders for Life (BELL)

Dorchester, MA www.experiencebell.org



BELL provides intensive academic and enrichment support to young “scholars” (grades K–8) most at risk of failing in elementary or middle school. Its programs feature rigorous, research-based curricula aligned with state and national learning standards; small-group instruction in literacy and math; mentoring; a wide range of enrichment courses such as science, entrepreneurship, health, and leadership development; community service; and parental engagement. BELL provides each scholar with individualized support in small classroom settings with a student-to-teacher ratio no greater than 10 to one. Programs are delivered in partnership with local schools and school districts, both during the school year on an after-school basis and during the summer.

HIGHLIGHTS OF 2011

- BELL received a Social Innovation Fund award from EMCF of up to \$5 million over three years.

- It entered North Carolina with support from the True North Fund and the Wallace Foundation, and established its first summer program in the region.
- BELL received strong financial and public support from the National Summer Learning Association to expand its summer learning program.

EVIDENCE OF EFFECTIVENESS

A rigorous evaluation completed by the Urban Institute and Mathematica Policy Research in 2006 showed that BELL’s summer program has a statistically significant impact on reading achievement, reducing summer learning loss for low-income, academically behind students. BELL and MDRC are conducting a second randomized controlled trial of the summer program to evaluate its impact on middle school students at several new sites.

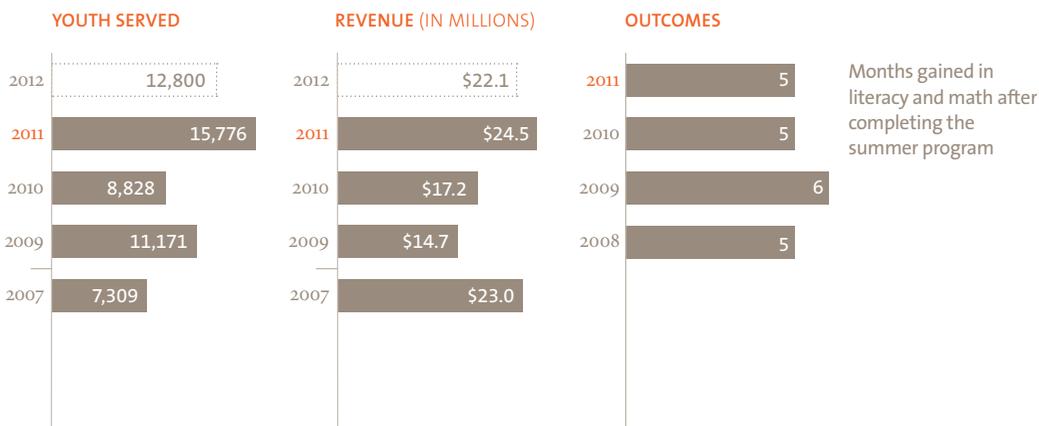
OUR INVESTMENT

EMCF has awarded \$11.5 million to BELL since 2001. BELL is also a True North Fund grantee.

Geographic Reach

California, Georgia, Maryland, Massachusetts, Michigan, New Jersey, New York, North Carolina, and South Carolina

BELL’s spike in growth in 2011 owed to a temporary, one-time-only opportunity in Detroit; it foresees steadier, more sustainable growth through 2014 with True North Fund-supported expansion across the country.



CAS—Carrera Adolescent Pregnancy Prevention Program

New York City, NY www.stopteenpregnancy.com



Geographic Reach

Connecticut, Delaware, Florida, Georgia, Illinois, Michigan, New Jersey, New York, North Carolina, Ohio, Oklahoma, West Virginia, and Washington, DC

Children’s Aid Society—Carrera Adolescent Pregnancy Prevention Program (CAS—Carrera), founded in 1984 in Central Harlem, is a model initiative within the 158-year-old Children’s Aid Society. It helps young people avoid becoming teenage parents and sets them on the path to successful adulthood. Beginning in fifth or sixth grade and continuing through high school and beyond, this holistic program provides daily academic enrichment, mental health services, weekly exposure to the world of work, family life, and sexuality education, and medical and dental services, plus scheduled opportunities for self-expression and participation in individual sports. It is currently delivered in two forms: an afterschool model with evidence proving its effectiveness, and an innovative program integrated into the school day.

- With funding from the U.S. Department of Health and Human Services, 15 sites began replicating CAS—Carrera’s afterschool program. CAS—Carrera provides ongoing technical assistance and fidelity management for these sites.

EVIDENCE OF EFFECTIVENESS

CAS—Carrera’s afterschool model is one of the few fully evaluated teenage pregnancy prevention programs with statistically proven effectiveness. A longitudinal study conducted over three years in New York City showed a 50% reduction in birth rates for program participants as compared with a control group in communities it served, as well as increased rates of high school graduation, college admission, and employment. According to the Coalition for Evidence-Based Policy, the evidence of this program’s effectiveness is “Top Tier.” With assistance from the True North Fund, CAS—Carrera has launched an evaluation of its integrated in-school model.

OUR INVESTMENT

EMCF has awarded \$11.6 million to CAS—Carrera since 2004. CAS—Carrera is also a True North Fund grantee.

HIGHLIGHTS OF 2011

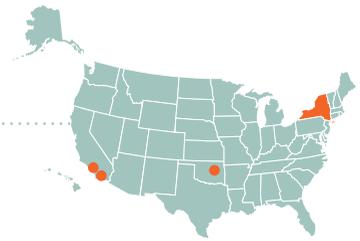
- CAS—Carrera received a Social Innovation Fund award from EMCF of up to \$3.5 million over three years.
- It launched its integrated in-school program in Tulsa, OK, with an initial cohort of more than 200 students.

Although CAS—Carrera served fewer youth in 2011, funding from SIF and U.S. Health and Human Services will help it expand and reach more students than ever in 2012.



Center for Employment Opportunities

New York City, NY www.ceoworks.org



Center for Employment Opportunities (CEO) helps people recently convicted of crimes or released from prison—over 35% of them ages 18–25—find and keep jobs that provide a foundation for a productive future. The program’s job-readiness coaching, transitional employment, job placement assistance, and retention services have been proven to reduce recidivism and save taxpayer dollars. A week-long pre-employment life skills class is followed by transitional employment in one of CEO’s work crews, where participants work up to 75 days at minimum wage and meet weekly with job coaches. CEO provides job developers, retention specialists, and ongoing job coaching to help participants secure and maintain unsubsidized employment.

HIGHLIGHTS OF 2011

- CEO received a Social Innovation Fund (SIF) award from EMCF of up to \$6 million over three years and another SIF award of \$500,000 from REDF.

- Supported by EMCF’s award and the True North Fund, CEO prepared to launch its program in Tulsa, OK and San Diego, CA and planned for a second rigorous evaluation.
- CEO also expanded in upstate New York.

EVIDENCE OF EFFECTIVENESS

A three-year study by MDRC found that CEO’s program reduced recidivism by 16 to 22%. The impact was greatest on the recently incarcerated who were most disadvantaged and at greatest risk of returning to prison. “Reductions in recidivism are difficult to achieve,” the study reported, “and have rarely been seen in rigorous evaluations such as this one.” A cost–benefit analysis by the Vera Institute of Justice estimated the program’s total net benefit to taxpayers was up to \$3.85 for every dollar invested.

OUR INVESTMENT

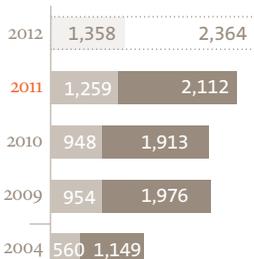
EMCF has awarded \$17.5 million to CEO since 2003. CEO is also a True North Fund grantee.

Geographic Reach

Albany, Binghamton, Buffalo, New York City, and Rochester, NY; Oakland and San Diego, CA; Tulsa, OK

Expanding in upstate New York and two new states, CEO helped many more recently incarcerated youth (and adults) avoid returning to prison.

NUMBERS SERVED*

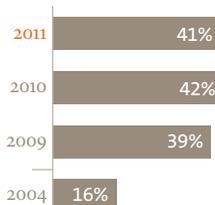


*Youth 18–25 / Adults 26+

REVENUE (IN MILLIONS)



OUTCOMES



Percentage of program participants who have been employed or in school for 12 months

Children's Home Society of North Carolina

Greensboro, NC www.chsnc.org



Geographic Reach

North Carolina (60 counties)

Children's Home Society of North Carolina (CHS) serves 4,500 youth throughout North Carolina. Its many programs include Family Finding and Wise Guys. Family Finding is an intensive intervention to identify and engage family members and other resources in support of youth who are in or aging out of foster care. Family Finding staff are specially trained, carry small caseloads (generally five), and spend three to four months working with each youth. Wise Guys is a 12-session teen pregnancy prevention program that informs middle-school males about appropriate sexual behavior and healthy relationships.

- Tests of 130 Wise Guys participants showed that 121, or 93% of them, had increased their knowledge of responsible sexual behavior.

EVIDENCE OF EFFECTIVENESS

CHS is participating in a randomized controlled trial, 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. Although it will not be possible to single out results for only CHS participants, the findings should be sufficient to demonstrate the program's effectiveness. Interim results will be available in 2012, and final results in 2013. A randomized controlled trial of the Wise Guys program, conducted by UNC Greensboro in 2011, reported greater knowledge of sex, reproductive biology, and sexually transmitted diseases among Wise Guys participants than a peer group, and more responsible attitudes toward sexual behavior.

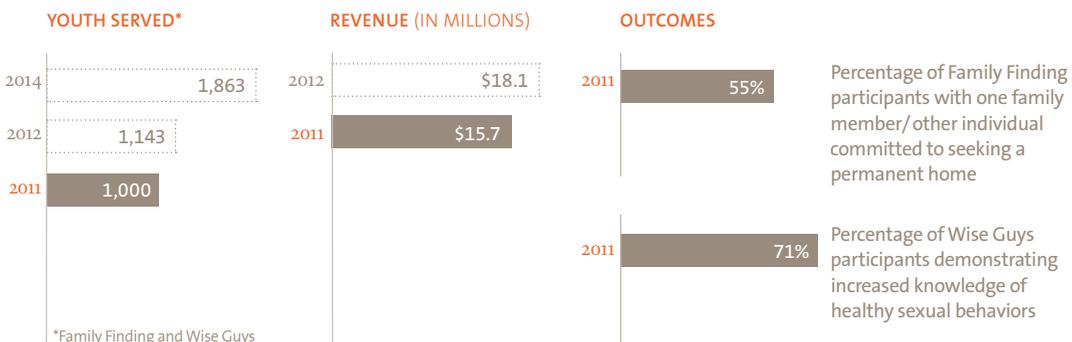
OUR INVESTMENT

EMCF has awarded \$6 million over three years to CHS, a True North Fund grantee, to expand Family Finding and Wise Guys.

HIGHLIGHTS OF 2011

- CHS received a Social Innovation Fund award from EMCF to support growth and the strengthening of its evidence base, with particular regard to Family Finding and Wise Guys.
- It expanded Family Finding to six new counties and Wise Guys to one additional county.

Supported by the True North Fund, CHS plans to continue expanding Family Finding and Wise Guys to more North Carolina counties in 2012.



Children's Institute, Inc.

Los Angeles, CA www.childrensinstitute.org



Children's Institute Inc. (CII) helps youth in Los Angeles' most challenged communities heal from the trauma of family and community violence, build the confidence and skills to break through the barriers of poverty, and grow up to lead healthy, productive lives. Its comprehensive model of clinical, youth development, family support, and early childhood services is designed to address the whole child as well as the entire family. CII's evidence-based programs have been shown to reduce gang involvement, preserve and reunite families, and raise academic performance.

HIGHLIGHTS OF 2011

- CII received a Social Innovation Fund award from EMCF.
- It opened a new campus in Central Los Angeles that offers a full range of services, and expanded services in Watts, where it plans to secure a larger, permanent space.

- CII began upgrading its management information system to integrate agency-wide reporting of all of its services.

EVIDENCE OF EFFECTIVENESS

CII implements evidence-based programs, including multi-dimensional treatment foster care, functional family therapy, and trauma-focused cognitive behavioral therapy. Their outcomes include reduced gang involvement, improved school attendance and academic performance, and family reunification and preservation. Over the next three years, CII will undergo an external evaluation to show that it is implementing evidence-based practices with fidelity.

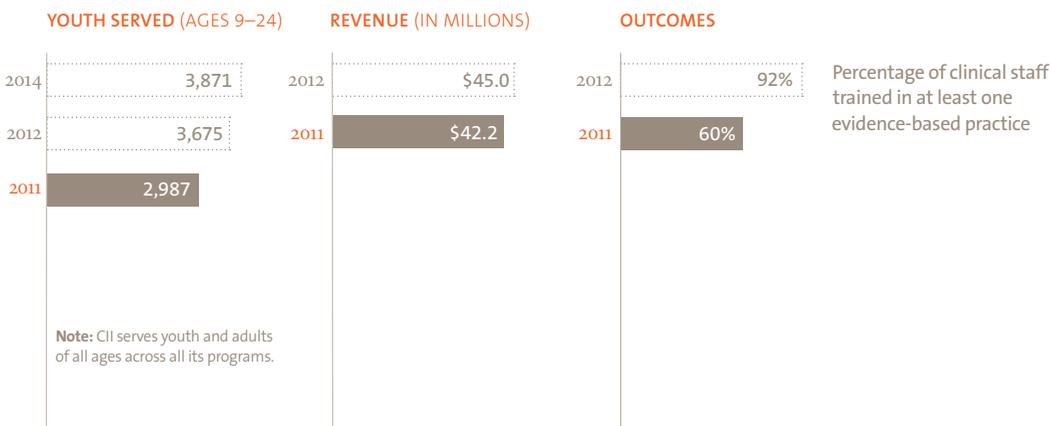
OUR INVESTMENT

EMCF has awarded \$5 million over three years to CII, a True North Fund grantee, to expand in Watts and Central Los Angeles.

Geographic Reach

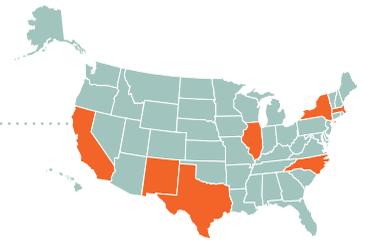
Los Angeles, CA, with particular emphasis on Central Los Angeles and Watts

Expanded facilities and True North Fund support have positioned CII to increase substantially the number of youth and families it serves in 2012.



Citizen Schools

Boston, MA www.citizenschools.org



Citizen Schools (CS) partners with middle schools across the country to expand the learning day and lift the educational trajectories of low-income students, ages 11–14. It helps students improve their academic performance and prepare for high school and college, in part by engaging them in hands-on learning projects with adult “Citizen Teacher” volunteers that develop skills like oral and written communications and critical thinking, and expose them to real-world applications of science, technology, engineering, and math. Trained educators also provide additional support such as homework help, study skills instruction, college campus visits, and civic activities. The organization is nationally recognized for its work in expanded learning time, volunteer service, and civic engagement.

HIGHLIGHTS OF 2011

- CS launched a second round of growth capital aggregation for its Expanded Learning Time Impact Fund. EMCF and nine other co-investors contributed \$18.6 million toward this goal.
- Corporate partners, including Google, Cisco, Cognizant, Bank of America,

and Fidelity Investments, provided funding and citizen teachers, with an emphasis on science, technology, engineering, and math.

EVIDENCE OF EFFECTIVENESS

A longitudinal matched comparison group study conducted by Policy Studies Associates from 2001 to 2010 found that 59% of CS middle school participants went on to “college track” high schools, more than twice the rate of the comparison group. They graduated high school on time at a rate of 71%, compared to 59% for the comparison group. CS is engaged in a multi-year quasi-experimental evaluation by Abt Associates of its national Expanded Learning Time (ELT) initiative. Results are not yet available, but data indicates that after one year of implementing the program, ELT campuses are, on average, outperforming peer schools in the same districts in math and reading proficiency gains on state assessments.

OUR INVESTMENT

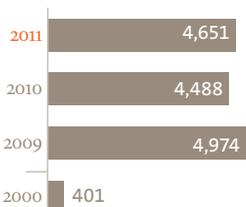
EMCF has awarded \$26.7 million to CS since 2000 and helped secure an additional \$30.8 million from 16 co-investors in two rounds of growth capital aggregation.

Geographic Reach

California, Illinois, Massachusetts, New Jersey, New Mexico, New York, North Carolina, and Texas

As Citizen Schools shifts from an afterschool to an in-school model, it is sharpening its focus on the lowest-performing schools so it can have a more profound impact on middle school students with the greatest need.

YOUTH SERVED

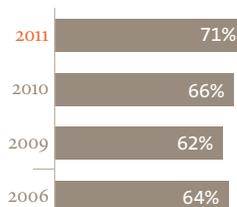


Note: In 2012 CS is adopting a new measure of the number of students it reaches that will give a more accurate picture of its impact.

REVENUE (IN MILLIONS)



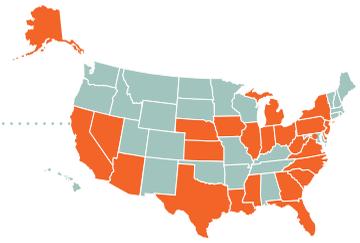
OUTCOMES



Percentage of program participants achieving an A/B grade average or improving a below-B average in language arts and math

Communities In Schools

Arlington, VA www.communitiesinschools.org



Communities In Schools (CIS), one of the nation's leading dropout prevention programs, helps economically disadvantaged students, grades K–12, stay and succeed in school and graduate on time by organizing and integrating community-based services. A CIS site coordinator assesses students' needs and works with school staff to identify and connect students to resources that meet these needs. The coordinator develops strategic partnerships with local providers to offer widely available services, largely on a volunteer basis, to the entire student body, and arranges more intensive case management support for the five to 10% of students with special behavioral, mental health, or academic needs and identified as most likely to fall behind academically or drop out.

HIGHLIGHTS OF 2011

- CIS received a Social Innovation Fund award from EMCF.
- In partnership with Procter & Gamble and singing star John Legend, CIS launched the GIVE Education campaign to increase awareness of the student dropout crisis and raise funds through a P&G coupon program.

- CIS generated an additional 10% in annual local affiliate revenue and hired 185 additional site coordinators.

EVIDENCE OF EFFECTIVENESS

In 2010, ICF International completed a five-year evaluation that included a quasi-experimental school-level study and three youth-level randomized controlled trials. These yielded positive findings for reducing dropout rates and increasing graduation rates, academic achievement, and attendance. Although the findings were not uniform across sites, the studies, taken together, indicate that youth benefit most when affiliates have implemented the comprehensive CIS model and achieved its TQS (total quality system) accreditation. In 2011, MDRC launched a randomized controlled trial evaluation of CIS's intensive services, and a quasi-experimental evaluation comparing schools with the comprehensive CIS program to those without.

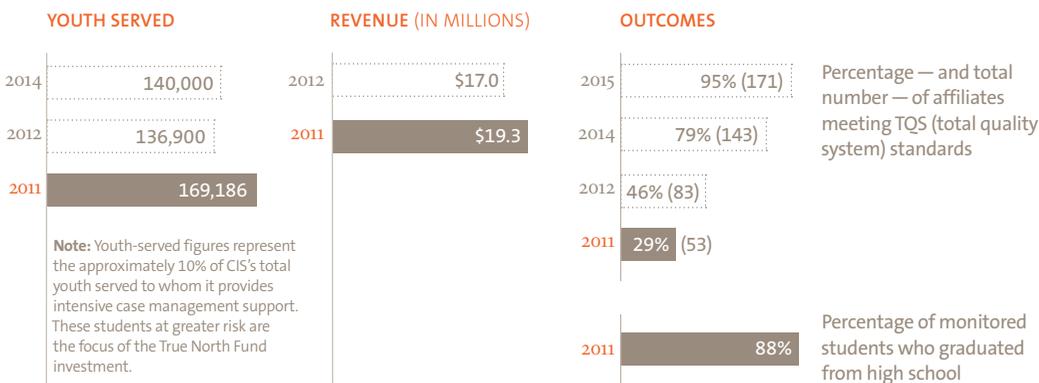
OUR INVESTMENT

EMCF has awarded \$6 million over three years to CIS, a True North Fund grantee, to expand in California, North Carolina, and South Carolina.

Geographic Reach

Alaska, Arizona, California, Delaware, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Louisiana, Michigan, Mississippi, Nebraska, Nevada, New Jersey, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Texas, Virginia, Washington, West Virginia, and Washington, DC

Although the unpredictability of state funding makes it difficult to forecast growth accurately, more and more CIS affiliates are meeting the highest organizational and operational standards (TQS).



Congreso de Latinos Unidos

Philadelphia, PA www.congreso.net



Congreso de Latinos Unidos (Congreso) primarily serves neighborhoods in Eastern North Philadelphia, where the majority of the city’s Latino population resides. Its goal is to alleviate poverty and promote economic self-sufficiency to ensure that 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.

HIGHLIGHTS OF 2011

- Congreso named a new CEO, Cynthia Figueroa, a former Congreso staff member, executive director of Women Against Abuse, and deputy commissioner of Philadelphia’s Department of Human Services.
- The organization was awarded, in partnership with two other non-profits, a grant to open a Federally Qualified Health Center in Eastern North Philadelphia.
- Congreso broke ground for a third building on its campus that will house Congreso’s K–8 charter school and evening classes for community residents seeking associate degrees.

Geographic Reach
Philadelphia, PA

EVIDENCE OF EFFECTIVENESS

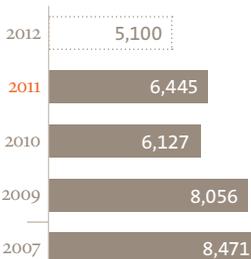
Congreso has implemented a comprehensive performance management tracking system and has launched an evaluation advisory committee.

OUR INVESTMENT

EMCF has awarded \$6 million to Congreso since 2006.

Congreso has shifted toward more intensive services, working with fewer youth while striving to make a deeper impact on their lives.

YOUTH SERVED (AGES 9–24)



REVENUE (IN MILLIONS)



OUTCOMES



Note: Congreso serves youth and adults of all ages across all its programs.

First Place for Youth

Oakland, CA www.firstplaceforyouth.org



First Place for Youth (First Place) helps youth transitioning out of foster care gain the skills and education necessary to make a successful transition to self-sufficient adulthood. Its program combines housing assistance with wraparound case management services that connect youth with employment training, post-secondary education, and financial literacy classes.

HIGHLIGHTS OF 2011

- First Place helped more young people in 2011 and made great strides in its expansion in Los Angeles.
- It also nearly tripled the percentage of youth receiving its wraparound services.

EVIDENCE OF EFFECTIVENESS

A strong performance management system tracks outcomes for the youth First Place serves. At the end of 2011, 82% of those eligible were enrolled and actively pursuing a high school diploma or a GED. After leaving the program, 89% of the youth maintained stable housing. First Place is undertaking a formative study to further strengthen its model and ensure that it is implemented with fidelity across all sites. It expects that this study, to be completed in 2012, will prepare the organization for a rigorous evaluation.

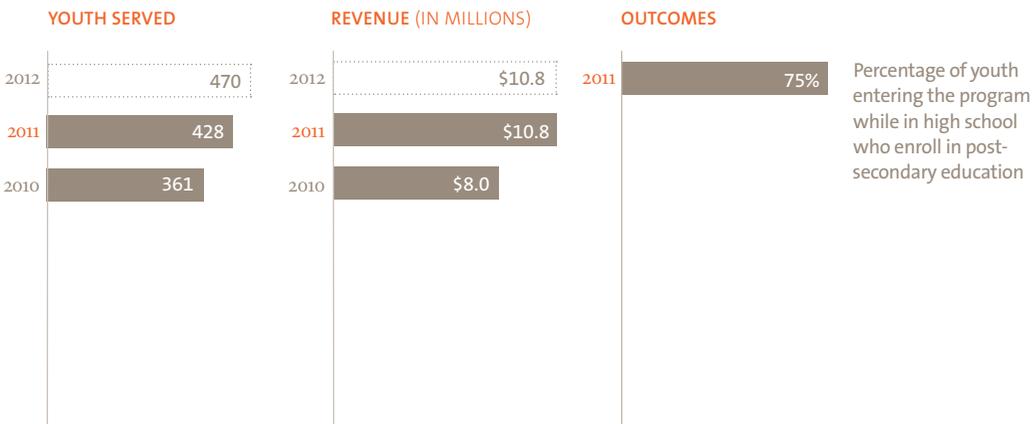
OUR INVESTMENT

EMCF has awarded \$2.7 million to First Place since 2008.

Geographic Reach

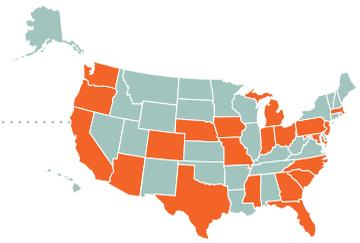
The San Francisco Bay area and Los Angeles, CA

Expansion to Los Angeles and more government contracts are driving steady growth in the numbers of young people First Place helps transition out of foster care.



Gateway to College National Network

Portland, OR www.gatewaytocollege.org



Gateway to College National Network (GtCNN) creates educational and future employment opportunities for young people who have dropped out of high school, or are at great risk of dropping out, by working with community colleges and school districts to help these youth earn diplomas while also earning college credits. All classes in this alternative education program, called Gateway to College, are conducted on college campuses, where students progress from foundational courses to regular college classes. GtCNN has also developed Project Degree for students who have a high school diploma or a GED but require further developmental education to undertake college-level coursework. For both programs, GtCNN provides sites with training, professional development, technical assistance, and evaluation—from planning through start-up and continuing as long as the program remains in the network.

HIGHLIGHTS OF 2011

- Five new Gateway to College programs began serving students in New Jersey, Texas, Florida, and Washington.

- GtCNN selected eight sites to open in 2012. Three of these sites, in California, Mississippi, and Indianapolis, are supported by a Social Innovation Fund award GtCNN received from EMCF.

EVIDENCE OF EFFECTIVENESS

Promising data shows that the Gateway to College program has enabled young people who have dropped out of high school or who are at very high risk of dropping out to earn a high school diploma and an associate's degree. GtCNN has launched a randomized controlled trial evaluation that will assess short-term outcomes, such as credits earned, school attendance, reduction in risk-taking behaviors, and attachment to school and the labor market, within a year of entering the program. These results will be available in 2014. Longer-term program effects on high school graduation and post-secondary credentials will be available in 2015.

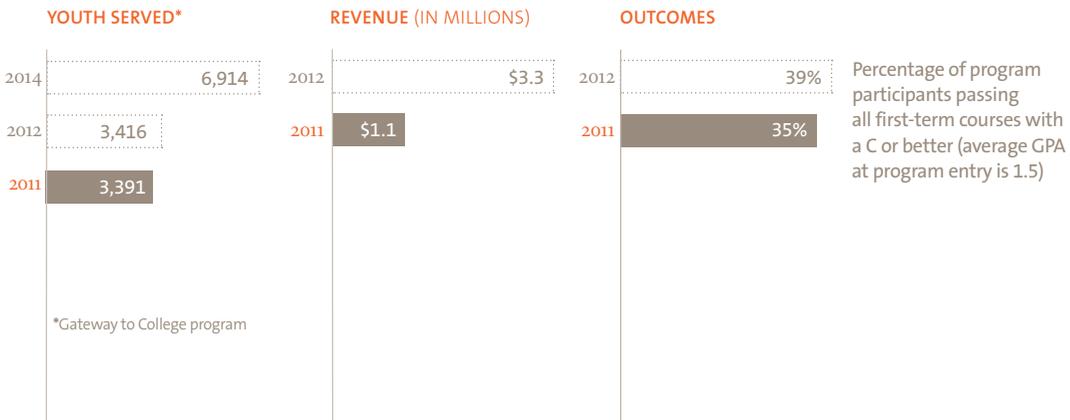
OUR INVESTMENT

EMCF has awarded \$3.5 million over three years to GtCNN, a True North Fund grantee.

Geographic Reach

Arizona, California, Colorado, Florida, Georgia, Indiana, Iowa, Maryland, Massachusetts, Michigan, Mississippi, Missouri, Nebraska, New Jersey, North Carolina, Ohio, Oregon, Pennsylvania, South Carolina, Texas, and Washington

A steep rise in organization-wide revenue in 2012 will enable GtCNN to continue adding Gateway sites supported by the True North Fund and to expand other activities.





Reading Partners

Good Shepherd Services

New York, NY www.goodshepherds.org



Geographic Reach

Three boroughs in New York City: Brooklyn, the Bronx, and Manhattan

Good Shepherd Services (GSS) provides comprehensive services that surround at-risk youth and families with “a web of supports that promote a safe passage to self-sufficiency.” The agency offers school-based supports, afterschool programming, educational options that re-engage older youth in completing high school, out-of-home care, family counseling and support, and foster care and adoption services. In partnership with the New York City Department of Education (DOE), GSS has replicated its highly regarded transfer high school model for older youth, ages 16–21, who have fallen off track in traditional schools. In collaboration with the DOE, the agency has also initiated and expanded other educational models that offer these young people several pathways to graduation.

HIGHLIGHTS OF 2011

- GSS implemented a leadership training initiative to develop the next generation of leaders and to continue to build its strong culture.
- It also took steps to incorporate the Sanctuary Model, a comprehensive

approach to developing a trauma-sensitive culture, into all its out-of-home care and other programming.

- New programs included Rapid Intervention Teams that support foster care youth in danger of placement disruption, and Community Reinvestment Programs that provide intensive short-term interventions to prevent court-involved youth from entering the juvenile justice system.
- GSS also prepared for two mergers in 2012, with the Edwin Gould Academy in Manhattan and Groundwork in Brooklyn.

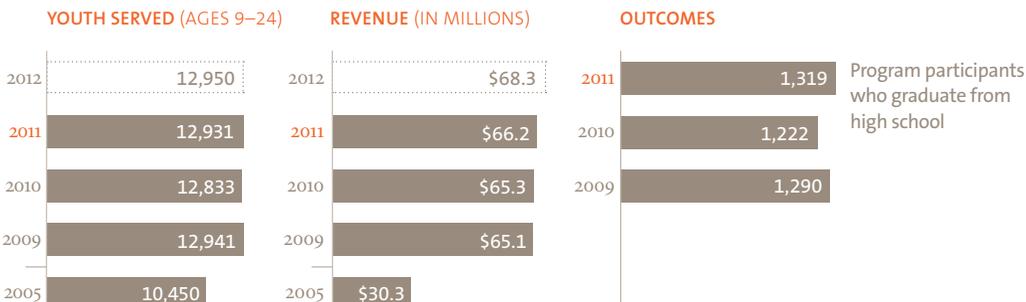
EVIDENCE OF EFFECTIVENESS

GSS is implementing across the organization a comprehensive performance-management tracking system that enables each program to review outcomes progress reports. The agency uses evidence-based practices and has engaged Metis Associates to conduct a quasi-experimental evaluation of its transfer high school model.

OUR INVESTMENT

EMCF has awarded \$10.3 million to GSS since 2005.

Mergers and other opportunities have enabled GSS to reach more vulnerable youth and families, while accessing greater revenue.



Note: GSS serves youth and adults of all ages across all its programs.

Green Dot Public Schools

Los Angeles, CA 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 for college, leadership, and life. Green Dot operates secondary schools in economically disadvantaged neighborhoods in Los Angeles. By creating a small school environment that is more conducive to learning (numbering no more than 650 students per school, compared with 2,000–4,000 in a typical Los Angeles public high school), it maintains attendance rates close to 95%, and its students achieve stronger results than their counterparts in traditional public schools.

HIGHLIGHTS OF 2011

- Green Dot re-opened as charter schools two persistently low-performing public schools: Jordan High School in Watts, and Henry Clay Middle School in South Central Los Angeles.

EVIDENCE OF EFFECTIVENESS

Green Dot’s model and its strong commitment to instructional quality achieve positive results for graduation from high school and enrollment in four-year college as compared with other local public schools. UCLA’s National Center for Research on Evaluation, Standards, and Student Testing is in the third year of an independent evaluation of Green Dot’s effort to turn around and restructure Locke High School in Watts. Its findings suggest that achievement scores and rates of persistence, course taking, and passing for ninth graders who entered Locke were higher than if they had attended a comparable Los Angeles high school. A student who graduated from Locke was 3.7 times more likely to be “college ready” than a “matched-pair” student from any of the three surrounding high schools.

OUR INVESTMENT

EMCF has awarded \$7.1 million to Green Dot since 2004.

Geographic Reach

Fourteen high schools and four middle schools in Los Angeles, CA

Despite California’s economic difficulties, Green Dot continues to add schools and projects it will serve even more students in 2012.



Harlem Children's Zone

New York City, NY www.hcz.org



Geographic Reach

More than 100 blocks in Harlem, NY

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. A conveyor belt of services stretches from birth through college and includes workshops for parents of young children, early childhood education, public charter schools, collaborations with and support for traditional public schools, afterschool and summer enrichment programming for youth, help for teens to gain access to and graduate from college, and other post-secondary education opportunities.

- HCZ greatly expanded its Healthy Living Initiative through programming at the Harlem Armory, a 50,000-square-foot athletic facility that it now manages.
- Meanwhile, HCZ continued to serve as a model for the country as 37 "Promise Neighborhoods" initiatives received federal funding for planning or implementation.

EVIDENCE OF EFFECTIVENESS

In 2009, Harvard economists Roland Fryer, Jr. and Will Dobbie found that HCZ's Promise Academy charter school was "enormously effective at increasing the achievement of the poorest minority children." Mathematica Policy Research began a longitudinal evaluation in 2008 of children's outcomes and program processes over 10 to 20 years. This will test HCZ's hypothesis that interconnected programs support healthy development and produce lasting positive outcomes for youth.

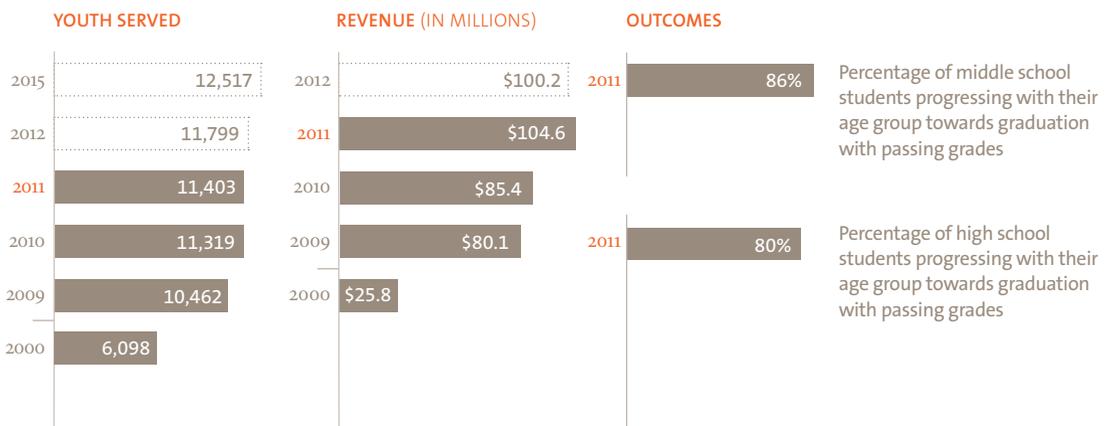
OUR INVESTMENT

EMCF has awarded \$33.7 million to HCZ since 1979.

HIGHLIGHTS OF 2011

- HCZ partnered with EMCF and eight co-investors to complete an \$80 million capital aggregation campaign to support its FY11–FY15 growth and sustainability plan.
- HCZ broke ground on a \$100 million school building and community center in the St. Nicholas Houses, a New York City public housing development.

HCZ has expanded programs and solidified its long-term sustainability as it begins to benefit from aggregated growth capital.



Hillside Work-Scholarship Connection

Rochester, NY www.hillside.com



Hillside Work-Scholarship Connection (HW-SC), through a unique partnership with Wegmans Food Markets and other private employers, seeks to increase high school graduation rates by providing youth in grades 7–12 with 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.

HIGHLIGHTS OF 2011

- HW-SC launched a new partnership with Buffalo Public Schools in March 2011.
- It has also been selected as a partner in a federal Promise Neighborhoods grant that will enable it to serve an additional school in Buffalo and double the number of youth it reaches in that city.

EVIDENCE OF EFFECTIVENESS

An external comparison group evaluation conducted in 2004 by the Center for Governmental Research found that HW-SC students in Rochester graduated from high school at twice the rate of their peers (61%, compared with 31%). Follow-up studies in 2005 and 2006 confirmed that HW-SC retains and graduates students at a significantly higher rate than comparison groups. HW-SC is about to embark on a feasibility study to determine which type of rigorous evaluation will be appropriate.

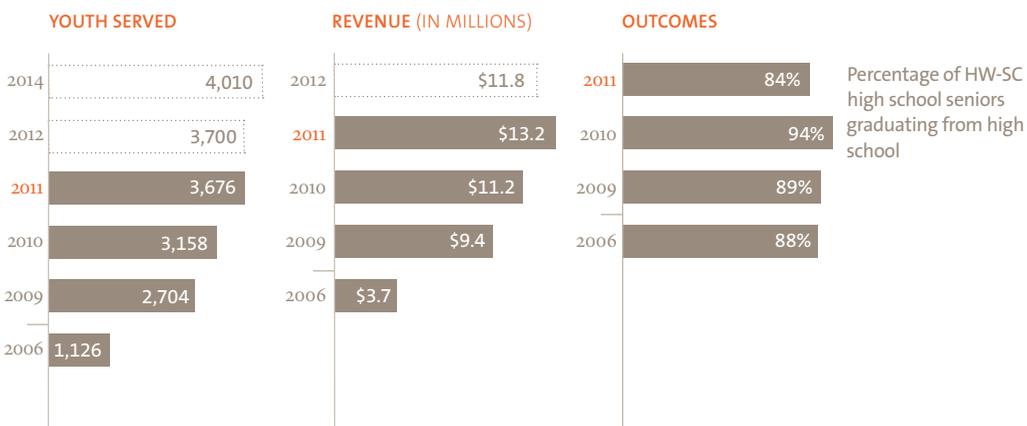
OUR INVESTMENT

EMCF has awarded \$7.3 million to HW-SC since 2006.

Geographic Reach

Buffalo, Rochester, and Syracuse, NY; and Prince George's County, MD

HW-SC has continued to grow steadily and help more young people complete high school.



Latin American Youth Center

Washington, DC www.layc-dc.org



Latin American Youth Center (LAYC) serves youth of all ethnic backgrounds in Washington, DC and operates three Maryland Multicultural Youth Centers. LAYC offers a comprehensive set of services that include education, social services, work skills, advocacy, and residential programs, and helps more than 4,200 young people and adults annually.

HIGHLIGHTS OF 2011

- LAYC opened its first housing program in Prince George's County, MD.
- Its collaborative program with the National Park Service, National Capital Region, received the U.S. Department of Interior's Partners in Conservation Award, while its Riverdale, MD site won the National Council of La Raza's Best Corps Award.

EVIDENCE OF EFFECTIVENESS

LAYC is implementing a comprehensive performance-management tracking system and conducting a randomized controlled trial evaluation of its "Promotores" model, supported in part by a Social Innovation Fund grant from Venture Philanthropy Partners.

OUR INVESTMENT

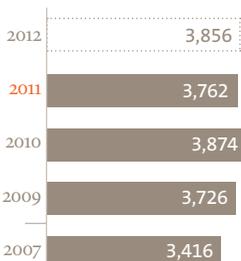
EMCF has awarded \$5.5 million to LAYC since 2006.

Geographic Reach

Washington, DC and Prince George's and Montgomery counties, MD

Funding from local government and foundations dipped in 2011, but LAYC is poised to resume growing and serving more youth in 2012.

YOUTH SERVED (AGES 9–24)



REVENUE (IN MILLIONS)



OUTCOMES

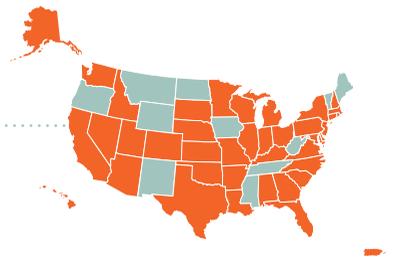


Percentage of LAYC students completing at least 90% of homework

Note: LAYC serves youth and adults of all ages across all its programs.

National Academy Foundation

New York, NY 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 for productive careers.

HIGHLIGHTS OF 2011

- NAF expanded its student-level data pilot to 125 academies, facilitating data collection directly from district student information systems and enhancing its reporting capabilities.
- It accepted 45 academies into a planning cohort that will add approximately 3,000 new students once these sites are fully operational.
- NAF also launched a new theme, the Academy of Health Sciences, with an initial cohort of 16 academies and the goal of building a national network of programs preparing students for college and career opportunities in health care.

EVIDENCE OF EFFECTIVENESS

NAF is one of the foremost organizations implementing the career academy model. A 15-year randomized controlled trial evaluation of this model by MDRC found that career academy students were much more likely to stay in school through 12th grade, and earned 11% more than their peers eight years after graduation, for an average of \$30,000 for male participants. NAF is implementing a network-wide student-level performance management and outcomes tracking system, as well as rolling out its “Academy Assessment,” which helps ensure fidelity across the network to the NAF model. Preliminary student-level data provided by NAF suggests students are more likely to get on track and stay on track to graduate than other students in their districts.

OUR INVESTMENT

EMCF has awarded \$2.5 million to NAF since 2008 to support implementation of a network-wide database system that will improve its ability to report student-level outcomes, infrastructure and capacity for research and evaluation, and business planning.

Geographic Reach

Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Kansas, Kentucky, Louisiana, Maryland, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, New Hampshire, New Jersey, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, Rhode Island, South Carolina, South Dakota, Texas, Utah, Virginia, Washington, Wisconsin; St. Thomas, Virgin Islands; and Washington, DC

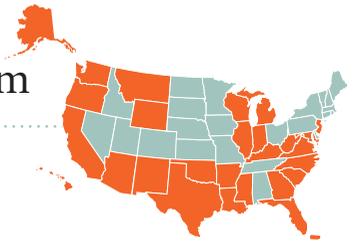
NAF continues to serve greater numbers of youth as it seeks to prepare more high school students for college and careers.



Based on results from MDRC’s evaluation of career academies and preliminary data collected by NAF’s data pilot, approximately 25 to 36% of 9th graders served by NAF are at highest risk of failing to graduate high school and fall into EMCF’s target population.

The National Guard Youth ChalleNGe Program

Alexandria, VA www.ngycp.org



The National Guard Youth ChalleNGe Program (ChalleNGe) provides a 17-month education, employment-readiness, and youth development program to young people, 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 program that serves more than 8,000 youth annually at 34 sites. It is operated in conjunction with the U.S. Department of Defense, National Guard Bureau, National Guard Youth Foundation, state governments and local sites.

HIGHLIGHTS OF 2011

- ChalleNGe developed a three-year business plan to expand and improve its current sites, add new ones, and build a national infrastructure.

EVIDENCE OF EFFECTIVENESS

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. A cost–benefit analysis by RAND indicates that the ChalleNGe program yields \$2.66 in social benefits for every dollar expended.

OUR INVESTMENT

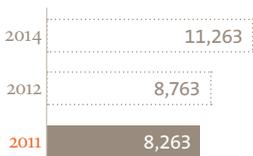
EMCF has awarded \$4.3 million to ChalleNGe since 2010.

Geographic Reach

Alaska, Arizona, Arkansas, California, Florida, Georgia, Hawaii, Illinois, Indiana, Kentucky, Louisiana, Maryland, Michigan, Mississippi, Montana, New Jersey, New Mexico, North Carolina, Oklahoma, Oregon, Puerto Rico, South Carolina, Texas, Virginia, Washington, West Virginia, Wisconsin, and Wyoming

Increased federal funding and a renewed focus on youth completing the full ChalleNGe program will help more graduates continue school, secure employment, or enter the military.

YOUTH SERVED



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

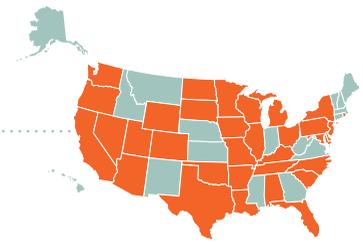
REVENUE (IN MILLIONS)



Note: ChalleNGe will begin reporting outcomes in 2012.

Nurse-Family Partnership

Denver, CO www.nursefamilypartnership.org



Nurse-Family Partnership (NFP) 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, to help improve pregnancy outcomes, child health and development, and families' economic self-sufficiency.

HIGHLIGHTS OF 2011

- Twenty-eight states elected to implement NFP with federal funding appropriated for the Maternal, Infant, and Early Child Home Visiting program, accounting for an estimated 20% of the \$1.5 billion available.
- NFP completed the transition to a new outcomes/performance management system.
- It launched a comprehensive quality improvement initiative that will enable it to categorize sites implementing NFP on the basis of their performance.

EVIDENCE OF EFFECTIVENESS

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

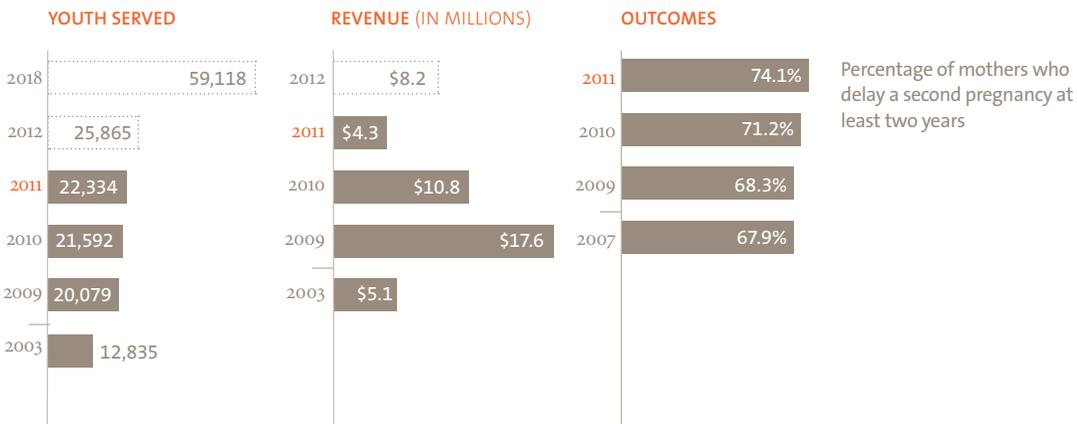
OUR INVESTMENT

EMCF has awarded \$20.3 million to NFP since 2002 and helped aggregate an additional \$38 million in growth capital from five co-investors.

Geographic Reach

Alabama, Arizona, Arkansas, 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, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Washington, Wisconsin, and Wyoming

NFP has succeeded in serving more low-income mothers and infants each year by drawing on growth capital to support operations as revenue earned from services to local implementing sites increases.



PACE Center for Girls

Jacksonville, FL www.pacecenter.org



Geographic Reach
Seventeen counties in Florida

PACE Center for Girls (PACE) operates 17 non-residential day programs across Florida for young women, ages 12–18, involved in or at risk of involvement in the juvenile justice system. The program, with an average length of stay of 12–18 months, provides comprehensive education, social services, and career-readiness services in a gender-responsive environment that meets the unique development needs of girls. The PACE model provides counseling, education, life skills, and transition services to 2,000 girls annually to help reduce or prevent their involvement in the juvenile justice system, and ensure their success at home, in school and in the community, with the goal of attaining self-sufficiency as adults.

HIGHLIGHTS OF 2011

- PACE developed a four-year business plan emphasizing evaluation, growth, strengthening its organizational infrastructure, expanding private fundraising, and exploring additional public funding streams.

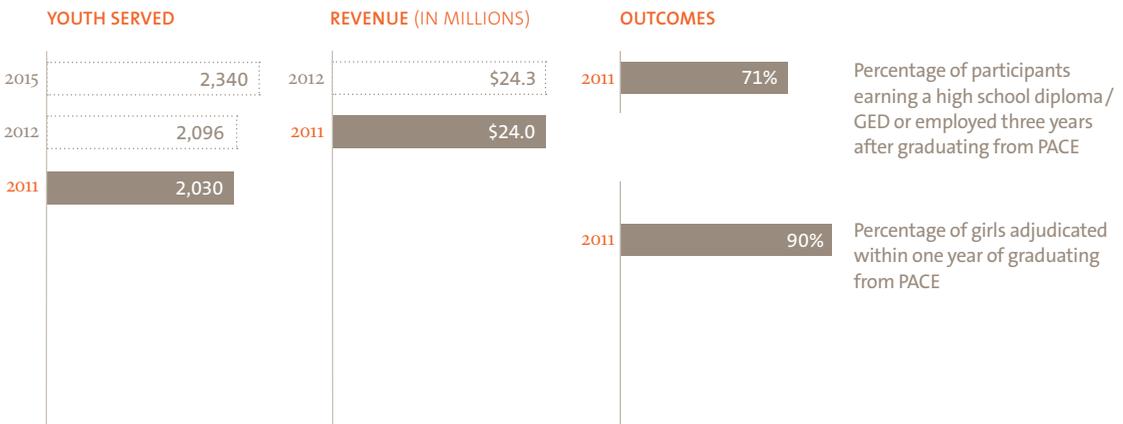
EVIDENCE OF EFFECTIVENESS

PACE’s internal and external performance tracking through Florida’s Departments of Juvenile Justice and Education indicates very successful outcomes. Of the young women who participated in the program for more than 90 days, 96% improved academically and 85% improved by one full grade level. Of those who completed the program, 90% had no involvement in the criminal justice system one year afterward and 88% remained uninvolved after five years. PACE is committed to building its evidence base through rigorous evaluation of its program model.

OUR INVESTMENT

EMCF has awarded \$3.25 million to PACE since 2010.

Increasing funding and service capacity in 2012 will enable PACE to help more young women find success and avoid involvement in the criminal justice system.



Reading Partners

Oakland, CA www.readingpartners.org



Reading Partners helps elementary school students who are struggling with reading catch up to their classmates and become proficient before it's too late. Students arriving in middle school already behind in reading are in danger of failing or eventually dropping out. Reading Partners operates reading centers in schools, many in low-income communities, and trains and supervises volunteers who provide one-on-one literacy tutoring twice weekly during and after the school day to students who are six to 30 months behind grade level in reading.

EVIDENCE OF EFFECTIVENESS

Internally collected data using standardized tests has shown that 89% of participants accelerate the rate at which they acquire literacy, and students gain an entire grade level, on average, in reading skills. A limited study of Reading Partners' program completed in 2011 by Stanford University's School of Education showed promising results. Reading Partners has launched a randomized controlled trial evaluation with MDRC to prove the effectiveness of its program across six school districts.

Geographic Reach

California, Maryland, New York, Texas, and Washington, DC

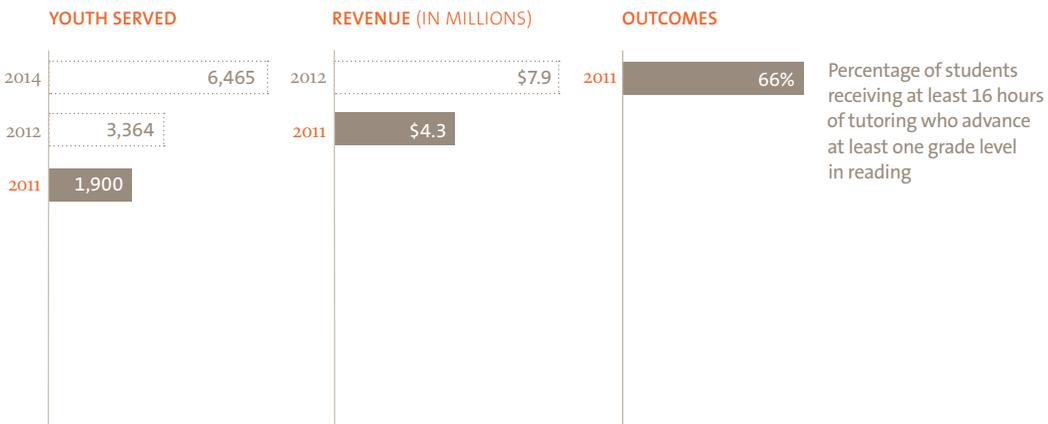
HIGHLIGHTS OF 2011

- Reading Partners received a Social Innovation Fund award from EMCF.
- It launched programs in New York City, Baltimore, and Dallas, and continued to expand in California and Washington, DC.
- To manage this growth, Reading Partners put in place regional executive directors and strengthened its national staff.

OUR INVESTMENT

EMCF has awarded 3.5 million over three years to Reading Partners, a True North Fund grantee.

Reading Partners is continuing its impressive growth and helping many more students improve their reading skills.



The SEED Foundation

Washington, DC www.seedfoundation.com



The SEED Foundation (SEED) opens and supports public boarding schools that provide 24-hour-a-day (Sunday evening to Friday afternoon) learning and living communities for disadvantaged students who are highly unlikely to succeed in a traditional public school setting, helping them to overcome obstacles and succeed in school and college. Its model integrates a rigorous academic program with a nurturing boarding program within a safe campus environment. Small classes along with individual and group tutoring provide strong academic services that are individualized to meet each student's needs. Students also receive strong social support in the afterschool hours, including individual counseling, life skills instruction, and enrichment programs.

HIGHLIGHTS OF 2011

- SEED received a Social Innovation Fund award from EMCF.
- It reached an agreement with the Cincinnati public schools and teachers union for a partnership that will permit unionized teachers to be assigned to a SEED school there,

while giving SEED the flexibility and autonomy to ensure that the school succeeds.

- SEED also hired a South Florida director to lead efforts to open a SEED school in Miami.

EVIDENCE OF EFFECTIVENESS

Internal data indicates that 91% of students who enter SEED in the ninth grade graduate from high school, and 94% of SEED graduates are accepted by four-year colleges and universities. Harvard economist Roland Fryer, Jr. analyzed results from the random assignment of youth to the SEED school in Washington, DC in 2007 and 2008. He found that the school significantly increased students' standardized test scores in reading and math, as compared with youth who attended other schools, and concluded, "SEED schools have the power to eliminate the racial achievement gap." MDRC will conduct a randomized controlled trial of SEED schools, with results expected in 2014.

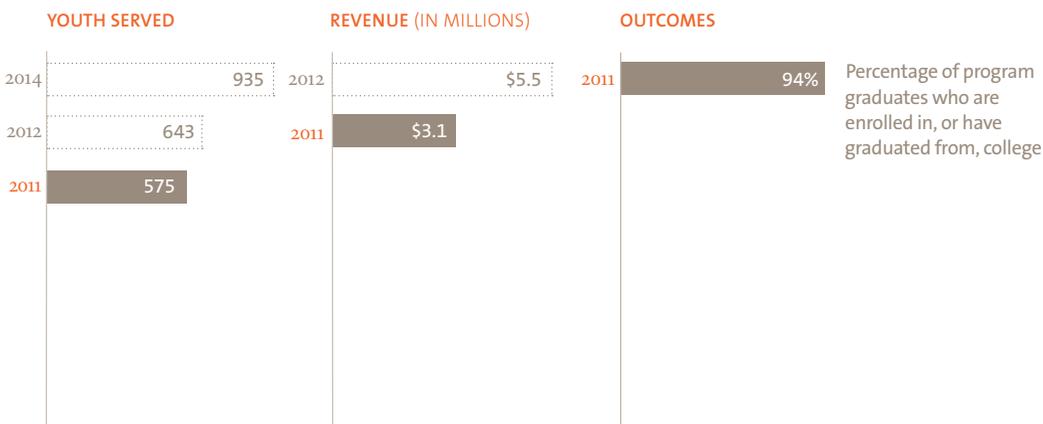
OUR INVESTMENT

EMCF has awarded \$3.5 million over three years to SEED, a True North Fund grantee.

Geographic Reach

Washington, DC, and Baltimore, MD (statewide); SEED is preparing to open schools in Cincinnati, OH and Miami, FL

SEED is expanding its schools in Washington and Baltimore as it prepares, with True North Fund support, to open two more in Cincinnati and Miami.



Self Enhancement, Inc.

Portland, OR www.selfenhancement.org



Self Enhancement, Inc. (SEI) serves primarily African-American youth, ages 8–25, and their families with in-school, afterschool, summer, and post-secondary programs. SEI’s program model, centered on staff becoming a “parent, mentor, and instructor” to each young participant, is long-term and intensive. Comprehensive services that include in-school case management, parental involvement, mentoring, and tutoring assistance enable youth to succeed academically, gain entrance to post-secondary education, and obtain sustainable employment.

EVIDENCE OF EFFECTIVENESS

Although Portland Public Schools reports that only 49% of African-American students graduate from its high schools in four years, SEI’s internal performance tracking indicates that 97% of high school seniors participating in its program graduated in 2010, and 97% of these graduates continued their education or found employment.

OUR INVESTMENT

EMCF has awarded \$5.4 million to SEI since 2006.

Geographic Reach

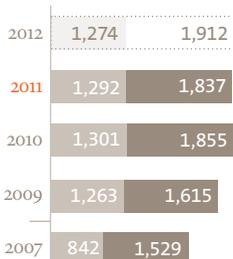
SEI serves youth throughout Portland, OR and is replicating its program model in Miami, FL

HIGHLIGHTS OF 2011

- The SEI model, with wraparound academic and social services for every student, is being integrated into a Miami middle school and into a Portland high school that offers students dual enrollment at Portland Community College.

SEI expanded its private and public funding base in 2011 so that it can continue to help African-American students succeed academically.

YOUTH SERVED*



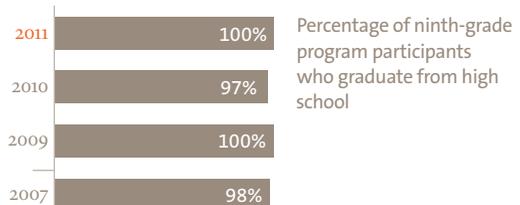
*Core / non-core program participants

REVENUE (IN MILLIONS)*



*Differences in revenue after 2007 were made up by previously raised unrestricted funds held in the endowment and used as planned.

OUTCOMES



Percentage of ninth-grade program participants who graduate from high school



Youth Villages

Youth Villages

Memphis, TN www.youthvillages.org



Youth Villages (YV) is a leading national nonprofit providing local solutions to help America's most emotionally and behaviorally troubled children and their families live successfully. YV serves youth, the majority ages 6–22, with a continuum of programs and a proprietary approach called Evidentiary Family Restoration™ that help them improve academic achievement, make a successful transition to employment, and avoid criminal activity. Most of these youth have cycled in and out of foster care and/or are involved in the juvenile justice system.

HIGHLIGHTS OF 2011

- YV merged successfully with ChristieCare in Oregon.
- In a major legislative victory for YV and child welfare generally, states received permission to use federal Title IV-E funds, which are dedicated to the child welfare system, more flexibly, including for home services and residential or foster care services.

EVIDENCE OF EFFECTIVENESS

YV deploys over 17 evidence-based protocols to ensure high-quality programming. YV's flagship intensive

in-home model helps build strong, permanent families to support troubled youth both in and out of state custody. Eighty-three percent of these youth have remained at home successfully two years after discharge; 82% have had no trouble with the law; and 83% are either still in school, have graduated, or are getting their GED. Fewer than 10% have been subsequently placed in highly restrictive residential treatment centers, psychiatric hospitals, or juvenile facilities. Compared with traditional out-of-home services alone, YV's in-home program is one-third the cost and consistently generates a long-term success rate twice the national average (80% vs. 40%). MDRC is conducting a randomized controlled trial evaluation of YV's Transitional Living program for youth aging out of foster care.

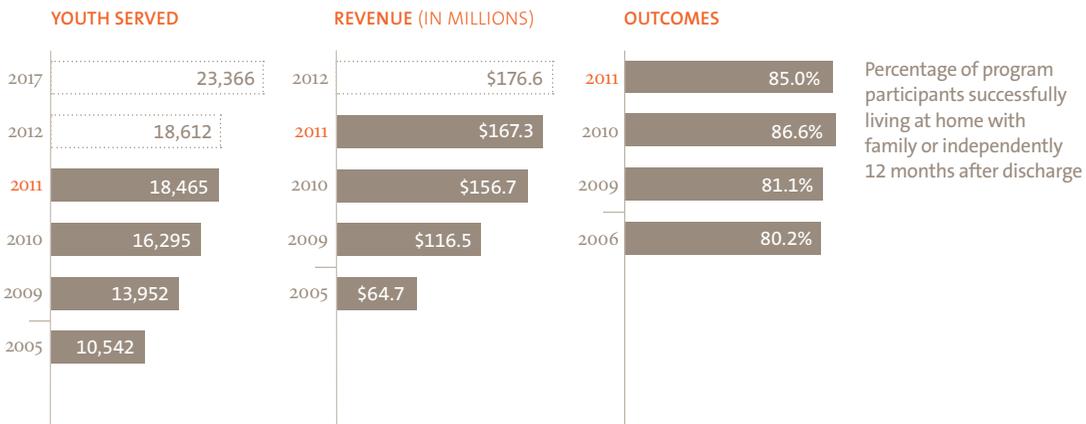
OUR INVESTMENT

EMCF has awarded \$36.25 million to YV since 2004. This includes \$15 million committed in December 2011 to a second round of growth capital aggregation to implement YV's strategic plan for FY13–17. EMCF also helped YV secure \$25 million from 11 other co-investors in its first round of growth capital aggregation.

Geographic Reach

Alabama, Arkansas, Florida, Georgia, Massachusetts, Mississippi, New Hampshire, North Carolina, Tennessee, Texas, Oregon, and Washington, DC

Continuing expansion, entry into new states, and successful mergers in Georgia (2010) and Oregon (2011) are enabling YV to help more troubled youth.



Our Partners

The Foundation is proud of and grateful to the 38 philanthropic institutions, corporations and individuals who, as of May 2012, have co-invested in EMCF's growth capital aggregation activities. With the boards of several grantees, these funders have committed a total of \$211.35 million to expanding evidence-based programs and making a significant impact on the life prospects of vulnerable youth across the country.

The Edna McConnell Clark Foundation welcomes and actively seeks additional institutional and individual partners to join us in exploring whether a new model of coordinated, collaborative investment can channel more resources more effectively to programs that work, propelling them to a scale on which they can make a serious dent in some of our nation's most pressing social problems.

The Atlantic Philanthropies *(Citizen Schools)*

ArcLight Capital *(Citizen Schools)*

Andrew and Melora Balson *(Citizen Schools)*

Bank of America *(Citizen Schools)*

Josh and Anita Bekenstein *(Citizen Schools)*

Caithness Energy *(Citizen Schools)*

Carnegie Corporation of New York *(Citizen Schools)*

The Day Foundation *(Youth Villages)*

Deerbrook Charitable Trust *(Harlem Children's Zone)*

Stanley Druckenmiller *(Harlem Children's Zone)*

The Duke Endowment *(The True North Fund, Youth Villages)*

FedEx *(Youth Villages)*

Marjorie Finlay and Geoff Freeman *(Citizen Schools)*

The Paul and Phyllis Fireman Foundation *(Youth Villages)*

The Bill & Melinda Gates Foundation

(Nurse-Family Partnership, Youth Villages)

GreenLight Fund *(Youth Villages)*

The William and Flora Hewlett Foundation *(The True North Fund)*

- The Jenesis Group (*Youth Villages*)
- The Robert Wood Johnson Foundation (*Nurse-Family Partnership*)
- The JPB Foundation (*The True North Fund, Citizen Schools, Harlem Children's Zone, Nurse-Family Partnership*)
- George Kaiser Family Foundation (*The True North Fund*)
- The W.K. Kellogg Foundation (*Harlem Children's Zone, Nurse-Family Partnership*)
- The John S. and James L. Knight Foundation (*Citizen Schools*)
- The Koogle Foundation, a donor-advised fund at Silicon Valley Community Foundation (*Citizen Schools*)
- The Kresge Foundation (*The True North Fund, Nurse-Family Partnership, Youth Villages*)
- The Lovett-Woodsum Foundation (*Citizen Schools*)
- Open Society Foundations (*The True North Fund*)
- The Penzance Foundation (*The True North Fund*)
- Dan and Lise Revers (*Citizen Schools*)
- The Robertson Foundation (*Nurse-Family Partnership, Youth Villages*)
- Arthur and Rebecca Samberg (*Harlem Children's Zone*)
- The Samberg Family Foundation (*The True North Fund, Citizen Schools, Harlem Children's Zone*)
- The Skoll Foundation (*Citizen Schools*)
- The Starr Foundation (*The True North Fund, Harlem Children's Zone*)
- Strategic Grant Partners (*Youth Villages*)
- Tipping Point Community (*The True North Fund*)
- The Wallace Foundation (*The True North Fund, Citizen Schools, Harlem Children's Zone*)
- The Weingart Foundation (*The True North Fund*)

2011 Grants

YOUTH DEVELOPMENT FUND

BELL (Building Educated Leaders for Life)

Dorchester, MA

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

AWARDED: \$5,000,000 | PAID: \$920,463

Big Brothers Big Sisters

Philadelphia, PA

To support implementation of its FY 2007–10 business plan.

PAID: \$2,000,000

Boys & Girls Clubs of America

Atlanta, GA

To expand the Executive Advanced Leadership Program.

PAID: \$2,000,000

Center for Employment Opportunities

New York, NY

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

PAID: \$1,000,000

Center for Employment Opportunities

New York, NY

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

AWARDED: \$6,000,000 | PAID: \$711,226

Children's Aid Society—Carrera Adolescent Pregnancy Prevention Program

New York, NY

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

PAID: \$2,000,000

Children's Aid Society—Carrera Adolescent Pregnancy Prevention Program

New York, NY

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

AWARDED: \$3,500,000 | PAID: \$642,795

Children's Home Society of North Carolina *Greensboro, NC*

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

AWARDED: \$6,000,000 | PAID: \$685,143

Children's Institute, Inc

Los Angeles, CA

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

AWARDED: \$5,000,000 | PAID: \$953,653

Citizen Schools

Boston, MA

To help the organization continue to learn more about emerging opportunities for federal funding.

PAID: \$90,000

Citizen Schools

Boston, MA

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

AWARDED: \$6,000,000 | PAID: \$3,500,000

Communities In Schools

Arlington, VA

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

AWARDED: \$6,000,000 | PAID: \$1,009,330

Congreso de Latinos Unidos

Philadelphia, PA

For general operating support.

AWARDED: \$750,000 | PAID: \$475,000

First Place for Youth

Oakland, CA

To fully implement its business plan and prepare for external evaluation.

PAID: \$500,000

Gateway to College National Network*Portland, OR*

To support growth, quality, and evaluation goals aligned with Social Innovation Fund objectives.

A True North Fund grantee.

AWARDED: \$3,500,000 | PAID: \$209,588

Good Shepherd Services*New York, NY*

To complete an organization-wide effort to track, report, and use performance data and external research to improve quality and demonstrate effectiveness.

PAID: \$1,000,000

Green Dot Public Schools*Los Angeles, CA*

For general operating support.

PAID: \$1,000,000

Harlem Children's Zone*New York, NY*

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

PAID: \$6,500,000

Hillside Work–Scholarship Connection*Rochester, NY*

To support implementation of its business plan.

AWARDED: \$3,000,000 | PAID: \$1,000,000

Latin American Youth Center*Washington, DC*

To support its goal of achieving demonstrated effectiveness during the first phase of its FY 2008–11 business plan.

PAID: \$1,000,000

Latin American Youth Center, Inc*Washington, DC*

For general operating support.

PAID: \$750,000

National Academy Foundation*New York, NY*

To support the continued implementation of a national outcomes and performance tracking system, and business planning.

PAID: \$500,000

National Guard Youth ChalleNGe Program*Arlington, VA*

To support completion of its business plan.

PAID: \$250,000

National Guard Youth ChalleNGe Program*Arlington, VA*

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

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

PACE Center for Girls*Jacksonville, FL*

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

AWARDED: \$3,000,000 | PAID: \$1,000,000

Reading Partners*Oakland, CA*

To support growth, quality, and evaluation goals aligned with Social Innovation Fund objectives.

A True North Fund grantee.

AWARDED: \$3,500,000 | PAID: \$712,410

SEED Foundation*Washington, DC*

To support growth, quality, and evaluation goals aligned with Social Innovation Fund objectives.

A True North Fund grantee.

AWARDED: \$3,500,000 | PAID: \$338,199

Self Enhancement, Inc.*Portland, OR*

For general operating support.

PAID: \$500,000

SUPPORTING GRANTS**Bridgespan Group***Boston, MA*

For business planning support to grantees, ongoing strategic assistance, and general advisory support for EMCF staff.

PAID: \$1,387,000

Bridgespan Group*Boston, MA*

For business planning support to grantees, ongoing strategic assistance, and general advisory support for EMCF staff.

AWARDED: \$2,800,000 | PAID: \$1,800,000

Learning as Leadership*San Rafael, CA*

To support leadership development programs for grantees.

PAID: \$100,000

LWP, LLC*Boston, MA*

For executive coaching support to EMCF grantees.

PAID: \$100,000

LWP, LLC*Boston, MA*

For executive coaching support to EMCF grantees.

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

MDRC*New York, NY*

To support randomized controlled trial evaluations of Youth Villages' Transitional Living and Intercept programs.

PAID: \$650,000

MDRC*New York, NY*

To advise the CAS–Carrera Adolescent Pregnancy Prevention Program and, potentially, Hillside Work–Scholarship Connection on evaluation planning to assess readiness to engage in randomized controlled trial evaluations.

PAID: \$62,000

MDRC*New York, NY*

For direct grantee support in the form of evaluation feasibility assessments and evaluations.

PAID: \$1,100,000

Merrill Rose, LLC*New York, NY*

To support the Communications Advisory Group's research and creation of a comprehensive communications strategy.

PAID: \$225,000

New York University*New York, NY*

To support the planning and facilitation of grantee retreats.

AWARDED: \$296,000 | PAID: \$100,000

Parris Communications, Inc.*Kansas City, MO*

To help prepare the Foundation's Social Innovation Fund grantees for communications related to their awards.

PAID: \$100,000

VENTURE FUND

The Venture Fund consists of grants to organizations that are aligned with EMCF's overall goals and mission but lie outside our investment strategy in youth development. They include organizations that promote and advance effective philanthropic practices, collaboration, and evidence-based funding.

Bowdoin College*Brunswick, ME*

For general operating support.

PAID: \$12,000

Brown University*Providence, RI*

For general operating support.

PAID: \$12,000

Center for Effective Philanthropy*Cambridge, MA*

For general operating support.

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

Center for the Study of Social Policy*Washington, DC*

For general support of the Harold Richman Policy Symposium Series.

PAID: \$50,000

Child Trends*Washington, DC*

To support expansion of its website database.

AWARDED: \$400,000 | PAID: \$200,000

Child Trends*Washington, DC*

To support expansion of its website database of evaluation studies, communications informing policymakers about effective youth programs, publications about evidence-based interventions, and training and technical assistance activities.

PAID: \$125,000

Children's Rights, Inc.*New York, NY*

To support a strategic growth planning project.

PAID: \$130,000

Community Foundation for the National Capital Region*Washington, DC*

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

PAID: \$30,000

Council on Foundations*Arlington, VA*

For general operating support.

PAID: \$45,000

Foundation Center*New York, NY*

For general operating support.

PAID: \$65,000

Friends of the Children*Portland, OR*

To support a longitudinal evaluation of the FOTC model.

PAID: \$186,000

Grantmakers for Children, Youth, and Families*Silver Spring, MD*

For general operating support.

PAID: \$18,000

Grantmakers for Education*Portland, OR*

For general operating support.

PAID: \$8,000

Grantmakers for Effective Organizations*Washington, DC*

To support the development of a strong network of intermediary organizations, and to disseminate lessons from this work within the broader philanthropic field.

PAID: \$175,000

Grantmakers for Effective Organizations

Washington, DC

For general operating support.

AWARDED: \$90,000 | PAID: \$45,000

GuideStar

Williamsburg, VA

To support the development of the organization's next strategic plan.

PAID: \$25,000

Independent Sector

Washington, DC

For general operating support.

PAID: \$12,500

Nonprofit Information

Networking Association

Boston, MA

For general operating support.

PAID: \$100,000

Nonprofit Information

Networking Association

Boston, MA

For general operating support.

PAID: \$250,000

Philanthropy New York

New York, NY

For general operating support.

PAID: \$19,450

The Communications Network

Naperville, IL

For general operating support.

PAID: \$20,000

Year Up

Boston, MA

To complete phase two of its randomized controlled trial evaluation.

PAID: \$170,000

GRANTS SUMMARY

Program	Unpaid Grants as of 9/30/2010	Grants Awarded During Year	Grants Paid During Year**	Unpaid Grants as of 9/30/2011
Youth Development	\$26,424,000	\$67,211,000	\$38,971,807	\$54,663,193
Venture Fund	455,000	1,867,950	1,772,950	550,000
Grand Total	\$26,879,000	\$69,078,950	\$40,744,757	\$55,213,193

Financial Statements

The Foundation's condensed statements of financial position and activities for the years ended September 30, 2011 and 2010 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, 2011 and 2010, 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 can be found on our website (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 can be found on our website.

CONDENSED STATEMENTS OF FINANCIAL POSITION*As of September 30, 2011 and 2010*

	2011	2010
Assets		
Cash and cash equivalents	\$ 31,783,644	\$ 32,902,792
Investments	792,388,823	778,598,600
Interest, dividends, and other receivables	2,826,000	121,788
Other assets	3,936,225	546,642
Fixed assets, net	919,774	989,786
Total assets	\$ 831,854,466	\$ 813,159,608
Liabilities		
Grants payable	\$7,174,871	7,145,880
Deferred federal excise tax	2,023,561	1,342,851
Other liabilities	267,027	209,541
Total liabilities	\$ 9,465,459	\$ 8,698,272
Net assets		
Unrestricted net assets	818,389,007	804,461,336
Temporarily restricted net assets	4,000,000	—
Total net assets	822,389,007	804,461,336
Total liabilities and net assets	\$ 831,854,466	\$ 813,159,608

CONDENSED STATEMENTS OF ACTIVITIES*Years ended September 30, 2011 and 2010*

	2011	2010
Revenue		
Investment income, net	\$ 54,310,965	\$ 88,275,388
Federal grant revenue	3,970,923	—
Total income	\$ 58,291,888	\$ 88,275,388
Expenses		
Grant awards	37,194,829	36,251,515
Program and administrative expenses	6,943,932	5,678,714
Federal excise taxes	225,456	820,744
Total expenses	\$ 44,364,217	\$ 42,750,973
Change in net assets	13,927,671	45,524,415
Temporarily restricted net assets	4,000,000	—
Unrestricted net assets, beginning of year	804,461,336	758,936,921
Unrestricted net assets, end of year	\$ 822,389,007	\$ 804,461,336

Our History and Values

The story of the Foundation 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. The Clarks doubled the size of the endowment and charged their sons—Hays, Van Alan, Jr., and James—with staffing and setting priorities for the Foundation. The sons wanted to maintain the Clark family’s down-to-earth approach to philanthropy. After carefully considering a wide range of opportunities, the trustees decided to make grants in four areas: the poor, children, the elderly, and the developing world. The pragmatic yet exacting spirit of those early decisions continues to be reflected in the Foundation’s current activities.

In 1999, the Foundation began to concentrate its resources on economically disadvantaged young people and the organizations that serve them. A year later, the board formally adopted this grantmaking strategy and ended the Foundation’s work in other areas. The Foundation made sure that the most successful and promising of these programs continued under other auspices. The International Trachoma Initiative, for instance, carries on work the Foundation began to eliminate this blinding tropical disease. The Community Partnerships for Protecting Children initiative is now administered by the Center for the Study of Social Policy.

Since then the Foundation has focused exclusively on helping our nation’s most vulnerable young people make a successful transition to independent adulthood. We help high-performing nonprofits develop business plans, organizational capacity and evidence of their programs’ effectiveness so they can grow and improve the life prospects of thousands more youth.

Since 1970, the Foundation has given over \$678 million in grants. As of September 30, 2011, the Foundation’s assets were approximately \$826.4 million. Ensuring that EMCF still addresses the concerns and upholds the values of its founders, two grandchildren of Van Alan and Edna McConnell Clark—H. Lawrence Clark and James McConnell Clark, Jr.—serve on the Foundation’s nine-member board of trustees, while son James is a trustee emeritus.

The core values of the Foundation, and the principles that guide our work, are:

Humility. The work we do is first and foremost about our grantees—strengthening them to better accomplish what they do. We admit when we make mistakes, or when our efforts fail. We expect the same from those with whom we work. We do not seek to make a name for ourselves in philanthropy; there is no room for ego in our work.

Belief in People. We invest in people because we believe in them and in their vision. We also believe our grantees know best what they need to do to meet their goals. Our effectiveness as a grantmaker rests on their informed judgment and ability to execute. We also believe in each other—as staff and board members.

Pragmatism. We accept the limitations of what we can achieve, given the extent of our resources. We strive to set realistic goals—for both our grantees and ourselves. We are prepared to shift course when necessary to ensure the effectiveness of our grantmaking.

Trust. We trust our grantees and ourselves to carry out the work they and we do and to use the Foundation’s resources with integrity, honesty, and with a focus on results. We do what we can to support our grantees and each other. We challenge, but we do not second-guess.

High Standards. We hold ourselves and our grantees to the highest possible standards, and strive for excellence in everything we do.

PRINCIPLES THAT GUIDE OUR WORK

- To ensure that the Foundation’s resources are put to effective use every day;
- To stick with our strategies and grantees long enough to see results, but always to be prepared to change course if results could be better achieved in other ways;
- To deliver a funding experience to grantees that is realistic in execution, outstanding in its helpfulness and of the highest possible quality;
- To share what we do and what we learn with others as honestly as we can;
- To maintain and cherish the simple, no-nonsense, practical and friendly spirit of the Foundation.

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
Charles Harris
Portfolio Manager, Director
of Capital Aggregation
(joined 9/11)
Jehan Velji
Portfolio Manager
(joined 8/11)
Liz Bender
Senior Portfolio Associate
Aaron Jacobs
Senior Associate for
External Relations
Teresa Power
Senior Portfolio Associate
Gabriel Rhoads
Senior Associate for
Evaluation and Learning
Partheev Shah
Portfolio Associate
Adam Mizrahi
Portfolio Analyst
Hassan Wilson
Portfolio Analyst
(joined 3/12)
Victoria Cuellar
Portfolio Assistant
(joined 12/11)
Liza Custodio
Portfolio Assistant
Denice Dorchak-Ochola
Portfolio Assistant

PropelNext

Lisette Rodriguez
Director, PropelNext
Danielle Scaturro
Director of Program
Operations, PropelNext
Belinda Vasquez
Portfolio Assistant
Office of
Communications
Albert Chung
Director of
Communications
Ken Emerson
Communications
Advisor
Kim Baglieri
Communications
Assistant
Finance and
Administration
Ralph Stefano
Vice President,
Chief Financial and
Administrative Officer
Mark Bankston
IT Director
William Moon
Controller
Susan Pichardo
Human Resources
Administrator
Siu Chu
Accountant
Marianne Appa
Office and Grants Manager

THE
EdnaMcConnell
Clark FOUNDATION

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