



echoing  
green

*annual report 2011*

# WHAT MOVES YOU?



Front Cover: Shining Hope for Communities  
(Fellowship Class of 2010) Credit: Bella Zanesco

ECHOING GREEN UNLEASHES  
**NEXT GENERATION TALENT**  
TO SOLVE THE WORLD'S  
BIGGEST PROBLEMS.

*your answer here*

# DEAR FRIENDS,

Echoing Green believes achieving significant social impact occurs when every individual defines their unique role in catalyzing positive social change. Finding that role is sparked by asking and answering challenging questions about the world around you and the solution that is yours to own.

This year, Echoing Green asked how we can propel the field of social entrepreneurship toward a global social movement. In answer, we launched new programs and deepened our services to catalyze individuals at all points on the path toward meaningful social change. Through our recently launched **Work on Purpose program**, we inspired 12,000 young people to think big and build meaningful impact-driven careers. Nearly 3,000 promising visionaries took action by applying to our **Fellowship program** for support to realize their bold solutions to the world's biggest problems. And for the over 500 Fellows we have supported since 1987, Echoing Green launched its first **Alumni program** to continue championing these leading social innovators as they drive toward ever greater levels of social impact.

Our growth and success achieved this year were made possible by the groundswell of support from our network who first asked of themselves, *what moves me?* And went further by asking and answering, *how can I make the biggest difference?* Your investment of knowledge and skills inspires us to strive for lasting change, and your financial commitment positions us to achieve our vision.

Thank you for all you do to help us advance this global social movement.

Sincerely,



A handwritten signature in black ink that reads "David C. Hodgson".

**DAVID C. HODGSON**  
CHAIR



A handwritten signature in black ink that reads "Cheryl L. Dorsey".

**CHERYL L. DORSEY**  
PRESIDENT  
1992 ECHOING GREEN FELLOW

Echoing Green believes that each person plays a critical role in generating social change. In order to catalyze a global social movement of changemaking, each individual must ask and answer tough questions about what path they want to take to walk through the world with meaning, purpose, and impact. It starts with one fundamental question; and so Echoing Green asks,

# WHAT MOVES YOU?

Echoing Green's Work on Purpose program challenges Millennials—the largest generation in history—to uncover what social issues inspire them to action. As a first step toward launching a career that is both right for them and good for the world, Echoing Green offers these aspiring changemakers stories, methodologies, and frameworks

developed from over two decades of identifying and supporting world-class social entrepreneurs. Tools include the *Work on Purpose* book, discussion and activity guides, Echoing Green-led workshops, and an upcoming online platform featuring a suite of resources and interactive activities.



## **JARED SMITH** | FELLOW, CENTER FOR CIVIC ENGAGEMENT AT DAVIDSON COLLEGE WORK ON PURPOSE PARTNER

People taking ownership of their communities move me. As a student at Davidson, I recognized my need for education broader than classrooms—an education including shared values, problem-solving, and social change. Now that I work here, I encourage students to do the same. Our students feel they must divorce their desires to change the world from their need to survive in it. Work on Purpose offered our students another option: to honor both their passions and their skills in finding a fulfilling and sustainable career path.

2007 Echoing Green Fellow  
Socheata Poeuv at the  
*Work on Purpose* launch  
party in April 2011.



The Work on Purpose program launched in April 2011. By November, we distributed more than 12,000 books, and directly reached more than 1,200 young people through workshops and speaking engagements throughout the United States. We partner with hundreds of colleges, universities, and nonprofits to reach Millennials who want to leave their social footprint on the world.

But this is just the beginning. By next year, Work on Purpose will have inspired tens of thousands more young people—helping them to shape their paths and ultimately define their role in the ecosystem of social change.

Published by Echoing Green, *Work on Purpose* tells the stories of five Echoing Green Fellows and their journeys from struggle and uncertainty to significance and success. Through these true-life narratives, *Work on Purpose* offers its readers the simple, powerful message that personal fulfillment and societal impact are the result of aligning their passion with their talents.

# WHAT SOLUTION IS YOURS TO OWN?

These promising social entrepreneurs are a driving force behind the growing social innovation movement. They've each taken responsibility for a problem in the world and dreamed up a breakthrough solution that has the potential to change the world.



## ADIVE

**MAJID EL JARROUDI & FATY TANRIVERDI**  
*economic development, France*

► Transforming the lives of minority entrepreneurs in France by connecting them to the business opportunities found in large corporations.



## CLÍNICAS DEL AZÚCAR

**JAVIER LOZANO**  
*health, Mexico*

► Establishing a major chain of low-cost diabetes management clinics that provide accessible preventative and supportive care to the under-served 90 percent of Mexicans who need this care.



**AWETHU PROJECT**  
**YUSUF RANDERA-REES**

*entrepreneurship, South Africa*

► Inspiring an entrepreneurship revolution in under-resourced communities across South Africa.



**EQUAL OPPORTUNITY SCHOOLS**  
**REID SAARIS**

*education, United States*

► Narrowing the achievement gap in U.S. schools by working with principals to find "missing" minority students and implementing a rigorous 12-month college prep curriculum, including AP and IB classes, in the most underserved communities.



**CARBON LIGHTHOUSE**  
**BRENDEN MILLSTEIN & RAPHAEL ROSEN**  
*environment, United States*

► Taking on global climate change, at a meaningful scale, by building a one-stop-shop for companies to eliminate their entire carbon footprint.



**THE GOLDEN BAOBAB PRIZE**  
**DEBORAH AHENKORAH**  
*education, United States*

► Solving African illiteracy by inspiring a new generation of African authors to write children's literature to which African youth can relate.

**MOBIUS MOTORS****JOEL JACKSON***transportation technology, Africa*

► Designing and manufacturing functional and low-cost vehicles for farmers and entrepreneurs—in Africa, for Africa.

**INVENTURE****SHIVANI SIROYA & BONNIE OLIVA***microfinance, global*

► Providing direct, crowd-sourced investment from individuals to the next frontier in microfinance—job- and wealth-creating micro-business owners caught in between a traditional micro-loan and bank finance.

**REACH INCORPORATED****MARK HECKER***education, United States*

► “Flipping the script” on traditional literacy programs by hiring and training struggling high-school students to tutor younger children, improving educational outcomes for both groups.

**JUSTICE AND ACCOUNTABILITY CENTER OF LOUISIANA****AMEA REALI & ADRIENNE WHEELER**  
*civil & human rights, United States*

► Bringing together prisoner rights advocates, the recently incarcerated, and attorneys to address systemic criminal justice deficiencies and develop strategies for accountability and reform.

**SANERGY****ANI VALLABHANENI & DAVID AUERBACH***green technology, Kenya*

► Resolving the massive sanitation problems in the world’s slums, starting in Kenya, with an economically sustainable network of clean, containerized toilets that convert waste to electricity and fertilizer.

**MALO TRADERS****SALIF NIANG & MOHAMED ALI NIANG***agriculture, Mali*

► Radically improving the health of Malians with the organized “micronutrient fortification” of locally-produced rice.

**STRIVE FOR COLLEGE****MICHAEL CARTER***education, United States*

► Helping low-income students break the cycle of poverty by getting into and attending a four-year college, using an affordable, scalable network of “near-peer” mentors—well-trained undergraduate students with similar backgrounds.

**MEASURES FOR JUSTICE****AMY BACH***criminal justice, United States*

► Inspiring change in the U.S. judicial system by creating a widely available ranking of local courts based on their effectiveness in crime reduction and recidivism prevention.

**TIYATIEN HEALTH****RAJESH PANJABI & PETER LUCKOW***health, Liberia*

► Pioneering a comprehensive approach to reconstruct the rural health care system in war-torn Liberia with a new model for community health workers.

Echoing Green propels our Fellows forward as they set out on a path to drive social change—yet long-term impact also comes from a deep investment over many years. This year, we launched our first Alumni program to support our Fellows throughout their lives as changemakers. With Echoing Green behind them, we ask our 500 Alumni,

# HOW CAN YOU DEEPEN YOUR IMPACT?

This year, in addition to reconnecting with over 100 Alumni, we developed high-engagement advisory programs that connect with Alumni at two key inflection points as they: 1) take their organizations to scale; and 2) transition from their organizations to new high-social-impact positions. By June 2012, we aim to engage 75 percent of our Alumni through these advisory programs, regional community gatherings, an online database of expertise, and continuous consulting projects.

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## **KAREN TSE** | FOUNDER AND CEO, INTERNATIONAL BRIDGES TO JUSTICE (IBJ) 2002 FELLOW

IBJ works to build the rule of law and guarantee basic legal rights of ordinary citizens in developing countries. When I was a new Fellow, Echoing Green gave me invaluable support and connections that significantly enabled me to build the foundation of my work. Ten years later, IBJ works in more than two-dozen countries with an aim to end torture and implement due process rights in 93 countries by 2025. I connect with Echoing Green continuously as I drive for greater global impact.





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**John Walker**  
Director of Finance

## SOCIAL INVESTMENT COUNCIL

**Katherine Boas, Co-chair**  
**Brian Dunlap, Co-chair**  
**Andrew Klaber, Vice Chair**

The Social Investment Council is a community of more than 100 young Echoing Green donors who support Fellows as mentors, pro-bono consultants, and advisors. Since 2005, they have raised more than \$1 million for Echoing Green.



### DIANA PROPPER DE CALLEJON | GENERAL PARTNER, EXPANSION CAPITAL PARTNERS 1990 FELLOW AND BOARD MEMBER

Echoing Green's support seeded more than an idea. It set me on a career path to find market-based solutions for environmental issues. I see the impact Echoing Green has had on my trajectory in social change—from my early work building a non-deforestation economy in Brazil to my current investments in clean technology. I support Echoing Green to stay connected to Alumni, to be inspired by new Fellows and to help spark the next generation of changemakers.

Social change requires a network of people with the courage to *think big*, the audacity to *be bold*, and the fortitude to *drive lasting change*. You—as a member of the Echoing Green community—play a critical role in disrupting the status quo and alleviating suffering and injustice in the world. As we look back on this year we ask,

# HOW DO YOU MAKE A DIFFERENCE?

Whether you are a young person striving for a meaningful career with impact; an Echoing Green Fellow realizing a vision for social innovation; a thought leader shaping the field; or an engaged donor deploying your skills, knowledge and financial support—each of you have contributed to our impact this year.



## LISA ISSROFF | ECHOING GREEN SUPPORTER

Everything can make a difference—an email connecting two like-minded social entrepreneurs doing similar work in different parts of the world; a relevant article forwarded to a changemaker; an idea that motivates an Echoing Green Fellow to see something from a different perspective; a tough question that forces a leader to stop and think; and funding that turns concepts into reality. If together we all take responsibility and all engage and support each other, we all collectively learn, grow, develop and inch forward; and ultimately for me, that's how I know I can make a difference.

## FELLOWSHIP & ALUMNI PROGRAM

- You helped Echoing Green select and support our 500th Fellow.
- You invested in the 2011 Fellows, bringing the total invested in social entrepreneurs since our inception to \$30 million.
- You engaged 100 Alumni in meaningful ways, such as Brain Trust advisory events.

## CIVIC ENGAGEMENT

- You inspired more than 1,200 young people through *Work on Purpose* programming.
- You distributed more than 12,000 *Work on Purpose* books.
- You leveraged the expertise and support of 100 young professionals in the Social Investment Council.

## FIELD-BUILDING

- You spread the word, helping us reach more than 380,000 Twitter Followers.
- You gave in unprecedented numbers, increasing our donor base to 500 supporters.
- You prepared Echoing Green to celebrate our 25th Anniversary.

Echoing Green is supported by private contributions from corporations, foundations, and individuals. We extend our deepest thanks to these supporters, who enabled our accomplishments in fiscal year 2011.

### \$1,000,000 AND UP

General Atlantic LLC †  
W.K. Kellogg Foundation †

### \$500,000-\$1,000,000

David C. and Laurie B. Hodgson †  
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### \$100,000-\$499,999

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Mai Family Foundation †  
Laurie M. Tisch Illumination Fund

### \$25,000-\$99,999

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The Joshua Mailman Foundation  
The Nathan Cummings Foundation  
Marc and Stacey Saiontz  
The Schneider Family  
The Segal Family Foundation †  
The Seinfeld Family Foundation

### \$10,000-\$24,999

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William H. Donner Foundation  
The Educational Foundation of America  
Edwin Gould Foundation  
Charlotte and Bill Ford  
GE Capital  
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Adam and Julia Janovic

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Douglas Miller  
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Shiva Sarram and Drew Pearson  
Bob and Karen Scott  
Senator Investment Group LP  
Sophie Stenbeck  
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Amy Wong

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David and Linda Sicher  
Adam Wolfensohn

### \$1,000-\$2,499

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 Jenn Wilcox  
 Eric Wilmes  
 Lillian Zhao  
 Sara Zuiderveen

\* Denotes total gift amount including matching gift  
 † Denotes total amount of a multi-year gift

## ALUMNI SUPPORTERS

A very special thank you to our fifty-six Alumni contributors from the classes of 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2002, 2004, 2006, 2007, 2009, and 2010.

## IN-KIND SUPPORTERS

Baruch College, Zicklin School of Business  
 Boston Consulting Group  
 Columbia Business School Social Enterprise Program  
 Deloitte Consulting LLP  
 Kaye Scholer LLP  
 Kekst and Company  
 The Lance Armstrong Foundation  
 Microsoft  
 Paul, Weiss, Rifkind, Wharton & Garrison LLP  
 The RGK Center for Philanthropy and Community Service, University of Texas at Austin



## AJAY NAGPAL | MANAGING DIRECTOR, BARCLAYS CAPITAL BOARD MEMBER

Barclays Capital empowers its employees to meet the needs of our clients. Echoing Green empowers emerging leaders—giving talented individuals an opportunity to have a material impact in the world. Through our partnership with Echoing Green, nearly 130 Barclays leaders commit their time and talent to advise existing Fellows and to evaluate applications for new Fellows. As a board member, I am confident that Barclays' investment in Echoing Green makes a difference.

June 30, 2011

**STATEMENT OF FINANCIAL POSITION****ASSETS**

Cash and cash equivalents	\$3,016,557
Unconditional promises to give	\$2,588,680
Inventory	\$27,974
Prepaid expenses and other assets	\$101,366
Security deposit	\$49,023
Property and equipment, at cost, net of accumulated depreciation	\$969
<b>Total Assets</b>	<b>\$5,784,569</b>

**LIABILITIES AND NET ASSETS**

## Liabilities

Fellowship grants payable	\$1,618,141
Accounts payable and accrued expenses	\$130,525
<b>Total Liabilities</b>	<b>\$1,748,666</b>

## Net Assets

Unrestricted	\$1,749,351
Temporarily restricted	\$2,047,217
Permanently restricted	\$239,335
<b>Total Net Assets</b>	<b>\$4,035,903</b>
<b>Total Liabilities and Net Assets</b>	<b>\$5,784,569</b>

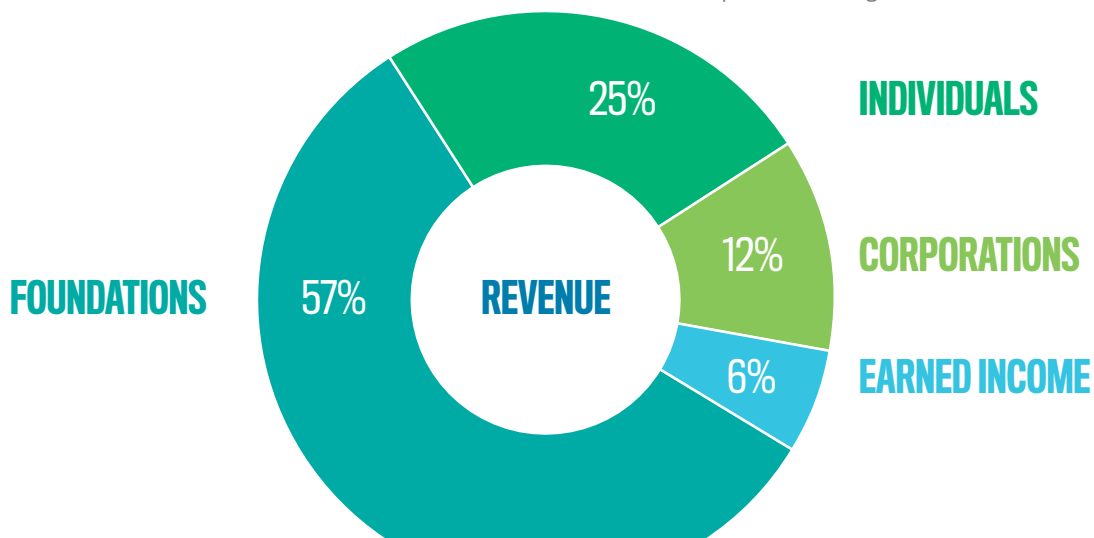
**STATEMENT OF ACTIVITIES****SUPPORT AND REVENUE**

Contributions	\$3,139,655
Benefit event income	\$383,358
Less: Direct benefit event expenses	(\$20,575)
Donated goods and services	\$2,000
Book sales	\$21,822
Less: Cost of goods sold	(\$15,438)
Interest income	\$17,542
Other income	\$42,027
<b>Total Revenues and Support</b>	<b>\$3,570,391</b>

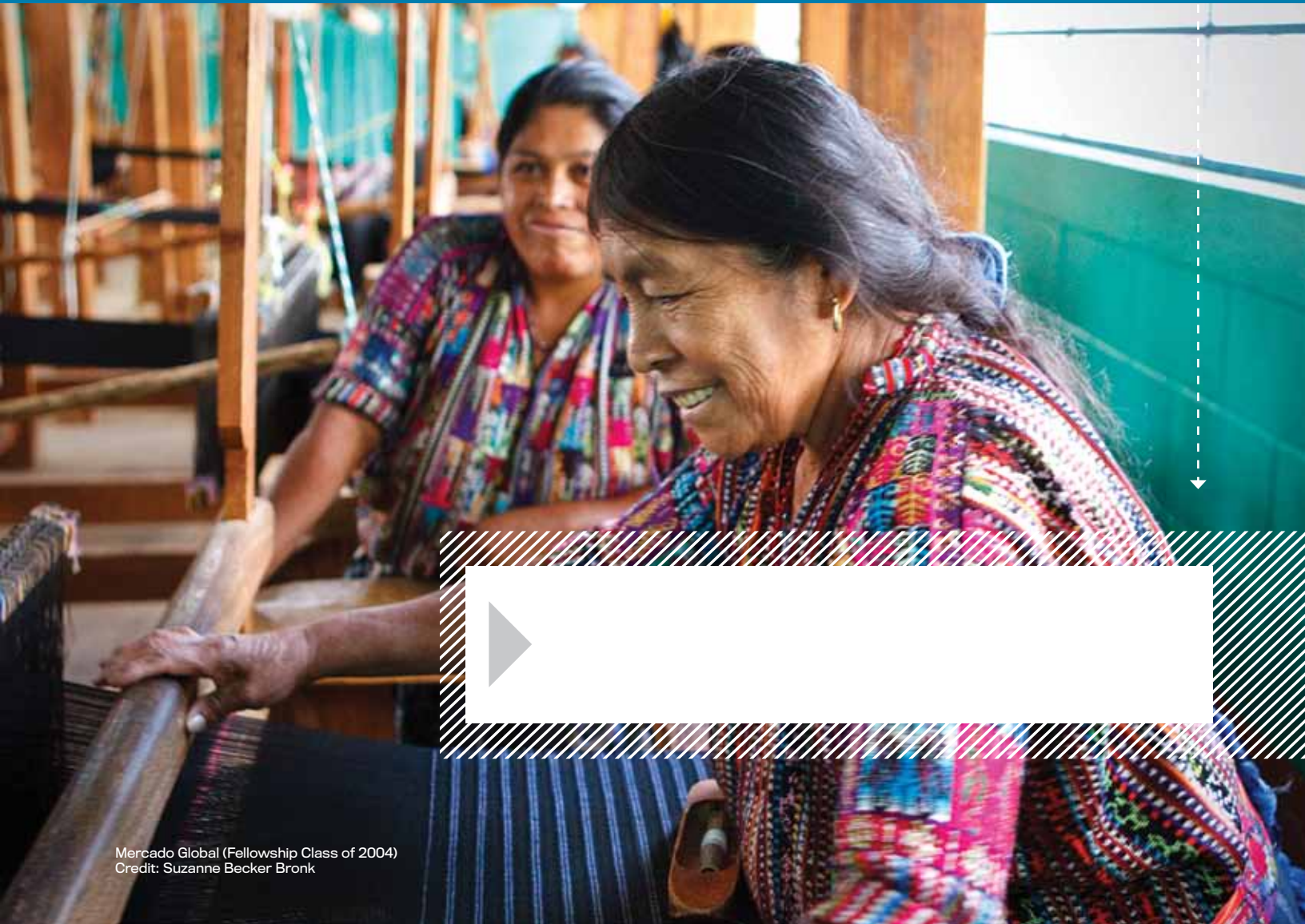
**EXPENSES**

Program services	\$2,941,408
Supporting Services	
Management and general	\$291,272
Fundraising	\$526,512
<b>Total Expenses</b>	<b>\$3,759,192</b>
Increase (decrease) in Net Assets	(\$188,801)
Net assets, Beginning of year	\$4,224,704
<b>Net assets, End of year</b>	<b>\$4,035,903</b>

Condensed financial information is based upon audited financials, which are pending board approval. Full audited financial statements are available upon request from Echoing Green.



# WHAT IS YOUR LIFE'S MISSION STATEMENT?



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Second Floor  
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Hot Bread Kitchen (Fellowship Class of 2008).  
Credit: Ken Goodman.