WHAT MOVES YOU?
ECHOING GREEN UNLEASHES NEXT GENERATION TALENT TO SOLVE THE WORLD’S BIGGEST PROBLEMS.
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,

Cheryl L. Dorsey
President
1992 Echoing Green Fellow

David C. Hodgson
Chair
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.
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.
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.

This year, Echoing Green’s signature Fellowship program received a record-breaking 2,854 applications from 117 countries. With the help of 350 expert evaluators we selected twenty-two high-potential leaders launching innovative organizations. Each Fellowship organization receives up to $90,000 in seed funding, along with mentoring and support from Echoing Green staff and field experts, skill-building conferences, and access to a global network of 500 Echoing Green Fellows.

**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.
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.

JUSTICE AND ACCOUNTABILITY CENTER OF LOUISIANA
AMECA 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.

MOBIUS MOTORS
JOEL JACKSON
transportation technology, Africa
- Designing and manufacturing functional and low-cost vehicles for farmers and entrepreneurs—in Africa, for Africa.

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.

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.
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.

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.
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 †
The Pershing Square Foundation

$100,000–$499,999
Anonymous (3)
Barclays Capital †
Peter Bloom and Janet Greenfield †
Steve and Roberta Denning †
Flora Family Foundation †
Andrew Kassoy †
Mai Family Foundation †
Laurie M. Tisch Illumination Fund

$25,000–$99,999
Anonymous (2)
American Express Foundation †
Kitty and Guy de Chazal
Chandra and Paul Graves
Halloran Philanthropies
Lisa and David Issroff
The Joshua Mailman Foundation
The Nathan Cummings Foundation
Marc and Stacey Salontz
The Schneider Family
The Segal Family Foundation †
The Seinfeld Family Foundation

$10,000–$24,999
Anonymous (1)
Maya Ajmera and David Hollander
American Securities Capital Partners
Blue Ridge Foundation New York
William H. Donner Foundation
The Educational Foundation of America
Edwin Gould Foundation
Charlotte and Bill Ford
GE Capital
Joseph and Carson Gleberman
HBO
J.P. Morgan & Co.
John and Amy Jacobsson
Adam and Julia Janovic

Kaye Scholer LLP
Kekst and Company
Steve Malkenson
Maurice Amado Foundation, made possible by Susan and Elaine Lindheim
Anthony and Miraldina Meyer
Douglas Miller
Mario Morino
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Shiva Sarram and Drew Pearson
Bob and Karen Scott
Senator Investment Group LP
Sophie Stenbeck
TPG Capital, L.P.
Jerome and Mary Vascellaro
Robbert and Jenny Vorhoff *
Patti and Rick Wayne
David Weekley Family Foundation
Amy Wong

Cathy Bacich and Ed Schallert
Bloomberg L.P.
Katherine Boas
Frank V. Buquicchio
Elizabeth A. Cassidy
Holly and Rory Cowan
Deutsche Bank
Dinyar and Aashish Devitre
Expansion Capital Partners, LLC
FactSet Research Systems
Susan Ginsburg and Jerry Webman
Nellie and Robert Gipson
Michael Hirschhorn and Jimena Martinez
Dylan and Molly Hixon
Jalak Jobanputra
Journey Charitable Foundation
Rene and Marie-France Kern
Russell Kling and Jelena Gmitrovic
Jonathan and Kristen Korngold
Annie and Ned Lamont
Miles Lasater
McKinsey & Company
Murray Metcalfe
Morgan Stanley
Peter and Jillian Muller
PIMCO

Ronnie Planalp and Stephen Trevor
PricewaterhouseCoopers LLP
Diana Propper de Callejon *
Kristin Resnansky
Paulo Ribeiro *
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David and Mary Solomon
Tom C. Tinsley

Esther T. Benjamin
John Burchett *
Stonington Cox *
Betsy Fader *
Marianne A. Gimom and Alessandro d’Ansembourg *
Eric Glass
Jefferies & Company, Inc.
Ellen Jewett and Richard Kauffman
Lone Pine Foundation, Inc.
Morrison & Foerster LLP
Anne Pollack
David and Dorrie Rosenstein
Nathaniel Schwartz *
Tushar Shah
David and Linda Sicher
Adam Wolfensohn

Anonymous (2)
Katherine Aitken
Alvarez & Marsal, LLC
Seema Amble
Matthew Anestis and Gillian Moore
Michael Balaban
Carter Bales
Ken Bartels and Jane Condon
Lisa Berkower and Mitch Rubin
Jared Berlin
Bernstein Global Wealth Management
Laura Bogomolny
Dominique Bravo and Eric Sloan
William Broadbent *
Steve and Barbara Buffone
Peter Campbell
Richard Cavanagh
ALUMNI SUPPORTERS

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
Total Assets $5,784,569

LIABILITIES AND NET ASSETS
Liabilities
   Fellowship grants payable $1,618,141
   Accounts payable and accrued expenses $130,525
Total Liabilities $1,748,666
Net Assets
   Unrestricted $1,749,351
   Temporarily restricted $2,047,217
   Permanently restricted $239,335
Total Net Assets $4,035,903
Total Liabilities and Net Assets $5,784,569

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
Total Revenues and Support $3,570,391

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

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?