Twenty-five years ago, our founders named us for the William Blake poem, “The Echoing Green,” which represents the promise young people bring to the world. It is a fitting name for an organization dedicated to unleashing next generation talent to solve the world’s biggest problems.

After a quarter century of pioneering social change, we continue to catalyze emerging leaders with bold new ideas. By investing in their potential, we ensure that the sun will always arise on the Echoing Green.
You could say that Echoing Green was born in a car. We were driving back to New York from a retreat with our fellow partners at General Atlantic. All of us had been profoundly impacted by Chuck Feeney, General Atlantic’s founder and driving force behind Atlantic Philanthropies. The conversation turned to a discussion of ways we could apply our experience as investors in growing companies to be value-added philanthropists. And so the vision was born to support extraordinary young entrepreneurs creating bold new organizations in the social sector.

“I’ve always believed that if you find great people with great passion, they will do great things. I think entrepreneurs have a certain kind of madness—they won’t stop at anything to make things happen.” — Ed Cohen

While our model was unproven at the time, we soon connected with incredible entrepreneurs like Alan Khazei and Michael Brown (City Year), Wendy Kopp (Teach For America), Matt Klein (LEAP), and Vanessa Kirsch (Public Allies). They were struggling to find supporters who would bet on their groundbreaking ideas, and we learned that by investing in them from the start and bringing them together, we could amplify their impact.

“The early realization that there were so many talented young social entrepreneurs out there, and that they could be resources to one another—that was when we knew we were onto something really exciting.” — Dave Hodgson
As we look ahead to the next quarter century of Echoing Green, we are energized by the growing movement for social change. Between the Echoing Green Fellowship and the newly launched Black Male Achievement Fellowship, we are supporting the largest number of social entrepreneurs in our history. And more young people than ever are flocking to this field, representing an enormous untapped opportunity that Echoing Green is now leveraging through our Work on Purpose program.

“I am excited to see so many young people seeking opportunities to make change in the social sector—it is promising for our future.” — Dave Hodgson

Today, their solutions are no longer novelties—they are the prevailing models in their fields. Their organizations raise tens—in some cases hundreds—of millions of dollars each year and their models have been replicated around the world. Moreover, remarkable individuals we invested in have gone on to become leaders of social change movements, and in many cases are shaping the future of our country and world in government and public policy positions.

“The number of Fellows in the first decade of Echoing Green who built multi-million dollar organizations is pretty stunning. I think it was clear reasonably quickly that a movement was taking shape.” — Ed Cohen

Echoing Green and our supporters have always believed in the power of engaged philanthropy, and we are thrilled to see that it has become central to the field of social entrepreneurship. We are encouraged that more people have abandoned the passive approach to philanthropy—they are giving while living and backing the most creative, most impactful new ideas.

We extend enormous gratitude to Echoing Green’s supporters and champions, whose commitment over the years has fueled Echoing Green’s growth, our Fellows’ impact, and a generation of social change.
2001
1992 Echoing Green Fellow
Cheryl Dorsey becomes
president of Echoing Green,
reshaping the organization into
a global nonprofit.

2007
Felix Brandon Lloyd, Founder of Skill-
Life, is the first Fellow to apply with
a for-profit business model. Over
the next five years, our Fellowship
portfolio averages 38 percent for-
profit and hybrid business models.

2009
Cheryl Dorsey and other notable
Fellows serve on The Obama-
Biden Presidential Transition Team
and assist in standing up the first
ever White House Office of Social
Innovation and Civic Participation.

2010
SKS Microfinance, founded by 1998
Fellow Vikram Akula, becomes the
largest microlending company to
go public in an IPO that raises over
$350 million.

2011
Echoing Green publishes
*Work on Purpose*, and
launches a corresponding
program to help young
people build careers that
are right for them and
good for the world.

2012
Advancing the field of impact
investing, Echoing Green co-authors
"In Search of the Hybrid Ideal" for
the Stanford Social Innovation
Review and initiates a partnership
with The Social Entrepreneurs
Fund, a multi-million dollar fund that
supports our for-profit Fellows.

2012
Other sectors for social change turn to
the Echoing Green model to promote
their mission: In partnership with
the Open Society Foundations, we
launch the Black Male Achievement
Fellowship, selecting nine Fellows that
are improving the life outcomes of black
men and boys in the U.S.
OVER THE LAST QUARTER CENTURY, ECHOING GREEN HAS INVESTED IN EMERGING LEADERS WHO HAVE GONE ON TO TRANSFORM THEIR FIELDS. TODAY, WE REFLECT ON THE IMPACT OF THESE FELLOWS, AND SHARE THE PROMISE OF A NEW CADRE OF LEADERS SHAPING THE FUTURE OF SOCIAL CHANGE.

Since inception, Echoing Green has funded more than 120 social entrepreneurs working in education reform—nearly a quarter of our overall Fellowship portfolio. These innovators have launched more than 1,000 educational sites in forty-two countries on six continents. All together, their organizations have served millions of students around the world.

“Echoing Green put African Leadership Academy on the map, and empowered us to bring our vision to life. We are thrilled by the growth of the Echoing Green network in Africa over the past several years.”

“In my first few months out of college, when it was hard to find anyone who would take my initiative seriously, Echoing Green was determined to help get Teach For America off the ground. Today, our work is helping to fuel the national movement for educational excellence and equity, and Echoing Green helped put us on this trajectory.”
More than 16 million children in the United States grow up in poverty. By twelfth grade, students in high-poverty schools read at the level of eighth graders in high-income schools, and half of the students in the biggest cities across the country will not graduate from high school. Teach For America fuels a movement to eliminate educational inequality by recruiting our country’s most promising future leaders to commit two years to teach in urban and rural public schools and to become lifelong leaders in expanding educational opportunity.

In order for Africa to successfully confront political, business, and social challenges, it must first address a fundamental issue: the undersupply of ethical and entrepreneurial leaders in these spheres. African Leadership Academy (ALA) brings together the most promising young leaders from all fifty-four African nations for a two-year pre-university boarding school program in South Africa with a focus on entrepreneurial leadership and African studies. By continuing to cultivate and connect alumni throughout their lives, ALA is developing a powerful network of entrepreneurial leaders who will work together to achieve extraordinary social impact across Africa.

*In Echoing Green’s early years, we funded at a range of levels.*
Over the years, Echoing Green has supported nearly fifty innovators working to elevate civic engagement throughout the world. Their organizations have engaged more than 250,000 volunteers and alumni in public service initiatives serving millions of individuals. These organizations have established nearly 250 chapters in fourteen countries from South Africa to France.

“In 1988, seeking to be a social entrepreneur was a little bit like running away to join the circus—far off the beaten path. Enter Echoing Green—all at once we had a critically needed financial investment, encouragement, and a growing community of social entrepreneurs, mentors, and lifelong friends. Echoing Green has been absolutely essential to City Year’s success. We are deeply grateful, and inspired by the impact that Echoing Green has had on hundreds of organizations—and the people they serve—in the U.S. and beyond.”

“Echoing Green has created an exceptional community of like-minded, committed, and fearless social justice leaders and Global Health Corps could not feel more grateful to be a part of this community. The knowledge and love this community shares has inspired us to dream bigger and achieve results.”
City Year was founded as an “action-tank” for the idea of voluntary national service to demonstrate the power of young people to solve problems and improve their communities. Since then, City Year has proven its model, in which corps members from diverse backgrounds dedicate themselves to a “City Year” of full-time, voluntary national service to meet pressing needs in their communities and countries. Today, with a young person dropping out of school every 26 seconds, City Year has focused on addressing the nation’s dropout crisis. Corps members are now deployed in schools as near-peers who provide both targeted and schoolwide evidence-based and research-supported interventions.

The medical field alone cannot solve the world’s extreme inequity in health outcomes and access to healthcare. The issue requires strong leadership, innovative approaches, and participation from a variety of fields—from supply chain management to computer programming and human resources. Global Health Corps (GHC) provides opportunities for young professionals with diverse skills and backgrounds to work on the frontlines of the fight for global health equity. Their Fellows have a measurable impact on the communities in which they work, and through the GHC Alumni network, continue to advocate for global health equity throughout their lives.

**MILESTONES**

**1988**
City Year is founded in Boston with fifty corps members.

**1993**
The Clinton Administration uses City Year as a model for its AmeriCorps legislation.

**1998**
At its 10th anniversary, the organization has ten sites nationwide.

**2009**
City Year partners with other service leaders and organizations to help pass The Edward M. Kennedy Serve America Act, which sets AmeriCorps on a path to triple in size by 2017, and creates the Social Innovation Fund.

**2012**
Now with locations in twenty-four cities across the U.S., London, and Johannesburg, City Year announces its long-term impact goal to reach nearly 1 million students annually in more than 1,200 schools.

**ROI**

**1989-1994**
$615,000 invested by Echoing Green

**2009-2011**
$90,000 invested by Echoing Green

**2011**
$1.8 Million in revenue

**2011**
$83.7 Million in revenue

**2011**
$83.7 Million in revenue

**MILESTONES**

**2009**
Inaugural class of twenty-two Fellows from eight countries begins their Fellowships. As Alumni, they go on to serve a variety of roles in the global health movement—from attending Harvard Medical School, to working for Rwanda’s Ministry of Health and the Clinton Foundation in Swaziland.

**2011**
Receives more than 2,000 applications for sixty-eight spots in the third Fellowship class.

**2012**
Selects ninety Fellows from five continents to serve in six countries. They join a network of 216 Fellows and Alumni who continue to make an impact within their partner organizations and beyond in the global health movement.
Echoing Green Fellows have been at the forefront of the fight against hunger since 1987. In recent years, the world has turned its attention to a systemic global food crisis, demonstrated by a spike in Echoing Green applications with stronger and more innovative plans to address this issue. In the last five years, we have increased the number of Fellows working in this area by 300 percent, and we are inspired by their visions to transform food systems throughout the world.

“Echoing Green created an ecosystem that made it possible for Share Our Strength and organizations like ours to grow and thrive in a culture that values talent, innovation, performance measurement, and bold goals.”

“There is nothing like Echoing Green in the world. I couldn’t imagine a more fertile soil for nourishing my young organization.”
One in five children in America struggles with hunger, a national crisis that threatens our nation’s future. Children who go hungry are more likely to get sick, less likely to perform well in school and graduate, and therefore more likely to struggle economically in their future. Share Our Strength is ending childhood hunger in the United States by ensuring all children get the healthy food they need, every day. The No Kid Hungry campaign connects kids in need with nutritious food and teaches their families how to cook healthy, affordable meals, thereby surrounding children with healthy food where they live, learn, and play.

Africa faces a growing food crisis. One in ten children do not survive to age one—mostly due to hunger-related causes. One Acre Fund’s mission is to help smallholder farmers become more prosperous. It does so through two innovations: a complete, functioning “service bundle,” and deep rural distribution. The service bundle includes farm inputs, financing, training, and market facilitation, and it is delivered within walking distance of a smallholder farmer’s home. One Acre Fund helps clients to double their income per planted acre.
“WE ARE ENERGIZED BY THE PROMISE THAT LIES IN OUR TWENTY-FIFTH CLASS OF FELLOWS, AND INSPIRED BY THE CHANGE THESE THIRTY-SIX INNOVATORS ARE POISED TO REALIZE IN THE COMING YEARS.”

— Dave Hodgson
Since 1987, Echoing Green Fellows have put forward the boldest solutions to some of the world’s toughest problems—and we have been there to back them first. This year, we selected the largest number of Fellows to date. For the first time since our inception, we launched a second Fellowship program, the Black Male Achievement Fellowship, established in partnership with the Open Society Foundations.

Each Echoing Green Fellow receives up to $90,000 in seed funding along with mentoring and support from Echoing Green staff and experts, participates in skills-building conferences, and has access to a global network of more than 540 Fellows.

These visionaries were selected from a record breaking 3,508 applications from 128 countries. With the help of 400 application evaluators, we selected twenty-eight organizations launching groundbreaking solutions for social change.

**AVANTI FELLOWS**

**KRISHNA RAMKUMAR & AKSHAY SAXENA // INDIA**

*Nonprofit, Education*

**BOLD IDEA:** Level the playing field for disadvantaged students in India by removing the economic and social barriers to attending top colleges.

**AYZH HEALTH AND LIVELIHOOD PVT LTD**

**ZUBAIDA BAI // INDIA, AFRICA**

*For-Profit, Economic Development*

**BOLD IDEA:** Develop affordable, appropriate health technologies produced by women for women in rural India and Africa.

**COMMUNITY INITIATIVES FOR VISITING IMMIGRANTS IN CONFINEMENT (CIVIC)**

**CHRISTINA ELIZABETH MANSFIELD & CHRISTINA M. FIALHO // U.S.**

*Nonprofit, Civil & Human Rights*

**BOLD IDEA:** End the isolation of migrants in civil detention by building, strengthening, and networking community visitation programs across the United States.

**FARM COMMONS**

**RACHEL HANNAH ARMSTRONG // U.S.**

*Nonprofit, Food & Agriculture*

**BOLD IDEA:** Provide sustainable farmers with the proactive legal counsel and resources they need to become the stable and resilient base of a healthy food system.
**FRONTIER MARKETS**
**AJAITA SHAH & DANIEL TOMLINSON // INDIA**

*For-Profit, Environment*

**BOLD IDEA:** Deliver clean, safe, and affordable energy to rural India through a sustainable distribution, sales, and service channel.

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**HEALTHY FOOD SYSTEMS**
**WINSTONE EDWARD ODHIAMBO // KENYA**

*Hybrid, Food & Agriculture*

**BOLD IDEA:** Nourish 500 million women and children in Africa using an innovative technology that fortifies staple flours with micronutrients at the local mill level.

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**IDINSIGHT**
**ESTHER WANG & NEIL BUDDY SHAH // GLOBAL**

*Nonprofit, Economic Development*

**BOLD IDEA:** Ensure the effectiveness of international development programs by providing project managers with tools for effective evaluation.

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**IFOSTER**
**SERITA COX // U.S.**

*Nonprofit, Education*

**BOLD IDEA:** Transform the child welfare system with an online platform that connects at-risk children and teens in foster care with the resources they need to become successful, independent adults.

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**JUSTICE PROJECT PAKISTAN**
**SARAH BELAL // PAKISTAN**

*Nonprofit, Civil & Human Rights*

**BOLD IDEA:** Represent the poorest prisoners facing the harshest punishments in the courts of law and the court of public opinion.

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**MEDHA**
**BYOMKESH MISHRA & CHRISTOPHER TURILLO // INDIA**

*Nonprofit, Education*

**BOLD IDEA:** Prepare India’s youth for post-graduate life by providing employability training, leadership mentoring, and career services.

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**MYAGRO**
**ANUSHKA RATNAYAKE // MALI**

*Nonprofit, Economic Development*

**BOLD IDEA:** Increase the harvests and savings of small-scale African farmers by enabling them to obtain agricultural inputs through an SMS-based layaway platform.

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**OKCOPAY, INC.**
**JOHN TOURÉ MCCLUSKEY // U.S.**

*For-Profit, Health & Healthcare*

**BOLD IDEA:** Empower patients to find affordable medical care with a search platform that compares procedure providers, location, and cost.
ONE DEGREE
REY FAUSTINO // U.S.

Nonprofit, Education

BOLD IDEA: Connect families to poverty-fighting resources through a web database and mobile app of social services, coupled with an in-school resource desk staffed by trained community volunteers.

REGALII
JUAN MALDONADO & EDRIZIO DE LA CRUZ // LATIN AMERICA

For-Profit, Economic Development

BOLD IDEA: Unlock millions of dollars in savings for families in Latin America by replacing traditional remittances with no-fee SMS e-gift cards that can be redeemed at local retailers.

SAVELIFE FOUNDATION
PIYUSH TEWARI // INDIA

Nonprofit, Health & Healthcare

BOLD IDEA: Create India’s first community-driven emergency medical response system to reduce the delivery time of life-saving first-aid to the hundreds of thousands of people injured in road accidents every year.

SPRINGBOARD COLLABORATIVE
ALEJANDRO GAC-ARTIGAS // U.S.

Nonprofit, Education

BOLD IDEA: Combine targeted student instruction with parent training in an incentivized system that closes the literacy gap.

STG INTERNATIONAL
MATTHEW S. OROSZ // LESOTHO

Nonprofit, Environment

BOLD IDEA: Create sustainable energy solutions for the developing world that simultaneously power remote areas, promote growth, and mitigate climate change.

STOCKBOX GROCERS
JACQUELINE GJURGEVICH & CARRIE FERRENCE // U.S.

For-Profit, Food & Agriculture

BOLD IDEA: Promote healthy communities by improving access to fresh produce and grocery staples in urban food deserts.

VERA SOLUTIONS, LLC
TAYLOR DOWNS // GLOBAL

For-Profit, Economic Development

BOLD IDEA: Harness technology to make social impact organizations more effective and efficient by improving their monitoring, evaluation, and management systems capabilities.

XINFUGO GROUP
YING CHEN // CHINA

For-Profit, Economic Development

BOLD IDEA: Build an accessible retail and distribution platform to provide access to the safe, effective, and affordable products that rural communities in China need.
Established in partnership with the Open Society Foundations Campaign for Black Male Achievement, the Black Male Achievement Fellowship is the first fellowship of its kind targeting new and innovative organizations dedicated to improving the life outcomes of black men and boys in the U.S. The 18-month Fellowship offers $70,000 in seed funding, mentoring and support from Echoing Green staff and experts, skills-building conferences, and access to our global network of Fellows.

AFRICAN IMMIGRANT DIASPORA ALLIANCE
AMAH KASSA // U.S.

*Nonprofit, Civil & Human Rights*

**BOLD IDEA:** Improve the lives of Africans in America and on the African continent with a national network that provides direct services, grassroots organizing, and policy advocacy.

BLOCPOWER
DONNEL BAIRD // U.S.

*Hybrid, Economic Development*

**BOLD IDEA:** Create jobs for black men and reduce costs for community organizations by leveraging community-led solar and weatherization retrofits for churches and nonprofits.

BROWN BOI PROJECT
COLE // U.S.

*Nonprofit, Civil & Human Rights*

**BOLD IDEA:** Build the self-sufficiency of young queer, straight, and transgendered people of color to shape a radical new vision of masculinity.

COACHING FOR CHANGE
MARQUIS TAYLOR // U.S.

*Nonprofit, Economic Development*

**BOLD IDEA:** Empower urban teens to overcome social and structural barriers with a sports coaching-based entrepreneurship and leadership program.

FIGHT FOR LIGHT
JOHN JORDAN & MARKESE W. BRYANT // U.S.

*Nonprofit, Environment*

**BOLD IDEA:** Transform communities by empowering local black college students to be environmental leaders by providing access to sustainable energy and urban agriculture practices.

NBA MATH HOOPS
KHALIL FULLER // U.S.

*Nonprofit, Education*

**BOLD IDEA:** Improve math literacy among urban youth by creating innovative, fun, and effective educational tools that harness the power of the NBA.

THE SCHOLARSHIP ACADEMY
JESSICA JOHNSON // U.S.

*Nonprofit, Education*

**BOLD IDEA:** Teach students to leverage their financial aid options through a curriculum-based scholarship prep program.

VISIBLE MEN, INC.
NEIL PHILLIPS // U.S.

*Nonprofit, Education*

**BOLD IDEA:** Elevate black boys and men to new heights of achievement by telling the untold stories of black male success in America.
Echoing Green has catalyzed more than 540 visionary entrepreneurs launching organizations in forty-nine countries to address the world’s biggest social problems. Our Alumni have founded and continue to lead some of the most high-impact social change organizations in the world—from Peace First in Boston to the SEED Foundation in Washington, D.C. and Maryland to Disability Rights International around the globe. Moreover, many Alumni have transitioned out of their Echoing Green-funded organizations to take on other critical leadership positions in the social change sector.

**ALUMNI AS MOVEMENT LEADERS**

Nearly fifty Alumni have gone on to become professors, teaching future generations of changemakers. Dozens have become serial entrepreneurs, like Priya Haji, Co-Founder of Free At Last, who went on to co-found World of Good, and has now launched a third venture, SaveUp. Still others have been elected to office—like Angel Taveras, the first Latino Mayor of Providence, Rhode Island.

Through our Alumni Program, we continue to support these leaders throughout their careers. We meet them at key inflection points—moments when they have the highest potential for impact. For example, this year, we launched the Going-to-Scale cohort, which serves fifteen Alumni from the classes of 1994 to 2009 who are actively growing their organizations. The program provides critical tools and support that help these individuals bring their work to scale in smart and effective ways.

“AS ECHOING GREEN CONTINUES TO BUILD THIS ROBUST COMMUNITY YEAR AFTER YEAR, WE IMAGINE THE DIFFERENCE THESE VISIONARIES MAY MAKE IN ANOTHER TWENTY-FIVE YEARS. WE ARE MOVED BY THEIR POTENTIAL IMPACT.”

– Ed Cohen
The Millennial generation presents enormous potential for delivering social change. According to a study by Net Impact, 65 percent of college students want their jobs to make the world a better place—and yet they tell us they lack resources to help them apply their talents to the issues they care about. Having accumulated a wealth of data and lessons from some of the most successful changemakers of the last twenty-five years, Echoing Green is uniquely positioned to fill this need.

Our Work on Purpose program has adapted the best practices of our Fellows into frameworks and tools that inspire and equip Millennials to do work that is right for them and has a high impact on the world. Work on Purpose helps these young people identify their unique niche—whether as a social entrepreneur, staff member, or supporter—and develop the boldness to pursue their purpose. Since our launch in April 2011, we have worked with more than 100 colleges, universities, and nonprofits to distribute more than 20,000 copies of the Work on Purpose book, touch more than 4,000 individuals through in-person workshops and presentations, and reach an additional 120,000 people with our interactive online content.

“We are inspired by the promise held by this next generation of changemakers, and we thank you for investing in their potential.”

— Dave Hodgson
OUR LEADERSHIP

We extend sincere thanks to our leadership, many of whom have guided and supported Echoing Green since inception. We are grateful for all that you do to champion our mission and create social change in the world.

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OUR INVESTORS

Just as we have continued to invest in the potential of our Fellows, our supporters have seeded our growth and innovation over the years. We thank you for the time, talent, and treasure you have contributed to make our work possible.

$1,000,000 AND UP:
General Atlantic LLC †
Open Society Foundations †
W.K. Kellogg Foundation †

$500,000-$999,999:
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The Pershing Square Foundation †

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IN-KIND SUPPORTERS:
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Paulo Ribeiro and Walter Cain
Rutgers Business School
United States Embassy- South Africa
University of Pretoria’s Gordon Institute of Business Science (GIBS)
Financials

Statement of Financial Position

Assets

- Cash and cash equivalents: $3,314,110
- Unconditional promises to give: $2,734,928
- Inventory: $14,683
- Prepaid expenses and other assets: $48,494
- Security deposit: $36,773
- Property and equipment, at cost, net of accumulated depreciation: $180,038
- **Total Assets:** $6,329,026

Liabilities and Net Assets

- Liabilities:
  - Fellowship grants payable: $2,527,524
  - Accounts payable and accrued expenses: $207,468
  - **Total Liabilities:** $2,734,992
- Net Assets:
  - Unrestricted: $1,608,367
  - Temporarily restricted: $1,746,332
  - Permanently restricted: $239,335
  - **Total Net Assets:** $3,594,034
- **Total Liabilities and Net Assets:** $6,329,026

Statement of Activities

Support and Revenue

- Contributions: $4,361,009
- Benefit event income: $582,250
- Less: Direct benefit event expenses: ($22,250)
- Grant assignment revenue: $598,550
- Donated goods and services: $34,347
- Book sales: $17,444
- Other income: $28,578
- **Total Revenues and Other Support:** $5,582,121

Expenses

- Program services: $4,533,582
- Management and general: $741,799
- Fundraising: $753,609
  - **Total Expenses:** $6,028,990
- Increase (decrease) in Net Assets: ($446,869)
- Net assets, beginning of year: $4,040,903
- **Net Assets, End of year:** $3,594,034

Revenue

- 61% Foundations
- 10% TSEF*
- 20% Individuals
- 6% Earned Income & Other
- 2% Corporations

Condensed financial information is based upon draft audited financials. Full audited financial statements are available upon request from Echoing Green.

*Revenue recognized from for-profit Fellows’ recoverable grants assigned to The Social Entrepreneurs Fund (TSEF).
—“The Echoing Green,” William Blake