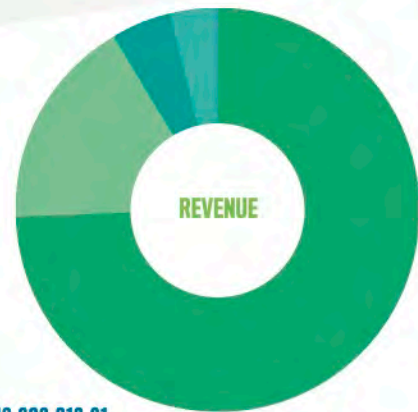




We put into action our most **rapid organizational growth** in our twenty-seven year history.

Committing to innovative new programming and fortifying our own sustainability is a core component of our strategic growth plan. This meant building new departments, re-aligning teams, and developing new roles.

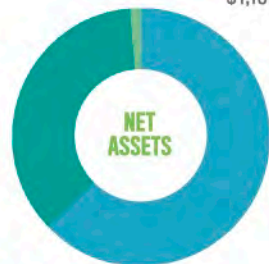
**89%** STAFF GROWTH    **42%** MORE INVESTED IN PROGRAMS



- \$19,623,813.61**
- Foundations: \$14,649,707
  - Individuals: \$3,319,968
  - Corporations: \$929,367
  - TSEF: \$714,965 \*
  - Other: \$9,806



- \$9,242,736**
- Program Services: \$6,762,979
  - Management: \$1,378,580
  - Fundraising: \$1,101,177



- \$19,215,897**
- Temporarily Restricted: \$12,105,252
  - Unrestricted: \$6,871,310
  - Permanently Restricted: \$239,335

\* Revenue recognized from for-profit Fellows' recoverable grants assigned to The Social Entrepreneurs Fund (TSEF).

## JOIN US

ECHOINGREEN.ORG

TWITTER @ECHOINGREEN  
470,000+ Followers

FACEBOOK.COM/ECHOINGREEN  
50,000+ Likes

## DONATE

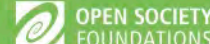
ECHOINGREEN.ORG/DONATE

## THANK YOU TO OUR MAJOR DONORS



Dave and Laurie Hodgson

The Irene Diamond Fund



462 Seventh Avenue, Thirteenth Floor New York, NY 10018

212-689-1165

info@echoinggreen.org



We increased paths for our dedicated supporters to become **engaged contributors** of their passion, time, and perspective.

Encouraging a stronger ecosystem increased professional resources for Fellows, and correlated to revenue growth for Echoing Green.

Supporters involved in Fellow Support through:

X 10



BARCLAY'S BRAIN TRUSTS



FELLOWSHIP APPLICATION READERS



EXECUTIVE ADVISORS CIRCLE



FELLOWSHIP JUDGES

“

Being involved with the Executive Advisors Circle for two years, I have met with dozens of Echoing Green Fellows. In the course of providing counsel and a sounding board, I have invited several of them to take up temporary residence in my company's offices. That's a nice benefit to the Fellows. But the reciprocal benefit to my business is at least as compelling. My staff get involved with the Fellows, and come back to work inspired, motivated and excited to work at a company aligned with such innovative social enterprise.

”



**TOM PHILLIPS**

CEO, *Dstillery*

# echoing GREEN

## INNOVATION STARTS HERE

Echoing Green's legacy is investing in innovators, but we are also committed to innovation in our own work. Take a look at the new ideas we put into action this year to deepen and grow our support of big, bold change in the world.

Shining Hope for Communities

IN

2014...



We launched the **Climate Fellowship** for social entrepreneurs addressing climate change.



The threat of global climate change is one of the greatest humanitarian and economic challenges of our time. Echoing Green's new Climate Fellowship, built in partnership with The ZOOM Foundation, is specifically targeted for next-generation social entrepreneurs committed to working on innovations in mitigation and adaptation to climate change.

We now operate three Fellowships to promising social entrepreneurs:

**12** CLIMATE FELLOWSHIPS

**10** BLACK MALE ACHIEVEMENT FELLOWSHIPS

**33** GLOBAL FELLOWSHIPS

**35.2%**

INCREASE IN NUMBER OF FELLOWS SUPPORTED



TOHL

Going to Scale Cohort



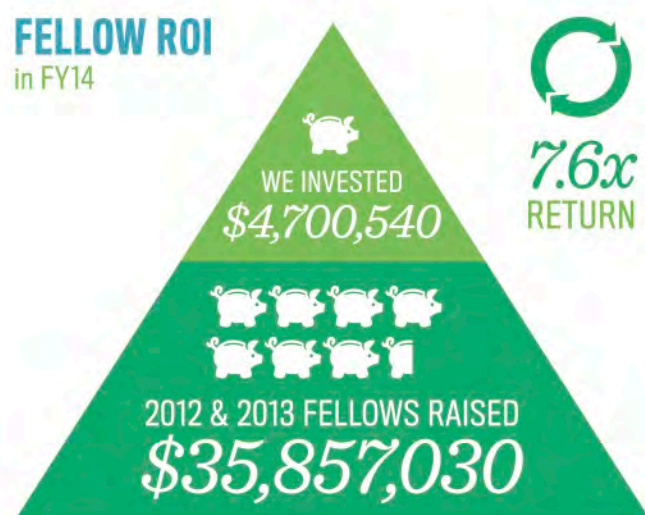
## We distilled our support for Fellows into a **standard Individualized Fellow Plan.**

The Individualized Fellow Plan is based on universal building blocks and, with the dedicated support of a Portfolio Manager, is at the center of our work with each Fellow. This standard helps us create a dashboard to track and guide each Fellow's progress, and to see broader trends in both challenges and opportunities as they grow their impact.



PRESENTED WITH SUPPORT FROM USAID.

### FELLOW ROI in FY14



## We kicked off three cohorts for Fellows at **pivotal moments of growth later in their careers.**

Programming designed for Fellows at key inflection moments past their initial funding period presents on an opportunity to further deepen their impact in the world.

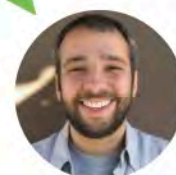


We have removed the term *alumni* from our vocabulary: **"Once a Fellow, always a Fellow."**



SEEKING INVESTMENT    SCALING IMPACT    FOCUSING ON THOUGHT LEADERSHIP

“After sixteen years of running my organization, At The Crossroads, I had no immediate plans to significantly scale our work. But there was a growing need. Attending the 2013 Inflection Cohort motivated me to take action and double our budget within 2-3 years to increase our client counseling capacity by 150 percent.”



**ROB GITIN**  
1997 Global Fellow, Co-founder and Executive Director, At The Crossroads



## We sharpened our focus on **training educators** and nonprofit leaders who assist young people to identify their purpose.



The curriculum and training program for educators and nonprofit leaders extends the Work on Purpose program's reach to help more young people discover what's right for them, and what's good for the world.

**5,500**  
YOUNG PEOPLE REACHED AND GROWING



124 INSTITUTIONS WITH TRAINED FACILITATORS

425 TRAINED FACILITATORS



Work on Purpose was awarded the **Cordes Innovation Award**



**MAGGIE STEVENS**  
Director for Program Development and Undergraduate Studies, University of Indianapolis School for Adult Learning

“The curriculum serves as a catalyst for conversations on how students can personally advance social good. After a training for faculty and staff around Indiana, many really ran with the curriculum and the workshops have had a tremendous impact on students. One student was able to identify a passion for helping formerly incarcerated individuals acclimate back into society. Now, she is exploring a degree in criminal justice.”



## We drew from our deep experience and network to **illustrate how social enterprises** can secure mission-aligned capital.

Social enterprises with varying legal structures working across geographies and sectors have used both investment and philanthropic capital to advance their work.

With support of the Rockefeller Foundation, we conducted wide-ranging interviews to gain perspectives from entrepreneurs, grant makers, impact investors, and corporate supporters. The resulting study hopes to open and inform broader conversations in the field of impact investing.

### KEY THEMES

- Foster funder relationships long before needing funding
- Seek mission-aligned funders who can offer more than financial resources
- Fit the funding to the need and not the legal structure
- Impact investors and grant makers can partner to support growing social enterprises