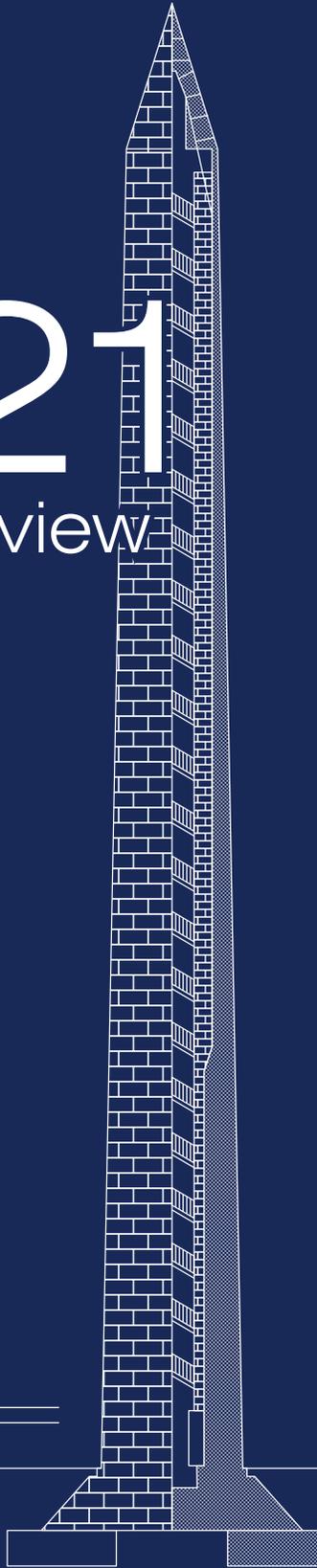


# 2021

Year in Review



Malachi Byrd, Literacy Lab Leading Man Fellow,  
leads a tutoring session.



## **A. James & Alice B. Clark Foundation Board**

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Ryan Palmer, Director, DC Community Initiatives

Elle Wassertzug, Operations Analyst

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**Courtney Clark Pastrick,**  
Board Chair



**Joe Del Guercio,**  
President and CEO

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## Dear Colleagues, Friends, and Partners,

While the last few years have been challenging in so many ways, we remain humbled and inspired by the incredible work that our grantees are doing on behalf of their communities. We continue to be amazed by the resilience and enthusiasm we see in our Clark Scholars, by the results we are seeing across our portfolios, and by the commitment of our team and grantees.

In 2016, the A. James & Alice B. Clark Foundation embarked on our goal to invest over \$1 billion in our strategic engineering, veterans, and DC region portfolios over the following 10 years. While there remains much to be done and our communities are undoubtedly facing greater challenges now than they were six years ago, we could not be prouder of where we are and what we have accomplished.

Our mission to invest in solving today's problems and to act with speed, flexibility, and thoughtful partnership with our grantees could not have been more important than it was during the past few years. Our grantees have utilized our capital both for sustained infrastructure and programmatic growth, and to meet immediate, unexpected needs. We have learned so much through these partnerships and will look to share some of those lessons in the future.

Since 2016, we have invested over \$575 million in our grantee partners, with nearly \$300 million having been invested in the last two years alone. Last year, we shared some preliminary results of our work. This year, we wanted to lay out a few important figures that represent what we have accomplished since our inception:

- ★ **We remembered our roots**—We have invested over \$235 million in engineering initiatives aimed at helping students with financial need attain a high-quality, well-rounded engineering education. In perpetuity, our scholarship investments alone will support nearly 700 engineering students per year.
- ★ **We supported our region**—We have invested nearly \$180 million across the DC region with a focus on growing the capacity of key community anchor organizations and high-quality schools, improving maternal and infant health outcomes, and expanding the reach of college persistence programs.

To date, we have invested in almost 200 DC-area nonprofits, schools, and school-support organizations, and have supported over 100 significant infrastructure-building projects focused on building communications and evaluation capacity, upgrading technology, and financial and strategic planning for organizations across the area.

- ★ **We honored those who served**—We have invested over \$75 million to help post-9/11 veterans and their families achieve their goals. Our investments have supported the delivery of over 85,000 employment, education, health, housing, leadership development, and family support services.

As we reflect on these accomplishments, we cannot help but feel a deep sense of gratitude for the energy and diligence with which our grantees and our team have stewarded the Foundation's investments. Though we still have much work to do—sharing lessons learned, communicating our impact, and strategically winding down our investing—we are confident in the foundation our investments have built for enduring change.

We invite you to take a deeper glimpse into the stories, people, and organizations behind our investments.

Best,

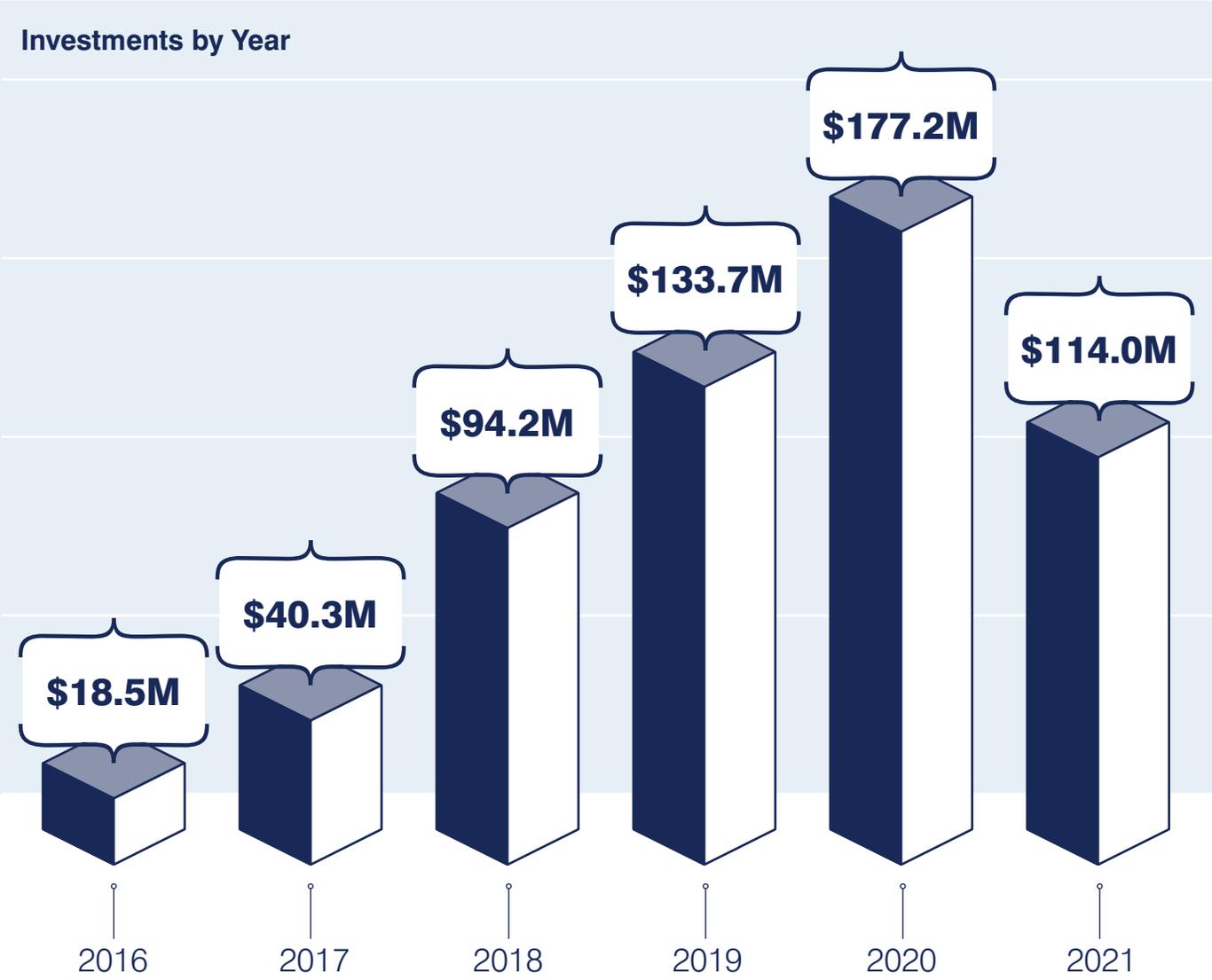


Courtney Clark Pastrick  
Board Chair

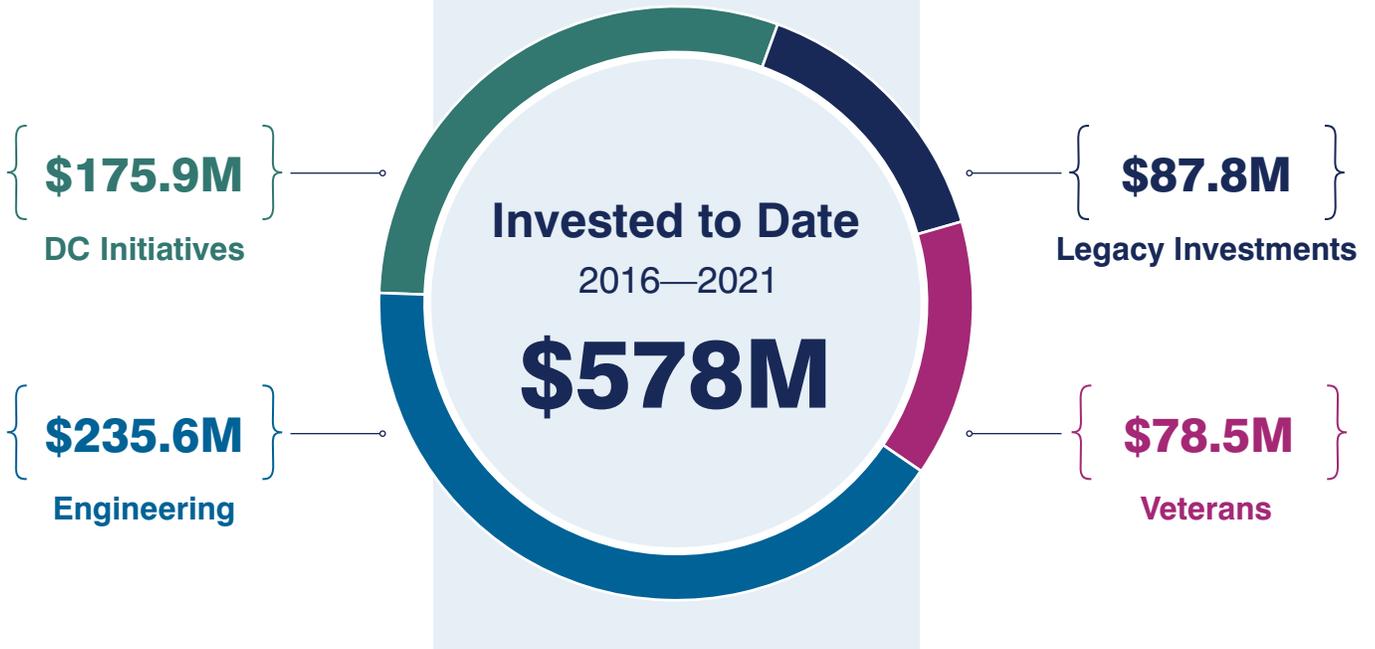


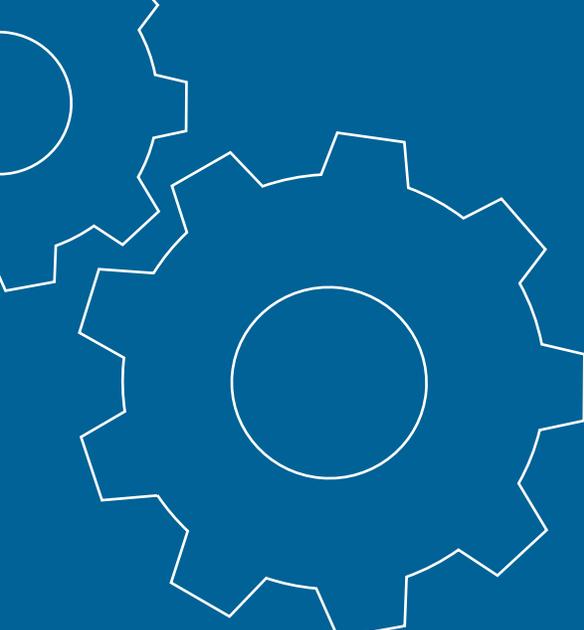
Joe Del Guercio  
President and CEO

# Foundation Investments



Investments by Focus Area





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# Engineering Initiatives

The Foundation's Engineering Initiatives portfolio aims to increase access to and persistence through bachelor of engineering degree programs for students who are traditionally underrepresented in engineering education. Our 2021 investments will:

- ★ Help launch the National Institute for Student Success at Georgia State University to support colleges and universities in removing institutional barriers to equity and college completion through proven student-success systems; and
- ★ Support the Thurgood Marshall College Fund's The Pitch student competition, an opportunity for students from Historically Black Colleges and Universities to compete in cross-functional teams to present solutions to business problems.

These complement an existing portfolio which includes investments in the National Academy of Engineering's EngineerGirl program and the National Society of Black Engineers' coordination of the 50K Coalition, among others.

## The Clark Scholars Program

The A. James Clark Scholars Program develops future engineering leaders. Chosen for their academic and leadership potential, Clark Scholars pursue a rigorous curriculum of engineering study, complete business classes, serve their communities, and learn about what it takes to be a leader in engineering fields.

As of fall 2021, the Foundation's signature scholarship program has been established at 11 of the nation's top engineering institutions, serving over 430 engineering students. At scale, the program will support 475 Clark Scholars each year, in perpetuity.

University leadership has shown impressive dedication to leveraging the Clark Scholars Program to serve students who are traditionally underrepresented in four-year engineering degree programs. During the 2021-2022 academic year, 46% of Scholars were underrepresented minorities in engineering education—as compared to 26% nationally<sup>1</sup>; 50% identified as women—as compared to 24% of undergraduate engineering students nationally;<sup>2</sup> and 51% were eligible for Pell Grants as compared to 34%<sup>3</sup> of undergraduate students nationally.

### Clark Scholars Program Universities

Duke University  
George Washington University  
Georgia Tech  
Johns Hopkins University  
Pennsylvania State University  
Stevens Institute of Technology  
Vanderbilt University  
Virginia Tech  
University of Maryland  
University of Pennsylvania  
University of Virginia

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#### Sources

1. 2020 American Society for Engineering Education, Engineering by the Numbers  
2. 2020 American Society for Engineering Education, Engineering by the Numbers

3. 2019-2020 provisional data collected by the U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS)

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Grantee Profiles

Virginia Tech Clark Scholars Program Director, Charleon Jeffries (right, in front), Karen Eley Sanders, Associate Vice Provost for College Access (next to Jeffries), and Clark Scholars Graduate Assistant Keneil Gordon (left, in front) enjoy an evening with Virginia Tech Clark Scholars.

# Setting up Clark Scholars for Success Through Mentorship and Community

For Zachary Williams, serving as the inaugural Clark Engineering Scholars Graduate Fellow at George Washington University (GW) was about strengthening community and providing mentorship in the midst of a pandemic that kept people from meeting in person.

“I really strove to bring people into the program and show them that sense of family and community that I had when I was accepted as a Clark Scholar,” Williams says.

Having been a Clark Scholar himself for three years, Williams says, “I was friends with all the Scholars behind me, so I had close relationships with all the seniors and juniors and even with the sophomores who were freshmen when I was a senior. I had been in their shoes, so I brought a fresh perspective to how I wanted to engage with them.”

The GW Clark Scholars Program piloted the Clark Scholars Fellowship position starting in August 2020, with the goal of helping to manage the Clark Scholars community and connect current Clark Scholars with Clark Scholars alumni. The one-year fellowship is designed to be filled by a Clark Scholars Program graduate who remains enrolled at the university to complete a master’s degree in engineering,

and provides financial support through the Clark Scholars Program.

As he approached his May 2020 graduation with a B.S. degree in biomedical engineering, Williams was eager to pursue his master’s degree at GW. He had already developed a good relationship with Professor Murray Snyder, the Clark Scholars Faculty Director at GW, who proposed creating the fellowship position. After a brief selection process, Williams accepted the position.

## Building Community in an Online World

Snyder asked Williams to provide support for event planning and management, communicating with the Clark Scholars community, and monitoring their academic progress. Williams dove into his new responsibilities with enthusiasm.

Initially, he envisioned monthly social events like movie nights, bowling, and laser tag, “to get people out of the classroom and have fun.” But the COVID-19 pandemic limited him to virtual events.



The Clark Scholars Fellowship at GW inspired Virginia Tech to establish the College Access Collaborative Graduate Assistantship, filled by Master's student and former Scholar Keneil Gordon.

It was challenging, Williams acknowledges, to create more cohesive cohorts without being able to meet in person—especially for Scholars who were new to the program. But he did his best, in consultation with Snyder.

The first event Williams helped organize was the annual program “boot camp” just before the fall semester. Normally an in-person event, Williams assisted Snyder in planning several hours of virtual programming spread out over two evenings. The theme for 2020 was diversity, equity, and inclusion, so Williams brought in several GW Clark Scholars alumni from diverse backgrounds to talk about their experiences with racism, both in college and in the workforce, and engage the Scholars in a rich discussion.

To help the Scholars get to know each other better, Williams broke them into small groups. Together, they planned virtual activities like game nights or movie nights, as well as dinner conversations. For another fall event, Williams had the Scholars complete the Gallup CliftonStrengths survey, and he brought in a trainer to talk about the skills and strengths they identified, how to use them effectively, and how to work on teams of people with different skills and strengths.

## Maintaining Relationships

Throughout the academic year, Williams held biweekly online chats with the Scholars cohorts, as well as one-on-one Zoom conversations, serving as both a resource and a peer mentor. Snyder said that Williams’ mentorship helped several Scholars improve their academic performance.

“I liked being a mentor,” Williams says. “I was very eager to do that, to be someone that people could go to for advice.” He got overwhelmingly positive feedback from Scholars, adding that he’s still in touch with several Scholars he mentored during the fellowship—something he deeply appreciates.

For Williams, who now works as a quality engineer at Stryker Endoscopy in San Jose, California, being a Clark Scholars Fellow was a rewarding experience on several fronts.

“I can’t overstate the value of the financial aid,” he says. “It was great to get this award and know that my academic work was respected. And because of the aid I received, I’m now working at my first job without a huge amount of student loan debt hanging over me. I feel very fortunate.”

## Experiencing “Life Outside Engineering”

Beyond that, he says, the Clark Scholars Program expanded his horizons—exposing him to leaders in fields outside engineering, helping him grow socially and professionally, and allowing him to work with people like Snyder, whom he calls “one of the best professors I’ve ever had.” He credits Snyder with helping him develop public speaking skills, a major focus of the program when he was a Scholar.

One of his favorite events as a Clark Scholar, he says, was the annual GW School of Engineering Applied Science Hall of Fame banquet. Clark Scholars are the only students invited to the event, a formal dinner with GW engineering alumni.

There, Williams says, he chatted with distinguished alumni whom he never would have met otherwise. “Each year, I met new people and had amazing conversations,” he says. “I talked with NASA scientists, CEOs of businesses, [and] cybersecurity experts.”

In retrospect, he says, being in the Clark Scholars Program helped him develop into “someone who can build relationships, hold onto them, and nurture them.” Because the Clark Foundation program exposed him to “life outside engineering,” he has a broader view of his career opportunities.

“My job right now requires me to work across disciplines and consult with people in marketing, customer relations, and customer care post-market, making sure we’re in compliance with the Food and Drug Administration requirements,” he says. “I’m not always running a test or solving a problem; I’m also looking at procedures and documents and compliance.”

Ultimately, he hopes to grow into more managerial roles while carrying on the Clark tradition of mentorship. “I would want to be a mentor to the people who work under me and help them grow to be the best engineers they can be and advance their careers. That’s where the Clark Scholars Program has set me up to succeed.”



Zach Williams, GW Clark Scholar and first-ever GW Clark Scholar Fellow.

“I was very eager ... to be someone that people could go to for advice.”

The following metrics reflect the opinions of Clark Scholars at GW who responded to a Clark Foundation survey distributed in June 2021:

100%

of Scholars feel they can reach out to one another for advice

100%

of Scholars enjoy helping each other

100%

of Scholars feel they can turn to other Clark Scholars for academic support

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# University of Maryland

The Foundation's landmark \$219.5 million commitment to the University of Maryland in 2017 is the largest grant in the university's history, and among the largest to a public research institution in the 21<sup>st</sup> century. As of 2021, we have invested over \$104 million of that total commitment in an array of endowed scholarship programs and professorships, capital projects, and other operational initiatives.

In the spirit of Mr. Clark's dedication to supporting education and student success, the investment has increased access and affordability, created new learning opportunities, and advanced research and innovation. During the 2020-2021 academic year, the investment's scholarship programs served over 230 total Clark Scholars, Clark Opportunity Transfer Scholars, Clark Doctoral Fellows, and Maryland Promise Scholars. At scale, 390 University of Maryland students will receive scholarship support each year, in perpetuity.

The investment has also enabled the University of Maryland to leverage significant new funding to multiply the investment's potential impact. By the end of 2021, the university had leveraged over \$102 million in new matching funds, including:

- ★ \$24 million in new pledges and commitments from over 8,000 unique donors to support the Maryland Promise Program. The endowed scholarship program is designed to cultivate the next generation of leaders and community change agents through programming focused on academic excellence, professional development, leadership development, and community engagement. Fifty-seven Maryland Promise Scholars are currently enrolled across 12 colleges and schools at the university.
  - ★ \$25 million in new support for the E.A. Fernandez IDEA Factory. Completed in 2021, the IDEA Factory is a 60,000 square foot facility housing new research and laboratory facilities, including a Robotics and Autonomy Laboratory, a Quantum Technology Center, and the Startup Shell, a student-run coworking space and incubator.
-



Two Maryland Promise Program Scholars chat on the University of Maryland campus.

57

Maryland Promise Scholars entering fall 2021 semester

\$24,353,659

Cumulative MPP funds raised

8,397

Total unique donors

# The Maryland Promise Scholarship Program

## Cultivating Tomorrow's Leaders

It's fortunate that Michelle Nkechi Udeli loves a challenge.

When Udeli's supervisor at the University of Maryland (UMD) approached her to lead the brand-new Maryland Promise Scholarship Program in the summer of 2019, Udeli knew it was her dream job. At the time, she was already working in the university's Office of Letters and Science as a retention program coordinator. Although she enjoyed the work, she yearned to do more.

She got her wish.

In a short time, the Maryland Promise Scholarship Program has become UMD's flagship scholarship program. It grew exponentially from a cohort of eight Scholars in fall 2019 to three cohorts of 57 Scholars by fall 2021. Udeli anticipates that the 2022-23 cohort will have about 70 new Scholars. This growth has been enabled by the Clark Challenge for the Maryland Promise, a campus-wide matching scholarship program with over 8,300 individual donors who have contributed to support the success of these Scholars to date.

"I want our Scholars to be successful and to build skill sets that they can use anywhere."

The Clark Foundation established the Maryland Promise Scholarship Program to provide educational and financial opportunities to promising students from Maryland and the District of Columbia who are admitted to UMD. The program selects Scholars from a pool of thousands of admitted students, with the goals

of helping them graduate with as little education debt as possible and of cultivating the next generation of leaders and change agents.

The program's focus on academic excellence, professional and leadership development, and community engagement is right up Udeli's alley. And she is thrilled to work with undergraduate students from day one through graduation.

"I am passionate about student success," says Udeli, who began directing the program part-time when it launched and will become its full-time director in fall 2022. "I want our Scholars to be successful and to build skill sets that they can use anywhere, not just here but in graduate school, the workforce, and beyond."

### Creating Community During a Pandemic

Building a scholarship program from scratch would be challenging in normal times. But after the COVID-19 pandemic struck in early 2020, times became anything but normal. "Some people like to say we are laying the track as we are driving the train, but I like to say we are still forging the steel for the track while we are driving the train," Udeli jokes.

Amid all the vicissitudes of the pandemic, Udeli has made significant progress. She worked with the Maryland Leadership and Development (LEAD) program at UMD to develop leadership programming. In addition, she developed a four-year programming plan of events around the themes of identity, community, and professional development. These include a summer orientation day to ease the transition of Scholars into UMD; a fall welcome event for all Scholars; an interactive grand challenge-focused event with UMD President Darryll J. Pines at the University House; a winter leadership conclave for Scholars in their second and third

years; and Clark Day in the spring, when Scholars have an opportunity to get to know Maryland Promise Program donors who established endowments, and leaders from the Clark Foundation.

It's a process, starting with confidence-building and storytelling for incoming Scholars, so that they become comfortable sharing their personal journeys with their peers.

"I bite the bullet and share my story first so that everyone in the program knows I started off on probation my very first semester, and I was in jeopardy of being kicked out of my dream school," Udeli says. "That helps take away the shame of needing help or asking for help. They feel a lot more comfortable reaching out or talking to one another for support, and they're not as nervous."

## An "Intrusive" Support Approach

Udeli keeps in close contact with the Scholars through regular check-ins, office hours, and monthly community meetings. Her "intrusive advising approach" emphasizes purposeful relationship-building with students to ensure their academic motivation and success. Udeli has no problem being intrusive. "If a student does not respond to my text message within a day or two, I'm popping up at their door to do whatever I need to get hold of them, because I want them to know that they're supported," she says.

She keeps an eagle eye on academic performance as well. "Many of our students will kind of hide in the corner and not say anything about their grades," she notes. "But I'm already looking at all their grades, and if something looks a little funky, I say 'Come in, let's talk right now.'"

At the same time, Udeli is helping the Scholars build community. "We are a tight-knit family here," she says. "I want the students to feel connected, because I know how it feels not to be."

That has been tough during the pandemic, especially for the Year 2 cohort, which launched in the middle of lockdown. Those Scholars didn't get to meet each other in person until the fall 2021 welcome event at the Adele H. Stamp Student Union. But Udeli is hopeful that all the Scholars will soon be able to have more regular in-person interactions with each other and with UMD faculty, Clark Foundation staff, and donors.

Udeli is also trying to create a Scholars culture that embraces challenges and innovations. She constantly encourages Scholars to "step outside their comfort zones," which she calls "being squishy." It's become a tag phrase for the program. "I'll ask them, 'What are three squishies you've done since the last time we talked?'" she says. "I keep them on their toes."

"I want the students to feel connected, because I know how it feels not to be."

## Building Confidence, Mining Potential

She sees signs that it's working. For example, at last fall's in-person Grand Challenges event, President Pines assigned the Scholars into breakout groups to tackle a global challenge and report back to the entire convening after about a half-hour. One young man, whom Udeli describes as "incredibly shy," volunteered to speak for his group—much to her surprise. When Udeli asked him about it later, he replied: "You tell us to be squishy, so I wanted to be squishy."

Another Scholar told her—to her delight—that after participating in President Pines' global challenge, he's now interested in studying abroad.

Udeli wants the Maryland Promise Scholarship Program to be a unique and transformative experience for students—one that helps them realize their potential to be national leaders, global powerhouses, and social change agents.

"I absolutely love the students," she says. "I don't want this to be just another program for students. I want us to have our own culture, our own mark on campus. I want people to know that if you're in Maryland Promise, those students are always doing something squishy, they're always doing something outside their comfort zone, their program is always going to be doing something different."



Michelle Nkechi Udeli, M.A.  
Maryland Promise Scholarship Program Manager

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# DC Initiatives

## Strong Schools & Community Anchors

The Foundation's DC-based initiatives honor Mr. Clark's commitment to give back to the community where he found much of his success. To date, we have invested over \$132 million in schools, school-support organizations, and community anchor organizations serving the DC region. Our investment strategy is flexible—focused on understanding and supporting each grantee's needs whether for general operating support or strengthening infrastructure through strategic planning, leadership development, new technology, or expanded facilities. Our 2021 investment highlights include:

- ★ Renewed support of organizations like SOME, DC Greens, and Martha's Table that have leveraged past funding to maintain strong, stable service delivery that met critical community needs throughout the pandemic.
  - ★ A three-year investment in the merger and growth of Venture Philanthropy Partners and Raise DC, which will help to establish a strong regional backbone organization to drive measurable outcomes for youth across the DC region through a collective impact model.
  - ★ Funding for the strategic growth of Statesmen College Preparatory Academy for Boys, Digital Pioneers Academy, and Saga Education's high-dose math tutoring model which now reaches 360 students across four DCPS high schools.
  - ★ Expanded support of the DC Reading Clinic, which equips teachers with new tools to support students' reading proficiency in grades K-2. DC Reading Clinic programming will eventually expand from five to 15 schools across DC, offering both one-on-one tutoring and broader teacher training.
-

## College Persistence

Having invested almost \$16 million in college persistence organizations serving students in the DC region, the Foundation is close to completing the wind-down of our College Persistence portfolio. Our investments, which have focused on scaling programs and building organizational capacity, have helped more DC students get to and through college via scholarships and individualized supports. During the past year, we rounded out our portfolio with investments in:

- ★ DC Completes, a new program piloted by Trinity Washington University open to all DC public and public charter school students. DC Completes provides students with grants to fill financial gaps they may encounter during their college career, as well as coaching to help them navigate their own paths to college completion.
- ★ DC-CAP's university partnership model, which provides scholarship funding and college persistence support to cohorts of DC public and public charter school students attending George Mason University and North Carolina A&T State University—two institutions with strong completion rates and comprehensive support services for low-income and first-generation students.



DC high school students at the Ward 8 College Track center which opened in fall 2019. College Track equips students to enter and complete college.

## Parent-Child Health Initiative

The Foundation is deeply committed to improving parent-child health outcomes in and around our nation's capital, based on the belief that the health and wellness of a child in its early years are vital to the future of a community. Through our Parent-Child Health Initiative, we have invested over \$57 million to date in the programming and infrastructure of hospitals and community-based organizations that serve parents, infants, and young children in the DC region. Our investments are helping to expand hospital- and community-based perinatal health services, and to strengthen collaboration between hospitals, community-based health providers, and funders to move toward a comprehensive, integrated, and culturally responsive system of support.

Highlights in 2021 include:

- ★ New investments in organizations providing critical direct services, including a pilot of the Nurse Family Partnership program at Mary's Center, the responsive growth of the Greater DC Diaper Bank, and the expansion of Mamatoto Village.
- ★ Building the early learning sector through an investment in the launch of a new online Child Development Associate program at American University, which will serve District residents who aspire to be early childhood education professionals.
- ★ Continued support of the Early Child Innovation Network teams at MedStar-Georgetown Medical Center and Children's National Medical Center, who are innovating to advance early childhood and family well-being through interventions centered around building mental health knowledge and skills among early learning providers and leveraging parent leadership and peer support.
- ★ MedStar's leadership of collaborative, cross-initiative work to improve maternal health outcomes through a broadening of the lens on patient history, and its work with Community of Hope to expand access to high-quality maternal care for residents of Wards 7 and 8.

# Literacy As a Human Right

Even after The Literacy Lab had experienced years of rapid growth, complete with expansion beyond its home turf of Washington, DC and into new markets around the country, Regional Director Jax Chaudhry was able to fully appreciate Literacy Lab's success when an enthusiastic parent joined a Literacy Lab family stakeholder meeting to describe the transformation in her son.

Due to the child's struggles with reading, he had never really fallen in love with school, and his mother worried he wouldn't develop confidence in reading. Now, after less than a year of personal attention from a Literacy Lab tutor, she was praising the way the program had gotten her son excited again about reading and learning.

"It's a full circle relationship," Chaudhry says. "When we get a chance to have that family engagement, the connection to the tutor, and growth in overall love for reading—it just leads to real change."

## Inspiring fellows and kids alike

Malachi Byrd, a graduate of DC's Cesar Chavez Public Charter School, agrees. As one of the program's Leading Men Fellows, he spent the last half-year working with preschool-age kids to kindle a love of reading from the earliest ages. The Leading Men Fellowship is a residency-style experience for young men of color ages 18 to 24 that presents formative teaching opportunities in real-world educational settings.

In return, Fellows benefit from coaching and professional development opportunities that extend their skills, all while earning valuable experience leading rigorous learning environments. Someday, Byrd can see himself founding his own school. He imagines it as a Literacy Lab for the performing arts. As such, he takes a multifaceted approach to teaching reading by incorporating prose and poetry into his lesson plans, along with songs and other oral approaches that continually reinforce the connection between the written word and the spoken word.

"We hope most, if not all, Fellows will complete their college educations and choose to pursue education as a career," Chaudhry says. "The ultimate goal is to diversify the pipeline of high-quality teachers entering the field of early childhood education."

Byrd finds his work an inspiration to the kids and to himself personally. At just 24 and a soon-to-be graduate from Princeton University, he is proud to play a part in the intellectual awakening of so many kids in his hometown of DC. He has connected especially to one bright 4-year-old, who is very smart but painfully shy. Byrd has worked to coax his "great young friend" out of his shell. And, after months of progress, it seems to be working.

"So much of our job is building relationships and engaging with these little humans who are learning everything about the world around them," Byrd says of the rewards of teaching.

# 30

Leading Men Fellow positions supported annually

# 1,200+

targeted literacy interventions in SY 2020-2021

# 86%

of pre-K participants showed significant gains in school readiness from fall to spring



“So much of our job is building relationships and engaging with these little humans who are learning everything about the world around them.”

Literacy Lab Leading Men Fellow Malachi Byrd.

### Reading as a cornerstone skill

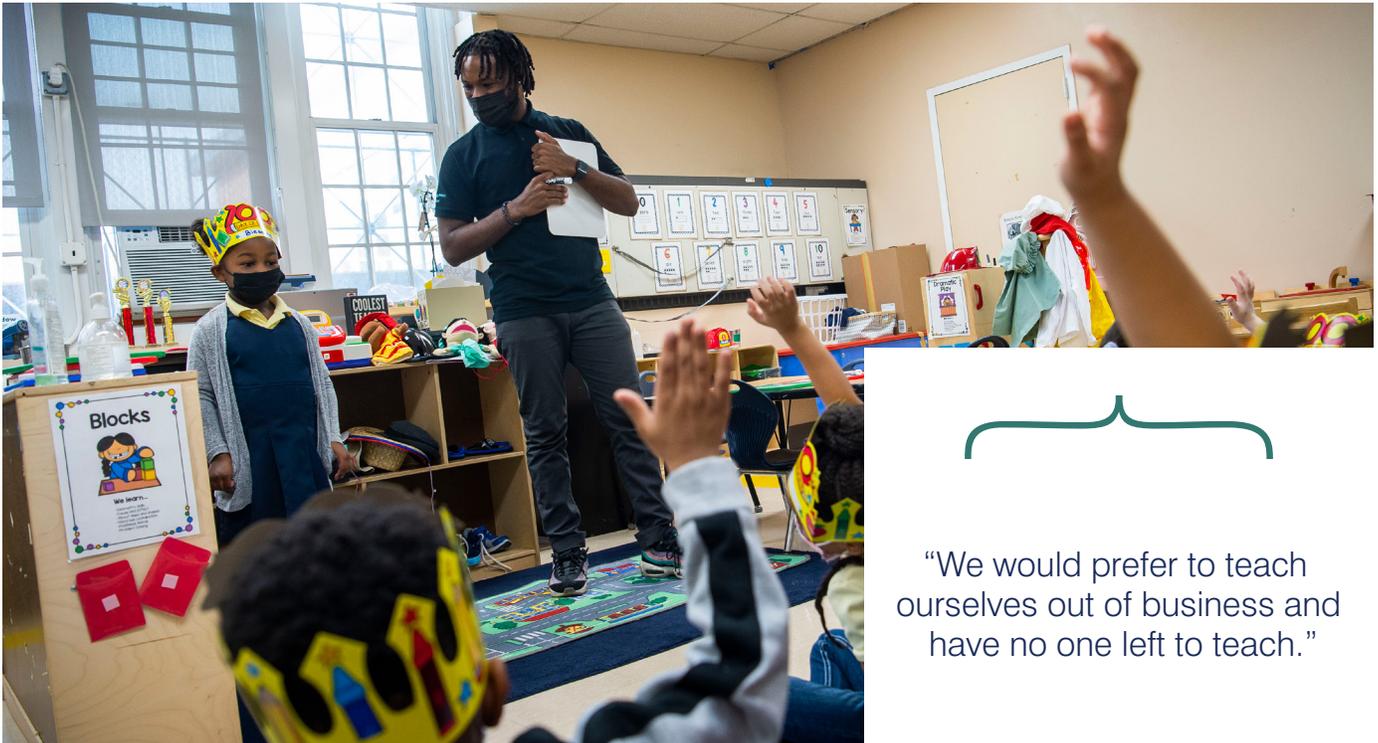
The Literacy Lab began in 2009, offering after-school tutoring as a response to the experiences of co-founder Ashley Johnson, who worked as a special education teacher in DC Public Schools. As she saw it, too many high school-age kids were not reading at grade level—and many fell well below that mark. Without the fundamental skill of reading, their academic performance and their interest in school waned, along with their career prospects. Johnson decided to focus on that one skill as a cornerstone of lifelong learning. With co-CEO Tom Dillon, she founded The Literacy Lab to meet the challenge head-on as early as possible in the kids’ lives.

“We were high-dosage tutoring long before high-dosage tutoring was cool,” Chaudhry says, referencing the program’s philosophy of cramming a lot of content and lessons in a short period of time. “We’re really proud of our program, because it uses a daily model of teaching.”

The Literacy Lab focuses on high-dosage tutoring for kids between age three and grade three. That age group is crucial, Chaudhry notes, because research consistently shows that around grade three, there is a shift from learning to read to reading to learn. If the kids are not reading at grade level by then, Chaudhry says, they will begin to fall further behind their peers with each passing year.

“The learning environment is determined by their literacy level. Their ability to participate and to engage with others is compromised,” Chaudhry says. “That’s why we concentrate in those grades. If they can excel at reading and be excited about school, they’ll be excited about learning, too.”

The Literacy Lab has been a runaway success, and today more than a decade since its founding, thousands of school-age kids in DC, Alexandria, Virginia, and Montgomery County, Maryland, have gained a jump start on their academic lives thanks to this program. The Literacy Lab has since expanded to other cities where early reading has lagged, including Springfield, Massachusetts; Kansas City, Missouri; and Milwaukee, Wisconsin.



Literacy Lab Leading Men Fellows participate in a year-long, residency-style experience in which they provide evidence-based literacy support to pre-kindergarten students.

“We would prefer to teach ourselves out of business and have no one left to teach.”

## Game-changing Trust

In 2019, the Clark Foundation was so impressed with The Literacy Lab’s demonstrable results that it invested more than \$1 million in the program over the next three years.

Specifically, the Foundation supported the Leading Men Fellows program and The Literacy Lab’s expansion in DC’s Ward 7. The Clark investment has allowed The Literacy Lab to extend stipends to new tutors, hire additional coaching specialists to teach Leading Men Fellows the Lab’s high-dose approach, bring on new program staff, and purchase much-needed materials and laptops. And the support was recently renewed.

The Literacy Lab now boasts a lineup of 100 tutors and 24 Leading Men Fellows serving in 53 schools, mostly in the DC area. Currently, over 1,200 students are benefitting from The Literacy Labs programs across the region—and the number is growing all the time. The Lab has plans to add new tutors in early 2022. It has also expanded in Wards 7 and 8, two areas of particular need. In all, The Literacy Lab is now working in 16 new schools in the DC region, including several

in partnership with DC public schools’ highly regarded Knowledge Is Power Program (KIPP) charter school initiative.

“The trust placed in us by the Clark Foundation was important for financial reasons, but more so it was a symbolic gesture of deep connection to and understanding of the work that we do and why it’s so important. That really made the difference in what The Literacy Lab has become,” Chaudhry says. “It has been a game-changer for us.”

The Clark Foundation investment pays dividends in some unforeseen ways, too. Namely, Chaudhry says, the vote of confidence allows them to attract other donors who needed that stamp of approval. The program has leveraged an additional \$800,000 in new funding over the grant period from other organizations.

Today, The Literacy Lab has proven so successful that many students develop so quickly that they reach their grade-level targets and no longer qualify for The Literacy Lab’s programs.

“That’s the ideal outcome for us,” Chaudhry says with a smile. “We would prefer to teach ourselves out of business and have no one left to teach.”

# A Vision for the Future

As a midwife in Washington, DC, Ebony Marcelle, Director of Midwifery at Community of Hope, has helped countless expectant mothers in Washington have healthy and successful births. Her reward, she says, beaming, is meeting the product of her work years later and watching them grow up.

“Seeing the babies I caught—my *babies*—two, three, four years down the road is the greatest feeling,” she says. “It’s why I do what I do.”

One day in 2015, Marcelle and the entire Community of Hope family learned that they would have to find a new home for the Center. The landlord, who had been providing the building at below-market rates as part of a 20-year lease, had sold to a developer. Community of Hope would have to find a new home or shutter.

“The Family Health and Birth Center provides critical prenatal care and health care for the whole family. It was, and is, the only free-standing birth center in Washington and currently the only place in the entire eastern half of the city where a mother can give birth to her baby,” Marcelle notes with pride. “That’s an important place to have in the community and one the community can’t do without.”

Considerable disparities in maternal health outcomes in Washington exist. Black mothers are five times more likely to lose a child in infancy than white mothers. The risk of dying in childbirth is higher, too. And the inequities go well beyond maternal and infant care—including higher rates of disease, trauma, depression, and even death. Located in Washington’s under-resourced Ward 5, Community of Hope is, quite literally, a lifeline.

“There still isn’t a hospital east of the Anacostia,” Marcelle says of the river that bisects the nation’s capital. “Community of Hope provides a critical service to Washington’s most underserved people.”

The news that a move was in order was not entirely unexpected, Marcelle admits. Established in 2000, the Family Health and Birth Center signed a lease for the next 20 years. At the time, to Marcelle, that seemed like a lifetime. But, just

as the first generation of children birthed at the center was turning high school-age, Kelly Sweeney McShane, Community of Hope’s CEO, feared that the center would exist no more.

The search for a new lease commenced almost immediately, but it soon became clear that the price to remain in the Ward 5 neighborhood where the Center thrived would be steep. A lease also meant continued uncertainty in the future, when rent could potentially increase or the lease could not be renewed. Leaders contemplated a move to Ward 7, but ultimately decided—with the strong suggestion of current clientele—that staying in Ward 5 was critical.

Faced with dwindling prospects for a new lease, Community of Hope leaders began to consider purchasing property to call their own, a daunting prospect. Ownership would guarantee that Community of Hope Family Health and Birth Center, a bedrock of the Washington community for two decades, would become a permanent fixture.

In September 2019, the Clark Foundation, in its work to improve the quality of parent-child health care for families in the DC area, went all-in on Community of Hope with a \$7.5 million investment to support the acquisition and redevelopment of an all-new Family Health and Birth Center.

With Clark’s stamp of approval—and a generous gift from Developing Families Center, the previous landlord—Community of Hope was able to purchase a building and property that used to be a fireman’s union hall just a mile and a half from the previous facility.

Fast forward a few years, the all-new Community of Hope Family Health and Birth Center is set to open its doors in spring 2022. Today, on the cusp of that occasion, the expanded and completely refitted Family Health and Birth Center will be more than a maternity center. In addition to its brand-new state of the art birthing facilities designed to welcome those giving birth and their families, the Center

“Community of Hope provides a critical service to Washington’s most underserved people.”



Ebony Marcelle, Director of Midwifery at Community of Hope, finds great joy in seeing the children of the mothers she helped.

has expanded its full-fledged medical facility for the whole family. At 20,000 square feet—more than double the 9,000 square feet of the previous operation—and complete with a pharmacy, emotional wellness supports, pediatric care and more, the center will continue to be the bedrock of the community.

“Our vision is that every family in Washington has access to quality health care for the whole family, including maternal and child health services,” says McShane.

“We are 1 of 5 federally qualified health centers in the country with a birth center,” Marcelle notes. “From a reproductive justice standpoint, accepting Medicaid at a birth center is a rarity. Of the 300-some birth centers in the country, only about 10 accept Medicaid. That’s huge.”

Marcelle was impressed not only with the generosity of so many people who donated to make the dream of ownership a reality, but also the sheer commitment of Community of Hope’s leadership to the city and the people of Washington.

“When it was time to plan what the facility would become, they went right to the source, asking the patients themselves what they wanted and needed,” Marcelle says. “Our patients told us not to move, but if we must, to stay in Ward 5. Then they told us everything from what furniture to buy to what art to hang on the walls.”

Most importantly, the Clark Foundation’s investment in the Family Health and Birth Center—the first and largest among all donors—has become a gift that keeps on giving. The much-needed stamp of approval that Clark’s trust provided to Community of Hope, and the massive down payment it made on its future, has inspired many others to give. To

date, 322 additional donors have joined the cause, lifting total funding well beyond Community of Hope’s original \$10 million target to more than \$11,700,000—most of it raised amid a pandemic.

“Without Clark’s timely and generous support in September 2019, just months ahead of the onset of the pandemic, Community of Hope simply would not have been able to secure the property,” McShane asserts. “Any delay, any lull, could have had serious ramifications for the future of the Family Health and Birth Center.”

Adds Ebony Marcelle, “Clark’s belief in Community of Hope has been the game-changer.”

3,676

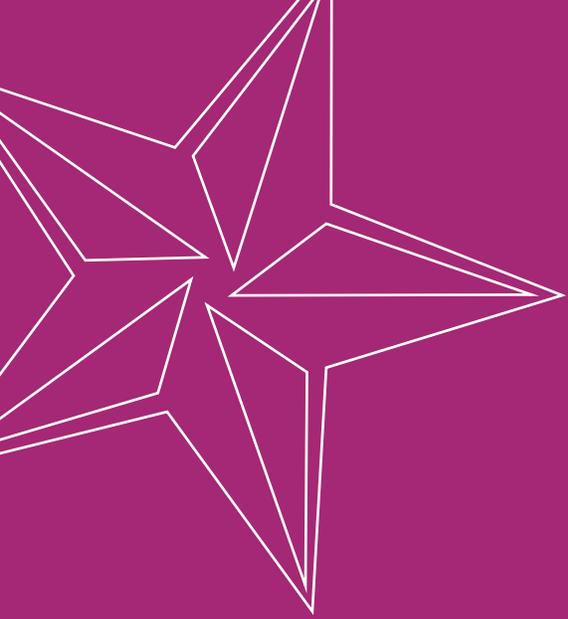
patients served at Family Health & Birth Center to date

85%

of pregnant women received perinatal care coordination

88%

of women patients attend a postpartum care visit



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# Veterans Initiatives

The Foundation is deeply committed to supporting those who have served our country. Our strategy focuses on helping post-9/11 veterans navigate the transition from military to civilian life and become leaders in their communities. Highlights include:

- ★ Investments in organizations that have helped over 55,000 veterans and their family members achieve their education and career goals through pre-college bootcamps, career coaching, and job assistance programs. In 2021, the Foundation grew its portfolio by investing in the expansion of Dog Tag, Inc.'s Fellowship Program to Chicago, and The Mission Continues' Veteran Leadership Accelerator.
  - ★ Health- and wellness-focused investments that have increased access to post-traumatic growth and mental health services to over 5,400 veterans and their family members. They have also supplied veterans and their families with access to 980 instances of high-quality critical care and evidence-based treatments that were not previously available as an option.
  - ★ Investments in Operation Homefront which have provided nearly 850 members of veteran families with transitional housing support, establishing a solid foundation on which they can build their post-service lives.
  - ★ Investments in the COMMIT Foundation that have enabled the organization to provide veterans with over 2,800 one-on-one, online and workshop-based services focused on helping them identify and pursue their purpose in civilian life.
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# Children of Fallen Patriots

## Honoring Sacrifice through a College Education

Katie Palmer almost didn't answer her cell phone when Children of Fallen Patriots Foundation called her that spring day in 2018.

Palmer, a college sophomore at the time, was on her way back to school in Columbia, South Carolina after a trip to Disney World. Fallen Patriots called, out of the blue, to offer Palmer a scholarship. Palmer's father, Marine Lieutenant Colonel Benjamin James Palmer, died in Afghanistan in 2011.

The administrator, whose father was also killed in action said, "Hey, we don't know your family, but we have you in our database, and we'd like to help you pay for college," Palmer recalls. "It was wonderful!"

Since then, Palmer has come full circle. After graduating debt-free from the University of South Carolina in May 2020, she now works at Children of Fallen Patriots as a scholarship supervisor, helping other young people who have lost a military parent get an education. The call changed her life.

David Kim, a partner at a global equity investment firm, and his wife Cynthia Kim founded Children of Fallen Patriots in 2002. The foundation provides college scholarships and educational counseling to military children who have lost a parent in the line of duty. To date, it has provided over \$52 million in scholarships and other assistance to almost 2,200 children from Gold Star families, in all 50 states and Puerto Rico and all branches of the U.S. military. The average assistance package per child is \$25,000 for a complete college education.

Over the last 35 years, approximately 25,000 children have lost an active-duty parent in the military. Ninety-seven percent of those parents are men, leaving behind single mothers to care for their families, with 60% reporting difficulty making ends meet.

"It brings us a level of comfort and peace to know that we're doing something to help these families," Ms. Kim says. "We felt that the best way to do our part and carry on the legacy of the soldiers who lost their lives was to provide a college education to their children."

### Clark Foundation Investment Supports 778 Scholars

Since 2017, the Clark Foundation has provided \$15 million to Children of Fallen Patriots, an investment "equivalent to 2,400 years of college," Ms. Kim says. One hundred percent of Clark's grant has gone to support 778 Children of Fallen Patriot scholars nationally.

"It's made a huge impact," Ms. Kim notes. "They've supported a good percentage of all our students."

Hayden McCloud, whose father died in a 2006 helicopter accident in Iraq, graduated in December 2021 from the University of North Carolina Wilmington with a bachelor's degree in history and a minor in international affairs. His mother learned about the Children of Fallen Patriots program and told him to apply during his senior year of high school. "It's meant the world to us," McCloud says. "It's really helped us out a lot."

Not only has he benefited, but his younger sister, currently enrolled at the University of Tennessee, is also a Children of Fallen Patriots scholar. In addition, Hayden has another sister who is graduating high school this year and is applying for a scholarship. "It's taken a massive weight off my mom's shoulders," McCloud says.

Brendan Gacek followed his older brother's footsteps into the program. Gacek's father died while serving at the U.S. Air Force base in Rome in 1997, when his mother was pregnant with Gacek. With a Children of Fallen Patriots scholarship, Gacek graduated in 2021 from Nazareth College in Rochester, New York, with a degree in business administration.

Gacek, like Palmer and McCloud, is a Clark-supported scholar. After graduating, Children of Fallen Patriots helped him land an internship at an insurance start-up in New York City. And when that ended, like Palmer, he too got a job with Children of Fallen Patriots as a development analyst. "I knew this would be something I'd be passionate about," he says.



“We’re not just giving these students a future; we’re giving them a future they want.”

Children of Fallen Patriots Scholar Katie Palmer in a college graduation portrait holding a picture of her late father, Marine Lieutenant Colonel Benjamin James Palmer.

Impact of the Clark Foundation’s Investment:

**778**  
students provided for nationally

**2,400**  
years of college supported

**206**  
graduates

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## A Program That Stands Out

All three scholars said that Children of Fallen Patriots is unique among military scholarship programs. For one thing, it is the most inclusive—available to all children of fallen service members from all branches of the military, regardless of where they served or how they died, as long as it was in the line of duty.

“We really, really want to help as many people as possible—and going even further than that, we want to give them exactly what they need,” Palmer says, speaking with her foundation hat on. “We want students to go to school, get a degree, and pursue their dreams in honor of their parents’ sacrifice. We’re not just giving these students a future; we’re giving them a future they want.”

When possible, financial planning for college begins in high school for the scholars. Each scholar is assigned a scholarship administrator; they meet regularly to discuss the student’s financial needs. Children of Fallen Patriots will help high school students pay for college applications, so they don’t feel discouraged from applying to “stretch” schools with high application fees. The foundation also reimburses high school students for SAT and ACT test prep courses. But their scholarship administrators are more than financial consultants. They also serve as mentors and educational counselors, guiding students throughout the application and admission process.

“I want the students to be as well-prepared as possible to take those exams so that they can get into the schools of their choice,” Palmer says.

Ms. Kim notes that students’ needs vary greatly. Some may only need a laptop and some living expense money. But other students are trying to get into schools like Harvard and may need as much as \$200,000. That’s why it’s so important for each scholar to receive individual attention and support from a scholarship administrator.

Scholars can attend any school they choose that admits them; they can even study abroad and the scholarship will pay for it. Another way the Children of Fallen Patriots scholarship differs from most other programs: It pays off student loans of scholars who enter the program after they’ve started college. It also permits scholars to transfer to other colleges if they wish.

Once in college, Children of Fallen Patriots also pays scholars a \$2,000-per-semester living expense stipend and a \$500 book stipend. During the COVID-19 pandemic, Ms. Kim says, the foundation stepped up even more when working students or parents lost their jobs and needed additional support.

## Financial Support and More

Gacek says he is deeply appreciative of all the financial support he received. “Not a lot of kids get the privilege of graduating debt-free from college,” he notes.

“I have friends who have tons of college debt that really limits their opportunities going forward, because they have to think about getting jobs that might not be what they want but that will help them pay off their debt,” McCloud says. “Whereas I have a lot of freedom to pursue a career in whatever I want without having to worry how much I’m going to make off the bat. It’s a really freeing feeling.”

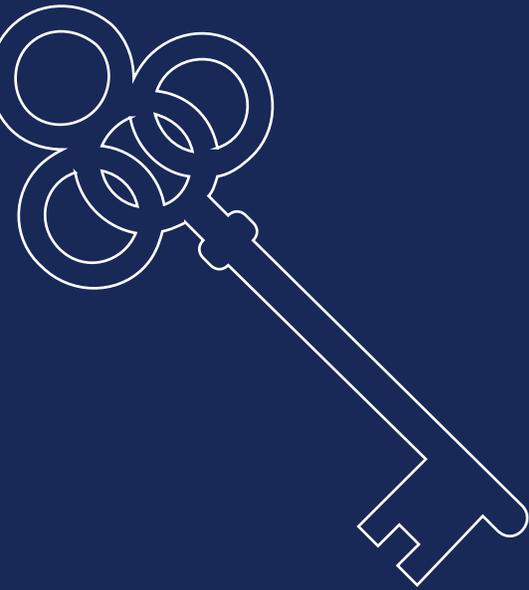
But, he adds, there’s much more to the Children of Fallen Patriots program than financial support. It’s a program with a very human and caring feeling.

McCloud recalls how his junior year semester abroad in Australia was cut short by the pandemic, and he wound up having to take an additional college semester to graduate. “Children of Fallen Patriots was very generous and helpful to me during that time,” McCloud says. “They were very willing to support me beyond the typical four years. Not many other groups would do that.”

“It’s a great group of people who really care about us,” he says of the scholarship program staff. “It’s a very personal experience.”

Gacek agrees. He remembers one of the biannual scholars’ symposiums he attended in New York City, where students connected with each other and with program alumni, foundation leaders, and donors. They visited the New York Stock Exchange and listened to panel discussions of people talking about their career paths.

One experience that stands out vividly to him, though, is of Ms. Kim mingling with students at a dinner. “She was going around to everyone, asking them their stories,” he says. “It made you feel really cared for.”



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# Legacy Investments

For almost 30 years, the Clark Charitable Foundation (as the A. James & Alice B. Clark Foundation was previously known) worked to build strong, lasting philanthropic relationships with nonprofit organizations across DC and Maryland. These relationships have proven to us that trust-based philanthropy is vital to strengthening our communities and addressing their needs. Our legacy investments are multi-year commitments aimed at helping grantees build the capacity and sustainability that will help them continue to thrive after the sunset of Foundation.

With this mission in mind, we have continued to invest in organizations that represent Mr. Clark's philanthropic values and improve the lives of DC and Maryland residents:

- ★ We invested in WETA's capital campaign to support the continued growth of the region's flagship public television and radio station. In honor of former A. James & Alice B. Clark Foundation Board Director and longtime colleague and friend of Mr. Clark, the investment will include the naming of The Lawrence C. Nussdorf Studio.
  - ★ Our work in Easton, Maryland, the longtime home of Mr. Clark, is a key example of the Clark foundational purpose of enriching local communities. Since 2016, we have invested almost \$10 million in organizations on the Eastern Shore—most recently, a new investment in Building African American Minds to support the construction of their new academic center.
  - ★ Additionally, we invested in the growth plan and long-term sustainability of Washington Jesuit Academy, a tuition-free, academically demanding academy for boys in Washington, DC. Over the past five years, we have invested a total of \$13.5 million in scholarships, general operations, and capacity-building at high-quality, independent faith-based schools that offer DC students exceptional learning opportunities.
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# Newcomer Network

## Help that Empowers and Hope that Lasts

Amelia\* and her two children came to America seeking asylum. Life in her native Honduras had become unbearable, and America meant more to her than just a better job or even better pay—it symbolized a better future.

When she arrived in the Washington, DC region, she soon learned she would not have to establish a new life alone. She became the very first client of Catholic Charities' Newcomer Network, which helps immigrants in the region become more stable, empowered, and connected to their communities.

The Newcomer Network addresses the specific needs of the immigrant community, with a focus on Montgomery and Prince George's counties, where 40% of the immigrants in the region live. Through holistic case management provided by a "Navigator"—the Newcomer Network's term for a case manager—the Network delivers everything from legal services to helping immigrants find and furnish a new home. All of this is provided for free to people who are often fleeing difficult circumstances, who speak little or no English, and have very little in the way of financial resources. Navigators work with clients for an average of four months, helping them both to navigate services within Catholic Charities and secure various social services and resources available in the region. The Network recently established its headquarters in the heart of Silver Spring, Maryland, where many immigrants live and work.

"Our mission is to give help that empowers and hope that

lasts," said Sister Sharlet Ann Wagner, the Newcomer Network's Executive Director, in an interview on the Charities at Work podcast. "Ultimately, we're helping immigrants connect to and build stable lives in their new communities."

"Our mission is to give help that empowers and hope that lasts."

### New Arrivals

Though founded in 2020, the Newcomer Network was years in the making and has quickly established itself as a key resource in the immigrant community.

In 2018, Catholic Charities had determined it wanted to serve the community more deeply and the Foundation challenged it to expand its horizons and find the program that would allow them to have the greatest impact. The Foundation then supported a six-month engagement between Catholic Charities and The Bridgespan Group—a social impact consultant and advisor that helps nonprofits and charities see and invest in what would make the biggest difference.

"We started working with Catholic Charities in early 2019," said Lauren Hult, a Partner at Bridgespan, who helped Catholic Charities hone in on areas in which the organization could better reach the people it serves.

"They asked us to help identify an opportunity to 'do something big,'" Hult said. "We wanted to identify what they could do that would have an impact in the community that would really take unique advantage of their strengths."

Bridgespan and Catholic Charities developed and vetted several options over their time together, frequently sharing their findings with the Foundation. When it became clear how uniquely positioned Catholic Charities was to support the immigrant community, the Newcomer Network rose above the rest. From there, Bridgespan consulted with key stakeholders to help Catholic Charities define the strategy behind the Newcomer Network, including national immigration experts, DC service providers and potential partners, best-in-class immigrant serving nonprofits, Catholic Charities staff, and more. In 2020, the Foundation stepped forward with a multiyear seed investment of \$17.5 million to launch the program.

Today, the Newcomer Network is well into a seven-year plan to help create a better life for thousands of immigrants in the area.

Catholic Charities and Bridgespan estimate that over the seven years, 25,000 immigrants will utilize free legal services; 3,000 of those will receive additional services ranging from housing and social services to health care; and 5,000 immigrant families will be served through the program's robust network of partner parishes which reach immigrants where they live.

## Sanctuary

While the Newcomer Network serves the community at large, its impact is felt on a personal level. There are some 1.4 million immigrants in the DC region—a remarkable 23% of the entire metropolitan population. Many of these immigrants face economic, legal, and financial challenges. In addition, many of them, like Amelia and her children, bear the scars of psychological trauma, and many others have mental health issues.

All are welcomed with open arms by the Newcomer Network, and Amelia's and her children's fortunes improved markedly thanks to Catholic Charities. Her priority was legal representation, so Catholic Charities' pro bono legal team helped cement Amelia's asylum status with federal immigration authorities.

When it became apparent that Amelia and her children were living in a single room in a shared, overcrowded apartment, her Navigator raised funds to cover the security deposit on an apartment in Prince George's County and helped negotiate an acceptable rent. Donated furniture was secured in nearby Silver Spring and not long after, a driver's license followed—a must-have for any gainfully employed parent in the DC region. Catholic Charities also helped Amelia enroll the family in Maryland Health Connection and helped her access a local health care center for her children when they got sick.

"Amelia is a strong woman and a role model mother," said Jenny Cachaya, Navigator Manager for the Newcomer Network. "She is dedicated to her children. All of her efforts are driven by her desire to provide them with the life that she was not able to have in her home country so they can thrive together as a family in the U.S."

\*Amelia's name has been changed to maintain confidentiality.



Newcomer Network Navigator Bianca Villatoro works with families to address their needs in housing, employment, and more.

# 5,496

individuals provided with legal support through the Immigration Legal Services program to date

# 1,623

individuals served through the Navigator Program to date

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# 2021 Grantees

## DC Initiatives: Strong Schools & Community Anchors

CityBridge Education  
CommonLit  
DC Greens  
DC Public Education Fund  
Digital Pioneers Academy  
DonorsChoose.org  
Higher Achievement  
Martha's Table  
Saga Education  
SOME  
Statesmen College Preparatory Academy for Boys  
The Literacy Lab  
Venture Philanthropy Partners

## DC Initiatives: Parent-Child Health

American University  
Children's National Hospital Foundation  
Greater DC Diaper Bank  
Mamatoto Village  
Mary's Center  
Medstar-Georgetown Medical Center

## DC Initiatives: College Persistence

CityWorks DC  
DC-CAP  
George Mason University  
IEA Council  
Trinity Washington University

## DC Initiatives: Other

Bishop John T. Walker School for Boys  
Bridges from School to Work  
Catholic Business Network of Montgomery County  
Community Solutions  
Consortium of Catholic Academies  
DC SCORES  
Maryland Food Bank  
National Links Trust  
Samaritan Inns  
US Soccer Foundation  
Washington Jesuit Academy

## Engineering Initiatives

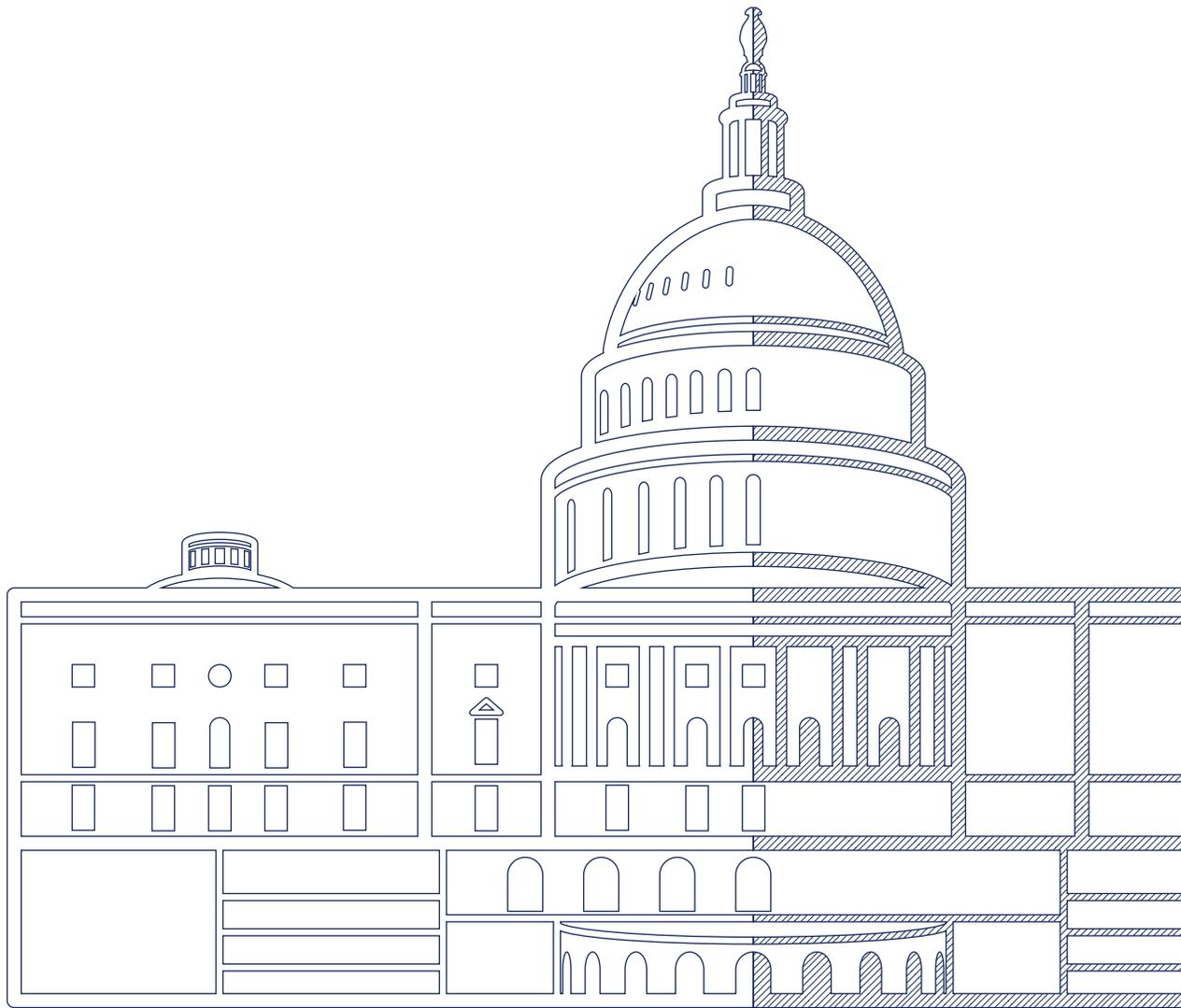
Georgia State University  
Stevens Institute of Technology  
Thurgood Marshall College Fund  
Vanderbilt University  
Virginia Tech Foundation

## Veterans Initiatives

Dog Tag Inc.  
The Mission Continues

## Legacy Investments

Beans and Rice Inc.  
Brooklyn Kindergarten Society  
Building African American Minds  
Families in Transition-New Horizons  
Greater Washington Community Foundation  
JUST TRYAN IT  
Memorial Sloan Kettering Cancer Center  
Mid-Shore Community Foundation  
National World War II Museum  
United Way of Indian River County  
YMCA of the Chesapeake





A. JAMES & ALICE B.  
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