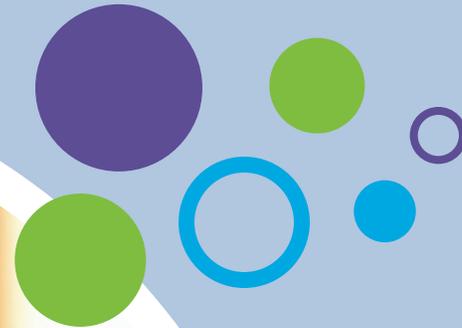


**Bainum Family  
Foundation**



● 2014/2015 YEAR IN REVIEW



**SAME  
PASSION.  
NEW  
DIRECTION.**



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# Same Passion, New Direction



Change is necessary for any thriving organization, but it's not easy. Opportunity and excitement are counterbalanced by anxiety and challenges — both expected and unexpected.

Several years ago, as the Bainum Family Foundation looked to its future and its next five-year strategic plan, it was clear that a change of course would benefit the organization as well as the children and families we serve.

The question was *how*. How to create change while remaining true to our core values. How to maximize the Foundation's investments and impact. And how to make all of this happen while continuing to operate our existing programs and meet the needs of people who were counting on us.

It turned out that looking back helped us move ahead. A key source of inspiration came from the Foundation's "I Have a Dream" program. In 1988, my father, Stewart Bainum, made a commitment to 67 rising seventh-graders at Kramer Junior High School in a tough neighborhood in southeast Washington, D.C. He pledged to help the students prepare for college and then provide college scholarships to those who graduated from high school.

In 2012, almost two decades after the students graduated from high school in 1994, the Foundation revisited the program leaders

and began reconnecting with the Dreamers to see how they were doing, ask about their experiences with the program, and understand how well the program was able to meet their needs at the time.

This effort yielded powerful insights about how the Foundation could improve its efforts going forward — for example, reinforcing the importance of wrap-around supports that enable a child to succeed academically, underscoring the impact of toxic stress due to poverty-related factors, and highlighting the profound challenge of overcoming multigenerational poverty. It also drove home the need to reach children with vital supports, resources and opportunities much earlier than middle school and high school.

Armed with a set of guiding principles from the Foundation's Board of Directors, we embarked on our change journey. We knew it was critical to hear the voices of a diverse group of stakeholders, so we launched a listening tour that took us across the country to solicit input from hundreds of experts, teachers, parents, funders and nonprofit organizations. We conducted or commissioned a number of studies, some exploring the communities we hoped to serve and others assessing the efficacy of our existing programs.

And we examined child development research. The latest brain science shows clearly that the first three years of a child's life are critical in terms of development. That's just over

*a thousand days* to make a deep and lasting difference. As the child development experts at Harvard University note, "Early experiences affect the development of brain architecture, which provides the foundation for all future learning, behavior and health."

Grounded in these compelling insights, we began the process of developing our new strategic plan — one that honored our past but promised a future in which we could make an even greater difference for children and families living in poverty. Our new strategic direction refocuses our efforts on the youngest children, ages 0 to 3. While this is a significant shift from where we have focused in the past, it remains absolutely true to our roots. My parents wanted children living in difficult circumstances to be able to grow, to thrive, to excel. The Foundation they created in 1968 — now known as the Bainum Family Foundation — will continue to create opportunities and remove hurdles so these children can soar.

This Year in Review, which covers our 2014/2015 fiscal year, captures the Foundation at a critical inflection point in our history. We appreciate this opportunity to share our vision for the Foundation and for the children, families and communities we serve.

*Barbara Bainum*

**Barbara Bainum, LCSW-C**  
Chair of the Board, CEO and President  
Bainum Family Foundation

# Setting a New Strategic Direction

Following a multiyear planning effort, the Foundation developed and — with the Board’s approval in December 2014 — began to implement a new, five-year strategic plan. The plan reaffirms our founders’ original vision of serving students in poverty, while adopting best practices in philanthropy and education to serve these children and youth more effectively. Following are key elements of our strategic plan.

## OUR VISION

Our programs and services will give children living in poverty access to quality educational opportunities and services that will help them break the bonds of their circumstances. We envision children graduating from high school and pursuing higher education or gainful employment, ultimately becoming contributing members of society.

## OUR MISSION

We operate and support educational programs and projects assisting underserved children and youth, from early childhood through postsecondary education.

## OUR CORE VALUES

Our core values form the fabric of our culture and are inspired by the Foundation’s founders. These values are stable across time and support all of our work.

- Continuous Learning — Embrace change and grow
- Integrity — Be open and transparent
- Collaboration — Respect and engage all partners
- Commitment — Be accountable and persistent

### CHANGE TIMELINE →

2012

Reconnected with students who participated in the Foundation’s “I Have a Dream” program, almost 20 years after they graduated from high school

2013

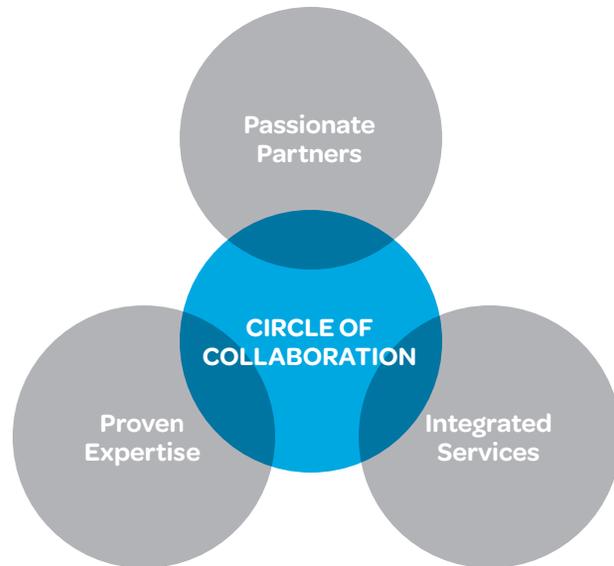
Worked with Child Trends to produce a report that explored and documented the long-term impact of the “I Have a Dream” program

2014

Board of Directors established guiding principles for change

## What Sets Us Apart

We are creating a circle of collaboration with parents, educators and other community stakeholders to ensure the success of our children. We combine proven expertise with a passion for supporting the whole child by providing integrated services to help them thrive.



## Our Target Population

The Foundation has a long-standing commitment to serving children living in poverty in Washington, D.C., Maryland and other selected areas of the country. To have a deeper impact, we chose to narrow our geographic focus. Our priority now is working in high-poverty communities in Washington, D.C., and Baltimore, Maryland. In addition, to honor our founders' legacy, we will continue to partner with Seventh-day Adventist schools in Maryland and New York City to improve Adventist education for children in poverty.



## Our Approach

There is no simple, one-size-fits-all solution for closing the achievement gap for children living in poverty. However, decades of research in education reform have identified a number of factors proven to drive student achievement: high-quality early childhood education, high-quality teacher instructional capacity, strong school leadership, wrap-around supports for students and family engagement. Our approach embraces all of these.



**Early Learning** — In Washington, D.C., we are engaging partners throughout the community to increase the availability of high-quality, public early learning by 750 seats in Wards 7 and 8 by 2020. We also plan to add 48 seats in faith-based partner schools in Baltimore, Maryland, and the Bronx, New York. We will accomplish this through a combination of:

- **Practice** — Building the capacity of early learning providers to deliver evidenced-based care for infants and toddlers, and increasing the availability of community-based supports for these children.
- **Policy** — Establishing an advocacy alliance to ensure that public funding and regulation supports quality early learning and wrap-around supports for all infants and toddlers and their families.
- **Research** — Conducting and supporting research to identify innovations and how to scale them, and to evaluate our services and measure our impact.

## WHAT WE MEAN BY 'HIGH-QUALITY EARLY LEARNING SEAT'

- Exposes every child to rigorous cognitive learning
- Fosters lifelong learning through a focus on social, emotional and physical growth
- Has highly trained instructional staff and strong school leadership
- Is in a safe, healthy, comfortable educational space that supports diverse learning and teaching
- Encourages and has systems to support family engagement

2015

Premiered "Southeast 67," a documentary film that tells the story of the Foundation's "I Have a Dream" program and its impact



Hired early learning senior advisors to guide development of new early learning strategy

Studied effectiveness of Foundation's Summer Enrichment Program in Montgomery County, Maryland



Conducted feasibility study to explore potential uses of donated 263-acre portion of Bainum family farm, in alignment with the Foundation's new strategic direction

**Wrap-around Support** — In the District of Columbia, we plan to provide wrap-around supports for 2,000 public elementary school children, pre-K through third grade, in Wards 7 and 8 to improve the skills and social and emotional well-being they need for effective learning and healthy development. We also will create wrap-around supports for 300 K-12 students through faith-based partner schools in Baltimore and the Bronx. We will accomplish this through:

- **Practice** — Developing and implementing innovative approaches to school-led partnerships with high-quality wrap-around service providers.
- **Policy** — Working with advocates and policymakers to adopt promising and proven standards and practices for all low-income students in the District.
- **Research** — Partnering with researchers in fields such as social/emotional development, mental wellness, nutrition and summer learning to identify innovative approaches and evaluate the services we provide.

We also are establishing a revolving loan fund to finance facility expansion for high-performing public charter schools from the District's Wards 7 and 8.

**Knowledge Building** — To deliver the greatest good for the greatest number of children, we must ensure that all staff and partners incorporate best practices into our work. To do so, we will enhance both training in best practices and research and development of new innovations in areas ranging from the teaching of young children to reducing the impact of traumatic stress, which impedes learning for children in poverty.

Through these efforts and activities, we are striving to create communities where both resources and opportunities are allocated equitably, meeting the areas of greatest need while enhancing the lives of all children and families.



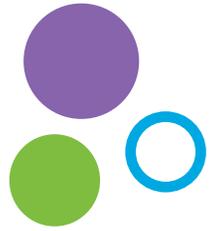
Worked with Urban Institute to conduct neighborhood-level data analysis regarding integrated educational and wrap-around supports for children in Wards 7 and 8

Commissioned Child Trends to gather and analyze comprehensive data on the status of infants and toddlers across the District of Columbia

Board of Directors approved Foundation's name change



# Highlights of the Year



While the Bainum Family Foundation devoted considerable time and energy to developing and implementing its new strategic direction during the 2014/2015 fiscal year, we also continued to operate many of our long-standing programs and even launch new ones. In addition, the Foundation relocated to new offices in Bethesda, Maryland. Following are key highlights of the year:

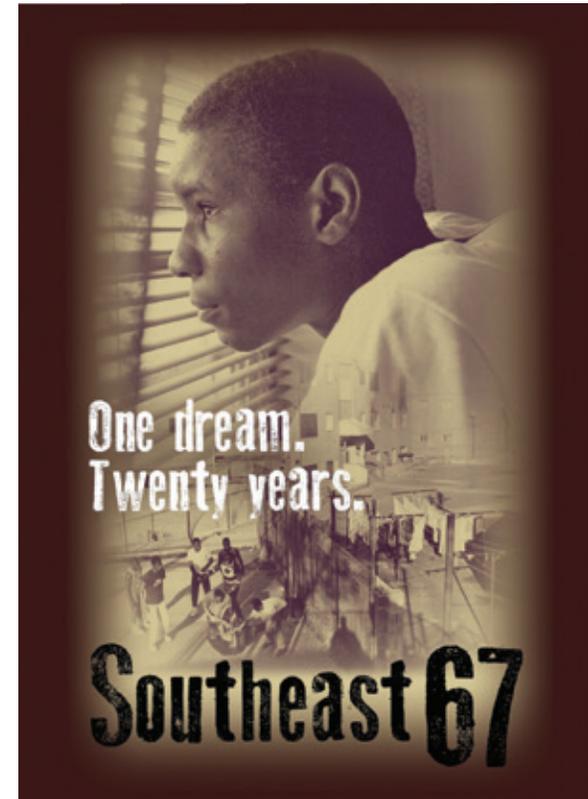
## **‘Southeast 67’ Film Captures ‘I Have a Dream’ Program Experience**

In 1988, amid increasing violence and instability in southeast Washington, D.C., fueled by a devastating crack cocaine epidemic, Stewart Bainum, founder of the Bainum Family Foundation, made a commitment to 67 rising seventh-graders at Kramer Junior High School. Following the model of the national I Have a Dream Foundation, he pledged to help the students prepare for college and then provide college scholarships to those who graduated from high school.

Mr. Bainum and his dedicated program team spent the next decade following through on this commitment. In 2012, the Foundation began reconnecting with many of the Dreamers to see how they were doing and to assess both the successes and failures of the program, now with the advantage of a long-term perspective.

The Foundation hired photojournalist KK Ottesen to collect oral histories from 12 of the Dreamers. Then they asked Betsy Cox of Red Spark Films to bring some of the stories to life. That modest goal ultimately led to the production of a 70-minute documentary film, “Southeast 67,” featuring many of the Dreamers as well as the program leaders. The film — which combines raw, archival and present-day film footage and photographs with intimate interviews with the Dreamers — premiered in early 2015 in Washington, D.C., and has been shown at numerous film festivals since then.

“This documentary is powerful and captures the true definition of resiliency,” says Barbara Bainum, Chair of the Board, CEO and President of the Foundation. “The hope we witness throughout the film and how it lasts into adulthood is exactly what my father envisioned when he first sponsored the ‘I Have a Dream’ program in 1988.”



## Dreamers: The Next Generation

Reconnecting with the Dreamers — the 67 students the Foundation sponsored through its “I Have a Dream” program — provided a powerful look at the multigenerational impact of the program as well as the challenges of overcoming multigenerational poverty. Research shows that in the U.S., almost half of children born to low-income parents become low-income adults.

While many Dreamers ultimately were not able to attend or complete college, what they had learned through the program was evident in the way they parented their own children and emphasized the need for a good education. In response, the Foundation established two programs to support this next generation of Dreamers:

- A summer learning program through which the Foundation provides funding for children of Dreamers, from kindergarten through high school, to participate in quality summer learning opportunities. Programs must focus on academic enrichment, college preparation, career exploration and/or arts and humanities exploration.
- A scholarship program that helps Dreamer families that meet certain income requirements send their children to private schools (K-12) or pay for college.

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## Keeping the Focus on Faith-based Initiatives

Reflecting founder Stewart Bainum’s commitment to supporting faith-based education, the Foundation made a significant investment in Baltimore Junior Academy (BJA), a Seventh-day Adventist K-8 school in the Park Heights neighborhood of Baltimore — an investment that was closely aligned with the Foundation’s interest in reaching underserved populations.

The Foundation funded an extensive \$1.5 million overhaul of the school, including remodeled classrooms and bathrooms, a new HVAC system, a new roof and many other improvements. To support academics, the Foundation also placed a Reading Teacher in Residence in the school, along with other literacy tutoring support.

In the summer of 2015, the Foundation sponsored the Freedom Schools program at BJA. Conducted by the Children’s Defense Fund, Freedom Schools seek to build strong, literate and empowered children prepared to make a difference in



themselves, their families, their communities and the world through an engaging reading curriculum and social action projects. The program, offered at no cost to the 75 participants at BJA, plays a much-needed role in helping to curb summer learning loss, close achievement gaps and ensure a level playing field for all children.

## Taking Advantage of Out-of-School Time

The Foundation made major investments in two programs designed to benefit students outside of the classroom. The programs took place in Montgomery County, Maryland.

- **Summer Enrichment Program** — More than 900 students in grades K-8, with the support of 74 tutors, participated in the summer enrichment program at 10 public school sites, and another 400 participated at four other sites. While primarily an academic program focused on reading and math, the program also included other enrichment activities in the arts, music, dance and drama.

- **After-School Program** — More than 930 students at 35 schools participated in the Foundation's After-School Program. Nearly 200 tutors — all of them licensed, professional teachers — provided individualized instruction in small groups of three to five students, emphasizing reading and literacy. This took place twice a week for an hour after school, and the Foundation also funded bus transportation home to ensure that students could participate in the program.

## Foundation Launches ACE Leadership Academy

A critical ingredient in quality education is quality leadership. That led the Foundation to partner with the New York City Leadership Academy (NYCLA) to design and implement a rigorous leadership development fellowship program for faith-based schools.

NYCLA is a nonprofit organization originally established to prepare and support aspiring principals in the New York City Public Schools. It has expanded its reach nationally and now has trained and supported school administrators in both public and private school settings in 26 states.

Known as the Advancement for Christian Education (ACE) Academy, the Foundation's leadership development program reflects Foundation founder Stewart Bainum's deep appreciation for the Seventh-day Adventist schools he attended as a youth.

Fellows in the program experience a blended learning environment that includes:



- A four-week, full-time summer intensive that provides an experiential scenario school curriculum
- A full-year, full-time residency at a mentor school site
- Weekly online learning sessions
- Five two-day in-person sessions
- Ongoing mentoring from NYCLA staff

The initial group of aspiring principals in the program will bring their leadership skills to nearly a dozen schools around the country beginning in the 2016/2017 school year.

## Boarding and Day School Program Offers Broader Educational Opportunities

The roots of the Foundation's current Boarding and Day School Program (BDSP) reach back to the Foundation's "I Have a Dream" program. Several of the Dreamers were offered the chance to attend Mr. Bainum's alma mater, a Seventh-day Adventist boarding school in Mount Vernon, Ohio. While the "I Have a Dream" program ended once the students graduated in 1994, the Foundation saw the benefit of giving students from difficult circumstances the opportunity to attend faith-based boarding schools, later expanding to include day schools.

Today, the BDSP awards scholarships and provides other resources and support to faith-based boarding and day schools to help elementary and secondary students increase their academic, social and professional skills. These scholarships make it possible for students to attend schools that are uniquely suited to their needs and supportive of their success. Scholarship recipients come from families whose incomes fall below 250% of the federal poverty line. For the year ended June 30, 2015, 472 students were provided scholarship assistance, while a total of 1,341 students benefited from the comprehensive BDSP supports.

Additionally, the BDSP program builds organizational effectiveness in the areas of board governance, leadership, instruction and curriculum, infrastructure and finance.

## Foundation Relocates Offices to Bethesda, Maryland

In the midst of an already-busy year, the Foundation also moved its offices from its longtime location in downtown Silver Spring, Maryland, to the Fairmont Building in downtown Bethesda, Maryland. The new offices allow for a better use of space for the Foundation's growing staff and are conveniently located near the Metro and major streets and highways.





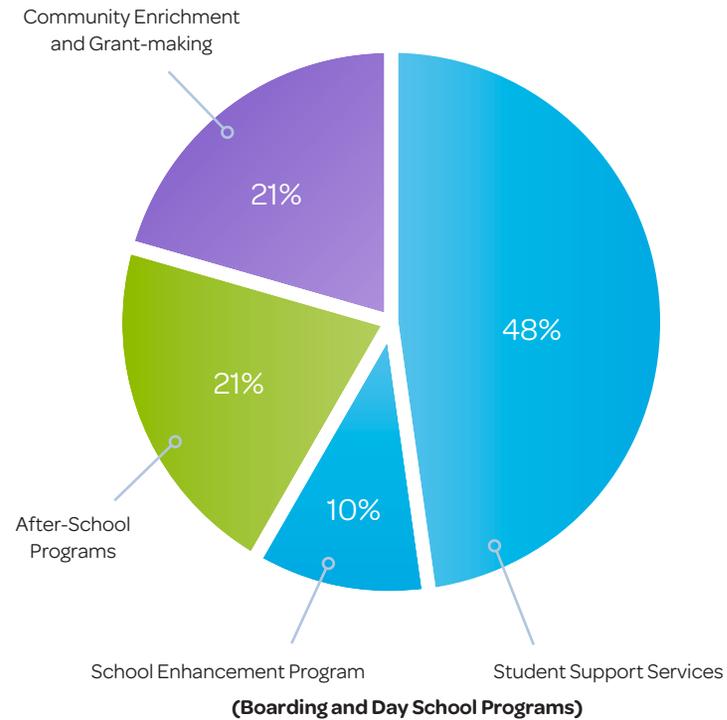
# Financials



The Bainum Family Foundation is a private operating foundation, which means that we both directly operate (using our own staff, facilities and partnerships) and support (through funding support to other organizations) programs in our area of interest: educational programs and projects assisting underserved children and youth, from early childhood through postsecondary education, primarily in the Washington, D.C., and Baltimore metropolitan areas.

Our vision is that children living in poverty will be able to break the bonds of their circumstances, graduating from high school and pursuing higher education or gainful employment to ultimately become contributing members of society. To this end, we collaborate with a variety of partners, including schools, nonprofits and other funders. These vital partnerships make our investments more thoughtful, effective and sustainable.

|                                       |                     |
|---------------------------------------|---------------------|
| Boarding and Day School Programs      |                     |
| • Student Support Services            | \$7,492,000         |
| • School Enhancement Program          | \$1,632,971         |
| After-School Programs                 | \$3,268,703         |
| Community Enrichment and Grant-making | \$3,202,248         |
| <hr/>                                 |                     |
| <b>Total Program Services</b>         | <b>\$15,595,922</b> |



# Board and Senior Leadership

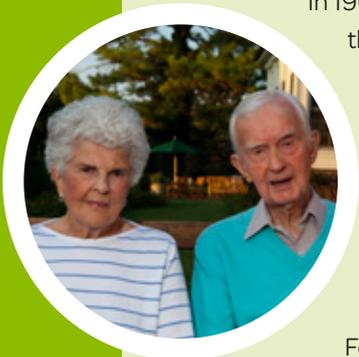
## BOARD OF DIRECTORS

Barbara Bainum, LCSW-C, Chair  
Bruce Bainum, PhD  
Steve Bumbaugh  
Kenny Emson  
Alexander Froom  
Charles A. Ledsinger Jr.  
Joan Lombardi, PhD  
Maura Marino  
Scott Renschler, PsyD, Vice Chair

## SENIOR LEADERSHIP

Barbara Bainum, LCSW-C, Chair, CEO and President  
Mark Birmingham, Chief Financial Officer and Treasurer  
Rozita La Gorce Green, Chief Strategy Officer and Secretary  
Noel Bravo, Senior Director, Program Development  
Miriam Calderon, Senior Director, Early Learning  
David Daniels, Senior Director, Program Operations  
Angela Deeds, Senior Director, Finance and IT  
Ann Egan, Senior Director, Communications  
Clara Northington, Senior Director, Human Resources  
Leila Otis, Senior Director, Bainum Foundation Farm  
Nisha Sachdev, Senior Director, Evaluation

## About Our Founders



In 1968, Stewart and Jane Bainum established a foundation to provide educational opportunities to children living in poverty – a cause that was very personal to them. While he ultimately became a successful businessman, Mr. Bainum struggled to complete his high school education for financial reasons. In fact, as a 17-year-old, he left Ohio and the faith-based boarding school he attended to hitchhike 400 miles to Washington, D.C., to earn the money he needed to complete school. He made this trip with just a small cardboard suitcase in his hand and \$3 in his pocket, and he found work as a plumber’s assistant when he arrived.

The persistence he showed as a young man continued throughout his career as he built a real estate development company; founded ManorCare, a universally acclaimed high-quality nursing home company; and was instrumental in founding Choice Hotels International, one of the world’s largest hotel franchising companies – while he and his wife raised a family.

Forty-eight years later, the Bainum Family Foundation continues to support underserved children and youth, helping to inspire their passions, goals and hopes for the future, while removing barriers that impede their path to success.





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