

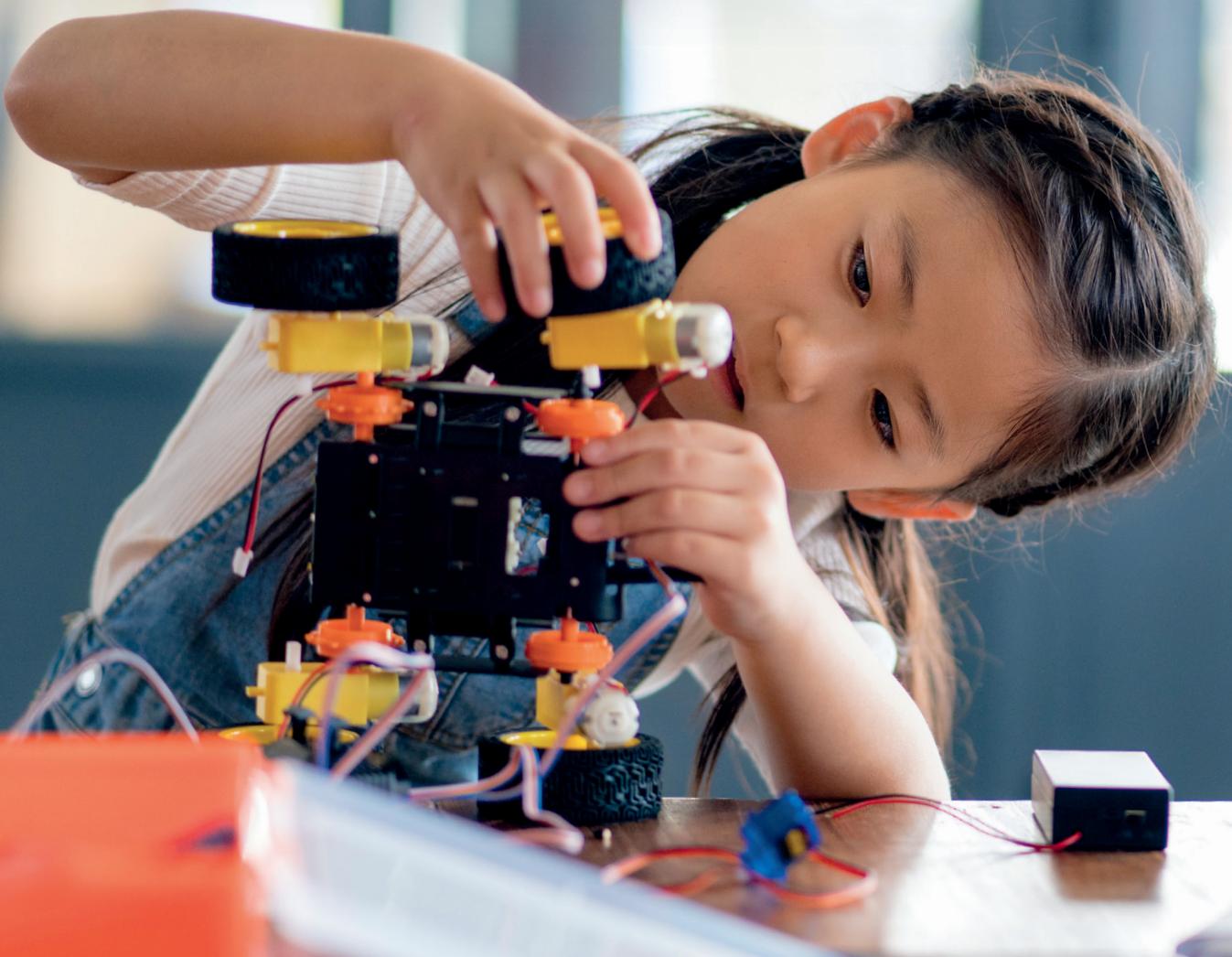


William G. McGowan Charitable Fund

“We cannot solve our problems  
with the same thinking we used  
when we created them.”

—Albert Einstein

2021 Annual Report





## William G. McGowan

*A Maverick Who Reached His Goals and Helped Us Set Ours*

William G. McGowan (1927–1992) was a man of many goals.

Raised in the small town of Ashley, Pennsylvania, he reached for and attended Harvard University. (Somewhat uncharacteristically, he soon found himself helping to fund the hit movie *Oklahoma!*) Then, more on point, he launched and sold a company. In 1968, he reached for and achieved leadership of what would become a groundbreaking telecommunications company, MCI.

Next, he reached further and changed the way America does business. As CEO of MCI, Bill McGowan was instrumental in the toppling of the Ma Bell monopoly, ushering the highly regulated telecommunications industry into the modern, competitive era. Another goal he reached: a 24-year tenure of profitable, disciplined, principled leadership.

Together, his capacity to set goals and achieve them, his faith in education and medical research, his concern about unmet community needs, and his belief that ethics are crucial in both business and in life have shaped our culture, our practices, and our focus here at the William G. McGowan Charitable Fund.

Soon after his death in 1992, the McGowan Fund began this journey with our namesake in mind and his generosity and ethical clarity in our hearts.



## Vision

To impact lives today, create sustainable change, and empower future generations to achieve their greatest potential.

## Mission

The William G. McGowan Charitable Fund brings our vision to life through grant-making efforts in three program areas: Education, Human Services, and Healthcare & Medical Research. We give priority to programs that have demonstrated success, have measurable outcomes and plans for sustainability, and aim to end cycles of poverty and suffering.

Resolute in our belief in the power of partnerships or collaborative efforts to maximize impact, we embrace opportunities to work with other funders in our program areas. We look for funding opportunities that share our philosophy and explore the possibility of joint projects with other nonprofit organizations.

## Contents

Envisioning a Nation	<b>3</b>
Safe & Able Kids	<b>4</b>
Healthy Families	<b>12</b>
Sustainable Lives	<b>18</b>
Principled Leaders	<b>24</b>
Grants Awarded	<b>29</b>
Audited Financial Statement	<b>36</b>

## Letter from the Chair & Executive Director

Dear Friends,

In the last few years, the William G. McGowan Charitable Fund has evolved quickly and firmly, and I'm sure you'll agree that our intentionality is more present and visible this year than ever before.

An organization launched organically 28 years ago by a family who wanted to further the legacy and passions of their benefactor is now an organization prepared and determined to use philanthropic dollars to solve problems in communities and across the nation—an approach that Mr. McGowan would certainly have approved.

A small private school changes its pedagogy to serve low-income students and maintains its 100 percent graduation rate. An ongoing clinical trial tests whether metabolic syndrome can be arrested and reversed, and remission sustained with lifestyle changes. Our 2021 grantees are hardworking problem solvers, and they represent the continuing evolution of McGowan's philosophy and strategy.

I often hear from those in corporate America that “it must be nice to just give money away.” I am sure that philanthropy can appear this way. However, those who work in the sector know that to help people flourish is challenging. Just identifying the shape and scope of work is hard work. It takes a clear definition of the problem; a vision of the highest and best that can be achieved; an understanding of environmental factors and existing barriers; and a right-sized strategy for programming and delivery. Then there's a commitment to honest evaluation, to learning from failure, and to adapting along the way.

This approach—our approach—has resulted in a reduction of grants in recent years. Many nonprofits have become deeply valued partners, rather than simply grantees. And, in fact, the Fund pivoted in 2021 to become more proactive, finding partners aligned with our goals and launching comprehensive programs where applicable.

In the year ahead you will see more of these efforts as we travel to McGowan communities to better understand local problems and potential solutions. We remain grateful for our partners, especially those courageous enough to tackle the hard problems, and we look forward to exploring the possibilities with new and existing partners.

Sincerely,



William P. McGowan  
Chair



Diana K. Spencer  
Executive Director



## Envisioning a Nation

Funders talk a lot about programs. That's because programs are the way funders structure their giving to address problems. They're frameworks with parameters and guidelines that ease the way for both grantees and grant makers.

But sometimes it makes sense to blow through the programs and see beyond. See the goals—the human landscape that we envision beyond our frameworks. See the world we're reaching for. That vision hasn't actually changed much over the years.

What's changed are the innovative solutions that emerge every year, many of them connected to one another. The solutions involve rethinking what can be done, and they're turning in higher rates of success.

At the McGowan Fund, we envision a nation of safe and able kids, healthy families, sustainable lives, and principled leadership. In this report, we highlight the problems that stand in the way

of that vision: a generation of schoolchildren slipping behind their more privileged peers, entire areas without accessible healthcare, working mothers unable to get to work, a nation roiled in scandal. We also highlight the innovations that may well get us to our goals: an after-school program builds its own school, a free clinic merges with other healthcare institutions to achieve more robust funding, a nonprofit opens an auto repair business specifically for single moms who are having trouble getting to work.

These solutions are the focus of hardworking, problem-solving grantees. Their clarity and capacity to flex are inspiring. We look forward to a day when the human landscape we envision will be palpable and sustainable, and we know that grantees such as these will be at the forefront shaping it.

Imagine: safe and able kids, healthy families, sustainable lives, trustworthy leadership.

# Safe & Able Kids

We envision generations of children who are safe and able. These are kids who aren't too hungry or stressed to learn. They're mastering math, language arts, and science at grade level—and also lessons in character, friendship, and self-confidence. They aren't dodging random gunshots or bad actors looking for vulnerable kids on the street.

A simple vision. But the challenges are complex.

In a national study,

**42%**

of the schoolkids who ate breakfast every day got mostly As.

**66%**

of the kids who played on a sports team got mostly As.

## THE PROBLEM

It's hard for a kid to learn when he's hungry, or he's got more energy than he knows what to do with, or her tooth hurts, or she's anxious because the lights got turned off at home and sometimes, she hears gunshots.

BY THE HAND  
CHICAGO, ILLINOIS

## THE STRATEGY

# Encircle and empower.

It's hard to learn in Austin, Chicago's largest neighborhood. Austin is thick with barriers—poverty, domestic abuse, street violence. In fact, it's so hard to attend classes and stay on track that in 2021, only 58 percent of seniors graduated Austin's largest public high school. Also in 2021: More than 220 people were shot in the first eight months of the year. Austin is what people sometimes call “a tough neighborhood.”

It's also Donnita Travis's kind of neighborhood. After a career in advertising, Travis founded her first after-school program in the infamous Cabrini-Green housing project, serving 16 children with tutoring and activities. Today, By The Hand Club serves 1,600 children in five locations.

But it's Austin where By The Hand's team came up with the strategy of encirclement—the idea of keeping kids engaged, learning, and in the same building from 7 a.m. to 6 p.m. every school day.

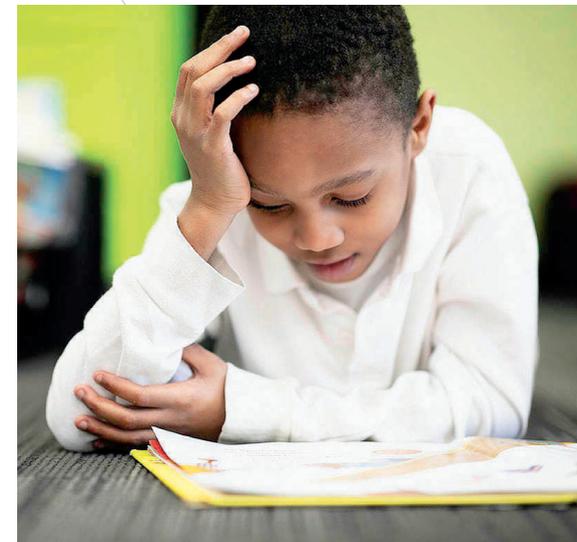
As undoable as it sounded, the strategy made sense: The kids would be safe, there wouldn't be complications around transport, they'd be in familiar territory with familiar faces and rules. They would experience a nearly seamless day of education, recreation, and care. And the barriers that popped up outside the building? They'd be addressed with case work and coaching. “Our job is to identify any barrier that could keep that child from learning and remove it,” says Travis.

The first step? Build a 50,000-square-foot building and make a school.

In the fall of 2015, Moving Everest Charter School opened 190 kindergartners and first graders who were, on average, already behind their peers by 1.5 years (see sidebar). Alongside the school—literally down the hall—was By The Hand Club For Kids.



Among the first graders was Chitola, who lives in the neighborhood with her little sister, three other children, and her adoptive mother, Miss Alma. Chitola was quiet, anxious, and, like most of her peers, already behind in school. The barriers were, Travis says, mostly social and emotional. Today, Chitola is a confident eighth grader, reading at the twelfth-grade level. Her peers have thrived, too: At the conclusion of the 2018–19 school year, 79 percent of students were reading at or above grade level, up from 40 percent.



Powering that success is a range of tactics, including an emphasis on literacy, parent involvement, and a rites of passage curriculum designed specifically for Black youth. But perhaps the most significant element is academic integration. After-school teams, which consist of a team leader, assistant leader, and academic specialist, are matched with classrooms; they know the kids and the coursework. They also know the teachers. “They rub shoulders with them,” Travis says. “I don't know what this world is going to look like if we have to live without interaction. A lot takes place when people are in the same place.”

And when an ugly barrier pops up, “We spring into action.” Two common barriers—lack of dental and eye care—are addressed regularly. By The Hand also does home visits. “We're a liaison between parents and the school,” Travis says.

Meanwhile, Miss Alma, Chitola's mom, has become the By The Hand greeter, the first line of security. “She knows all the kids, all the parents,” says Travis. “It's a hard job. There's a lot of de-escalating. And she does it well.”

Encirclement—safe, purposeful, strategic. It takes an idea, a building—and a community.



MOVING EVEREST CHARTER SCHOOL  
CHICAGO, ILLINOIS

## THE STRATEGY

# Make every minute matter.

When Mike Rogers and his colleagues sat down to name their new project, they knew they were trying something big: Develop a school that would graduate eighth graders who could enroll in one of their top three high school choices. One of the challenges: The charter school would be in the embattled Austin neighborhood of Chicago. One of the advantages: The school would share its building with a comprehensive after-school program (see story on page 6).

“We wanted to capture the size of the task at hand,” says Rogers, who serves as executive director. “What’s the most enormous thing you can think of? Moving a mountain is certainly one of them.” Hence the name: Moving Everest (ME).

Ninety percent of ME’s students receive subsidized meals. Many have experienced violence. “There are more murders in this neighborhood than most people can imagine encountering in a lifetime,” says Rogers. One

summer day, a bullet went through the school office window. “But there’s very much a family feeling in Austin,” he says. “Moms, aunts, grandmothers, dads trying to do the best for kids. There’s Austin pride.”

At ME, there’s lots to be proud of. Despite starting with a deficit, in the 2018–19 school year, ME students advanced faster than their peers nationwide in both math and reading, growing at 113 percent of expected growth in math and 111 percent in reading.

How does ME do it? Teachers use data to drive personalized instruction. Students work in small groups. There’s an emphasis on reading and character development. In 2021, ME will open a new STEM lab for project-based learning, an addition supported by the McGowan Fund. Throughout the school experience, Rogers adds, ME keeps expectations high. In the catch-up neighborhood of Austin, “it is an every-minute-matters mindset.”

## THE PROBLEM

People think they’re runaways. Mostly they’re abused, abandoned, discarded. Which is why they know so little about being safe, being valued, or even being housed.

THE CENTER FOR YOUTH  
ROCHESTER, NEW YORK

## THE STRATEGY

# Listen. Then act.

Back in 1971, when a group of teenagers in Rochester, New York, gathered on bean bag chairs to listen to teens in distress, they heard stories about abuse at home, parental rejection, difficulties living as a gay person in a hostile world. Then they took action.

Fifty years later, the organization they founded, The Center for Youth, still hears those stories. Among runaways nationwide, 43 percent have experienced abuse at home and 34 percent have experienced sexual abuse. Close to 40 percent identify as LGBTQ. Some teens are simply kicked out of their homes. Many find themselves in an invisible state of homelessness, nightly couch surfing, overnights in restaurant bathrooms, or arrangements with whomever will take them.

The Center is still listening to teens and acting on what they’ve said. Among the programs teens have requested: street outreach and Safe Harbour, which provides case management and support for youth at risk for trafficking. The Center also supports an emergency shelter, a crisis nursery, permanent and transitional housing, an all-male shelter, an all-female shelter, and The Arnett House, a residence for LGBTQ and trafficked

youth, which earned a McGowan grant in 2020. In 2019, before COVID-19, The Center ran an 81 percent success rate of discharging youth to stable housing, beating New York state’s average by 17 percent. Even at the height of shutdown due to COVID, when some of The Center’s smaller housing shelters had to close, The Center was still at work. “Food, food, food, diapers diapers, diapers,” says Executive Director Elaine Spaul.

The strategy of listening has led to the development of restorative circles, which The Center offers in 55 schools and elsewhere. These are circles of conversation and repair. A youth circle might address grief and loss; a family circle might focus on problems at home. In one case, a restorative circle involved a teacher, parents, and a group of teens who had written terrible things about the teacher. With The Center’s help, they talked the issue—and the harm—through to resolution. This is a mindset of asking young people, “What do you need?” and waiting for an answer,” says Nolica Murray-Fields, who runs the restorative practice.

And when that answer comes, “they claim the future as their own,” observes Spaul.

## THE PROBLEM

Poverty is a thief of opportunity. Poor children are robbed of the chance to explore new fields, to discover what they're good at. Sometimes they miss the opportunity to learn English. And once a learning opportunity is missed, it may be gone forever.

IMMANUEL CHRISTIAN SCHOOL  
HAZLETON, PENNSYLVANIA

## THE STRATEGY

# Maximize attention.

There was a time when Immanuel Christian School (ICS) in Hazleton served stable families who could afford private tuition and spoke English as a first language. ICS, a K-12 school, boasted a 100 percent graduation rate. Then Hazleton changed—the downtown sputtered, poverty increased, more school-aged children came from non-English-speaking households—and in 2016, ICS did, too.

“Ours was a spiritual decision,” explains Susan Selby, who was a marketing consultant at the time. “And I said, ‘I’ll do whatever I can.’” The decision: ICS would pivot to serve low-income students.

Today, Selby is Immanuel Christian’s CEO, and 70 percent of the student body is low income. For many, English is a second language. It’s not unusual to have sixth graders arrive at ICS without command of the times tables. Yet, the graduation rate remains 100 percent, beating Hazleton’s public high school by 25 percent.

How?

Every move has been intentional, and most have been measured. Selby comes armed with citations about the impact of poverty, the tenure of learning gaps, the importance of reading fluency, and the effect of class size, as well as frequent assessments. As a result, classes are small. “A

class of 30—when half have no English, many are suffering divorces, and some have parents with opioid addiction—is too many,” notes Selby.

To fund its revised mission, ICS developed a new, accessible sliding scale for tuition, then turned to federal and state mechanisms, including Title 1 and English language learner funds. Meanwhile, there were new discoveries, namely, focused coaching is crucial. Accordingly, using CARES Act funding, Principal Glen Cathers researched and developed a literacy intervention program. In its first year, all 15 participants graduated from literacy services. The secret? “Intervention happens every single day. Title 1 doesn’t do that.”

Yet another discovery ICS made can only be called “working with heart.” For young children, catching up is tough. For high school students, it’s laden with poor self-esteem. “They ask, ‘Why should I bother? I’m not going to get it anyway,’” says Selby. At ICS, help is not punitive; after-school sessions are not detention. “We come alongside them,” she says. “And you begin to see a heart change.”

That’s not to say it’s a fast change. A sixth grader who has fourth-grade math skills may take four years to reach grade level, Selby says, and yet, “we’re really excited. I can’t even wait for the next five years. We’ll have such great data.”

OPERATION BREAKTHROUGH  
KANSAS CITY, MISSOURI

## THE STRATEGY

# Fill the gaps.

First, it helps to see the gaps that riddle American education. Here’s a picture: A five-year-old with well-resourced parents enters kindergarten well ahead of her classmate (they’re actually not in the same school) whose parents are low-income. The first girl’s parents have added arts, science, history, and eye-openers such as travel to her life. The second girl—let’s call her Marshayla—has a young single mother who works two jobs. Statistically, Marshayla, who comes from a historically disadvantaged family, has just a 51 percent of the opportunity to learn that White, non-Latino students have.

Enter Operation Breakthrough (OB). “The lack of exposure leads to a lack of interest, which leads to a lack of engagement,” explains President and CEO Mary Esselman. “Attitudes,” she adds, “are formed tragically young.”

With 700 children under its care, OB offers early childhood, before- and after-school, and summer programming that takes aim at the opportunity gaps. The need is great: Forty percent of OB parents do not have a high school diploma, and some 30 percent of the children have had adverse experiences, such as witnessing violence or experiencing sexual abuse. Therapy and case management is part of the OB package.

But much of it is pure, riveting, life-enhancing engagement. Guided by Head Start, OB programming has proliferated. Name a gap, and OB addresses it. In MakerSpace, kids delve into



textiles, construction/toy hacking, studio arts, chef’s corner, the green screen, and robotics for six weeks at a time. That’s where Aiyana, age 10, made a hand vacuum. But there’s work ahead: Esselman mentions catapults and green-tech solar bookmarks; next week the studio arts kids are tackling Egyptian art, and in chef’s corner, measurement is always a topic. (“Measurement is one of the lowest performance skills among urban children,” Esselman explains). In SmartLab, fully integrated systems of hardware, software, online curricula, and educational kits boost learning across disciplines. All of that, along with preschool programming and preventive healthcare, is how 10-year-old Caillou and 12-year-old D.J. managed to make their own fundraising film, which is well worth watching.

Through luck and persistence, Marshayla, too, has had the rare chance to benefit from much of this. But when her mother, Marsheanna, was shot six times while returning from a wedding, the family teetered. Marsheanna, 25, was now wheelchair bound and single with two children. “I never thought my kids would get through this,” she says. “I thought they would be so messed up.” But OB got her the support she needed, and OB’s educational programming churned on. The kids are going to be fine, Marsheanna says. Marshayla has been assessed for kindergarten, “and she’s beyond ready.”

No gaps.

# Healthy Families

Imagine a healthy time, when every family has access to healthcare, as well as the kind of behavioral coaching that could conquer many of the nation's ills: heart disease, diabetes, overweight. Imagine a time when mental health achieves the kind of attention we give to physical health.

Imagine, with good health, what more in life the nation's children, adults, and elders could do for themselves and others.

Just at the time they might be starting families,

**29%**

of millennials have lost at least part of their health coverage due to COVID.

Following

**400**

teens, researchers found that nonsmoking parents were much more likely to have nonsmoking kids than parents who smoked.

## THE PROBLEM

In Wyandotte County, people die earlier than they do elsewhere in Kansas. In the region around Rochester, New York, residents suffer poor mental health at a higher rate than anywhere else in the state. In both places, healthcare is simply hard to get.

VIBRANT HEALTH  
KANSAS CITY, KANSAS

## THE STRATEGY

# Expand.

On May 5, 1990, a pregnant teen walked into a volunteer free clinic called Turner House Clinic in Wyandotte County, Kansas. She was Turner House's first patient, and she had a toddler with her. The clinic gave what care they could and then referred her out for services.

In some ways, not much has changed in the last 30 years. "We are still fighting the same battles," Patrick Sallee says. "We're still seeing early pregnancy and obesity." Although rates have gone down over the years, the teen birth rate in Kansas is 19.2 births per 1,000 teens 15–19 years old. The U.S. rate is 16.7, which does not compare well with other developed nations. In the United States, teen births are deeply entwined in generational cycles of poverty. Sons of teenage mothers are 13 percent more likely to be imprisoned than sons of older mothers; daughters are 22 percent more likely to become teen

mothers themselves, which often limits access to work, education, and housing.

But some things have changed. Turner House is now called Vibrant Health, and what was once a clinic for children has expanded to include adults. The young woman who sought help all those years ago would now get much of it within Vibrant's system. "She'd be connected to our women's health department," Sallee, Vibrant CEO and president, says. "She wouldn't leave without an appointment."

The change owes much to a strategic reach for stable funding. Through two mergers and considerable work, Vibrant became a Federally Qualified Health Center, which enables the organization to receive reimbursement through Medicaid and Medicare, a special pharmaceutical pricing program, a vaccine program for kids, and other measures. The requirements are stringent,



including providing care on a sliding fee scale and including patients on the governing board.

The requirements also pushed Vibrant toward a more expansive practice, including adult primary care, dentistry, behavioral health, maternity services, and more. Also a focus are enabling services, which include non-medical assistive support such as translation services, transportation, and health education. One hundred and thirteen staff members work in three clinics, serving some 10,000 patients.

But there's still more to be done. "Your zip code has a significant impact on your life expectancy," notes Sallee. It affects work, education, violence, access to healthy food. Access to healthcare is part of the solution, say 20 percent. "But how do we impact the other 80 percent? How do we move the needle?"

Global answers have yet to surface. Meanwhile, Vibrant continues to expand. In 2021, Sallee expects to see as many as 11,000 patients. Some 98 percent will likely be living at 200 percent below the federal poverty guidelines.



RIT  
ROCHESTER, NEW YORK

## THE STRATEGY

# Leverage new clinicians.

In Rochester, New York, the House of Mercy homeless shelter houses 84 adults every night. But sometimes—COVID times, recessionary times—the shelter puts cots in its dining area and takes in as many as 149 people.

Of these guests, as many as 52 percent have cognitive impairments, according to Caroline Easton, professor at nearby Rochester Institute of Technology (RIT). Those impairments include symptoms of post-traumatic stress, as well as memory lapses, and lifelong mental health issues, all of which may have contributed to the predicament of being unhoused. On the other hand, being homeless is its own trauma. It's no surprise then that many of House of Mercy's guests are too vulnerable to graduate from the shelter and some resist leaving, even when rehousing is available. "Before COVID, the length of stay (LOS) for some of these guests ran to five years," notes Easton. The project she heads counts shortening LOS as one measure of success.

There are a number of reasons. Even though guests are housed, they're not necessarily housed in the healthiest place. With support, some could thrive in independent housing or assisted living; others belong in memory care, with its gentler, safer rules. With shorter LOSs, House of Mercy's beds would be freed up for newly unhoused people, making it possible to reach more of Rochester's burgeoning homeless population.

In a multifaceted project, Easton has brought in a dedicated post-doctoral student, who is helping to bring services through telemedicine and onsite meetings. "Celeste Sandjorigio is an outstanding clinician and an outstanding human being," says Easton. Among the tools that Sandjorigio and her team use are therapy via telemedicine, virtual tours of alternative housing, help with paperwork to secure housing and safety net funds, and mental health screenings.

At first, many guests are wary. "It's a challenge," Easton says. "We have to be respectful. We say, 'We're in this together, so is there anything we can do?' With time, if we earn trust, change does happen." In an initial study, a whopping 76 percent reported distrust levels of six or higher on a 1-10 scale. But after screenings and one-on-one encounters, the number was 30 percent. This is encouraging, Easton says. "We feel privileged that they will even open the door to us—they've had so much trauma. We are honored."

The project is a pilot with dreams of expansion. RIT hopes to become an accredited post-doctoral training program, attracting more budding psychologists to a region that is chronically underserved, and a practice—the treatment of unhoused adults—that has cascading effects for the region and maybe for a nation looking for sustainable and cost-effective care.

## THE PROBLEM

Americans are sicker than they should be. Our weakness: the lifestyle diseases, including cardiac disease (our death rate is twice that of France), hypertension (we beat all of Europe), and diabetes (we outrun Europe, the former Soviet Union, China, Australia, and Canada).

RUSH UNIVERSITY HOSPITAL  
CHICAGO, ILLINOIS

## THE STRATEGY

# Change the way we live.

Changing the way we live sounds tough, but across the country some 600 willing adults are doing just that as part of Enhanced Lifestyles for Metabolic Syndrome, or ELM, a multisite clinical trial in Illinois, Missouri, Pennsylvania, Colorado, and New York. ELM is an effort to understand whether lifestyle changes could reverse or prevent metabolic syndrome (MetS), which is a cluster of factors that have a hand in diabetes, cardiovascular disease, and heart failure. MetS is diagnosed when three out of five risk factors are present: abdominal obesity, where fat accumulates around the waist; high blood pressure; elevated blood sugar; elevated triglycerides; and a low level of HDL cholesterol (the "good" cholesterol). These risk factors may sound familiar: More than 25 percent of us have MetS.

How did we get here? No single cause is known, but we know that lifestyle is an actor. America's diet is bad. We skip breakfast, depend on carbohydrates, and consume more meat and sugar per person than any other nation. As for exercise, medical journal *The Lancet* ranks us at 143 out of

the 168 nations surveyed. Not surprisingly, the U.S. ranks #12 for obesity (France is #87).

Now in its fourth year, the ELM clinical trial is testing whether lifestyle changes, including diet and exercise, can prevent or reverse MetS. The results are due in two years.

What kind of impact can we expect if, in fact, a well-designed lifestyle intervention works? The hope is that Americans will have help reducing our susceptibility to MetS in a sustainable and economical way. Physicians may be able to "prescribe" lifestyle programs, and insurance companies may underwrite them, rather than depend on pharmacology. Currently each of the conditions that make up MetS is treated with a separate medication—a costly approach that includes side effects.

So the change ELM aims for isn't just individual behavior, but systemic. ELM foresees a healthcare system that recognizes that the way Americans live has consequences, and remedies within reach.

# Sustainable Lives

We believe that every life has value, and every life should be doable in healthy and fruitful ways. When the basics—food, shelter, healthcare, safety—are addressed, then there's space for all the skills, education, responsibilities, relationships, and growth that humans can achieve. Kids become strong grown-ups. Parents become better parents. Communities thrive.

The world works best when its members can sustain themselves and help others along.

In 2019,

# 4.65 million

Americans clocked more than 180 minutes in their daily commutes—an unhealthy number.

Three-bedroom homes account for

# 40%

of housing stock. One solution to the housing shortage: build smaller.

## THE PROBLEM

It's tough to get from here to there, especially if you're a single mom, young, homeless, jobless, or perhaps abused. Even if you're working, a sudden glitch—a discontinued bus route, for instance, or a spike in rent—can stop a family in its tracks.

NEW MOMS  
CHICAGO, ILLINOIS

## THE STRATEGY

# Brain science.

Olivia Edwards knows loneliness. She once found herself homeless, unemployed, and pregnant. Eventually, she found housing and support through a program called New Moms. She also found a kind of sisterhood with other pregnant and impoverished women, and eventually she found more: her own strengths and goals.

This last, sustainable change wasn't magic. It was brain science.

There are three times in life when the brain gets to flex and shift its ways of knowing and working. One is early childhood, a glorious time of language acquisition and human attachment. The next time is adolescence when questions of self-identity and peer relationships surface and swirl. The third time? Parenthood.

"In other words, at New Moms, we're working with people at all three stages at once," explains Dana Emanuel, director of learning and innovation. With this insight in hand, in 2016, New Moms piloted a program with the help of

Annie E. Casey Foundation to leverage the brain activity that was already happening. The focus shifted to 12 executive functions crucial to a sustainable adult life, among them inhibition, sustained attention, goal-directed persistence, and working memory. "Outcomes improved," reports New Moms President and CEO Laura Zumdahl. In 2020, 86 percent of clients moved to permanent housing, and 83 percent retained housing for a year or more, well above the HUD average of 66 percent for this population. Job retention also runs higher than average.

The approach has been so successful that New Moms now trains other organizations in this executive approach.

Meanwhile, Edwards has grown into an accomplished, self-reflective young woman. She's now an outreach specialist for New Moms, and the role model she always wanted to be. "I can be a motivation to moms who come through the program so they can look at me and say, 'We're the same age. It's possible. It can happen.'"

HANDS OF THE CARPENTER  
DENVER, COLORADO

## THE STRATEGY

# Sustainable mobility.

There was a time when Dan Georgopoulos led an effort in help single mothers repair their homes, hence the name of the Denver-area organization he founded: Hands of The Carpenter. But then, "cars just hit us in the face," he says, and his strategy for helping women create and sustain independent lives shifted. He opened an auto repair shop.

He had good reasons. Transportation expense can be debilitating. Among America's lowest-income earners, the cost of transportation runs 29 percent of income. And without transportation, things fall apart. Every year, transportation issues get in the way of 3.6 million people getting healthcare. Food, shelter, and safety all come into play as a single mother balances shopping, work, affordable housing, and daycare.

Hands got down to business, literally. First came the for-profit garage, which was open to the public, but offering subsidized repair for women who qualified. Demand grew, so Hands partnered with other organizations. Eventually, the garage began to serve only single mothers in need. Next move: purchase of vehicle donation and placement program—a source of revenue, as many cars are resold for parts. Some are even deemed fixable.

Fixable is the key word. Automotive Service Manager Crystal Scott, who has a degree in auto repair, is blunt about many of the cars she sees. "DOA" is a common diagnosis.

What constitutes DOA? Here's an early case: no brake pads, worn rotors, and a woman hoping for an oil change.

Sometimes there are tears.

Scott understands. She recalls life as a single mother without a vehicle, especially the punishing bus routes. "Home to daycare to work and back again," she says. Client Services Director Margarita Pineda, also once a single mother, has a story to top Scott's. With a warmth that speaks of her degree in hospitality, she describes a Hands client who was working, attending school, and shepherding her kids to daycare, "spending more than four hours a day in transit, making between five and eight transfers."

Luckily, Hands' solutions now go beyond a single repair. When her car is DOA, a client can turn in her vehicle and get credit toward a good car culled from the donation program and repaired. She agrees to a purchase plan, and she can return for maintenance at a discounted rate. Hands also makes referrals for other services, including transitional housing, training, and more.

Demand is growing. In 2018, Hands saw a 27 percent increase; in 2019, 55 percent.

This puts Georgopoulos in mind of expansion. Hands saw 200 donated vehicles in 2016; the goal this year is 500. "It's still not enough," he says, because so few are fixable. But if Hands expands, what to do about staffing? "My board challenges me on that," he says, noting that both Pineda and Scott are rare finds. "How do I find another staff of unicorns?"



## THE PROBLEM

Housing, work, heat, food, childcare. These are basic—and yet their availability shifts. In a community, businesses close and crises interrupt. In an individual life, trauma, loss, addiction, and poor health impede.

THE DELORES PROJECT  
DENVER, COLORADO

## THE STRATEGY

# Reach for sustainability.

Back in the 1980s, the median rent in Denver ran \$316 a month—well out of reach for Delores Big Boy, a Pine Ridge Lakota woman who was developmentally disabled and deeply traumatized. Big Boy lived mostly on the streets, in part because Denver's shelters tended to serve men. On occasion, she did find affordable housing through assistance programs, but even then, she couldn't hold on. Instead, her better nature took over and she started inviting other vulnerable people she knew from the streets to share in her bounty. This generosity, along with other rule-breaking habits, got her kicked out serially.

In June 2021, Denver's rents reached a median of \$1300 a month. For a woman making \$15 an hour, that rent is 62 percent of her take-home pay. And, as it turns out, Denver's shelters still focus on men and other traditional residents. "We're the only shelter for transgender individuals across the spectrum," explains Stephanie Miller, CEO of The Delores Project, which is named after Big Boy. The project offers temporary housing to 60 women and transgender individuals every night, as well as long-term supportive housing for another 35 individuals.

But the goal for the Project's guests is independence, which is harder than it looks. "There are so many barriers," Miller says, including lost birth certificates, fractured

financial histories, convictions, and recent evictions, not to mention high rents and cautious landlords. "Our guest might have a housing voucher, but it doesn't do any good," says Miller.

What does work? First the paperwork. The Delores Project staff helps guests get IDs and obtain SSI/SSDI benefits. Then an intensive effort supports goal setting, financial literacy, and practical planning around medical care, transportation to and from jobs, and other services. Finally, there's the match. "We don't want to put them on Crack Alley," notes Housing Navigator Amina Ahmad. As a result, some marketing is involved, she says. "I'm selling our clients as good renters, with case management and life skills classes and a way to pay rent. Thankfully we have landlords who are willing to try." Between November 2020 and June 2021, the Project's multidisciplinary rehousing team placed 40 people.

But do they stay? In 2020, nearly 100 percent of those who'd graduated into stable housing were still housed three months later. The Project is launching an aftercare program to track and serve graduates beyond that three-month check-in.

It's the kind of care that might have helped the project's namesake. Delores Big Boy died on the streets of Denver in 1999. She was 43 years old.



UNITED NEIGHBORHOOD CENTERS OF NORTHEASTERN PENNSYLVANIA  
SCRANTON, PENNSYLVANIA

## THE STRATEGY

# Adapt.

When Lisa Durkin says, "We're at a tipping point," it's time to listen up. Durkin is chief operating officer of United Neighborhood Centers (UNC), which serves low-income children and adults and has been in Scranton for 98 years; Durkin has been with UNC for 22. The organization has seen the Great Depression, the collapse of the coal industry, the disappearance of the railroads, and a precipitous loss of population. Scranton is now half the size it was in 1930.

Enter COVID-19. The pandemic has shuttered businesses, closed classrooms, and challenged food banks. For an organization committed to providing wraparound services to people struggling with homelessness, hunger, and lack of healthcare, COVID is still an emergency. "We are seeing a huge surge in crises. Language learning and childcare have seen a huge drop,"

Durkin notes. Among the unaddressed needs UNC encounters are food, rent, utilities, clothing, gas, prescription vouchers, and the main event: housing. Without a sense of when the pandemic will end, UNC hired an additional social worker. It has forged new partnerships. And the organization is researching technology that could help with client engagement.

This is not UNC's first adaptation under pressure. "In the 1970s, the need was senior centers," Durkin explains. "In the '80s, it was childcare." For a while, concerns shifted between basic needs like food and more ancillary needs, like recreation. But in the '90s, housing needs burgeoned, she says. "And that's stayed with us."

She is prepared to keep adapting and is already anticipating. "In a post-COVID world, the need will be workforce development," she says. "We need to rebuild a sense of thriving."

# Principled Leaders

Our time of pandemic, global warming, and contested truths cries out for leadership.

Now, imagine a generation of talented, self-aware leaders who embrace ethics, courage, and accountability. Imagine trusting the people in charge.

Just  
**34%**

of millennial women aspire to be bosses and only 24% of millennial men do.

**77%**

of millennials worldwide say that businesses focus only on their own agendas, rather than the wider society.

## THE PROBLEM

Leadership in a VUCA (volatile, uncertain, complex, ambiguous) world is hard. Ethical leadership in a VUCA world laced with disinformation, temptation, and ready excuses is even harder. In fact, it's becoming rare.

MCGOWAN FELLOWS PROGRAM  
CHICAGO, ILLINOIS

## THE STRATEGY

# Nurture and shape future leaders.

In 300 BCE, a sea merchant named Hegestratos secretly planned the world's first fraud. It involved a shipment of corn. When his crew found out, they rebelled, and he drowned trying to escape them.

Fraud, self-dealing, and other unethical behaviors are ancient behaviors. But the human and financial costs of these behaviors have grown exponentially, and the sanctions more difficult to levy.

The McGowan Fund has special insight into fraud. Our namesake, William G. McGowan was a profoundly ethical leader who, when he retired, turned over the reins of his brainchild, MCI, to executives who merged with WorldCom and perpetrated one of the largest financial frauds in American history.

Fast forward a few years, and several giant Wall Street investment banks and at least one international accounting firm sparked an international financial crisis—with overstated assets, laughable accounting practices, deliberate

destruction of information, inflated bonuses, and more. Ten million homeowners lost their homes; 8.8 million workers lost jobs. Hunger peaked for the first time in 14 years.

McGowan Fund founded the Fellows Program. The program is 11 years old. We've sent more than 100 Fellows, drawn from top-tier MBA schools and trained in principled leadership, into the VUCA world.

Today, we take a tour of the landscape they're encountering.

### **Sell, Don't Tell**

Currently, America's one to watch is likely Elizabeth Holmes, founder and sometime CEO of Theranos. Holmes was a precocious and imaginative child—at age nine, she developed her own time machine—who brought her talents to Silicon Valley while still a teen, where she developed plans for a blood-testing device capable of detecting a range of illnesses.

Theranos was a hit among investors, including businessman Rupert Murdoch. Former U.S. Secretary of State Henry Kissinger was on its all-star board. Missing on the board was anyone who had a medical or scientific background. Also missing: income statements, balance sheets, and cash-flow statements audited and signed by a public accounting firm. This is not required of private companies until they register with the Securities and Exchange Commission before selling to retail investors; on the other hand, companies planning an IPO need two years' worth of audited financial statements. But secrecy was Theranos's watchword. Holmes didn't share glimpses of her technology. In short, no one knew much about Theranos until investigators found that Theranos had been doctoring its tech results, cheating investors, and putting vulnerable patients at risk.

Theranos is in court as we write.

Media have blamed the "Fake it till you make it" ethos in Silicon Valley. But Holmes shares history with a long line of medical fraudsters. Extreme secrecy is often a tell.

*Interesting lookalikes:* Nikola, which pushed one of its high-tech trucks downhill and called it a breakthrough. Boeing, which paid \$2.5 billion for the 737 Max fraud. And for additional perspective, the Keely engine, which reportedly attracted the equivalence of somewhere between \$5 million and \$95 million in investments in the late 19th century, due to its capacity to extract energy from the luminiferous ether (which doesn't exist).

### **Sell, Sell, Sell**

America's long-distance runner in the scandal department is appropriately named Wells Fargo, after the famed stagecoach company. It was 2016 when Wells Fargo was caught holding two million fake consumer accounts, which inspired Congressional hearings and the CEO's retirement.

Four years later, Wells Fargo's fraudulent behavior keeps on giving. Between 2016 and 2020, the bank uncovered more fake accounts—for a total of 3.5 million. Also discovered: 800,000 car loan customers who had insurance they didn't need or didn't know about. How did this happen?

Historically, Wells Fargo had credibility. Its CEO was named 2013 Banker of the Year by *American Banker*. Gallup gave it a Great Workplace Award. *Fortune* magazine touted it as one bank that had avoided "the rest of the industry's dumbest mistakes." Emerging from the nation's 2008 financial debacle relatively unscathed, Wells Fargo had a strong culture and an equally strong structure, both well codified.

But in some ways, they were at war. With a decentralized structure, Wells Fargo pushed major responsibilities to its business units, where the culture was pressured, especially around cross-sales. Pressure is one of three components depicted in a classic model called the fraud triangle (the others are opportunity and rationalization). With incentives, humiliation, and promotions in the balance, employees created fake accounts, which some higher-ups could ignore, because of the decentralization.

In 2020, five ex-officers were fined \$37.5 million. The former CEO paid \$2.5 million. The bank agreed to pay \$3 billion to resolve federal criminal and civil investigations. More important: The 2020 settlement includes a deferred prosecution clause, which requires Wells Fargo to cooperate with further investigations. This means there may be more coming.

*Interesting lookalike:* Hertz, where the CEO pressured employees to "find money," and they did.

### **Deal Me In**

As COVID-19 dashed across the U.S., cities began looking for heroes. That's when Andrei Doroshin, a Drexel University grad student, stepped up and promised fast dissemination of the COVID vaccine to the city of Philadelphia. His nonprofit, Philly Fighting COVID (PFC), was already running free testing sites when he made his vaccination pitch, promising efficient technology and operations. The 22-year-old was so convincing that once he'd been identified (not necessarily vetted) as the man for the job, city managers relaxed. Hence, the responsibility for oversight was overlooked.

If ever a group of people needed oversight, PFC was it. The ties among PFC's leadership gave new meaning to the word "ambiguous." A Drexel neuroscience professor serviced as PFC's science

officer as well as Doroshin's academic adviser, as well as adviser on Doroshin's for-profit real estate venture, TALA Resorts. PFC's head of systems ran a biotech firm, where Doroshin served as chief business officer. PFC had one doctor on staff, who lasted four days and tried to alert the city about problems at PFC.

Meanwhile, PFC managed to vaccinate 20,000 people. But operations sputtered. Fumbles led to elderly folks believing they had appointments when they didn't. PFC pre-loaded syringes, which shortened the lifespan of the drug to six hours, so they found themselves with leftover doses aging out. Leaders quickly realized PFC's model wasn't sustainable. They were amassing debt. Their solution: Sell personal data and charge insurance companies \$28 for vaccines they were getting for free. They closed PFC's free testing clinics in the neighborhoods and turned themselves into a for-profit, allegedly without mentioning the change.

Then Doroshin was caught giving vaccines to ineligible friends. The city severed the PFC contract.

*Interesting lookalikes:* Tiffany Carr, CEO of the Florida Coalition Against Domestic Violence, who dealt herself \$7.5 million in organization funds. James R. Ramsey, who bilked millions of dollars from the University of Louisville's foundation, which he headed, while also running the university itself. One to watch: Jack A. Brown, who runs CORE Services Group as well as several for-profits that serve CORE's roach-infested homeless shelters via noncompetitive bids; salary, \$1 million plus. And don't forget Hegestratos, who wanted to keep his corn for himself.

### And the Sequel

Ancient history aside, fraud in the U.S. is increasing. According to PricewaterhouseCoopers, 56 percent of American companies saw fraud in 2020, up from 38 percent in 2016. Also up is senior management's involvement, which now accounts for 26 percent of corporate fraud.

Blame VUCA. Also blame that worrisome foundation of the fraud triangle: outsized pressure. For that matter, opportunity has expanded as well. Think hacking, electronic transfer of funds, a certain credulousness around breakthrough claims, especially those that come from young geniuses. And there's rationalization. Research indicates that when employees see bad behavior from higher-ups, they feel license to do the same.

Why not give up and just blame the culture?

Because culture is comprised of distinct behaviors, beliefs, experiences, and practices that an individual can subscribe to or not. It takes self-awareness and values to sort through these many components, and it takes courage to act accordingly.

The Fund recognizes the difficulty of these times and continues to do what we can, as do our Fellows out there in the VUCA world.



# Grants Awarded

In 2021, our grant making reached \$6,834,452 and 74 organizations in five regions. Our three pillars remained the same: Education, Human Services, and Healthcare & Medical Research. We also worked with 10 top-tier MBA programs through the McGowan Fellows Program.

## Education

The McGowan Fund supports innovative programs that improve teaching and learning both in school and outside it. We address early childhood through high school, with an eye to increasing preparedness for college.

<b>NativityMiguel School of Scranton</b> Scranton, PA NativityMiguel Academic Scholarship	<b>\$80,000</b>
<b>United Way of Wyoming Valley</b> Wilkes-Barre, PA Reading Buddies	<b>50,000</b>
<b>Immanuel Christian School</b> Hazleton, PA Dunamis Literacy and Academic Coaching Program	<b>50,000</b>

<b>Carole Robertson Center for Learning</b> Chicago, IL Supporting Children from Birth to Age 12 through Seamless Programmatic Integration	<b>\$40,000</b>	<b>The Children's Agenda, Inc.</b> Rochester, NY Banning Kindergarten, 3rd Grade Suspensions & Improving Education Achievements in the RCSD	<b>\$50,000</b>
<b>Big Brothers Big Sisters of Greater Rochester</b> Rochester, NY Mentoring Youth for Educational Success, Graduation, and Careers	<b>30,000</b>	<b>McGlynn Center</b> Wilkes-Barre, PA McGlynn Learning Center	<b>50,000</b>
<b>Young Men's Educational Network</b> Chicago, IL YMEN 2020–21 General Operating Support and Emergency Relief During COVID-19 Pandemic	<b>65,000</b>	<b>Literacy Kansas City</b> Kansas City, MO English as a Second Language (ESL) and High School Equivalency Test (HiSET) Prep	<b>100,000</b>
<b>North Lawndale College Prep</b> Chicago, IL Harold Morrison Science Initiative for STEM at NLCP	<b>25,000</b>	<b>Cristo Rey Kansas City</b> Kansas City, MO Cristo Rey Kansas City, The School That Works	<b>50,000</b>
<b>By The Hand Club For Kids</b> Chicago, IL By The Hand, Moving Everest Middle School Club	<b>50,000</b>	<b>Bishop Miege High School</b> Roeland Park, KC The Helping Hand Tuition Fund Grant	<b>100,000</b>
<b>Fidelity Charitable Manilla Family Fund</b> Chicago, IL Honorarium for Board Service	<b>50,000</b>	<b>Operation Breakthrough, Inc.</b> Kansas City, MO Math Talks for Early Childhood Education	<b>65,000</b>
<b>Chicago Education Partnership</b> Chicago, IL Middle School STEM Lab	<b>50,000</b>	<b>Greater Kansas City Community Foundation</b> Kansas City, MO Greater Kansas City Hispanic Development Fund (HDF), Family College Prep Program	<b>60,000</b>
<b>Rockhurst High School</b> Kansas City, MO Hurtado Scholars, 1:1 Challenge Grant	<b>100,000</b>	<b>Total</b>	<b>\$1,115,000</b>
<b>Wilkes-Barre Family YMCA</b> Wilkes-Barre, PA Full Day School Age Supervision and Enrichment Program	<b>50,000</b>		

## Human Services

At the McGowan Fund, we focus on breaking the cycle of homelessness and promoting sustainable independence, through stabilized housing and wraparound services, including job training, food security, and mental health services.

**Ignite (formerly Teen Living Programs)** **\$10,000**  
Chicago, IL  
Fellows Project, Ignite General Operations

**Outreach (formerly EOTC Employment Opportunity Training Center)** **25,000**  
Scranton, PA  
Alleviating Homelessness, One Job at a Time

**Connections to Success** **30,000**  
Kansas City, MO  
Challenge Grant, Stabilizing the Lives of the Homeless through Pathways to Success

**Willow Domestic Violence Center (formerly Alternatives for Battered Women)** **40,000**  
Rochester, NY  
Safe at Home: Achieving Housing Stability for Survivors of Abuse

**BeyondHome (formerly Colorado Homeless Families)** **50,000**  
Denver, CO  
Challenge Grant, BeyondHome Self-Sufficiency and WWAC Scholar Program

**Center for Youth Services** **75,000**  
Rochester, NY  
The Arnett House, LGBTQ and Trafficked Homeless Youth Residence

**Dimitri House, Inc.** **50,000**  
Rochester, NY  
Dimitri Spectrum of Care

**Inner-City Computer Stars Foundation (DBA i.c.stars)** **\$65,000**  
Chicago, IL  
Market-Facing Technology and Workforce Skills Training for Underserved Young Adults in Chicago

**Warren Village, Inc.** **100,000**  
Denver, CO  
Warren Village Self-Sufficiency Program for Low-Income, Single-Parent Led Families

**Community LINC** **100,000**  
Kansas City, MO  
Challenge Grant Interim Housing, Immediate Housing, and Home for Good Program

**United Neighborhood Centers of Northeastern Pennsylvania** **25,000**  
Scranton, PA  
Emergency Assistance Program

**Catholic Charities and Community Services of the Archdiocese of Denver, Inc.** **25,000**  
Denver, CO  
Marisol Home

**Bishop Sullivan Center** **25,000**  
Kansas City, MO  
One City Cafe: COVID Challenges

**Bright Future Foundation** **45,000**  
Avon, CO  
Bright Future Foundation's Ensuring Freedom Program

**LiveWell Colorado** **25,000**  
Denver, CO  
Increasing Access to Healthy Food in Colorado

**All Chicago Making Homelessness History** **50,000**  
Chicago, IL  
All Chicago Making Homelessness History in Austin and North Lawndale

<b>Rose Brooks Center</b> Kansas City, MO Emergency Shelter and Nutrition for Domestic Violence Victims	<b>\$25,000</b>	<b>Volunteers of America Colorado Branch</b> Denver, CO Permanent Supportive Housing for Youth	<b>\$50,000</b>
<b>Saint Joseph's Center</b> Scranton, PA Walsh Manor and Mother Infant Maternity Programs	<b>25,000</b>	<b>Hope House, Inc.</b> Lee's Summit, KS Hope House's Hotel Placement Program and Client Assistance Fund	<b>50,000</b>
<b>Jewish Family Services</b> Kansas City, MO Keshet KC	<b>40,000</b>	<b>Work Options for Women</b> Denver, CO Culinary Job Skills Training Program	<b>50,000</b>
<b>Chicago Jobs Council</b> Chicago, IL Improving Employment Opportunities for People Experiencing Housing Instability	<b>25,000</b>	<b>New Moms Inc.</b> Chicago, IL General Operations of the Organization	<b>75,000</b>
<b>Hands of The Carpenter</b> Denver, CO Good Neighbor Garage (GNG) Program	<b>30,000</b>	<b>Jeffco Action Center, Inc., DBA The Action Center</b> Denver, CO Assisting Individuals and Families in Economic Recovery in 2021	<b>45,000</b>
<b>Family Tree, Inc.</b> Denver, CO Family Tree Housing and Family Stabilization Services	<b>20,000</b>	<b>Mercy Housing Lakefront</b> Chicago, IL Lofts on Arthington Resident Services	<b>50,000</b>
<b>The Delores Project</b> Denver, CO Steps to Stability	<b>40,000</b>	<b>Women's Resource Center</b> Scranton, PA WRC Economic Advocacy & Safe Housing	<b>40,000</b>
<b>CrossPurpose</b> Denver, CO Homeless Mitigation for CrossPurpose Leaders and Alumni	<b>58,875</b>	<b>Scranton Area Foundation</b> Scranton, PA DAF NEPA Workforce Development	<b>1,100,000</b>
<b>Spiritus Christi Prison Outreach</b> Rochester, NY New Beginnings RocCity Housing Expansion Project	<b>80,000</b>		
<b>Cara</b> Chicago, IL Support in the Time of COVID	<b>75,000</b>		
		<b>Total</b>	<b>\$2,618,875</b>

## Healthcare & Medical Research

At the McGowan Fund, we address heart disease through programs and research aimed at reducing obesity and metabolic syndrome, especially through lifestyle changes. We also support access to healthcare for low-income individuals and families.

<b>Mercy &amp; Truth Medical Missions, Inc.</b> Shawnee, KS Challenge Grant Increased Healthcare Access in Kansas	<b>\$25,000</b>
<b>Rochester Institute of Technology</b> Rochester, NY TeleMental Healthcare and Digital Tools to Link Homeless Clients to Longer Term Care and Housing	<b>50,000</b>
<b>Rush University Medical Center</b> Chicago, IL A National Trial of the ELM Lifestyle Program and Remission of Metabolic Syndrome, Year 3	<b>1,500,000</b>
<b>Little Sisters of the Poor</b> Kansas City, MO COVID-19 Emergency Funding for Medical Care for the Elderly Poor	<b>25,000</b>
<b>St. Joseph's Neighborhood Center, Inc.</b> Rochester, NY AmeriCorps Intern Program 2020-21	<b>30,000</b>
<b>Vibrant Health (Turner House Clinic Inc.)</b> Kansas City, KS Challenge Grant Increased Access to Primary Care and Better Health Outcomes	<b>100,000</b>

<b>Lawndale Christian Health Center</b> Chicago, IL LCHC Mobile Health Team Free Care	<b>\$30,000</b>
--	-----------------

---

<b>Total</b>	<b>\$1,760,000</b>
--------------	--------------------

## McGowan Fellows Grants

<b>Carnegie Mellon University, Tepper School of Business</b> Pittsburgh, PA 2021 McGowan Fellow Matthew Griffin	<b>\$68,000</b>
<b>Columbia University, Columbia Business School</b> New York City, NY 2021 McGowan Fellow Mehul Choudhary	<b>77,376</b>
<b>Dartmouth College, Tuck School of Business</b> Hanover, NH 2021 McGowan Fellow Jane Fisher	<b>77,520</b>
<b>Duke University, Fuqua School of Business</b> Durham, NC 2021 McGowan Fellow Karthik Ilakkuvan	<b>70,000</b>
<b>Georgetown University, McDonough School of Business</b> Washington, DC 2021 McGowan Fellow Adam Davis	<b>57,850</b>

**Massachusetts Institute of Technology, Sloan School of Management**  
Cambridge, MA  
2021 McGowan Fellow  
Pooja Aysola

**\$79,368**

## Fieldwork and Sponsorships

**Northwestern University, Kellogg School of Management**  
Evanston, IL  
2021 McGowan Fellow  
Sanat Daga

**73,404**

**The Scranton Area Foundation**  
Scranton, PA  
NEPA Learning Conference Sponsorship

**\$5,000**

**FIRE Foundation (Foundation for Inclusive Religious Education)**  
Kansas City, MO  
FIREBall Sponsorship

**5,000**

**University of Michigan, Ross School of Business**  
Ann Arbor, MI  
2021 McGowan Fellow  
Muhammad Alex Lowy

**71,476**

**Bishop Miege High School**  
Roeland Park, KS  
Annual Auction Sponsorship

**5,000**

**University of Pennsylvania, Wharton School of Business**  
Philadelphia, PA  
2021 McGowan Fellow  
Brittney Cummins

**74,500**

**St. James Academy**  
Lenexa, KS  
Auction Sponsorship

**5,000**

**University of Virginia, Darden School of Business**  
Charlottesville, VA  
2021 McGowan Fellow  
Alexander Goot

**72,600**

**King's College**  
Wilkes-Barre, PA  
Gert McGowan Rev. James Lackenmeier Award Sponsorship

**10,000**

**Volunteers in Medicine**  
Wilkes-Barre, PA  
Sponsorship

**5,000**

**Total**

**\$722,094**

**Geisinger Health Foundation**  
Danville, PA  
Geisinger Virtual Talent Show Sponsorship

**5,000**

**Catholic Charities of Northeast Kansas**  
Overland Park, KS  
Snow Ball Sponsorship

**5,000**

**The Luzerne Foundation**  
Wilkes-Barre, PA  
NEPA Gives Sponsorship

**7,500**

**The Scranton Area Foundation**  
Scranton, PA  
NEPA Gives Sponsorship

**7,500**

## COVID-19 Emergency Support

**Turn the Page KC**  
Kansas City, MO  
KC Collaborative for Out of School Programs through May

**\$50,000**

**Total**

**\$50,000**

**Carole Robertson Center for Learning**  
Chicago, IL  
Annual Learning Celebration Sponsorship

**\$5,000**

**Wilkes University**  
Wilkes-Barre, PA  
The Institute Grantmakers Program Sponsorship

**7,500**

**Curé of Ars Catholic Church**  
Leawood, KS  
Annual Golf Event Supporting The Angels Fund

**5,000**

**Volunteers in Medicine**  
Wilkes-Barre, PA  
Open the Door to Healthcare

**7,500**

**The Philanthropy Roundtable**  
Washington, DC  
Philanthropic Freedom

**10,000**

**Total**

**\$95,000**

## Other

**Family Fund Discretionary Grants**

**\$360,000**

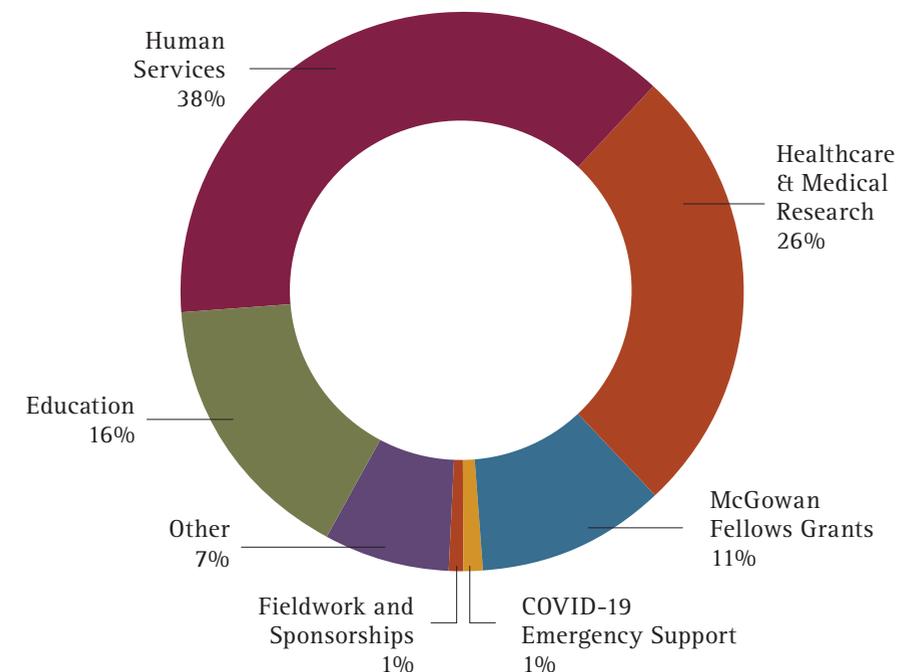
**Matching Grants**

**\$113,483**

**Total**

**\$473,483**

## Grant Distribution



# Audited Financial Statement

## William G. McGowan Charitable Fund Statement of Financial Position

### Assets

	June 30, 2021	June 30, 2020
Cash	\$ 562,227	\$ 235,247
Investments	226,585,146	180,208,220
Accrued income	74,731	36,399
Prepaid expenses and other assets	122,375	72,275
Operating right-of-use asset	182,924	220,818
Property and equipment - Net	115,505	97,704
<b>Total Assets</b>	<b>\$ 227,642,908</b>	<b>\$ 180,870,663</b>

### Liabilities and Net Assets

Liabilities		
Accounts payable	\$ 132,939	\$ 184,828
Grants payable – net of discount	4,333,619	5,778,159
Other accrued expenses	43,187	27,758
Operating lease liability	283,244	338,682
Total Liabilities	4,792,989	6,329,427
Net Assets – Unrestricted	222,849,919	174,541,236
<b>Total Liabilities and Net Assets</b>	<b>\$ 227,642,908</b>	<b>\$ 180,870,663</b>

### Board of Directors

William P. McGowan  
*Chair*

Leo A. McGowan  
*President*

Brian G. McGowan  
*Treasurer*

A. Joseph Rosica  
*Secretary*

Douglas J. Brown  
Daniel McGowan  
Gertrude C. McGowan, Esq.  
Mary McGowan-Swartz  
Mark J. Rosica  
Marianne Rosica-Brand

### Staff

Diana Spencer  
*Executive Director*

Janet Crombie  
*Financial Reporting Manager*

Jennifer Merriman  
*Grants Program Director*

Brian Peckrill  
*Fellows Program Director*

Sofia Romeo  
*Grants Manager and Executive Assistant*

Luis F. Velez  
*Learning and Impact Director*

### Thanks!

The William G. McGowan Charitable Fund would like to recognize the contributions from our many partners/grantees. Without their assistance our story would not be fully told.

ODA Creative Partners, Chicago  
*Design*

Lee Reilly  
*Content*

Active  
*Printing*



## William G. McGowan Charitable Fund

30 South Wacker Drive  
Suite 3825  
Chicago, Illinois 60606

312.544.4412 T  
312.544.4418 F  
[williammcmgowanfund.org](http://williammcmgowanfund.org)