This is our centennial year, an exciting time for us as the starting point of our next 100 years of service and engagement. This report on our work and our aspirations is being sent to a large and inclusive audience. That means some readers will bring a deep familiarity with the organization, and some will find this to be an introduction. We think both audiences will find something fresh and newsworthy within as we capture ongoing work that represents both well-rooted commitments and changes over the past two years.

In either case, we begin with a heart-felt thank you to those whose generosity makes the work of the Foundation possible. Cambridge Community Foundation was sparked into existence in 1916 by a gift from a visionary cattle dealer named Jonathan Parmenter who used his business success to create a legacy that enabled young people to attend Harvard.

That creative act of forward-looking giving started a tradition.

Over the following century, the Foundation grew through the generosity of donors responding to an invitation to align their philanthropy with local need, to make a difference in people’s lives. This help enabled the Foundation to expand its role as a grantmaker. In recent years, the Foundation developed as a civic leader, a convener and a catalyst for change. This report includes stories that speak to ways we have worked to engage in the life of this extraordinary community.

The Foundation was formed at a time of far-reaching social change. Today we see similar challenges shaping Cambridge and the lives of its residents: a growing income inequality, the critical importance of education as a pathway to opportunity, and a commitment to diversity and inclusion that has been a part of the Cambridge story throughout its long history.
We look forward to deepening philanthropic partnerships and building a permanent endowment to serve the city in the years ahead. And we continue to believe deeply in a collaborative kind of civic leadership, which includes investment in programs that make pathways to opportunity a reality.

Our goal is to connect people, knowledge and resources to realize a vibrant, diverse and inclusive Cambridge with a culture of giving and opportunity for all. The Foundation remains committed to nurturing strong families with programs that support early childhood and promote ideas of equality and honor the arts and the spirit of innovation they fuel.

And, as with that first gift from Jonathan Parmenter in back in 1916, all this is made possible by the extraordinary commitment of a century of donors to Cambridge and this Foundation.

Sincerely,

Geeta Pradhan  
President and CEO

Richard Harriman  
Board Chairman
Building for the Future

The history of Cambridge Community Foundation has always been about the future. It starts with the seeding gift of $200,000 by cattleman Jonathan Parmenter, which continues today to enable needy students to get a Harvard education—a visionary investment in 1916, an example of compounded philanthropy, and a gift that keeps on giving!

A Scholarship Fund
A second industrial revolution meant stunning changes. Important new populations (peak of U.S. immigration: 1907); new modes of communication (first underground telephone cable laid: 1914, first transcontinental phone call: 1915); and the emergence of a vast economic divide, contrasting great wealth with abject poverty. MIT moves across the river from Boston, becoming a neighbor of Harvard. Together these two powerhouse institutions seed Cambridge as a global education and innovation center.

In a letter dated 1916, Walter Earle, the president of Harvard Trust Company, now U.S. Trust Co., part of Bank of America, cites the growth of manufacturing and the worker population as a driving force behind his commitment to the idea of a foundation. He reached out to business leaders in Cleveland to get the details of the new movement underway there.

His idea offered a practical way to address urgent human need. It extended the idea of philanthropy, once associated with the very wealthy, to a more inclusive gathering. Instead of colossal giving by one industrial magnate, many gifts, sparked by a culture of generosity, could extend opportunity more broadly.

First, Modest Support for a New Idea
Cambridge Community Foundation has grown through distinctive chapters. First came the fund for scholarships through Parmenter’s groundbreaking act of generosity.

Growth was modest. Just five donations were made in the Foundation’s first 30 years, for a total endowment of $244,353.34 in 1946. An article in the Cambridge Chronicle from January 1930 regrets the lack of a local giving—noting that Cambridge is one of only 11 cities of 100,000 or more in the country without a community chest or other popular philanthropic instrument.

However, the idea of a community chest did arrive in the 1930s, and with it, Red Feather fundraising. The goal was to raise awareness of need and increase generosity—to build a culture of philanthropy. In Cambridge, the Red Feather Campaign was most closely associated with Cambridge Community Services, a broad service agency that in time grew to focus on the needs of immigrant teenagers—and which recently rebranded itself as Enroot. As it developed a tighter focus, its partner in giving, the Cambridge Foundation (as it was known in its early years), kept a broader mission.

The giving that did occur documents the growing role of two local banks. Harvard Trust, was Jonathan Parmenter’s trusted financial adviser, and Cambridge Trust Company entered the picture in 1951. Both institutions still serve as Foundation trustees.

The Red Feather Campaign was a symbol of an emerging interest in community-based philanthropy in Cambridge in the 1930s.

Top left: Workers came to Cambridge, like these employees at the old Squirrel Nut Brand candy factory. A growing population sparked changes, and new institutions addressed their needs, including settlement houses that still provide critical services to many in the city. (Photo by Cambridge Historical Society)
A Close Giving Network
The Foundation remained a personal commitment by a network of volunteers, who gave generously to make a difference in the lives of Cambridge residents through grants to nonprofit organizations. Beginning in the 1950s, they also undertook personal research to identify effective agencies.

Some new gifts indicated the changing nature of the local economy. Leaping forward to the annual report marking its 75th anniversary, the Foundation honored the Open Software Foundation Fund, established that year, for direct community services, and given to “…reflect the community consciousness of its employees, of whom more than 270 live and work in Cambridge.”

Grantmaking in that anniversary year of 1990-91 honored many organizations still familiar in the community: East End House, Food For Free, Cambridge Camping. The Kendall Community Group received a $1,000 grant, reflecting both the Foundation’s ongoing partnership with MIT and business leaders in East Cambridge, and underscoring the focus on essential services, including Margaret Fuller Neighborhood House, one of three settlement houses that provided direct help to people—food pantries, after-school programs for children and innovative senior services, among others.

Generosity Drives Expansion
As the resources of the Foundation grew, thanks to donors committed to collective giving and an expanding stock market, the endowment increased significantly in years before its 90th anniversary in 2006. And the work became more strategic.

The signature philanthropic investment of this phase of the Foundation was the Agenda For Children. Launched in 1997 by the City of Cambridge, the big idea was to build a broad effort to prepare children to succeed in school. Supporting the city’s initiative, the Foundation acted as a funder and a convener, helping to bring together service agencies and neighborhood groups to identify the most pressing needs of local children and to strengthen nonprofits serving these needs.

The Foundation’s evolution as a grantmaker and a civic leader produced a commitment of $100,000 in grants annually for five years, including funding for the Out-Of-School-Time Initiative and for early childhood programs related to the Literacy Initiative.

Moving Forward in a New Century
A period of expansion reflected a growing commitment to community impact by the Foundation board under a series of leaders, most recently Richard Harriman, who succeeded Betty Bardige as chairman in 2010. One defining decision: to hire Geeta Pradhan. A seasoned organizational leader with a deep background in philanthropy, urban planning and community economic development, she accepted the challenge of becoming the Foundation’s first president in 2015 and led changes that are organizational and strategic.

She followed Bob Hurlbut, who presided over a period of growth when the Foundation built strong connections to scores of nonprofit organizations serving Cambridge residents.

The Foundation’s recent history includes the continued development of its mission. In a recent formulation, the organization aims to take on challenging issues, pursue cross-sector solutions, engage citizens by inviting them to join with the Foundation in its work, and marshal the resources to increase its grantmaking capacity and its impact. Its office was updated and expanded to serve as a community gathering space. As part of that spirit of engagement, the Foundation joined with the Cambridge Harvard Agassiz Fund to underwrite a coordinator position for the Cambridge Nonprofit Coalition, which is housed at the Foundation. Also, an online grantmaking process makes it easier for nonprofits to apply for grants.

An expanded staff, a new website, new partnerships in the high-tech world of Kendall Square—all these are rooted in the Foundation’s history and its growing role as a convener, a civic leader, a connector and a collaborative partner.

With a century of experience, the Foundation works to amplify the qualities that make Cambridge unique—it’s diversity, vibrancy and quality of life, while supporting the creation of greater opportunity for all.
Leading this list are the settlement houses, East End House, Margaret Fuller Neighborhood House and Cambridge Community Center. The idea of a multi-purpose community center located in neighborhoods typically serving recent immigrants and low-income residents is usually dated to the 1880s with New York City’s Neighborhood Guild, which opened in 1886.

Evidence of a focus on community service at East End House dates to 1875, although executive director Michael Delia expresses some skepticism about whether the institution he heads can be called, in fact, the oldest settlement house in existence. What is clear is that East End House—and the two, established in 1902 (Margaret Fuller Neighborhood House) and 1929 (Cambridge Community Center)—have continued to provide both services addressing basic needs as well as innovative and forward-looking programs to Cambridge’s most vulnerable residents.

Over time, these settlement houses have represented important ways to bring resources, including those channeled through the Foundation by donors, to address these needs. Here are brief examples of the creative service role they have played.

**East End House**

Building on a long history of creative work with children, East End House has joined 15 sites across the United States and Canada in a groundbreaking initiative called **Change in Mind**. As reported in the *Chronicle of Social Change*, it uses insights drawn from neuroscience research to inform and strengthen nonprofit organizations that work with children.

The goal of the initiative, launched in 2015, is to bring a science-based understanding of the role of adverse childhood experiences and trauma to the way programs for children are developed by professional caregivers and by government policymakers.
East End House and its partners’ role in the initiative includes making systems-level changes in the way nonprofits and government work with children who have been affected by circumstances that include violence, family instability and economic hardship. One goal: to expand the way public education assesses child progress from an overreliance on test scores to a more inclusive or holistic understanding of child wellbeing.

One important element that underscores the broad relationship between the Foundation and East End House: the Change in Mind initiative asks East End House to find ways to use the new Cambridge Nonprofit Coalition as a way to bring the findings and insights of neuroscience into the conversation about how to best serve children in Cambridge.

Support for East End House has been consistent and significant throughout the Foundation’s history of grant-making—and Michael Delia was a leader in bringing the Cambridge Nonprofit Coalition into being, with support from the Foundation and its donors.

East End House uses insights from neuroscience to inform organizations that work with children.

A focus on young people and a commitment to create greater opportunity for them has been at the heart of the Foundation throughout its history. Working with agencies that nurture the next generation is a core part of the mission. (Photo provided by Cambridge Camping; photo of Michael Delia by Samantha Goresh)
Margaret Fuller Neighborhood House

The holistic vision of service for children and families is deeply ingrained in the work of Margaret Fuller Neighborhood House (MFNH). Serving a community focused on The Port neighborhood with an embrace that reaches across the entire city, MFNH is based in a Cherry Street building, a national historic landmark that was the home of Margaret Fuller, one of Cambridge's iconic characters, a visionary feminist, journalist and author, and an inspirational pioneer in the causes of women's rights, including access to education.

Founded at a time when a vast industrial expansion was changing the Cambridge landscape into a city of factories and immigrants, MFNH responded with programs designed to serve this new population. The earliest English language classes, the city's first baby clinic for new mothers, and employment programs were offered.

A typical day vibrates with the sounds of children playing, mastering skills to prepare them to flourish in school, working off energy in a playground bristling with monkey bars and climbing structures. And true to its role as a comprehensive neighborhood service organization, MFNH builds networks to enable seniors to connect, engage and draw upon their life experiences to support the community.

Emergency services have also always been an important part of community service. MFNH's food pantry maintains an impressive scale of operation. Recently upgraded by Executive Director Christina Alexis, the food service operation draws on the efforts of a team of staff and volunteers to deliver upwards of 40,000 pounds of food a month, helping to feed residents of Cambridge and nearby communities who live with food insecurity. A recent and dramatic uptick in the number of people seeking food support—the weekly client list has doubled in a year—underscores how vital emergency services remain.

Photo of Christina Alexis by Samantha Goresh
But Christina, who assumed the leadership role at MFNH in January of 2016, has a larger and more complex issue in sight: underserved mental illness that she sees connected to a long list of challenges, including unemployment, even in a city with a dynamic and expanding innovation economy and with low official unemployment numbers.

**Cambridge Community Center**

Under the leadership of Executive Director Darrin Korte, Cambridge Community Center is in the transformation business. In addition to a full array of programs and services offered to young people from Riverside (where the Center is located) and across the city, it provides creative extras that increase the impact of the Center. For example, a food service feeds many. A 500-square-foot organic garden contributes to that program, and also teaches young people where food comes from, as well as long-term management skills.

The heart and soul of the Center can best be seen in **The Hip Hop Transformation**. This summer program (because that is all the Center can afford right now) invites Cambridge teens to conceptualize, write, produce and record performances that offer powerful testimony to the talent and creativity they hold. Darrin talks about returning Hip Hop to its roots, away from an exaggerated machismo, reclaiming its origins as a poetic and affirmative way for an artist to tell his or her story, speak about personal dreams and challenges, and connect through art to family and peers. The power of the form is attested to by Police Officer Michael Daniliuk (better known as Whitey, a Youth Outreach Officer), who has worked closely with Cambridge Community Center.

“I have watched this program turn a kid around, 180 degrees, putting him on a better track,” he says. A Cambridge native who grew up, as he says, “… in the projects,” he sees The Hip Hop Transformation as a powerful way to reimagine young lives.

He describes one performer in detail: a notorious troublemaker, repeatedly in conflict with the law, who discovered a voice, a compelling talent to compose and perform, and a way to give up the old bad behaviors. Darrin picks up the story. He saw the positive qualities, watched as the young man grew as a person and an artist. This fall the former troublemaker signed a performance contract to turn his talent into a new life. And Darrin has given him a responsible role in the management of the program.

**“I’ve watched this program turn a kid around, 180 degrees, putting him on a better track.”**

MICHAEL “WHITEY” DANILIUK, YOUTH OUTREACH OFFICER

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**Darrin Korte, Cambridge Community Center** has created transformational programs for young Cambridge residents served by the Cambridge Community Center.
Civic Leadership Emerges as One of the Foundation’s Most Important Roles

Over the course of 100 years, civic leadership has been an integral part of the Foundation’s role. Here is a conversation with Foundation President Geeta Pradhan about why this aspect of the organization’s work is even more important now.

Q: What do you want Cantabrigians to understand today about the Foundation as a civic leader?

A: Community Foundations emerged in the early 1900s—a time of great wealth disparity in America driven by industrialization and urbanization and the impact of war. In Cambridge, a group of civic leaders established this community foundation in 1916. Our essence is best captured in the quote below, taken from the Framework for Community Leadership and published by the Council on Foundations.

The community foundation is a community partner that creates a better future for all by pursuing the community’s greatest opportunities and addressing the most critical challenges, inclusively uniting people, institutions and resources from throughout the community, and producing significant, widely shared and lasting results.

A defining aspect of this organization is its role as a neutral convener holding the vision of a vibrant, thriving and connected community. We seek to accomplish this in three ways: as a grantmaker, a partner in philanthropy, and as a civic leader. Our civic leadership role, consistent with that quote, will focus on being a convener of people and ideas, a connector across populations and sectors, and a catalyst for change.

Q: How does the Foundation advance this aspect of your role in the city?

A: We draw on a range of tools and capacities to advance our civic leadership work. We commission research to explore critical issues for the city; we convene stakeholders, residents, change-makers and experts to build consensus for collective impact; we welcome and engage donors and all those who hold a philanthropic interest in the community as core investors in community development and innovative plans to strengthen the city’s social fabric; we make grants to nonprofit organizations serving a wide range of needs, to meet ongoing challenges for residents and to support emerging strategies; we provide space and support to foster collaboration among community members; and work to build, expand and strengthen networks.
Q: What resources do you bring to bear to advance this work?

A: In addition to drawing on the city’s civic engagement and intellectual resources, we advance this work with resources from the Foundation’s Civic Leadership Fund. Created by generous donors to make sure we have the capacity, this fund supports our research, convening and connecting activities. To cite one example, the Foundation recently partnered with the City of Cambridge to conduct a city-wide needs assessment. The research combined with our support for the nonprofit sector will offer guidance to the city, the Foundation, our donors and stakeholders to make strategic investments in issues and for populations that most need the services.

Going forward, we will continue to build the Endowment for Cambridge, as a resource all can contribute to, and that can address needs and opportunities as they emerge and evolve. Cambridge today is a thriving, prosperous community—but we should never take our success for granted. As a community, we need to be prepared for many eventualities—and an endowment for Cambridge held at the Foundation can be a critical asset in changing times.

Q: How does your work as a civic leader connect to the rest of the Foundation’s activities?

A: It is both a full and defining aspect of our work, and it connects to everything we do. Civic Leadership amplifies our community impact when we connect grantmaking with nonprofits and companies for the flow of ideas, networks and resources. It fosters community dialogue and civic agendas when we gather people together around research and commissioned reports. It is a catalyst for expanded philanthropy and social connections as neighbors learn about neighbors and reach out to build a better and stronger Cambridge.

Civic Leadership at Work

A Party for Bob Hurlbut

Friends of the Foundation gathered in May of 2015 to honor longtime Director Bob Hurlbut, who earlier announced plans to retire after 21 years.

The celebration drew a throng of community stakeholders to Microsoft’s NERD Center and raised $250,000 in contributions to the Foundation. The gifts have created an endowed Donor Advised Fund named for the former director, which will provide support for the civic leadership work of the Foundation for the next three years. After that, it will be applied to issues—and the agencies that address them—that reflect Bob’s philanthropic interests.

Donor Advised Funds are an important part of the means by which the Foundation does its work. They belong to the Foundation, and their income is distributed according to the wishes of the donor.

Bob Hurlbut and Kathleen Granchelli, director of Community Relations at Charles Stark Draper Laboratory, share a word during the celebration of Bob’s years at the Foundation. (Photo by Romana Vysatova)
Civic Leadership at Work

Nonprofits Come Together to Strengthen Cambridge

An example of civic leadership undertaken by the Foundation is the recent effort to advance the work of the network of nonprofit organizations serving the people of Cambridge. This was brought to fruition recently with the creation of the Cambridge Nonprofit Coalition, and the hiring of a coordinator to manage and advance the network.

More than 50 organizations were included in the launch of the coalition. Their coming together grew out of a series of community-wide meetings over the course of two years. The goal of the network is to build strong partnerships, meet changing needs of local residents, improve quality of life for residents, and help close the opportunity gap in a city affected by significant and growing income disparity.

In February of 2016, Elena Sokolow-Kaufman was hired to serve as coordinator.

The Coalition is overseen by a steering committee, which includes leaders from Margaret Fuller Neighborhood House, YWCA Cambridge, Enroot (formerly Cambridge Community Services), East End House, Cambridge Economic Opportunity Committee, Tutoring Plus of Cambridge Inc., Community Legal Services and Counseling Center, Cambridge Family and Children’s Service, Community Action Agency of Somerville, CitySprouts, Community Art Center, Inc., Cambridge Community Center, Agassiz Baldwin Community, Transition House, Young People’s Project, Community Dispute Settlement Center, Food For Free, Inc., Friends of Cambridge Rindge and Latin School, Breakthrough Greater Boston, and The Union Partnership For A Whole Community.

Support for the Coalition is provided by the Cambridge Community Foundation and by the Cambridge Harvard Agassiz Fund, which is held by the Foundation.

A Growing Partnership

A forum in April 2016 focused on creating pathways into the innovation economy for students and older residents. It offered an example of Cambridge Community Foundation serving as a civic leader and the Foundation’s roles as a convener and a collaborator.

What inspired the event was an understanding of how important the innovation economy is to Cambridge and the region—and the knowledge that many local residents struggle to connect with this powerful system.

Almost 40 percent of the state’s workforce is employed in the innovation sector, directly or indirectly, and wages in the sector are typically higher than average wages in the state. Yet without the skills needed by the sector, many struggle to find personal opportunity in the dynamic companies thriving nearby.

In response, a group of partners came together to host a public forum to highlight the need for pathways into the innovation economy—and the need to maintain a trained workforce. A scan of those involved suggests the significance of the event’s appeal of the topic.

The forum was sparked by a discussion of STEAM education—taking the established idea of STEM education (standing for Science Technology Engineering and Mathematics) and adding A for the arts to it to reflect the growing importance of creativity as a driver for innovation.

A steering committee included Cambridge Community Foundation, Just-A-Start Corporation, Kendall Square Association, Metro North Regional Employment Board, and SkillWorks, a regional partnership that creates pathways out of poverty by building access to family-sustaining jobs.
Teaming Up with Google

An early opportunity for the newly formed Cambridge Nonprofit Coalition was a partnership with Google Cambridge. One of the leading businesses based in Kendall Square. In April, Cambridge Community Foundation was host to a gathering of Coalition members to introduce them to Google for Nonprofits. The project supports nonprofits by providing them with free access to a suite of Google Apps such as Gmail, Google Ad Grants, YouTube for Nonprofits, Google Calendars as well as standard internal communication elements such as Google Docs, Google Sheets and other tools for communication and collaboration on the web as well as storing information in the cloud.

Sponsors included iconic businesses in the sector, such as Google, Novartis, Harvard, MIT, Lesley University, Cambridge Innovation Center, MassCAN and Woodrow Wilson National Fellowship Foundation. Partners included the City of Cambridge, Cambridge Public Schools, the Cambridge Science Festival, and Cambridge Expanded Learning STEAM Network (known as EL STEAM). Other companies and organizations joining in included Akamai, Biogen, JP Morgan Chase Inc., Microsoft, the Cambridge Nonprofit Coalition, the Cambridge Center for Adult Education and the New England Venture Capital Association.

Keynote speakers were Sarah Ayres Steinberg, vice president for Global Philanthropy at JP Morgan Chase Inc., and Steve Vinter, then site director for Google Cambridge. Panelists included Cambridge Mayor Denise Simmons (present by video); Jerry Rubin, CEO of JVS (Jewish Vocational Service); Stu Schmill, dean of admissions at MIT; and Martha McKenna, Lesley University Professor and director of the Creativity Commons in Cambridge.

Opened by Foundation President Geeta Pradhan, the forum focused on collaborative strategies to build pathways into the innovation economy, and the presentations were amplified by table conversations among members of a capacity crowd in the ballroom at the Marriott Hotel in Kendall Square. Then the discussion was moderated by Sharlene Yang, Cambridge’s recently hired STEAM coordinator.

One feature of the forum: Attendees tweeted out ideas about creating greater access to the innovation economy to seed future conversations, planned by the Foundation.

Speakers explored many points of view as employers, teachers, job-seekers and community stakeholders. (Photo by Karalynn Olyvea)

Looking Ahead

Going forward, the Foundation will amp up its civic leadership activities, convening small and large groups, commissioning research, developing partnerships for change and progress and bringing people together for a more connected Cambridge.
School is critical but not sufficient to promote the idea of equity. Poverty, institutionalized bias, a heritage burdened by all the factors that can marginalize a child needs a broader, richer commitment.

That idea took root in the 1990s as Cambridge Community Foundation was assuming its current form, with professional leadership and a more strategic approach to grantmaking. With generous support from its donors, the Foundation made the Agenda For Children a core commitment. Today, it represents the Foundation's largest continuing financial investment in a program. What impels the scale of that investment is a defining insight about the importance of out-of-school time for children.

Key goals include connecting programs that serve children, so that each becomes part of a network in which knowledge drives standards. Building a deep and inclusive culture of family engagement is also critical, a quality itself shaped by the deep understanding that respect for those being served—the children and their families—is the starting point of effective programming.

As Susan Richards, co-director of Cambridge’s Agenda For Children/Out-of-School Time Initiative said, “You have to respect those you work with and you have to expect something from them.”

And that applies equally to the children served, their families and the professionals who run the programs.

The work has only gotten more important over the years. As Susan notes, turnover among those who work in the broad field of out-of-school time activity and programming has only grown. As understanding about the role of added enrichment has deepened, it has become difficult even to maintain the level of programmatic quality already established—and continued improvement remains an imperative.

Programs woven together in a fabric of support run the gamut. Pop Warner Football, ceramics at Maud Morgan Arts, and the Agenda For Children Literacy Initiative, which prepares kindergartners for reading are among scores of programs and institutions included in the Agenda. Collectively they form a comprehensive scaffolding to help ensure success for Cambridge children.
The Power of Looking Like Me

If the heart of the Agenda For Children is to create a network of out-of-school programs for Cambridge children, its sister program, EL STEAM, has a far more personal focus. According to Khari Milner, co-director of Agenda For Children/Out-of-School Time Initiative, “Kids educated here still don’t feel like they have a fair shake, an equal opportunity to [join] the innovation economy.”

EL STEAM stands for Extended Learning STEAM; and STEAM stands for Science Technology Engineering Arts Mathematics. That represents the familiar shorthand—STEM—for the dynamic sector symbolized by the glittering towers of Kendall Square with the Arts added to reflect the central role of creative work in the 21st-century economy. Khari is a passionate advocate for greater opportunity for Cambridge kids. For him, that means creating compelling access paths to this sector. One important strategy is implicit in a long-term program connected to EL STEAM: Science Club for Girls, which also dates to the ‘90s.

“If we want more girls to engage in science and technology and the studies that make that possible, we have to have more women visible in leadership positions,” he says. And that is true broadly for driving greater participation across the board in the classes that prepare students for STEAM programs.

“It is not a mystery,” says Khari. “We need to build affinity. Kids are more likely to join programs when they see people in them that look like [members of] their families.” Once that is achieved, the work of inclusion is far easier. “We were born to learn,” he says.

But the ongoing work for EL STEAM and for the Agenda For Children remains critical: to create the welcome, the in-take valve for young people. Children respond when they see that they are welcome and that there is a familiar community ready to show them to a seat.
## Financials 2015-16

For the years ended June 30, 2016 and 2015

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### LIABILITIES & NET ASSETS

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**TOTAL LIABILITIES & NET ASSETS**

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### REVENUES

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### GRANTS & EXPENSES

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### CHANGE IN NET ASSETS

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### NET ASSETS, BEGINNING OF THE YEAR

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### NET ASSETS, END OF YEAR

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**Cambridge Community Foundation Allocation of Funds FY2016**

- Discretionary: 58%
- Designated: 11%
- Field of Interest: 13%
- Scholarship: 2%
- Donor Advised: 16%
Grantmaking Impact

CCF Grants and other charitable distributions awarded
July 1, 2014 – June 30, 2015

EARLY CHILDHOOD SERVICES
A Healthy Start—supporting babies, preschoolers and their families
FY15 Grants: $62,500
Baby University
Community Action Agency of Somerville
Early Intervention (Guidance Center/ Riverside Community Care)
Early Years Project (Guidance Center/ Riverside Community Care)
Families First
Horizons for Homeless Children
Nurtury, Inc. (formerly Associated Early Care and Education)
Parenting Journey (formerly The Family Center, Inc.)
Preschool Team (Guidance Center/ Riverside Community Care)

YOUTH SERVICES
Opportunities for Children and Youth—helping children grow into healthy, productive citizens
FY15 Grants: $455,639
Adolescent Consultation Services, Inc.
Afterschool
Agassiz Baldwin Community: Scholarships
Agenda For Children: Out-of-School Time Initiative
Associated Grant Makers of Massachusetts: Summer Fund
Belmont High School: Scholarship
Biogen Foundation Science Education Micro-Grants
Boston Mobilization, Inc.
Breakthrough Greater Boston
Cambridge Camping Association
Cambridge Community Center
Cambridge Community Television
Cambridge Economic Opportunity Committee
Cambridge Housing Authority: Work Force
Cambridge Rindge and Latin School: Scholarships
Cambridge School Volunteers
Cambridge Science Festival
Cambridge Youth Enrichment Program (Phillips Brooks House Association)
Community Art Center, Inc.
Community Dispute Settlement Center
East End House
Enroot (formerly Cambridge Community Services)
Harvard University: Scholarship
Just-A-Start Corporation
LEAP Self-Defense, Inc. (Girl’s LEAP)
Margaret Fuller Neighborhood House Meeting Place (Guidance Center/ Riverside Community Care)
Students Taking Effective Philanthropy Seriously (STEPS)
Tutoring Plus of Cambridge
Watertown High School: Scholarship
Young People’s Project
Youth Enrichment Services (YES)

SENIOR SERVICES
Support for Our Seniors—offering services, activities, and volunteer opportunities
FY15 Grants: $139,542
Agassiz Baldwin Community: Living Well Network
Cambridge Council on Aging, Friends of Cambridge Homes for Aged People
Cambridge Senior Volunteer Clearinghouse
Cascap, Inc.
Community Learning Center, Friends of East End House
Executive Service Corps of NE, Inc.
Homeowner’s Rehab, Inc.
Massachusetts Alliance of Portuguese Speakers
Metropolitan Boston Housing Partnership
Mount Auburn Hospital
Paine Senior Services
SCM Community Transportation
Somerville-Cambridge Elder Services
Spaulding Hospital for Continuing Medical Care
Tufts Health Plan Foundation/CCF Healthy Aging (Reaching Out to Cambridge Seniors) Matching Grants
Visiting Nurse Association of Eastern Massachusetts
Visiting Nurse Foundation
VNA Care Network and Elizabeth Evarts de Rham Hospice Home
Windsor House Adult Day Health

COMMUNITY SERVICES
A Welcoming Community—ensuring access to services and resources for immigrants and underserved groups and individuals
FY15 Grants: $293,350
Adbar Ethiopian Women’s Alliance
American Friends Service Committee
Asian Task Force Against Domestic Violence
Associated Grant Makers of Massachusetts
Cambridge College
Cambridge Community Center
Cambridge Health Alliance
Cambridge Housing Authority: Work Force
Cambridge Nonprofit Coalition
Cambridge Public Library
Cambridge Senior Volunteer Clearinghouse
Caritas Communities
Community Art Center, Inc.
Community Conversations: Sister to Sister
Community Dispute Settlement Center
Community Learning Center, Friends of Community Legal Services and Counseling Center
East End House
Executive Service Corps of NE, Inc.
Family After-School Program (Guidance Center/Riverside Community Care)
Homeowner’s Rehab, Inc.
Many Helping Hands
Margaret Fuller Neighborhood House
Massachusetts Alliance of Portuguese Speakers
Metropolitan Boston Housing Partnership
Outdoor Church of Cambridge
Shelter Legal Services Foundation
Supervised Visitation Network
Tunefoolery Music, Inc.
UDH Services Inc. (Universite D’Haiti)
EMERGENCY OUTREACH
A Community that Cares—addressing hunger, homelessness and violence

FY15 Grants: $178,000
AIDS Action Committee of Massachusetts (Youth on Fire)
Boston Area Rape Crisis Center
Bridge Over Troubled Waters
CASPAR
Catholic Charities: St. Patrick’s Women’s Shelter
Community Servings
East End House
Emerge
Family-to-Family Project
Food For Free Committee
Greater Boston Food Bank
Harvard Square Churches Meal Program
Heading Home
Homeless Empowerment Project/Spare Change
HomeStart, Inc.
Many Helping Hands: Gift Cards for Guns
On the Rise, Inc.
Project Manna
Solutions at Work
Transition House
Web of Benefit, Inc.

ARTS AND THE ENVIRONMENT
A Lively, Livable Community—encouraging creativity, caring for our environment and arts for all

FY15 Grants: $139,240
Actors’ Shakespeare Project
Beyond the 4th Wall Expression Theater
Boston Symphony Orchestra
Cambridge Art Association
Cambridge Arts Council
Cambridge Children’s Chorus
Cambridge Creativity Commons
Cambridge Jazz Festival
Cambridge Performance Project
Cambridge School Volunteers
Cambridge Symphony Orchestra
Charles River Conservancy
Dance in the Schools
Gallery 263
Green Streets Initiative
Grow Native Massachusetts
Habitat Education Center & Wildlife Sanctuary
José Mateo Ballet Theatre
Longy School of Music of Bard College
Multicultural Arts Center
North Cambridge Family Opera Company
Tunefoolery Music, Inc.
Underground Railway Theater

CCF Grants and other charitable distributions awarded
July 1, 2015 – June 30, 2016

EARLY CHILDHOOD SERVICES
A Healthy Start—supporting babies, preschoolers and their families

FY16 Grants: $67,362
Algebra Project
Baby University
BSA Foundation
Community Action Agency of Somerville
Cradles to Crayons
Early Intervention Partnerships & Early Intervention (Guidance Center/Riverside Community Care)
Early Years Project (Guidance Center/Riverside Community Care)
Families First
Horizons for Homeless Children
Nurtury, Inc. (formerly Associated Early Care and Education)
Parenting Journey (formerly The Family Center, Inc.)
Preschool Team (Guidance Center/Riverside Community Care)

SENIOR SERVICES
Support for Our Seniors—offering services, activities and volunteer opportunities

FY16 Grants: $109,069
Agassiz Baldwin Community: Living Well Network
Cambridge Health Alliance Foundation
Cambridge Homes for Aged People
Cambridge Senior Volunteer Clearinghouse
Care Dimensions
East End House
Homeowner’s Rehab, Inc.
Margaret Fuller Neighborhood House
Massachusetts Alliance of Portuguese Speakers
MetaMovements
Metropolitan Boston Housing Partnership
Mount Auburn Hospital
New Community Services
Paine Senior Services
Somerville-Cambridge Elder Services
Visiting Nurse Association of Eastern Massachusetts
VNA Care Network and Elizabeth Evarts de Rham Hospice Home

COMMUNITY SERVICES
A Welcoming Community—ensuring access to services and resources for immigrants and underserved groups and individuals
FY16 Grants: $313,112
Adbar Ethiopian Women’s Alliance
American Friends Service Committee
Associated Grant Makers of Massachusetts
Cambridge Community Center
Cambridge Family and Children’s Service
Cambridge Family YMCA
Cambridge Health Alliance Foundation
Cambridge Housing Authority: Work Force
Cambridge Nonprofit Coalition
Cambridge Public Library
Cambridge Senior Volunteer Clearinghouse
Cambridge SNAP Match Coalition
Caritas Communities
Community Art Center, Inc.
Community Conversations: Sister to Sister
Community Dispute Settlement Center
Community Learning Center, Friends of Community Legal Services and Counseling Center
East End House
Enroot
Family Independence Initiative
Family After-School Program (Guidance Center/Riverside Community Care)
innovators4purpose
Many Helping Hands
Margaret Fuller Neighborhood House
Massachusetts Alliance of Portuguese Speakers
Meeting Place (Guidance Center/Riverside Community Care)
MetaMovements
Metropolitan Boston Housing Partnership
Self Esteem Boston
Shelter Legal Services Foundation
Tunefoolery Music, Inc.
Union Partnership for the Whole Community
Wellmet Project
Women’s Educational Center

EMERGENCY OUTREACH
A Community that Cares—addressing hunger, homelessness and violence
FY16 Grants: $183,825
AIDS Action Committee of Massachusetts (Youth on Fire)
Boston Area Rape Crisis Center
Bridge Fund of Massachusetts
Bridge Over Troubled Waters
CASPAR
Catholic Charities: St. Patrick’s Women’s Shelter
Community Servings
Compass Working Capital
Emerge
Family-to-Family Project
Food For Free Committee
Greater Boston Food Bank
Harvard Square Churches Meal Program
Heading Home
Homeless Empowerment Project/Spare Change
HomeStart, Inc.
Many Helping Hands: Gift Cards for Guns
On the Rise, Inc.
Pine Street Inn
Project Manna
Small Can Be Big Inc.
Solutions at Work
Transition House

ARTS AND THE ENVIRONMENT
A Lively, Livable Community—encouraging creativity, caring for our environment and arts for all
FY16 Grants: $174,490
American Repertory Theatre Company
Art Connection
Beyond the 4th Wall Expression Theater
Boston Minstrel Company
Boston Symphony Orchestra
Cambridge Art Association
Cambridge Arts Council
Cambridge Children’s Chorus
Cambridge Creativity Commons
Cambridge Performance Project
Cambridge Symphony Orchestra
Central Square Theater
Charles River Conservancy
Dance in the Schools
Gallery 263
Green Streets Initiative
Habitat Education Center & Wildlife Sanctuary
Jean Appolon Expressions
José Mateo Ballet Theatre
Longy School of Music of Bard College
Multicultural Arts Center
Nature Connection, The North Cambridge Family Opera Company
Poets’ Theatre, The
Project Prakash Foundation
Revels, Inc.

Photos provided by Longy School of Music of Bard College and Cambridge Camping
As the Foundation looks ahead to the future, it seeks to emphasize strategic impact, while taking on the city’s biggest challenges. Our approach is to team up with donors and philanthropic partners to invest in evidence-based programs that hold a vision of shared prosperity and that respect the dignity of people. Family Independence Initiative is an example of such a program.

In cities across the country, people mired in poverty are finding real opportunity today. Thousands of individuals are charting impressive evidence of economic mobility: new homes, better jobs, school credits, businesses launched and expanded savings accounts. The key to this astonishing record of achievement has been a program called Family Independence Initiative—FII for short. Founded in Oakland, California, in 2001 to bring a dramatic new strategy to the collective kitchen table, it is making a measurable difference in the lives of a growing group of Cambridge residents. And it represents a core investment in the Foundation’s strategic funding initiative—Strong Families.

Let’s start with testimony from Cambridge resident Johanny Nunez.

“When I joined in 2011, I had to set three goals for myself,” she said. “I wanted a job, I wanted a car and I wanted to sign up for college. [Today,] I have a job, I have a car and I’m at Bunker Hill Community College.”

FII is unique in what it does—and what it doesn’t do. Start with doesn’t: doesn’t bail people out, doesn’t solve people’s problems, doesn’t tell people what to do. Instead, it asks struggling families to be their own change agents. Small groups—typically six to eight families—come together once a month to set their individual goals and find their own solutions.
FII is a program defined by respect for the vision, resources and capacities of its participants.

Members report monthly on their progress, journaling about where they find opportunity, where they are stymied. FII collects that data and analyzes it to identify patterns of progress. A Resource Hub created by FII offers supports to members who have fulfilled their obligation to report on choices and outcomes.

For example, FII members can qualify to have their savings matched. And the program creates Lending Circles, which provide modest loans—typically $1,000. One participant each month qualifies for such a loan, which can be used for paying down debt, for tuition, or to help launch a small business idea. Net result: All members strengthen their credit and are able to pursue a better future.

“...When I joined in 2011, I had to set three goals for myself: I wanted a job, I wanted a car and I wanted to sign up for college. [Today,] I have a job, I have a car and I’m at Bunker Hill Community College.”

Johanny Nunez

Along the way, the experience of these circles builds social capital in the form of trust, confidence, and insight into the dreams and hopes of other members of their micro-community.

A gathering of Cambridge residents includes friends and family members among those exploring the Family Independence Initiative. The gathering took place at Cambridge’s Main Library on Broadway. (Photo by Richard Howard)
It sounds simple. More to the point, it is effective. Here are some statistics from Greater Boston, where the FII membership network has grown steadily since it was introduced in 2010: (The numbers represent an average).

**INCREASE IN MONTHLY INCOME:**  
11%

**DECREASE IN SUBSIDIES SUCH AS SNAP:**  
85%  
*Supplemental Nutrition Assistance Program*

**INCREASE IN FAMILY SAVINGS:**  
from less than $19 to almost $1,000  
(Talking through the idea of Family Independence Initiative at a recruitment gathering at the library. (Photo by Richard Howard)}

Goals tend to come from a familiar list—job, car, school. But they can reach as high as a member’s imagination can soar.

One idea grew out of the life experience of Cambridge resident and FII veteran Torli Krua, who came to Cambridge from Liberia in the wake of a devastating civil war. “I wanted to create a new way for refugees to the U.S. to return to their homes and help people there,” is how he frames it. “I just came from Liberia, and changing the world looked like a big thing. But I talked to a guy who owned radio stations, and he set up meetings for me.”

So Torli found himself on an unexpected speaking tour, using radio to promote an idea for other Liberians stuck in a cycle of dependency. His recommendation? The principles of Family Independence Initiative.

Why not change the world?
Building on Success
Before the Foundation launched its effort to expand Family Independence Initiative, 11 Cambridge families belonged to the program.

The current goal is 100 local members in Cambridge by the end of January 2017—thanks to the partnership with a generous local donor who is co-funding the program with the Cambridge Community Foundation.

Recruitment is done through existing networks of friends and family members. They learn about the rules (“We are hands-off,” said FII Family Liaison Crystal Murphy. “If I help you out directly, I get fired.”)

Data Drives FII
Each of the almost 5,000 members across the country reports monthly about how they are progressing. All that direct testimony is gathered and analyzed by FII. It provides both a big-picture overview of the program and a roadmap for new members as they look for ways to achieve opportunity, independence and economic mobility.

The chart shown above tracks the impact of FII on the national community of participants, indicating how household income grows even in the short run as individuals live into the FII vision.

FII participants see on average a 56 percent increase in the help they give to others, and a 144 percent increase in how much help they receive from the network.

And members learn about opportunities that accrue as members establish a record by meeting monthly and journaling.

Even before the recruitment process was complete, the culture of FII kicked in: One recruit talked about how hard it can be to fit employment together with child care. Another said a friend is recruiting for receptionist jobs in Kendall Square, offering to connect the two. “It would be flexible hours,” she said.
A Gift for Creative Solutions

For Rob Straus, Philanthropy is Rooted in His Life Journeys

Rob Straus has an imagination ignited by tough problems. That quality has put this generous donor in the position of raising money to make something important happen. One of the many outcomes of his combination of generosity and hard work: Meeting Place is a haven for children at risk of violence from parents who share custody but have a history of conflict.

Located at the Guidance Center in Cambridge, Meeting Place allows a child to step from one parent to the other through a safe supportive space.

A warm and deeply empathetic man with a passion for the arts and a gift for spotting the challenge and the opportunity in life’s stress points, Rob’s charitable giving has also brought him to the Longy School of Music of Bard College, where he speaks enthusiastically about the program Sistema Side By Side.

It derives from El Sistema, a program created to empower impoverished children in Venezuela. Today, it has become a global movement to use the power of music—and the discipline of music training—to connect children to a world of opportunity and achievement. At Longy, it offers a mentoring program that brings accomplished musicians and children together in creative common purpose.

If domestic violence and musical performance add up to an unlikely portfolio of interests for someone with a commitment to philanthropic giving, it all comes together in a clear and compelling way when Rob talks about his life. Schooled in law, he found his calling as a therapist, working with complicated issues: couples in dire conflict, marriages at the breaking point, young parents facing the stresses of new parenthood.

Out of that work came the Meeting Place. From his joy of music (he is a student of the flute) came the commitment to Longy.

Both today are fueled by a fund he set up at the Cambridge Community Foundation. The income it generates means that two organizations doing important work in the world—protecting our most vulnerable children and nurturing life skills through the beauty of performance—will continue well into the future.

Corporate Partner for Civic Leadership

A recent gift of $50,000 by Cambridge Trust Company marks the latest stage in an important relationship with the Foundation.

Dating back to 1951, Cambridge Trust is today one of two trustee banks charged with overseeing the investment of the Foundation’s endowment.

In addition, Cambridge Trust President Denis Sheahan serves as a trustee and is a member of the Foundation’s board of overseers. In that role, he is engaged in the process of review and analysis of the work (and outcomes) of the organization’s grantmaking and civic leadership initiatives.

“The Foundation plays an important role in the life of the city and we are committed to supporting that role and seeing it grow,” Denis said. “It is important to the bank to see the Foundation expand its role through collaboration and convening to become more of a civic leader—a thought leader.”

DENIS SHEAHAN, PRESIDENT, CAMBRIDGE TRUST COMPANY
Named Funds

Agassiz Neighborhood Council Tree Fund  
For tree planting in the Agassiz Neighborhood.

Judge Charles Almy Fund  
To support children’s needs and services.

Anonymous Fund (2)  
The Carol and Sherwood Bain Fund  
To support the work of the Foundation.

BankBoston Fund  
For youth, education and economic development.

Sara M. Bass Fund  
To support the Foundation’s mission.

Richard H. and Amy L. Bird Fund  
To help those at greatest risk.

Horace O. Bright Fund  
To support the Foundation.

The Diane Busher Memorial Scholarship at Cambridge Rindge and Latin School and The Diane Busher Memorial Teacher Recognition Grant  
A scholarship for CRLS seniors, and to honor teaching.

Cambridge/Agassiz/Harvard Community, Culture, and Recreation Fund  
A fund for the Agassiz Baldwin community and Cambridge in general.

Cambridge Art Association Fund  
An agency-endowment fund.

Cambridge Community Foundation Leadership Fund  
To support the Foundation’s Civic Leadership work.

Cambridge Trust Company Customers’ Fund  
To strengthen community well-being.

The Chamberlain Fund  
To support Cambridge Homes, Mt. Auburn Hospital and Paine Senior Services.

Children’s Fund  
For Cambridge children.

Paul R. Corcoran Fund  
The gift of an early Foundation trustee.

Casimir and Elizabeth de Rham Fund  
For human service agencies.

Alfred Della Paolera Scholarship  
A scholarship for Watertown High seniors.

Leo H. Dworsky Fund  
To support the Foundation.

Walter F. Earle Fund  
To serve the community of Cambridge.

Mrs. Marion Eiseman Fund  
For general support.

Americo J. Francisco Charity Fund  
For programs in education, elder care, emergency response, health, human services, immigrant services, and volunteerism.

Americo J. Francisco Elder’s Fund for East Cambridge  
To help senior residents facing emergency needs.

The Eleanor Balkind Friedman Fund  
For environmental, educational and human service programs.

The Sheila Gamble Fund  
To support education, environmental protection, health, and women’s issues.

Nan Haar Fund  
To assist local agencies.

Henry Hall Fund  
To support the work of the Foundation.

Anne H. and Dwight E. Harken Fund  
To honor lives of service and dedication to Cambridge.

Rick Harriman and Kristen Wainwright Civic Leadership Fund  
To support the Foundation’s Civic Leadership responsibilities.

Head Of The Charles Regatta® Fund  
For the Foundation as one of two official charities of the Regatta.

Val Hinderlie Fund  
To help those who change careers to work in childcare.

Hurlbut Legacy Fund for Cambridge  
To support the Foundation’s Civic Leadership.

Jackson Family Fund  
For music education.

J. Jonas Fund  
For children from infancy through adolescence.

The Karnovsky Fund  
For education in and out of school.

Theodora Keith Fund  
For general support.

The Geoconda and Joseph H. King Fund  
To encourage collaboration among human service providers.

Paul and Martha Lawrence Fund  
To support the work of the Foundation.

Stanley Lawton Fund  
For general support.

Ruth and Edith Lindblom Fund  
For the betterment of Cambridge.

The Arthur L. and Geneva T. Malenfant Fund  
For children in need.

Mary Mohrer Peer Counselors Fund  
Trains CRLS students to serve as mentors.

John R. Moot Fund  
To support social service agencies.

Ruth W. Motherwell Fund  
To honor Joseph Motherwell.

The Sarah Hope Moulton Fund  
To help families with disabled children.

Ronald Novendstern Fund  
For unmet healthcare needs.

Oaktree Appellant’s Group: Alewife Fund  
To preserve the Alewife Reservation.

Oaktree Appellant’s Group: Affordable Housing Fund  
For affordable housing.

Open Software Foundation Fund  
For community service.

The Parmenter Fund  
Scholarships to enable students to attend Harvard.

Patricia and Herbert W. Pratt Fund  
For art and music education.

Charlotte and Irving W. Rabb Fund  
For Cambridge youth.

RBS04 Fund  
Child mental health and music education.

Dr. Robert C. Reid Fund  
General Foundation support.

J. Preston Rice Memorial Fund  
For immigrant families.

Rindge School of Technical Arts Fund  
To prepare students for careers.

Manuel Rogers Sr. Center Fund  
For the Center for Portuguese Culture.

The Bob Shea Memorial Fund  
To help homeless people.

Social Justice Works!  
The Aaronson Fund  
For CRLS graduates promoting social justice.

Special Fund  
For compelling needs.

The Patricia Weiland Stavelly Memorial Book Fund  
To honor a love of books.

Alan Steinert Fund  
To support the Foundation’s work.

Alice Morris Sturges Fund  
For families with disabled children.

Walter Knight Sturges Fund  
To honor students and teachers in the arts.

James Jerome Sullivan Fund  
To support Foundation grantmaking.

Synechics, Inc. Fund  
To support the Foundation’s Civic Leadership responsibilities.

Teaching Philanthropy Fund  
To encourage philanthropy.

Anne Longfellow Thorp Fund  
For Cambridge social services.

Timothy and Joseph Traversy Fund  
To encourage philanthropy.

Tufts Health Plan Fund  
To improve community health.

The Detlev and Dorothy Vagts Fund  
To enhance equity and fair play.

Eleanor Roberts Walker Scholarship Fund  
A scholarship for Belmont High School seniors who want to teach.

Cornelia Balch Wheeler Fund  
Unrestricted Foundation support.

Albert O. Wilson Fund  
For the City of Cambridge.

George E. Wilson Campers Fund  
For Cambridge children and their families.

Sheila Gamble Cook contributed significant support to the work of the Foundation. Her giving includes a Donor Advised Fund that continues to contribute to a wide range of programs and agencies expressing her personal concerns and interests. (Photo by Romana Vysatova)
Donor List FY15 & FY16

Cambridge Community Foundation expresses deep gratitude to the donors who supported our work in Cambridge in 2015 and 2016. We also wish to thank donors who established named funds, contributed to existing funds and gave pledges reflecting their commitment for the future of Cambridge.

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Clifford Baden
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*Deceased
This report is accurate to the best of our knowledge. We apologize for any oversight or error.*
Boys consider a robot. This program at Fletcher Maynard Academy introduces Cambridge students to the imaginative potential of STEAM education. That adds Art to the traditional formulation of STEM education (for Science, Technology, Engineering and Math) to reflect the growing importance of creativity in the innovation economy. (Photo by Michael Dawson)