



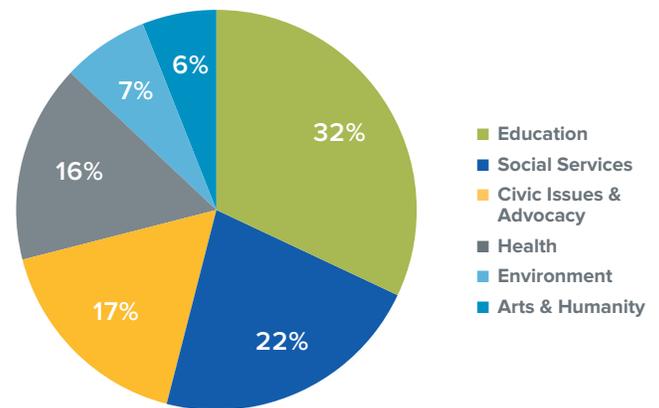
*Good grantmaking inspires relationships among trustees, within families, with stakeholders and legislators and innovators, between generations, across boundaries, and throughout the community.*

## Our Clients' Impact

GMA Foundations partners with 50 individual and organizational donors as an advisor, grants manager, facilitator and administrator. We meet each donor's needs with an array of talent and services tailored to transform their aspirations into effective philanthropy.

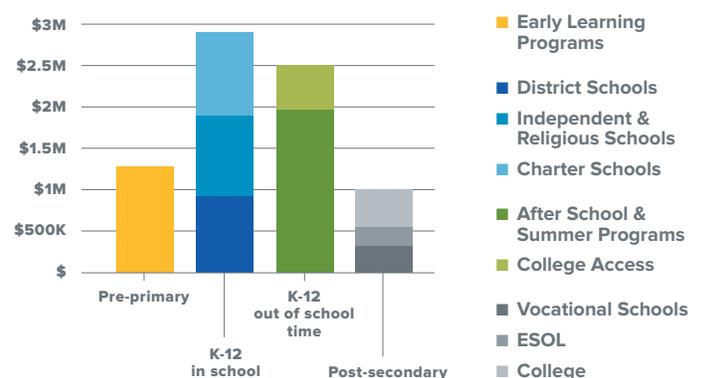
In 2012 our grantmaking clients gave over \$31.5 million in nearly 1,500 grants to more than 1,100 nonprofits across the country and around the world. Half of the grant dollars were awarded to programs benefitting children and youth.

**2012 Grants by Focus Area**  
GMA's clients, total \$31,542,467



Close to \$8 million in grants made for education mirror the philanthropic sector's wide-ranging pursuit of academic success for all students, regardless of family income or neighborhood resources. Nationwide, our funders have been drawn to innovators who identify and remove obstacles for low-income students and create pathways to early learning, to high school graduation, to college, to careers and economic stability.

**Education funding by student age**  
GMA's clients, total \$7,769,833



**How is your giving changing the world?**

*We welcome this conversation and will produce a grants profile for each of our clients upon request. Contact [mphillips@gmafoundations.com](mailto:mphillips@gmafoundations.com) for details.*

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# Individual approaches. Wide impact.

A foundation's approach to grantmaking is its own – a rich blend of donor intent, community needs, trustee perspectives, and staff expertise. A relationship with GMA Foundations offers funders the opportunity to engage in meaningful giving and to consider the wider impact of their philanthropy.

A grant that seems small today may be the way to test a new idea, spark a wave of innovation, or be a small part of meaningful societal change. Each of our clients' grants represents an opportunity for learning.

## 1 Creating pathways in education

Reading by the end of third grade is a key to lifelong success, yet 68 percent of fourth graders scored below proficient on a national standardized reading test in 2011. The **Children's Literacy Initiative (CLI)** gives teachers, principals, district leaders, and families high-impact tools to create self-sustaining learning environments where students learn to read and become active learners. Funded in part by an **anonymous family trust**, CLI

invests heavily in professional development and creates model classrooms to support a culture of literacy in low-performing urban districts.

*Leaders in the public, private, and nonprofit sectors are collaborating to make strides in literacy and to create pathways in education that give all students the opportunity to excel. The array of programs – from early childhood learning and improved schools to summer programs and alternative schools – creates nearly full-year, full-day academic and targeted enrichment opportunities in some urban areas.*



**Research points to the critical role of well-trained, qualified teachers in closing the achievement gap between low-income students and their more affluent peers.**

*Cover photo and left courtesy of the Children's Literacy Initiative.*

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## 2

### Raising healthy communities

#### Partners for a Healthier Community

aims to improve “whole child health” through early intervention and comprehensive support for families. A **Ludcke Foundation** grantee, this initiative embeds multiple pediatric care providers in early learning settings and puts parents at the center of their children’s developmental journeys.

*Unusual collaborations are developing to address the fragmentation of services to disadvantaged families. Healthcare providers have been propelled into unlikely locales with atypical partners – emergency rooms have become a venue for solving housing instability and homeless shelters may provide vaccinations and preventive care.*



## 3

### Shaping public policy

Only 40 percent of youth are employed in Massachusetts. The **Youth Jobs Coalition** advocates for policy changes and cements employer partnerships that create new jobs for teens in both the public and private sectors. A grantee of the **Herman and Frieda L. Miller Foundation**, the 40-member coalition is empowering youth from marginalized areas to engage in the political process and play a positive role in their communities.

*Armed with research and grassroots support, advocacy groups are connecting with legislators, business leaders, faith groups, and nonprofit agencies to affect the legislative agenda, build civic engagement, and support broad social change. These outcomes can multiply the effects of a donor’s other grants.*



Above: Youth Jobs Coalition  
Above Right: Partners for a Healthier Community

*Good relationships inspire grantmaking for transformation, against injustice, in collaboration, beyond community expectations, within your wildest dreams, over the years, and into the future.*



Chelsea Collaborative, Inc.  
Colaborativa de Chelsea, Inc.



# We are trusted advisors and active practitioners

**GMA Foundations** works with individual grantmakers and private, corporate, and community foundations to establish and achieve philanthropic goals. We partner with our clients at every stage of growth with services ranging from strategy to administration. Our combined understanding of the complex issues of philanthropy and the day-to-day administration of grantmaking informs every client engagement.

## Considering Grantmaking Strategy

Funding education in an area hit hard by the economic downturn over the past five years, a GMA consulting client decided to review and assess the foundation's strategic direction.

In a facilitated discussion of the impact of their literacy initiatives, participants acknowledged that young people need a combination of persistence and resilience to succeed in academics and in life. This discussion led the trustees to examine their own persistence in reaching the foundation's goals, to consider the impact their region's poor economy is

having on its children, and to examine strategies that would support families in ensuring their children's academic success.

GMA's style of strategic planning incorporates many voices. We specialize in listening to the hopes, preferences, and expectations of individual trustees, key advisors, and community members. We then provide guidance to the board as a whole as it finds the grant program, governance model, operating style, and management structure that are most satisfying and effective.

### Grantmaking

- Mission and strategy
- Community needs analysis
- Proposal review
- Point of contact
- Communications
- Site visits and funder briefings
- Reporting and evaluation

### Financial Management & Administration

- Office management
- Development of internal controls
- Trustee fiduciary support
- Bookkeeping
- Cash flow and payout forecasts
- Budgets
- Financial statements

### Advising

- Board governance
- Family succession
- Leadership development
- Executive coaching
- Start-up assistance
- Staff and trustee training
- Retreats