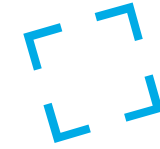


# Vanguard Strong Start for Kids™

2018 annual report

September 2018





## Investing in the early years pays off

Long-term thinking is an enduring Vanguard philosophy that guides the investment decisions we help our clients make. When we refined our philanthropic priorities in 2015, focusing on early childhood was a natural fit. Children develop the foundation of their lifelong cognitive abilities and character during their first five years. But those who grow up in poverty often fail to thrive, quickly falling behind their peers because of low-quality early learning experiences and insufficient social supports. Children in poverty are more likely than their affluent peers to enter kindergarten with developmental gaps that have long-term consequences.

But decades of research is persuasive and hopeful: Investments in the early years are the most effective at ensuring a child's success in school and life. The Vanguard Strong Start for Kids Program™ is grounded in the evidence that upstream interventions have significant positive downstream implications. We apply our unique approach to help thousands of young children in poverty in our hometowns of Philadelphia, Charlotte, and Greater Phoenix. We are committed to rigorous, thoughtful diligence as we allocate our finite philanthropic resources to programs that drive results for children and their families. And we are increasingly leveraging our nonfinancial resources—our volunteers, our talents, and our partnerships—to provide more comprehensive offerings to agencies that boost kindergarten readiness.

We are pleased to present our second annual report, detailing our Strong Start for Kids activities over the past year. These pages describe the philosophy that guides our work, the portfolio partners executing it, and the early-stage results we have begun to witness. Our targeted investment approach and the crew (the term we use for our employees) and corporate resources behind it are positioning us to deliver an outsized social return, one more powerful than we could each achieve alone.

Helping children in poverty to become kindergarten-ready requires collaboration, patience, and a steadfast belief in the power of their potential. We are grateful to you, our colleagues, and our partners in the field for your shared and resolute commitment.

Carra Cote-Ackah  
Director, Vanguard Community Stewardship

Mortimer J. Buckley  
President and Chief Executive Officer, Vanguard

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## Vanguard Strong Start for Kids Program

### What is Vanguard Strong Start for Kids?

Our signature charitable initiative, the Vanguard Strong Start for Kids Program, gives children growing up in poverty in Philadelphia, Charlotte, and Greater Phoenix the opportunity to grow, thrive, and learn, with a focus on improving kindergarten readiness. Our philanthropic program is supported by our crew's volunteer time and talent along with generous contributions during the annual giving campaign, including a 100% company match and additional corporate dollars.



Families served by the Reach Out and Read program reap the benefits of early learning opportunities in literacy.

### Why start early?

In the first few years of life, the average preschooler attains 85% of his or her brain weight, setting the stage to support lifelong learning and skill development. With so much happening inside young minds, children's earliest relationships with adults—at home, in child care, at the doctor's office, in the community—shape their course. When a family's day-to-day life is consumed by the stressors and hardship associated with poverty, these early relationships suffer, putting children at a major disadvantage from the start. Missing this key developmental window means children who start behind their peers—cognitively, emotionally, and socially—often stay behind; many never catch up.

The United States has a shortage of high-quality child care and early learning opportunities that have been shown to improve the daily lives of all children, their families, and the broader community. Nobel laureate economist James Heckman put it well: "The research shows that high-quality birth-to-five programs for disadvantaged children can deliver a 13%-per-year return on investment—a rate substantially higher than the 7%–10% return previously established for preschool programs serving three- to four-year-olds. Significant gains are realized through better outcomes in education, health, social behaviors, and employment."

Investments aimed at providing a safe, healthy, and nurturing environment for children from birth to age five have long-term positive impacts. The influence of early development matters to everything from kindergarten readiness to high school graduation to stable employment and health care costs.

# Our approach

## Mission

To give children growing up in poverty in Philadelphia, Charlotte, and Greater Phoenix the opportunity to grow, thrive, and learn, with a focus on improving kindergarten readiness.

## Early childhood ecosystem

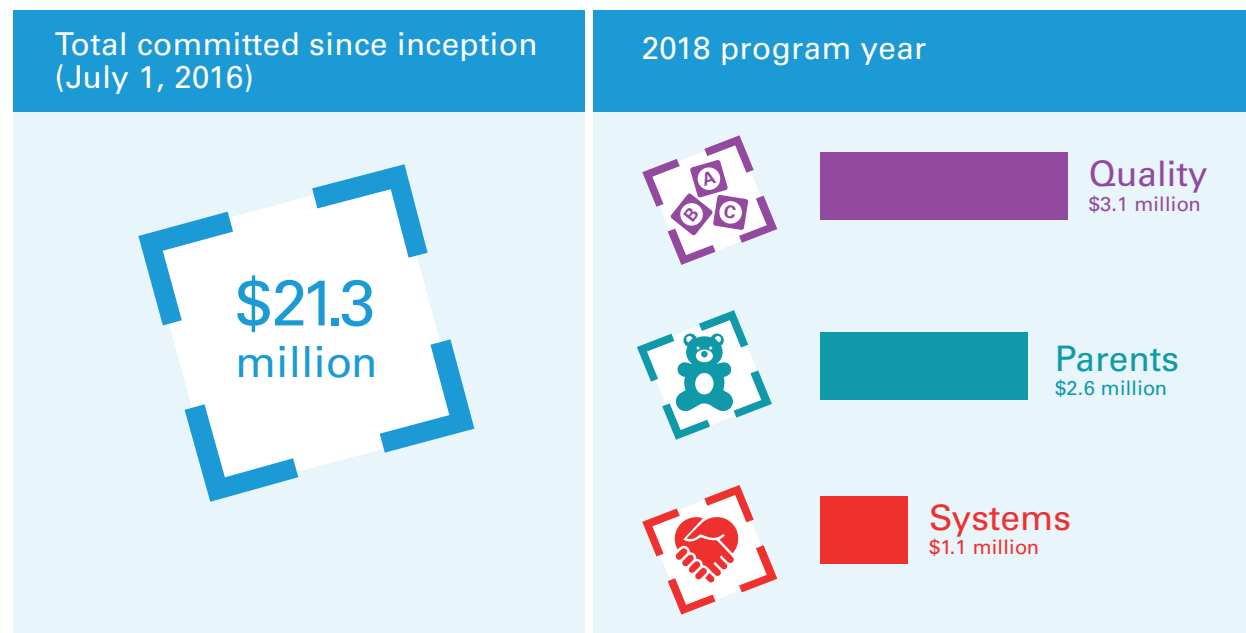
Various systems provide services to young children and families. No matter the extent of a child or family's need, children preparing for kindergarten deserve:

- Nurturing and resourceful caregivers
- Quality early learning
- Healthy physical and emotional development
- Safe and engaging physical environments.

When these systems are well-coordinated, children have the necessary foundation to thrive in their earliest school years and beyond.

## Strong Start for Kids grantmaking

In program year 2018 (July 1, 2017, to June 30, 2018), Strong Start for Kids committed \$6.8 million to early childhood programs and initiatives. We have made a total commitment of \$21.3 million in just 24 months of philanthropic engagement. Our efforts are made possible by the generosity of crew and the benefit of the corporate 1:1 match for Strong Start. A robust network of volunteers throughout the company lead the campaign and champion its success.



## Evolving the Strong Start portfolio

Since launching the program two-and-a-half years ago, we've remained focused on delivering a great portfolio of partners and projects. After continued immersion in the systems that influence the lives of children in our communities, we've examined the early childhood sector's needs and barriers and how it functions on behalf of children and families.

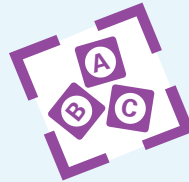


Public policies, for example, are constantly transforming, and resources to help low-income children and families change with each new state and federal budget. While every contribution helps, philanthropy, corporate or otherwise, is not enough to solve these issues. This knowledge helps us identify the short- and long-term levers for kindergarten readiness and assess where the best opportunities lie.

Over the past year, the Strong Start for Kids team has refined the program's strategic funding priorities. And the early childhood sector has taken notice of Vanguard's expanding role as an advocate and funder. We are increasingly being tapped to engage beyond giving money through participation in key meetings, speaking engagements, public relations, and other outreach. In the future, we will deploy strategic assets beyond grantmaking to have a greater effect on boosting kindergarten readiness and filling leadership gaps where our voice, talents, and expertise can make an impact.

## Strategies driving grantmaking

We partner with organizations that not only work in our desired areas but also share our belief in evidence-based practice. Our child-centered approach uses various types of funding to support costs including general operating, direct services, research and learning, capacity-building, and advocacy. Based on evidence from the field of early childhood education and input from our resources, the Strong Start for Kids Investment Committee and staff have narrowed the focus of our investments to three primary drivers.

These are: 1) boosting the role of parents through skill-building and resources, 2) increasing the supply of quality early learning opportunities, and 3) coordinating systems to work more efficiently for the benefit of young children and their families.

	<b>Quality</b> Expand, improve, and preserve high-quality early learning opportunities and improve the workforce.
	<b>Parents</b> Enhance parent/caretaker skills by expanding home visiting and broadening access to parenting resources.
	<b>Systems</b> Increase access to and use of services by coordinating efforts in the early learning system.

## Kindergarten readiness competencies:

A child is well-poised to succeed in kindergarten if he or she meets developmental targets in areas including:

1. Physical well-being
2. Social and emotional development
3. Cognitive and language development.

The pages that follow provide more detail on the programs and initiatives that Strong Start supports and why they matter to kindergarten readiness.



# Creating more high-quality classrooms

Research shows that high-quality early childhood experiences put young children, particularly those most at risk, on a path to success in school and life. By supporting projects that increase the quality of early childhood programs, we ensure more children are in classrooms aligned with the standards and practices shown to boost kindergarten readiness.

## What does a high-quality classroom look like?

The foremost feature of a high-quality classroom is a well-trained teacher who is engaged with the students. Other characteristics include ample space for a variety of engaging activities, an appropriate student-to-teacher ratio, and plenty of appropriate materials and supplies that challenge kids to learn.



A well-lit, bright, and engaging classroom.

A range of learning materials and equipment throughout the room.

Open space with areas for small and large group instruction.

Kids face a shortage of opportunities to experience quality. Only 24% of the approximately 97,000 child care slots in Philadelphia place children in classrooms like this one.

Through the Fund for Quality, Vanguard is enabling the design of classrooms, like this one at Children's Village, that provide a warm, calming environment conducive to the needs of young learners. The preschool classroom pictured is from a nationally accredited, STAR 4A toddler and preschool program where most of the 430 students served are from families who are learning English and living in poverty.

## Vanguard-supported projects

Strong Start for Kids grants provide support including capital to construct high-quality classrooms, coaching and professional development for teachers and providers, research to inform the field, and books, equipment, and materials. These resources enable more children to access high-quality classrooms.

**Fund for Quality** provides business planning support and facilities-related financing for early care and education providers to expand their services to reach more low-income families. With the support of Vanguard and other funders, 1,645 new high-quality seats have been added to early childhood learning centers in Philadelphia, with another 326 to come by the end of 2018.

**Advocacy.** Vanguard supports organizations that educate policy-makers about the benefits of investing public dollars toward increasing access to high-quality early learning opportunities. Because of the collective efforts of effective advocacy organizations, more than 53 million additional dollars are in the Pennsylvania 2018–2019 state budget to serve young children by providing more home visitors to at-risk parents and more pre-K seats.





## Preparing teachers to lead

It is impossible to have high-quality early learning environments without high-quality teachers. The U.S. Department of Labor estimates an additional 100,000 preschool teachers will be needed by 2020, but the journey to certification and training can be arduous and inefficient. Philadelphia Hospital and Health Care District 1199C created a model to address this critical need for well-qualified child care workers and early learning teachers through its innovative Early Learning Workforce Apprenticeship Program.

“Efforts to fill centers with better-qualified early childhood workers are threatening the jobs of those who can’t afford to get their college degree, and some states are turning to apprenticeships to solve both problems at once.”

—Mary Alice McCarthy,  
“The Crisis Facing America’s Preschool Teachers,”  
*The Atlantic*, October 26, 2017

### Portfolio partner spotlight

Supported in part by a Vanguard Strong Start for Kids grant, the 1199C program uses a network of resources to help incumbent teachers realize their professional aspirations. It addresses several factors that make recruiting and retaining certified teachers difficult, including compensation so poor that 46% of teachers nationally qualify for public benefits. While pursuing the certifications needed to get higher-paying roles, early childhood education professionals face the challenges of

finding time to study while keeping their teaching jobs, paying for their classes and materials, organizing transportation, and caring for their own children. The 1199C program provides funding and helps coordinate employers, coaches, materials, and logistical support for teachers to seamlessly transition between teaching, learning, and ultimately leading.

### JoDonna’s story: a path to teaching excellence

Program graduate JoDonna Fields has been developing young minds for the past decade as an early learning teacher in Philadelphia child-care centers. Through 1199C’s apprenticeships, she honed her skills and focused her learning on lesson planning, classroom management, and general job proficiencies dedicated to preparing young children for kindergarten. “The program really taught us how to manage our classrooms so that children with a variety of strengths and weaknesses are included. By setting up our lesson plans and classrooms to include everyone and incorporate fun, our children learn better,” said JoDonna.

JoDonna is also well-positioned for future career opportunities. After more than ten challenging years of intermittent coursework, she earned an associate’s degree in early childhood education and completed apprenticeships at KenCrest and the Overbrook School for the Blind. “Next year, I can pursue my bachelor’s degree,” said JoDonna. “The program helped me build my network, make connections, and benefit from the knowledge of great teachers. When I go to look for a job, I can understand what services are available to help our students succeed.”





## Equipping resourceful parents

An abundance of research over the last few decades has shown that family involvement is critical to children's educational success. The earlier in a child's educational process a parent's involvement begins, the more powerful the effects. Students benefit from parent involvement in many ways: better grades, better attendance, higher graduation rates, better self-esteem, and less delinquent behavior.

Most parents and caretakers can attest that while the first days, weeks, and months of a child's life are thrilling and often affirming, they can also be difficult and downright scary. Parenting is hard even in the best situations. When lives are affected by the stressors related to poverty—including food deserts, unsafe housing, and neighborhood violence—it's even harder.

### How are we supporting parents?

Vanguard helps families maximize parental involvement by funding one-on-one support through intensive home visiting programs. Organizations in Philadelphia, Charlotte, and Greater Phoenix match parents with trained professionals to provide information and support in the home during pregnancy and throughout the child's first years. These programs vary, but in general, they combine parenting and health care education, child maltreatment prevention, and early intervention and education services. Vanguard supports home visits for more than 400 families in our target communities.

Vanguard also supports parents through community-based programs such as West Philadelphia Action for Early Learning (AFEL). With a goal of reaching 1,500 parents in the area, AFEL trains and empowers family ambassadors to increase community awareness of the importance of high-quality early childhood education. AFEL works to highlight and expand family-oriented resources and community events that enhance caregivers' skills and knowledge. The group also helps build civic engagement skills through training, and many members hold key early learning board, commission, and leadership positions.

"When Julia comes I always have a lot going on with my child. She guides me with things that I still don't know yet and helps me learn how to handle my daughter with discipline, work with her letters, and understand her more."

—S.D., client of the Mabel Morris Family Home Visit Program

West Philadelphia Action for Early Learning (AFEL) family engagement specialist and his godson





## Providing more books for a brighter future

Whether in the home, in schools, or in communities, low-income children are less likely to interact with printed words. Since books contain many words that children are unlikely to encounter frequently in spoken language, it is critical to provide an ample supply of written words. Research has found that 61% of low-income children have no children's books at home. Exposure to book- and print-rich environments helps children build the language and emergent literacy skills they need to be kindergarten-ready.

Kindergarten readiness is a critical predictor of future reading proficiency. Young children who are able to read on grade level by fourth grade are more likely to achieve in school.

### Strong Start-funded programs

This year, we provided approximately 150,000 new books to the homes, schools, and communities of low-income children in Charlotte, Philadelphia, and Greater Phoenix through the following organizations:

- Reach Out and Read. This group incorporates books into pediatric care visits while encouraging families to read aloud together.
- The School District of Philadelphia. The district outfitted 100 classrooms with libraries.

### Crew-powered programs

We also made a difference to the following organizations through the collective support of Vanguard crew and volunteers:

- First Book. Crew signed 8,000 books for children and families to encourage reading.
- New Hire Orientation. Beginning in January 2018, new crew began signing books as an introduction to Vanguard's culture of volunteerism and community.
  - Children's Hospital of Philadelphia. The hospital received 1,211 books in the first six months of 2018 to distribute to their Reach Out and Read locations.
  - Mecklenburg Smart Start. This agency donated 173 books to a pediatrician's office for children to read in the waiting room and take home after appointments.
  - Southwest Human Development. This organization gave 397 books to children and families. Vanguard volunteers helped build free book-exchange library boxes throughout the community.

"Vanguard's support allows primary care physicians and nurse practitioners to continue to promote literacy, language, cognitive, social, and emotional development in young children and put more books in the hands and homes of families living in low-income communities."

—Kirsten P. Rogers  
Coordinator, Children's Hospital of Philadelphia's Reach Out and Read Program  
Coordinator, Reach Out and Read Greater Philadelphia



Families receive books at pediatric visits through Reach Out and Read.





## Coordinating support systems and connecting families

Connection matters. Whether this means infants bonding with parents, caregivers having someone to lean on, agencies building community rapport, or networks serving the same clients in different ways, the more connected, the better. Outreach to parents and children during the critical early years creates a pathway for future connections that can change a child's trajectory and quality of life dramatically. Effectively coordinating support services with systems they are already using benefits families and enables agencies to focus on their core purpose.

Vanguard's commitment to early childhood education is holistic and extends to needs outside the classroom. We provide funding for innovative approaches to fostering coordination among early learning, health, and family services. Through better collaboration, agencies can amplify and share results and make more connections with beneficiaries. Our work has just begun, with a few promising innovations that we hope will have an impact.

**"Lasting social change requires a combination of innovation and patience. When funders forge new connections and commit long-term, they strengthen communities today and build the foundation for generations to come."**

—Katherina Rosqueta  
Founding Executive Director,  
The Center for High Impact Philanthropy  
The University of Pennsylvania

### People's Emergency Center

Statistics show that children who experience homelessness are at a higher risk for poor academic performance by first grade and that only 50%-60% of young homeless children in Philadelphia participate in any form of child care. Numerous systematic and structural barriers hinder their access to high-quality early learning. Vanguard has partnered with the People's Emergency Center to mobilize expert case managers in homeless shelters. These teams work closely with emergency housing personnel and early learning providers to boost the enrollment of homeless children in high-quality early learning.

### Children's Hospital of Philadelphia

More than 90% of children in the United States attend regular pediatric well visits, giving pediatricians unprecedented access to parents and children during a critical developmental period. Strong Start has partnered with Children's Hospital of Philadelphia to create an integrated cross-sector early childhood support system. It brings together three critical systems—pediatric primary care, home visits, and child care—to serve at-risk low-income children and families. The objective is to improve communication and coordination of care and to eliminate barriers to delivery. The program aims to use the health care system's established relationships with at-risk families to expedite engagement with home visiting programs and support access to quality child care. This four-year initiative is currently in its planning and analysis phase.



## Vanguard stands for kids

Vanguard crew demonstrate their commitment to helping children have the best chance for success by donating their time, talent, and treasure in many ways.

### Skills-based volunteering

Our skills-based volunteering program connects crew members with Strong Start for Kids agencies that can use their time and specialized talents. In the past year, ten teams of Vanguard employees worked on multi-month assignments to help early childhood agencies. Examples include developing a hiring and retention strategy for home visitation nurses and improving internal communication among 12 service delivery sites.

“ Our relationship managers excel in connecting nonprofit capacity-building opportunities with crew talent. Together with our Strong Start for Kids partners, we are improving the futures of more children in our communities.”

—Stephanie Hoeflein

Channel Lead for the Registered Investment Advisor Channel in Financial Advisor Services, Lead of Strong Start for Kids Skills-based Volunteering Senior Relationship Managers



### Vanguard Fund Financial Services 2018 Finance Leadership Conference

Opportunities to collectively give back are a regular feature at Vanguard’s conferences and leadership meetings. At the 2018 Finance Leadership Conference, leaders in our Finance division produced 100 maternity care totes to benefit the Maternity Care Coalition, a Strong Start grantee.

These baby bundles were distributed to new parents as part of the coalition’s home visiting services to families with children up to age three in Southeastern Pennsylvania.

### Fresh Artists

Vanguard supports Fresh Artists, which has an innovative model of pairing exceptional art from youth in grades K through 12 with corporate and individual donors. The funds raised are used to purchase and deliver art supplies and programs to underfunded public schools. Several Vanguard buildings are filled with colorful and inspiring children’s art, and thousands of children have greater access to creative media that support their development.

## Strong Start for Kids portfolio partners

Without the tireless contributions of our valued partners, the work of Strong Start would not succeed. The nonprofits with whom we partner are leaders not only in the early childhood education field but also in our communities. In program year 2018, Vanguard and our crew channeled approximately 6.8 million dollars into the field for the benefit of young children.<sup>1</sup>

### Grantee

### Summary of project(s)

#### Children’s Hospital of Philadelphia Foundation

Committed 2017–2021:  
\$3.6 million

Program year 2018:  
\$722,000

Children’s Hospital of Philadelphia’s world-renowned clinical expertise, groundbreaking research, innovative spirit, and vast network make it an ideal partner for Strong Start. We have four active projects. Two grants support the work of Reach Out and Read, an early literacy program that partners with pediatricians to provide new books (118,000 in 2017) and guidance to families (57,000 children) on the importance of daily reading. It is also conducting research to determine if the use of digital books changes the program’s efficacy. We also support a small pilot of a research-based systems approach to improve behavior and reduce the prevalence of suspensions and expulsions of at-risk children from child care centers. A coordinated approach to addressing behavior issues during these crucial early years can change the trajectory of a child’s life. The pilot is a local test to lay the groundwork for broader adoption. The fourth project is an effort led by PolicyLab to develop an integrated continuum of care for at-risk children involving pediatric primary care, home visits, and child care. PolicyLab at CHOP conducts research to help inform practice and policy that will improve child health.

#### Free Library of Philadelphia Foundation

Committed 2018–2020:  
\$3.2 million

Program year 2018:  
\$1,000,000

We have partnered with the Free Library of Philadelphia to turn neighborhood libraries into hubs of early literacy expertise and materials for underfunded child care centers. The library will work with 44 child care centers over a three-year period to create spaces in classrooms stocked with quality books and materials, give teachers instructional practices, and provide culturally appropriate books and toys to parents to enhance literacy development and preliteracy play opportunities at home.

#### Reinvestment Fund

Committed 2017–2019:  
\$3.2 million

Program year 2018:  
\$1,176,000

The Fund for Quality (FFQ), led by the Reinvestment Fund, addresses Philadelphia’s critical need for more quality child care and pre-K slots. FFQ supports quality centers interested in expanding by providing comprehensive business planning, financial planning, and project implementation support to ensure increased access to quality learning opportunities for young children in low-income communities. To date, Strong Start has helped create 1,645 new early learning slots. Vanguard also supports a project that maps the availability of hard-to-find quality care for infants and toddlers.

<sup>1</sup> Organizations featured in the 2018 annual report have active or approved Strong Start for Kids grants as of June 30, 2018. Committed amounts reflect the total amount of all active grants in all grant periods, including future-year pledges to project expenses subject to stipulations (i.e., reporting requirements and sufficient progress) outlined in grant agreements. Program-year amounts reflect contributions paid or approved from July 1, 2017, through June 30, 2018.



Wyatt Jackson, Grade 2, Finletter Elementary School, Philadelphia, Watercolor on paper, 9”x12,” The Fresh Artists Collection



## Strong Start for Kids portfolio partners

Grantee	Summary of project(s)
<b>Public Health Management Corporation</b> Committed 2017–2020: \$1.7 million Program year 2018: \$240,000	Public Health Management Corporation (PHMC), on behalf of the state of Pennsylvania, is responsible for developing and implementing support services to improve child care provider quality. Vanguard partners with PHMC on the Quality Sustainability Fund to help centers address issues that threaten their ability to sustain quality programs. We also support a deep-dive analysis of the economics of operating child care centers to develop financial management models and standards that can be replicated across the child care sector.
<b>Drexel University</b> Committed 2017–2020: \$1.6 million Program year 2018: \$500,000	West Philadelphia Action for Early Learning, an initiative of Drexel University, is a collaboration of social service, education, and community groups working to create an educational support system for children and families in the West Philadelphia Promise Zone. Strong Start supports a grassroots family engagement effort that deploys trained peer-to-peer mentors who connect with 1,500 families to build awareness of the importance of early childhood development, distribute information and books, and facilitate workshops. Strong Start will also support the launch of Family University, a parenting workshop series.
<b>People’s Emergency Center</b> Committed 2017–2020: \$1.5 million Program year 2018: \$482,000	People’s Emergency Center (PEC) is a multiservice organization dedicated to changing the life trajectory of families, children, and youth experiencing homelessness. With support from Strong Start, PEC has created a small team of early childhood experts that works closely with emergency housing providers to create environments that promote development of young children. PEC also engages in advocacy to address policies and other barriers to quality child care and early learning.
<b>Parent-Child Home Program</b> Committed 2017–2019: \$800,000 Program year 2018: \$400,000	Parent-Child Home Program (PCHP) is a home visiting organization operating in multiple states. Its expansion to Philadelphia coincided with Strong Start’s launch phase in 2016. Highly regarded for delivering culturally competent home visiting services to disconnected, hard-to-reach populations, PCHP provides books, educational toys, and support to increase school readiness. Strong Start’s support provides home visiting services to 60 families and 10 home-based licensed providers that collectively care for 40 children.
<b>Southwest Human Development</b> Program year 2018: \$400,000	Southwest Human Development (SWHD) is Arizona’s largest nonprofit dedicated to early childhood. Strong Start partners with SWHD on two programs in Maricopa County. The Healthy Families grant provides home visits to 70 highly vulnerable families and supports women during pregnancy or shortly after delivery to ensure healthy child development. Reach Out and Read partners with pediatricians to provide books and guidance to families on the importance of daily reading. In 2017, 20,000 children participated through Strong Start funding.

Grantee	Summary of project(s)
<b>National Nurse-Led Care Consortium</b> Program year 2018: \$330,000	Strong Start for Kids supports Nurse Family Partnership (NFP), a National Nurse-Led Care Consortium program dedicated to maternal and child health and one of the country’s most-researched home visiting models. NFP home visitors are registered nurses who begin working with expectant mothers during pregnancy to support healthy birth and development of infants and toddlers. Strong Start’s support provides home visiting services to 62 high-need families who would otherwise be deferred to a wait-list.
<b>Public Citizens for Children &amp; Youth</b> Committed 2017–2018: \$298,500 Paid program year 2017	Public Citizens for Children & Youth (PCCY) is a highly regarded Philadelphia-based organization. Strong Start supports PCCY’s work to assess the availability of, need for, and barriers to providing quality infant and toddler child care. PCCY will use the findings to develop a long-term public policy and advocacy agenda for providing access to affordable, quality care for all infants and toddlers.
<b>Smart Start of Mecklenburg County</b> Program year 2018: \$286,000	Smart Start of Mecklenburg County is the local supporting organization for a statewide public/private partnership to help all North Carolina children enter school healthy and ready to succeed. Strong Start works with Smart Start as an intermediary to support three programs. The Healthy Families and Parents As Teachers home visiting programs support 40 highly vulnerable families to ensure the healthy development, well-being, and school readiness of young children. Reach Out and Read partners with pediatricians to provide books and guidance to families. In 2017, Strong Start funding enabled 10,000 children to participate.
<b>Maternity Care Coalition</b> Program year 2018: \$275,000	Maternity Care Coalition (MCC) is dedicated to maternal and child health and well-being, particularly in neighborhoods with high rates of poverty, infant mortality, and health disparities. MCC has extensive home visiting experience in Southeastern Pennsylvania. Strong Start supports the Healthy Families home visiting program for 50 highly vulnerable families with histories of trauma, violence, mental health concerns, and/or substance abuse, as well as for women during pregnancy or shortly after delivery.
<b>District 1199C Training &amp; Upgrading Fund</b> Committed 2017–2020: \$212,000 Program year 2018: \$142,000	The District 1199C Training & Upgrading Fund provides access to career paths for incumbent workers and job-seekers through education, training, and work-based learning. Strong Start is supporting a new early childhood apprenticeship program that helps low-income child care workers acquire the education and credentials needed to become lead teachers. In addition to college coursework, on-the-job training, and mentoring, the program provides services designed to address the challenges faced by low-income adults working full-time, who are often parents.

## Strong Start for Kids portfolio partners

<p><b>Pennsylvania Partnership for Children</b></p> <p>Program year 2018: \$100,000</p>	<p>With support from Strong Start, Pennsylvania Partnership for Children (PPC) leads a coalition of home visiting organizations across the state to collaborate on shared messaging and a unified legislative budget ask. Our support also helps PPC continue promoting the Childhood Begins at Home campaign to educate legislators and the public about the benefits of home visiting.</p>
<p><b>Council for a Strong America</b></p> <p>Program year 2018: \$100,000</p>	<p>Council for a Strong America (CSA) is a national organization dedicated to building policy-maker and public support for early childhood care and education. It recruits and mobilizes “unexpected messengers” whose perspectives and experience elicit the respect and attention of policy-makers in ways that traditional advocates often do not. Three organizations under the auspices of CSA—Mission Readiness (retired admirals and generals), Fight Crime: Invest in Kids (law enforcement leaders), and ReadyNation (business executives)—work to increase access to high-quality publicly funded early childhood programs. Strong Start supports CSA’s work in Arizona, North Carolina, and Pennsylvania.</p>
<p><b>Pennsylvania Early Learning Investment Commission</b></p> <p>Program year 2018: \$100,000</p>	<p>Similar to PPC and CSA, Pennsylvania Early Learning Investment Commission (ELIC) is an advocacy organization dedicated to building policy-maker and public support to increase public investment in early childhood care and education. ELIC’s niche is recruiting business leaders, helping them craft messages from a business viewpoint, and deploying them to use their standing relationships with public officials and peers in support of early learning.</p>

## Governance

### Strong Start for Kids Investment Committee

Mortimer J. Buckley, President and Chief Executive Officer, Vanguard  
 John James, Managing Director and Chief Human Resources Officer, Vanguard  
 Chris D. McIsaac, Managing Director, Planning and Development, Vanguard  
 Anne Robinson, General Counsel, Vanguard  
 Pauline Scalvino, Principal, Planning and Development, Vanguard  
 Carra Cote-Ackah, Director, Community Stewardship, Vanguard

### Vanguard Strong Start for Kids Program Staff

Crystal Shannon, Principal  
 Rashanda Perryman, Program Officer  
 Ashley Johnston, Program Manager

The team overseeing Strong Start has expertise in early childhood education, community organizing, philanthropy, and business leadership. We steward Vanguard’s investments with the utmost care by partnering with nonprofit leaders, government officials, and other funders, sourcing evidence-informed models, and shepherding project ideas to prepare them for philanthropic investment. Grantees are selected on an invitation-only basis. Once the grants are funded, we monitor them through a rigorous diligence process, benchmarking, and active engagement in the field. With funding and connection to our robust volunteer offerings, we offer Strong Start for Kids partners support that promotes social change in our communities.



### Community Stewardship

The Vanguard Community Stewardship team leads philanthropic and volunteer programs that support healthy and resilient communities and families around the world. The team is responsible for enterprise-wide community engagement and stewardship, including the Vanguard Strong Start for Kids Program, The Vanguard Group Foundation, Vanguard’s Matching Gift Program, Vanguard Gives Back volunteer programs, and the Vanguard Gives Back annual giving campaign. These programs operate with the advice, feedback, and partnership of many individuals and Vanguard teams, including Information Technology, Corporate Communications, Fixed Income, Legal, and Public Relations. We extend our deep appreciation to our colleagues for their passion, financial contributions, and volunteer hours.

### For more information

The research and expertise that underpins the importance of high-quality early childhood development are widespread. More resources are available upon request. Here’s a sampling of reader-friendly sources:

- Center on the Developing Child, Harvard University, <http://developingchild.harvard.edu/>
- Center for the Study of Child Care Employment, University of California, Berkeley, <http://cscce.berkeley.edu>
- Child Trends, <https://www.childtrends.org/>
- National Institute for Early Education Research, <http://nieer.org/>
- Office of Planning, Research & Evaluation, Office of the Administration for Children & Families, U.S. Department of Health and Human Services, <https://www.acf.hhs.gov/opre/research>



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