



# IMPACT

2022 | 2023 YEAR IN REVIEW





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# INTRODUCTION

The Bainum Family Foundation seeks to enhance our organizational performance by intentionally connecting our learning to our actions so we can achieve our desired results — all while keeping community needs at the center of all we do.

We are thrilled to present the 2022–2023 Year in Review for the Bainum Family Foundation. This report represents a significant step toward advancing our learning and impact practices — and highlights our progress toward our vision of a society where all children thrive. Our intent was to capture, analyze, and share performance and impact data through the lens of our learning agenda — the core questions we need to understand and answer to understand our impact and advance our mission and vision. In other words, these questions represent what matters most to us.



**Organizational Learning:** How well are we living out our core strategic approaches to advance our mission and vision?

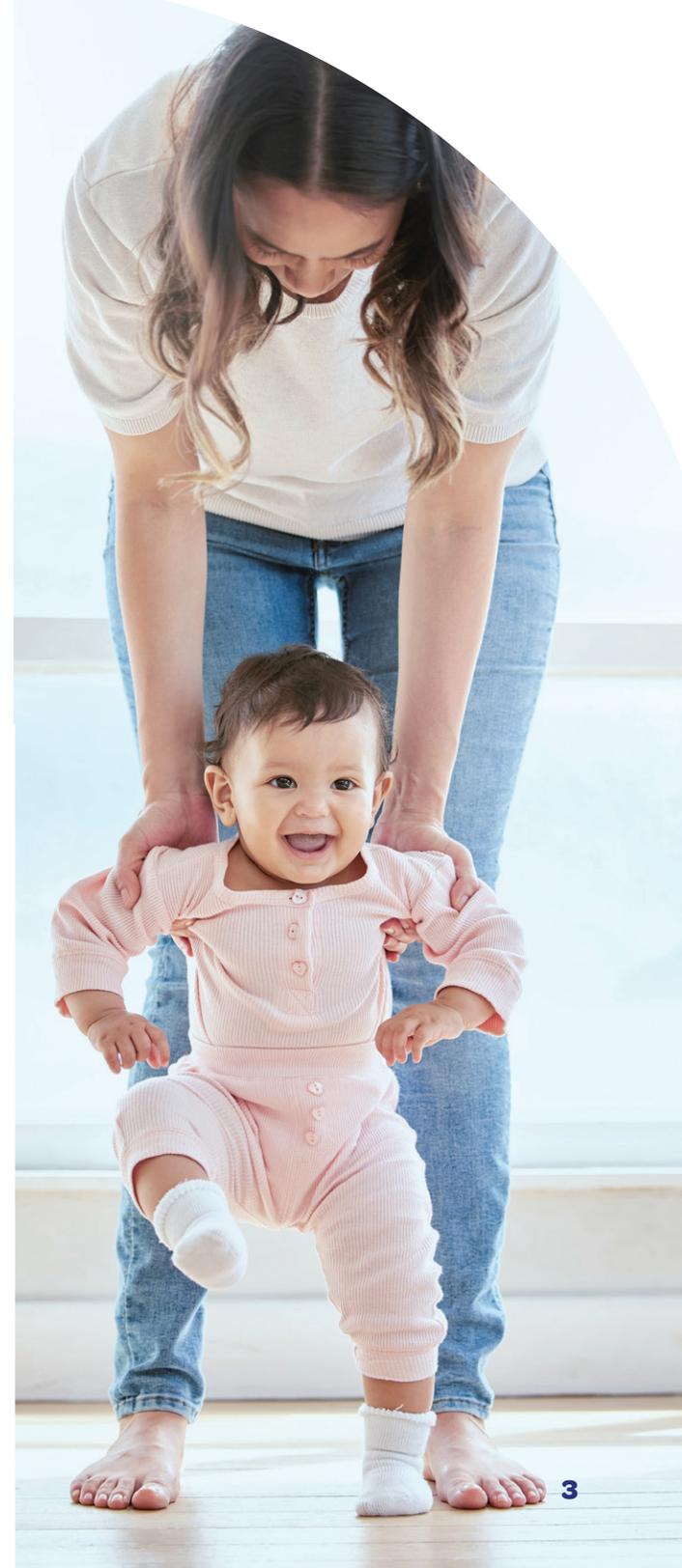


**Programmatic Learning:** How well are we programmatically contributing to progress on our mission and vision?



**Operational Learning:** How well are our key capabilities advancing programmatic and organizational strategies?

This report provides a high-level overview of performance, impact, insights, and partner-impact stories from FY23.





## DEAR FRIENDS AND SUPPORTERS,

As I reflect back on the past year, I am both grateful and proud. The Bainum Family Foundation's commitment to elevating our organizational performance by aligning learning with action and prioritizing community needs is at the heart of living out the new mission we shared with you last year. I am therefore pleased to present the 2023 Year in Review, which represents a new approach to our annual reports and a significant step toward using community-led data to realize our mission and vision.

This report addresses pivotal questions about our endeavors this year — how much we did, how well we did it, the difference we made, and who benefited. System-level change requires significant time and tending, but it's

important that we understand our own performance along the way. Our partners' perception of how we are showing up is overall positive, marked by high levels of trust, openness, and favorable influence, including positive impact on their organization, their local community, and the broader field/sector. We strategically wielded financial, social, and political capital, responding thoughtfully to community needs. Acting as conveners, we maximized in-person interactions, fostered shared learning, and catalyzed collective impact approaches.

And yet, we are always reflecting on how we can do better. We developed internal learning and reflection practices, including all-staff learning sessions and an updated board self-evaluation. And even more critically, we continuously sought out ongoing partner feedback through surveys, shared learning sessions, and ongoing dialogue. I am grateful that our partners offered us concrete feedback on how we can be more effective. The board and staff are committed to acting upon their feedback to strengthen our partnership in support of their efforts.

In my dual role as chair of the board and a family member, the significance of this mission is deeply personal. Our board and staff are steadfast in our dedication to our mission and vision. The journey ahead will be shaped by our dedication to making informed, data-driven

decisions that reflect the needs of the children and families we serve. Input from our partner organizations and the community will remain at the forefront of our decision-making processes, guiding us toward our shared goals. Examples of this include data from nearly 2,000 educators in our WeVision Early Ed and Seventh-day Adventist initiatives. These datasets and others reflect our priority of centering proximity experts — identifying solutions with those closest to the challenges we seek to solve.

Your continued engagement with us is invaluable as we propel our mission forward with renewed insights and unwavering commitment.

Warm regards,

**BARBARA BAINUM, LCSW-C**  
Chair of the Board



## **DEAR FRIENDS AND SUPPORTERS,**

I am excited to share the Bainum Family Foundation's 2023 Year in Review. This report marks a significant milestone in our journey and reflects our commitment to enhancing organizational performance and driving positive change in the communities we serve. We are driven by an intent to connect our learning to our actions while keeping the needs of our partners and communities we serve at the core of all we do.

Our focus this year revolved around the fundamental principles that guide our work. We took a close look at how we were living out our new core strategic approaches to assess how well we are advancing our mission and vision. We reflected on our programmatic work and evaluated our effectiveness in driving progress in our intended systems. We examined our key capabilities, ensuring our internal practices and competencies enabled our organizational and programmatic strategies. We sought to understand not only how we performed but also the impact we made and the positive changes (or lack thereof) experienced by the communities we serve.

A significant highlight of 2023 was the transformation in our learning and evidence approach. We made strategic changes that

enabled us to better understand and apply knowledge and data as a funder and community partner. Our approach to data collection and analysis was multifaceted. We conducted learning sessions internally and externally, fostering increased collaboration and shared insights across our teams and partners. We also engaged in ongoing conversations with our partners and utilized data from surveys, including ones conducted by the Center for Effective Philanthropy, to understand our effectiveness and ongoing community needs.

That data confirms that our partners are overall pleased with how we are showing up in partnership with them. While we are celebrating the progress and achievements noted in this report, we also acknowledge the need for continuous improvement. We received helpful feedback on how we can be more effective partners. We plan to implement partner recommendations such as additional multiyear funding and more frequent interactions in the year ahead.

We understand that our work is not static. It must evolve alongside the needs of our partners and communities we serve. We are taking steps to refine our approaches to capture, understand, and apply our learnings and outcomes more effectively. We are committed to remaining adaptable, centering our proximity experts, and collaborating with

them to identify sustainable solutions. In the coming year, we will therefore build upon our learning efforts to ensure that our impact as a funder leads to meaningful outcomes for young children and their families.

We know that this data offers just a snapshot of our progress. In the year ahead we intend to engage and share more as we go. Please therefore join us in continued learning and conversation by following us on social media and subscribing to our news alerts ([www.bainumfdn.org](http://www.bainumfdn.org)). We look forward to working with all of you to further our mission and create lasting, positive change in the lives of those we serve.

Warm regards,

**DAVID DANIELS**  
President and CEO

# ORGANIZATIONAL LEARNING

HOW WELL ARE WE LIVING OUT OUR CORE STRATEGIC APPROACHES TO ADVANCE OUR MISSION AND VISION?



## POWER SHARING

across internal and external stakeholders  
~3,000 proximity experts informed future solutions



## PROGRESSING

toward becoming an equitable, inclusive, antiracist organization  
6.26 partners and 6.17 staff (out of 7):  
Ratings on the foundation's explicit commitment to diversity, equity and inclusion



## ADAPTING

to the changing needs of our communities  
6.33 (out of 7) partner ratings on the foundation's adaptability to evolving needs



## ADVANCING

systems change in our intended systems  
Partner ratings on the foundation's impact of partners: 6.45; community: 6.50, broader field 6.32 (out of 7)



*"I am continually 'wowed' by the way the Bainum Family Foundation shares trust and power with us . . . It is hard to imagine a more empowering and responsive relationship with a funder."*

# PROGRAMMATIC IMPACT OVERVIEW

## POWER SHARING IN ACTION: HUMAN-CENTERED DESIGN

**>900**

Early childhood education professionals and families document current and ideal child care experience

### Top three components of an ideal early childhood system:

1. Quality child care options for all families
2. Funding to cover the real cost of Early Childhood Education (ECE)
3. Compensation that attracts/retains competent, diverse early childhood professionals

**>1,100**

Washington, D.C. Ward 8 residents' data were collected through surveys, focus groups, and town halls as part of the Ward 8 Community Economic Development initiative. Identified solutions across the following focus groups: economic justice; education, workforce development and employment; environmental justice; family support; health, wellness and safety; and housing justice.

**450+**

Seventh-day Adventist (SDA) school leaders surveyed to identify opportunities to enhance equity, professional learning, and work-life balance

### Top needs identified by SDA school leaders:

1. Improved work-life balance to increase retention
2. Training in change management, strategic planning, fundraising, finance, and talent management

## PARTNER- IDENTIFIED NEEDS:



Provide additional technical assistance and capacity building



Increase depth and frequency of foundation staff interactions with partners/grantees



Provide additional long-term funding



74% of our current agreements span durations of less than one year

# PROGRAMMATIC HIGHLIGHTS

**PROGRAMMATIC STRATEGIES ARE CONTRIBUTING TO POSITIVE OUTCOMES FOR INDIVIDUALS AND COMMUNITIES.**

## 2023 DC EARLY EDUCATOR EXPERIENCE HIGHLIGHTS: PARTICIPANT BENEFITS

**96%**

left with a better understanding of how to support the learning and development of young children

**95%**

felt appreciated and celebrated

**94%**

felt more connected to their work



**DC EARLY EDX**



## **SUPPORT FOR HISTORICALLY MARGINALIZED COMMUNITIES**

Foundation investments have increased accessibility to historically marginalized communities.

More than  
**85%**

of direct service partners in Washington, D.C., Orlando, FL, and Toledo, OH, are providing early childhood services (early learning, health, mental health) for young children and families in historically marginalized communities.

## **DEI CAPACITY BUILDING**

**~90**

individual partner participants attended a DEI learning session or series

**100%**

reported having enhanced knowledge of historical race relations

**90+%**

reported applying knowledge received in everyday life

**80%**

reported using knowledge gained in the training weekly or more frequently



## LOOKING BACK AND PLANNING AHEAD

**THE DATA ARE CLEAR:** Our partners are pleased with how we are showing up with and for them. But this is not a static, one-time goal or set of outcomes to celebrate. As our partners' and communities' needs continue to evolve, what they need from us will also evolve.

We are committed to continuing to center the experts most proximate to the work, joining them to identify solutions. We are equally committed to continuing learning and impact practices that connect learning, performance, and accountability to make an impact for young children and their families. We are excited to share several partner impact stories that further bring this data to life.

*“The foundation is a role model for how to support a community-based planning process.”*



## **OUTSIZED IMPACT: OUR PARTNERS LEAD, WE LISTEN**

Philanthropy is part of the early childhood ecosystem. We might have the power of wealth, but our partners in the field have the superpower of know-how. This is why our early childhood investments and initiatives are driven by the experiences and expertise of “proximity experts” — those who are closest to young children. The more we yield and follow their lead, the deeper the impact. For example . . .

### **D.C. MEN IN ECE**

In 2021, we responded to partners who wanted time and space to discuss the unique challenges men in the early childhood field experience: Men like Jamal Berry, a self-described “infant-toddler whisperer,” the CEO of Educare DC, and a member of “Que Dog,” an Omega Psi Phi Fraternity, Inc.; or men such as Austin Lee, an early childhood educator at Tiny Findings Child Development Center. Nationwide, men make up 3% of the overall early childhood workforce; men of color less than 1%. We anticipated a few convenings for 50 men to connect and share their experiences. Instead,

with the DC Early Learning Collaborative serving as an anchor, the network now has roughly 200 men. Their focus includes improving the recruitment, retention and advancement of men in early childhood, with special attention to ethnic and racial diversity and increased educational outcomes for children. As one participant said after attending the group's inaugural conference in October 2023, "Yes, yes. I am consistently amazed and inspired by the work and vision of the DC Men in Early Childhood Education (ECE) group. Last night's event was superb in showcasing the strategy in place for recruiting, retaining, and advancing men in this field."

## **D.C. EARLY LEARNING SUPPORT GRANT**

Our partners told us about the lack of and inequitable access to public funds for early learning programs in home-based settings. Many factors contribute to this shortfall, including administrative burden, language barriers, under-resourced fiscal and technology infrastructure, and distrust of government. In response, the Reinvestment Fund, in collaboration with DC Family Child Care Association and The Multicultural Spanish Speaking Providers Association, designed and administered the Early Learning Support Grant. Licensed early learning programs in home-based settings received grants up to \$5,000 to improve the quality and safety of their facilities. Technical assistance, pop-up workshops, applications, and materials were provided in English and

Spanish. Grant recipients were given the autonomy to prioritize the technical assistance and resources they needed to create a quality environment. We anticipated reaching 60% of eligible programs. Instead, more than 90% of eligible programs, serving 577 young children, received funding. Over 90% of grantees were women-owned businesses, 27% identified as Latino, and 61% identified as Black.

## **DC EARLY EDUCATOR EXPERIENCE**

Our D.C. partners said early childhood educators wanted more opportunities to connect, network, celebrate, and earn required professional development hours. Given that the well-being and competence of early childhood educators are the most important ingredients for quality early learning, we leaned in with the D.C. Association for the Education of Young Children, D.C. Head Start Association, D.C. Family Child Care Association, and the Multicultural Spanish Speaking Providers to launch DC Early EdX in 2021. Due to the pandemic, we anticipated a professional development event for 250 educators and, frankly, we had our fingers crossed. Over 1,100 early childhood professionals attended, with attendance growing to 1,500 the second year. In 2023, we offered a hybrid experience, adding an in-person option for the first time. We drew more than 1,300 early childhood professionals, who earned 6,120 professional development hours. Of those surveyed, 90% plan to attend the 2024 event and 94% feel more connected to the purpose of their work.

These stories are a few out of many we used to measure impact by metrics we created in isolation. We have shifted the paradigm so that the paramount question today is: How effectively are we responding to the priorities of our partners and "proximity experts?" We're getting there. And educators and the children they serve are benefiting as a result.





## EMPOWERING FOOD COMMUNITIES: A BEHIND-THE-SCENES LOOK AT THE TRANSITION THAT MADE IT HAPPEN

This past fiscal year, our Food Security (FS) team partnered with [The Food Trust](#) to empower communities from Philadelphia to Washington, D.C., through the launch of the [Nutrition Navigator](#) (the Navigator) — a free, digital, and, interactive map that provides residents with a clear, comprehensive picture of healthy food-related programs and resources. This partnership transpired through a multiyear effort led by our FS team to find a new, sustainable home for the Navigator that was mission-aligned and community-focused.

“Your one-stop resource for finding food-related education and job-training opportunities in Washington, D.C., Maryland, and Virginia.”

Established by the Bainum Family Foundation (the foundation) in 2017, the Nutrition Navigator (formerly known as the [Food Learning Locator](#)) was created to connect community members to locally accessible food-related educational and job training programs. It featured more than 50 organizations, covering locations of nearly 300 education programs and more than 100 job-training programs. In 2020, due to the COVID-19 pandemic, many in-person programs were suspended and organizations pivoted in response to the crisis. Thus, the map went into hibernation, and the FS team began a strategic process of identifying its new home.

With the help of a food systems consulting group, Local Concepts LLC, the FS team hosted community interest meetings that were open invitation but specifically marketed toward existing Food Learning Locator organizations, other key stakeholders in the D.C., Maryland, and Virginia (DMV) area food space, and national organizations. These meetings were held to share detailed background about the site, discuss the benefits and responsibilities of hosting the site, outline what the transition process would look like, and what kind of support the foundation could provide. As our team traversed through this process, we were intentional about ensuring the new home for the Navigator was sustainable. Since the site was created to fill [an identified gap in the food space](#), we wanted

to ensure the need was consistently met — instead of simply hurrying to find a new host.

In the spring of 2022, The Food Trust (TFT) emerged as a natural partner to take over the site. In addition to their programmatic alignment, they had ample experience working with diverse stakeholders concerning food access (e.g., direct community outreach, SNAP educators, public school systems, farmers markets, health care practitioners, etc.). The Food Trust also already hosts [several other online platforms](#), which the Navigator complemented. To support the transition of the tool, the foundation engaged in a three-year partnership with The Food Trust, providing funding and technical support toward web development, marketing and outreach, data collection, and the launch.

In the fall of 2023, TFT [relaunched the Navigator](#), expanding its original geographic scope to include the Philadelphia region and broadening its programmatic offerings to include points of access to healthy food, such as farmers markets, that offer nutrition incentive programs as a complement to its previous focus on food-related education and job training. In addition to an expanded focus on healthy food access, TFT enhanced the site to allow users to navigate it in various languages. Expanded filters allow users to search by language offered (e.g., Spanish, Vietnamese), specialized audience (e.g., seniors, caregivers), and by venue (e.g., farmers markets, houses of worship). And, to strengthen local



connections, TFT established a vital partnership with [Montgomery County Food Council](#) to act as the local, on-the-ground partner to help manage and expand the Navigator's offerings for the D.C. area.

Although there's still work left to be done, the transition of the Nutrition Navigator to The Food Trust marks a significant step in our commitment to building knowledge and access to healthy food. The collaborative partnership between our FS team, TFT, and

the Montgomery County Food Council has not only revived the original Food Learning Locator — it has expanded and amplified the impact it will make throughout the mid-Atlantic. We encourage you to explore, engage with, and/or share the Nutrition Navigator with your networks.

Visit the site at <https://map.thefoodtrust.org/>.

# CHARTING THE PATH FORWARD: A COMPREHENSIVE SURVEY REVEALS INSIGHTS INTO SEVENTH-DAY ADVENTIST EDUCATION LEADERSHIP

As part of the Bainum Family Foundation’s Legacy work, a dedicated commitment to supporting Seventh-day Adventist (SDA) education persists. In 2023, this support included conducting a comprehensive, system-wide survey of SDA education leaders ranging from school principals to superintendents throughout the SDA schools of the North American Division.<sup>1</sup> The intent of the survey was to identify and understand the emerging priorities and professional development needs of SDA school leaders. The foundation collaborated with the SDA North American Division Office of Education and Project Evident to develop the survey, which built upon insights and interviews conducted with focus groups throughout the year and across the system.

Key findings from over 450 survey responses illuminated critical aspects of administrators’ experiences that can inform and guide the broader SDA education community in the development and retention needs of leaders throughout the system.

- **Work-life Quality<sup>2</sup>** — While in-school and out-of-school administrators rated the areas of “values, community, control, reward, and fairness” more favorably than non-Adventist respondents from similar sectors, workload was rated as significantly less favorable by SDA respondents.

- **Principal Recruitment and Retention** — Notably, in-school administrators reported significantly higher workloads, fewer reward systems/practices, less access to supportive communities, and less control over their work and resources compared to their out-of-school counterparts. This indicated a potential vulnerability to burnout among in-school administrators based on their working conditions. 215 in-school administrators indicated they plan to leave their role in the next four to five years, with 47% planning to stay within the SDA system (serving in either in a new location or a different role) and 53% indicating plans to





move outside the SDA system or retire. Approximately 35% of Principals and 46% of Teaching Principals expect to leave their current roles within three years with 52% being between the ages of 25-39.

- **Key Professional Development Needs of In-school Administrators** — Survey responses from principals and teaching principals identified that 45% had received no training in the areas of change management, fundraising/development, finance/budgeting, strategic planning, or talent management. Additionally, enrollment and marketing were identified as priority needs for professional development.
- **Critical Leadership Competencies** — Building networks, cultivating a strategic mindset, and developing a global perspective were identified as critical for success and among the top areas for growth and training among both in-school and out-of-school leaders. In-school administrators expressed a desire for more opportunities to meet and collaborate with other principals and schools, which could provide avenues for growth and fulfillment.

- **Diversity, Equity, and Inclusion** — The survey also highlighted a strong awareness of the importance of equitable practices in education. Leaders indicated a need to engage in deeper exploration and capacity building to more effectively respond to needs of diverse student populations and incorporate culturally responsive practices.
- **Other Key Priorities** — Teacher recruitment and retention and the prioritization of mental health and well-being were identified as crucial focal points for the SDA education system.

The Bainum Family Foundation will use this data to drive strategic investments, foster community-wide understanding, and contribute to the advancement of leadership development within the SDA education community.

A report with full findings from the survey will be published in early 2024.

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1 The survey differentiated between “in-school administrators” (teaching principals and school administrators) and “out-of-school administrators” (Conference and Union superintendents).

2 The survey incorporated the Areas of Worklife Survey, a cross-sector survey developed by Mind Garden to assess employees’ perceptions of six workplace qualities that contribute to on-the-job engagement or burnout.



## EMPOWERING ETHIOPIA'S LITTLEST LEARNERS

It started with the concept that every child, regardless of their age, deserves a chance to thrive and that learning does not begin in school but right from conception. This grew into a partnership between the Ethiopian government and PATH, a global nonprofit organization funded by the Bainum Family Foundation. The project has touched the lives of families across Ethiopia and ignited a spark of hope for a brighter tomorrow.

PATH joined forces with the Federal Ministry of Health, the Addis Ababa City Administration Health Bureau, and other partners on a mission that broke the mold. This government-led partnership — Yenege Tesfa (or “tomorrow’s hope” in Amharic) — helped recognize the unmet need to support children’s holistic development. This initiative was not just about early childhood learning and education; it enabled parents, caregivers, and communities to support their children to reach their full potential in life.

With funding from our Family Philanthropy Initiative's Global Education Fund, PATH implemented a three-and-a-half-year endeavor within Yenege Tesfa called Brueh Tesfa ("bright hope" in Amharic) that sought to support the learning needs of children ages 0 to 3 years through the health sector — a crucial period when human brain development is at its most rapid. In the first year, Brueh Tesfa started as a pilot in 10 health facilities in Addis Ababa. The objective was clear: Empower parents and caregivers with the tools to nurture and grow young minds. PATH served as the Federal Ministry of Health's technical assistance partner to train and mentor health care providers to be able to identify developmental delays and coach parents on play, communication, and learning activities they can do at home to promote their children's development. These interventions were integrated into routine health services already being delivered by these providers.

The impact of Brueh Tesfa rippled far beyond the initial pilot phase. By leveraging the larger Yenege Tesfa platform, PATH used lessons learned from the pilot to scale up provision of these services across all of Addis Ababa. PATH supported government-led trainings for more than 3,200 health care providers, allowing them to provide developmental monitoring and counseling services in all 101 health centers and all seven hospitals of Addis Ababa. In the project culmination year, PATH worked with regional health bureaus to introduce such services to health facilities in five additional

regions. The initiative reached over 66,000 parents and caregivers, touching the lives of more than 132,000 children.

This was not merely a project; it was a movement, a testament to the spirit of collaboration, a celebration of government ownership, and belief in every child's potential. It was about building a legacy of empowerment and learning, one that would echo through generations, shaping the future of Ethiopia.

The foundation's total investment in the program was \$625,000, but its impact cannot be measured in mere numbers. The program has sown the seeds of change, nurturing Ethiopia's littlest learners and empowering them to dream, learn, and thrive — embodying the very spirit of Brueh Tesfa.



# FINANCIAL HIGHLIGHTS OVERVIEW

**INVESTMENT STRATEGIES REFLECT A COMMITMENT TO A RETURN ON MISSION AND STRATEGY, NOT JUST A FINANCIAL RETURN**

**9**

intentional Environmental, Social, and Governance (ESG) strategies (15% of the portfolio)

**46**

impact strategies (17% of portfolio)

**39**

investments have one or more diverse founders

**37%**

invested with emerging managers

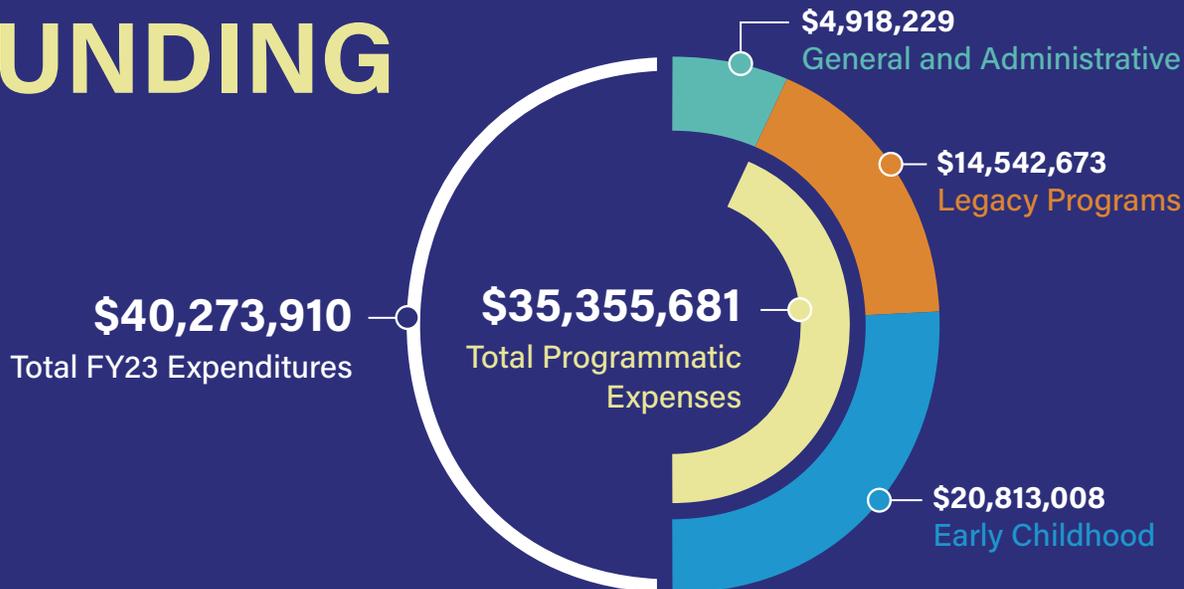
**14%**

of portfolio invested with Black, brown or women investors

**32%**

of investment portfolio dedicated to ESG and education-related investments

## FUNDING



## BOARD OF DIRECTORS

Amanda Andere  
Barbara Bainum,  
LCSW-C, BOARD CHAIR  
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