



Aa**Bb**Cc™

BARBARA BUSH FOUNDATION
FOR FAMILY LITERACY

Every book tells a story.

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BARBARA BUSH FOUNDATION
FOR FAMILY LITERACY

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A Message From Our CEO



INNOVATION

The Barbara Bush Foundation is making a bold bet for social change in literacy.

Literacy advocates are all too aware of the stark reality: nearly 36 million families in our nation struggle with low literacy. A challenge this

enormous requires an equally large solution. That is why we've partnered with the **XPRIZE** Foundation to consider a bold new concept.

The **XPRIZE**—a large-scale, monetary award given to the first team to achieve a specific goal with the potential to positively impact humanity—is a powerful tool for innovation that taps into our competitive and entrepreneurial spirit.

The \$7M Barbara Bush Adult Literacy **XPRIZE** presented by the Dollar General Literacy Foundation will inspire educators, engineers, innovators, gamers, and technology experts worldwide to develop a new generation of mobile literacy learning apps that are highly scalable, non-place based, cost-effective, and customizable.

Mrs. Bush announced the **XPRIZE** on her 90th birthday, and so far we've raised \$9 million of the total \$16 million that this effort will cost over the next four years. In the coming year, teams across the globe will take on this challenge, with the ultimate goal of providing free mobile technology solutions to hundreds of thousands of families.

To achieve our mission of establishing literacy as a value in every home in America, we also continue to provide literacy development opportunities for young children and

The Barbara Bush Foundation is making a bold bet for social change in literacy.

their parents. Toward that end, we opened 204 family literacy programs this past year. In those programs:

- Over 3,000 committed teen reading volunteers mentor struggling 1st, 2nd and 3rd graders each week.
- The average low-income parent gained two full years in reading scores in one year's time.

LEADERSHIP

Former First Lady Barbara Bush began the Foundation 26 years

ago based on her personal belief that "America would be a better place if every man, woman, and child could read, write, and comprehend," and she remains actively involved. In fact, it's not unusual for her to quiz me on our administrative overhead or staffing patterns.

Doro Bush Koch serves as Honorary Chair, continuing her mother's legacy. She speaks and writes for national audiences on literacy, and is engaged as a voting board member with a 100% attendance record.

ENGAGEMENT

In the past year, our board expanded to add members with valuable

skills: Jim Nevels, longtime president of The Swarthmore Group and chairman of Hershey, who provides expertise on our investment portfolio; Peggy Conlon, former president and CEO of the Ad Council, who we are leaning on for strategic expertise in developing our public relations effort; and Craig Denekas, who as CEO of the Libra Foundation, brings additional nonprofit experience.

In the coming year, we will work hard to amplify our authoritative, trusted voice through speaking engagements, highly visible content, and an increasingly engaged constituency.

ORGANIZATIONAL CAPACITY

The launch of the **XPRIZE** generated over 1.5 billion media impressions,

helping us engage a worldwide audience on adult literacy. Additionally, our social media platforms educate millions of supporters, with an average of one million weekly views on Facebook.

We prudently manage our operations, prioritizing the highest possible social return on investment and cost-efficiency.

We believe in paying for performance. Programs are administered by selected schools and nonprofits, with payments based on deliverables. We believe donors want to invest directly in literacy solutions. For that reason, for the past three years the board has approved the allocation of earnings from our reserve funds to pay for fundraising costs, while donations to the Foundation pay for program and required administrative costs. Slightly more than half of our administrative costs—which were at a reasonable 6%—were bank and investment management fees.

Our investment philosophy is conservative and defensive, and we lean on our expert investment committee for advice. Over the past year, we earned a weighted average return of 5.94% on investments. We retain a fund investment consultant who provides counsel to the Investment Advisory Committee.

Changes in the economy could impact fundraising. We expanded significant programming to 11 states, but at this point have limited recurring funding vehicles in place. We are approaching local school boards, state governments, and corporate and individual donors to encourage them to sustain the infrastructure created by the Barbara Bush 90th birthday gifts.

Simply put, literacy is not a substantial part of most donors' portfolios. The Foundation Center reports that gifts given to adult literacy are 1% of education giving. This figure equates to only \$36 million out of \$4.9 billion directed to education.

We are betting boldly on the value of literacy and thank you for joining us in this effort.

Liza Anderson

President & CEO

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CHAPTER 1

A SNAPSHOT OF 2014-2015



Thanks to the support of our donors and friends, 2015 has been filled with exciting opportunities here at the Barbara Bush Foundation for Family Literacy.

From the adoption of our new strategic plan to the expansion of family literacy programs to eleven states, we are making strides toward educational reform. And building on that commitment, we will continue to empower families through literacy, giving both parents and children the chance to learn and achieve together!

A CAUSE FOR CELEBRATION

What an unforgettable year this has been for the Foundation and my family! In June, we celebrated a huge milestone: Mom’s 90th birthday.



I’m so happy to report that Mom remains the great, quick-witted lady that she has always been, and is still very active in the Foundation. Her age is not slowing her down much these days. Whether she is sharing her love of learning with elementary school children or inspiring innovation among global technology leaders, Mom continues to spread the message of literacy.

When we approached Mom about celebrating her birthday to help raise funds for the Foundation, she was reluctant at first. It took gentle persuasion to convince her that you only turn 90 once, and that celebrating this special birthday would be a wonderful way to honor her great work as a literacy advocate.

Over 400 close friends, family and supporters of the Foundation traveled from far and wide to Kennebunkport, Maine, to attend birthday celebration events and show their deep affection and appreciation for our mom. With heartfelt emotion and joy, my siblings and I shared our favorite stories about our mother and the lessons that we have learned from her throughout the years. I shared that among the many things Mom has taught me, I particularly value her advice to make the world a better place by leading with love because that is what really matters. Through her passion and commitment to literacy, she continues to inspire the Foundation’s leadership and team to think creatively, and to be innovative and bold in finding

solutions to the complex problem of helping low-literate families improve their lives.

Mom’s biggest birthday surprise arrived in the form of a \$7 million check presented by the Dollar General Literacy Foundation for the Barbara Bush Foundation Adult Literacy XPRIZE. She is excited about the Foundation’s future, including the recent partnership with XPRIZE that will lead to the creation of a large-scale innovative solution to tackle low-literacy.

Mom blew out the candles and enjoyed sharing her birthday with her friends and family, while continually expressing her gratitude for the funds raised to help expand the family literacy programs in key states. We honored Mom, and in return, she honored the tens of thousands of families who have benefited from the Foundation’s family literacy programs. Mom had so much fun that now we may start planning for her 95th birthday party!



Doro Bush Koch
DORO BUSH KOCH
Honorary Chair
of the Board



CHAPTER 3

25TH ANNIVERSARY EVENTS

The Foundation’s 25th Anniversary celebration resulted in many new supporters. We would like to spotlight the effort in Palm Beach.



Former Palm Beach Mayor Lesly Smith and Danielle Hickox Moore with the Mary Alice Fortin Foundation

Building on a programming commitment in Palm Beach County and across South Florida that spans more than a decade, these events represented a new opportunity to increase community awareness in the region and build on our “story” in South Florida. The island of Palm Beach is globally renowned for its compelling levels of philanthropic activity. Four intimate “thank you” gatherings were held over four days for donors and guests.

A lead gift from the **Mary Alice Fortin Foundation** enabled the Foundation to form “early learning education” partnerships in the area. Thanks to this generous gift, a statewide summit will be held in early 2016, which will bring nationally renowned early learning experts to share the latest research and innovative strategies with educators and childcare providers from across Florida.

Mrs. Marjorie S. Fisher made a special programming gift as well, and was represented at events by her daughter, Julie F. Cummings.

The week included a special gift from the Foundation to 300 third-graders served by our local programs. They were bussed to the **Kravis Center for the Performing Arts** for a special stage performance about reading by off-Broadway actors, and they were treated to a book giveaway by Doro Bush Koch

of The Magic Tree House children’s books.

The Foundation is particularly grateful to the following benefactors of its first foray in Palm Beach:

- Ms. Danielle Hickox Moore, Mary Alice Fortin Foundation
- Mrs. Marjorie S. Fisher & Julie F. and Peter Cummings
- Mr. and Mrs. Jeffrey Fisher
- Ms. Chris Evert
- Ambassador & Mrs. Al Hoffman, Jr.
- Mr. and Mrs. Gerald R. Jordan, Jr.
- Mr. and Mrs. Paul N. Leone & The Breakers Palm Beach
- Mr. and Mrs. Charles Schumacher
- Ambassador and Mrs. Craig R. Stapleton
- Mr. and Mrs. Leo A. Vecellio, Jr.

with additional underwriting support from:

- Mr. and Mrs. Jose F. Fanjul, Sr.
- Mr. and Mrs. Stanley N. Gaines
- Mr. and Mrs. Martin D. Gruss
- Ambassador Earle I. Mack
- Ambassador Mary Ourisman



Kathy and Paul Leone, with Doro Bush Koch

CHAPTER 4

TEEN TRENDSETTERS • JASHLYN’S STORY



Jashlyn is an ambitious 16-year-old who plans to become a veterinarian! She’s a big dreamer, does well in school, and is the first in her family to plan to attend college. Jashlyn has been a mentor in the Teen Trendsetters™ program for the past three years. She’s mentoring Jessica, an extremely shy seven-year-old who has struggled in school.

Jashlyn took Jessica under her wing and devoted herself to helping her improve her reading skills. They meet once a week. In just 24 weeks, Jessica’s reading skills have improved by an entire school year. Jashlyn gave Jessica a friend to share her reading adventures with, but even more importantly, she gave her the gift of a second chance.

And so did you.

Your donations to the Barbara Bush Foundation for Family Literacy have helped to fund family literacy programs, and continue to help make a difference in the lives of children like Jessica.

FAMILY LITERACY PROGRAM ACHIEVEMENTS

The Barbara Bush Foundation empowers families and improves futures by encouraging the pursuit of learning at any age.

- Nearly half of all preschoolers (46%) entering Barbara Bush Foundation family

literacy programs were at risk for developmental delays. By the end of the year, only 14% remained at risk, representing **a 70% decrease in the number of children at risk for developmental delays.**

- Parents enrolled in the Foundation’s family literacy

programs, on average, improved their literacy skills by **two grade levels in one year.**

- Elementary students began Teen Trendsetters™ programs, on average, at least 9 months behind in reading. **More than 40% ended the school year reading at grade level.**



"My son deserves the world, and I wanted to be able to give it to him..."

Victoria is a young mother with big dreams. She is now on track to fulfill her mission of helping children who face health issues, but her path has not been an easy one.

Education was not a value in Victoria's childhood home, and consequently was not important to her as a child. At age 12—already a rebellious pre-teen—she was diagnosed with Type 1 diabetes. She cared more about fitting in with her peers than managing her disease. Her schoolwork suffered as her rebellion increased and her health declined.

At age 14, Victoria was admitted to the Barbara Bush Children's Hospital in Portland, Maine, where she spent four months to stabilize her condition and receive diabetes management education. Her doctor warned that if Victoria relapsed after she was discharged, he would recommend removing her from the family home. Soon after she returned home, Victoria's desire to be "normal" once again overcame her drive to take care of her health, and she returned to her self-destructive habits.

One night, Victoria's parents received a phone call they had been dreading, and within minutes she was taken from her family and placed into what she describes as a "cold, unsupportive" foster care home. While her physical health improved in foster care, her emotional health was worse than ever. She recalls that she cried daily, and that her father drove nearly 100 miles round-trip to visit her after work each day.

After 15 months in foster care, Victoria's diabetes was back under control, and she was finally allowed to return home. But she had fallen even further behind in her studies. By her sophomore year of high school, she had only earned five high school credits, and her highest grade was a D+. She dropped out of high school at age 16 after becoming pregnant with her son, Everett.

As she watched Everett grow into a toddler, she became increasingly motivated to build a better life for her son and herself. It became clear to her that education and literacy were the keys to the stability and self-sufficiency that she so desperately desired.

"Becoming a mother really changed my whole outlook," reflects Victoria. "My son deserves the world, and I wanted to be able to give it to him without having to depend on anyone else for help. But in order to do that, I knew I would need to find a way to pursue my education."

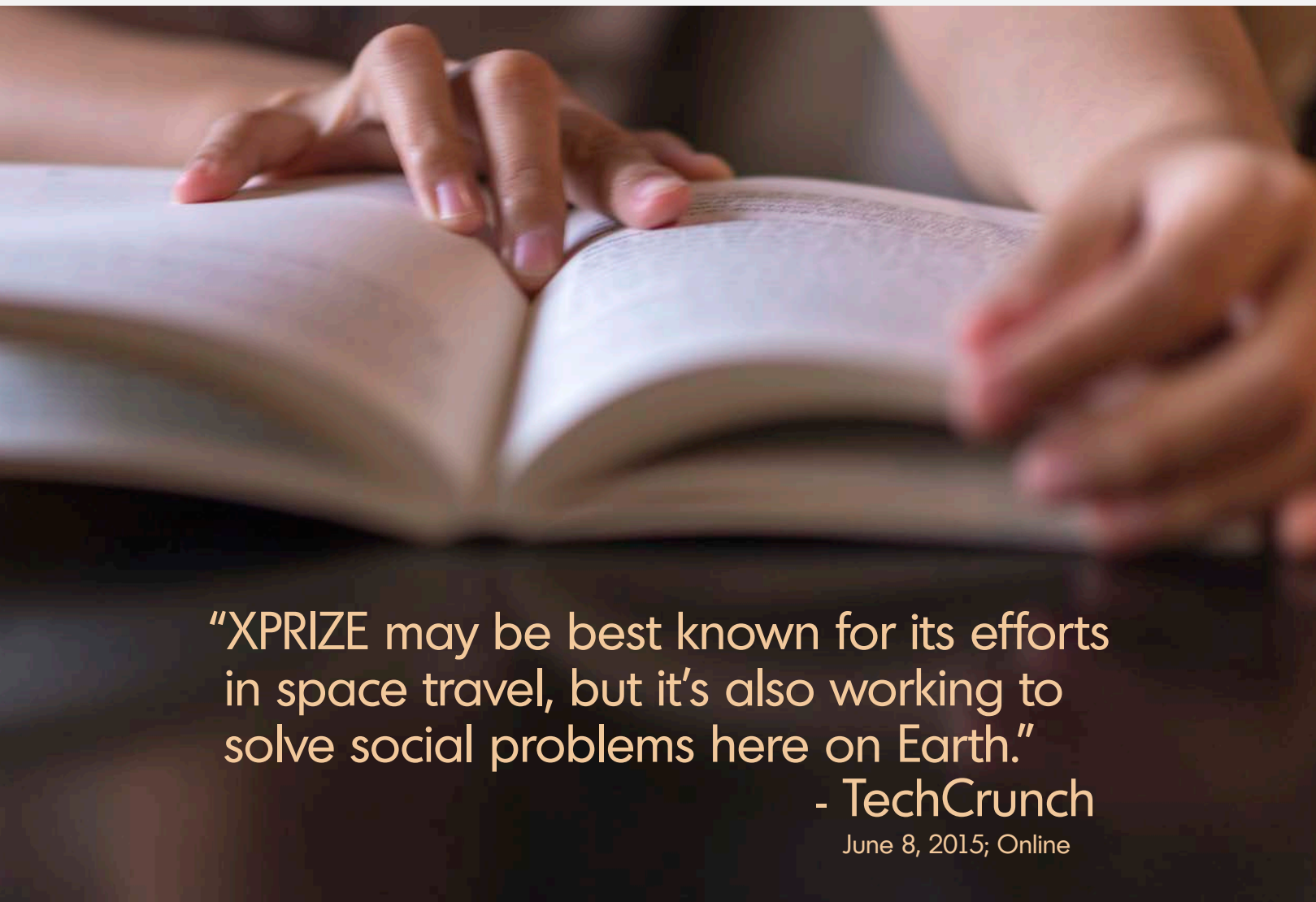
She found that opportunity at the SAIL Into Literacy program in Bath, Maine, which was founded via a planning grant from the Barbara Bush Foundation for Family Literacy. While Victoria works to achieve her educational goals, she has the comfort of knowing that Everett is just down the hall in his own classroom. Everett is 18 months old, and his instructor says that he has shown a "leap of progress" in his pre-literacy skills since joining the program.

Victoria reports that she has definitely seen an improvement in Everett's ability to understand and communicate. She now makes an effort to spend more time reading to her son, and says that some of his favorite books are ones about animals. He loves to sound out barnyard noises like "moo," "quack," and "neigh," sending himself and his mother into fits of giggles.

Victoria is studying to become a Certified Nursing Assistant. She plans to become a Registered Nurse, and hopes to help children cope with health challenges. She now has the opportunity to pursue a productive, meaningful career that will allow her to provide for her son. Thanks to the vital skills that Victoria and Everett are gaining from family literacy, they are both on a path to a brighter future.

THE LAUNCH OF THE XPRIZE

More than 36 million U.S. adults are low-literate, which limits not only their personal educational and career opportunities, but those of their children and future generations.



"XPRIZE may be best known for its efforts in space travel, but it's also working to solve social problems here on Earth."

- TechCrunch

June 8, 2015; Online



The innovators at XPRIZE shared our vision of taking a radical new approach to solving this problem. On June 8, 2015—Mrs. Bush's 90th birthday—we announced the Barbara Bush Foundation Adult Literacy XPRIZE presented by Dollar General Literacy Foundation. This \$7 million U.S.-based competition will incentivize the innovation, development, and proliferation of technology-based learning for adults to overcome one of the United States' greatest educational challenges, thereby strengthening the nation's families, communities, and society as a whole.

The XPRIZE competition will inspire meaningful collaborative development to address all five market failures that have perpetuated low adult literacy skills in the United States:

- Lack of access to services,
- Limited community support,
- Insufficient persistence for learning,
- Shortage of relevant content, and
- Inadequate scale.

By integrating mobile technology solutions with deployment strategies, educators, engineers, innovators, game designers, and technology experts from around the world will develop a new generation of adult literacy learning tools that will be highly engaging, relevant, scalable, supportive, and accessible to those in need.

"A challenge and a reward: \$7 million XPRIZE to create ed tech for adult literacy"

- Hechinger Report

June 8, 2015; Online

Teams from around the globe will create mobile learning applications capable of significantly improving literacy skills for low-literate adults in just one year. The solutions will overcome key barriers by improving access, increasing retention, and scaling to meet demand, empowering the nearly 1 in 6 low-literate adults living in the U.S. with the skills they need to improve their lives. The impact of this competition will put learning tools in the hands of those who need them most, so learning can happen anytime, anywhere.

The Barbara Bush Foundation Adult Literacy XPRIZE presented by Dollar General Literacy Foundation aims to demonstrate a paradigm shift in how we approach adult learning globally.

We are moving forward on the path of innovation, technology integrations, and sustainability in key areas that have proven to be successful.

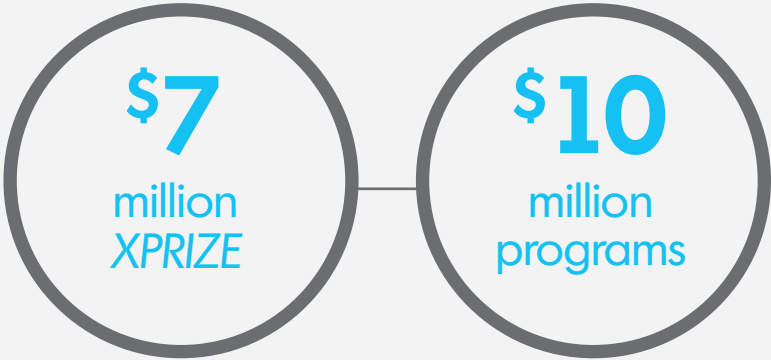
Last year was an incredible year for the Barbara Bush Foundation for Family Literacy. A significant amount of gifts were made in honor of Barbara Bush’s 90th birthday which occurred at the very end of our fiscal year in June, resulting in \$17 million and the support of many new donors to the Foundation. The funds raised are earmarked for the Barbara Bush Foundation Adult Literacy XPRIZE and family literacy programs for the start of the 2016 school year.

In the past year, the Board of Directors approved a three-year strategic plan. We are moving forward on the path of innovation, technology integrations, and sustainability in key areas that have proven to be successful.

While we are proud of the progress being made, the need is enormous. We believe education is a civil right, and your continued support will help us extend that right fully to families across the United States.

Our pledge to you is that your donation will be used wisely and with full transparency. We are proud that fundraising costs are paid by the interest and dividends of our investments, allowing your donation to fund programs. We’re one of only 200 education nonprofits rated “Gold” by GuideStar.

We are committed to providing the opportunity for every man, woman and child in America to secure a better life through literacy.



FOR PERIOD ENDED JUNE 30, 2015

| | Unrestricted | Temporarily Restricted | Total |
|---|---------------|------------------------|--------------|
| REVENUES AND OTHER SUPPORT | | | |
| Contributions | \$2,819,574 | \$5,917,370 | \$8,736,944 |
| Special Events (Net of Costs of Direct Benefit to Donors of \$308,897) | 9,111,764 | — | 9,111,764 |
| Nongovernmental Grants | 962,900 | — | 962,900 |
| Contributed Goods and Services | 649,774 | — | 649,774 |
| Government Grants | 827,000 | — | 827,000 |
| Investment Income | 771,027 | — | 771,027 |
| Other Revenue | 3,777 | — | 3,777 |
| Net Assets Released from Restrictions | 27,962,673 | (27,962,673) | — |
| Total Revenue and Other Support | 43,108,489.00 | (22,045,303) | 21,063,186 |
| EXPENSES | | | |
| Program Services: | | | |
| Family Literacy Initiative | 8,252,124 | — | 8,252,124 |
| Mentoring Initiative | 1,256,566 | — | 1,256,566 |
| Total Program Services | 9,508,690 | — | 9,508,690 |
| Support Services: | | | |
| General and Administrative | 661,627 | — | 661,627 |
| Fundraising | 1,824,697 | — | 1,824,697 |
| Total Support Services | 2,486,324 | — | 2,486,324 |
| Total Expenses | 11,995,014 | — | 11,995,014 |
| CHANGE IN NET ASSETS | | | |
| Net Assets - Beginning of Year | 31,113,475 | (22,045,303) | 9,068,172 |
| | 4,295,501 | 27,962,673 | 32,258,174 |
| NET ASSETS - END OF YEAR | \$35,408,976 | \$5,917,370 | \$41,326,346 |

CHAPTER 8

THANK YOU

The Barbara Bush Foundation for Family Literacy wants to say a special thank you to the following corporations, foundations, and individuals whose financial support contributed significantly to the Foundation’s growth in FY 2014–2015:

\$50,000+

Hushang and Shahla Ansary
Vicky and S. Javaid Anwar
Micky and Madeleine Arison Family Foundation
AT&T Foundation
Carol and Barney Barnett
Blue Bell Creameries, LP
Sandra and Michael Brown
Al Cardenas
Chesapeake Energy
John and Mary Higgins Clark Conheeneey
ConocoPhillips
Flora C. Crichton
Rose and Harry Holmes Cullen
Robert A. Day
Dollar General Literacy Foundation
Bettina Doulton
Phyllis and Bill Draper
The Farmer Family Foundation
Mrs. Marjorie S. Fisher
Cherie and Jim Flores
Florida Department of Education
Florida Trend*
Ms. Danielle H. Moore/Mary Alice Fortin Foundation
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Sandy and Bert Getz
Dava Guerin and Terry Bivens
Donald J. Hall
Lyda Hill
Henry L. Hillman
Ambassador and Mrs. Al Hoffman, Jr.
JPMorgan Chase & Co.
Nancy and Rich Kinder
Natalie and Herb Kohler
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Marlene and Frederic V. Malek
Linda McIngvale
Steven and Sheila Miller Foundation
John and Jeanie Morris
myOn, a Business Unit of Capstone*
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Publix Super Markets Charities, Inc.
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Eva and Marc Stern
SunTrust Foundation
Target®
The Thrive Foundation for Youth/King Innovation Fund
Owen and Annie Wells
Steve Wynn

\$25,000 - \$49,999

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Placido Arango
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BP Corporation North America, Inc.
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Ambassadors Chuck and Sue Cobb/Cobb Family Foundation
The Comcast Foundation
Vinny and Fran Cucchiara
Governor and Mrs. John Engler
Chris Evert Charities
Exxon Mobil Corporation
Fidelity Charitable Gift Fund
Florida Lottery
Jeffrey P. Frieden
Wally and Sandy Ganzi/Palm Restaurant Group
Jane and Roger Goodell
Marc and Kris Granetz
Tim Harrington
Al G. Hill, Jr.
Forough and Mori Hosseini
The Men and Women of Hunt Consolidated, Inc.
Hyatt Regency Coconut Point Resort and Spa*
The Jansing-Cook Foundation
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Bobbie and Bill Kilberg

Jay and Jean Kislak
Mr. and Mrs. George Klein
Gary A. and Trish Koch
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Phil and Amy Mickelson
The Mosaic Company
Jignashaben R. and Jaymin R. Patel
PGATOUR, Inc.
Twanna and Don Powell
The Honorable J. Danforth Quayle and Mrs. Quayle
Jeff and Kim Rice
Dorothy L. & Henry A. Rosenberg, Jr. Foundation
Rugged Elegance Foundation
Andrew Sabin Family Foundation
Sammons Enterprises, Inc.
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Brent Scowcroft and Karen Scowcroft
Sam and Honey Skinner
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Mr. and Mrs. Timur Tillyaev
United Health Foundation
United Technologies Corporation
Mr. and Mrs. Leo A. Vecellio, Jr.
Wallace Events*
Ward & Ames Special Events*
Wheelock Whitney and Kathleen Blatz
Mr. and Mrs. John Winthrop

\$10,000 - \$24,999

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AT&T
Kevin Bakewell
The Baldinger Family, In Loving Memory of Estelle Baldinger
Emy Lou and Jerry Baldridge
Jean Becker
David and Karen Beré Foundation
Louie and Annie Bigliani
Sheri and Joe Boulos
Ambassador Nancy G. Brinker
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Barbara Bush Children's Hospital at Maine Medical Center
Bill and Catherine Cabaniss
Carnival Foundation

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Peggy Conlon
Millie and Ken Cooper
Crow Holdings, LLC
Dick and Betsy DeVos Family Foundation
Douglas and Maria DeVos Foundation
John Dooner, In support of Peggy Conlon's Leadership
Hap and Robin Ellis
Nancy Bush Ellis
E-Vents Registration, LLC*
William Stamps Farish
Stephanie and Lawrence Flinn, Jr.
Florida Crystals Corporation
Fluor
Stanley and Gay Gaines
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Gravina, Smith, Matte & Arnold*
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The Hoglund Foundation
Homeowners Choice
Interpublic Group
Peter and Meghan Jannotta
JM Family Enterprises, Inc.
Ambassador Brenda L. Johnson
Mark and Sherry Kaplan
Kimberly-Clark Corporation
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Michele and Jack Lafield
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Nick and Nanci Lanni
Dan Lufkin/The Lufkin Family Foundation
Maersk Oil Houston Inc.
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Jerry and Madalaine McDaniel
Vince and Linda McMahon Family Foundation Inc.
Medical City Dallas
Gary and Tess Melvin
Rob Mosbacher
The Ginger Murchison Foundation
The News-Press Media Group*
Gena and Chuck Norris
Ohio Chamber of Commerce
Educational Foundation
Pierce and Ashley O'Neil
Missy and Sam Palmisano/The Inglesia Charitable Trust
Peoples Trust, Inc.
Premier Beverages*
Larry and Jean Pugh

Jeanne and Kevin Quinn
The Rosewood Corporation
Mel and Betty Sembler
Kathleen Shanahan
Michael and Robin Shea
Stephen P. and Alicia Spenlinhauer
George and Annette Strake/The Strake Foundation
Subaru of America, Inc.
Lisa and Kenny Troutt
UNUM Group
Walt Disney Parks and Resorts Worldwide*
Jeff and Charlotte Wandell
Bruce and Elizabeth Webster
Daisy and John D. White
Windhaven Insurance Company

\$5,000 - \$9,999

A Plus Pro Photo*
Tory and Dick Agnich
Margaret Alkek Williams & Randa and Charles Williams/The Alkek and Williams Foundation
Allie Beth and Pierce Allman
Bangor Savings Bank
The Bank of Maine Charitable Foundation
Patricia A. Bible
Nicki Bongiorno
Linda C. Buford
The Honorable George H.W. Bush and Mrs. Barbara Bush
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Cherokee Crossroads, Inc.
John and Diana Colgate
Collier Enterprises Management, Inc.
James M. Collins Foundation
The Sidney and Charline Dauphin Foundation
Richard and Helen DeVos Foundation
FineMark National Bank and Trust
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Elizabeth and Dirk A. Frater
Ann and Sam Furrow
Bob and Becky Gates
Geico Philanthropic Foundation
Michelle Staubach Grimes
Dawn and Toby Grove
Gulfstream Media Group*
Sondra Haley
Betsy Heminway
David Hover
Betty Hrcir
Louise Hurlbutt
Peter and Jan Jacobsen
Tom and Edwina Johnson Family Foundation
Michael and Brenda Jennings
Gene and Jerry Jones

K12 Management, Inc.
Kaplan University
Keiser University
Peter Kellner
KeyBank
Frank and Merrie Ann King
Sherri Lee, In Honor of Cordia Harrington
Lile Family Foundation
Lori Lilly
Ambassador Earle I. Mack
Andrew Maner
Martin's Point Health Care, Inc.
Eugene McDermott Foundation
McDonald Hopkins, LLC
The Micah Foundation
Mary C. Miller
Julie and John Morrow
Murchison Capital Partners L. P.
Naples Daily News*
Nancy B. Negley
Roxann and Tim Neumann
Northern Trust - Michael Orfini
Sally J. Novetzke, Former Ambassador to Malta
Alice and Erle Nye
Ralph and Becky O'Connor
Edith and Peter O'Donnell, Jr.
Oncor
Ambassador Mary Ourisman
Dian Graves Owen Foundation
Arnold and Kit Palmer
James A. and Dot Patterson
F. Fred and Stephanie Pezeshkan
Brenda and Glenn Picquet
Random House Publishing Group
Topper Ray and The Bravo Group Foundation
Mr. and Mrs. Robert E. Rich, Jr./Rich Family Foundation
Peter and Lee Ann Rummell
Silver Eagle Distributors Charitable Fund
Ken Sneedeen and Associates, LLC*
Southern Methodist University's Annette Caldwell Simmons School of Education and Development
Special Publications, Inc.*
Susan Story
Jocelyn and Joseph R. Straus, Jr.
Mary and Mike Terry
The Tolleson Family Foundation
Dorothy "Dee" Collins Torbert
Transamerica Life Insurance Company
Gwynn Cochran Virostek
Jackson Walker L.L.P.
James W. Walker II
The Honorable Marilyn Ware
Mrs. Ted Welch
Wells Fargo Bank
Bob Wise

*indicates donation of in-kind goods or services

CHAPTER 9

BOARD GOVERNANCE

The Barbara Bush Foundation for Family Literacy is committed to accountability, efficiency and transparency, with the ultimate goal of maximizing the impact of your generosity.



TIM GAGE
Board Chairman

My fellow board members and I take very seriously our responsibility to ensure the financial integrity of the Foundation. This oversight authority includes the Foundation's current and future financial stability, and stewardship of the Foundation's assets.

We have created our investment portfolio through careful and conservative management, with the primary objective of protecting the principal investment. We have set a goal that the revenue from our investments is used to cover fundraising costs, thus maximizing donations to be used directly for program services and necessary administrative oversight. Our Investment Committee is composed of a stalwart group of business professionals, most of whom serve in investment management capacities with national organizations or were appointed for their business acumen.

We are also guided by the oversight of a separate Audit Committee, and I am pleased to report a financial audit with no findings.

Because the Foundation moved from a donor-advised fund to a public charity only a few years ago, one of the board's top priorities is an ongoing effort to diversify the income stream. This past year we received several significant major gifts, and our first two planned gifts. We continued to expand our social media efforts and appeal to both large and small donors. Mrs. Bush's kind offer to allow us to use her 90th birthday as a fundraiser brought many new donors to the Foundation, and we believe this is the bedrock upon which we can build our newly formed development efforts.

We – the staff and the board – share a commitment to making the best possible investment of our donors' contributions, which allow us to make a lasting investment in the future of our nation's children and families through literacy.

Timothy E. Gage
Tim Gage



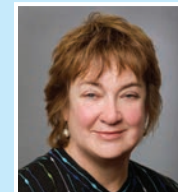
Doro Bush Koch, Honorary Chair, Barbara Bush Foundation

Author, philanthropist, and businesswoman Doro Bush Koch shares her mother's belief in the power of literacy to change lives, and stepped into the role of honorary chair for the Foundation in 2014. She has authored two books about her father, Former President George H. W. Bush, and is a founding partner in BB&R Consulting.



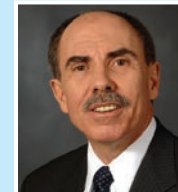
Timothy E. Gage, Esq., Comcast

Attorney Timothy Gage currently serves as senior vice president of government/regulatory and public affairs for Comcast, and is actively engaged in numerous telecommunications-focused boards, associations, and initiatives. Gage previously served as vice president of law and government affairs for AT&T Broadband, and as an assistant district attorney in Massachusetts.



Jean Becker, Chief of Staff to President George H. W. Bush

Jean Becker is chief of staff to Former President George H. W. Bush, and previously served as deputy press secretary to First Lady Barbara Bush. Drawing on her expertise as a former journalist, she has assisted President and Mrs. Bush with the research and editing of three autobiographical books.



Governor Bob Wise, Alliance for Excellent Education

Former West Virginia Governor Bob Wise is president of the Alliance for Excellent Education, a nonprofit organization and national leader for transforming the nation's high schools so that all students graduate prepared to succeed. He is also author of an influential book on high school reform and chair of the National Board for Professional Teaching Standards.



Craig Denekas, Libra Foundation

Craig Denekas serves as president, CEO and trustee of the Libra Foundation, a private grant-making charitable foundation in Portland, Maine. His community endeavors include service on the boards of trustees for the Maine Public Broadcasting Network, the Portland Public Library, and the Iberdrola USA Foundation.



David L. Beré, Nonni's Foods, LLC

Currently serving as chairman of Nonni's Foods, LLC, David Beré has a long history of leadership in the food and retail industries. He previously held leadership roles with Dollar General Corporation, Bakery Chef, McCain Foods USA, and Quaker Oats Company.



Liza McFadden, President and CEO, Barbara Bush Foundation

As president and CEO, Liza McFadden has drawn on her 20+ years of experience leading visionary change to keep the Foundation on the forefront of the national literacy movement. She previously served in the Executive Office of Florida Governor Jeb Bush, where she supervised numerous innovative education strategies.



James E. Nevels, The Swarthmore Group

With more than 25 years of experience in the securities and investment industry, James Nevels now serves as chairman of the Swarthmore Group, an investment advisory firm which he founded in 1991. He is also the chairman of the Hershey Company Board of Directors.



Mark Kaplan, The Mosaic Company

As senior vice president of public affairs, Mark Kaplan oversees Mosaic's internal and external communications, public policy and government affairs, community relations, philanthropy, and social responsibility and sustainability initiatives. Prior to joining Mosaic, Kaplan served as chief of staff to Florida Governor Jeb Bush and on Florida's State Board of Education.



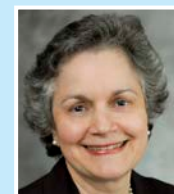
Peggy Conlon

Prior to her retirement in 2014, Peggy Conlon served as president and CEO of the Advertising Council, an organization that mobilizes more than \$1.6 billion of advertising time and space annually. During her tenure at the Ad Council, she played an instrumental role in organizing the entire advertising industry to address national and global crises.



Tricia Reilly Koch, BB&R Consulting

Tricia Reilly Koch is the founding partner of and lead presenter at BB&R Consulting. She is a Board Certified Holistic Health Counselor and nutrition expert who has studied health and wellness for more than 25 years, and is committed to helping others develop a deeper understanding of healthy foods and lifestyle choices.



Gloria Portela, Seyfarth Shaw

Attorney and mediator Gloria Portela serves as senior counsel in the Houston office of international law firm Seyfarth Shaw LLP. She serves on the boards of CHI Baylor St Luke's Medical Center and Houston Grand Opera; the governing council of the Shepherd School of Music at Rice University and the advisory council of the Greater Houston Community Foundation.