NEXT UP
PUTTING PEOPLE FIRST
PARTNERSHIPS OF PURPOSE
IMPROVING PUBLIC HEALTH
EXPANDING OPPORTUNITIES
DRIVING SOCIAL IMPACT
SUPPORTING YOUNG LEADERS
FIGHTING THE CLIMATE CRISIS
TAKING ACTION TOGETHER
BUILDING A BETTER FUTURE
**CUMULATIVE IMPACT**

*The Clinton Foundation is a 501(c)(3) organization that works together with partners to expand economic opportunity, improve public health, confront the climate crisis, and inspire citizen engagement and service.*

- **435 MILLION PEOPLE**
  In more than 180 countries benefiting from Clinton Global Initiative projects and partnerships

- **21 MILLION PEOPLE**
  With access to lifesaving HIV/AIDS medications through the Clinton Health Access Initiative*

- **459,000 STUDENTS & EDUCATORS**
  Who have participated in world-class programming free-of-charge from the Clinton Presidential Center

- **160,000 FARMERS**
  In Malawi, Rwanda, and Tanzania who have improved their lives through the Clinton Development Initiative

- **30 MILLION U.S. CHILDREN**
  Leading healthier lives through the Alliance for a Healthier Generation*

- **1.2 MILLION CHILDREN’S BOOKS**
  Distributed to families in under-resourced communities through Too Small to Fail

- **510,000 DOSES OF NALOXONE**
  Distributed to recovery residences, high schools, universities, and communities through the Overdose Response Network

- **11,800 STUDENTS**
  Turning their ideas into action through the Clinton Global Initiative University

- **350 LEADERS**
  Applying lessons learned from four presidencies through the Presidential Leadership Scholars Program

- **71 MILLION WATTS OF CLEAN ENERGY**
  Projects facilitated in small island nations through the Clinton Climate Initiative

*Independent and associated programs*
Putting People First

From his earliest entry into public service, through two terms in the White House, and more than two decades of philanthropic work with the Clinton Foundation, President Bill Clinton has been guided by the principle of putting people first — that by focusing on how a policy, program, or partnership directly affects people’s lives, we can make a lasting difference across the country and around the world.
Dear Reader:

The Clinton Foundation was founded on the belief that everyone deserves a chance to succeed, everyone has a responsibility to act, and we all do better when we work together. Yet, in many ways it feels like we’re more divided than ever. With new and intensified challenges — including threats to our public health, safety, civil rights, and civil liberties — it’s clear that we must come together and act now.

So, how will we meet this moment?

For more than two decades, we’ve partnered to create a global community of doers taking action on our world’s most urgent challenges. Through the years, we’ve faced moments of crisis with creative cooperation because we know the best path forward is the path we take together.

We are so proud to work alongside people who believe that the status quo is unacceptable, and who see every moment as an opportunity for change. In 2021, that included building upon our established programs and partnerships to expand our impact:

>> The Clinton Global Initiative brought leaders together to take action on economic inclusion, climate resilience, and vaccine hesitancy, with common sense solutions such as naloxone distribution and collaboration with faith leaders in the fight against the overdose crisis. And to meet the urgency of this moment, we called the CGI community back together to make commitments to specific, measurable action on the world’s biggest challenges.
The Clinton Presidential Center continued partnerships across the Little Rock community to serve nearly one million meals to students and families in need in Central Arkansas. In addition, the Center offered hybrid educational and cultural programs to reach educators, students, and communities on topical issues, including health equity and vaccinations, diversity and inclusion, and civic engagement. The Center also continued its one-of-a-kind partnership with the presidential libraries of George W. Bush, George H.W. Bush, and Lyndon B. Johnson through the Presidential Leadership Scholars — engaging bold and principled leaders committed to facing critical challenges in their communities, our country, and around the world.

Too Small To Fail and the Alliance for a Healthier Generation expanded their support to children and families in under-resourced communities by offering more access points for early childhood development, support for at-home learning, information regarding vaccinations, and essential items like books, toys, diapers, and baby formula.

The Clinton Development Initiative continued to partner with local communities across Rwanda, Malawi, and Tanzania to transform subsistence agriculture into a catalyst for social and economic change.

The Clinton Climate Initiative partnered with islands to support their transition to renewable energy, developing real-world demonstrations and replicable strategies for cutting carbon emissions and fighting climate change.

The Clinton Global Initiative University continued to bring student leaders together through virtual year-round programming and its flagship annual meeting — engaging young people and supporting their efforts to create change on the climate crisis, mental health, public health, education, and more.

Now is the time for action. To meet the challenges of today, we must continue working together to create a healthier, more equitable, and prosperous future for generations to come. We’re proud to share this report and hope you find inspiration in the stories from our colleagues, partners, and the people we serve.

Thank you, as always, for your partnership and support.

President Bill Clinton
Secretary Hillary Rodham Clinton
Chelsea Clinton
In our 2021 Impact Report, hear directly from Clinton Foundation staff about the work they do, the programs they manage, and the partnerships they create — all in the service of driving impact and helping others build better lives for themselves and their communities.
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CLINTON GLOBAL INITIATIVE

GREG MILNE AND LUKE SCHIEL ON CGI’S NEXT CHAPTER AND THE PEOPLE AND PARTNERS CREATING SOLUTIONS TO THE WORLD’S MOST PRESSING CHALLENGES
When you describe your work to your best friend, what do you say?

Luke Schiel (LS): CGI is really the convening arm of the Clinton Foundation, and we do two things: we host large-scale meetings that bring together folks from all different backgrounds, and then we help those people find partners and make Commitments to Action. Right now, we are organizing our work in three areas: health equity, climate resilience, and inclusive economic recovery and growth. And, as they look to the future, they’re looking forward to creating even more real life connections, new models, and approaches — and continuing CGI’s pursuit of true equity and inclusion.

Greg Milne (GM): I would say we figure out how to get things done and that means working with our partners across sectors and geographies in order to make a tangible impact in areas that can sometimes prove difficult, whether it be climate change or the COVID pandemic or the refugee crisis that we see around the world, most recently right now in Ukraine. And we figure out how we can really collaborate with extraordinary people in our network who are oftentimes on the front lines of these challenges to move the needle in a positive way.

LS: I couldn’t agree more. At the end of the day, we figure out how to get things done.

Who inspired you most in the past year, what did they do or say, and how will you recreate that for the year ahead?

LS: I really would say our colleagues and the CGI team. We, like all programs, have really had to innovate over the past year and think creatively and strategically about how to elevate our partners and drive impact. Everyone who’s worked on the CGI team has shown up every day thinking, “How do we help our partners?” and “How do we center our partners at the forefront of our work?” I find that really inspiring and I think going into a new year where COVID will be different — not over — that creativity and laser focus on putting our partners first is always what inspires me.
GM: The person who has inspired me since I started at the Clinton Foundation is Dr. Paul Farmer, and his sad passing has been devastating for myself, the CGI community, and anyone who had the opportunity to work with and learn from him. But his work — his approaches to partnerships, his ability to cut through the noise and get to the core of issues and challenges — is what CGI is all about and is unbelievably inspiring to me. And, now more than ever, I think myself and many others feel an increased responsibility to carry forward those tremendous efforts, and we’ll never forget the mentorship and the learnings from Paul.

If you could assemble your Avengers-style dream team of social changemakers, who would you choose and why?

LS: I think if 2021 taught us anything, it’s that you don’t need to be a huge name or have star power to make a difference. This past year I’ve been inspired by people who show up, day in and day out, in the places and at the institutions that matter the most. I’m thinking of young people who have marched around the world for climate action, poll workers and election officials who fairly certify elections, activists who capture injustices on their smartphones and share them with the world, teachers who are navigating hybrid learning for their students, and trusted community leaders who are building vaccine confidence at a local level. These are the people who get things done — and embody the spirit of CGI.

GM: I would certainly echo Luke, and I think some of our other response partners, whether it be José Andrés and Nate Mook at World Central Kitchen; Sean Penn, Ann Lee, and the team at the response network Community Organized Relief Efforts (CORE) — they are just incredible, showing up and understanding how to get things done under very difficult situations and dire circumstances. I think our response partners, including Direct Relief, Americares, International Medical Corps, and the Afya Foundation are all tremendous.

What does it look like when the world achieves full equity and inclusion?

LS: Candidly, I struggle with that because I wonder, is there a world where we ever do? Instead, equity and inclusion might not be an endpoint but a process and one that we are all working on. And at CGI we hope that we are able to at least support our partners as they better achieve that and better go down that journey.

GM: I do think it’s undoubtedly a journey. I would love to see a day when every community and every country is able to feed themselves and doesn’t have to import food. I would love to see a day where there are proper medical facilities in every community, in every country, and people have access to the care that they need. But it is, sadly, in many ways truly hard to imagine what that looks like and even how we get there, given the global challenges we’re facing right now. So, I think that it is important just to say that we’re fortunate to work with some extraordinary individuals and organizations and businesses that are putting forth important models, and we must continue to identify, elevate, and replicate those so that we do get further down the path, even if we never get to the endpoint.
That’s why CGI’s Commitment to Action model and President Clinton’s belief that everyone can and should do more are so important. We might not be able to get there fully, but if we can all do something — big or small — that can get us closer to that goal, we have the responsibility to try.

If you could see into the future, what would you want to see?

I would like to see the global community come together in a much better, more meaningful way. I would really like to see more unity and an ability for people to put aside some of their differences to come together and tackle the existential threats the world faces.

Similar take. That question makes me think of what President Clinton says that talent is distributed equally around the world, but opportunity is not. And I would like to see a world where the best ideas, the best solutions, the best leaders rise to the top — no matter what zip code, city, state, and country they’re from.

What are you looking forward to in the year ahead from your work and/or in your field?

I think there’s something so powerful about CGI. When you put the smartest minds, most creative problem-solvers, and frontline leaders in a room together, magic really happens. And I think that hopefully, we’re in a world in which we can start creating more of those opportunities, seeing each other more, and being together solving problems once again.

What would you change or expand about your program if money were no object?

I would have teams to tackle every pressing issue, to meet with even more community members, to bring even more nonprofits into the fold, to expand our model, reach even more folks, and ultimately drive more impact on the ground.
IMPACT SNAPSHOT: CGI

435 MILLION PEOPLE HAVE BEEN SERVED BY MORE THAN 3,700 PROJECTS AND PARTNERSHIPS MADE THROUGH THE CLINTON GLOBAL INITIATIVE — AFFECTING PEOPLE IN MORE THAN 180 COUNTRIES WORLDWIDE SINCE INCEPTION.

PHOTO OF THE YEAR

THE POWER OF CDFIs FOR TODAY’S INCLUSIVE ECONOMIC RECOVERY

President Clinton, Governor Michelle Lujan Grisham of New Mexico, and Donna Gambrell participate in the opening plenary of CGI event “The Power of CDFIs for an Inclusive Economic Recovery.” This was the third installment of the “Building an Inclusive Recovery” series to address racial and economic disparities amid the ongoing COVID-19 pandemic.

TOP MOMENTS

1. Coordinated partner efforts in response to the St. Vincent and the Grenadines volcanic eruption — leading to new projects to support recovery and resilience. Members of the long-running Haiti Action Network also sprang into action to provide medical support and supplies after a magnitude 7.2 earthquake hit Haiti in August.

2. Brought together thousands of leaders through virtual convenings on economic inclusion, climate resilience, and vaccine hesitancy to drive more cooperation and action on pressing issues.

3. Began planning and coordination of CGI’s next chapter and the September 2022 meeting.
Clinton Global Initiative partnered with the MasterCard Center for Inclusive Growth and Aspen Institute as part of their Global Inclusive Growth Summit. The event was held in October and launched ten new programs to fight inequality, promote economic opportunity, and support bottom-up growth in communities across the United States and around the globe. Select programs, such as one announced by MoCaFi (Mobility Capital Finance) that aims to bring financial services to 50,000 unbanked residents in Birmingham, Alabama, received technical assistance and project support from CGI.

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE THIS WORK POSSIBLE

Thanks to many of our response partners, including Afya Foundation, CORE, DIGICEL, Direct Relief, Hispanic Federation, World Central Kitchen; and our funding partners, including IBM, Mastercard Center for Inclusive Growth; Salesforce, and Tarsadia. And thanks for the continued engagement by CGI commitment-makers, including 100Kimo, Grillo, Inclusiv, MoCaFi, Opportunity Finance Network, Partners In Health, and Southern BancCorp.
CLINTON GLOBAL INITIATIVE UNIVERSITY

RAGINA ARRINGTON AND JORDAN ASHWOOD ON WHY THEY ARE BETTING ON THE NEXT GENERATION TO CREATE A FUTURE WE CAN ALL BE PROUD TO SHARE
We sat down with recently named Chief Executive Officer of the Clinton Global Initiative University (CGI U) Ragina Arrington and Senior Partnerships Manager Jordan Ashwood to learn more about the challenges facing student leaders and entrepreneurs today and how CGI U is working to inspire and connect the next generation of social innovators, industry disruptors, activists, and advocates.

Ragina and Jordan may both draw inspiration from their families, community, leading activists, and trending TikTok influencers, but they also approach their work in distinct and unique ways. Together, they paint a hopeful and inspiring portrait of what’s ahead for the program — and why they’re betting on the diverse and action-oriented student leaders of CGI U to create a future we can all be proud to share.

**Oftentimes in philanthropic and social impact work we can get lost in industry terminology. How would you describe your work to your best friend?**

**Jordan Ashwood (JA):** I actually have found it tricky to describe my day-to-day job to friends, and so I found that I usually lean into our intended impact. I’m supporting student and alumni leaders and entrepreneurs in finding their voice, in trusting and knowing that it matters, and then using it to advance equity and justice in communities around the world.

**Ragina Arrington (RA):** The easiest way to think about it is that we’re helping students figure out how to make tangible impact in the world.

That is our bottom line and our baseline. We want students to begin to contextualize all of the knowledge they’ve gathered, to turn all the issues that they’ve learned about into something that’s actionable.

**What is the proudest moment in your work in the past year?**

**JA:** I remember hearing from two students who attend Historically Black Colleges and Universities who were describing a competition on innovation and how their training through CGI U informed their approach. They shared how the experience of going through our program gave them the confidence and trust to know that they can be and are entrepreneurs. And how that knowledge is so much more powerful and self-sustaining than any prize that they could have won.

**RA:** I’ve been really blessed and lucky to work with some people really pushing the envelope at organizations like the UNCF: United Negro College Fund and Women Against Abuse. But I will definitely say that my most exciting moment is coming back to the team at CGI U and the Clinton Foundation. I feel like it’s the culmination of the work I’ve done on the ground and in the community to figure out: What does it mean to
operationalize a team? What does it mean to get a strong group of people together so that we’re all rowing in the same direction to make impact? So coming back and seeing the great work, I’m excited to keep up the progress and push forward.

What are you looking forward to in the year ahead from your work and in the field?

**JA:** I’m looking forward to the demographics of the world’s leaders and entrepreneurs shifting and expanding. As someone who used to be intimidated by these spaces, I’m looking forward to young leaders finding strength in entrepreneurship communities rather than being intimidated by them.

**RA:** I am looking forward to mapping out the future of CGI U — to reengaging some of our past stakeholders in new ways and helping students figure out what entrepreneurship means within their locus of control. Looking forward to further codifying what impact means and looks like, and then making CGI U bigger and better.

**How do you think older generations can best engage young people today in social impact work?**

**JA:** I would want to hear both honesty and humility. I would want older generations to take ownership over the decisions that have led to global inequality and the climate crisis and then make space for younger, more diverse perspectives. That’s hard because oftentimes, it means a redistribution of power, but it’s a necessary next step, so I would want to see that example set.

**RA:** And if I could hear anything from an older person, it would be the quote, “Do you, boo.” For many millennials, there was a set roadmap that we were supposed to follow towards success. I think, if older generations should tell us anything, it’s that the roadmap is a joke. I want to hear more stories where people communicate their vulnerabilities, how they worked through it, if they worked through it, or if failure happened instead.

**Fill in the blank, “Good partnership means…”**

**JA:** Honest collaboration, acknowledging and drawing upon each other’s strengths, and setting expectations and boundaries with the goal of building trust.

**RA:** For me it’s all about listening, listening, listening.

**What would you expand about CGI U if you had unlimited resources?**

**JA:** I would really love to see more funding for more students so that they can take their projects forward. I also like the idea of having CGI U ‘feeder’ programs at the high school level because I think that the entrepreneurial education journey needs to begin even sooner. And finally, more services such as translation and interpretation so that our programs could be that much more accessible to more people.

**RA:** Thinking about the accessibility of our programming — what’s super exciting about CGI U is that we are one of the only social entrepreneurship incubators with no barrier to entry. You don’t need money to attend. The only thing you need is an amazing idea and the willingness to want to make change. In my heart, I would love for us to have a CGI U social impact fund, where we are giving the top 10 percent of our student commitment-makers grants to really get their projects off the ground, creating more homegrown success stories of students that we’ve supported and the impact they’ve created.
What do you consider to be the one thing that most distinguishes the Clinton Foundation and its work from other organizations?

**JA:** I would say the model of Commitments to Action that are specific and measurable. I think having those requirements holds us to a higher level of accountability, which is unique.

**RA:** The Clinton Foundation was one of the first in philanthropy that aimed not only to bring people together — but also to get something done. A true advancement of the triple bottom line. What is the public sector doing? What is the private sector doing? What is philanthropy doing? How can we work together to drive change?

What’s one thing someone — anyone — can do if they want to make a difference in your line of work?

**JA:** I think having sometimes difficult and hopefully always thoughtful conversations with those you love, those you work with, and especially those you disagree with. I’ve been seeing this in my own family and it’s something that I’ve been reluctant to engage in because I don’t want to rock the boat too much, but we need to rock the boat. And we can only do so if we’re opening up to one another in a really intentional way, with both grace and respect at the center.

**RA:** I think being better neighbors, taking care of each other is the way to make a difference here, and not being ego-driven and chasing the big shiny thing. I think of Maslow’s Hierarchy of Needs. Everyone needs to be fed, have water, and feel loved. And if we do that for everybody, then a lot of these issues just wouldn’t be a thing.

Eduarda Zoghbi, a member of the CGI University Class of 2022, attends a Youth Climate Leaders event in Kenya in 2018. Eduarda’s Commitment to Action helps empower Brazilian women to enter the energy sector workforce to lead our just energy transition. Photo courtesy of Eduarda Zoghbi.
IMPACT SNAPSHOT: CLINTON GLOBAL INITIATIVE UNIVERSITY

SINCE 2007, MORE THAN 11,800 STUDENT AND ALUMNI LEADERS AND ENTREPRENEURS FROM 160 DIFFERENT COUNTRIES HAVE TURNED THEIR IDEAS FOR SOCIAL IMPACT INTO ACTION THROUGH CGI U — WITH THE SUPPORT OF MORE THAN $4.5 MILLION IN FUNDING FROM OUR CORPORATE AND UNIVERSITY PARTNERS.

PHOTO OF THE YEAR

CGI U ‘18 Joel Bervell and CGI U 2022 speaker U.S. Surgeon General Dr. Vivek H. Murthy teaming up to discuss being health care workers under pressure.

TOP MOMENTS

1. Hosted the 13th annual CGI University Meeting in partnership with Howard University, bringing together 600 students globally who made new, specific, and measurable commitments to address challenges on their campuses and communities. Speakers included President Clinton, Secretary Clinton, and Chelsea Clinton, with featured participation from Vice President Kamala Harris, Stacey Abrams, Wes Moore, Mayor Muriel Bowser, Howard University President Dr. Wayne A. I. Frederick, and Xiye Bastida.

2. Created record engagement among students as part of CGI U’s year-long programming — 70% engagement rate among students in its virtual interactive classroom and uniquely tailored mentorship experiences.

3. Over 250 CGI U commitment-makers participated in CGI U 2022 Virtual Community Service in Action offerings, which included organizations Samaritan, Too Small to Fail, and We Got Us.
CGI U’s partnership with Verizon and vital programmatic partners such as VentureWell, UNCF: United Negro College Fund, and the HBCU Founders Initiative has led to the creation and growth of the Verizon Forward for Good Challenge, a social innovation competition that encourages students and CGI U alumni to leverage leading-edge technology to advance equity within the U.S.

This past year, we awarded $350K in seed funding and living stipends to 13 finalist teams, who all participated in VentureWell’s summer entrepreneurial training program. Solutions ranged from an artificial intelligence support tool used to calculate flood risk to a reusable smart mask designed to monitor vitals in emergency settings. Ultimately, four top teams won an additional $20K each in seed funding and continued training with VentureWell.

In the second year of this partnership, we are excited to award $440K in funding to a diverse community of early-stage entrepreneurs.

The CGI U program is free for all participants; help us to keep it that way by investing in the impact and possibility of student and alumni leaders from across the world. CGI U is always looking for a partner in the work of democratizing access to leadership, innovation, and social change. Learn more by emailing cgiu@clintonglobalinitiative.org.

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE THIS WORK POSSIBLE

Beth Dozoretz, HBCU Founders Initiative, Howard University, IBM, Kevin Xu, Members of the University Network, Peter G. Peterson Foundation, UNCF: United Negro College Fund, VentureWell, Verizon.
CLINTON PRESIDENTIAL CENTER

A COMMITMENT TO CORE VALUES, AN EMBRACE OF THE MYSTERIES OF PARTNERSHIP, AND THE COURAGE TO ACT — THE CLINTON CENTER’S MIKE HEMPHILL ON WHAT MAKES A TRULY TRANSFORMATIONAL LEADER
When you describe your work to your best friend, what do you say?

**DR. MIKE HEMPHILL (MH):** I spend a meaningful amount of time with a broadly diverse group of established leaders who are working in a variety of ways to make their communities and this country better. If it weren’t for our program, most of our participants would probably never cross paths with one another. Because of the Presidential Leadership Scholars Program, they become part of a growing network of alumni who are tackling some of the toughest challenges in our country and across the world.

Who inspired you most in the past year? What did they do or say, and how will you recreate that for the year ahead?

**MH:** The participants in our program. That’s the best thing about my job; I get to spend time with individuals who are committed to making their communities better, whether that community is their neighborhood, state, country, the world, profession, or organization. They inspire me to maintain an openness to ideas about how to frame problems and define solutions. Like them, we need to act — to focus on the “what” as much as the “why.”
What drew you to work for the Clinton Presidential Center? Do you have a favorite Clinton Foundation moment or story through the years?

MH: What drew me to the Foundation was the opportunity to be involved at such an early stage in a remarkably innovative leadership program. The Foundation’s commitment to action has always appealed to me. And it was great being able to come home to Little Rock. One of my favorite experiences was interviewing campaign and administration alumni who came back to Little Rock for the anniversary of the ’92 election. Their stories were so inspiring, and it was clear that their involvement in the campaign or the administration was a life-changing event.

What are you looking forward to in the year ahead with the Presidential Leadership Scholars?

MH: What I always look forward to is our new cohort of Scholars. It’s invigorating for me to spend time with this deeply heterogeneous group of young (to me) leaders who are so passionate and committed to helping others live better lives.

In the same way, I’m looking forward to what our PLS alums will be doing. I’m hoping we can focus more resources on intentionally cultivating our alumni network. And more broadly, I’m looking forward to having more visitors and in-person programming at the Clinton Center.

What do you think are the keys to becoming a transformational leader?

MH: Recognize the value of change and be willing to live in the tension that it creates. Allow others to participate in framing problems and solutions because, as President Clinton often says, “everyone has a story,” and those stories can inform better choices for change. Invite all involved to co-author the change since everyone affected by that change matters.

What’s one thing someone — anyone — can do if they want to make a difference in your line of work?

MH: Act. Have the courage to act in a manner that’s consistent with and reveals your core values. And be willing to act in ways that bring about incremental changes that may eventually lead to bigger ones.

“Good partnership means...”

MH: Co-authoring with others the story of our lives.

I consistently remind the participants in PLS that leadership isn’t something you do to someone; it emerges from the relationships you have with others. Partnerships are made with the intentional and mutual involvement of yourself and others. And while we naturally think of partnerships as being strategic, built to have desired outcomes, we must also recognize and value the mystery of what might be made in partnership with others.

HAVE THE COURAGE TO ACT IN A MANNER THAT’S CONSISTENT WITH AND REVEALS YOUR CORE VALUES. AND BE WILLING TO ACT IN WAYS THAT BRING ABOUT INCREMENTAL CHANGES THAT MAY EVENTUALLY LEAD TO BIGGER ONES. — DR. MIKE HEMPHILL
HOW I BECAME ONE OF THE ONLY LATINA DEANS IN THE WORLD OF HIGHER ED

Interview with Dr. Victoria DeFrancesco Soto, Dean of the Clinton School of Public Service at the University of Arkansas

This interview was originally published by MSNBC’s Know Your Value. We have published excerpts from this interview here.

MSNBC KNOW YOUR VALUE:
In January 2022, you became the first Latina to serve as dean of a presidential school and one of the only women of color in this space. Tell us about your career journey.

DEFRANCESCO SOTO: It was not the traditional one, that’s for sure! My path wasn’t one where I rose through the ranks of academic leadership, going from graduate studies chair to department chair, to lots of other positions in between.

For a couple of years, I left the academic world and focused on political analysis consulting. I focused on translating research into user-friendly information through various media outlets.

However, the draw of the classroom and the dynamism of college campuses drew me back in. I started teaching part-time and building programming [at the LBJ School of Public Affairs at The University of Texas] that bridged the classroom with the private and public sector.

I was fortunate enough to have a strong female dean who saw the power of this programming and created an Office of Civic Engagement there that formalized the space where the classroom meets on-the-ground practitioners. In this role, I gained academic leadership skills as an assistant dean.

How has the scope of public service changed over the years and what should women consider about their potential impact here?

DEFRANCESCO SOTO: The meaning of public service has become much broader and more diverse. Traditionally folks think of local, state, or federal government roles. While that’s one component, we’ve also come to see the private sector intentionally grow its public service footprint as part of sustainable business models.

For example, one of our graduates from the Clinton School co-founded a community bank that provides targeted development resources for its members.

A public service education is one that brings the tools of data, impact analysis and leadership to any and all professions, including medicine, business and philanthropy.

Today, public service applies to all sectors. We’ve lived through the Great Resignation and see how younger generations want fulfillment beyond a paycheck. A public service education meets that ambition, enabling individuals to find their impact and improve their communities.

A PUBLIC SERVICE EDUCATION MEETS THAT AMBITION, ENABLING INDIVIDUALS TO FIND THEIR IMPACT AND IMPROVE THEIR COMMUNITIES. — DR. VICTORIA DEFRANCESCO SOTO
MORE THAN 465,000 STUDENTS AND EDUCATORS HAVE VISITED THE CLINTON CENTER AND PARTICIPATED IN ENRICHING AND INSPIRING EDUCATIONAL PROGRAMMING FREE OF CHARGE, THANKS TO THE GENEROUS SUPPORT OF OUR DONORS AND MEMBERS SINCE 2004.

1. Served nearly one million meals to students and families in need in Central Arkansas through the pandemic in partnership with World Central Kitchen, the Little Rock School District, the City of Little Rock, and many others.

2. Hosted “Conversations on Health Equity,” a virtual program series that convened health experts and practitioners who explored important topics related to health equity, including vaccine hesitancy, health equity after the COVID-19 pandemic, and maternal health disparities.

3. Launched “Representation in Reading,” an educational program series to celebrate diversity through literature. More than 1,600 students participated in these programs, which featured books and authors representing a variety of ethnicities, cultures, and generations.

4. 9,500 students and educators across the country participated in free virtual educational programming designed to inspire the next generation of leaders.
Cool Globes: Hot Ideas for a Cooler Planet is a public art exhibition designed to promote solutions to climate change and share specific ways each of us can help solve the problem. The world-renowned exhibition originally grew out of a 2005 CGI Commitment to Action made by founder Wendy Abrams, and since then has been displayed in cities around the world. At the Clinton Center, the installation also creates an opportunity to reflect on the Clinton administration’s efforts to fight climate change and protect the environment.

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE THIS WORK POSSIBLE

American Association for State and Local History, Arkansas Department of Education, Arkansas Education Association, Arkansas House of Representatives (#ARGIRLSLEAD), Arkansas Tech University (Arkansas Governor’s School), Bank of America, Barnes & Noble, Brandon House, Central Arkansas Library System (CALS), City of Little Rock, City Year Little Rock, Clinton School of Public Service at the University of Arkansas, Coulson Oil, Derek Lewis Foundation, Just Communities of Arkansas, Lighthouse Charter Academies of Arkansas, Little Rock Convention and Visitors Bureau, Little Rock School District, Penguin Randomhouse, Pulaski County Special School District, Roy & Christine Sturgis Charitable Trust, William J. Clinton Presidential Library and Museum — National Archives and Records Administration, World Central Kitchen.
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PROJECT 42

THIS COMMUNITY BUILT THE BRIDGE TO THE 21ST CENTURY — NOW THEY’RE COMING TOGETHER AGAIN TO CONNECT LESSONS FROM THE CLINTON ADMINISTRATION TO THE CHALLENGES OF TODAY
What was the proudest moment in your work in the past year?

LM: One big success was a Clinton administration alumni reunion hosted with top administration and campaign advisors such as Don Baer, Paul Begala, James Carville, Al From, Mandy Grunwald, Dee Dee Myers, Lottie Shackelford, Rodney Slater, Craig Smith, Richard Strauss, and Stephanie Streett. The event commemorated the 30th anniversary of President Clinton announcing his presidential run. Through events like these, we’ve cultivated an extensive alumni community of more than 3,000 globally.

What is one scary thing you saw or heard in the past year and what can we do about it as a society?

LM: One alarming statistic is that almost 50% of the world’s coral reefs have died in the last 30 years, and almost 90% could die in the next 100 years. As an avid wreck and reef diver, I try to donate to ocean and marine conservation programs, including those at aquariums that help preserve and protect certain species of fish and marine life.
During the Clinton administration, this was an issue that we also worked to address — including when President Clinton established the Northwestern Hawaiian Islands Coral Reef Ecosystem Reserve, the first large-scale marine conservation measures in the United States, which laid the groundwork for future protections of endangered species and millions of acres of coral reefs. Additionally, building on President Clinton’s longstanding commitment to the environment, the Foundation works to confront climate change and support communities as they adapt to its effects.

“If I could see the future, I would want to know ____.”

LM: ...what will be the next set of emerging technologies to be deployed in the sciences, in transportation including space, in the military, in the environment, and in personal computing.

What are you looking forward to in the year ahead from your work?

LM: Project 42 hosted an event with President Clinton, Dr. Donna Shalala, Dr. Harold Varmus, Dr. Francis Collins, Dr. Anthony S. Fauci, and other nationally recognized experts to discuss the record and lasting impact of the National Institutes of Health (NIH) during the Clinton administration. President Clinton’s focus on and investment in these areas led to many critical scientific developments including advancements in the sequencing of the human genome; the creation of the Bumpers Vaccine Research Center; and advanced treatments for HIV/AIDS. This type of event — and the ability to bring them to people around the world virtually — is a great way to discuss critical current issues and how President Clinton’s leadership continues to impact lives. Moreover, these scientific discoveries and advancements improved the lives of millions and advanced biomedical science and research for generations.

“I’m proud that through this work we’ve cultivated an extensive alumni community of more than 3,000 globally.” — Laura Marcus

“Today’s interminable rut of gun politics is all the more reason to commemorate the Brady Bill, which Bill Clinton signed into law [more than] 25 years ago ... Few laws have represented a clearer triumph of courage over gridlock or proved so successful at preventing crime and saving lives.”

— Bruce Reed, Director of the Domestic Policy Council in the Clinton Administration, reflected on the passage of the Brady Handgun Violence Prevention Act as part of a recurring series where alumni reflect on major moments throughout the administration.
IMPACT SNAPSHOT: PROJECT 42

3,000 ALUMNI FROM THE CLINTON ADMINISTRATION AND CAMPAIGNS ARE ENGAGING WITH ONE ANOTHER AND APPLYING THE ENDURING LESSONS OF PRESIDENT CLINTON’S LIFETIME OF PUBLIC SERVICE TO THE CHALLENGES OF TODAY SINCE PROJECT 42 WAS FOUNDED.

PHOTO OF THE YEAR

Last year we recognized the 25th anniversary of President Clinton signing the Food Quality Protection Act and the Safe Drinking Water Act. Both bills, passed with strong bipartisan support in Congress and marked a major step toward protecting the health and safety of all Americans, especially children.

TOP MOMENTS

1. Hosted an alumni reunion to commemorate the 30th anniversary of President Clinton announcing his presidential run. Participants included Don Baer, Paul Begala, James Carville, Al From, Mandy Grunwald, Dee Dee Myers, Lottie Shackelford, Rodney Slater, Craig Smith, Richard Strauss, and Stephanie Streett.

2. Partnered with Tipper Gore on an op-ed, which ran in the USA Today, highlighting the lasting impact of the Mental Health Parity Act. The legislation raised mental health awareness and required insurance companies to allocate increased coverage for mental health.

3. Held several reunions with different departments from the Clinton administration, hosted by former Cabinet secretaries and their deputies. For many, it was the first time gathering by agency to discuss shared accomplishments and ongoing impact of their work.

THANK YOU

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE THIS WORK POSSIBLE

Thank you to the administration and campaign alumni who have made Project 42 possible and whose collective impact continues today.
DONNA K. CRAWFORD ON HOW WE CAN — AND WHY WE MUST — SUPPORT CHILDREN TO LEAD HEALTHIER LIVES
When you describe your work to your best friend, what do you say?

Donna Crawford (DC): I have the privilege to guide school and district leaders on the path towards a healthier, holistic, and equitable environment for students, school staff, families, and the community. We work to ensure that every mind, every body, and every child is healthy and ready to succeed.

In the U.S. or worldwide, what is the scariest thing you saw or heard in the past year and what can we do about it as a society?

DC: The huge disparities that the COVID-19 pandemic exposed — and the need for everyone to have equitable access to health care, education, and health services. Black, Indigenous, and people of color (BIPOC) and underserved communities had some of the highest rates of infection yet experienced inequitable access to vaccines. Understanding each other’s differences is always essential, and I’m proud that through Healthier Generation, we center children, school staff, community partners, and families in our approach.

What is the proudest moment in your work in the past year?

DC: I served on a panel hosted by Dr. Chelsea Clinton, along with Sen. Amy Klobuchar and public health experts, discussing the urgent needs around childhood vaccination. The conversation was streamed on C-SPAN and even featured in People. I also had the opportunity to pen an op-ed for my local paper, the Commercial Appeal, on why we must redouble our efforts around vaccine education, access, and equity to close the gaps exacerbated by the COVID-19 pandemic.

What does it look like when the world achieves full equity and inclusion?

DC: No more waiting in lines. It’s that simple for me. When the entire world is fully equitable and inclusive, there are no lines for food, health care, long application processes for education, housing, financial help, etc. Everyone has what they need or has easy access to get what they need to thrive. This vision is why we say, “every mind, every body, every child healthy and ready to succeed.” We believe to achieve dramatic improvements in the health and life outcomes for our current and future population, we must ensure equity in all organizational and public health practices and policies.
What are you looking forward to in the year ahead from your work and/or in your field?

DC: Personally, I look forward to more opportunities to connect in person. I look forward to meeting new partners and champions for students as we develop more meaningful relationships that support our communities and children.

What would you change or expand about Healthier Generation’s work if you had unlimited resources?

DC: Healthier Generation recently received its single largest major gift from philanthropist MacKenzie Scott in support of our efforts to achieve equitable whole child health. This will dramatically impact the future of our organization — including our efforts to center equity and our schools, and to keep evaluating and improving our work.

So what does this mean for our future? It means hiring a newly created executive role of Chief Health Equity Officer. It means reestablishing Healthier Generation’s hallmark National Leaders Summit. We’re going to celebrate America’s Healthiest Schools and the school staff who have worked tirelessly to support students and families recovering from the impacts of the pandemic. And, we’re going to continue strengthening programmatic delivery.

While there is always work to be done, this gift and the additional investments made by various organizations, is an encouraging step towards making a meaningful difference in children’s health.

What’s one thing someone – anyone – can do if they want to make a difference in your line of work?

DC: Be willing to listen. Most of the people we serve can clearly articulate their needs. We must listen to them and then work to assist them in the best ways we can. Out of that listening comes humility – we have to know that we may not have all the answers but are willing to work with or seek those who may. To paraphrase Shirley Chisholm, “There is room for everyone at the table – if not, bring your own chair.”

“If I could see the future, I would want to know …”

DC: If the future is bright for our children?
OVER 31 MILLION U.S. SCHOOL CHILDREN LEADING HEALTHIER LIVES SINCE HEALTHIER GENERATION WAS FIRST FOUNDED.

1. 3.2 million students benefited from COVID-19 Quick Start Health Assessment.

2. COVID-19 resources, assessments, trainings, and webinars addressing whole-child health were accessed over 85,000 times by educators, parents, and caregivers.

3. The Walking Classroom joined Healthier Generation to expand a suite of accessible, innovative, wraparound programming available to educators.

PHOTO OF THE YEAR

Students at Lemira Elementary School in Sumter County, South Carolina set up a school garden through funding from Blue Cross Blue Shield South Carolina Foundation.

TOP MOMENTS

RESOURCE HUB

The Thriving Schools Integrated Assessment, in partnership with Kaiser Permanente: A no-cost assessment to help schools and school districts create a learning environment that promotes student achievement and the well-being of kids, teachers, and staff.

Wellness Policy Builder: A one-of-a-kind digital tool that supports school districts across the nation in developing federally compliant Local School Wellness Policies.

Vaccination Resources for Students: An equity-centered hub of routine vaccination tools and information to help schools improve vaccine access, information, and confidence.
In response to widespread teen tobacco use through vaping, Healthier Generation, the CVS Health Foundation, and the American Heart Association launched the Tobacco-Free Schools Initiative, which facilitated the development of an evidenced-based Tobacco-Free Model School Policy and accompanying training for districts on best practices. This landmark policy is the first-ever national set of guidelines to highlight and recommend restorative responses to tobacco use. Education and counseling replaced punitive practices that do little to curb the use of tobacco products, while disproportionately impacting students of color. The initiative has reached over 1 million students at schools in 33 districts, 82% of which are Title I schools serving under-resourced communities.

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE THIS WORK POSSIBLE

BlueCross BlueShield of South Carolina Foundation, Campbell’s, the CVS Health Foundation, Harmony at National University, Kaiser Permanente, Kohl’s, Labcorp, Mary Black Foundation, McDonald’s, Merck, U.S. Department of Health and Human Services as well as the organization’s founders, American Heart Association and Clinton Foundation.
CLINTON DEVELOPMENT INITIATIVE

ANGELIQUE TUYISENGE ON HER WORK TO TRANSFORM SUBSISTENCE AGRICULTURE INTO A POWERFUL CATALYST FOR SOCIAL AND ECONOMIC CHANGE
When you describe your work to your best friend, what do you say?

Angelique Tuyisenge (AT): My work at CDI always gives me an opportunity to bring new ideas to the table. CDI is a collaborative work environment that emphasizes the need to work together and share information to achieve success, as well as maximize employee knowledge and ideas. CDI is implementing what we call a “Community Agribusiness” approach in Malawi, Tanzania, and Rwanda in partnership with farming communities — bringing farmers together through professional cooperatives and empowering them to improve their livelihoods in a sustainable way using agriculture as a business tool.

Who inspired you most in the past year? What did they do or say and how will you recreate that for the year ahead?

AT: I am really inspired by those in the Clinton Foundation community. For example, Mike Hemphill, Director of Leadership Development, gave a presentation last year during one of our all-staff meetings. He talked about how to make change happen. He said, “People are resisting change because, ‘We do not know enough, we are nervous, so we do what we always do.’” For my team to change, I will be a role model of change for them.

“My favorite part of my job/workday is...”

AT: The opportunity to work with farmers and learn from them. I am always motivated and inspired when I go to the field and interact with farmers and see their lives being impacted positively.

As Country Agribusiness Manager of the Clinton Development Initiative, Angelique Tuyisenge works to create an ecosystem of partners to support including smallholder farming businesses in Africa working to become more resilient and sustainable.

Based in her home country of Rwanda, Angelique partners with a range of organizations — including financial institutions, researchers, governments, the private sector, and local non-governmental organizations — to provide farming communities with resources and technical support so they can maximize their returns.

In this interview, Angelique shares her perspective on CDI’s approach to partnerships that transform subsistence agriculture into a powerful catalyst for social and economic change.
How do you think older generations can best engage young people today in social impact work?

AT: I would like them to tell me how I would make the world a better place for my grandchildren — a world with no extreme poverty, hunger, or war; where more people have access to water, sanitation, clean air, education, gender equality, and opportunities; where there is more inclusion and equity.

What are you looking forward to in the year ahead from your work and/or in your field?

AT: I am looking forward to seeing farmer cooperatives forming unions and focusing on making the most of market opportunities through the consistent production of high-quality commodities in large quantities. I am excited to see more financial access and independence among those we work with, and I am hopeful for their direct and lasting relationships with markets. I am also inspired by our work to advance gender equality and engage youth within farmer cooperatives.
A total of **160,000 farmers** in Malawi, Rwanda, and Tanzania who have improved their lives working with the Clinton Development Initiative since inception.

**Photo of the Year**

Agnes Umurerwa, President of Cooperative KOHUNYA, which works with CDI in Rwanda, shows the improvement made in post-harvest handling. East African Exchange (EAX) was the off-taker who bought maize appearing in the picture, that was 43 metric tons and made the cooperative an income of approximately $13,000. Photo courtesy of Cooperative KOHUNYA. (2020)

**Top Moments**

1. Increased access to banking and financial independence — 450 community banks established and trained through government partners, which account for 82% of the more than $820,000 in loans mobilized for farming communities in Malawi.

2. Improved wages through wholesale partnerships — 26% increase in revenue to farmers in Malawi from soybean sales to CDI partner Africa Improved Foods (AIF) compared to those selling to local traders.

3. Accelerated women’s participation in community agribusiness — 47% women farmers engaged in training and community agribusiness (CAB) across Malawi, Rwanda, and Tanzania during the 2020-2021 agricultural season.
Since 2017, **Africa Improved Foods (AIF)** has sourced millions of pounds of high-quality soybeans and maize from farmers in Malawi and Rwanda. The commodities are processed into nutritious food that is purchased by the World Food Programme and markets across the region and distributed to malnourished women and children. CDI partners with farming cooperatives to produce a high-quality product in large quantities that supports AIF’s ability to purchase from smallholder farmers while sustaining and growing the local economy.

**A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE THIS WORK POSSIBLE**

African Improved Food (AIF) (RW), Bank of Africa (Rwanda), Dutch Postcode Lottery, German Federal Enterprise for International Cooperation, Harvest Plus, NIRAS via FCDO, Standard Bank (MW), Tanzanian Agriculture Development Bank (TDB) (TZ), and Trees for the Future.
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Why Am I Telling You This?

WITH BILL CLINTON

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CLINTON CLIMATE INITIATIVE

SANYA DETWEILER ON CREATING REAL-WORLD SOLUTIONS TO THE CLIMATE CRISIS AND HER DREAM TEAM OF WOMEN CLIMATE ACTIVISTS LEADING TODAY’S CHARGE

Next Up

Fighting the Climate Crisis

As Director of the Clinton Clinton Climate Initiative (CCI), Sanya Detweiler works to form partnerships with islands as they transition to renewable energy — developing real-world projects that can serve as examples for how to cut carbon emissions across the globe. From securing funding for solar projects for schools in the Bahamas, to supporting solar microgrid projects in Puerto Rico and the U.S. Virgin Islands, to expanding the Women in Renewable Energy Network — Sanya places communities at the heart of her team’s work.

In this interview, Sanya shares her perspective on CCI’s nimble approach to taking action on clean energy and resilience, and what’s ahead in the fight against climate change.

When you describe your work to your best friend, what do you say?

Sanya Detweiler (SD): CCI supports small island states in their transition from fossil fuels to renewable energy. We work closely with island governments and other local partners to help with long-term energy planning, implementing projects, and providing training opportunities. We also support communities as they work to rebuild in the aftermath of hurricanes and become more resilient in the face of future climate disasters.

In the U.S. or worldwide, what is the scariest thing you saw or heard in the past year and what can we as a society do about it?

SD: The International Panel on Climate Change (IPCC) released its 6th assessment report which said that changes to the ocean, ice sheets, and ocean levels are irreversible for centuries to millennia, and that global temperature will continue to rise until mid-century under all emissions reduction scenarios. As communities, we can adapt our infrastructure and systems for this new reality, such as how CCI has implemented solar microgrids with battery backup and disseminated best practices for installing solar in regions that experience hurricane-force winds. Equally as important is that we continue to speak up — calling upon our elected leaders and the influential actors in the private sector to act now on curbing emissions.

Who inspired you most in the past year? What did they do or say?

SD: Mia Mottley, Prime Minister of Barbados, gave two very powerful speeches — one at the United Nations General Assembly and one at the 2021 United Nations Climate Change Conference (COP26) — about the impacts of climate change on small island states and the moral imperative of advanced economies to invest in climate change mitigation.

“Good partnership means...”

SD: Supporting one another to work towards common goals.
If you could assemble your Avengers dream team of social changemakers to solve the issue you care most about — who would you name? And, why?

**SD:** An all-woman dream team of climate activists who represent communities acutely affected by climate change — Barbados Prime Minister Mia Mottley; Anishinaabe water activist Autumn Peltier; and climate activist and lawyer Collette Pichon-Battle, who founded the climate justice and human rights center, The Gulf Coast Center for Law & Policy. I'd also bring in the extraordinarily passionate and talented women of CCI's Women in Renewable Energy Network — these women leaders are blazing their own trails in the clean energy space and come from many different countries, backgrounds, and professional and personal perspectives. They each play a part in the global climate solution.

**What is the proudest moment in your work in the past year?**

**SD:** A proud moment in the past year was securing funding for solar projects in the Bahamas to make them more resilient and sustainable. One of these projects is a solar microgrid for Forest Heights Academy in Abaco, Bahamas. CCI assisted a local nonprofit, Friends of the Environment, to apply for funding from the Bahamas Protected Area Fund to purchase the equipment for the system and to employ student apprentices on the job. Once fully installed, the project will provide reliable, clean energy to the school for years to come.

**What are you looking forward to in the year ahead from your work and/or in your field?**

**SD:** I am looking forward to getting back in the field and visiting places such as Abaco, Bahamas where CCI has supported the installation of solar microgrids in the aftermath of Hurricane Dorian in 2019. I am also looking forward to meeting with partners in person and seeing members of the Women in Renewable Energy Network at upcoming industry conferences and other occasions.

“If I could see the future, I would want to know ...”

**SD:** The clean and innovative technologies that we haven’t even thought of yet.
IMPACT SNAPSHOT: CLINTON CLIMATE INITIATIVE

MORE THAN 36 RENEWABLE ENERGY AND EFFICIENCY PROJECTS HAVE BEEN SUPPORTED BY THE CLINTON CLIMATE INITIATIVE IN ISLAND NATIONS SINCE 2012.

PHOTO OF THE YEAR

Representatives from Forest Heights Academy, Friends of the Environment, Bahamas Protected Areas Fund, and Engineered Electric, along with two solar installation apprentices, stand in front of the partially completed solar PV system at Forest Heights Academy, Abaco, the Bahamas. This project was initiated in 2021.

TOP MOMENTS

1. The Women in Renewable Energy Network came together virtually with Chelsea Clinton to discuss solutions for mainstreaming equitable, gender-based approaches to climate action.

2. Helped facilitate virtual training courses on floating solar photovoltaic systems for energy practitioners all over the world.

3. Worked with partners to implement solar microgrids in parts of the Bahamas that were devastated by Hurricane Dorian.
CCI assisted Friends of the Environment in the Bahamas to secure a grant for the Forest Heights Academy solar project and apprenticeship program. CCI also helped them put on a virtual training event for individuals and businesses interested in solarizing their facilities.

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE OUR WORK POSSIBLE

Caribbean Centre for Renewable Energy & Energy Efficiency (CCREEE), Caribbean Electric Utility Services Corporation (CARILEC), Community Organized Relief Effort (CORE), InterAmerican Development Bank (IDB), Multiconsult, Nationale Postcode Lotterij (of the Netherlands), Norwegian Agency for Development Cooperation (NORAD), People’s Postcode Lottery (of the UK), Rocky Mountain Institute (RMI).
OVERDOSE RESPONSE NETWORK

IN THE FIGHT AGAINST AMERICA’S OVERDOSE CRISIS, MEGAN AFFRUNTI SETS HER SIGHTS ON FAITH, COMPASSION, AND LIFESAVING PARTNERSHIPS
Widely considered one of the most pressing health challenges of our time, overdose deaths have risen dramatically during the COVID-19 pandemic — with an estimated 108,000 lives lost to overdose in 2021. As a trusted source of support and information, faith leaders can be a vital part of the solution to this crisis. As Director of Substance Use Disorders and Recovery through the Clinton Global Initiative’s Overdose Response Network (ORN), Megan Affrunti is working to build a network of faith leaders — pastors, priests, rabbis, imams, and more — equipped with knowledge, skills, resources, and perhaps most importantly, the confidence to organize community members, reduce stigma of addiction, and fight substance use disorders in their communities.

Our team caught up with Megan to learn more about her work to strengthen communities’ responses to the overdose crisis in the United States.

When you describe your work to your best friend, what do you say?

Megan Affrunti (MA): We work to reduce the harmful stigma of addiction and strengthen communities’ responses to the U.S. addiction and overdose crisis. By partnering with community leaders such as pastors, priests, rabbis, and imams and building their knowledge and skills related to addiction, we reach diverse communities and make sure that information and resources such as naloxone (Narcan) are more accessible to those who need it.

What would you change or expand about the fight against the U.S. overdose crisis if you had unlimited resources?

MA: I would like to make sure that every single person that needs naloxone has access to it whenever they need it so that we don’t lose any more lives to overdose. I also wish that we could educate every community leader — faith leaders, doctors, nurses, teachers, parents — about addiction. They all need to know that addiction is a health condition, not a moral failing — and how to speak with and support someone who is impacted.

Fill in the blank, “My favorite part of my job and workday is...”

MA: Listening to the experiences of the community leaders that we serve to understand what is happening on the ground and how we can best support their work. I also find great joy in helping them bring their visions to life when they have an idea for a project that addresses addiction and overdose in their communities.
What’s one thing someone — anyone — can do if they want to make a difference in your line of work?

MA: Recognize that people with substance use disorders are people impacted by a health condition. Avoid using words like “addict,” “junke,” or “drunk” — they are stigmatizing and can marginalize and isolate people from the love and support that they need.

Who was your biggest role model that inspired you to pursue public health? Who inspired you most over the past year in your work advancing public health?

MA: Dr. Paul Farmer was such an inspiration and his passing is such a tragic loss.

I met him in 2002 when I was in the Peace Corps in Haiti. He gave me and my co-volunteers a tour of the hospital that he ran in rural Haiti, taught us about the challenges that developing countries face when it comes to providing health care, and shared about the innovative health care delivery model that he developed. I was able to observe his careful work with patients, and how he provided his full attention to everyone he encountered — it inspired me to enter the field of public health.

So, later, I was thrilled when one of my first assignments in graduate school was to read his book “Infections and Inequalities,” which talks about the forces, both local and global, that can determine who is healthy, who is sick, and who gets effective care and treatment.

What do you consider to be the one thing that most distinguishes the Clinton Foundation and its work from other organizations?

MA: Our focus is on partnerships. We know that we can’t do it all and that we can make a greater impact when we bring people together around important issues.

What are you looking forward to in the year ahead from your work and/or in your field?

MA: I’m pleased that harm reduction approaches to substance use disorders are being adopted more broadly in this country so that more people can access lifesaving resources like naloxone, referrals to services, medications for opioid use disorder, and social support. It’s important to meet people where they are, even if they are not ready or able to access treatment and help them stay alive and well. At the Clinton Foundation, I’m excited to build on the work of bridging the faith and scientific communities together by fostering communication and collaboration between these two communities to address the overdose crisis. I’m also looking forward to future convenings with prominent leaders in faith and science and seeing what can be accomplished by bringing these two communities together.
THROUGH THE YEARS, THE OVERDOSE RESPONSE NETWORK AND DIRECT RELIEF HAVE PARTNERED TO DISTRIBUTE MORE THAN 510,000 DOSES OF LIFESAVING NALOXONE TO SOBER LIVING FACILITIES, HARM REDUCTION ORGANIZATIONS, AND HEALTH DEPARTMENTS IN 20 STATES.

1. Over 120 faith leaders have been trained in communities nationwide with the intent to continue the work in perpetuity.

2. Launched the “Bridging Faith and Science to Combat the Overdose Crisis” conversation series in partnership with the Johns Hopkins Bloomberg School of Public Health and The Centre for Responsible Leadership.

3. Proud partner of Mobilize Recovery 2021, an annual conference for recovery advocates and people with lived experience with substance use disorder. President Clinton delivered keynote remarks and spoke with people in recovery.
IMPACT SNAPSHOT: OVERDOSE RESPONSE NETWORK

Through a partnership with the Georgia Department of Behavioral Health and Developmental Disabilities, ORN has replicated the Empowering Faith Leaders Program across the state of Georgia. This has led to the creation of a network of faith leaders with the knowledge, skills, resources, and confidence to effectively address addiction in their communities. ORN has trained 124 faith leaders through its Empowering Faith Leaders Program in Northeast Georgia, as well as Houston, Texas; Little Rock, Arkansas; Atlanta, Georgia; and Jacksonville, Florida.

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE OUR WORK POSSIBLE

The Centre for Responsible Leadership, Direct Relief, Georgia Department of Behavioral Health and Developmental Disabilities, Johns Hopkins Bloomberg School of Public Health, Massimo, The Voices Project.
CONGRATULATIONS

2022 CLINTON GLOBAL CITIZEN AWARD RECIPIENTS

SECRETARY
DONNA E. SHALALA

AMBASSADOR
ANDREW YOUNG
NIKKI HASANI-FERRERA ON HOW TOO SMALL TO FAIL PARTNERS TO LEAD INNOVATION IN EARLY CHILDHOOD

Chelsea Clinton reads DJ's Busy Day to early readers at Starfish Family Services in Inkster, MI. Chelsea and Too Small to Fail staff visited community partners in Detroit to see how they are implementing the “Talking is Teaching: Talk, Read, Sing” campaign on the local level. Photo by Megan Maher. (2022)
In her final year of college, Nikki Hasani-Ferrera was looking for an opportunity that aligned with her passion for early childhood and connected her with smart and mission-oriented people. She found her home at Too Small to Fail, the Clinton Foundation’s early learning initiative. After starting as an intern, she has grown into her role as a Partnerships Manager, collaborating with national partners and community champions of early childhood development and literacy across the United States.

Too Small aims to surround children and families in traditionally under-resourced communities with early learning, language, and literacy opportunities in the places they visit and use. By building partnerships to bring their one-of-a-kind creative, engaging prompts and materials to everyday places and spaces — such as laundromats, grocery stores, playgrounds, pediatrician’s offices, diaper banks, and Women, Infants, and Children clinics — Too Small’s partners have engaged hundreds of thousands of parents and families nationwide.

We sat down with Nikki to talk about her journey with Too Small to Fail, what inspires her to stay creative in collaboration, and what’s next for her team as they take on new partnerships.

When you describe your work to your best friend, what do you say?
Nikki Hasani-Ferrera (NH): I work with national organizations, businesses, and associations to support parents and caregivers. I do this by meeting them where they are — with tools and resources to help their young children learn, grow, and thrive (without burning out already overextended parents in the process).

What is the proudest moment in your work in the past year?
NH: In September 2021, Too Small to Fail and our partners at the LaundryCares Foundation hosted our 4th Annual Summit. This virtual event brought together hundreds of attendees from different backgrounds to explore how everyday spaces can be reimagined and redesigned to better support early learning and foster positive relationships between children and their caregivers. The summit was a labor of love from the whole Too Small to Fail team and our partners. So, it was very rewarding to take part in that convening and get positive feedback from participants.
In the U.S. or worldwide, what is the scariest thing you saw or heard in the past year, and what can we do about it as a society?

NH: I’m very troubled by the increased bans in schools and libraries targeting books related to topics like race, sexual orientation, and gender identity. Books are a key tool in helping kids understand — not only their own lives and experiences — but also the lives and experiences of others. By taking away diverse stories, or stories that reckon with the difficult realities of history, you’re taking away a resource that helps children navigate their world. As a program, Too Small has worked to increase awareness about why it’s so important to keep diverse representation central in children’s stories. As a society, I think the most important thing we can do is be aware that this is happening and speak out against it.

“Good partnership means...”

NH: Listening first. To me, a successful partnership is when you’re able to find and achieve mutual wins. But you can’t make an assumption about a partner’s wants or needs. You need to ask them and actually take the time to understand their response before moving forward.

What does it look like when the world achieves full equity and inclusion?

NH: There’s no more hate or hierarchy. Everyone’s basic needs are met — they have housing, food, quality health care, access to education, self-fulfillment, and safety.

How do you think older generations can best engage young people today in social impact work?

NH: Kindness and vulnerability are not weaknesses — they show understanding and care. That’s powerful, and it leads to better, more impactful work.

What are you looking forward to in the year ahead from your work and in early learning?

NH: I’m looking forward to seeing how our work in everyday spaces continues to evolve. It started with a goal of meeting families in the places they were spending time — like the laundromat, playground, or pediatrician’s office — and sharing high-quality tools and resources to support children’s early brain and language development. Now, we’ve expanded our strategy to think about the design of these spaces and how they can be transformed into environments that foster early learning and language-rich caregiver-child interactions. We are constantly evolving, focusing on what’s next and where else we can provide value.
I’m also particularly looking forward to participating in our first Family Advisory Council — which will be comprised of 12 exceptional caregivers nationwide, who will help us connect with families across the country regularly — and seeing how their experiences and perspectives can inform Too Small to Fail’s work moving forward.

**What would you expand about Too Small to Fail if you had unlimited resources?**

**NH:** I would love to create even more early learning spaces in places like laundromats, doctor’s offices, family courts, and other waiting areas across the country — and to engage local community members and designers to ensure that each of those environments is co-designed with the community and their unique identity in mind.

**What drew you to work for the Clinton Foundation? Do you have a favorite CGI or Clinton Foundation moment or story through the years?**

**NH:** I’ll never forget moving 20,000 diapers into the Foundation’s office in midtown Manhattan, as part of a Day of Action service project that we organized with staff, supporters, and volunteers from the National Diaper Bank Network. Trying to move the huge pallets was hilarious, but it was so rewarding to know that these diapers were going to be packaged with books and distributed to families in need through The Hopeline, a diaper bank and community center in the Bronx.
IMPACT SNAPSHOT: TOO SMALL TO FAIL

TOO SMALL TO FAIL HAS DISTRIBUTED MORE THAN 1.2 MILLION CHILDREN’S BOOKS TO FAMILIES LIVING IN UNDER-RESOURCED COMMUNITIES ACROSS THE COUNTRY SINCE 2013.

1. Supporting families amid a pandemic, adapting existing efforts, and deploying new strategies to meet families where they are — outside, inside, socially distanced, or virtual.

2. Expanding our partnership with the LaundryCares Foundation through our 4th Annual Laundry & Literacy Summit. At the summit, a new commitment was made to donate 50,000 books to Too Small partners National Diaper Bank Network and National Council of Juvenile and Family Court Judges.

3. Centering the voices of parents, caregivers, and communities this year through the launch of a Family Advisory Council.

Amid the pandemic, Too Small partnered with Landscape Structures Inc., one of the nation’s largest playground manufacturers, to create Story Trails — structures that prominently display pages of a children’s book along a path or walkway so that families can read together as they enjoy the outdoors.

Last year, community partners innovated on that idea and created nature trails, which feature artwork and conversation prompts about the sights a family will see along their local conservatory trails. In the picture above, a child explores a nature trail at the Allan and Virginia McCune Nature Preserve in Emmet County, Michigan.
Too Small to Fail partnered with Great Start Collaborative-Wayne County to launch a “Talking is Teaching: Talk, Read, Sing” community campaign across Detroit, Michigan. The campaign includes partnerships with laundromats, libraries, Women, Infants, and Children clinics, places of worship, early childhood education sites, public housing, banks, federally qualified health centers, and hospitals, along with a range of trained trusted messengers. Based on the success of the Detroit campaign, the Michigan Department of Education funded the Great Start Collaborative to support community campaigns across the state. To date, 75 out of 83 counties in Michigan have begun implementing their unique campaign strategies using Too Small to Fail messaging, resources, and tools to fit the needs of local families.

A SPECIAL THANK YOU TO OUR PARTNERS AND SUPPORTERS WHO MAKE OUR WORK POSSIBLE

AL Mailman Family Foundation, Coin Laundry Association, the David and Lucile Packard Foundation, the Dollar General Literacy Foundation, Grable Foundation, Great Start Collaborative, the Heising-Simons Foundation, Landscape Structures, LaundryCares Foundation, Michigan Department of Education, National Black Child Development Institute, National Council of Juvenile and Family Court Judges, Packard Foundation, the Sherwood Foundation, Taub Foundation, the Valhalla Foundation, the William Penn Foundation, Yael and Scooter Braun Family Foundation.
SAVE THE DATE

Women’s Voices, Women’s Votes, Women’s Rights

An international summit and exhibition exploring the unfinished business of the 21st century

CLINTON PRESIDENTIAL CENTER
LITTLE ROCK, AR | DEC 1-2, 2022
A FOCUS ON WHAT’S ‘NEXT UP’

Dear Reader,

In 2021, we celebrated 20 years since President Clinton opened the Clinton Foundation’s doors in Harlem and broke ground on the Clinton Presidential Center in Little Rock — preparing to continue his remarkable journey of service.

Some of you first came to know us from the lifesaving global work of the Clinton Health Access Initiative, which has helped millions with HIV/AIDS and other diseases get the medications they need.

Perhaps you’ve made a commitment through the Clinton Global Initiative, which has positively affected more than 435 million lives worldwide by convening a ‘community of doers’ from a broad cross-section of society and asking them to take action, together.

Others have been involved with us as we’ve partnered with communities across the globe — farmer groups in Malawi, faith leaders in Atlanta, artisans in Haiti, clean energy advocates in the Seychelles, laundromats in Philadelphia, entrepreneurs in Colombia, and thousands of parents, caregivers, and educators working with children across the United States — to support them in their journeys to create better lives for themselves, their families, and their neighbors.

Or maybe you’ve visited the Clinton Presidential Center — immersing yourself in President Clinton’s lifetime of public service. Perhaps his story of leadership has informed or, in some way, inspired your own.
No matter how you’ve engaged with us on this journey, you’ve helped make a meaningful difference in the lives of millions around the globe. This would not have happened without you, and we need you as a partner to continue this work.

In this year’s report, members of our team share what’s “next up” for our programs, how they are turning their social impact goals into reality, and ways we can work together to help others build better lives for themselves and their communities.

Each offers their own point of view, but central to their collective story is that our impact goes beyond the numbers, that partnership is how we can best anchor our central mission of putting people first, and that every single person has boundless potential to make a difference in the lives of others.

I hope it’s as clear to you as it is to us the difference you make. Thank you for being part of our journey and supporting this work.

Sincerely,

Kevin Thurm
Chief Executive Officer
## 2020 FINANCIALS

Year Ended December 31, 2020  
GAAP Basis  
Excerpted from audited financials

### Consolidated Statement of Activities

<table>
<thead>
<tr>
<th>REVENUE AND SUPPORT</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$13,185,009</td>
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<td>Grants</td>
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<tr>
<td>Net investment return</td>
<td>33,261,206</td>
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<tr>
<td>Other Revenue</td>
<td>1,511,692</td>
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<tr>
<td><strong>Total Revenue and Support</strong></td>
<td><strong>$52,035,665</strong></td>
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<table>
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<tr>
<th>OPERATING EXPENSES</th>
<th>% OF OPERATING EXPENSES</th>
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</thead>
<tbody>
<tr>
<td>Program Services</td>
<td></td>
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<tr>
<td>Economic Opportunity</td>
<td>9,961,210   (24.4%)</td>
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<tr>
<td>Civic Service</td>
<td>14,609,484 (35.9%)</td>
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<tr>
<td>Public Health</td>
<td>6,583,819 (16.2%)</td>
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<tr>
<td>Management and General</td>
<td>6,245,941 (15.3%)</td>
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<tr>
<td>Fundraising</td>
<td>3,344,111 (8.2%)</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$40,744,565</strong></td>
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<table>
<thead>
<tr>
<th>Provision for Uncollectible Pledges</th>
<th>650,305</th>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$41,394,870</strong></td>
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<td>Change in Net Assets</td>
<td>10,640,795</td>
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<td><strong>Net Assets, Beginning of Year</strong></td>
<td>312,758,608</td>
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<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td>$323,399,403</td>
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</table>

### 2020 EXPENSES

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Programs</td>
<td>76.5%</td>
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<tr>
<td>Management and General</td>
<td>15.3%</td>
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<tr>
<td>Fundraising</td>
<td>8.2%</td>
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</table>

### Consolidated Statement of Financial Position

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
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</tr>
<tr>
<td>Unrestricted</td>
<td>3,997,428</td>
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<tr>
<td>Restricted</td>
<td>3,812,930</td>
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<tr>
<td>Fixed Assets and Other</td>
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</tr>
<tr>
<td>Property and Equipment, Net</td>
<td>79,841,682</td>
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<tr>
<td>Investments</td>
<td></td>
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<tr>
<td>Endowment</td>
<td>221,363,548</td>
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<tr>
<td>Inventory and Prepaid Expenses</td>
<td>704,004</td>
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<tr>
<td>Multiyear Pledges Receivable</td>
<td>18,276,525</td>
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<tr>
<td>Accounts Receivable</td>
<td>322,651</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>$328,318,768</td>
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<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable &amp; Accrued Expenses</td>
<td>2,815,192</td>
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<tr>
<td>Grant Payable</td>
<td>750,000</td>
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<tr>
<td>Deferred Revenue</td>
<td>1,354,173</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>4,919,365</td>
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<tr>
<td><strong>Net Assets</strong></td>
<td>323,399,403</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$328,318,768</strong></td>
</tr>
</tbody>
</table>
IN THE NEWS

*Rolling Stone*

**Bill Clinton Launches New Podcast ‘Why Am I Telling You This?’**

February 4, 2021

*AP*

**Clinton Global Initiative restarted to tackle urgent needs**

March 4, 2021

*C-SPAN*

**Vice President Kamala Harris Addresses Clinton Global Initiative**

March 26, 2021

*Religion News Service*

**Adapting a faith-led effort to fight opioids to encourage vaccinations**

April 18, 2021

*TNW*

**Grillo, IBM, and the Clinton Foundation expand low-cost earthquake detection to the Caribbean**

May 25, 2021

*Commercial Appeal*

**Tennesseans must not digress in the race against preventable diseases**

July 22, 2021

*People*

**Chelsea Clinton’s Campaign Against Vaccine Misinformation Began When a Stranger Accosted Her**

August 12, 2021

*Standard Bank*

**Unlocking Farmers Access to Finance**

September 9, 2021

*Spectrum News NY*

**Bill Clinton reflects on 20 years in Harlem**

August 2, 2021

*The Atlanta Journal-Constitution*

**Faith communities join fight against stigma surrounding addiction**

November 25, 2021
“From the library to the laundromat and the pediatrician’s office to the playground — Too Small to Fail proves that we can facilitate early childhood learning from birth by supporting parents and caregivers and meeting them where they are in their daily lives. Through their tools, resources, and built environments, Too Small to Fail continues to demonstrate the efficacy of their work and innovative approaches. I’m proud to support it.”

– SUSIE BUFFETT, SHERWOOD FOUNDATION, OMAHA, NE

“I am forever inspired by President Clinton’s lifetime of public service and commitment to engaging young people to serve others and create the change they wish to see in the world. I’m proud our gift supports programs like CGI University — a leadership development program that offers a unique platform for the world’s next generation of social entrepreneurs and changemakers as they work to make a meaningful difference in their communities and the world.”

– ELZIE HIGGINBOTTOM, CHICAGO, IL

“The unique ability of the Clinton Foundation to convene and bring together health care experts, advocates, policymakers, researchers, and other thought leaders to create solutions and foster partnerships to solve this seemingly unsolvable problem, provides hope that together we can make sure this scourge will not be visited upon the next generation.”

– JOE KIANI, CEO, MASIMO

“The Clinton Global Initiative has a long-standing track record of driving action and realizing results. Their focus on fostering an inclusive economic recovery aligns with the mission of the Mastercard Center for Inclusive Growth. By convening cross-sectoral organizations, elevating pioneering solutions, and supporting on-the-ground leaders; we have the chance to build a more inclusive, prosperous, and resilient economy. The Mastercard Center for Inclusive Growth is proud to partner with CGI in this important endeavor.”

– SHAMINA SINGH, FOUNDER AND PRESIDENT, MASTERCARD CENTER FOR INCLUSIVE GROWTH
WAYS TO GIVE

Your continued support enables the Clinton Foundation to sustain and grow the important programs and initiatives that are putting people first.

ONE TIME DONATION
When you donate, you’ll be helping to fund programs that are putting people first through their focus on expanding economic opportunity; confronting the climate crisis; improving public health; and inspiring citizen engagement and service.

BECOME A MONTHLY DONOR
Monthly giving is a simple and meaningful way to support the ongoing work of the Clinton Foundation. You can join The Bridge donor community with a contribution of as little as $5 per month.

BECOME A CLINTON FOUNDATION AMBASSADOR
Through annual gifts of $1,000 or more, Ambassadors provide critical operating and programmatic support for the Foundation’s life-changing work year after year.

SPONSOR OR ATTEND AN EVENT
The Clinton Foundation hosts large and small events annually. There are special opportunities for corporations, foundations, and individuals to get involved.

INVEST IN OUR PROGRAMS
Join leading corporations, foundations, and individuals in making a designated gift or grant.

GIVE A GIFT OF STOCK OR A DONATION FROM YOUR IRA
The Clinton Foundation would be grateful for your gift of stock or a donation from your IRA.

CREATE A LEGACY THROUGH A PLANNED GIFT
By including the Clinton Foundation in your will or estate plans, you will be recognized as a member of the Clinton Foundation Legacy Council. Your gift will help sustain the Foundation and Clinton Presidential Center for generations to come.

To learn more about how you can support the Foundation’s work, please visit CLINTONFOUNDATION.ORG/SUPPORT-US