

# SOCIAL ENTREPRENEURSHIP AWARDS

MANHATTAN INSTITUTE

2011



*Recognizing individuals who are addressing some of America's most difficult social problems*



# SOCIAL ENTREPRENEURSHIP AWARDS

## MISSION STATEMENT

The Manhattan Institute's Social Entrepreneurship Awards honor nonprofit leaders who have founded innovative, private organizations to help address some of America's most pressing social problems. The Awards include two prizes. The William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship is presented to the leader of an organization that has been both demonstrably effective and widely influential. An honorarium of \$100,000 accompanies the Simon Prize.

The Richard Cornuelle Award for Social Entrepreneurship is given each year to up to five organizations that have demonstrated both effectiveness and the promise of significant impact. A prize of \$25,000 is presented to the organization founded or led by the award winner.

### **The William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship**

The Simon Prize recognizes individuals who have founded and led organizations that have been clearly effective in their work and who have emerged as prominent public leaders in their fields. Past winners include George McDonald, founder of The Doe Fund, which has helped more than 3,500 homeless New Yorkers graduate from the streets to work; Eunice Kennedy Shriver, whose key role in the Special Olympics helped change the way that the developmentally disabled are viewed; Peter Flanigan, whose commitment to inner-city students and Student Sponsor Partners has been changing lives for many years; and Daniel Biederman, founder of the Bryant Park Corporation, 34th Street Partnership, and

The Manhattan Institute Social Entrepreneurship Initiative is supported by funds from the J. M. Kaplan Fund, the William E. Simon Foundation, and Nick Ohnell. Howard Husock, vice president for policy research at the Manhattan Institute, is director of the program.

For both the Cornuelle Award and the Simon Prize, nominations may be submitted by anyone familiar with a person's or group's activities except for a current employee of that person or group. Award applications for 2012 will be available online at [www.manhattan-institute.org/se](http://www.manhattan-institute.org/se) after January 23, 2012, and will be accepted until March 30th of that year. Winners are selected by the Manhattan Institute with the assistance of the following selection committee: Anne Marie Burgoyne, Draper Richards Foundation; Howard Husock, Manhattan Institute; Cheryl Keller, foundation consultant; Leslie Lenkowsky, Indiana University; Adam Meyerson, The Philanthropy Roundtable; Lawrence Mone, Manhattan Institute; Sheila Mulcahy, William E. Simon Foundation; James Piereson, William E. Simon Foundation/Manhattan Institute; and William Schambra, Bradley Center for Philanthropy and Civic Renewal at the Hudson Institute.

Grand Central Partnership, whose vision and use of private, nonprofit management and finance has restored and maintained some of New York City's greatest public spaces.

Nominations are accepted for the Simon Prize, but potential winners are not limited to those nominated.

### **Richard Cornuelle Award for Social Entrepreneurship**

Throughout its history, the United States has been distinguished by the capacity of citizens to address social problems through new organizations established through private initiative. From Clara Barton and the American Red Cross to Millard Fuller and Habitat for Humanity, Americans have consistently come forward, without prompting or assistance from government, to organize nonprofit action to improve American society by providing services to those in need. It is those who follow in such footsteps whom the Manhattan Institute seeks to recognize with its Richard Cornuelle Award for Social Entrepreneurship.

The characteristics of winning organizations have included:

- Energetic founding leaders with a strong vision;
- Provision of specific services to a clearly-targeted group of those in need;
- Creative, entrepreneurial ways of meeting the organization's goal;
- Significant earned income and a diverse base of donors;
- Clear and measurable results; and
- Use of volunteers.

Recognition is reserved for those organizations whose guiding purpose and function stem from private initiatives and ideas,

but acceptance of some government funding does not, in itself, preclude consideration. The Cornuelle Award recognizes the creative energy of the nonprofit sector by highlighting new ideas and approaches even by mature organizations.

Any nonprofit organization that provides a direct service to address a public problem can be nominated for this award.

Examples of such organizations include:

- Private social-services groups that assist the poor and disadvantaged with services designed to improve their prospects for success and upward mobility in American society;
- Reformatory organizations that help people cope with moral or psychological problems, such as drug addiction and criminal behavior;
- Education groups that improve children's educational achievement and possibilities through mentoring, counseling, or other after-school programs;
- Community groups that improve the quality of life in their neighborhoods; and
- Conservancies that use private donations from corporations or individuals to purchase land and preserve it from development.

As many as 10 organizations may qualify for site visits, the impressions and information from which will augment that provided by written nominations. Nonprofit organizations that engage in political advocacy or that bring legal actions, or whose primary activities are in response to government grants are not eligible for this award. Individual schools are not considered for the award, but novel approaches to education may be considered.

A complete list of award winners, 2001-11, can be found at [http://www.manhattan-institute.org/html/se\\_winners.htm](http://www.manhattan-institute.org/html/se_winners.htm).

# THE MAN WHO NAMED THE ‘INDEPENDENT SECTOR’: THE LEGACY OF RICHARD CORNUELLE

By William Schambra May 5, 2011



Richard C. Cornuelle (1927–2011)

With the death of Richard Cornuelle last week at the age of 84, America’s “independent sector” has lost one of its most faithful and vigorous champions.

Indeed, one of his claims to fame was the very invention of the term “independent sector,” deployed in his landmark 1965 volume *Reclaiming the American Dream* as a way to describe, in the words of the book’s subtitle, “the role of private individuals and voluntary associations” in our national life.

Richard Cornuelle was a life-long libertarian, convinced that “man’s power over man should be strictly limited and that any design for social improvement that depended on government for its execution was ill-advised.”

He developed this political outlook in his studies with one of its pioneers, Ludwig von Mises, then teaching at the Graduate School of Business at New York University. It was the only job, Mr. Cornuelle noted, that even

a libertarian economic genius like Mr. von Mises could find in the late 1940s, when big-government devotees utterly dominated the American academy.

Mr. Cornuelle became a program officer at one of the early foundations on the right, the William Volker Fund, where he mined economics journals for telltale indications of libertarian tendencies. Once he discovered these scholars—typically scattered and disconnected loners at lower-tier colleges—the foundation would offer them what modest financial support it could afford.

In a time when lurid headlines tell stories of behemoth conservative foundations buying and selling public policy at will, it is hard indeed to imagine these hard-scrabble origins. As Mr. Cornuelle put it, free-market advocates could fit in a phone booth, possessed by the “haunting, subliminal suspicion that we were fighting not just a losing battle but a war already lost.”

In a sentiment familiar to any foundation program officer, Mr. Cornuelle soon cast covetous glances at the Volker grants going not to his projects but rather to the small, local humanitarian groups that William Volker, who created the foundation, said his philanthropy should also support. Instead of converting those grants to his cause, however, they soon converted Mr. Cornuelle to theirs—the notion that human suffering was best reduced by local voluntary efforts. Mr. Cornuelle’s abstract intellectual inclinations could not efface his origins as the son of a Midwestern Presbyterian minister, called to a life of purpose and service.

Libertarianism may have offered a philosophically devastating analysis of the failures of government social programs and the superiority of free markets, in his view. But it failed to speak to our irrepressible humanitarian impulses, for which government programs, however faulty, seemed to be the only politically plausible expression.

In *Reclaiming the American Dream*, Mr. Cornuelle outlined a way to deal with urgent social needs in a manner both humane and free. Drawing on Alexis de Tocqueville (by no means as commonly cited then as today), he noted that “as a frontier people, accustomed to interdependence, we developed a genius for solving common problems. People joined together in bewildering combinations to found schools, churches, opera houses, co-ops, hospitals, to build bridges and canals, to help the poor.”

Mr. Cornuelle maintained that we had all but forgotten this vast array of voluntary civic associations—an “important third force” which he termed “the independent sector”—in our growing reliance on government-financed, centrally administered, professionally delivered social services.

But he insisted that the human “desire to serve” was just as primal and powerful as the yearning for political power or material gain, and once unleashed, it could re-energize our voluntary associations and address our problems without oppressive bureaucracies.

Even 50 years ago, Mr. Cornuelle understood that America’s nonprofits had all too readily become servile adjuncts of govern-

ment. But he looked to the “revival of a lively competition” between government and nonprofits, even though that very idea “is by a weird public myth, thought to be illegitimate, disruptive, divisive, unproductive, and perhaps immoral.”

To drive home the point, he obtained financing from several foundations to start private programs that worked to provide housing, urban renewal, employment, and especially low-income college loans that proved to be at once more effective and less expensive than their government counterparts.

“The notion that a conservative is indifferent to human problems is part of a myth—the same myth that says that the government is the only instrument that can solve social problems,” Mr. Cornuelle insisted in a *Life* magazine article on his efforts in June 1968.

It is entirely forgotten today, but well before other conservative presidents in the 1980s extolled the virtues of “private-sector initiatives” or “a thousand points of light,” Richard Nixon eagerly embraced Mr. Cornuelle’s voluntarist notions.

In his 1969 inaugural address, President Nixon insisted that “to match the magnitude of our tasks, we need the energies of our people—enlisted not only in grand enterprises but more importantly in those small, splendid efforts that make headlines in the neighborhood newspaper instead of the national journal.”

President Nixon started both a Cabinet committee and a White House office on voluntary action to cultivate this approach.

The rapid and quiet demise of President Nixon’s volunteerism program, as well as similar experiences with civil-society efforts in subsequent administrations, taught Mr. Cornuelle that the “independent sector”—in his understanding,

nonpolitical or even counterpolitical—was not likely to be revived by any political figure.

But in his later years, with the collapse of Soviet totalitarianism abroad and the decline of centralized, command-and-control corporate organization at home, Mr. Cornuelle came to the optimistic view that completely without elite guidance, everyday citizens were beginning to reorganize themselves into small, self-governing communities.

No longer satisfied with the roles of passive voter and taxpayer or pliant corporate employee, they wanted to have a larger and more immediate say in their own lives through their own, freely organized, self-administered associations.

Mr. Cornuelle suggested that libertarian thinkers—who had so accurately described the theoretical superiority of free markets to government management but who had so little to say about solving social problems—now needed to turn their minds to this new phenomenon.

So he organized financial support for efforts by Lenore Ealy at the journal *Conversations on Philanthropy*, as well as scholars associated with George Mason University and the New York City think tank the Manhattan Institute, to document, celebrate, and provide a secure theoretical footing for these new civic examples of what libertarians call “spontaneous order.”

Leaders of today’s nonprofit organizations will look at Richard Cornuelle’s call for competition, rather than collaboration, with government agencies as hopelessly naïve, given their massive reliance on government money.

Yet with governments at all levels today resolved to balance their budgets on the backs of nonprofits, it is no longer so

evident that “public-private partnership” is the path recommended by realism.

At any rate, it is a continuing source of sadness for any champion of civil society to see its once-proud and self-sustaining institutions engaged in such vigorous denial of their own capacity to meet society’s problems were they forced to rely on voluntary contributions rather than mandatory taxation.

But Mr. Cornuelle’s life and message should be even more compelling and perhaps troubling for his conservative colleagues today, who seem to devote their political energies almost exclusively to engineering a decline in government spending.

Mr. Cornuelle maintained that it is not enough to show that government programs are too expensive or ineffective. Champions of a free society must also demonstrate, both in thought and in practice, that it too can provide ways to satisfy the human impulse to serve others and to alleviate their suffering.

Conservative donors today seem to be more focused on securing electoral victory for their ideas than on nurturing their concrete expression in the resuscitation of local civic associations.

Richard Cornuelle’s life and work remind us that for friends of liberty, no momentary political triumph is an adequate substitute for the painstaking, immediate, hands-on work of reconstituting, in thought and deed, the sector to which he affixed the proud adjective “independent.”

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# GEOFFREY CANADA

## Harlem Children's Zone

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**WILLIAM E. SIMON  
LIFETIME ACHIEVEMENT  
AWARD 2011**

**B**orn in the South Bronx and raised by a single mother—“she had four kids, [and she was] overwhelmed, doing the best she could do, living in tenements with roaches and mice and rats”—Geoffrey Canada understood at a young age what would become his life’s work: “At nine years old,” he told the *New York Daily News* in 2010, “I realized that I wanted to come back and help kids like those of us growing up in these conditions.”

After attending Bowdoin College on scholarship and receiving a master’s degree from the Harvard Graduate School of Education, Canada returned to New York to join and then take the helm of the organization that would become the Harlem Children’s Zone. Through it, Canada has distinguished himself through approaches that are original and, most important, effective. Originally conceived as a modest program to reduce and prevent school truancy, the HCZ has, under Canada’s leadership, found ways to reach and uplift disadvantaged children and their families broadly—at home, in their neighborhoods, and through some of the nation’s most successful charter schools.

His key decisions have included the conversion of a public school into a community center offering a range of services and activities on nights,

weekends, and during summers. That led to what has become the Children’s Zone’s trademark approach, one emulated across the country: bringing a range of comprehensive support services to a single Harlem block, through a nonprofit and largely privately financed organization. The idea: to address interconnected problems that poor families face, including failing schools, violent crime, family disorganization, and chronic health problems.

Over the course of the 1990s, what began as a modest pilot project on a single block expanded to 24 blocks, then to 60 blocks, and finally, in 2007, to nearly 100 blocks. Today, the HCZ serves more than 8,000 children and 6,000 adults. It seeks to surround neighborhood children with an enriching environment of college-oriented peers and supportive adults as a counterweight to “the street” and a toxic popular culture that glorifies misogyny and antisocial behavior. The *New York Times Magazine* called it “one of the most ambitious social experiments of our time.”

“The basic idea of the Harlem Children’s Zone project is to really get all the children in a 97-block area on grade level and have them become successful taxpayers so that they can take care of their families and themselves,” says Canada. “We do that by starting early.”

The HCZ Baby College program offers a nine-week parenting workshop to expectant parents and to anyone raising a child under three years old. The workshops, which feature a curriculum developed by noted pediatrician and *Touchpoints* author T. Berry Brazelton (who also trained the instructors), promote reading to children and verbal discipline over corporal punishment.

Other early childhood programs include a preschool, an asthma-prevention initiative, and a program to fight obesity, but the jewels in the crown of the Harlem Children's Zone project are the six nationally known Promise Academy charter schools.

"We started our own charter schools to make sure that our children live up to their full potential," Canada says. "That means not waiting until the child is in the seventh or eighth grade to get them on grade level. [We want to] get them on grade level early, keep them on grade level, and then try to accelerate these young people so that they can reach their full potential as learners and members of society."

And it's working. One hundred percent of Promise Academy third-graders tested at or above grade level on the math exam, outperforming their peers in New York State, New York City, and District 5. In English and Language Arts (ELA), over 93 percent of Promise Academy I

third-graders and 84 percent of Promise Academy II third-graders tested at or above grade level. In 2008, 93 percent of Promise Academy High School ninth-graders passed the statewide algebra Regents exam.

These eye-popping outcomes have attracted the attention of the national media and the national political establishment. In 2007, candidate Barack Obama urged the replication of the HCZ approach in cities across the country. As Canada notes, the Harlem Children's Zone is an idea with bipartisan appeal: "Republicans loved the fact that I wanted to fire lousy teachers, hold ourselves accountable, tell people that if we don't do the job, don't give us the money. So they would say, 'Yeah, Geoff's my man,'" Canada told *ABC News* in 2009. "The Democrats loved the fact that I said that teachers were woefully underpaid, that we really need to make investments in our communities and children, and that government really matters and could make a difference, and they would say, 'Yes, that's my man Geoff.'"

The recipient of numerous awards and prizes,

Canada was earlier this year selected as one of *Time* magazine's 100 most influential people. Education secretary Arne Duncan was enlisted to pay tribute. He wrote: "Geoffrey Canada is an extraordinary innovator and one of my heroes. He has shown time and again that education is the surest path out of poverty. Every day, Canada is driven by a deep belief that all children can succeed, regardless of race, wealth or zip code."



# MAILE BROCCOLI-HICKEY

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RICHARD CORNUELLE  
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2011

In 2004, Maile Broccoli-Hickey was working in an Austin, Texas, restaurant when her coworkers told her that the English class that they were attending had been unexpectedly canceled. Her colleagues, mostly immigrants and native Spanish speakers, were now facing a 90-minute bus ride to continue their studies. As a Spanish speaker who had taught in Austin's public schools and lived in Guatemala, Broccoli-Hickey decided to offer an English class at the restaurant during the shift-changing hour. She focused the class on restaurant-specific information so that employees could advance at work and thereby improve their lives in general. Some of her students who started as busboys became waiters and bartenders.

Broccoli-Hickey taught the class at the restaurant for a year. Then she began graduate school at the LBJ School of Public Affairs, where she studied immigration, language acquisition, and workforce development while also networking through the local nonprofit community. Her plan? To build a curriculum that would make English as a Second Language students more successful more quickly.

In 2007, she founded English at Work (E@W), in order to provide English language instruction in the workplace as a way of improving immigrants' opportunities for a better life. Census data show that in central Texas, 12 percent of adults (147,000 people) and 18 percent of youth (45,000 kids) don't speak English well. An estimated 8,000 people work in service jobs that require them to speak and understand the language. Limited language skills prevent them from moving up at work and providing for their families, but the spillover effects are just as serious: a greater chance of



injury on the job (leading to overuse of emergency rooms), a negative predictor for their children's success in school, and an overall negative economic impact in terms of lost wages and productivity.

E@W was founded on a set of foundational beliefs: first, that English language proficiency can lift people and families out of poverty; second, that instruction must take into account the challenges of transportation and child care; and third, that classes must be customized to account for participants' work situations. Classes are offered through employers to reach hotel housekeepers, hospital cafeteria workers, grocery-store clerks, and restaurant busboys.

Businesses sign on for a set of four, six-week E@W classes that meet twice a week for 90 minutes each. The courses are Workplace Basics, Customer Service, Workplace Health & Safety, and Employee Responsibility. Class members attend the class one hour before the end of their shift and stay for an extra 30 minutes. Generally, they stay "on the clock" for the extra 30 minutes. E@W provides the instructor, who stays with each class from beginning to end.

Scott Carlisle, director of support services at the Seton Healthcare Network (the second-largest employer in Austin and an E@W site), notes that not only do



E@W graduates not leave the hospital; they get promoted or moved to more desirable, better-paying shifts. According to Carlisle, cultural misunderstandings, which in the past led to workplace job claims, have also fallen dramatically. He believes that this is due to improved communication between supervisors and employees.

E@W now partners with 17 businesses, including Whole Foods, half a dozen restaurants, three Austin hospitals, and the Hilton, Omni, and DoubleTree Hotels. The results are impressive:

- E@W students advance one proficiency level after 72 hours of study (versus the industry standard of 127 hours).
- The student retention rate is 75 percent (compared with 57 percent at other providers).
- Over the past year, 75 percent of E@W businesses promoted students after hosting the program.
- 100 percent of partner businesses

reported a positive return on investment associated with the program.

- Students at every partner business went on to make dramatic life improvements, including buying their first homes, getting their GEDs, and enrolling in classes at a community college.

Over the past three years, E@W has advised 13 organizations and companies in 10 states on how to launch workplace language classes. A plan is in place to begin an academy that will offer a six-month intensive teacher-training program as a source of new hires, as the program plans to double the number of teachers by 2013. Broccoli-Hickey envisions that the teacher-training academy could fuel further growth as a source of leaders for programs in other parts of the country.

In perhaps the most telling testament to the staying power of the English at Work idea, the original class taught by Broccoli-Hickey at the restaurant is still running.

## RACHEL DOYLE

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As a 16-year old high school student on Long Island, Rachel Doyle was inspired by concern about her own grandmother to organize a school-based volunteer project aimed at bringing companionship and a touch of beauty to an often-isolated population: elderly women confined to nursing homes. Doyle's high school classmates were the original "glamour gals," providing regular makeovers—including facials and manicures—to brighten the days of those they visited.

When one senior care center's press release attracted the attention of the *New York Times*, it became clear that Doyle had hit on a deeply appealing concept. An appearance on the *Oprah Winfrey*

*Show* followed, and Doyle went on to found and lead a national Glamour Gals organization that today includes 800 members and 38 chapters in 14 states and the District of Columbia. Glamour Gals has provided an estimated 71,000 hours of service in just the past two years.

The concept has proved so strong that Doyle, after majoring in public policy at Cornell and beginning a career in advertising, found that she could not leave Glamour Gals behind. She decided in 2008 to make running Glamour Gals her full-time job. Her stated goals far transcend facials and manicures to include fostering "intergenerational relationships," alleviating "elder loneliness," and encouraging



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“compassionate teen leadership.” She laid the structural groundwork, moreover, for a national organization that could reach large numbers.

A visit to the Cobble Hill Community Health Center in Brooklyn, a facility that includes residential nursing care, makes clear that Doyle has found a way to fulfill those goals. A dozen girls from Saint Joseph’s Academy, a nearby urban Catholic school, devote two hours at the end of a school day to Glamour Gals. Doyle confides that at least one girl has been drawn away from a gang-involved boyfriend by the camaraderie of Glamour Gals; others have been attracted to the club (overseen, as required, by teacher/advisers who accompany the girls) because they themselves have been raised by their grandparents, not an uncommon occurrence in neighborhoods where young mothers have fallen into drug use.

These sorts of chapters are the exception to date but clearly very much a target for future growth. A number of young

women note a connection between Glamour Gals and their own career aspirations. One is aiming toward a career as a professional makeup artist, and more are planning careers in nursing; they see their nursing-home visits as preparation for the sort of bedside manner that they will need. In the activities room at Cobble Hill, they go from one elderly woman to another, providing literal splashes of color that contrast with the white hair and pale skin of those who spend their lives indoors. It becomes clear that the relationship established is more important than the makeup; as Sylvia, aged 97, puts it, “We mainly like the company.” On a day in late May, Cobble Hill’s activity director underscores the value of Glamour Gals in a ceremony in which certificates of appreciation are presented to each Glamour Gal.

Doyle has developed techniques for recognizing and rewarding the enthusiasm of her Glamour Gals. These culminate with an annual “Glammy” award night at a prominent Manhattan venue. Win-

ners from multiple chapters are recognized for success on a variety of fronts, such as attracting recruits, garnering publicity, or obtaining financial support. Not just the students but parents, volunteers, and advisers attend—and there’s a special Glammy award for adults (Inspiration Glammy). The many effective small touches include hot-pink tote bags with the Glamour Gals logo, used for carrying cosmetics.

Hot pink is the organization’s color of choice; Doyle developed the line of tote bags after receiving a frantic call from a group of girls on the subway in Queens telling her that the plastic garbage bag in which they were carrying the makeover cosmetics had broken—with disastrous results.

Had Rachel Doyle set out directly to provide volunteer “intergenerational service,” she might have had a hard time. But she has found a way to enable young and old to connect while building on the interests and needs of both. As a result, the service here has an unself-conscious spontaneity and a touching poignancy.

# BARBARA ELLIOTT AND SANDY SCHULTZ

## The WorkFaith Connection

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**RICHARD CORNUELLE  
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More than 700,000 prisoners will be released in the United States this year. As anyone in the field of prisoner reentry knows, there are no shortcuts to making people “whole,” self-sufficient, tax-paying members of society. Yet this was precisely the challenge taken up by Barbara Elliott, an expert on faith-based urban ministry, when she founded the WorkFaith Connection (WFC), with a fundamental focus on serving the “hardest of the hardest.”

Based in Houston, the WFC seeks to help those transitioning out of homelessness, prison, or addiction. For this challenging population, not having or keeping a job is often the least of their problems. However, the dignity and self-discipline that come with regular work, the ability to provide for oneself and one’s family, a stable place to live, owning a car, and, perhaps, health benefits or paid vacation are truly transformative.

The WorkFaith Connection operates collaboratively, accepting referrals of clients from 25 other relief organizations as well as from churches, homeless shelters, and the courts. The key component of this collaborative work is in identifying individuals who have a sincere desire to lead a changed life, regardless of their past shortcomings. The role of the WFC is to provide the skills, knowledge, relationships, and experience required

for building that new life. The clients are about 60 percent male and 40 percent female, and the average age is 47.

Sandy Schultz, a successful businesswoman, has run the organization since it opened as a demonstration project in 2007. In just four years, the WFC has graduated 1,036 men and women, 78 percent of whom are employed with 450 employers, earning, on average, \$9 per hour. The program emphasizes job stability as a way to overcome problems in the client’s life and work history. As a result of WFC training and program support, 54 percent of all graduates have kept their jobs for a year, and 124 graduates have been working for two to three years.

The third member of the WFC leadership triumvirate is David Meadows, a human-resources executive and career transition coach in the oil and gas industry, who felt a call to do nonprofit work. He quit his paying job to start the WFC with Elliott and Schultz. Meadows focuses on teaching students to market themselves to employers by anticipating what the employers will want to know and how their skills meet the employers’ need. He brings a serious, professional approach to the job-placement aspect of the ministry and is still a full-time volunteer.

The program’s great strength and most innovative feature is the recurring message



drummed home to each participant: the way to overcome a difficult past is by demonstrating stability and reliability to an employer. That translates to an immediate goal of finding and keeping an entry-level job for one year. After the one-year mark, the WorkFaith Connection goes on to support the client with career-advancement planning, work training, or school opportunities in preparation for a job change.

The clients are told: “We will stay with you through your first promotion.” That is great encouragement to people whose lives have been marked by instability and broken promises. By his own admission, Scott Wesley was caught in a downward spiral of drug use, bad decisions, and abandonment of his wife and kids. His post-prison decision to become what his cellmates called a “free-world square” ultimately resulted in an astonishing reconciliation with his children, a

repaired relationship with his ex-wife, and a job on the WFC staff.

The WorkFaith Connection program begins with the client referral. The prospective client is invited to a regularly scheduled general orientation introducing the program and the full commitment that it requires. A set of interviews follows with WFC staff and volunteers to discern the client’s readiness for life change. The prospective client must be at least 18 years old, have a Social Security card, be in a stable housing situation, pass a drug test, and be willing and able to work. Anyone who is still battling addiction or who has mental health issues is referred to programs in those domains. All are welcome to reapply once they have been clean of drugs and alcohol for 90 days.

If a person clears this threshold, the formal program begins. Clients stay with the WFC for two to three years on average

because of the unique, ongoing support that is so crucial to keeping the job in the first place. Thirty employers have volunteered to be core employers, committed to the overall mission of the WFC and willing to provide mentoring support to help graduates succeed. Many employers report an 80 percent or higher retention rate for program graduates and sometimes opt to hire more than one graduate—as many as 20 work for one firm.

Elliott and Schultz were motivated by strong Christian beliefs about love and redemption in starting the WFC. Yet the program serves people of all faiths, and students say that they would not hesitate to refer non-Christian friends because there is “no preaching.” The focus is, rather, on developing “an attitude of gratitude”: gratitude for a second chance, gratitude for the opportunity to live a whole life as a person of integrity.

## ANN HIGDON

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Charter schools have become a significant part of American K–12 public education. But those of the ISUS (Improved Solutions for Urban Systems) Institute in Dayton, Ohio, stand out—not just for their quality but for their character. In contrast to the strict focus of many charters on academic achievement, ISUS has built a top-performing school emphasizing career and vocational preparation and, at the same time, enrolling some of the hardest-to-reach students. Indeed, some 70 percent of ISUS students have previously dropped out of high school, and the majority have been involved with juvenile court.

“Our focus from the start has been on recovering dropouts and helping them ob-

tain a bona fide high school diploma, not just a GED,” explains ISUS founder Ann Higdon, who seeks both to serve Dayton industries in need of skilled employees and to reach youths—particularly in Dayton’s low-income African-American and Appalachian communities—who are, as she puts it, “out of touch with the reality of how to get and hold a job.”

Higdon’s background as a social science researcher led her from New York and Chicago to Dayton. A consulting project she led in the mid-1990s on behalf of Montgomery County, Ohio, of which Dayton is the county seat, focused on creating an electronic benefits-delivery system for food stamps. That project led her into contact with local bank ex-

RICHARD CORNUELLE  
AWARD FOR SOCIAL  
ENTREPRENEURSHIP  
2011



ecutives who would prove invaluable in helping her realize the dream she called Improved Solutions for Urban Systems. She started ISUS with a \$100,000 personal loan from a local bank.

ISUS began in a small classroom trailer outside a house on Dayton's Frank Street. This long-declining area—ironically named Rubicon Park—was a fieldwork site for students to learn construction skills, then in high demand. There, the ISUS Institute idea took shape: a charter school that would provide a combination of academic and field-oriented vocational training aimed at the most difficult-to-reach students, including those who have already dropped out of high school, most of whom were involved in the juvenile court system.

What is now a formal, state-sanctioned charter school housed in a renovated plumbing-supply building has come a long way from its modest origins. The core idea—that a charter school could serve as the vehicle for reviving vocational education—is powerful. Today, ISUS combines academics and career training, aiming toward a high school diploma and field-specific certification, in four areas: construction (historically, the largest training area, though diminished since the housing bust); health care (now the fastest-growing training area); computer technology; and manufacturing (includ-



ing skills involved in the manufacture of panelized wallboard, done on site). The group aims to work with the local community college such that students can begin to earn credits, while in high school, toward an associate's (two-year) degree.

ISUS is best known in Dayton for the 35 homes that its students have helped build or renovate since 1999 in some of the city's poorest quarters. Its progress—it now educates about 330 students annually—reflects the vision and management skill of Higdon, a grandmother who remembers scrubbing floors to pay her college expenses, and the relationships that she has built with some of the most civic-minded citizens of Dayton.

The Rotary Club of Dayton is an important long-term ally. Through Rotary members, Higdon has forged an alliance with local construction firms that have

helped arrange for graduates to be certified through the National Center for Construction Education and Research; through it, their transcripts become available to construction firms throughout the country. A Rotary member who served on the board of a major local hospital pushed for ISUS health-care students to do the fieldwork that all parts of the ISUS curriculum require at that hospital, where they have won rave reviews.

The Thomas B. Fordham Institute, a national education policy think tank based in Dayton, ranks ISUS, its non-traditional combination of vocational and academic curricula notwithstanding, in the top five of all 62 schools (public or traditional charters) in the city, based on graduation rate and results of the required Ohio high school exit exam.

## DR. LEE PONSKY

MedWish International  
Cleveland, OH



17325 Euclid Ave  
Cleveland, OH 44112  
(216) 692-1685  
[www.MedWish.org](http://www.MedWish.org)

RICHARD CORNUELLE  
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2011

The eastern end of Cleveland's Euclid Avenue in the once-thriving Collinwood section are shadowed by the hulks of factory buildings from the city's heyday as a center for the manufacture of steel, tools, and machine parts. At first glance, the Parker Building appears underutilized, protected by fencing and security guards. But around the back, where the sprawling, block-long building abuts a freight rail line, one finds a far brighter story—one that provides lifesaving goods to those in need in the developing world while making use of a far-reaching private, nonprofit network of organizations.

On the Parker Building's ground floor, 38,000 square feet of floor-to-ceiling warehouse space is given to an imposing array of medical goods and equipment—from crates of toothbrushes and sutures (all still in original packaging) to hospital beds and furniture, neonatal incubators, kidney dialysis machines, surgical microscopes, and heart-lung machines. All have been donated to MedWish International, established to gather such still-usable surplus from hospitals and manufacturers, then to sort and ship it to clinics and hospitals around the developing world—including Africa, Central America, Asia, and the Middle East—where the materials have been specifically requested by physicians and will save lives. None of this cargo is defective, soiled, or past its expiration

date; rather, it is part of an unending wave of surplus that the American health-care industry generates.

In 2010 alone, MedWish shipped some 668,000 pounds of medical surplus around the world, most of it in 47 commercial 40-foot containers—including 320,000 pounds of surplus valued at over \$5 million sent to Haiti after the earthquake.

MedWish began in 1993, when Lee Ponsky, a college student, participated in the work of a faith-based medical-missionary group that led him to the Baptist Missionary Hospital in Ogbomoso, Nigeria. There he was shocked to see the staff scrambling to adapt to a lack of equip-



ment, including sewing holes in rubber gloves so that they could be reused and adapting fishing line for use as surgical suture. Ponsky, who had long aspired to become a physician, had volunteered as a surgical assistant while still in high school in Cleveland and had been struck then by how much the hospital discarded. “We would open a package of ten sutures, use four, and throw away the other six,” Ponsky recalls, “even though they were all individually wrapped and had not been opened or touched.”

Even as he began his studies at the Case Western Reserve medical school (after which he became a urinary oncological surgeon), Ponsky began to build the foundation of what was to become MedWish. His approach was informal; rather than asking hospital administrators for help, he approached nurses whom he knew from his days as a volunteer. They agreed to put out collection bins for surplus equipment.

Ponsky relied first on travelers to hand-carry the surplus to where it was needed in the course of their own professional work. This relatively informal, even serendipitous, approach—working with nursing staffs rather than hospital administrators, relying on hand-carried shipments, informally organizing volunteers to sort donated goods—was the norm, not the exception, more than a decade after Ponsky inaugurated what became



MedWish in 1993, and continued even after it was formally incorporated as a 501c(3) in 2001.

By 2006, Ponsky realized that MedWish needed full-time staff and serious leadership. Since the hiring of executive director Tish Dahlby, a former public-relations executive, the organization has expanded dramatically: over the past five years, contributions have increased from 20,000 pounds to 800,000; staff has increased from one full-time member (Dahlby) to eight; and relationships with 38 hospitals have been formalized.

MedWish has also established partnerships with other international organizations: it works regularly, for instance, with a major Pittsburgh international relief organization (Brother’s Brother), which specializes in the distribution of books but also distributes pharmaceuticals; the two organizations work together to fill the huge shipping containers, when one does not have enough goods of its own to justify the full cost. This enables

MedWish to respond quickly in a crisis, without the red tape or politics that often plague government contractors such as those working for the Agency for International Development.

The work of MedWish has collateral benefits for Cleveland. It provides work—sorting some of the goods received—for autistic young adults from two vocational training programs. It provides a vehicle for volunteering for employees of some of the city’s major employers (Deloitte, Nestle, and the Cleveland Clinic and University Hospital systems). It attracts and draws into the city’s social mainstream representatives of immigrant groups (including Syrians, Liberians, and Central Americans) interested in organizing shipments to their home countries. If Robert Putnam is right that the social trust arising from charitable organizations is a foundation of a healthy local economy, MedWish may be doing more to help Cleveland than the Rock ‘n’ Roll Hall of Fame.

# PAST LIFETIME ACHIEVEMENT AWARD WINNERS

2010



THE GILDER LEHRMAN  
INSTITUTE OF AMERICAN  
HISTORY

Richard Gilder and  
Lewis Lehrman  
19 W. 44th Street  
New York, NY 10036  
(646) 366-9666  
[www.gilderlehrman.org](http://www.gilderlehrman.org)

The Gilder Lehrman Institute of American History's purpose is to support the love and study of American history. Originally founded by Dick Gilder and Lew Lehrman as a repository for rare and invaluable historical documents—including original copies of the Constitution, the Emancipation Proclamation, and numerous letters written by the Founding Fathers—the Institute has expanded dramatically. The Gilder Lehrman Institute now dispatches travelling expositions to schools, libraries, historical sites, and other venues across the country.

2009



KIPP (KNOWLEDGE IS  
POWER PROGRAM)

Mike Feinberg and  
Dave Levin  
135 Main Street  
Suite 1700  
San Francisco, CA 94105  
(415) 399-1556  
[www.kipp.org](http://www.kipp.org)

KIPP, the Knowledge Is Power Program, is a national network of free, open-enrollment, college-preparatory public schools with a track record of preparing students in underserved communities for success in college and in life. Founded by Mike Feinberg and David Levin, the KIPP network now boasts ninety-nine schools in twenty states and the District of Columbia serving more than 26,000 students.

2008



THE DOE FUND, INC.

George T. McDonald  
[www.doe.org](http://www.doe.org)  
232 East 84th Street  
New York, NY 10028  
[george@doe.org](mailto:george@doe.org)  
212-628-5207

In twenty years, George McDonald's Doe Fund has graduated more than 3,500 of the hardest-to-help from the streets to work, changing the face of New York City in the process. The Doe Fund's guiding premise is that the homeless are neither victims nor enemies but human beings with "the potential to be contributing members of society." The Fund's Ready, Willing & Able program is the manifestation of McDonald's straightforward philosophy, shared by the Manhattan Institute: that people can rebuild their lives through the structure and sense of accomplishment that employment provides.

2007



BRYANT PARK CORPORATION  
& 34TH STREET PARTNERSHIP

Daniel A. Biederman  
[www.bryantpark.org](http://www.bryantpark.org)  
500 Fifth Avenue, Suite 1120  
New York NY 10110  
[Dbiederman@urbanmgt.com](mailto:Dbiederman@urbanmgt.com)  
(212) 768-4242

The work of Daniel Biederman, founder of the Bryant Park Corporation, 4th Street Partnership, and Grand Central Partnership, is known to virtually all New Yorkers. Mr. Biederman has used private, nonprofit management and finance to restore and maintain some of New York City's—and the world's—greatest public spaces. The rescue of Bryant Park from crime and degradation sparked and symbolized the renaissance of New York.

# PAST SOCIAL ENTREPRENEURSHIP AWARD WINNERS

2010



## THE CRISTO REY NETWORK

Rev. John P. Foley, S.J.  
14 E. Jackson Blvd.,  
Suite 1200  
Chicago, IL 60604  
(312) 784-7200  
[www.cristoreynetwork.org](http://www.cristoreynetwork.org)

The Cristo Rey Network provides a quality, Catholic, college preparatory education to young people who live in urban communities with limited educational options. Every student works five full days a month to fund the majority of his or her education, gain job experience, grow in self-confidence, and realize the relevance of his or her education.



## THE MISSION CONTINUES

Eric Greitens  
1141 South 7th Street  
St. Louis, MO 63104  
(314) 588-8805  
[www.missioncontinues.org](http://www.missioncontinues.org)

The Mission Continues was founded in 2007 after CEO Eric Greitens returned home from service in Iraq as a Navy SEAL. Upon his return, Eric visited with wounded Marines at Bethesda Naval Hospital in Maryland. Inspired, Greitens founded The Mission Continues to build an America where every returning veteran can serve again as a citizen leader, and where together we honor the fallen by living their values through service.



## RESOURCES FOR EDUCATIONAL AND EMPLOYMENT OPPORTUNITIES (REEO)

Scott Stimpfel  
1107 Fair Oaks Avenue,  
Suite 194  
South Pasadena, CA 91030  
[www.reeo.org](http://www.reeo.org)

Resources for Educational and Employment Opportunities is committed to empowering community college students with the opportunity to transfer to a four-year university, to earn a college degree, and to obtain a professional position upon graduation. REEO's partnership model is aimed at creating mutually beneficial relationships between community colleges, community college students, universities, and corporations.



## CIVIC BUILDERS

David Umansky  
304 Hudson Street,  
3rd Floor  
New York, NY 10013  
(212) 571-7260  
[www.civicbuilders.org](http://www.civicbuilders.org)

Civic Builders is a nonprofit facilities developer that provides turnkey real estate solutions for high-performing charter schools. By assuming responsibility for building financing, acquisition, design, and construction, Civic Builders relieves charter schools of the burden of navigating a complex real estate market and provides affordable educational facilities.



SQUASHBUSTERS/NATIONAL URBAN SQUASH AND EDUCATION ASSOCIATION

Greg Zaff  
795 Columbus Avenue  
Roxbury Crossing, MA  
02120-2108  
(617) 373-7375  
[www.nationalurbansquash.org](http://www.nationalurbansquash.org)

The SquashBusters/NUSEA mission is to promote squash and education among urban youth. The organization’s ultimate aim is to oversee the creation and longevity of many urban squash programs so that thousands of young people across America benefit every day from athletic, educational, and community enrichment activities. NUSEA acts as a catalyst, organizer, and overseer of urban squash’s improvement and growth.

2009



ROCKING THE BOAT

Adam Green  
60 East 174th Street  
Bronx, NY 10452  
(718) 466-5799  
[www.rockingtheboat.org](http://www.rockingtheboat.org)

Rocking the Boat uses boats to help young people challenged by severe economic, educational, and social disadvantage develop into empowered and responsible adults. Participating during the school-day, after-school, and summer in hands-on wooden boatbuilding and on-water education programs, young people in the South Bronx develop the self-confidence to set ambitious goals and the skills needed to achieve them. Adam Green launched Rocking the Boat in 1996 as a volunteer project in an East Harlem junior high school. It has since developed into a fully sustainable independent non-profit organization annually serving over 2,500 young people and community members.



NATIONAL KIDNEY REGISTRY

Gareth Hil, Founder  
42 Fire Island Avenue  
Babylon, NY 11702  
[www.kidneyregistry.org](http://www.kidneyregistry.org)

The mission of the National Kidney Registry is to save and improve the lives of people facing kidney failure by increasing the quality, speed, and number of living donor transplants in the world. The Registry’s vision is that every incompatible or poorly compatible living donor in the world will pass through a common registry—95 percent of these pairs will find a match in less than six months with the majority being age-compatible, six-antigen matches—extending the functioning life of these transplanted kidneys while simultaneously reducing the deceased donor waiting lists.



CINCINNATI WORKS

Dave and Liane Phillips  
37 West Seventh Street,  
Suite 200  
Cincinnati, OH 45202  
[www.cincinnatiworks.org](http://www.cincinnatiworks.org)

Cincinnati Works offers a holistic approach to eliminating poverty in the Cincinnati Tri-State area through a network of services and partnerships designed to help its members overcome the barriers to stable, long-term employment. Its members include the currently unemployed, and those who are underemployed (i.e. the working poor). The short-term goal for the unemployed is to help them stabilize in a job that pays \$7.00 to \$10.00 per hour with health benefits. The long-term goal for the underemployed is for them to earn 200 percent of the federal poverty rate and move to economic self-sufficiency. Economically self-sufficient people become taxpayers and productive citizens who no longer require public assistance.



UNITED NEIGHBORHOOD ORGANIZATION PATH TO AMERICAN CITIZENSHIP AND ASSIMILATION

Juan Rangel, CEO  
954 West Washington  
Boulevard, 3rd Floor  
Chicago, IL 60607  
(312) 432-6301  
[www.uno-online.org](http://www.uno-online.org)

For two decades, the United Neighborhood Organization (UNO) has been challenging Hispanics to play active roles in the development of a vital American community. UNO has carried this mission into an array of major campaigns and initiatives, ranging from Chicago’s school reform movement in the 1980’s, to our naturalization drive—which has serviced over 65,000 new American citizens since the 1990’s—to the establishment of the UNO Charter School Network in 2004.



#### CAREERS THROUGH CULINARY ARTS PROGRAM (C-CAP)

Richard Grausman  
[www.ccapinc.org](http://www.ccapinc.org)  
 250 West 57th Street,  
 Suite 2015  
 New York, NY 10107  
[info@ccapinc.org](mailto:info@ccapinc.org)  
 212-974-7111

Careers through Culinary Arts Program (C-CAP) is a curriculum enrichment program linking public high school culinary teachers and their students to the foodservice industry and preparing students for careers in hospitality. New York City is the headquarters and flagship program. The C-CAP National Network includes Arizona (statewide); Chicago; Hampton Roads, Virginia; Los Angeles; Philadelphia; and Prince George's County, MD.



#### GIRLS EDUCATIONAL & MENTORING SERVICES (GEMS)

Rachel Lloyd  
[www.gems-girls.org](http://www.gems-girls.org)  
 298B West 149th Street  
 New York, NY 10039  
[rachel@gems-girls.org](mailto:rachel@gems-girls.org)  
 212-926-8089

Girls Educational & Mentoring Services (GEMS) is the only organization in New York State specifically designed to serve girls and young women who have experienced commercial sexual exploitation and domestic trafficking. GEMS was founded in 1999 by Rachel Lloyd, a young woman who had been sexually exploited as a teenager. GEMS has helped hundreds of young women and girls, ages 12-21, who have experienced commercial sexual exploitation and domestic trafficking to exit the commercial sex industry and to develop to their full potential.



#### BEACON HILL VILLAGE

Susan McWhinney-Morse  
[www.beaconhillvillage.org](http://www.beaconhillvillage.org)  
 74 Joy Street  
 Boston, MA 02114  
[info@beaconhillvillage.org](mailto:info@beaconhillvillage.org)  
 617-723-9713

Beacon Hill Village is a membership organization in the heart of Boston. Created in 2001 by a group of long-time Beacon Hill residents as an alternative to moving into retirement or assisted living communities, Beacon Hill Village organizes and delivers programs and services that allow members to lead safe, healthy, and productive lives in their own homes.



#### ST. BERNARD PROJECT

Zack Rosenberg and  
 Elizabeth McCartney  
[www.stbernardproject.org](http://www.stbernardproject.org)  
 8324 Parc Place  
 Chalmette, LA 70043  
[zack@stbernardproject.org](mailto:zack@stbernardproject.org)  
 504-277-6831

The St. Bernard Project creates housing opportunities so that Hurricane Katrina survivors can return to their homes and communities. Started in March 2006 by Zack Rosenberg and Liz McCartney the organization provides vital resources and support to families in a seamless and timely manner. The St. Bernard Project's programs and goals are directly driven by the needs expressed by the community members.



#### CENTER FOR NEIGHBORHOOD ENTERPRISE: VIOLENCE-FREE ZONE PROGRAM

Robert L. Woodson, Sr.  
[www.cneonline.org](http://www.cneonline.org)  
 1625 K Street NW, Suite 1200  
 Washington, DC 20006  
[rwoodson@cneonline.org](mailto:rwoodson@cneonline.org)  
 202-518-6500

The Center for Neighborhood Enterprise was founded in 1981 to help residents of low-income neighborhoods address the problems of their communities. CNE has headquarters in Washington, D.C., but operates throughout the nation to help community and faith-based organizations with training, technical assistance, and linkages to sources of support. The Center chronicles and interprets their experiences to make recommendations for public policy and works to remove barriers that hamper their efforts to solve societal problems. CNE has provided training to more than 2,600 leaders of grassroots organizations in thirty-nine states.



**MORE THAN WHEELS  
(BONNIE CLAC)**

Robert Chambers  
[www.bonnieclac.org](http://www.bonnieclac.org)  
 2 Whipple Place  
 Lebanon NH 03766  
[robertchambers@bonnieclac.org](mailto:robertchambers@bonnieclac.org)  
 (866) 456-2522

More Than Wheels (formerly Bonnie CLAC) helps people get the best deal on a reliable and fuel-efficient car. Since its establishment in 2001, More Than Wheels has helped nearly 1,200 New England residents get the best deal on a new or nearly new car by negotiating with dealers to secure the lowest price and providing the lowest interest rate available.



**A HOME WITHIN, INC.**

Toni V. Heineman, DMH  
[www.ahomewithin.org](http://www.ahomewithin.org)  
 2500-18th Street  
 San Francisco CA 94110  
[Toni.heineman@ucsf.edu](mailto:Toni.heineman@ucsf.edu)  
 (888) 896-2249

A Home Within seeks to heal the chronic loss experienced by foster children by providing lasting and caring relationships to current and former foster youth. A Home Within chapters around the country improve the lives of foster youth through direct services, professional training, public awareness, and advocacy.



**RECLAIM A YOUTH  
ORGANIZATION**

Addie Mix  
[Reclaimyouth.org](http://Reclaimyouth.org)  
 P. O. Box 720  
 Glenwood IL 60425  
[reclaimyouth@comcast.net](mailto:reclaimyouth@comcast.net)  
 (708) 757-7293

Reclaim A Youth's mission is to empower youth ages twelve through eighteen with basic values, affirm their individual talents, and help to build a healthy sense of self-worth and community. The vision is to improve the quality of life for our future young leaders and ensure a better tomorrow.



**PRISON ENTREPRENEURSHIP  
PROGRAM (PEP)**

Catherine F. Rohr  
[www.pep.org](http://www.pep.org)  
 P.O. Box 926274  
 HOUSTON TX 77292-6274  
[info@pep.org](mailto:info@pep.org)  
 (832) 767-0928

Prison Entrepreneurship Program (PEP) helps ex-offenders reintegrate into their communities. PEP staff, volunteer business executives, and MBA students teach business concepts, etiquette, writing and grammar, interview technique, team dynamics, even how to offer a firm handshake. Within four weeks of release, 97 percent of PEP graduates have found employment.



**THE FRIENDSHIP CIRCLE**

Rabbi Levi and  
 Bassie Shemtov  
[www.friendshipcircle.org](http://www.friendshipcircle.org)  
 6892 West Maple Road  
 West Bloomfield, MI 48322  
[friend@friendshipcircle.org](mailto:friend@friendshipcircle.org)  
 (248) 788-7878

The Friendship Circle provides assistance and support to the families of children with special needs. In addition to helping those in need, the Friendship Circle enriches its vast network of volunteers by enabling them to reap the rewards of selfless giving, and its affiliate, Friendship House, provides support to individuals and families struggling with addiction, isolation, and other crises.



## VOLUNTEERS IN MEDICINE

Amy Hamlin  
[www.Volunteersinmedicine.org](http://www.Volunteersinmedicine.org)  
 162 Saint Paul Street  
 Burlington VT 05401  
[info@vimi.org](mailto:info@vimi.org)  
 (802) 651-0112

Volunteers in Medicine (VIM) was started by retired physician Jack McConnell in 1994 in South Carolina, where seasonal unemployment left many people without health insurance. Executive director Amy Hamlin, a former nurse practitioner from Vermont, has been the entrepreneurial chief executive for over a decade and now oversees a network of sixty clinics in twenty-five states.



## THE TAPROOT FOUNDATION

Aaron Hurst  
[www.taprootfoundation.org](http://www.taprootfoundation.org)  
 466 Geary Street, Suite 200  
 San Francisco CA 94102  
[national@taprootfoundation.org](mailto:national@taprootfoundation.org)  
 (415) 359-1423

The Taproot Foundation (TF), founded in San Francisco in 2001, delivers support to organizations through a structured volunteer management process. TF provides “service grant” awards of teams of prescreened volunteers with specific roles. Five volunteers work together for about five hours per week for six months on each project. A Taproot volunteer manager directs the team with a detailed blueprint to deliver a specific product.



## PROJECT LEAD THE WAY

Richard C. Liebich  
[www.pltw.org](http://www.pltw.org)  
 747 Pierce Road  
 Clifton Park NY 12065  
[info@pltw.org](mailto:info@pltw.org)  
 (518) 877-6491

Founding benefactor and CEO Richard Liebich established Project Lead the Way in 1997. The mission: to create dynamic partnerships with schools to prepare a diverse group of students for success in science, engineering, and engineering technology.

PROJECT KID — RESPONDING TO KIDS IN DEVASTATION,  
Paige T. Ellison-Smith

Dr. Lenore Ealy, Chairman  
[www.project-kid.org](http://www.project-kid.org)  
 P.O. Box 3218  
 Carmel, IN 46082-3218  
 (251) 533-3810

Project K.I.D. promotes the development of intentional and integrated community-based capabilities for effectively addressing the needs of children and families in disasters. Project K.I.D. was founded in September 2005 in the days immediately after Hurricane Katrina and successfully developed and deployed its PlayCare response model in Mississippi, Alabama, and Louisiana for six months.

INNER-CITY NEIGHBORHOOD ART HOUSE  
Mary Lou Kownacki, OSB

Sister Anne Wambach,  
 Executive Director  
[www.eriebenedictines.org](http://www.eriebenedictines.org)  
 201 East 10th Street  
 Erie, PA 16503  
[annewosb@yahoo.com](mailto:annewosb@yahoo.com)  
 (814) 455-5508

The mission of the Benedictine Sisters of Erie Inner-City Neighborhood Art House is to enable children to experience beauty, grow in positive self-expression and self-discipline, and develop into full and productive human beings. The program provides classes in the visual, performing and literary arts to “at risk” children in Erie, PA in a safe, nourishing and caring environment.



MEXICAN INSTITUTE OF GREATER HOUSTON, INC.

Jose-Pablo Fernandez, Founder

CCA Alliance, Inc.  
4295 San Felipe Street, Suite 206  
Houston, TX 77027  
(713) 871-0744

Jose-Pablo Fernandez, with the Houston public schools and the Monterrey (Mexico) Institute of Technology, created a program that helped hundreds of recent immigrants, some barely literate in Spanish, become computer-literate. Through school computer rooms and distance learning, graduates get jobs and start their own businesses. The community learning center program draws immigrants into American life, brings them to their children’s schools, and motivates them for higher education.



PHILADELPHIA FUTURES FOR YOUTH

Joan C. Mazzotti  
[www.philadelphiafutures.org](http://www.philadelphiafutures.org)  
230 S. Broad Street, 7th Floor  
Philadelphia, PA 19102  
[joanmazzotti@philadelphiafutures.org](mailto:joanmazzotti@philadelphiafutures.org)  
(215) 790-1666

Philadelphia Futures prepares students from low-income families to enter and succeed in college, providing mentoring, academic enrichment, college guidance, and financial incentives. The goal is to increase the percentage of Philadelphia graduates prepared for higher education and to reduce the institutional barriers to their academic success. Corporate attorney Joan Mazzotti took charge in 1999.



RISE (RESOURCES FOR INDISPENSABLE SCHOOLS AND EDUCATORS)

Temp Keller  
[www.risenetwork.org](http://www.risenetwork.org)  
2601 Mission Street, Suite 902  
San Francisco, CA 94110  
[info@risenetwork.org](mailto:info@risenetwork.org)  
(415) 821-7473

Temp Keller, a former teacher, founded Resources for Indispensable Schools and Educators (RISE) to connect job-seeking teachers with dynamic principals and to strengthen work environments. The target clientele are experienced teachers with enthusiasm and a valid teaching credential.



SHREVEPORT-BOSSIER COMMUNITY RENEWAL

Reverend Mack McCarter  
[www.sbcr.us](http://www.sbcr.us)  
P. O. Box 4678  
Shreveport, LA 71134  
[mackmccarter@communityrenewal.us](mailto:mackmccarter@communityrenewal.us)  
(318) 425-3222

Grady “Mack” McCarter, a minister without a congregation, revived Jane Addams’s early settlement-house movement in the black neighborhoods of Shreveport and neighboring Bossier, building eight “Friendship Houses” in some of the poorest neighborhoods in America. Some 40,000 people have joined Shreveport-Bossier Community Renewal’s (SBCR) “We Care Team,” paying \$2 a year and wearing an SBCR button. Block leaders unite these members and help them become friends as well as neighbors.



**BRIDGES TO LIFE**  
 John Sage  
[www.bridgestolife.org](http://www.bridgestolife.org)  
 P.O. Box 19039  
 Houston, TX 77224-9039  
[Jsage1@aol.com](mailto:Jsage1@aol.com)  
 (713) 463-7200

Bridges to Life believes that understanding the impact of crime will spark remorse in criminals and lessen the chance that they will commit new crimes after being released from prison. Bridges is a fourteen-week project conducted in prison and led by trained volunteers. The curriculum includes victim-impact panels and small-group discussions, typically with five inmates, two victims, and a lay facilitator.



**CENTER FOR TEACHING ENTREPRENEURSHIP**  
 ReDonna Rodgers  
[www.ceoofme.biz](http://www.ceoofme.biz)  
 2821 N. 4th Street, Suite 305,  
 Mailbox 58  
 Milwaukee, WI 53212  
[rodgers@ceoofme.biz](mailto:rodgers@ceoofme.biz)  
 (414) 263-1833

The Center for Teaching Entrepreneurship (CTE) was founded fifteen years ago in Milwaukee's East Side neighborhood by ReDonna Rodgers as an effort to revive the tradition of self-reliance and business skills that she was fortunate to learn as a child. Fundamental to the program philosophy is the "CEO of me": punctuality, self-discipline, business etiquette, perseverance, motivation, leadership, and money management.



**READING EXCELLENCE & DISCOVERY FOUNDATION,**  
 Al Sikes, Chairman  
  
[www.readnyc.org](http://www.readnyc.org)  
 250 West 34th Street, Suite 3600  
 New York, NY 10119  
[aadler@readnyc.org](mailto:aadler@readnyc.org)  
 (646) 867-6101

The Reading Excellence and Discovery Foundation (READ) was founded in 2000 to help children learn to read. The READ model pairs pool readers in kindergarten, first- and second-grade with academically successful teenagers, to tutor them after school or in an intensive summer program. The program is also designed to provide jobs and encourage teaching careers.



**UPWARDLY GLOBAL**  
 Jane Leu, Founder  
 Nikki Cicerani, Executive Director  
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 San Francisco, CA 94104  
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Upwardly Global acculturates immigrants to succeed in America and helps employers understand the skills of the immigrant workforce. Founded in San Francisco, UpGlo opened a second office in New York in 2008, and in 2009, a Chicago office was opened. It serves immigrants of less than five years who have permanent work authorization, a university degree, good English and computer skills but who are unemployed or underemployed because they don't know how to apply for work in America. UpGlo also enlists corporate partners seeking workplace diversity and immigrants' job skills.



**FIRST PLACE FUND FOR YOUTH**  
Amy Lemley, Cofounder

Sam Cobbs, Executive Director  
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 519 17th Street, Suite 600  
 Oakland, CA 94612  
[info@firstplacefund.org](mailto:info@firstplacefund.org)  
 (510) 272-0979

Life in foster care is arduous for children whose parents cannot adequately raise them. A continued concern is the fate of these children as they “age out” of foster care at age eighteen. These teenagers are handed their possessions and sent out into the world with poor academic skills, few life skills, and much psychological damage. Amy Lemley, cofounder of the First Place Fund for Youth in Oakland, created an organization that helps with housing, reading skills, and health care, and prepares these teenagers for self-reliance and independent living.



**LIVING LANDS AND WATERS**

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Living Lands and Waters (LL&W) is a floating recycling center visiting a long list of river towns once a year. The organization has grown from three barges a year (with a fourth for crew quarters and office) to using six or seven barges, visiting nine states in the Midwest and collecting four million pounds of garbage annually from the Mississippi, Ohio, Illinois, and Missouri Rivers. LL&W has trained 1,500 teachers in educational workshops on the history and ecology of the rivers.



**THINK DETROIT**  
Michael Tenbusch and Daniel Varner

Think Detroit PAL (2007)  
 Daniel S. Varner,  
 Chief Executive Officer  
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 Detroit, MI 48201  
[generalinfo@thinkdetroit.org](mailto:generalinfo@thinkdetroit.org)  
 (313) 833-1600

Mike Tenbusch and Dan Varner founded Think Detroit in 1997. These two University of Michigan law school graduates remembered their own sports teams as children and started a baseball league in a Detroit housing project, appealing to local merchants for funds to renovate the nearby city-owned baseball diamond. By 2003, their nonprofit organization Think Detroit enrolled 4,000 kids in baseball and soccer leagues with 500 volunteers as coaches.



**WORKING TODAY**

Sara Horowitz  
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 (718) 532-1515

Sara Horowitz founded Working Today in 1995 to address the needs of the growing independent workforce. Working Today seeks to update the nation’s social safety net, developing systems for all working people to access affordable benefits, regardless of their job arrangement. As executive director, Horowitz takes an entrepreneurial approach, pursuing creative, market-based solutions to pressing social problems.



**Year Up**

Gerald Chertavian  
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 93 Summer Street  
 Boston, MA 02110  
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 (617) 542-1533

Gerald Chertavian’s Year Up (YU) combines high expectations with marketable job skills, stipends, apprenticeships, college credit, and a behavior management system to place young adults on a path to economic self-sufficiency. YU places participants in information technology help desks and other behind-the-scenes computer-dependent jobs.



SHEPHERD'S HOPE

Dr. William S. Barnes  
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(407) 876-6699

In 1996, the Reverend William Barnes, pastor of Saint Luke's United Methodist Church of Orlando, Florida, felt compelled to help the working men and women in Orlando who had no access to health care. Thinking that some medical professionals in his congregation might be interested in helping, he could not have imagined the network of volunteers that would become Shepherd's Hope, a consortium of local churches that treats patients free of charge.



COLLEGE SUMMIT

Jacob Schramm, Founder and CEO  
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Washington, DC 20009  
[info@collegesummit.org](mailto:info@collegesummit.org)  
(202) 319-1763

Through summer workshops, College Summit motivates and trains students to boost college enrollment in their high schools. College Summit also works with educators to embed postsecondary planning structures and resources into each school. This includes a for-credit College Summit class, teacher training, and application-management tools.



THE NEW JERSEY ORATORS

James G. Hunter  
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812 Hamilton Street  
Somerset, NJ 08873  
[info@njorators.org](mailto:info@njorators.org)  
(732) 846-5011

The New Jersey Orators is a volunteer organization founded in 1985 by a small group of New Jersey African-American corporate executives who set out to improve the language skills primarily of African-American youth, from ages seven to eighteen years, in preparation for roles of leadership and employment.



#### JUMP (JUNIOR UNIFORMED MENTORING PROGRAM)

John and Catherine Dixon  
Buffalo, NY 14204

John Dixon, a retired army sergeant, and his wife Catherine knew that the legions of fatherless and undisciplined kids in their Buffalo, NY neighborhood would benefit from a structured military-style program run by former military officers. Sadly, John Dixon passed away, and the Junior Uniformed Mentoring Program (JUMP) is no longer in operation. His legacy is the many lives he touched in Buffalo.



#### CREDIT WHERE CREDIT IS DUE Mark Levine

Justine Zinkin, Executive Director  
[www.cwcid.org](http://www.cwcid.org)  
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Starting with \$85,000 in seed money from the Echoing Green Foundation, Mark Levine established Credit Where Credit Is Due, a nonprofit organization that promotes economic empowerment in upper Manhattan by increasing low-income people's access to, understanding of, and control over financial services. CWCID runs a bilingual financial education program and in 1997 opened a community development credit union called Neighborhood Trust Federal Credit Union (NTFCU).



#### THE SEED FOUNDATION

Eric Adler and Rajiv Vinnakota  
[www.seedfoundation.com](http://www.seedfoundation.com)  
1776 Massachusetts Avenue NW,  
Suite 600  
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[seedfoundation@seedfoundation.com](mailto:seedfoundation@seedfoundation.com)  
(202) 785-4123

Eric Adler and fellow management consultant Rajiv Vinnakota built and manage a boarding school in an impoverished area of southeast Washington, D.C., providing underserved students with a college-prep education. The SEED School opened in 1998, admits all students by lottery, and is the only urban public boarding school in the nation. SEED has a rigorous academic program in a safe and structured environment.



#### THE STEPPINGSTONE FOUNDATION

Michael Danziger  
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Founded in 1990, Steppingstone develops and implements programs that prepare urban schoolchildren for educational opportunities leading to college. The program began in Boston and Philadelphia and recently expanded to Hartford. Currently, 850 students are enrolled in Boston, 200 in Philadelphia, and thirty in Hartford. Steppingstone "Scholars" participate in a fourteen-month program, from fourth to seventh grade.



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