



# SOCIAL ENTREPRENEURSHIP AWARDS

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





# SOCIAL ENTREPRENEURSHIP AWARDS



**AMERICANS OF ALL AGES, ALL CONDITIONS, AND ALL DISPOSITIONS CONSTANTLY FORM ASSOCIATIONS. THEY HAVE NOT ONLY COMMERCIAL AND MANUFACTURING COMPANIES BUT ASSOCIATIONS OF A THOUSAND OTHER KINDS—RELIGIOUS, MORAL, SERIOUS, FUTILE, ENORMOUS, OR DIMINUTIVE.**

**THE AMERICANS MAKE ASSOCIATIONS TO GIVE ENTERTAINMENTS, TO FOUND SEMINARIES, TO BUILD INNS, TO CONSTRUCT CHURCHES, TO DIFFUSE BOOKS; TO SEND OUT MISSIONARIES; THEY FOUND IN THIS MANNER HOSPITALS, PRISONS, AND SCHOOLS. WHEREVER, AT THE HEAD OF SOME NEW UNDERTAKING, YOU SEE THE GOVERNMENT IN FRANCE, OR A MAN OF RANK IN ENGLAND, IN THE UNITED STATES YOU WILL BE SURE TO FIND AN ASSOCIATION.**



- ALEXIS DE TOCQUEVILLE, *DEMOCRACY IN AMERICA*

History has shown that free markets are the best way to organize economic activity. But the Manhattan Institute understands that in a healthy society, markets are complemented by charitable and philanthropic enterprises—which both help those in need and prepare citizens to realize their potential. Adam Smith understood this: his writing on the virtues of markets was preceded by his writing on morality, compassion, and altruism (*Theory of Moral Sentiments*). Since its founding, the United States has

been characterized by its vibrant civil society, one in which private, nonprofit, voluntary nongovernmental organizations are formed to ameliorate social ills.

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 first, the William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship,

is presented to a leader who 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 2017 Manhattan Institute Social Entrepreneurship Awards are supported by funds from the William E. Simon Foundation, Ohnell Family Foundation and the Ford Foundation. Howard Husock, vice president for policy research and publications at the Manhattan Institute, is director of the program.

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

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**William E. Simon (1927–2000)**

**D**isruptor is a word often used to describe those who are not content with the status quo and who are compelled by an internal drive to challenge those around them and thereby to make the world a better place for all.

William E. Simon was one such disruptor. He was born in Paterson, New Jersey and came of age in Spring Lake on the Jersey Shore. He lost his mother at an early age. Though very bright, he was not a diligent student, and was asked by more than one school to leave and not return. Those difficulties did not discourage him, but rather reinforced his determination to prove the doubters wrong. He managed to graduate from high school, then served a stint in the U.S. Army, before enrolling and graduating from Lafayette College in 1951. He and Carol Girard were married in 1950, and the couple proceeded to raise seven children in the Morristown, New Jersey area.

Bill often told the story of how he began his career on Wall Street by sitting patiently in the waiting room of Union Securities Company for three days before one of the partners begrudgingly took him into his office for an interview. Bill, ever

the persuasive one, landed the job. His career took off as he mastered the arts of buying and selling bonds. He was soon recruited by Salomon Brothers, where he directed the bond department and earned a reputation on Wall Street as a master in that field of investing.

That reputation brought him to the attention of President Nixon and George Shultz, Nixon's Treasury Secretary, who invited Bill to join the administration as a Deputy Secretary of the Treasury. He quickly proved himself to be a straight-shooter who liked to take on difficult problems. In the midst of the energy crisis in 1973, President Nixon appointed him to serve as his energy "czar." He made the hard decision to eliminate regulations and controls and to allow markets to allocate supplies and to set prices, an approach that stabilized the situation far more quickly than anyone had expected. He was appointed Secretary of the Treasury in 1974 and served in that position under Presidents Nixon and Ford until 1977. Bill was always proud of his career in public service.

After leaving government, Bill partnered with Ray Chambers and together they pioneered the technique of leverage buyouts. Due to the great success of their partnership, Bill found himself in a position in which he could begin to give away some of his wealth to worthy philanthropic outlets.

Like everything Bill did, his philanthropy was bold, strategic, and compassionate. Not only did he write generous checks, but he also took on leadership roles for many causes. He served as president of the John M. Olin Foundation which provided

assistance to institutions seeking to strengthen the free enterprise system and America's heritage of liberty and limited government. Bill was named the President of the United States Olympic Committee during the tumultuous period following the U.S. boycott of the 1980 games, and guided the USOC through the highly successful 1984 games in Los Angeles. With the profits from those games, he established the U.S. Olympic Foundation that today provides funds for U.S. athletes in training.

Inspired by his Catholic faith, Bill served as a Eucharistic Minister, bringing comfort and support to AIDS patients in New York City. In addition, he established a program at the Morristown Medical Center that to this day provides no-strings-attached cash gifts to patients and families facing financial strains associated with medical emergencies. On Christmas Day, Bill and his family often travelled to New York City to serve lunch to homeless teens at Covenant House.

In his charitable work, Bill Simon believed in giving people in need a "hand up," but not a "hand out." Like Andrew Carnegie, he wanted to "help people help themselves." Too often, he felt, government programs encouraged dependency rather than genuine independence and self-reliance. For this reason, he did not contribute to organizations that received large sums from government.

The William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship was established by the William E. Simon Foundation a year after Bill's death to commemorate his legacy in business, public service, and philanthropy by identifying



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 Geoffrey Canada, whose Harlem Children's Zone has helped thousands of families break the cycle of intergenerational poverty; Brian Lamb, whose C-SPAN networks have brought the business of the American government into the homes of ordinary citizens; Eunice Kennedy Shriver, whose key role in the Special Olympics helped change how the developmentally disabled are viewed; and Daniel Biederman, founder of the Bryant Park Corporation, 34th Street Partnership, and 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.

and celebrating leaders who succeed in solving difficult social challenges. The 17 winners of this prestigious Prize embody those ideals held closely by Bill Simon by not only identifying problems, but also developing large scale solutions.

Peter Flanigan, Wendy Kopp, Mike Feinberg and Dave Levin, Fr. Tim Scully, Sal Khan and Norman Atkins all were recognized for the positive disruptions they brought to the educational landscape of our country; Eugene Rivers, Chuck Colton, and George MacDonald were all recognized for their efforts to stem gang violence and ensure dignified, productive lives for people coming out of prison; Elayne Bennett and Geoffrey Canada were recognized for the successes they had in promoting mentorship and support services for young people; Eunice Shriver was recognized for her radical stance to bring the joys and accomplishments of

the intellectually disabled of our country to the mainstream; Dan Biederman was recognized for his vision to use private management of public spaces to benefit the larger citizenry; Richard Gilder and Lewis Lehrman, Brian Lamb, and Chris Anderson were all recognized for their steadfast preservation and promotion of the right of Americans to have access to primary documents and ideas.

This final William E. Simon Prize for Lifetime Achievement in Social Entrepreneurship is being awarded to the late Detective Steven McDonald. Det. McDonald is unique in that he did not start a non-profit as his fellow winners have. After being shot by a 15 year old boy and paralyzed from the neck down, with a pregnant wife at home, when most people would have turned to bitterness and hate, he embraced forgiveness and dedicated his life to teaching others that message.

The ability of Det. McDonald to see the good in all people and his encouragement to hundreds of thousands of people to look for that value in others made him an inspiring figure in New York City and a social entrepreneur unlike any other. He was an everyday man, who woke up each day literally fighting for breath, who used each valuable breath to do something for someone else, quietly and effectively. Bill Simon celebrated compassion and grit. He would be proud to know that Det. McDonald is joining the roster of these outstanding innovators.

This Prize is meant to inspire others and the remarkable accomplishments of these winners not only inspire, but also highlight the joy of helping fellow citizens. It has been our honor to oversee this Prize in memory of William E. Simon.

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# The Richard Cornuelle Award for Social Entrepreneurship

The Man Who Named the “Independent Sector”: The Legacy of Richard Cornuelle By William Schambra

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**Richard C. Cornuelle (1927–2011)**

**W**ith the death of Richard Cornuelle in 2011 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 hardscrabble origins. As Mr. Cornuelle put it, free-market advocates could fit into 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 government. 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

The Cornuelle awards recognize the creative energy of the nonprofit sector by highlighting new, entrepreneurial ideas led by social innovators. Any nonprofit organization that provides a direct service to address a public problem can be nominated for this award. Characteristics of winning organizations have included: energetic founding leaders with visions; specific services to clearly target groups of those in need; measurable results; significant earned income and a diverse base of donors; and the use of volunteers. As many as 10 organizations may qualify for site visits, the impressions from which will augment those 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.

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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# SOCIAL ENTREPRENEURSHIP AWARDS

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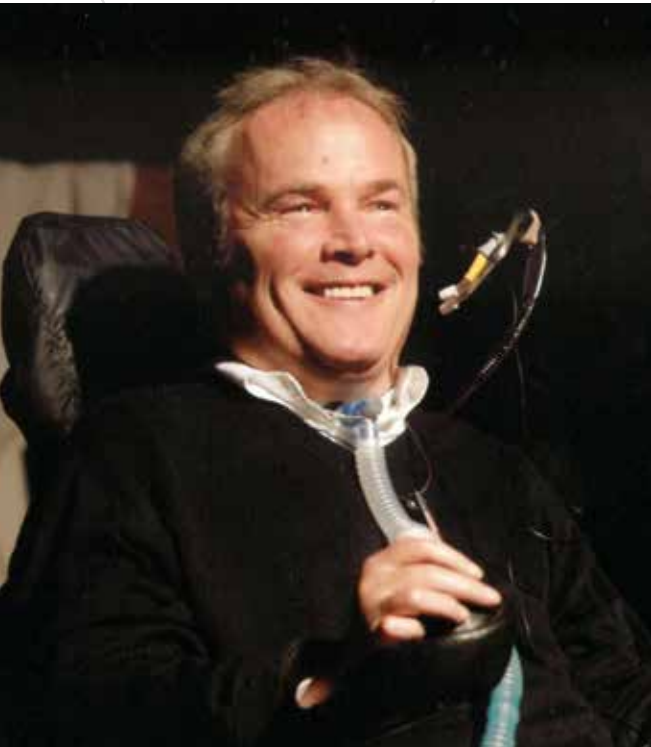
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By Paul Craig Roberts – *Wall Street Journal*

## 2017 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# DET. STEVEN MCDONALD

New York Police Department  
IN MEMORIAM



New York police detective Steven McDonald's January calendar was quickly filling up. There were two high school speeches scheduled on the 12th alone, as well as a dinner speech for the Long Island chapter of the Catholic business leaders group Legatus, even a community parade appearance. His promised to be the sort of schedule which, as usual, would tire the healthiest 59-year-old—let alone a quadriplegic who'd been confined to a wheelchair for 30 years, breathing only with the help of a respirator, speaking with difficulty. Nonetheless, his was a nearly non-stop schedule of speaking appearances at high schools, prayer groups, churches and synagogues, ethnic feast days, even county fairs. And there were the many unheralded private visits to police precincts throughout New York's five boroughs, to counsel and, at times, console his fellow cops.

This time, though, he would not be able to make his scheduled appearances. A heart attack did what a 15-year-old gunman's bullet had not done those three decades previous, in Central Park: stilled Steven McDonald's voice, a voice that had inspired.

"People would see him on the street and, of course, they'd recognize him," recalls a colleague who was McDonald's driver but, technically, his assigned partner—literally, because McDonald remained an active duty NYPD detective, his limitations notwithstanding. "They'd come up to him and say, 'you changed my life.' Or, 'I remember when you spoke at my school. You taught me not to hate'." Many would take from their purses or wallets frayed copies of the cards he signed for so many—the one with the NYPD shield on the front and his own homily on the other side. "Please realize the God of heaven made you for a special purpose. The God of







light and love has a job for you to do that nobody else can do as well as you can.”

McDonald, of course, had thought that job would, for him, be that of a police officer, following in the footsteps of his own father, an NYPD sergeant. His calling, he realized—after a battle with the demons of despair—would be otherwise: a mission of forgiveness, a mission borne of his understanding that the symbolic power of his own persona—a fallen police officer—could help spread a gospel of healing and forgiving.

It’s a mission that began tragically, on July 12, 1986, when McDonald was on a routine patrol in Central Park, responding to reports of bicycle thefts in the northern end of the park. He would later recall, in Johann Christoph Arnold’s book “Why Forgive”, what happened, after he identified himself and his partner as police officers.

“While questioning them, I noticed a bulge in the pant leg of the youngest boy. . . I bent down to examine it. As I did . . . the taller of the three was pointing a gun at my head. Before I knew what was happening, there was a deafening explosion, the muzzle flashed, and the bullet struck me above my right eye . . . I fell backward and the boy shot me a second time, hitting me in the throat. Then, as I lay on the ground, he stood over me and shot me a third time.”

The horror of the crime—committed by a 15-year-old—was such that President Reagan was among those who called the hospitalized McDonald—who would remain in hospitals for 18 months, even as his wife Patti gave birth to their son Conor.

All of which contributed to the drama and significance of his public statement made at the baptism of his son—held at Bellevue Hospital. Read by his wife, McDonald said of the teenager who’d shot him, “I forgive him,” he said, “and hope that he can find peace and purpose in his life.” As McDonald would later put it: “I wanted to free myself of all the negative, destructive emotions that his act of violence had unleashed in me: anger, bitterness, hatred.” Sadly, the shooter—with whom McDonald carried on a correspondence—did not find peace and purpose; he died in an East Harlem motorcycle crash only days after his release from prison. It would be McDonald who turned tragedy into purpose—speaking not only across the five boroughs of New York but in Washington and even Belfast, where the Irish-American policeman carried his message of forgiveness.

Many of those touched by McDonald would take the time to write.

From the mother of an 11-year-old special needs daughter, bullied at school, came this:

“Dear Detective McDonald: Thank you for speaking at the Northport Middle School in January. The timing of your visit, I can only believe, was an answer to my prayer from that very morning...I had prayed that God would protect (my daughter) from the fiery darts of insulting and hurtful comments and that he would surround her with his angels. . . It was so comforting and reassuring to me that someone in your position would turn a tragedy into an opportunity to educate and inform individuals of the pain we cause each other when we are not accepting of each other.”

And this from the principal of a Brooklyn public school:

“It is difficult to express adequately our thanks and gratitude for coming to our school in Williamsburg, Brooklyn to show children the real meaning of love, forgiveness and concern for others. . . Today will live on in the hearts and minds of those in attendance for your presentation changed their lives forever—you made them stop, reflect and think about their values and ideals, especially related to how they treat others and how they expected to be treated.”

There is no doubt that those whose vision leads them to start and guide organizations which approach our shared problems in original and effective ways deserve gratitude and recognition.

But, as the life of Steven McDonald showed, one’s own purpose and courage can help change the world, through example.



## 2017 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP



### RISING FOUNDATIONS

#### KELLY ORIANIS

2915 Perdido Street  
New Orleans, LA 70119  
303-946-5375  
[www.risingfoundations.org](http://www.risingfoundations.org)

If she were inclined to be bitter, or even just pessimistic, Kelly Orians, the beating heart of two New Orleans organizations which assist those she refers to by the shorthand FIPs (formerly incarcerated persons), would seem to have ample reason. One of her greatest success stories, Derrick—a former drug dealer whom she’d helped start his own optical shop and who worked as a “peer mentor” for her—had nearly been killed in a drive-by shooting meant for gang members shooting a rap video outside his shop. When he called the police and stayed at the scene to be a witness, they noted his prison record—and handcuffed Derrick. Absent her intervention, with the combination of UCLA law school training and New Orleans experience, he’d almost certainly have gone back to the Angola prison farm—perhaps for a life term—chopping cotton. Her advice to Derrick—keep your cellphone line open—led her to overhear the arresting officer say, “I know who you are, and I’m sending you back where you came from.”

At the First 72+—the organization named for the crucial first hours someone “comes home” from prison—none of the 148 ex-offenders it’s assisted have returned to a cell, save one who was caught up in a drug raid targeting his brother. He’d been about to obtain his certificate as a dental hygienist, a plan put on hold while he awaits trial.

There was a time when such stories would have focused Kelly on activist approaches aimed at exonerating the innocent and reducing “extreme sentences.” After 10 years at work on criminal justice issues in New Orleans, however, neither is today her main focus. She’s intent, rather, on forging ways for ex-offenders to build new lives. Those ways are informed by the perspective she freely says she’s learned from the FIPs themselves. “No matter how tough your situation was, or is, there’s always a dimension of personal choice.”

Such are the discussions in the two small-frame houses—literally in the looming brutalist shadows of the Orleans Parish Prison and the city police department’s headquarters buildings—which house the operations of the First 72 and Rising Foundations. It is under their umbrellas that FIPs get the sort of practical help which appears to be making a dent in what Kelly darkly refers to as “the incarceration capital of the country.” There is no shortage of those to assist. Crime has long been rampant in the Crescent City; as many as one in seven African-American male residents have criminal records. At one point, just one zip code in the Central City neighborhood, where the heroin trade mingles with creeping gentrification, accounted for 8 percent of all the inmates in Louisiana state prisons.

Historically, however, services for the newly-released have been limited, focused on such issues as addressing their historic drug problems rather

than on building a full, non-criminal life. In the small Rising Foundations/First 72 office on the ironically-named Perdido Street (“lost” in Spanish), the approach is different. It can be as basic and practical as help in reducing monthly child support payments—which can be so large as to leave virtually no legal wages remaining—to cleaning up the charges that pile up on uninsured vehicles. And it can be as elaborate and unusual as the services offered by the “business incubator”: helping ex-offenders to become entrepreneurs—owners of everything from electrical and HVAC service firms to a barbershop that offers free haircuts to young men who do well in school. Those getting back on their feet can live, for a time, at the “transitional housing” building—a small frame house with two beds in each of three bedrooms—adjacent to the office.

To say that Kelly Orians is an unlikely candidate to have built all this is understatement. She’s a perky Colorado native who attended law school in California—and only found her way to New Orleans in the aftermath of Hurricane Katrina. It was then that she began to volunteer her services at Citizens for Second Chances, a project to assist juvenile offenders serving life terms in the Angola prison. Her focus, at the time, was on “extreme sentencing” reform. Over time, she was drawn toward the goal of “effecting change in a real way,” rather than focusing on public policy change. For her, that meant helping to create avenues for those released from prison to avoid returning to a criminal life.

Crucially, there were other changes afoot in Louisiana on which she could build. Notably, a local judge began a “Reentry Court”—through which those sentenced to the Angola prison could, if they agreed to both mentoring and occupational training programs when



behind bars, qualify for early release: Those sentenced to 10 years might be released after two. Important, as well, is the fact that Angola—a long-infamous prison—has inaugurated a series of what are considered to be quite effective vocational training and GED programs (for that 20 percent of its population not serving a life term). The court, what’s more, looks for programs in which the newly-released could be required to participate. So it is that Rising Foundations, notwithstanding the fact that it relies entirely on private philanthropic support, has the stamp of approval of the Reentry Court. That court’s “case manager”—who oversees individual FIPs—puts it this way:

“I’ve never met anyone like her. She is truly the definition of an unsung hero. Day in and day out she dedicates her life to the cause of helping others. She never falters, she never gives up on anyone, and she never turns anyone away. ... The men you meet through the business incubator literally have had their lives transformed because of Ms. Orians’ relentless help.”

That level of help is very much on display during a day at Rising Foundations. While driving to the site of the Reel Gentlemen’s Barber Shop—run by two graduates of the foundation’s incubator—Orians regularly takes calls from Uber, arranging rides for residents of the transitional housing to go to the local department of motor vehicles. But she works, too, with the head of that agency to make sure that a new law easing the terms on which ex-offenders can requalify for a driver’s license is actually being implemented. Later, she will check in on the progress of the rehabilitation of Keller House, an abandoned Central City building that will be a new transitional housing building for her programs. She exchanges friendly greetings with men on the block, including a few truly desperate-looking guys hanging out on a block infamous for heroin overdoses. The work day continues into the evening with a business incubator meeting. The owners of Flight Night, car window tinting service, All Pro Maintenance, an electrical wiring and insulation installa-

tion service, Gentlemen’s Barber Shop and more will all begin a series of sessions on how best to present themselves to customers. All have benefited from legal help to incorporate—and from small start-up loans from Rising Foundations. Those who needed occupational licenses received help in obtaining them. And if it were Friday, there would be fish fry—that helps raise the total \$210,000 budget. Other major contributors: the Echoing Green Foundation (whose president nominated Orians and Rising Foundations) and an anonymous New York donor who contributes through the Jewish Communal Fund there.

That budget’s impact is much amplified by a series of partnerships between Rising Foundations/First 72 and other organizations to provide services Orians thinks they are better equipped to provide. Credit counseling and no-cost checking accounts, for instance, are provided courtesy of New Orleans’ remaining major local bank, Gulf Coast. The business owners benefit from



sharp-looking business cards designed by a boutique graphic design firm in a gentrifying part of Central City.

The overriding sense one gets from a day with Kelly Orians is less, however, about the originality and effectiveness of the programs at Rising Foundations or the First 72. It is, as the court case manager notes, a sense that this is a woman who combines passion and practicality, who is carrying a small staff and the life chances of many on her shoulders with cheerful and deep dedication. That she has built a reputation and two organizations in a city where non-natives have historically had difficulty establishing themselves—and in which the currents of race and fear run deep—make her all the more impressive.



## 2017 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP



### BRIDGE TO ENTER ADVANCED MATHEMATICS

#### DANIEL ZAHAROPOL

55 Exchange Place, Suite 603  
New York, NY 10005  
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Gaining admission to one of the small number of selective public high schools in New York City is no mean feat—and, in recent years, the fact that small numbers of African-American and Hispanic students (21 and 83, respectively, of 3,350 students) have been admitted to schools such as Stuyvesant High School and the Bronx High School of Science has sparked controversy. At a small office not far from Wall Street, Daniel Zaharopol and Lynn Cartwright-Punnett devote themselves to lifting those numbers—not, however, by advocating changed admission standards or racial or ethnic quotas, as some have proposed. Instead, they begin with sixth- and seventh-grade students in 35 of New York’s middle schools with the most disadvantaged students, identifying those with exceptional raw ability to succeed in high-level mathematics. The stakes are high for such students; they are at risk of being funneled to one of the 40 percent

of New York high schools which offer no math at all beyond Algebra 2.

“We are looking,” says Zaharopol, to find those who, once exposed to challenging problems, “fall in love with math.” Zaharopol knows whereof he speaks; the founder and executive director of Bridge to Enter Advanced Mathematics (BEAM) himself holds a degree in mathematics from MIT—a background he has married with a dedication to teaching, reflected by the fact that his graduate education included a master’s degree in Teaching Mathematics. “I’ve long thought of education as a likely path in life, but I also knew that I wanted to create something. BEAM provides me with a great opportunity to do both, while also connecting me with the math I love so much.” His commitment to teaching—honed in “math camps” during his college years—is matched by that of Cartwright-Punnett, whose background includes three years teaching middle school math in New York’s predominantly Hispanic Washington Heights neighborhood.

It’s a love the two have found a way to transmit to students who might otherwise have never discovered it. Identifying such students—today including 100 sixth-graders and 100 seventh-graders—involves an elaborate screening process that serves as the gateway to BEAM’s core programs: intensive summer sessions (including five weeks on a college campus) and long-term guidance aimed at college admission and, the overriding goal, a career in mathematics and/or science. It begins with what BEAM calls its “admissions challenge”—a set of problems administered in a test to sixth-grade students in its partner schools, where teachers may recommend students to take the test or students may just show up on their own, in response to posters. Previous math grades do not matter; only the ability

to do well on the “challenge,” including providing a convincing answer to such questions as, “which of these problems did you like, and why?” So begins a series of screens, including further challenges to be completed over a week’s time, that winnow some 600 taking the initial challenge to 100 offered a place in BEAM—a first step, as it’s said, toward becoming “beyond proficient” and joining “the community of mathematicians.”

To do so, the sixth- and seventh-graders will go through BEAM’s intensive summer programs, taught, to a significant extent, by college and university math faculty looking for ways to reach those whom they would not ordinarily teach. They are the sort of “problem-solving”-focused curricula that are often central to math enrichment programs to which affluent families send talented kids; BEAM’s students, in contrast, come from households in which the median annual income is \$25,000. BEAM seeks to “make sure our students get access to all the same enrichment opportunities their affluent peers already have: academic summer programs, robotics clubs, math teams, math circles, internships, and more. From advice on a scholarship application to support writing essays to explanations of how to contact program offices or start your own club, we make sure no hurdle prevents our students from getting on and staying on the existing STEM pathway.”

BEAM reports success in helping its students gain admission to selective New York public high schools—but as with many past Cornuelle award winners, it reports results which are credible because they are not universally positive.

BEAM tracks admission to selective and highly selective high schools, which provide high quality preparation for college.



## PERCENT OF STUDENTS ATTENDING SELECTIVE HIGH SCHOOLS

Cohort	Admitted to Selective Schools	Admitted to Highly Selective Schools
<b>2011</b>	<b>50%</b>	<b>38%</b>
<b>2012</b>	<b>47%</b>	<b>44%</b>
<b>2013</b>	<b>64%</b>	<b>56%</b>
<b>2014</b>	<b>53%</b>	<b>31%</b>
<b>2015</b>	<b>59%</b>	<b>43%</b>
<b>2016</b>	<b>61%</b>	<b>42%</b>

Note that the second column, above, includes those admitted to highly-selective schools.

There is more than math taught, as well. Notes Lynn Cartwright-Punnett, “We focus on what the selective schools are like, so that they can be prepared to handle it.” The social transition is, they say, both easy and hard. “Nerdy” students (evenly divided between boys and girls, notably) who may have been ostracized in the younger grades suddenly find other students with whom they have a great deal in common. At the same time, BEAM students who do reach schools such as Bronx Science and Stuyvesant will find themselves among a handful of African-Americans and Hispanics in schools which have become predominantly Asian. (For the entering group of 2016, three BEAM students were admitted to Stuyvesant High School, two to Bronx Science and 10 to Brooklyn Tech, all schools where African-Americans and Hispanics are under-represented.)

BEAM has grown gradually since it opened its doors in 2011 with a summer program for just 17 students—of whom it is in touch with 14, 13 of whom are enrolled in college (the 14th in a “productive gap year”). It now has 400 alumni; this is the first year it has enrolled both sixth- and seventh-graders. Colleges where alumni have enrolled include Vassar, Bard, Sienna, and State University of New York schools. An afternoon meeting with a small group of current BEAM seniors finds a group of upbeat and expansive students, quick to credit BEAM with having “opened doors I never knew existed.” With

one exception (a Nigerian immigrant), those in the group of seven all stood to be the first in their families to attend college. BEAM is poised to expand to the nation’s second-largest school system, that of Los Angeles. BEAM’s \$1.2 million budget relies neither on government nor on student fees (the latter a subject of internal debate). Key funders include the Jack Kent Cooke Foundation, to whom BEAM refers students for potential scholarship aid.

There seem to be countless programs aimed at lifting the most disadvantaged students. Certainly, there is a need and a place for such efforts. BEAM impresses thanks both to its dedication to serving an acknowledged social and economic need—top-quality math and science majors from all backgrounds—and its unabashed willingness to identify those with the greatest talent and to help them realize what might otherwise be

wasted potential. Few can rival stories such as that of a young Muslim woman, daughter of Yemeni immigrants, who obtained an internship at Morgan Stanley to work on cybersecurity. Moreover, there is clearly a sense of joy, accomplishment and comradeship among the BEAM participants. Upon meeting them, one cannot help but be optimistic about them—and more.

Daniel Zaharopol operates on the premise that math and science talent is widely, and likely evenly, distributed in the population. The idea that those who would love math as much as he does, but who might never experience that love pains him—and, through BEAM, he’s doing something about it.



## 2017 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP



### COMMUNITY WAREHOUSE

#### NICK RINGGER

521 South 9th Street  
Milwaukee, WI 53204  
414-383-7792  
[www.thecommunitywarehouse.org](http://www.thecommunitywarehouse.org)

Milwaukee zip code 53206 holds an unenviable designation: a greater percentage of its population has been incarcerated than any other in the U.S. It's far from unique in the city, though: There are, in fact, 26,000 ex-offenders in Milwaukee, a city with a total population of just 600,000. By the age of 34, 62% of African-American men in Milwaukee will either be in jail or have served time in jail. While the overall unemployment rate in Wisconsin is less than 4%, the city's black unemployment rate is, at 19%, the highest among all 50 states. What's more, many return to neighborhoods on the city's North Side which are physically and, one might say, spiritually dilapidated.

It's the sort of situation that can seem impervious to improvement. That, however, is not the sort of sentiment that occurs to Nick Ringger, who leads an institution addressing the areas ill, both physical and human. The Community Warehouse formula can seem simple—but it's original and powerful. Its

warehouse—a recycled one-time tannery building on the Menominee River—is filled with top-quality, donated construction materials—from lumber to dry wall—and staffed by ex-offenders, there to find both employment and purpose. As Ringger puts it, “We look at assets—products and people—that others don't see.” That means that surplus construction materials that formerly took up space in landfills, in the hands of small neighborhood contractors, become valued tools for improving homes. And the “background-challenged” individuals who unload, sort and sell them (at below-retail prices), learn the habits of work and personal responsibility.

CEO Ringger became the first paid director of the Warehouse, founded in 2005, two years ago. That he'd find himself working in Central City Milwaukee cannot be said to have been obviously predestined. Raised on a farm in Indiana, a crisis of faith in high school resulted in his excommunication from the family's Mennonite church. Marrying right after high school, he worked as a farmer while also starting a trucking company and a sporting goods store, eventually entering college at age 26—a Bible college in Alaska. Bringing along his wife and five children, they lived in the Alaskan bush, they home-schooled the children before moving back to Indiana to complete his studies because the Bible college wouldn't allow him to complete his degree quickly enough. “I get bored easily,” he deadpans.

He would go on to combine the Bible and business, graduating from the Dallas Theological Seminary, where his family made ends meet by living in the sort of inexpensive but dangerous neighborhood he's now working to heal. He finished the four-year seminary degree in two years before moving back to Indiana to take a pastor's position, starting a successful home-building business on the side—setting the stage for his faith-inspired work at the Community Warehouse, itself

founded by a group of Christian Milwaukee businessmen who believed, as one puts it, in “the dignity of work”.

Community Warehouse may not, at first, remind a visitor of Costco—but like the retail giant it's not only clean and well-organized but it's a members-only retail store. The members, in its case, are inner-city Milwaukee property owners. It boasts some 2,000 members, almost all African-American or Hispanic, living in economically-distressed, inner-city Milwaukee. Its members include local do-it-yourselfers (such “family members pay a \$25 annual fee) and “commercial” members, who pay \$150 per year. One key target group: the many small landlords who own most of the rental housing stock in these neighborhoods, where rental incomes may not be sufficient to maintain aging properties to code. The Warehouse is a discount Home Depot: it offers rock-bottom prices on entirely new, donated building merchandise. These materials include paints (many are “mis-tints”), lumber, roof shingles, doors, windows, plumbing fixtures, flooring, etc. Most are still in their original packaging.

But make no mistake: the Community Warehouse is run by a businessman, as a business. Sales revenues run \$80,000 to \$100,000 per month, close to covering all operating expenses. Various side businesses have evolved along with the retail shop, depending on particular inventories. Workers build cabinetry (for kitchens, baths), pre-hang doors, and install concrete kitchen counters in many colors.

How do they get it all? CEO Nick Ringger says that they are “glorified beggars.” If so, they're more successful than most. Dozens of Milwaukee wholesalers and retailers—from chain store giants Sam's Club to local firms such as O'Leary's Plumbing and Heating—donate materials. That in the store sells for at least 50%, and often 75%, off original pricing; “We have



more product than we can manage,” according to Ringger. That’s led to plans to open a second warehouse in a 19,000 square foot former thrift store. By helping neighborhood landlords upgrade their apartments, Ringger has first-hand reports of happier tenants who take better care of the apartments and stay put longer, a win for landlords as well.

Ironically, CW has donated products such as reams of new carpet to the local prison. But that does more than help it with occasional surpluses—it’s helped it build a link to programs aimed at helping those being released from prison do another sort of building—that of new lives.

Starting with the hiring of one formerly incarcerated employee, CW decided to create an employment program, one that offers training on the job as well as role models (a mix of employees who are not ex-cons) and spiritual support. Currently there are 30 employees, two-thirds of whom are “background-challenged.” Over the past two years, a total of 62 employees have worked at CW. Eighty percent are still employed. One is attending college. Only one is back behind bars.

A visit to the Warehouse, a former tannery located in a warehouse district underneath a highway overpass, reveals a workplace of amazing calm. Ringger and his staff know many of the customers and greet them warmly. One of the original background-challenged employees, Jacob Maclin, is the director of life transformation, where he teaches “guys about trust, teaches them that people care. [I also] remind them that they do not want to go back to their old life.” Ringger leads a weekly, optional Bible study. Classes are offered during working hours on financial skills, such as banking and budgeting and how to settle child support and past-due fines.

The contrast CW presents with the ongoing violence in urban Milwaukee cannot be overstated. During a recent spurt of particularly severe violence, for 8 out of 9 weeks, one or another CW employee lost a family member to either unexpected death or deliberate murder. The board donated funds so that one employee could bury

his 23-year-old (murdered) son. One employee told Ringger, “[CW] is the only place in my life where I feel safe.”

With a second, larger location set to open, this time on a busy commercial strip of North Milwaukee, CW expects to double its impact with a wider assortment of building materials and a larger workforce (8-12 new employees). The longer-term goal is five locations throughout the city. Ringger, always full of ideas, has his eye on city-owned, abandoned homes near the new shop. He is hoping to raise funds to buy one of the homes and train the men to renovate it to serve as transitional housing for new hires just out of prison, perhaps ultimately re-selling the home and doing the same thing again.

Another Ringger original: to prepare those who have trouble reading to take the driving license test, helping them, he says, get past “a source of shame, a feeling of failure to be an adult.” Poor schooling and undiagnosed learning issues are some of the many reasons that only 6% of the formerly incarcerated in



Milwaukee have a driver’s license. Nor does Ringger envision Warehouse employees spending their careers there. (Ringger fears that “unhealthy charity hurts people’s dignity.”) In an effort to reach more of the formerly incarcerated and to open up jobs more quickly, CW is rolling out a new, time-limited 18-month hiring program that will teach job skills and build solid work history—but with a goal of job placement in the private sector rather than long-term employment with CW.

The Community Warehouse story is, then, one in which construction materials that formerly took up space in landfills become valued tools for improved homes. Ex-offenders learn the habits of work and personal responsibility. In neighborhoods marked by unemployment, violence and dilapidated homes, it manages to address them all.



## 2017 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP



### NEW CITY KIDS

#### REV. TREVOR RUBINGH

240 Fairmount Ave  
Jersey City, NJ 07306  
201-915-9896  
[www.newcitykids.org](http://www.newcitykids.org)

On a humid spring afternoon in a gritty part of Jersey City, New Jersey, neat lines of elementary school children file into New City Kids (NCK), walked over to the building by teen program staff. The kids look frazzled and tired. Just a short while later, after an outdoor play time and a snack, the kids are revived and ready to begin the NCK program. The building is old and shows lots of wear and tear, but the 85 kids are smiling and orderly. This is no military-style school program, but rather a program true to the founder's evangelical Protestant values. According to NCK founder Reverend Trevor Rubingh, the overall goal is to "change the life trajectory of the 'middle 60%,' those who are neither the most disadvantaged nor the most gifted. By providing after-school homework help, basic music lessons, and college prep for teen staff, the hope is that a leadership development program will, in Rubingh's words, accomplish "big, whole-life transformation for at-risk kids," interrupting the intergenerational cycle of poverty.

But rather than using a staff of highly-paid social workers, New City Kids takes a different approach: using older kids to help younger ones. It's a formula designed both to set good examples—and reinforce the right choices for the older role models. As Rubingh likes to put it, "Teens need to lead."

At New City Kids, that's just what they're asked to do. Teens help younger versions of themselves navigate school and life challenges. Rubingh and his staff push kids toward "that moment of discovery [when they can say] I can do this." The results are small but promising: 134 teens have graduated from the program. All of them have graduated from high school and matriculated into college. Nine in ten are currently in college and on a path to graduate. The cities where NCK operates after-school centers—three in Jersey City, one in Paterson, NJ and one in Grand Rapids, MI, are places where the vast majority of students experience school failure rather than this kind of college success.

What's the secret sauce here? The NCK motto is Loving Kids for Change. This does not mean fawning or excessive hugging either. The kids are provided a structured environment ruled by a personal concern for each child (and his/her family) and taught the skills to thrive in school and in life. In the program's signature innovation, this caring and mentoring is done on two levels. Paid adult staff hire and train high school students, most from the neighborhood and some from NCK programs, to be tutors and after-school instructors. The teens, juniors or seniors in high school, are called Teen Life Interns. They are carefully screened, put through exhausting rounds of interviews and a try-out period, supervised, assessed and coached for better performance. Regular youth retreats build a camaraderie that enables many of them to leave behind the negative influences of their neighborhood peer groups.

The teen jobs are part-time, year-round paid positions with a required report card review each quarter. Any drop in grades results in a referral to homework tutoring. Regular performance reviews focus on mature, professional conduct while along the way they learn how to respond to criticism and to benefit from coaching—useful skills for college and for life. Separate training classes teach money management, public speaking, team-building, and classroom management. A structured pre-college prep program helps with standardized testing, college applications, college tours, and negotiating financial aid. The impact of all these lessons was clear in excellent manners, strong handshakes and mature demeanor around the younger kids. Half of the teen interns work as homework helpers and half teach activity classes in music or other extracurriculars.

The teen interns are the primary staff for NCK's two-hour daily after-school program that runs throughout the school year and 4 weeks in the summer. It serves 311 kids from grades one through eight. Featuring 70% structured time, the afternoon is organized around rotations through homework help, music lessons, and a daily community time. Community time is used for age-appropriate learning games (i.e., spelling bees) as well as a weekly Christian praise service of modern hymns. Children whose parents opt them out of religious programming engage in alternate activities. Rubingh estimates that 80-90% of children at NCK are "unchurched," or have no practicing faith of any kind. The program is flexible enough to offer various special programs too. Girls on the Run, for instance, allows girls to go out each day and train for an upcoming 5k race. A singing program and dance instruction are also popular. A 5-week sailing program is offered in the summer using a donated sailboat and volunteers from partner churches.



It's a reminder that traditional recreation-based programs can make a profound difference in lives.

Founder Rev. Rubingh is himself a musician who ran a large Kid's Church program with a strong music component in Jersey City for 8 years before founding NCK. Music runs through NCK in every way: over 100 original rap songs on academic topics, instrument lessons (keyboard, bass, and drums), and group singing times. NCK annual shows are performed in multiple venues and raise substantial financial support and awareness of the program. Teen interns, trained by (paid) Master Teachers provide instrument lessons around the basic elements of music. Kids that accomplish the annual musical goals are rewarded with their own instrument at year's end.

What about those who do not do the right thing? A well-defined disciplinary protocol means that disruptive or uncooperative students get a couple of chances after calls are made to home—but, if they do not improve, they are removed from the program. There is a waiting list of students who are delighted to earn the spot. Anyone who acts out violently is immediately removed from the program. The retention rate is 95% for teen mentors. No doubt the option for some kids to receive group therapy with the on-staff psychologist has been a great help. The program fee is \$80 per month, but only about half of students pay the full fee. Program staff sit down with any parent who cannot pay and work out a sliding scale fee. Each family pays something.

Rubingh, a child of Christian missionary parents, attended Calvin College in Michigan and got his seminary degree from Princeton Theological. He knew from college days that he was not called to be a suburban pastor but was more interested in urban ministry. He and his wife (who was a fellow student at Princeton) arrived in Jersey City in 1994 with the intention of starting a new church. They were singularly unsuccessful in attracting many adults to their services but they found strong interest among a large group

of neighborhood kids. Rubingh said that instead of these setbacks being “obstacles, they presented opportunities.” Thus Kid's Church was born in 1996, utilizing a spray-painted bus to transport over 300 kids to services. Rubingh and his wife spent weekdays visiting the parents and praying with them. Through this experience, he realized that “working with kids was what I was designed to do.” Watching the children in these families over the years, the church program was reformulated into an after-school program in a church basement in 2003, until funding was secured to purchase the current building in Jersey City.

NCK has five locations on a budget of approximately \$1 million a year. Expansion is on the horizon as they build a network office with key professional staff (CFO, a director of development) that will form the infrastructure necessary to bring the model to other parts of New Jersey (Greenville neighborhood) and nationally (Detroit). The fact that the program serves both recently-arrived Coptic Christians

alongside Muslim families makes it an exemplar of community-building sorely needed in these politically divided times. The formula of teen leadership, character-building, structure and creative expression through music is exactly the kind of “safe space” that allows children to flourish.



## 2016 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# CHRIS ANDERSON

TED, New York, NY



TED  
330 Hudson Street  
11th Floor  
New York, NY 10013  
212-346-9333  
www.ted.com

In nineteenth- and early twentieth-century America, it was a common form of entertainment and edification to attend public lectures. Chautauqua in western New York became not only the most famous site for such lectures but inspired a nationwide movement, which brought talks on politics, religion, and culture to the citizenry. Theodore Roosevelt called Chautauqua the “most American thing in America.”

In this age of Facebook, YouTube, and Instagram, it has taken someone with a deep familiarity with technology and its applications to help us rediscover the past—and the value of a compelling speaker addressing a live audience. That’s the unlikely but important story of the 2016 winner of the William E. Simon Prize, Chris Anderson, the man who has built a latter-day Chautauqua movement whose name we’re all familiar with: the TED talk.

Already an extremely successful media, technology, and publishing entrepreneur, Anderson, born in Pakistan, the son of British medical missionaries, began his own mission in 2001. That’s when a nascent foundation that he had started acquired the TED conference, then just an annual California conference focused on technology, entertainment, and design. As “curator” of TED, Anderson saw its potential as a forum for virtually any “idea worth spreading.” He also saw the power of posting simple, straight-to-camera lectures—succinct and entertaining—on the web, which TED began to do in 2006.

Today, more than 2,000 TED talks—none, by rule, more than 18 minutes long—have been posted. To say that they range widely is understatement in the extreme. The titles speak: Do Schools Kill Creativity? The Mathematics of Love. The Single Biggest Reason Startups Succeed. Magical Houses, Made of Bamboo. Why Do We Sleep? One can







find a TED talk by Stephen Hawking (Questioning the Universe) but most TED talkers are not famous—at least until they’re chosen to deliver their TED talk, which may also find its way onto the Ted Talk radio hour on NPR and, more recently, TED TV on PBS.

Like other influential social entrepreneurs, Chris Anderson has not just built an organization; he’s inspired a movement. Through TedX, he’s lent the TED name and idea to local organizers around the world, who bring TED-style talks to schools and auditoriums and theaters everywhere. There have now been nearly 80,000 talks presented in

some 170 countries. Soon enough, TED may have to borrow that McDonald’s slogan: millions and millions sold. Except, of course, TED talks can be viewed free of charge, thanks to the remarkable social entrepreneurship of Anderson.

Recognizing Anderson is not the same thing as seconding the sentiments of any, or all, TED talks. And that’s exactly the point. Invigorating discourse and discussion in an age in which anomie and alienation threaten is an end in itself—an end that Chris Anderson has helped America, and the world, realize.

#### **TED Talks: The Official TED Guide to Public Speaking**

“[P]ublic speaking is the key to unlocking empathy, stirring excitement, sharing knowledge and insights, and promoting a shared dream. Indeed, the spoken word has actually gained new powers. Our campfire is now the whole world. Thanks to the Internet, a single talk in a single theater can end up being seen by millions of people.

Just as the printing press massively amplified the power of authors, so the web is massively amplifying the impact of speakers. It is allowing anyone anywhere with online access (and within a decade or so, we can expect almost every village on earth to be connected) to summon the world’s greatest teachers to their homes and learn from them directly. Suddenly, an ancient art has global reach.

This revolution has sparked a renaissance in public speaking. Many of us have suffered years of long, boring lectures at university; interminable sermons at church; or roll-your-eyes predictable political stump speeches. It doesn’t have to be that way. Done right, a talk can electrify a room and transform an audience’s worldview.”

# WHERE THEY ARE NOW

**Chris Anderson, who still serves as CEO, has continued to facilitate engaging TED segments, including a recent interview with historian Yuval Noah Harari on anti-globalism movements, as well as a talk dissecting the polarization of America’s political landscape. TED has over 7.6 million subscribers on YouTube, and its videos have garnered over 1 billion views.**

## 2015 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# NORMAN ATKINS

Relay Graduate School of Education New York, NY



Relay Graduate School of Education  
40 W. 20th Street  
New York, NY 10011  
212-228-1888  
[www.relay.edu](http://www.relay.edu)

American graduate schools of education have been under fire—and not only because the achievement levels of U.S. students are mediocre. A view has emerged that “ed” schools don’t focus enough on the nuts-and-bolts of a teacher’s most difficult job: running the classroom. It’s a concern that has spawned a great many initiatives, such as Teach for America, founded to attract America’s best and brightest to teaching. To important new programs such as that, add another: the Relay Graduate School of Education. Started in New York but now working in cities across the country, it’s the product of the vision of Norman Atkins, a pioneering school reformer who’s never bothered to promote himself.

Raised in Evanston, Illinois, a racially-integrated community, Atkins has had a lifetime passion for the issues of race, class, and poverty, first as a journalist of distinction, writing for major publications such as the *Boston Globe*, *Washington Post*, *New York Times Magazine*, and *New Yorker*. His college roommate at Brown, David Saltzman, was one of the founding board members of what became the Robin Hood Foundation; in 1987, Saltzman hired Atkins to figure out the startup-program focus for the foundation.

In that capacity, Atkins visited social-service organizations and schools all over New York City. While

after-school programs were then very much in favor, Atkins wondered why, among others, there was so much “mopping and cleaning up” of classrooms that had to happen after school. He was, however, energized by the well-run, inner-city private schools he saw, especially the De La Salle Academy, run by Brother Brian Carty, in upper Manhattan. This independent, non-sectarian middle school offered solid teaching in an orderly environment for many poor kids. How, Atkins wondered, could more such schools be established and staffed? Doing so, would become his life mission.

Atkins’s first step was to cofound one of America’s first charter schools—in Newark, just weeks after New Jersey authorized charters for the first time. The North Star Academy Charter School opened in 1997, creating a public school version of De La Salle and setting the template for schools that show that, given strong teaching, even poor kids can achieve at the highest levels. Seeking independence from state authorities, Atkins founded Uncommon Schools, a charter school management company that raises charitable funds and invests in a best-practices curriculum to help kids succeed. Uncommon Schools, whose board Atkins continues to chair, has grown to encompass 46 schools and 14,000 students, and boasts some of the highest achievement numbers among charter-school organizations.

Still, Atkins, who himself earned a master's degree in education from Columbia University, concluded that there was a disconnect between what education schools teach and what teachers need to know to succeed in the classroom. Thus was born Relay, the brainchild of Atkins and David Levin, the founder of another major inner-city charter school network, the now-legendary Knowledge is Power Program (KIPP) schools.

Over drinks one evening, the two commiserated about the fact that they were bidding against each other for the same teachers—there had to be a way to create more good teachers so that they could teach more kids. A partnership was hatched and \$30 million in seed capital was raised at the 2008 Robin Hood Foundation annual gala. The New York State Board of Regents awarded a charter for the new graduate school of education the same year, originally housed at Hunter College and called TeacherU. In 2011, the school became an independent graduate school and changed its name to the Relay Graduate School of Education—a reference to the idea that a relay of multiple, highly-effective teachers can improve a child's life forever, while multiple ineffective teachers can cause irreversible harm. It

was the first newly credentialed graduate school in New York in more than 80 years.

Relay takes a simple, revolutionary approach: help aspiring and current teachers hone their classroom skills. Picture a gaggle of young graduate students gathered in a middle school classroom in Newark early on a Saturday morning. All are teachers, many from charter schools, some teaching in a few of Newark's worst public schools. They look tired. They gather two weeknights a month for instruction in general pedagogy, plus one Saturday a month for a longer session on content pedagogy.

Saturday sessions open with a community-building exercise to deepen friendships and to remember why they went into teaching. That is part one of the six-hour Saturday: to praise and encourage with reminders about why being a teacher matters. Then the tough work starts. Math teachers are in one classroom while a 20-year veteran math teacher presents a lesson from the Common Core standards about how to promote classroom discussion when teaching math. She posts a tough math problem on the board. It's clear that several of the teachers—men and women, of which more than 50 percent are minorities—are struggling to solve it.

The teacher calls on one student to put his answer up on the screen and to walk the class through his approach, as if he were the classroom teacher. The master teacher nods but says nothing during the lesson. Then she turns to the rest of the class, who proceed to shoot their hands up, offering critiques not just of the solution but of the way the first student presented his answer: he didn't write the solution in simple logical order; he failed to draw out the way one student's answer overlapped with his; he got off-track when one student admitted to not knowing how to calculate a percentage; he lost sight of the original lesson goal in the thick of the calculation; he did too much talking; he didn't highlight where he made a mistake.

The latter error turns out to be common at Relay. Teachers are coached in how to "be puzzled," how to model the process of self-checking, how to "normalize error," so that the students will see their mistakes, self-correct, and move on. Next, the master teacher says, "do it again." The grad student stands up and teaches the math problem again, immediately incorporating all the feedback from his peers. One watches in astonishment as this not-very-serious-looking student smiles, stands up, and complies—flawlessly. The teachers



would repeat this exercise through all their lessons that day: learn, practice, perform. It's the Relay mantra. The young teacher had learned how to take the principles of good teaching and apply them to his math class.

Therein lies the heart of Relay: it is a graduate program in teaching that is simply breaking the mold. Schools of education—undergraduate and graduate—focus on theories of child development or a field of pedagogy entirely detached from content. Most teachers do not have an undergraduate degree in the subject they teach and, once hired, are rewarded for graduate school study that is completely divorced from teacher effectiveness. At Relay, the mission is to prepare an effective teacher, as measured by gains in student achievement and character development. If the students aren't learning, the teachers aren't teaching. That mission cuts to the heart of what Relay does and is a wake-up call to the entire profession. Its premise: teaching is a skill that can be taught and through practice improved.

Relay uses its own original curriculum to teach concrete techniques to use in the classroom, giving graduate students the chance to learn those methods from top teachers. Faculty consists entirely of teachers who have a long track record of closing the achievement gap in their own classrooms. Relay students are each given a video recorder and tripod to record how they put their graduate study lessons into practice. Relay faculty make extensive use of video to highlight teaching practices. Students are given ample opportunity to experience lots of "at bats"—putting techniques into practice to be studied, piece-by-piece, by faculty and peers to hone teaching skills.

One Relay faculty member said she has been teaching for 23 years. She was thrown into teaching with no preparation and no support and is determined to prepare younger teachers to avoid her mistakes. One young man, one year out of college, is a Teach For America member and current grad-school

student teaching in a Newark alternative school for kids at high risk of dropping out. He said that the material he has learned at Relay is directly applicable to his daily school tasks. "I take what I learn Monday and use it on Tuesday." Another graduate student has been teaching in Newark for 10 years and feels he finally has the skills to teach "all students, even those with special needs. I hated leaving kids behind."

There's good reason to believe that Relay could prove to be widely influential. In a profession many leave after only a few years, nearly 85 percent of Relay alums are still teaching—or working in public education in some capacity, some leading their own schools as principals. Relay is fully accredited with the various accrediting agencies and is able to expand by opening branch locations under this accredited umbrella instead of gaining approval, state-by-state. For the current academic year, there are 1,400 graduate students on Relay campuses (shared space with partner-school networks) in Chicago, Houston, Newark, New Orleans, and New York. Eventually, Relay's online program will be scaled up to make these teaching skills more widely available.

Atkins, in other words, is aiming high—seeking to influence education as a field, not just classroom teaching. Via Relay's National Principals Academy Fellowship, district and charter school principals come together two weeks in the summer and four weekends during the school year to learn how to become educational leaders, not only bureaucratic managers. Some 200 principals from 18 states participated in 2014. This next academic year, Denver public schools, Relay's largest partner in this program, plans to send 50–60 principals.

Relay operates on mastery of core skills, not "seat time." Each module builds on the last one and grad students repeat lessons (online or via classroom/video methods) until each skill is learned. Some students move through quickly, others take more time. Relay has an open admissions process, but is considered

extremely demanding in terms of the rigor required to earn a degree. Approximately 80 percent of students entering the two-year program (450 hours) complete it. Like its forerunner at Uncommon Schools, teachers are taught assessment methods that provide meaningful information about student academic gains. All Relay graduates (teachers and principals) must have demonstrated that the students in their classrooms or in their schools have made at least a year's worth of academic growth in a year's time. About 25 percent of master's degree graduates graduate with distinction, meaning that they were able to demonstrate 1.5 years of student learning growth in one year's time.

Relay runs a lean organization. Every staff member has several different jobs. Dean Verilli, who runs the Newark program, teaches the core-pedagogy content, coaches and observes the teacher candidates' progress toward reaching their program goals (scoring each one along a detailed rubric), recruits, and supervises 50 master teachers. Verilli also trains deans who will take the lead in other regions. They often shadow him for as long as a year before moving out to the new location.

At Relay's main office in New York City, there is a shared-services team that works on technology, finance, student enrollment, curriculum design, talent, and instructional media. One person working in the NYC office researches new cities for expansion based on interest from teachers, availability of school partners, an assessment of teacher-certification laws, and interest from the local philanthropic community to cover start-up costs.

Many teachers opt for the one-year alternative certification program but New York State requires all teachers to have, or be working toward, a two-year master's program. Atkins reports that the NYC Relay program is already financially self-sufficient, meaning that the operating costs are fully covered by tuition. All the program sites pay an allocated shared-service



charge back to the main office but sites are not expected to be self-sufficient for their first five years. Relay's national-service office in New York is supported substantially through philanthropic revenues. As the program grows to scale, overhead costs per site will shrink as program resources are standardized and revenues increase.

Tuition totals \$17,500 for Relay's two-year master's. Many partner teachers (including Teach for America and Blue Engine) receive Americorps stipends of \$11,000 that they can apply to the tuition. Most teachers end up paying about \$6,000 over two years for the program. For the principals' program, tuition is \$15,000 and is usually substantially covered by the school or school district. (Schools also pay for travel to the classes, and Relay pays for lodging.)

Relay has been successful raising philanthropic support: \$8 million in 2014, projected to grow to \$12 million in 2015. When you include tuition and about \$800,000 in partner fees (school partners who, though not required, elect to pay tuition for their teachers), annual revenues for 2014 were \$17 million, projected to grow to \$23 million in 2015. Noteworthy, public grants were \$145,000 in 2014 and will increase to \$851,000 in 2015. The public grants category includes Americorps funding and national competitive awards, such as a Department of Education award (\$400,000) for the principals program. While these are large sums, public support was still only 8.5 percent in 2014 and 3.7 percent in 2015.

Atkins says that, after a while, he had no fun simply writing checks at the Robin Hood Foundation to help others run their organizations. He thought, "I can do that!" This is the hallmark of a social entrepreneur. Atkin's colleague in that first charter school, Dean Verrilli, said that Atkins had both the vision and the practical sense to make that vision a reality. Atkins is a man in a hurry, too. Each year is

too much to waste for children who need a better education. He has stayed below the radar in battles over charter schools and teacher training. "I want to stay positive and not be a critic of teacher education." Yet, he adds, the way America's teachers are recruited, trained, supported, and evaluated is so badly broken, "you could pick any spot in that system and get to work."

Atkins has certainly been busy. While serving as CEO of Relay and board chair for Uncommon Schools, he helped found Zearn, an online math website, as well as Generation Teach, a program to pull high school and college students into teaching through summer internships. Atkins believes that the role of the teacher will evolve dramatically in the coming years, as technology changes the way students are taught. Thankfully, as the world changes, Relay will have a corps of excellent teachers at the ready for kids who need them most. At the Relay Graduate School of Education, great teachers are made, not born. Atkins is a wonder and is a well-deserved winner of the Manhattan Institute's 2015 Simon Prize.

# WHERE THEY ARE NOW

**Norman Atkins continues to serve as president of the Relay Graduate School of Education and as chair of Uncommon Schools, one of the nation's highest-performing non-profit charter management organizations, with 46 schools serving 14,000 students. Recently, he founded a nonprofit that is building the only comprehensive, standards-aligned, personalized online K-8 math curriculum, free of charge for students and teachers. Relay GSE expects to serve more than 3,500 graduate students in the 2017-18 school year. Of those who completed Relay's teacher preparation program over the past six years, more than two-thirds are working as teachers and teacher leaders in PK-12 classrooms, and 90% are living the Relay mission through careers in education.**



# 2014 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

## SAL KHAN

Khan Academy, Mountain View, CA



Khan Academy  
P.O. Box 1630  
Mountain View, CA 94042  
[www.khanacademy.org](http://www.khanacademy.org)

To say that Khan Academy has important lessons to offer is to state the obvious. The Mountain View-based Internet teaching institution—which has grown from founder Salman Khan’s individualized YouTube math lessons for his seventh-grade niece into a worldwide phenomenon—offers thousands of free, plainspoken online courses, from algebra to biology.

But there are even broader lessons to be taken from the astounding success of Sal Khan, lessons that extend well beyond education. Just eight years after its founding, Khan Academy has already shown how a new approach to a deep-seated problem can gain an astoundingly wide reach, with private, rather than governmental, origins and support. What’s more, Khan’s success shows that starting and leading a new organization with that sort of idealistic goal has emerged as a calling (and a career) for some of America’s best and brightest.

The story of Khan Academy’s start and growth is dramatic. Sal Khan, New Orleans-born and MIT-educated, was working in the finance industry as a hedge-fund analyst when, in 2004, he learned that his niece, Nadia, needed help with algebra. He began sending her his own clear, step-by-step, illustrated lectures (Khan himself did not appear) via YouTube. That allowed other web users to use the same lessons.

The teaching of Khan—a complete outsider to education or education reform—went viral, ultimately catching the eye of Bill Gates, whom Khan learned was helping his own children with lessons first meant for Nadia. Khan eventually attracted \$15 million-plus in philanthropic support from the Bill and Melinda Gates Foundation, Google, venture capitalist John Doerr, and others accustomed to the idea that radical newcomers might be worth investing in. Such funding allowed Khan to give up his day job and start Khan Academy, with a forthright, undeniably ambitious goal: a free world-class education for anyone, anywhere.

Khan has made no small amount of progress toward realizing his ambitious goals, as evidenced by Khan Academy’s 15 million registered students and nearly 500 million YouTube views in 70 countries. (Google’s \$2 million contribution was targeted toward allowing translation of lessons into the major world languages.) Khan Academy’s learners have solved more than 2 billion problem questions on the platform, assisted by a virtual dashboard that tells them exactly how much progress they’ve made toward mastering the topic.

Although first designed for kids and parents to use at home, even classroom teachers (more than 500,000) have come alive to the potential of Khan Academy lectures, devoting class time to helping

students with their specific problems. (It's called "flipping the classroom.") Most recently, Khan Academy became a partner of another major U.S. nonprofit, the venerable College Board, offering free Internet SAT prep for the new 2016 SAT exam, in hopes of providing a popular, no-cost alternative to expensive, private test-preparation firms (which some view as having made it comparatively harder for lower-income students to do well on the all-important college entrance exam).

Khan Academy has done something different from—and more far-reaching than—starting another social-services program that signs up clients. It's providing tools for self-improvement; by doing so, it's spreading the word that one can do just that. Khan is trying to change the conventional view about how education works. Khan's success offers other lessons, too.

A great deal of head-scratching persists among foundation and nonprofit leaders (often in consultation with government) about how to bring effective programs to scale; it's far better to follow Khan's example of seeking ways to change norms. That could mean discouraging crime rather than developing better programs for ex-offenders; encouraging marriage rather than coping with the ill effects of single-parent families and poverty; and encouraging and rewarding educational progress rather than providing ever more remedial course work.

Only when social norms change for the better, Khan shows, can true scale be reached. Khan points the way toward changing conventional attitudes toward learning: not by building ever-bigger programs but by developing a sufficiently attractive approach to doing homework—or upgrading one's employment skills—an approach that, thanks to the web, is cheap to distribute.

It is also instructive to compare Khan's impact with that of Head Start, on which the U.S. spends billions annually, with little to show for the investment. The \$300 billion-plus in philanthropic funds donated annually in the United States is often thought of as a private safety net for those in need. But it's also a social venture fund—directed toward outsiders with promising ideas and lots of drive. Sal Khan's inspiring story is yet another version of what can rightly be called the American Dream.



# WHERE THEY ARE NOW

**Sal Khan currently serves as CEO of Khan Academy.**

**He has been profiled by 60 Minutes, featured on the cover of *Forbes*, and recognized as one of *TIME's* 100 Most Influential People in the World. Today, Khan Academy has more than 100 employees in Mountain View, California. Students who complete 60% of their grade-level math on Khan Academy experience 1.8 times their expected growth on the NWEA MAP Test, a popular assessment test, and student use of Khan Academy correlates with score gains on standardized achievement tests. When the New England Board of Higher Education conducted a two-year study with students in developmental math classes at community colleges in five states, it found that Khan Academy reduces the number of remedial courses that students need to take.**

## 2013 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# REV. TIMOTHY R. SCULLY

Alliance for Catholic Education, South Bend, IN



Alliance for Catholic Education  
107 Carole Sandner Hall  
Notre Dame, IN 46556  
574-631-7052  
[www.ace.nd.edu](http://www.ace.nd.edu)

**A**lmost 2,000 Catholic schools have been forced to close their doors since 2000. In this bleak context, Father Timothy Scully has led what might be considered a counteroffensive, aimed at giving Catholic schools in some of the nation's poorest neighborhoods and regions the teachers they need—and developing new institutions to revivify the system broadly.

Inspiration for the ACE (Alliance for Catholic Education) program came through happenstance—and midlife crisis. Father Scully was a new priest in 1979 and happily serving in Chile, where he not only built a church and taught religion but also got into trouble with the government for speaking out for human rights. After five years, he left Chile to pursue a Ph.D. in political science at Berkeley; he wrote a book on Chile and became a comparative politics professor at Notre Dame. He went on to write six more books, receive tenure, and become the school's academic vice president.

But the year he was awarded tenure (1993), he sank into a spiritual funk, wondering if a faculty member's life of teaching and publication was really what he was called to do. His spiritual adviser, Sister Lourdes Sheehan, challenged him to think about doing something else—specifically, something about the crisis of Catholic schools. She was originally from the South and knew firsthand how difficult it was for Catholic schools there to recruit teachers—and how significant the challenge was to

improve minority education. Father Scully recalls asking her, "If I find some teachers, where will they teach?" Sister Sheehan replied, "Leave that to me."

Some 40 students responded to an ad Father Scully placed in a Notre Dame student newspaper: "Tired of Doing Homework? Why Not Give Some?" Thanks to the personal ties of Sister Sheehan, the students were placed in eight diocesan schools in five Southern states.

Twenty years later, ACE is linked to a network of 110 schools in 26 Catholic dioceses—from Atlanta to Mobile, Pensacola to Brownsville, Phoenix to South Central Los Angeles. In sharp contrast to the staffing shortfalls with which Catholic schools have struggled, the ACE teachers program is selective, attracting some 400 applications from new college graduates for just 90 openings, in the process serving the disadvantaged and fulfilling training requirements for a master's degree in education awarded by Notre Dame, at no cost to the student. Some 1,500 teachers have volunteered for the program since its inception; in the 2012–13 academic year, there were 173 from 37 colleges.

Demand is high, notwithstanding the demands placed on those accepted. The program requires a two-year commitment, a willingness to accept a particular school assignment, and a promise to live "in community" with selected fellow ACERS in accordance with Catholic principles. They don't begin to teach until they've



completed a summer of academic preparation tailored to the teacher's assignment: elementary, middle, or high school, with specific classes in science, math, and language arts. Such oversight and preparation is ongoing: second-year teachers help train the first-year teachers, and each ACE teacher can turn to a senior adviser for help, especially with the challenges of the first year in the classroom. Academic staff from ACE visit each teacher twice a year and plan conference calls and online evaluation forms with each teacher and principal. The process is designed to train and equip teachers for a very difficult job.

ACE teachers are volunteers but are paid a small stipend and can go on to complete, without charge, education courses at Notre Dame over two summers and then receive an M.Ed. and an Indiana state teacher certification (transferable for teaching privileges in more than 40 states). Since the program's inception, a portion of the stipend and graduate program tuition is covered by the Corporation for National Service (a recognition of the fact that they are teaching English, math, and science, not religion) which approved this use of its "Americorps" funds so long as the ACE teachers provided enough service hours per week that any time teaching religious subjects could be exempt from the stipend. (The issue was tested in court.)

A significant number of ACE teacher program graduates have gone on to important education careers. Jen Beltrano is the assistant superintendent of all Archdiocese of Los Angeles schools—215 elementary and 50 high schools—with 10,000 students. Her mission remains to "break the cycle of poverty." Scott

Morgan has become in-house counsel for the nation's largest network of charter schools, the California-based ASPIRE group, where he continues, he says, to be inspired both by the values and methods of ACE. "I learned how much talent is needed not just at the classroom and principal level but at the CFO, COO leadership level."

The challenges of its students notwithstanding, ACE boasts an annual retention rate of 93 percent—an impressive figure, given that the teachers do not select their school and are told only that their assigned school will stretch them out of their comfort zone. None of them has had any teaching experience before joining the program. Since 1993, 75 percent of ACE teachers remain "actively involved in education," with more than half still serving as classroom teachers, 15 percent serving in school administration, and others in research or nonprofit work in support of Catholic schools.

"It is one of the greatest inspirations of my life to witness the diversity of ways that ACE graduates are becoming leaders in all fields, and all around the world, truly making a difference in the world," says Father Scully.

As a result, the programmatic fruit of Father Scully's midlife crisis will be a powerful force in the lives of children for decades to come.



# WHERE THEY ARE NOW

**Tim Scully currently serves as chair of the ACE advisory board and as director and fellow of the Institute for Educational Initiatives. The IEI consists of the various programs of ACE, as well as other education-related initiatives at Notre Dame. Demand has continued to increase for ACE Academies, whose first two partner communities in Tucson and Tampa experienced an average enrollment increase of 59% in 2015. With program growth to the Archdiocese of Indianapolis and the Diocese of Palm Beach in 2016, ACE Academies has expanded the size of the network to serve almost 3,600 students in 14 schools.**



## 2012 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# BRIAN LAMB

C-SPAN, Washington, D.C.



C-SPAN  
400 N. Capitol Street NW  
Suite 650  
Washington, D.C. 20001  
202-737-3220  
[www.c-span.org](http://www.c-span.org)

In the late 1960s, as a young Naval officer in the Pentagon fielding queries from radio and television networks, Lafayette, Indiana-born Brian Lamb got an inside look at the relationship between government and the press. It was a time when most Americans got a limited diet of national political news from just three main television networks—and Lamb was concerned that they offered startlingly similar takes on the important issues of the day, issues which he knew to be nuanced and complex.

“I’d been taught all my life that this was a democracy and that many voices were better than fewer voices...and I just kept learning by being part of the system that there were very few voices,” he said. There was, Lamb believed, a significant gap between what actually occurred on Capitol Hill and how the activities and processes of the federal government were perceived in places like Lafayette, Indiana. It was a gap, he thought, that should be bridged.

So it was that Lamb, when he later served as Senate staff member, conceived the idea for a new television network that would provide Americans with a better understanding of just how their government operates.

“I had wanted everybody else to see what I could see,” Lamb later told the *Washington Post*. “If everybody could see this unfiltered, it would give them choice and better perspective.”

It was just that vision for the project that would come to be called C-SPAN that makes Brian Lamb a worthy recipient of the William E. Simon Prize. He conceived of a new organization to serve a public purpose—and arranged the means for it to be privately supported. Such are the characteristics of a social entrepreneur.

In 1977, as the Washington bureau chief of the industry trade magazine *Cablevision*, Lamb was able to win the support of key cable executives for a channel that could deliver, for the first time, gavel-to-gavel coverage of the legislative activities of the U.S. Congress. C-SPAN—the Cable Satellite Public Affairs Network—was officially launched in March 1979 with just four employees and a \$480,000 budget funded by affiliate fees from cable companies.

Over three decades the network has grown to include C-SPAN2, covering the Senate, C-SPAN3, devoted to history, C-SPAN Radio, and C-SPAN.org, where visitors can view an on-demand archive of congressional debates, hearings, panel discussions, and briefings, as well as a range of political events from around the world.

C-SPAN is built on an original vision that successfully marshals private support for its public-spirited goals. It does not carry advertisements on any of its television channels, radio stations, or



websites, nor does it solicit donations or pledges. Instead, the private cable and satellite television industry directs a portion of its own income—six cents per subscriber affiliate—to C-SPAN’s public purposes. It’s an arrangement that allows the network to operate independently; neither the cable industry nor Congress has power over the content of its programming.

“Both Democrats and Republicans in Congress distrusted big media, big power, and the networks. And they both wanted especially to reduce the power of big media to manipulate public policy,” Lamb told biographer Stephen E. Frantzich.

For those who would follow in his footsteps, Brian Lamb observes, “The real secret of entrepreneurs is learning from everyone you know.”

In 2007, President George W. Bush presented Lamb with the Presidential Medal of Freedom, the nation’s highest civilian honor. The accompanying citation read, “Brian Lamb has elevated our public debate and helped open up our government to citizens across the nation. His dedication to a transparent political system and to the free flow of ideas has enriched our civic life. He has helped empower Americans to know and understand their government and hold it accountable.”



# WHERE THEY ARE NOW

After 34 years with C-SPAN, founder Brian Lamb stepped down as CEO in 2012. But his legacy will persist, as C-SPAN continues to provide Americans with a closer look at how their government operates. C-SPAN’s extensive online video library contains more than 190,000 hours of programming. Lamb has 5,111 videos in the C-SPAN Video Library: the first appearance was a 1979 call-in. The year with the highest average number of views per program for Lamb was 2011, with an average of 15,254 views per program. His most common “tags” on C-SPAN’s website are “Washington politics,” “U.S. history,” and “journalism.”

## 2011 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# GEOFFREY CANADA

Harlem Children's Zone, New York, NY



Harlem Children's Zone  
35 E. 125th Street  
New York, NY 10035  
212-360-3255  
[www.hcz.org](http://www.hcz.org)

**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."



# WHERE THEY ARE NOW

**From 1990 to 2014, Geoffrey Canada served as president and CEO of Harlem Children Zone. In 2014, he stepped down as CEO but continues to serve as president of HCZ, as well as of Promise Academy Boards. He was named one of *Fortune's* 50 greatest leaders in the world. Under his leadership, HCZ became a national model and received significant media attention. In 2016 alone, HCZ served over 25,000 children and adults. 96% of its high school seniors were accepted to college last year, and 114 students earned a college degree.**

## 2010 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# RICHARD GILDER AND LEWIS LEHRMAN

Gilder Lehrman Institute of American History,  
New York, NY



Gilder Lehrman Institute  
of American History  
49 W. 45th Street, 6th Floor  
New York, NY 10036  
646-366-9666  
[www.gilderlehrman.org](http://www.gilderlehrman.org)

It wouldn't be a stretch to call Richard Gilder and Lewis Lehrman serial social entrepreneurs, for they have helped conceive a breathtaking range of organizations. Dick Gilder played a key role in the formation of the Central Park Conservancy, and Lew Lehrman founded the Lincoln Institute, which promotes the study of America's sixteenth president. The mission, reach, and breadth of their Gilder Lehrman Institute of American History give it a special power. Through the institute, Gilder and Lehrman are preserving American history and enhancing its teaching in high schools and elementary schools throughout the United States.

Long before their interest and passion combined to form the Gilder Lehrman Institute, Gilder and Lehrman were deeply committed students of American history. Through his Gilder Foundation, Gilder had become a key funder of Civil War battlefield preservation. Lehrman had been a Carnegie Teaching Fellow in History at Yale and a Woodrow Wilson Fellow in History at Harvard. Both men were eager to find a solution for what historian David McCullough has called "a very serious problem. We're raising generations of young Americans who are by and large historically illiterate." Indeed, a recent, well-publicized survey found that an overwhelming number of Americans failed a test of basic U.S. history. Only 11 percent could identify John Jay as the first chief justice of the U.S. Supreme Court, and just a little over half

knew that James Madison is considered the "Father of the Constitution."

The scale of the Gilder Lehrman Institute's work reflects the depth of the problem. Originally founded 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, now sixteen years old, has expanded dramatically. This "active enterprise for the teaching of American history," as Lehrman describes it, now brings historical exhibits directly to the American public and improves the teaching of history by exposing K-12 teachers to noted biographers and scholars.

"Here's the only country built on ideas, and these ideas have got to be mastered," Gilder told C-SPAN's Brian Lamb in 2005. "I'd like to inject them into every person. All men are created equal: just start with that!"

Through the efforts of its thirty-two-person staff, led by executive director Lesley S. Herrmann and president James G. Basker, the Gilder Lehrman Institute aims to bring U.S. history out of the shadows of "social studies" departments and back into the instructional and scholarly spotlight. It does this by creating history-centered schools and academic research centers, organizing seminars and enrichment



programs for educators, and sponsoring lectures by eminent historians. Since 1994, teachers from fifty states, the District of Columbia, and nineteen other countries have participated in more than 250 Gilder Lehrman seminars. In 2009, the Gilder Lehrman Institute held thirty-eight seminars for more than 1,000 educators. Participants included elementary, middle, and high school teachers, community college and small-college professors, and educators from museums and National Park Service sites.

All these programs are geared toward supporting the love and study of American history. Perhaps the most potent examples of this impulse are the traveling exhibitions that the Gilder Lehrman Institute dispatches to schools, libraries, historical sites, and other venues across the country. These exhibitions, which include graphic reproductions of rare documents,

images, and interpretive text, circulate nationwide, providing an introduction to critical topics in American history for students, teachers, and the public. Recent exhibition titles include Alexander Hamilton: The Man Who Made Modern America; Abraham Lincoln: A Man of His Time, A Man for All Times; and Free at Last: A History of the Abolition of Slavery in America.

“The Gilder-Lehrman Institute is in a class by itself,” Daniel Jordan, former head of the Thomas Jefferson Foundation, recently told *City Journal* editor-at-large Myron Magnet. “There is no other organization in second place. In their range and quality, its programs have done more than any others to help teachers of American history, from kindergarten through grad school.”



# WHERE THEY ARE NOW

Richard Gilder and Lewis Lehrman currently serve as co-chairmen on the board of trustees of The Gilder Lehrman Institute. The institute's network includes more than 10,000 schools in 50 states, and it has reached nearly 2 million students. Over 475,000 students nationwide used the institute's AP US History Study Guide to prepare for the exam in 2016 alone. The institute now holds just over 65,000 items in the Gilder Lehrman Collection of documents, from Columbus's 1493 letter to King Ferdinand and Queen Isabella to U.S. soldiers' letters from the Korean and Vietnam Wars. In 2016, the institute's public space at the New-York Historical Society was renovated to create more room for presentations, student visits, and professional development opportunities. Thirty teacher seminars, serving 873 teachers, were held in the summer of 2016.



## 2009 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# MIKE FEINBERG AND DAVE LEVIN

KIPP, San Francisco, CA



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

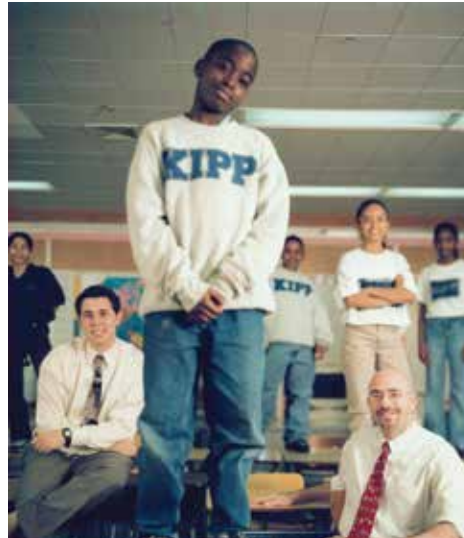
**W**hen Mike Feinberg and Dave Levin first met as Teach for America recruits in Houston in 1992, their goal was simply to be great teachers for the most disadvantaged students. They certainly did not set out to inspire a nationwide group of charter schools. Nor would they have dared dream that such a group would come to symbolize an educational movement. But by 1994, the duo had developed strong ideas about how to run a school properly. These included longer days, regular testing to gauge progress, high expectations, and no excuses. They called their approach the “Knowledge Is Power Program.” It was based on proving that the poorest students—even in districts where failure had been the norm—could succeed.

By 1999, each was running his own school—Feinberg in Houston, Levin in New York—with results that attracted national attention. Compared with other students in the same Bronx school district, seven times as many KIPP students tested at grade level in math. In reading, four times as many KIPP students tested at grade level. After *60 Minutes* profiled KIPP in 2000, Feinberg and Levin were approached by funders eager to take the program “to scale” nationwide. Today, eighty-two schools operating under the KIPP banner serve 20,000 students in nineteen states and the District of Columbia.

The last two decades have seen an explosion of charter schools. Charters are public schools that, freed from the constraints of union work rules and willing to try new approaches, have offered serious new competition for traditional public schools. The KIPP schools have come to embody the charter school movement. KIPP stands out for its consistent educational success and, just as notably, for its organizational accomplishment. The KIPP Foundation has institutionalized and spread Feinberg and Levin’s ideas by training school leaders, augmenting public funding for charter schools with additional private dollars, and providing support for community groups in navigating the bureaucratic road to obtaining a school charter.

Academically, students in KIPP schools do much better than those in nearby public schools. On average, 49 percent of KIPP fifth-graders outperform their local public school peers in reading; 63 percent do so in math. Even more impressive, 94 percent of KIPP eighth-graders outperform in reading and 100 percent do so in math. More than 95 percent of KIPP students go on to college-prep-oriented high schools. Some 85 percent go to college.

That’s not because KIPP students are different (enrollment is not selective) but because the KIPP approach is different. It includes not just high academic standards and expectations

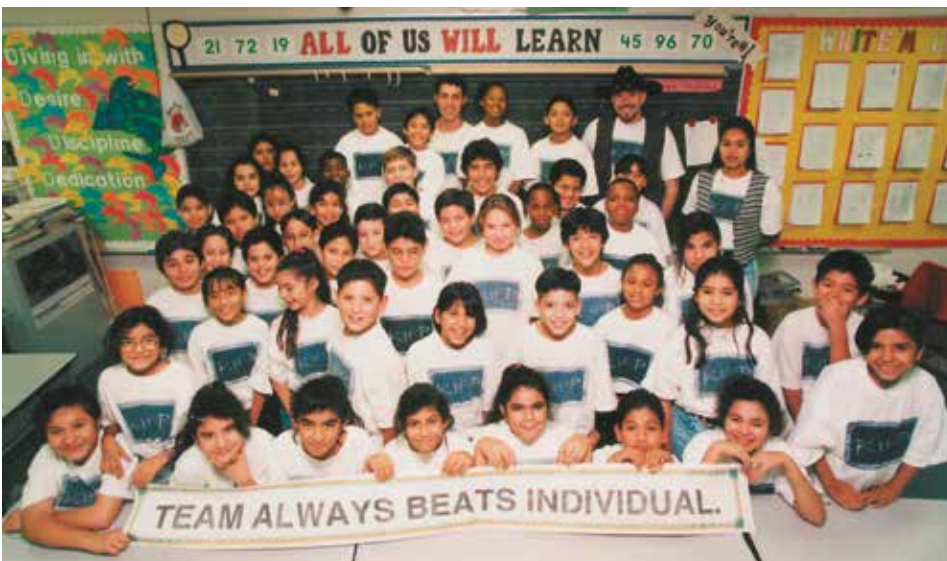


but the maintenance of order and the encouragement of good manners. Indeed, no school can use the KIPP name unless it adheres to the KIPP approach. This includes a nine-hour school day, Saturday morning classes, and summer school.

Among the most impressive aspects of Feinberg and Levin's approach is their willingness to take the KIPP name off schools that do not meet the organization's high standards. Even while expanding from two schools in 2000 to eighty two in 2009, KIPP closed or took its name off ten schools whose students failed to score consistently better on tests than their traditional public school peers. Feinberg and Levin hold themselves to similarly high standards. Three years after the establishment of the KIPP Foundation, Mike Feinberg realized that he was a better teacher than nonprofit manager. Like many founder-entrepreneurs in the private

sector, he stepped aside and returned to his first love: running a school. Today, Feinberg and Levin are both back to running schools and serving as ambassadors for KIPP's messages: *Work hard. Be nice. No shortcuts. No excuses.*

As impressive as the accomplishments of KIPP schools have been, their influence may be more important. From the outset, Feinberg and Levin were more interested in changing American education than simply running successful schools. By inspiring and supporting successful KIPP schools across America, they've shown that the mantra of "no excuses" applies to students and school systems alike. KIPP has reminded the educational establishment of a forgotten lesson: all children can learn.



# WHERE THEY ARE NOW

Mike Feinberg and Dave Levin still serve on the board of directors for KIPP and have since been awarded the Presidential Citizen's Medal, our nation's second highest presidential award for a private citizen, the National Jefferson Award for Distinguished Public Service by a Private Citizen, the Thomas Fordham Foundation Prize for Valor, and numerous other awards. KIPP is now a network of 209 college-preparatory charter schools, educating 88,000 early childhood, elementary, middle, and high school students. There are KIPP schools in 21 states across America. Eighty-eight percent of KIPP students are eligible for federal free or reduced-price lunch. Across all grades and subjects, the majority of KIPP students are outperforming the national average for annual growth. Ninety-three percent of students graduate from high school.



## 2008 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# GEORGE T. MCDONALD

The Doe Fund, New York, NY



The Doe Fund  
232 East 84th Street  
New York, NY 10028  
212-628-5207  
[www.doe.org](http://www.doe.org)

**W**hen George McDonald first set out to help the homeless who thronged Grand Central Terminal during New York’s dark days of the early 1980s, he had no intention of founding a new organization. He simply wanted to provide the most direct sort of assistance—giving food to the hungry. He did just that at Grand Central for more than 700 consecutive nights. But McDonald set off in a new direction after some of those he had helped died, abandoned to the winter cold. The organization McDonald would establish, the Doe Fund, would have as its guiding premise that the homeless were neither victims nor enemies but human beings with “the potential to be contributing members of society.”

In the eighteen years since its founding, the 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 organization McDonald founded has reached a scale that few nonprofits ever do. Its annual operating budget of \$63 million is predicated on two elements that combine McDonald’s compassion with his pragmatism: shelter and jobs. The Fund’s Ready, Willing and Able program is the manifestation of McDonald’s straightforward philosophy, shared by the Manhattan Institute, that “work works.” That is to say, those who have hit bottom can be helped to rebuild their lives through the structure and sense

of accomplishment that employment provides.

Drug testing, saving, and bank accounts are required in the shelters that the Fund runs, and work is demanded of those who show themselves to be “ready, willing and able” to take the supervised short-term jobs provided by the Fund. In these jobs, the formerly homeless, almost all of whom have criminal records, prepare for the world of private employment. Residents acquire cooking skills and prepare meals at shelters in Harlem and Brooklyn. Others collect and resell cooking oil for fuel, exterminate pests, and, most famously, help clean the streets—over 161 miles of them—throughout New York, from midtown Manhattan to Forest Hills to Bushwick, picking up 2.8 million bags of trash last year and restoring a sense of social order. McDonald established these businesses not only to provide “transitional” jobs but to generate revenues that now cover a portion of the Fund’s operating expenses.

Like the best social entrepreneurs, George McDonald understands that good programs cannot rely on the same government grants or foundation supporters, year after year. To help ensure the long-term sustainability of the organization he founded, he has built a base of more than 50,000 private donors, who gave a record \$7.4 million last year.



# WHERE THEY ARE NOW



McDonald has been creative not only in conceiving programs but in monitoring and managing them. The Doe Fund requires shelter supervisors to track trainees' performance—and that performance has been impressive. Some 62 percent of the 1,000 trainees in the Ready, Willing and Able program can be expected to “graduate” from the program and into a job, shelter, and an independent life. Those who know how difficult it is to rehabilitate men with

a history of drug abuse, violent crime, and mental illness understand what a triumph that percentage is.

The Doe Fund has gone on to set up shop in Jersey City, N.J., and Philadelphia. Programs inspired by McDonald's work, but entirely independent of it, abound. Thanks to his efforts, we now understand that the cure for homelessness is more than just the provision of shelter; it is a renewal of individuals' usefulness and self-respect.



George McDonald serves as president of The Doe Fund. In the past two years, more than 450 men graduated from The Doe Fund's Ready, Willing & Able year-long paid work program and secured independent housing and full-time employment in the private sector after extended periods of homelessness or incarceration. For 27 years, Ready, Willing & Able has helped transition more than 22,000 formerly incarcerated and homeless men back to their families and communities as contributing members of society. An independent study by Harvard sociology professor Bruce Western found that graduates of the program were 60% less likely to be convicted of a felony three years after participating in Ready, Willing & Able. Even for those who did not complete the program, participants were 56% less likely to commit a violent crime three years later if they completed the first five months of the program.

## 2007 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# DANIEL A. BIEDERMAN

Bryant Park Corporation & 34th Street Partnership  
New York, NY



Bryant Park Corporation  
& 34th Street Partnership  
1065 Avenue of Americas, Suite 2400  
New York, NY 10110  
212-768-4242  
[www.bryantpark.org](http://www.bryantpark.org)

Even if they do not know his name, the work of William E. Simon Prize winner Daniel Biederman is known to virtually all New Yorkers. As the founder of the Bryant Park Corporation, 34th Street Partnership, and Grand Central Partnership, Mr. Biederman has used private, non-profit management and finance to restore and maintain some of New York City's—and the world's—greatest public spaces. His signature work—the rescue of Bryant Park from crime and degradation—both sparked and symbolized the renaissance of New York.

In 1980, Bryant Park was a dismal and dangerous space. Despite its central location immediately west of the New York Public Library, the park had become an open-air drug market and a place avoided by shoppers, midtown employees, and tourists alike. Dan Biederman, a Princeton and Harvard Business School graduate, had any number of career options open to him. It was far from obvious that the one to best allow him to help New York—and make his own mark—was to found a new, not-for-profit organization to privately resuscitate Bryant Park and breathe new life into New York. Such is the impulse of the social entrepreneur—to see a social problem and conclude that, despite all that might have been tried, he had a new approach that could work.

In Biederman's case, he had a series of insights, not just about the potential

of Bryant Park—and, subsequently, other midtown areas—but how that potential could be realized. Doing so required a long series of steps that were far from routine. Biederman had to gain permission from the city for a nonprofit to manage the space government had allowed to decline. Just as crucially, he had to recruit area business interests to provide financial support. And, he had to use a relatively untested new vehicle, the Business Improvement District, for sometimes dubious local property owners to channel contributions. In the process, Biederman helped draw national attention to such BIDS, which he helped to refine and perfect.

Even once the funds were raised and the stage set, success at Bryant Park was not inevitable. Biederman realized—like any good entrepreneur—that he needed talented employees, recruiting them from top business schools. He realized aesthetics mattered greatly, devoting himself to choosing the benches, lights, kiosks, skating rink design and other elements to redefine Bryant Park as a safe—and soothing—urban oasis. He knew maintenance mattered as much as design and installation, establishing protocols to look after the park once it was re-opened, after its reconstruction.

Social entrepreneurs are motivated by mission, but they also have an aptitude for bringing in income. Biederman understood that a safe, revived Bryant Park was a site for all sorts of events—





from weekly movie nights to product promotions—to generate revenue. And he knew that its location was a natural setting for high-profile events such as an annual fashion show to showcase top designers—a far cry from the activities in Bryant Park when Biederman first laid his plans. So in addition to being a visionary and a manager, Biederman became an impresario.

Bryant Park today attracts more than three and one-half million visitors annually. The operating budget for this jewel in the heart of Manhattan is \$7 million, with no cost to city government. The park has become an international symbol of both the renaissance of New York and of the role that social entrepreneurs can play in the management of public facilities. Its success set the stage for Dan Biederman to do similarly successful work through two other Business Improvement Districts—the 34th Street and Grand

Central Partnerships. So it was that a social entrepreneur would play a key role in cleaning up, beautifying, and securing some of the most important urban areas in the world.

Dan Biederman today continues to serve as president of the Bryant Park Corporation but has also branched into the for-profit sector himself, serving as a consultant to cities around the world—from Newark to Singapore—seeking to make the most of their public spaces.

Thousands who enjoy lunch, attend shows, ice skate, or simply walk through Bryant Park owe him a debt. Like other winners of the Simon Prize, he has combined an original vision with creative and innovative methods. For both his work—and his international influence—Daniel Biederman richly deserves this year's William E. Simon Prize.



# WHERE THEY ARE NOW

Daniel Biederman currently serves as the president of the Bryant Park Corporation and 34th Street Partnership. His private consulting firm, BRV Corp., grew out of this work, and he has since served as a consultant and operator of other downtown redevelopment/management efforts in Los Angeles, Chicago, Dallas, Houston, Atlanta, Miami, Pittsburgh, Baltimore, and Newark, among others. Crime in the area managed by BPRC has been reduced by almost 100% since its founding. The park's upgrade has generated over \$2 billion in incremental real estate value just for its 33 abutting properties. Winner of over 24 design and management awards and cited in numerous books and articles as one of the world's best urban parks, Bryant Park has become a huge success, from both a design and financial perspective. Biederman is an active member of the Urban Land Institute and the International Downtown Association. He is a member of the board of NYC & Company and serves as treasurer of the 42nd Street Development Corporation.



## 2006 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# EUNICE KENNEDY SHRIVER

Special Olympics, Washinton, D.C.



Dallas Morning News

Special Olympics  
1133 19th Street NW  
Washington, D.C. 20036  
202- 628-3630  
[www.specialolympics.org](http://www.specialolympics.org)

**E**unice Kennedy Shriver, founder of the Special Olympics, was a leader and voice for people with disabilities. Shriver was an athlete at Stanford University and went on to work for the U.S. State Department. In the 1950s, Shriver served as Executive Vice President of the Joseph P. Kennedy Jr. Foundation. Under her leadership, the foundation made many advances in the rights and public acceptance of the disabled, including the creation of President Kennedy's Panel on Mental Retardation, the development of the National Institute for Child Health and Human Development, the establishment of university-affiliated research centers for the study of intellectual disabilities, and the creation of research centers for the study of medical ethics at Harvard and Georgetown Universities.

Shriver believed that sports could be common ground to unite people. In 1962, she invited young people with intellectual disabilities to "Camp Shriver," a summer day camp in her backyard, with the goal of determining the children's skills in a variety of sports. Camp Shriver grew and eventually evolved into the Special Olympics. In July 1968, the first International Special Olympics games were held in Chicago. Today, Special Olympics International serves more than 4.7 million people with intellectual disabilities in 170 countries.

Shriver was awarded America's highest civilian award, the Presidential Medal of Freedom, in 1984 by President Reagan for her work on behalf of those with intellectual disabilities. In 1990, she was awarded the Eagle Award from the U.S. Sports Academy for her significant contributions to international sport. She also received the Award for Greatest Public Service benefiting the Disadvantaged, the Civitan International World Citizenship Award, the Theodore Roosevelt Award, a papal knighthood from Pope Benedict XVI, and the Arthur Ashe Courage Award. Shriver died in 2009, but her accomplishments have led to better lives for millions with disabilities.



# 2005 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

## WENDY KOPP

Teach for America, New York, NY

**W**endy Kopp founded Teach For America in 1989 as part of her undergraduate senior thesis at Princeton University to address inequities in education. At the time, academic outcomes for low-income kids had not changed in a century. With the idea that more dedicated leaders were needed to solve problems of inequality in education, Kopp's plan was to recruit high-performing college graduates to teach in high-need urban and rural schools.

Decades later, TFA has reached over 750,000 high-need students and corps members serve in 52 urban and rural regions. Of TFA's 37,000 alumni, more than 85% continue to work in education or with low-income communities. After leading TFA for 24 years, Kopp transitioned out of the role of CEO and became chair of the board in 2013. Kopp now serves as CEO of Teach For All, a global network of independent organizations that support the development of Teach For America's model in other countries around the world. She also serves as a member of the Council on Foreign Relations.

Kopp has been named one of *Time's* 100 Most Influential People, and she has received honorary degrees from Princeton University, Smith College, Georgetown University, Boston University, and Harvard University. Her public service has been recognized with many awards, including the John

F. Kennedy New Frontier Awards and the *Forbes* 400 Lifetime Achievement Award for Social Entrepreneurship. Kopp has authored two books, *A Chance to Make History: What Works and What Doesn't in Providing an Excellent Education for All* (2011) and *One Day, All Children: The Unlikely Triumph of Teach For America and What I Learned Along the Way* (2000).



Teach for All

Teach for America  
25 Broadway, 12th Floor  
New York, NY 10004  
212-279-2666  
[www.teachforamerica.org](http://www.teachforamerica.org)





## 2004 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# ELAYNE BENNETT

Best Friends Foundation, Washington, D.C.



Best Friends Foundation

Best Friends Foundation  
5335 Wisconsin Ave NW #440  
Suite 440  
Washington, D.C. 20015  
[www.bestfriendsfoundation.org](http://www.bestfriendsfoundation.org)

**E**layne Bennett, a spokeswoman for improving positive adolescent character development, developed the Best Friends program in 1987 to help adolescent girls develop strong physical and emotional wellbeing. The program's success led to the formation of the Best Friends Foundation and the development of a boys program. The foundation's mission centers around helping adolescents develop critical thinking skills and a sense of self-respect and self-worth by incorporating a support system of teachers, families, and role models, as well as positive peer groups. Bennett created the program's model and curriculum for elementary, middle, and high school, and she has taught the curriculum in 27 Washington, D.C. public schools. Her programs have served over

8,000 students in D.C. and nationwide, and its model has been implemented in over 150 schools. A 2010 study at Georgetown University on 900 students from DCPS schools demonstrated a significant increase in middle and high school students' willingness to advise their peers to reject risky behaviors, including drugs, alcohol, violence, and sexual activity.

Bennett has appeared on ABC Nightline, CBS The Early Show, PBS To the Contrary, Fox News The O'Reilly factor, ABC World News Tonight, and NBC The Today Show. In 2014, she published a book, *Daughters in Danger: Helping Girls Thrive into Today's Culture*.





# 2003 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

## CHUCK COLSON

Prison Fellowship Ministries, Lansdowne, VA

In 1974, Chuck Colson, who served as chief counsel to President Nixon, voluntarily pled guilty to obstruction of justice on a charge related to the Watergate Scandal and was sentenced to seven months at a federal prison in Alabama. After serving his time, Colson left prison with a mission of mobilizing the Christian Church to minister to prisoners. In 1976, he founded Prison Fellowship, based on his belief that the solution to crime is found through spiritual renewal.

Today, Prison Fellowship is the world's largest Christian nonprofit serving prisoners, former prisoners, and their families; it operates in 120 countries around the world. More than 26,000 prisoners participate in classes through the organization each month. Programs are offered inside of prisons to help incarcerated men and women prepare for reintegration by providing life skills and mentoring. Church volunteers around the country also provide local children with the Gospel message as well as Christmas gifts on behalf of their incarcerated parent.

In recognition of his work and advocacy for criminal-justice reform, Colson received the Templeton Prize for Progress in Religion in 1993. In 2005, *Time* named him one of the 25 most

influential evangelical Christians in America. Colson's books, including his memoir *Born Again*, have sold over 25 million copies. His radio show, *BreakPoint*, reached more than 1,200 outlets. Colson died in 2012. His legacy continues in the work of Prison Fellowship and in the lives of those the organization has touched.



Prison Fellowship

Prison Fellowship Ministries  
44180 Riverside Parkway  
Lansdowne, VA 20176  
800-206-9764  
[www.prisonfellowship.org](http://www.prisonfellowship.org)



## 2002 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# EUGENE RIVERS

TenPoint Coalition, Boston, MA



Dallas Morning News

Boston TenPoint Coalition  
2010 Columbus Ave  
Roxbury, MA 02119  
617-524-4331  
[www.btpcoalition.org](http://www.btpcoalition.org)

**R**ev. Eugene Rivers is a pastor of the Azusa Christian Community in Dorchester, MA. A former gang member from Philadelphia, he studied at Harvard University and went on to become a writer, speaker, and activist. Rivers has been an activist for over 35 years, and he has been recognized as one of the most effective crusaders against gang violence. His model of faith, community, and law-enforcement partnerships led him to advise both the Bush and Clinton administrations on issues of foreign policy in connection with the African AIDS crisis. He has received international recognition through his consulting work with the governments of Chile, Brazil, Canada, Ireland, and England on issues of violence.

Rev. Rivers is the cofounder of the Boston TenPoint Coalition, a group of Christian clergy working to mobilize the Christian community around issues affecting black and Latino youth. The organization, launched in 1992 after gang violence disrupted the funeral of a young homicide victim, assists youths at high risk for violence and drug abuse and seeks to build partnerships with institutions committed to revitalizing families and communities in Boston. Among its programs, the Boston TenPoint Coalition engages youth involved in gangs to discuss the root cause of violence and conflict. Rivers also founded the National TenPoint Leadership Foundation to develop the TenPoint model in the harshest inner-city neighborhoods around the country.



Rivers' work addressing violence and underprivileged youth has been covered by the *Wall Street Journal*, *New York Times*, *Washington Post*, *New York Daily News*, *The Economist*, and *Boston Globe*. He has provided commentary for ABC, NBC, CBS, PBS, and Fox. He has also authored and coauthored many publications, including "On the Responsibility of Intellectuals in an Age of Crack," "Beyond the Nationalism of Fools: A Manifesto for a New Black Movement," and "Black Churches and the Challenge of U.S. Foreign and Development Policy."



## 2001 WILLIAM E. SIMON PRIZE FOR LIFETIME ACHIEVEMENT IN SOCIAL ENTREPRENEURSHIP

# PETER FLANIGAN

Student Sponsor Partners, New York, NY

**P**eter Flanigan, who died in 2013, was an investment banker at Dillon Read & Co. and served in President Nixon's administration as an adviser on economic policy. Born in Manhattan, he served as a U.S. Navy carrier pilot in World War II and then graduated summa cum laude from Princeton University in 1947. He was deputy campaign manager of Nixon's 1968 presidential run and was an assistant to the president following Nixon's election. In 1972, he was appointed executive director of the Council on International Economic Policy and was responsible for the development and coordination of the administration's international economic policy.

In 1975, Mr. Flanigan returned to Dillon, Read & Co. as managing director. He continued in that capacity until 1992. He was also appointed by President Reagan to serve as a member of the president's Economic Policy Advisory Board in 1981.

In 1985, Flanigan founded The Student Sponsor Partners, a school-voucher program that supported inner-city students with tuition assistance and one-on-one mentoring. The program has since helped more than 7,000 low-income students receive a quality education from private high schools. Today, more than 1,000 students are enrolled in the program, and they attend 25 partner high schools. A devout Roman Catholic, Flanigan started the Patrons Program in 1987 to raise money for inner-city Catholic grammar schools in danger of being closed for financial reasons. Flanigan also served as a board member of numerous organizations, including the Manhattan Institute, Alliance for School Choice, and Catholic University of America.



Student Sponsor Partners  
424 Madison Ave, Suite 1002  
New York, NY 10017  
212-986-9575  
[www.sspnyc.org](http://www.sspnyc.org)





## 2016 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### REID PORTER

P.O. Box 225225  
Dallas, TX 75222  
214-951-9151  
[www.actforjustice.org](http://www.actforjustice.org)

## ADVOCATES FOR COMMUNITY TRANSFORMATION

ACT is a new model of ministry that uses the justice system to empower inner city residents to fight crime on their streets while sharing the hope of the gospel. Through the combination of community organization and founder Reid Porter's own background as a high-end litigator, ACT has recruited neighborhood homeowners in West and South Dallas ghettos to file public-nuisance suits against absentee landlords, whose properties provide havens for the drug and sex trades.

### WHERE THEY ARE NOW

Since 2009, ACT has resolved 104 contentious properties, has supported 154 clients, and has received over \$2.5 million in pro bono legal support from Dallas law firms. Three cases have gone to trial, with ACT's clients prevailing each time. In 2016 alone, ACT resolved 26 properties (an organizational record), engaged 28 new clients, conducted 1,360 community visits, involved 588 volunteers in its work, and organized 19 crime-restriction service projects. By the end of 2017, ACT expects to have launched its Neighborhood Transition Initiative for West Dallas. This initiative will run concurrently with its crime-reduction plan.



### LUMA MUFLEH

P.O. Box 388  
Scottsdale, GA 30079  
678-358-0547  
[www.fugeesfamily.org](http://www.fugeesfamily.org)

## FUGEES FAMILY

In 2004, Luma Mufleh started the Fugees soccer team to provide refugee boys with free access to organized soccer. Her devotion to the boys extended beyond the soccer field, and she found ways to support their lives in their new country in schooling, too. The Fugees Academy is America's only school dedicated to refugee education. The school has received SAIS and SACS accreditation, blending creative teaching with academic fundamentals, interwoven with leadership and character building. Fugees Academy, a year-round program, also operates an afterschool program, a summer camp, and provides comprehensive support services for students and their families.

### WHERE THEY ARE NOW

Fugees Academy graduated its first high school seniors in 2016: 100% of the class is going on to attend college. In the 12 years since the soccer program began, more than 350 refugee children have been engaged with Fugees through soccer and after-school tutoring. Fugees Academy currently enrolls over 85 students in seven grades. 23 of 29 alumni of the soccer and after-school program who have aged out of the program are attending college, and six are learning a trade through Jobs Corps. Volunteers have provided 1,300 hours of services in 2017 alone. Attendance at the academy is 98%. Fugees students come from 39 different countries and speak 47 different languages. Founder Luma Mufleh gave a TED talk in April 2017 that has garnered over 1.2 million views. The topic? "Don't feel sorry for refugees—believe in them."



## **ALFA DEMMALASH & ALEX FORRESTER**

384 Martin Luther King Drive  
Jersey City, NJ 07305  
201-432-4316  
[www.risingtidecapital.org](http://www.risingtidecapital.org)

## **RISING TIDE CAPITAL**

Founded in 2004, Rising Tide Capital is the product of the entrepreneurial dream of Alfa Demmelash and Alex Forrester, two young Harvard graduates who joined forces with a mission to transform urban communities by empowering talented entrepreneurs to grow life-changing businesses. The Community Business Academy, RTC's signature program, is a 12-week course that offers hands on training in business planning and management.

### **WHERE THEY ARE NOW**

Since 2006, 1,770 entrepreneurs have graduated from the Community Business Academy. Rising Tide entrepreneurs have an 87% survival rate for their businesses beyond the five-year mark. Within two years, they also see a 49% increase in household income. In 2016 alone, Rising Tide entrepreneurs created a total of 334 jobs. Regional expansion has brought RTC to a total of four cities in northern New Jersey.



## **GLENYS CARL**

418 Cerrillos Road, Suite 27  
Santa Fe, NM 87501  
505-988-2468  
[www.cominghomeconnection.org](http://www.cominghomeconnection.org)

## **COMING HOME CONNECTION**

Founded in 2007, Coming Home Connection recruits and trains volunteers to provide free in-home care—care that is often 24/7 and extends for months and years as well as for the short term—thereby filling a critical need for the elderly, the chronically ill, the uninsured, and low-income adults. Founder Glenys Carl recruits volunteers, many from a local nursing program run by a community college, as well as others with no medical training. In today's modern, disconnected society, Coming Home Connection offers the great gift of sharing in illness and death by offering a loving, humane, and often thankless work of charity.

### **WHERE THEY ARE NOW**

Coming Home Connection currently serves 30-45 households per month. In addition to providing some 60,000 hours of free or low-cost home care to sick and disabled people in Santa Fe, Coming Home Connection has made substantial progress in advancing two new projects – a Children's Program and a Hospice/Respite House. The Children's Program will train volunteers and nursing students to help parents care for children sick with cancer at home. The Hospice/Respite House will be the first free-standing hospice center in Santa Fe – a small 3-4 room facility staffed by volunteers and managed by a full-time nurse.

## 2015 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### MAX KENNER

P.O. Box 5000  
Annandale-on-Hudson, NY 12504  
845-758-7308  
[www.bpi.bard.edu](http://www.bpi.bard.edu)

## BARD PRISON INITIATIVE

The Bard Prison Initiative has enrolled 600 students—virtually all serious felons with long sentences, many imprisoned as young as 16—convicted of involvement in violent crimes. BPI has gone on to grant 350 Bard College degrees in the full range of the liberal arts, including history, literature, the sciences, quantitative reasoning, and math. By seeking to bring higher education to those behind bars in the prisons of upstate New York, BPI founder Max Kenner is a pioneer in the growing movement to reduce America’s prison population.

### WHERE THEY ARE NOW

To date, there are nearly 450 Bard College alumni who have received degrees through BPI. As the largest program of its kind in the U.S., BPI enrolls nearly 300 incarcerated men and woman across a full spectrum of academic disciplines, and it offers over 70 courses each semester. Among formerly incarcerated Bard students, less than 2% have returned to prison. Almost all students who were released before they completed their degrees have continued their education at Bard or at other colleges in the New York metropolitan area. Other former prisoners are enrolled at top academic and professional graduate programs. In 2016, Max Kenner, founder and executive director, received the John F. Kennedy New Frontier Award, the Tribeca Disruptive Innovation Award, and was named to the *Chronicle of Philanthropy’s* 40 Under 40 list.



### JEFFREY PARKER

2700 5th Avenue N  
Bessemer, AL 35020  
205-425-1327  
[www.sarrelldental.org](http://www.sarrelldental.org)

## SARRELL DENTAL CENTERS

Sarrell Dental Centers provide 175,000 annual dental checkups for poor Alabama children and families—many of whom had previously never seen dentists because only a small minority of dentists accept Medicaid patients. Left untreated, oral-health problems can lead to serious medical conditions. Though a nonprofit, SDC brings in \$17 million annually in revenue—enough to support 49 salaried dentists and 43 dental hygienists. Says founder Jeffrey Parker, “SDC is eliminating cavities among some of the poorest children in the poorest counties in one of America’s poorest states.”

### WHERE THEY ARE NOW

The Sarrell Dental Team is now made up of over 250 employees, including dentists, hygienists, and managers, and has provided services for nearly 845,000 children. As the fastest growing dental practice in Alabama, Sarrell Dental has 17 locations across the state. After successfully forging an affiliation with DentaQuest, where he continued to support programs seeking to care for the underserved in Texas and Kentucky, Jeffrey Parker stepped down in 2016.





## MARIA VERTKIN

649 Massachusetts Avenue  
Central Works, Suite 6  
Cambridge, MA 02139  
[www.found-in-translation.org](http://www.found-in-translation.org)

## FOUND IN TRANSLATION

Found in Translation offers an intensive 14-week program for immigrant women—with FIT itself founded by an immigrant woman, Maria Vertkin—who aspire to careers as medical interpreters. FIT students learn the basics of, for instance, anatomy, physiology, C-sections, chemotherapy, and blood-sugar levels. The goal: to allow the women to explain to hospital patients in their native languages, without medical jargon, what’s going on; and to allow the women to explain patients’ concerns to physicians. It’s a combination that can be life-saving.

### WHERE THEY ARE NOW

Found in Translation continues to offer women a real opportunity for financial security with a rigorous curriculum that offers over 100 hours of skills-based practical training in medical interpreting, free of charge. The programs are competitive, with 37 women selected from an applicant pool of 485 in 2016. In 2016, Vertkin was named to the *Chronicle of Philanthropy’s* 40 under 40 list, as well as to *Forbes’* 30 under 30 list.



## BRANDON CHROSTOWSKI

13101 Shaker Square  
Cleveland, OH 44120  
216-921-3333  
[www.edwinsrestaurant.org](http://www.edwinsrestaurant.org)

## EDWINS

Founded by Brandon Chrostowski in 2013, the EDWINS Leadership & Restaurant Institute is both a school and one of Cleveland’s top French restaurants, staffed by 25 ex-convicts, most of whom had never held restaurant jobs—or, in some cases, any legal job. Ex-cons who have served time for any offense are eligible to apply for its six-month training course. Nine classes have graduated 65 students, of whom 61 are working—all in the restaurant and hospitality industries—and earning \$12-\$16 an hour.

### WHERE THEY ARE NOW

Today, EDWINS graduates nearly 100 students per year, with a 95% employment rate following graduation. In 2016, the organization opened the EDWINS Second Chance Life Skills Center, a 20,000 square foot campus for living, working, and playing. EDWINS continues its outreach in prisons via its Culinary Clubs, and it has also purchased a building for a butcher shop, expected to open in 2018. Also in 2016, Brandon Chrostowski was named a CNN Hero and received the volunteer of the year award from Grafton Correctional Institute.



## JAKE WOOD

300 N. Continental Boulevard, Suite 100  
El Segundo, CA 90245  
301-640-8787  
[www.teamrubiconusa.org](http://www.teamrubiconusa.org)

## TEAM RUBICON

Cofounded by Jake Wood in 2010, Team Rubicon deploys military veterans as emergency first-responders. In 2014, TR responded to 30 natural disasters worldwide, engaging 917 volunteers (its 10-region database now includes nearly 30,000 volunteers) in 239 days of volunteer work—which included disaster assessment and management, debris removal, and home repair—amounting to 50,701 hours of service. At a time when veterans are often portrayed as suffering from PTSD or drug addiction, TR has not only helped ravaged communities recover in the days before conventional aid organizations arrive; it has also helped vets find a new path through which to serve others.

### WHERE THEY ARE NOW

Team Rubicon’s base has dramatically increased from 917 volunteers in 2014 to over 35,000 deployable volunteers today. The organization was named a “best non-profit to work for” by the *Non-Profit Times* in 2017. CEO Jake Wood was honored as one of Goldman Sachs most interesting entrepreneurs at the 2016 Builders and Educators Summit.

## 2014 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **ALICE CHAPMAN**

403 Scammel Street  
Marietta, OH 45750  
740-376-9533  
[www.elychapmanedu.org](http://www.elychapmanedu.org)

## **ELY CHAPMAN EDUCATION FOUNDATION**

The Ely Chapman Education Foundation offers intensive after-school programming to children in Marietta, Ohio, where families once known for deep work ethics have been wracked by drug use, single parenthood, and dependency on government benefits. Led by Alice Chapman—founder, lead teacher, and chief executive officer—ECEF has, since 1999, served nearly 2,000 kids (in a city with a total population of 15,000) who have improved grades and life prospects that Chapman, a hands-on manager, tracks assiduously.

### **WHERE THEY ARE NOW**

The Ely Chapman Education Foundation incorporated a performing arts program into its agenda in 2015. The foundation maintains a 1:10 teacher-student ratio to give students substantial attention. ECEF operates the Living Rivers Café, which provides over 20,000 meals annually to students attending both the Ely Chapman Education Foundation and Marietta Area YMCA summer camps, and it provides another 7,900 meals annually for students attending ECEF after-school programs. In 2017, it hosted its second annual Manufacturing and Entrepreneurship Camp, in partnership with Building Bridges to Careers and Marietta City Schools. Alice Chapman still serves as chair.



### **NICK EHRMANN**

75 Broad Street, Suite 2900  
New York, NY 10004  
646-517-1060  
[www.blueengine.org](http://www.blueengine.org)

## **BLUE ENGINE**

Founded by Nick Ehrmann, a Princeton and Teach for America alumnus, Blue Engine partners with high schools to offer intensive tutoring to ensure that students graduate at college-ready levels. Blue Engine tutors are vetted via a selective screening process and undergo an exhaustive summer training program. Although Ehrmann has built a relatively small organization to date, Blue Engine offers a highly innovative model that can serve as the foundation for the larger organization that he aspires to build incrementally.

### **WHERE THEY ARE NOW**

Blue Engine has grown to include 80 BETAs (Blue Engine Teaching Apprentices), who partner with teachers to prepare greater numbers of students for success in higher education. Blue Engine serves 1,200 students in math and literacy classrooms in six New York City high schools. The organization has been recognized by the *New York Times*, *Time*, and the Today Show, among others. In one year, students in Blue Engine classrooms gain at least nine additional months of learning in English and math. On average, students score higher on Regents exams than they would in the absence of the program. Nick Ehrmann announced in July 2017 that he would be transitioning to the role of president and that Blue Engine's Chief Operating Officer, Anne Eidelman, would take the helm as Blue Engine's next CEO.



## **BETH SCHMIDT**

850 Montgomery St, Suite 350  
San Francisco, CA 94133  
[www.wishbone.org](http://www.wishbone.org)

## **WISHBONE**

Since 2012, Wishbone has connected low-income, high-potential high-school students in the San Francisco and New York metro areas to summer programs through which they can pursue strong interests. While the goal of helping kids fulfill their potential may be timeless, the means employed by Wishbone are anything but: students compete for placements, both on the basis of their own essays and nominations by teachers or other adults. Most impressively, no Wishbone student has failed to complete a summer program in which he has enrolled.

### **WHERE THEY ARE NOW**

Wishbone has helped 1,582 students raise over \$3 million in funding for summer programs. After returning from the summer program, 100% of graduating seniors were accepted into, and planned to attend, college and 56% reported improvement in academic achievement. Beth Schmidt, who serves as executive chairman, was honored by the World Economic Forum as a “global shaper” and attended the 2014 Davos meetings to discuss youth unemployment.



## **ANDREW YANG**

40 West 29th Street, Suite 301  
New York, NY 10001  
646-736-6460  
[www.ventureforamerica.org](http://www.ventureforamerica.org)

## **VENTURE FOR AMERICA**

Venture for America places graduates from top U.S. universities in small start-up firms in 12 U.S. cities. Founded in 2012 by Andrew Yang to help correct what he viewed as an “inefficient allocation of talent in this country,” Venture for America offers would-be entrepreneurs hands-on, yet structured, experience in promising companies in some of America’s most distressed cities, including Detroit and Baltimore.

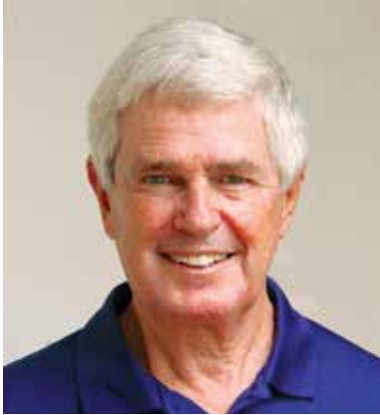
### **WHERE THEY ARE NOW**

More than 700 recent graduates have launched their careers with Venture for America’s Fellowship Program. 83% of VFA participants were rated in the top 1%-10% of entry-level employees at their respective companies. 20% of VFA graduates have started their own company, cumulatively creating over 200 startups in 18 cities. They have generated over 120 jobs and have raised \$20 million in seed funding. In 2014, founder and CEO Andrew Yang published a book, *Smart People Should Build Things*, which shared the ideas behind the creation of Venture for America, as well as the stories of young people who are striving to revitalize the country through entrepreneurship. He has been selected by the White House as a Presidential Ambassador for Global Entrepreneurship for his impactful work.



## 2013 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **DAVID CAMPBELL**

8 County Road, Suite 5  
Mattapoisett, MA 02739  
508-758-8211  
[www.hands.org](http://www.hands.org)

## **ALL HANDS VOLUNTEERS**

All Hands Volunteers (AHV) provides hands-on assistance to communities around the world devastated by natural disasters. Founded by David Campbell in the wake of the 2004 Indian Ocean tsunami, AVH offers volunteers the opportunity to assist directly in clean-up and repair tasks, areas often neglected by major disaster relief organizations. In 2012, some 4,300 adults volunteered to work for AVH in exchange for nothing more than room and board—all on a total annual budget of \$660,000, a pittance in the world of disaster relief.

### **WHERE THEY ARE NOW**

All Hands has enabled over 40,000 volunteers to donate 200,000 days of volunteer work, impacting the lives of over 500,000 people worldwide. Its current active programs include flood recovery in Peru and Louisiana, as well as earthquake recovery in Nepal. Under David Campbell's leadership, the organization has managed over 30 projects, including major efforts in Haiti and Japan.



### **BARBARA VAN DAHLEN**

P.O. Box 5918  
Bethesda, MD 20824  
202-997-5889  
[www.giveanhour.org](http://www.giveanhour.org)

## **GIVE AN HOUR**

Give an Hour was built on the idea that mental health professionals would be willing to volunteer their time and services to help U.S. military veterans. Founded in 2005 by Dr. Barbara Van Dahlen, a clinical psychologist, Give an Hour has since built a network of over 6,000 psychiatrists who have, collectively, provided a staggering 400,000+ volunteer hours. Give an Hour targets its modest \$1.6 million budget and 14 volunteer staff to assist the 2.3 million American troops deployed to Afghanistan and Iraq since 2001, of whom around 20 percent will likely return with post-traumatic stress disorder.

### **WHERE THEY ARE NOW**

Give an Hour has facilitated the donation of 217,000 hours by licensed health-care providers to veterans in need. With its advocacy campaign, Campaign to Change Direction, Give an Hour has provided 26 million people with information about how they can help change the culture surrounding mental health, mental illness, and wellness. The organization has over 850 active volunteers and 390 partner organizations. In 2014, Barbara Van Dahlen, who still serves as president, was honored by the chief of staff of the U.S. Army for her outstanding contributions, as a civilian, to America's military.



## **VY HIGGINSEN**

149 West 126th Street  
New York, NY 10027  
212-280-1045  
[www.mamafoundation.org](http://www.mamafoundation.org)

## **MAMA FOUNDATION FOR THE ARTS**

Established in 2005, Gospel for Teens arose out of founder Vy Higginson's desire—with the support of her Mama Foundation for the Arts—to ensure the survival of gospel music within the black community. Gospel for Teens now routinely tours the U.S. and Europe, too: earning members both pocket money and invaluable experience. In the process, Gospel for Teens has not only created a structure for passing on the gospel music tradition, it has become a haven and engine of uplift for African-American adolescents throughout the New York area.

### **WHERE THEY ARE NOW**

The Mama Foundations for the Arts has been spotlighted on 60 Minutes, most recently in January 2015. The Gospel for Teens Choir, which is made up of young people who have received their training through the Mama Foundation, performed at the 2013 Christmas Tree Lighting in Rockefeller Center with Ariana Grande, the 2014 Super Bowl Players Ultimate Tailgate Event, and the 2014 Google/YouTube Broadcast Upfront Presentation with Pharrell Williams.



## **KENT HUTCHESON**

400 W. 48th Avenue, Suite 250  
Denver, CO 80216  
303-830-6615  
[www.coloradouplift.org](http://www.coloradouplift.org)

## **COLORADO UPLIFT**

Colorado Uplift works in Denver's lowest-performing public schools, offering its mostly low-income Hispanic students "teacher-mentors", on call 24/7 to provide a deep, regular presence in and outside the classroom. Since 1982, Colorado Uplift has established relationships with over 30,000 underprivileged students. Among students who remain in the program three years or more, 90 percent graduate high school (compared to 58 percent district-wide), while 86 percent go on to post-secondary education, whether four- or two-year colleges, trade schools, or vocational programs.

### **WHERE THEY ARE NOW**

Since 2013, Colorado Uplift has increased its graduation rate from 90% to 98%, and it now offers over 300 classes per week. The program operates in 29 public schools, and it has served 5,600 students. Suspensions for UpLift students dropped by 10%. 86% of UpLift students enroll in college. Dr. Kent Hutcheson currently serves as a board member. In its 33 years of existence, Colorado UpLift has evolved into a distinguished youth organization, working in the Denver Public Schools with support from Denver's top business leaders, countless community partnerships, and a volunteer guild of more than 125 individuals.

## 2012 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **SUZANNE MCKECHNIE KLAHR**

Woodside High School  
199 Woodside Road  
Woodside, CA 94062  
[www.build.org](http://www.build.org)

### **BUILD**

BUILD uses the teaching of entrepreneurship, the development of business plans, and the operation of actual small businesses to encourage adolescents to stay in school. Serving disadvantaged youth has been at the heart of BUILD's efforts since the organization was founded by attorney Suzanne McKechnie Klahr in 1999. On average, 80 percent of those enrolled in the BUILD 9th grade class continue on to the 10th grade. Of those who do stay in the program for a full four years—a period that includes academic help and college application assistance in the junior and senior years provided by volunteer mentors from prominent businesses such as Google and Cisco—virtually all go on to postsecondary education or training programs.

### **WHERE THEY ARE NOW**

BUILD launched in New York in 2016 with 450 students in 10 schools. BUILD has incubated more than 750 youth businesses, has partnered with 30 schools, and has expanded to operate in five cities. Staff is now over 100 strong, and the organization's budget has grown to \$12 million. Since 2012, 96% of students completing the BUILD program graduate from high school on time, and 98% of those are accepted to at least one post-secondary opportunity. Suzanne McKechnie Klahr has earned numerous awards and recognition for her work, and she has served as a Lecturer of Law at Stanford Law School, where she pioneered America's first law school course on social entrepreneurship.



### **DANIEL REINGOLD**

5901 Palisade Avenue  
Riverdale, NY 10471  
[www.weinberg-center.org](http://www.weinberg-center.org)

### **THE HARRY AND JEANETTE WEINBERG CENTER FOR ELDER ABUSE PREVENTION**

The Weinberg Center for Elder Abuse Prevention at the Hebrew Home at Riverdale provides emergency shelter for victims of elder abuse and enhances public awareness and knowledge about elder abuse. It is the nation's first comprehensive regional elder abuse shelter. A unique model based within an existing long-term care facility, the Weinberg Center takes in a population group with special and significant problems into one of the nation's premier nursing homes. These are people who often require assistance in arranging for payment should they become residents and who, demographically, are likely to differ from the elderly Jewish population that the Hebrew Home was established to serve.

### **WHERE THEY ARE NOW**

The Weinberg Center continues to foster replications of the shelter model around the country. The organization partners with the New York City Council, New York City Adult Protective Services, and the New York City Department for the Aging, among others. Daniel Reingold serves as president and CEO of RiverSpring Health, which includes the operation of Hebrew Home at Riverdale. He serves on the boards of directors of the Continuing Care Leadership Coalition, the Greater New York Hospital Association, and the Association of Jewish Aging Services.





## **MARK GOLDSMITH**

75 East 116th Street  
New York, NY 10029  
212-831-5020  
[www.gosonyc.org](http://www.gosonyc.org)

## **GETTING OUT AND STAYING OUT**

Getting Out and Staying Out has established itself as one of the most effective reentry programs in the New York City area for 16- to 24-year-old men at Rikers Island. Fewer than 20 percent of GOSO participants return to jail, as compared to a national average of 67 percent for their age group. Over the last eight years, GOSO has proved that early intervention within the prison system, as well as supportive counseling, education, and job readiness training once participants have been released into the community, reduces recidivism.

### **WHERE THEY ARE NOW**

90% of GOSO participants stay out of prison or jail. GOSO has seen 81% of its participants retain employment. 171 participants are placed into jobs every year, and 71% of its participants engage in educational activity, in addition to work and school. Mark Goldsmith, who still serves as president and CEO, has developed all aspects of the programming—including coaching, lecturing, and teaching life skills’ strategies that focus on post-incarceration education and employment.



## **MICHAEL DIPPY**

424 E. Central Blvd., #199  
Orlando, FL 32801  
407-792-1374  
[www.idignity.org](http://www.idignity.org)

## **IDIGNITY**

IDignity was created to assist the disadvantaged in Central Florida to navigate the complexities of obtaining their personal identification, such as birth certificates, Florida ID cards, and Social Security cards. Since its founding in 2008, IDignity has served more than 8,000 people, hosting monthly events that pull together volunteers from Orlando churches, as well as representatives from various government agencies such as the Orange County Department of Health, DMV, Social Security, and legal assistance. IDignity has developed an efficient, cost-effective, and highly successful model for providing a crucial hand to those living on the margins of society.

### **WHERE THEY ARE NOW**

Since 2013, Colorado Uplift has increased its graduation rate from 90% to 98%, and it now offers over 300 classes per week. The program operates in 29 public schools, and it has served 5,600 students. Suspensions for UpLift students dropped by 10%. 86% of UpLift students enroll in college. Dr. Kent Hutcheson currently serves as a board member. In its 33 years of existence, Colorado UpLift has evolved into a distinguished youth organization, working in the Denver Public Schools with support from Denver’s top business leaders, countless community partnerships, and a volunteer guild of more than 125 individuals.

## 2011 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **MAILE BROCCOLI-HICKEY**

1640B East 2nd Street, Suite 100  
Austin, TX 78702  
512-326-8655  
[www.willread.org](http://www.willread.org)

### **ENGLISH @ WORK**

English at Work (E@W) was founded on a set of beliefs: that English language proficiency can lift people and families out of poverty; that instruction must take into account the challenges of transportation and child care; and that classes must be customized to account for participants' work situations. Businesses sign on for a set of classes that meet twice a week for 90 minutes each. Class members attend the class one hour before the end of their shift and stay for an extra 30 minutes. The results have been impressive, with higher retention rates, positive returns on investment for businesses, and faster advancement for students.

### **WHERE THEY ARE NOW**

English @ Work was acquired by the Literary Coalition of Central Texas in 2014. The Literary Coalition helps improve the quality and increases the availability of literary services for Central Texans. In 2016, English @ Work had 228 participants from 26 countries. Though 55% of participants had received, or were below, a 9th grade education, 76% of participants saw an increase in their ability to understand English, while 73% saw an increase in their ability to speak. Maile Broccoli-Hickey served as executive director of English @ Work for nine years.



### **RACHEL DOYLE**

P.O. Box 1284  
Commack, NY 11725  
631-404-0761  
[www.glamourgals.org](http://www.glamourgals.org)

### **GLAMOURGALS**

Glamour Gals provides makeovers—facials and manicures—to an often-isolated population: elderly women confined to nursing homes. The goals (and results) are much deeper. Founder Rachel Doyle's stated goals include fostering "intergenerational relationships" and alleviating "elder loneliness." The relationships established are much more important than the makeup. Many of the young women note a connection with their own career aspirations in nursing and professional makeup artistry; meanwhile, residents admit that they "mainly like the company." With over 800 members and 38 chapters in 14 states, Glamour Gals has provided an estimated 71,000 hours of service in just two years.

### **WHERE THEY ARE NOW**

In 2015, GlamourGals was awarded a grant by the Women Helping Others Foundation that led to the creation of 30 additional GlamourGals chapters. Today, the organization has nearly 100 volunteer chapters in high schools and colleges across the country. Rachel Doyle continues to serve as CEO.



## **BARBARA ELLIOTT & SANDY SCHULTZ**

4555 Dacoma  
Houston, TX 77092  
713-984-9611  
[www.workfaithconnection.org](http://www.workfaithconnection.org)

## **THE WORKFAITH CONNECTION**

Based out of Houston, the WorkFaith Connection (WFC) seeks to help those transitioning out of homelessness, prison, or addiction. WFC accepts referrals of clients from 25 other relief organizations, from churches, homeless shelters, and the courts. The goal: to provide the skills, knowledge, relationships, and experience required for building a new life. The program's successes are clear—54 percent of all graduates have kept their jobs for a year, and earn, on average, \$9 per hour. While WFC's immediate goal for clients is to find and keep an entry-level job for a year, they support the clients further with career-planning, work training, and school opportunities.

### **WHERE THEY ARE NOW**

In 2013, the WorkFaith Connection began to offer more extensive services to graduates of the program, such as WorkFaith Academy supplemental classes. Employed graduates are now able to receive training in conflict resolution, anger management, financial coaching, and other life skills training. Sandy Schultz still serves as president and CEO.



## **ANN HIGDON**

Dayton, OH

## **IMPROVED SOLUTIONS FOR URBAN SYSTEMS**

ISUS has built a top-performing school emphasizing career and vocational preparation, focusing on some of the hardest-to-reach students; some 70 percent of ISUS students have previously dropped out of high school, and the majority have been involved with juvenile court. The charter school provides a combination of academic and field-oriented vocational training with a focus on helping students obtain a high-school diploma, not just a GED. Through partnerships with local businesses, students are certified in four areas: construction, health care, computer technology, and manufacturing.

### **WHERE THEY ARE NOW**

ISUS suspended its operations in the 2012-13 school year to address its business plan.



## **DR. LEE PONSKY**

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

## **MEDWISH INTERNATIONAL**

MedWish began when Lee Ponsky, then a college student, participated in a faith-based medical-missionary group that led him to the Baptist Missionary Hospital in Ogbomoso, Nigeria. Seeing the staff trying to adapt to a lack of equipment, he recalled the waste of medical supplies he saw as a surgical assistant. He decided to approach nurses whom he knew from his days as a volunteer; they agreed to put out collection bins for surplus equipment. By 2006, the organization hired its first full-time employee—executive director Tish Dahlby. Since then, contributions have increased from 20,000 pounds to 800,000; staff has increased from one full-time member to eight; and relationships with 38 hospitals have been formalized.

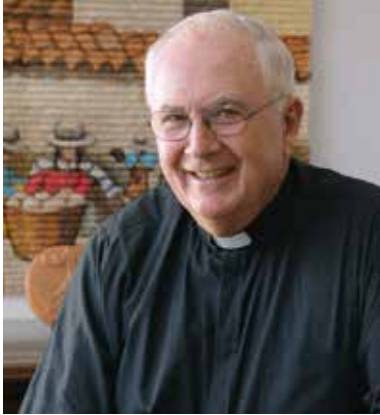
### **WHERE THEY ARE NOW**

By 2016, MedWish's had extended its reach to over 100 countries. In 2016 alone, the organization totaled 31,300 volunteer hours and 158 shipments of lifesaving medical supplies. Lee Ponsky serves as president of the organization's board and is the Chair of Advanced Surgical Therapies and Master Clinician in Urologic Oncology at University Hospitals Cleveland Medical Center.



## 2010 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### REV. JOHN FOLEY

14 E. Jackson Boulevard, Suite 1200  
Chicago, IL 60604  
312-784-7201  
[www.cristoreynetwork.org](http://www.cristoreynetwork.org)

## CRISTO REY NETWORK

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 education, gain job experience, grow in self-confidence, and realize the relevance of his education.

### WHERE THEY ARE NOW

Comprised of 32 Catholic college preparatory schools, the Cristo Rey Network serves more than 10,700 students across 21 states and Washington, D.C. Nine out of 10 Cristo Rey graduates enroll in college, a rate nearly 1.5 times that of other low-income high school graduates (61%) and even greater than high school graduates from high-income families (86%). Today, 7,000 graduates have either earned their undergraduate degrees or are currently enrolled in college. Charles Sahm writes in the Summer 2017 issue of *City Journal*, “As the United States debates how to improve education and economic mobility, Cristo Rey’s success offers a promising and instructive model.” John Foley serves as chair emeritus and chief mission officer of the network.



### GREG ZAFF

555 Eighth Avenue, Suite 1102  
New York, NY 10018  
646-218-0456  
[www.nationalurbansquash.org](http://www.nationalurbansquash.org)

## SQUASH BUSTERS/NATIONAL URBAN SQUASH AND EDUCATION ASSOCIATION

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.

### WHERE THEY ARE NOW

NUSEA has launched 10 new programs: six in the U.S. and four abroad, in Canada, Colombia, South Africa, and India. Its next program launch is in Wilmington, Delaware. Enrollment has exceeded 1,900 students. 539 urban squash students have gone on to graduate high school; 97% who stay in their programs graduate high school and enroll in post-secondary schools. 65% of urban squash students earn a B.A. within six years, compared with the national average of 24% for low-income students. Greg Zaff continues to serve as the CEO of SquashBusters, an organization he founded with the mission of using squash, in tandem with academic enrichment and community service, to improve the lives of Boston students.



**SCOTT STIMPFEL**

South Pasadena, CA  
www.reeo.org

# RESOURCES FOR EDUCATIONAL AND EMPLOYMENT OPPORTUNITIES

Resources for Educational and Employment Opportunities is committed to empowering community college students with the opportunity to transfer to a four-year university, earn a college degree, and 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.

**WHERE THEY ARE NOW**

REEO continues to fulfill its mission by providing community college students with financial, academic, and career resources. It supports research and advocacy work focused on community college student success. Dr. Scott Stimpfel is still fascinated by talent development and passionate about student success.



**DAVID UMANSKY**

304 Hudson Street, Suite 301  
New York, NY 10013  
www.civicbuilders.org

# CIVIC BUILDERS

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.

**WHERE THEY ARE NOW**

Civic Builders improves educational opportunities for over 11,000 students annually in 21 school buildings. 98% of Civic Builders’ students graduated from high school in 2014, and 91% of students were accepted into college in 2014. David Umansky still serves as CEO of Civic Builders. He also serves as a board member of the National Charter School Resource Center.



**ERIC GREITENS**

1141 South 7th Street  
St. Louis, MO 63104  
313-588-8805  
www.missioncontinues.org

# THE MISSION CONTINUES

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 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.

**WHERE THEY ARE NOW**

In 2014, the one-thousandth Mission Continues Fellowship was awarded. The organization now has 70 service platoons that have completed over 700 service projects. In 2016, over 17,500 volunteers were engaged nationwide. The organization held its first Women Veterans Leadership Summit in New Orleans. Founder Eric Greitens was elected governor of Missouri in January 2017.

## 2009 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **ADAM GREEN**

812 Edgewater Road  
Bronx, NY 10474  
718-466-5799  
[www.rockingtheboat.org](http://www.rockingtheboat.org)

## **ROCKING THE BOAT**

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.

### **WHERE THEY ARE NOW**

91% of Rocking the Boat students complete their high school education. Over the past three years, 38 of 41 seniors involved with Rocking the Boat were accepted, and are attending, college or trade school. 92% of students who have graduated high school within the past six years have either graduated college or are currently enrolled. Five former students are now full-time salaried staff, another 30 former students work part-time as program assistants while in college, and more than 30 are employed as paid apprentices working on the organization's programs. Rocking the Boat added a sailing program in 2015: New York City's only such program offered in a low-income, inner-city neighborhood. Adam Green still serves as executive director.



### **GARET HIL**

P.O. Box 460  
Babylon, NY 11702  
[www.kidneyregistry.org](http://www.kidneyregistry.org)

## **NATIONAL KIDNEY REGISTRY**

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% 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.

### **WHERE THEY ARE NOW**

The National Kidney Registry reached its 2,000 donor milestone on January 5, 2017. In 2016, NKR facilitated 64% of all paired exchange transplants performed in the United States. NKR also facilitated the first transcontinental direct donation kidney transplant. Gareth Hil still serves as the organization's CEO.





## **DAVE AND LIANE PHILLIPS**

708 Walnut Street, 2nd Floor  
Cincinnati, OH 45202  
513-744-9675  
[www.cincinnatiworks.org](http://www.cincinnatiworks.org)

## **CINCINNATI WORKS**

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 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 to \$10 per hour with health benefits. The long-term goal for the underemployed is for them to earn 200% 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.

### **WHERE THEY ARE NOW**

In 2016, Cincinnati Works celebrated its 20th anniversary. Since opening doors, over 5,800 people have been assisted in successfully finding and maintaining employment. The organization has grown from a two-person operation to over 35 full-time employees. This growth has included an expansion to four locations throughout greater Cincinnati. In 2015, Dave Phillips was inducted into the Cincinnati Business Hall of Fame.



## **JUAN RANGEL**

1655 S Blue Island Ave  
Chicago, IL 60608  
312-432-6301  
[www.uno-online.org](http://www.uno-online.org)

## **UNITED NEIGHBORHOOD ORGANIZATION**

The United Neighborhood Organization (UNO) has long 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 UNO's 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.

### **WHERE THEY ARE NOW**

Today, UNO continues to build up Chicago's Hispanic community by reaching out to block clubs, churches, small businesses, schools, and other organizations, carving a path into the middle class for the nation's largest immigrant community.

## 2008 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **RICHARD GRAUSMAN**

505 Eighth Avenue, Suite 1400  
New York, NY 10018  
212-974-7111  
[www.ccapinc.org](http://www.ccapinc.org)

## **CAREERS THROUGH CULINARY ARTS PROGRAM**

Careers through Culinary Arts Program (C-CAP) is a curriculum enrichment program linking public high school culinary teachers and their students to the food service 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, VA; Los Angeles; Philadelphia; and Prince George's County, MD.

### **WHERE THEY ARE NOW**

Since being founded in 1990, C-CAP has awarded over \$50 million in scholarships and worked with over 17,000 students nationwide. A C-CAP Alum, Amar Santana, not only made it into the Top Chef Season 13 competition, but cooked his way all the way to the finale—while also opening his second restaurant. In 2017, C-CAP chairman emeritus Richard Grausman and other executive staff awarded over \$470,000 in scholarships and academic culinary opportunities to 19 culinary arts students from public high schools in the Philadelphia region.



### **RACHEL LLOYD**

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

## **GIRLS EDUCATIONAL & MENTORING SERVICES**

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, aged 12–21, who have experienced commercial sexual exploitation and domestic trafficking, to exit the commercial sex industry and to develop their full potential.

### **WHERE THEY ARE NOW**

GEM is now the largest service provider of its kind in the nation, providing intensive services and support to over 450 girls and young women, preventive outreach and education to 1,500 youth, and training over 1,300 professionals each year. Since founder Rachel Lloyd's successful advocacy ensured the passage of New York State's Safe Harbor for Sexually Exploited Children Act in 2008, 13 other states have followed suit. She co-produced the Showtime documentary *Very Young Girls*, which has been seen by over four million people and helped create a national dialogue on the issue. She has also authored the critically acclaimed book *Girls Like Us*.



## **SUSAN MCWHINNEY-MORSE**

74 Joy Street  
Boston, MA 02114  
617-723-9713  
[www.beaconhillvillage.org](http://www.beaconhillvillage.org)

## **BEACON HILL VILLAGE**

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.

### **WHERE THEY ARE NOW**

Since 2008, the organization has added more than 48 Villages across the country, with over 140 Villages now in existence, as well as nearly 400 members. Susan McWhinney-Morse is still active within Beacon Hill Village.



## **ZACK ROSENBERG & ELIZABETH MCCARTNEY**

2645 Toulouse Street  
New Orleans, LA 70119  
504-277-6831  
[www.sbpusa.org](http://www.sbpusa.org)

## **ST. BERNARD PROJECT**

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.

### **WHERE THEY ARE NOW**

The St. Bernard Project now provides free homeowner resilience training in 10 communities per year to help residents take key preparedness measures. It also engages in recovery efforts across the country. Partnering with Toyota, SBP uses the Toyota Production System—which allows SBP to rebuild quickly and efficiently, at 40% of the cost of market-rate contractors, by relying on AmeriCorps and volunteer labor. Zack Rosenberg and Liz McCartney still serve as CEO and executive director, respectively.



## **ROBERT L. WOODSON, SR.**

1625 K Street NW, Suite 1200  
Washington, DC 20006  
202-518-6500  
[www.woodsoncenter.org](http://www.woodsoncenter.org)

## **CENTER FOR NEIGHBORHOOD ENTERPRISE**

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 39 states.

### **WHERE THEY ARE NOW**

In 2016, the organization rebranded as the Woodson Center as a tribute to founder and president Robert Woodson. In 2010, Baylor University researchers published a four-year case study documenting significant impacts of the Violence-Free Zone Program, including: a 44% reduction in the average number of behavioral incidents; a 79% reduction in the average number of suspension days per VFZ student per month; a 9.3% increase in students' GPA; and a 24% higher rate of graduation from high school compared with non-VFZ students. Robert Woodson still serves as president of the organization.



## 2007 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **ROBERT CHAMBERS**

89 South Street, Suite 401  
Boston, MA 02111  
866-455-2522  
[www.bonnieclac.org](http://www.bonnieclac.org)

### **MORE THAN WHEELS**

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.

#### **WHERE THEY ARE NOW**

More Than Wheels guaranteed over 2,000 car loans to help individuals with poor or no credit to improve their credit, establish positive payment history, and complete a financial education course to improve their financial situation. Robert Chambers is now chairman at Project VetCare, a team of veterans and non-veterans in New Hampshire launched in 2012 to help alleviate the problems that many veterans face today.



### **CATHERINE HOKE**

P.O. Box 926274  
Houston, TX 77292  
832-767-0928  
[www.pep.org](http://www.pep.org)

### **PRISON ENTREPRENEURSHIP PROGRAM**

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, and even how to offer a firm handshake. Within four weeks of release, 97 percent of PEP graduates have found employment.

#### **WHERE THEY ARE NOW**

PEP's 1,300+ graduates have achieved impressive gains following the program: 100% are employed within 90 days of release from prison, and graduates average only 20 days "from prison to paycheck." This employment metric has been achieved every month since May 2010. Nearly 100% of PEP graduates are still employed after 12 months. More than 200 businesses have been launched by graduates, including six that generate over \$1 million in gross annual revenue. PEP graduates have an exceptionally low (less than 7%) three year recidivism rate. In 2010, Catherine Hoke founded Defy Ventures, an entrepreneurship, employment, and character-development training program for currently and formerly incarcerated men, women, and youth.



**ADDIE MIX**

P.O. Box 740  
728 E. 192nd Street  
Glenwood, IL 60425  
708-757-7293  
www.reclaimayouth.org

# RECLAIM A YOUTH ORGANIZATION

Reclaim A Youth’s mission is to empower youth, ages 12-18, 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 future young leaders and ensure a better tomorrow.

**WHERE THEY ARE NOW**

Since 1993, Reclaim a Youth has assisted deserving students by awarding one- to four-year college/university scholarships, honorariums, and grants. Scholarship recipients went on to attend the University of Michigan, University of Chicago, and Johns Hopkins University, among others. Addie Mix still serves as executive director.



**RABBI LEVI & BASSIE SHEMTOV**

6892 West Maple Road  
West Bloomfield, MI 48322  
248-788-7878  
www.friendshipcircle.org

# THE FRIENDSHIP CIRCLE

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; its affiliate, Friendship House, provides support to individuals and families struggling with addiction, isolation, and other crises.

**WHERE THEY ARE NOW**

Friendship Circle now has over 30 dedicated staff members and two facilities in Michigan. It provides assistance and support to 3,000 individuals with special needs and their families by providing recreational, social, educational, and vocational programming. Friendship Circle International has more than 80 regional chapters around the world. Rabbi Levi and Bassie Shemtov continue to serve as executive director and director, respectively.



**TONI HEINEMAN**

2555 Van Ness Avenue, Suite 101  
San Francisco, CA 94109  
888-898-2249  
www.ahomewithin.org

# A HOME WITHIN

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.

**WHERE THEY ARE NOW**

According to a 2015 annual report, the organization had 44 chapters nationwide, and it had expanded its presence in New York City, Connecticut, Los Angeles, and San Diego. A Home Within has also opened its first online chapter to address a gap in access. Over 400 therapists nationwide serve over 300 current and former foster youth. Toni Heineman served as executive director of the organization for over 15 years. She is now a clinical professor in psychiatry at the University of California at San Francisco and has also worked in private practice for over 35 years.

## 2006 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### AMY HAMLIN

162 St. Paul Street  
Burlington, VT 05401  
802-651-0112  
[www.volunteersinmedicine.org](http://www.volunteersinmedicine.org)

## VOLUNTEERS IN MEDICINE INSTITUTE

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 60 clinics in 25 states.

### WHERE THEY ARE NOW

Volunteers in Medicine has grown to work with more than 90 communities in 28 states across the country to develop health-care clinics for the uninsured. In 2016, clinics provided care to nearly 95,000 individuals, with over 400,000 patient visits. In 2016, Amy Hamlin decided to scale back her work with the organization to focus on her grandchildren and other interests.



### AARON HURST

1700 Broadway, Suite 300  
Oakland, CA 94612  
510-285-9200  
[www.taprootfoundation.org](http://www.taprootfoundation.org)

## TAPROOT FOUNDATION

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.

### WHERE THEY ARE NOW

Taproot has since added a location in Washington, D.C., and is currently working with major companies such as American Express and Capital One to create pro bono programs for employees across the country. The organization has helped more than 1,900 nonprofits and 7,500 professionals complete nearly 2,500 pro bono projects in HR, IT, marketing, and strategy. 80% of nonprofits have reported that the training “had a meaningful impact on their organization.” Aaron Hurst has since gone on to co-found Imperative, a talent-assessment platform for purpose-driven employers.





## **RICHARD LIEBICH**

3939 Priority Way South Drive  
Suite 400  
Indianapolis, IN 46240  
877-335-7589  
www.pltw.org

## **PROJECT LEAD THE WAY**

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.

### **WHERE THEY ARE NOW**

A joint study by Indiana University and Purdue University in 2014 found that Project Lead the Way students outperformed their peers in school, are better prepared for post-secondary studies, and are more likely to consider careers as scientists, technology experts, and researchers compared with their peers. Kelsie O'Brien, a PLTW Biomedical Science Alumna at the U.S. Air Force Academy, said about her experience: "It's almost impossible to put it into words how much Project Lead the Way has contributed to who I am and who I want to be." Sadly, Richard Liebich passed away in 2012, but his Project Lead the Way lives on.



## **DR. LENORE EALY**

2807 Remington Green Circle  
Tallahassee, FL 32308  
888-352-4453  
www.project-kid.org

## **PROJECT K.I.D.**

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.

### **WHERE THEY ARE NOW**

Today, Project K.I.D. and its growing number of community-based affiliates are providing leadership and response capabilities to improve community-based preparedness to meet the needs of children in disasters. Project K.I.D. partnered with numerous organizations to provide relief initiatives to the children of Haiti after the 2010 earthquake. Dr. Lenore Ealy is now the President of The Philanthropic Enterprise, a privately funded institute for research and education that seeks to put philanthropy to work to strengthen the ideas, institutions, and social practices that sustain a free and flourishing society.



## **SISTER ANNE WAMBACH**

6101 East Lake Road  
Erie, PA 16511  
814-899-0614  
www.eriebenedictines.org

## **INNER-CITY NEIGHBORHOOD ART HOUSE**

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, nurturing, and caring environment.

### **WHERE THEY ARE NOW**

At least 5,000 hours of service are given directly to the program by those serving as teachers, tutors, readers, program assistants, and classroom aides in a given year. Another 500 hours are provided by volunteers who assist at events. The Neighborhood Art House holds two major fundraisers each year: Art & Sole, a 5k run/walk and Taste of the Arts, a performance and reception. The program serves 500 children who attend after-school and/or summer classes each year free of charge. Anne Wambach is still a member of the Core Committee at the Art House.

## 2005 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **JOSE-PABLO FERNANDEZ**

4601 Caroline Street  
Houston, TX, 77004  
713-988-6699  
[www.mexicaninstitute.org](http://www.mexicaninstitute.org)

## **MEXICAN INSTITUTE OF GREATER HOUSTON**

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 even in Spanish, to 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.

### **WHERE THEY ARE NOW**

MIGH has since developed its own educational platform, used by almost 70 million people. Their programs have graduated almost 17,000 adults, an impressive increase from the 1,800 that had graduated by 2005. Partner locations have grown from 76 to over 200. In 2007, Jose-Pablo Fernandez founded Parents Alliance to encourage low-income Hispanic parents to become more involved in the education of their children.



### **JOAN MAZZOTTI**

230 South Broad Street, 7th Floor  
Philadelphia, PA 19102  
215-790-1666  
[www.philadelphiafutures.org](http://www.philadelphiafutures.org)

## **PHILADELPHIA FUTURES FOR YOUTH**

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.

### **WHERE THEY ARE NOW**

In 2011, the organization merged with White-Williams Scholars, and Philadelphia Futures launched new initiatives to guide students through college application and completion, as well as to bring resources and networks to the broader community. Over the past 25 years, 98% of students in the Sponsor-A-Scholar program have matriculated to college. \$6.5 million contributed by sponsors over the past 26 years has supported over 500 college graduates, 175 current college students, and 180 Sponsor-A-Scholar high school students. In 2016, Joan Mazzotti took a sabbatical after leading the organization for more than 16 years.



## **TEMP KELLER**

San Francisco, CA

# **RESOURCES FOR INDISPENSABLE SCHOOLS AND EDUCATORS**

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.

## **WHERE THEY ARE NOW**

RISE grew to serve more than 140 Network Schools in six metropolitan areas and worked to improve student learning for more than 50,000 students. Temp Keller went on to become an Entrepreneur in Residence at the Acton Academy, a private elementary and middle school in Austin, Texas. He currently serves as the CEO of Templeton Learning, a company he co-founded to leverage the human and financial capital of the Keller Family by building high quality, highly accessible K-12 education models for 21st century learners.



## **REV. MACK MCCARTER**

838 Margaret Place

Shreveport, LA 71101

318-425-3222

[www.communityrenewal.us](http://www.communityrenewal.us)

# **SHREVEPORT-BOSSIER COMMUNITY RENEWAL**

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.

## **WHERE THEY ARE NOW**

Community Renewal has expanded to include five replication sites in Abilene (Texas), Shawnee, (Oklahoma), Minneapolis-St. Paul, and Washington, D.C., as well as in Africa (Cameroon). Over the past 23 years, there has been a 52% average drop in major crime in Friendship House neighborhoods. In 2016 alone, 1,883 volunteers provided 38,840 hours of services. Mack McCarter still serves the organization as a coordinator of Community Renewal International. The organization was featured in the *New York Times* in August 2017.



## 2004 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **JOHN SAGE**

P.O. Box 570895  
Houston, TX 77257  
713-463-7200  
[www.bridgestolife.org](http://www.bridgestolife.org)

## **BRIDGES TO LIFE**

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 14-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.

### **WHERE THEY ARE NOW**

Over 28,000 offenders have graduated from Bridges to Life since its inception. BTL has worked in over 95 prisons across the U.S., and its curriculum has been used in 11 other states and four other countries. Data collected in collaboration with the Texas Department of Criminal Justice has found that the recidivism rate for inmates who participated in BTL's programs is 14%, while nationwide rates are closer to 40%. John Sage still serves as CEO of the organization.



### **REDONNA RODGERS**

Milwaukee, WI

## **CENTER FOR TEACHING ENTREPRENEURSHIP**

The Center for Teaching Entrepreneurship (CTE) was founded in 1991 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.

### **WHERE THEY ARE NOW**

19,000 young people in Milwaukee have participated in the Center for Teaching Entrepreneurship's programs, learning how to manage their lives, generate business ideas, and create positive change. ReDonna Rodgers served as executive director for 25 years. Sadly, Rodgers passed away in August 2017. She is remembered as a magnetic leader whose impact was felt throughout her community.



## **AL SIKES**

80 Maiden Lane, 11th Floor  
New York, NY 10038  
646-867-6100  
[www.readalliance.org](http://www.readalliance.org)

## **READING EXCELLENCE & DISCOVERY FOUNDATION**

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

### **WHERE THEY ARE NOW**

Since 2004, when REDF, now Read Alliance, was active in 20 schools, the organization has spread to more than 40 schools in all five boroughs of New York City. In 2010, Read celebrated its 10th anniversary and service to more than 15,000 children and teens. Read pre- and post-assessment data has consistently shown that after just one program cycle, students who receive Read intervention average more than a full year's growth in foundational reading skills, as outlined in the Common Core learning standards. In 2016, Al Sikes published a book, *Culture Leads, Leaders Follow*.



## **JANE LEU**

582 Market Street, Suite 1207  
San Francisco, CA 94104  
415-834-9901  
[www.upwardlyglobal.org](http://www.upwardlyglobal.org)

## **UPWARDLY GLOBAL**

Upwardly Global acculturates immigrants to succeed 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. 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.

### **WHERE THEY ARE NOW**

Upwardly Global has since opened branches in New York City, Chicago, and Silver Spring, Maryland. An impact report released by the organization in 2013 found that more than 85% of participants reported being employed. Salaries of participants increased from an annual average of about \$3,500 to \$35,000. Jane Leu still serves on the board of directors for Upwardly Global. In 2012, she founded Smarter Good, where she currently serves as CEO, to tackle the challenges faced by non-profit startups and small organizations.

## 2003 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### AMY LEMLEY

426 17th Street  
Oakland, CA 94612  
510-272-0979  
[www.firstplaceforyouth.org](http://www.firstplaceforyouth.org)

## FIRST PLACE FUND FOR YOUTH

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 18. 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.

### WHERE THEY ARE NOW

First Place serves more than 2,300 foster kids each year in California, a remarkable growth from the 60 youths served between 2001 and 2003. In 2016, 96% of all participants in the organization’s My First Place program had earned or were actively pursuing their high school diploma or GED. While only 29% of California’s former foster kids are able to find jobs within two years of leaving care, a staggering 81% of First Place youth were employed and progressing toward financial self-sufficiency. In 2004, Amy Lemley left the organization to spearhead the formation of the Alameda County Foster Youth Alliance, a coalition of 26 organizations protecting the community’s most vulnerable children. She currently serves as Children’s Policy Director for the John Burton Foundation for Children Without Homes.



### CHAD PREGRACKE

17624 Route 84 North  
East Moline, IL 61244  
309-496-9848  
[www.livinglandsandwaters.org](http://www.livinglandsandwaters.org)

## LIVING LANDS AND WATERS

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 offices) 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.

### WHERE THEY ARE NOW

Nine years after setting its goal, Living Lands and Water planted its one millionth tree in May 2016 in Port Byron, Illinois. The organization now holds educational workshops, has started an “Adopt-A-River Mile” project, and offers an alternative spring break, working with over 1,000 students through the years to remove over one million pounds of trash. Since 1998, 98,000 volunteers have removed over nine million pounds of debris from U.S. waterways in 20 states. Chad Pregracke, still with the organization, was named the 2013 CNN Hero of the Year and was the recipient of the Jefferson Award for Public Service in 2002.





## MICHAEL TENBUSCH & DANIEL VARNER

111 West Willis Street  
Detroit, MI 48201  
313-833-1600  
www.detroitpal.org

## THINK DETROIT

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 enrolled 4,000 kids in baseball and soccer leagues with 500 volunteers as coaches.

### WHERE THEY ARE NOW

Since 2003, Think Detroit (now Detroit PAL) has worked with over 1,700 volunteers, in partnership with the Detroit Police Department, and serves more than 12,000 young athletes in year-round programs. Volunteers are trained through the Detroit PAL IMPACT Training & Certification Program, which was developed in partnership with Michigan State University's Institute for the Study of Youth Sports. In the summer of 2016, the Detroit PAL RBI baseball team travelled to Texas to compete in the RBI World Series against teams from around the world. Michael Tenbusch still serves on the organization's board of directors and is currently the Executive Director of S.A. Y. Detroit Play Center, which aims to be a premier training center for young people to improve their community. Daniel Varner now serves as President and CEO at Goodwill Industries of Greater Detroit.



## SARA HOROWITZ

20 Jay Street, Suite 700  
Brooklyn, NY 11201  
718-228-9580  
www.freelancersunion.org

## WORKING TODAY

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.

### WHERE THEY ARE NOW

Sara Horowitz has since been named one of *Crain's* New York's 25 People to Watch, *Forbes'* 30 Top Social Entrepreneurs, and a Top 25 Most Promising Social Entrepreneur by *Businessweek*. Freelancers Union, which offers independent workers access to affordable health insurance plans, was launched by Working Today in 2001 and has grown to serve over 100,000 members. Working Today now functions as Freelancers Union's research and policy arm and has released issue reports on labor-related issues.



## GERALD CHERTAVIAN

45 Milk Street, 9th Floor  
Boston, MA 02109  
855-932-7871  
www.yearup.org

## YEAR UP

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.

### WHERE THEY ARE NOW

Year Up has since expanded and has locations in 20 cities, including New York, Chicago, Dallas, Atlanta, Philadelphia, and San Francisco. Since the organization's founding in 2000, Year Up has served over 17,500 young adults and provided interns for over 250 corporate partners. 90% of graduates are employed and/or enrolled in postsecondary education within four months of completing the program. Graduates earn an average of \$18 per hour. The organization has a staff of over 725 nationwide, with 275 new staff joining in 2016 alone. Gerald Chertavian still serves as CEO.

## 2002 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **JAMES HUNTER**

120 FINDERNE AVENUE  
BRIDGEWATER, NJ 08807  
732-846-5011  
[www.oratorsinc.org](http://www.oratorsinc.org)

## **NEW JERSEY ORATORS**

The New Jersey Orators is a volunteer organization founded in 1985 by a small group of African-American corporate executives who set out to improve the language skills primarily of African-American youth, from ages seven to 18, in preparation for roles of leadership and employment.

### **WHERE THEY ARE NOW**

The Orators have continued to grow since their founding, with 15 chapters in New Jersey, two chapters in Pennsylvania, and a network of over 500 members and volunteers. They performed at the New Jersey Performing Arts Center with Archbishop Desmond Tutu at Prudential Foundation's 2004 commemoration ceremony for the 50th Anniversary of the Supreme Court decision of Brown vs. Board of Education, and they have received community service awards and recognition at the local, state, and national level. James Hunter still serves as the president of the organization.



### **REV. WILLIAM BARNES**

4851 S. APOPKA-VINELAND ROAD  
ORLANDO, FL 32819  
407-876-6699  
[www.shepherdshope.org](http://www.shepherdshope.org)

## **SHEPHERD'S HOPE**

In 1996, 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.

### **WHERE THEY ARE NOW**

Since opening in 1997, Shepard's Hope has provided over 237,000 free medical visits and patient services. They have expanded from 650 volunteers in 2002 to over 2,100 today. In 2016, they provided 16,300 patient visits and medical services. There are currently five health centers around Orlando, Florida, serving patients with incomes at or below 200% of the poverty level. "Even after a full-day's work, I walk into the doors of Shepherd's Hope and find my own sense of hope," says Dr. Asad Ali Sheikh, MD, a volunteer physician and medical director of oncology and hematology at UF Health Cancer Center. Rev. William Barnes still serves on the board of directors of the organization.



## **JACOB SCHRAMM**

1763 Columbia Road NW  
Washington, D.C. 20009  
202-319-1763  
[www.collegesummit.org](http://www.collegesummit.org)

## **COLLEGE SUMMIT**

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.

### **WHERE THEY ARE NOW**

Over the past two decades, College Summit has served over a quarter million students from 500 high schools nationwide. Their student-led interventions have boosted college enrollment rates at partner high schools by 20%, on average; and College Summit students stay in college at the same rate as students from other economic backgrounds. Jacob Schramm, the organization's founder and first CEO, is now a managing partner of the Learn to Earn fund at New Profit, a venture philanthropy and social-innovation organization that provides funding and strategic support to help the most promising social innovations scale.



## 2001 RICHARD CORNUELLE AWARDS FOR SOCIAL ENTREPRENEURSHIP

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### **JOHN AND CATHERINE DIXON**

Buffalo, NY

## **JUNIOR UNIFORMED MENTORING PROGRAM**

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.

### **WHERE THEY ARE NOW**

Sadly, John Dixon has passed away and the Junior Uniformed Mentoring Program is no longer in operation. His legacy, however, continues in the many lives he touched in Buffalo.



### **MARK LEVINE**

1112 St. Nicholas Avenue  
New York, NY 10032  
212-740-0900  
[www.neighborhoodtrustfcu.org](http://www.neighborhoodtrustfcu.org)

## **NEIGHBORHOOD TRUST FEDERAL CREDIT UNION / CREDIT WHERE CREDIT IS DUE**

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).

### **WHERE THEY ARE NOW**

Since 2001, Neighborhood Trust has increased its membership from 3,600 to 5,000. The organization has cumulatively made more than \$15 million in small loans. Mark Levine is now a New York City Council Member representing the 7th District in Northern Manhattan.



## **ERIC ADLER & RAJIV VINNAKOTA**

1776 Massachusetts Avenue NW  
Suite 600  
Washington, D.C. 20036  
202-785-4123  
[www.seedfoundation.com](http://www.seedfoundation.com)

## **SEED FOUNDATION**

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.

### **WHERE THEY ARE NOW**

Since 2001, the SEED Foundation has well surpassed its goal of reaching 300 students. The Foundation and three schools now total over 300 staff, 381 graduates, and almost 1,000 students. SEED graduates earn college degrees at 3.5 times the rate of low-income, first generation students. 80% of the students served are first generation college-bound. Eric Alder is still managing director of the SEED foundation, and Rajiv Vinnakota is the Executive Vice President of the youth & engagement division at the Aspen Institute.



## **MICHAEL DANZIGER**

One Appleton Street  
Boston, MA 02116  
617-423-6300  
[www.tsf.org](http://www.tsf.org)

## **STEPPINGSTONE FOUNDATION**

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 30 in Hartford. Steppingstone “Scholars” participate in a 14-month program, from fourth to seventh grade.

### **WHERE THEY ARE NOW**

Shortly after receiving the Social Entrepreneurship Award, Steppingstone helped form the National Partnership for Educational Access, a membership organization with the goal of increasing college access for underserved and underrepresented students. Today, the foundation serves over 1,600 scholars between the ages of 10 and 24. Ninety percent have been admitted to a competitive middle or high school, 99% have graduated from high school, 93% have enrolled in a four-year college, and 80% have earned their college degree within six years. In 2008, Michael Danziger stepped down as President and CEO but remains an active board member, advisor, and fundraiser.

# The Many Careers Of William Simon

By Paul Craig Roberts

Mr. Roberts was assistant secretary of the Treasury (1981-82) and associate editor of the Journal's editorial page (1978-80).

America lost a hero on Saturday, when William E. Simon died at 72 of complications from pulmonary fibrosis. A man of ferocious energy, well armed with confidence and intellect, Bill Simon turned in a star's performance in seven careers.

Simon's first stardom came as a Wall Street bond trader. By his early 40s he was a senior partner at Salomon Brothers, with a \$2 million annual income, which he gave up in 1973 to serve President Nixon as deputy secretary of the Treasury. He assumed the responsibilities of "energy czar" during the Arab oil embargo. He survived this hot seat to become secretary of the Treasury for Presidents Nixon and Ford.

In the rosy era in which we now live, it is easy to forget that Simon's period of public service occurred during dark days for the U.S. The Soviets were probing an uncertain American resolve. The Arabs had endangered our prosperity by cutting off oil to the U.S. in retaliation for our support of Israel. The dollar was under assault; inflation was rising. In the midst of these dangerous crises, the liberal-left had a single-purposed resolve to use the Watergate burglary to bring down President Nixon and the Republican Party.

The multiple crises and sometimes intense criticism that his high profile generated did not wear Simon down. Indeed, he proved to be a tower of strength. He kept the economy going by allocating scarce oil to industry and home heating, letting motorists absorb the shortage. He created an international credit line for poor nations to prevent the Soviets from exploiting the turmoil that soaring energy costs were causing in the Third World. To protect the dollar, he persuaded the Arabs to reinvest their profits in the U.S.

Simon would have gotten along well with Winston Churchill. Like that great man, he

was not afraid to make decisions and take responsibility. Like Churchill, he couldn't stand endless babble and indecision. If you had his confidence, he let you have your head. But woe to anyone who betrayed his trust.

He had firm free-market convictions. He knew that controls and regulations don't work and do endanger freedom. He understood that the U.S. tax system was the enemy of productivity, because it punished saving and rewarded consumption. While managing multiple crises, he called for a major overhaul of our tax system. The Treasury responded with "Blueprints for Basic Tax Reform," published just as President Ford was leaving office. This work remains the reference point for tax reform. If Mr. Ford had won the election, Simon was the man who could have pushed through such a reform, and we would not have had to wait for Ronald Reagan to rid ourselves of "stagflation."

Simon's career with the U.S. Olympic Committee was equally illustrious. From 1977 to 1980, he served as treasurer, and it was his impassioned speech that persuaded the committee's reluctant members to boycott the 1980 Summer Olympics in Moscow. Elected president (by acclamation) in 1981, he inherited a committee deep in debt with a large unfunded budget for the 1984 Los Angeles Summer Games. He solved the problem by making the Olympic Committee a financial partner with the Los Angeles organizers. With the committee's share of the profits, he created the U.S. Olympic Foundation with a \$125 million endowment.

In the 1980s Simon launched a second business career as an architect of the leveraged buyout, which promptly became a tool for restructuring U.S. business and making it again the competitive standard for the world. The fortune he made became

the basis for yet another career— personal philanthropy. During his lifetime, he gave away \$80 million and priceless hours of personal service to the ill and destitute as a Eucharistic minister.

Perhaps Simon's greatest contribution to our country was the role he played in preventing the American left from stamping out other voices and gaining complete hegemony over American intellectual and political life. As president of the John M. Olin Foundation, he organized support for a counterintelligentsia comprising some of the most important voices in American academic and public life. The foundation supported scholars of fortitude, vision and courage, such as Irving Kristol, William Bennett, Robert Bork, Robert Conquest, Richard Pipes, Walter Williams, Dinesh D'Souza, George Priest and Walter Berns. To Simon's amusement, the inappropriately named People for the American Way cited this support as evidence of "a far-right-wing agenda."

Under Simon's leadership, the Olin Foundation underwrote programs in law and economics to make judges literate in economics. He nourished think tanks, such as Stanford's Hoover Institution, the American Enterprise Institute, the Heritage Foundation and the Cato Institute, which today dominate the public policy arena.

Simon's seventh career was the creation of a family as large as his fortune. There would be no labor shortage or mass immigration if we all left behind seven children, 22 grandchildren and one godson. In our day and time, this is a heroic achievement, as is staying married to one woman, Carol, the mother of his children, who died in 1995. In 1996 he married Tonia Adams Donnelley, whom many now join in her grief.

Wall Street Journal  
JUNE 7, 2000







MANHATTAN  
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