

# CONVERSATIONS WITH SOCIAL ENTREPRENEURS: 2010 AND BEYOND

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CAREERS

*BuildingMovementProject*  
Inspiring Activism in the Nonprofit Community

## Organizing Hosts

**Commongood Careers** is a national search firm dedicated to enabling innovative nonprofits to build strong organizations through the recruitment, retention, and development of outstanding talent at every organizational level. Since its founding in 2005, Commongood Careers has built a candidate pool of over 40,000 jobseekers and worked with 150 of the nation's leading nonprofits to fill 450 positions in 26 states with a 93% successful hire rate. It also recently founded a new nonprofit, the Talent Initiative, that is dedicated to enhancing the way the entire social sector thinks about and practices the vital function of human capital management. [www.cgcareers.org](http://www.cgcareers.org)

**The Building Movement Project** is dedicated to building a social justice ethos into the nonprofit sector, strengthening the role of nonprofit organizations in the United States as sites of democratic practice, and promoting nonprofit groups as partners in building a movement for progressive social change. The Building Movement Project believes that groups need to create space both inside and outside the organization to re-engage their constituents and rethink their work. Founded 10 years ago, the Project supports nonprofits by integrating movement-building strategies into their daily work. [www.buildingmovement.org](http://www.buildingmovement.org)

## Report Authors

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**Frances Kunreuther** is the Director of the Building Movement Project and is a writer and presenter on nonprofits, leadership and social change. She is the co-author of *From the Ground Up: Grassroots Organizations Making Social Change* and *Working Across Generations: Defining the Future of Nonprofit Leadership*. Frances is a senior fellow at the Research Center for Leadership and Action at NYU. She also spent five years at the Hauser Center for Nonprofit Organizations at Harvard University. She headed the Hetrick-Martin Institute for LGBT youth and was awarded an Annie E. Casey Foundation fellowship for her work.

### Regional Co-Hosts for "Conversations with Social Entrepreneurs: 2010 and Beyond"



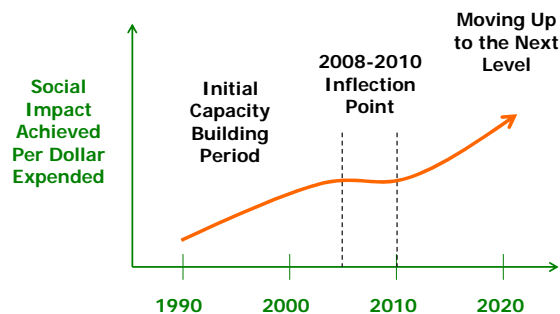
# Introduction

## Social Entrepreneurs at an Inflection Point

Just two decades ago, the social entrepreneurship movement was in its formative years. A small group of college students and young professionals were driven to find more effective ways of addressing the root causes of social injustice. They brought their passion to a wide range of issues, from education and youth development to health, poverty, housing and conservation. Building on the successes of their counterparts in the private sector, these outcome-based pioneers worked in new ways to demonstrate measurable social impact.

At the start of a new decade, however, the societal, economic, and political landscape looks very different from that which existed just two years ago, let alone at the movement's founding. Today, emerging from one of the worst recessions in history, financial resources have diminished while program demands have grown and changed. New social media technologies have revolutionized the business of fundraising and coalition building. Now, with perhaps our first socially entrepreneurial President in office, government agencies are increasingly looking to serve as catalysts of social innovation and cross-sector collaboration.

These factors and others represent a possible "inflection point," or moment of dramatic change (as illustrated below pictorially). After two decades of progress and two years of recession, the potential now exists to enter a new period of development and advancement.



*"There is a new seriousness in the nation. People are focused on the problems facing society. For social entrepreneurs, two words come to mind to address this situation: impact and scale."  
-- Michael Brown  
City Year*

Social entrepreneurs are not just being asked to do more with less, as is true for most of the nonprofit sector, but they are actually being asked to grow in entirely new ways and at faster rates than they have ever previously endeavored, generally without sufficient growth capital to do so. Almost without regard for resource constraints, they are being challenged to move forward by their own momentum and sense of moral imperatives, as well as by partners and supporters who see their continuing growth as key elements of social support and economic recovery.

These conditions are putting incredible stress on systems that were already running at nearly maximum capacity. To be successful in moving to the next level in 2010 and beyond, leaders need to take the entrepreneurial skills that they used so successfully in the programmatic arena and focus that lens directly on internal systems. By building organizational capacity, increasing operating efficiency, and advancing human capital management, social entrepreneurs will be able to significantly increase their potential for social impact per dollar expended.

Leaders who are determined to have their organizations thrive in these new and challenging times must reevaluate their potentially outdated ways of thinking, prioritizing, investing, and acting. Strategic growth plans need to be reconsidered. Funding diversity need to be reexamined. Capacity building efforts need to be made in new areas. Programs need to be delivered in new ways. Partnerships need to originate from new places.

*"We are being handed the opportunity to close the gap between how we currently operate and known best practices."  
-- Brett Jenks  
Rare Conservation*

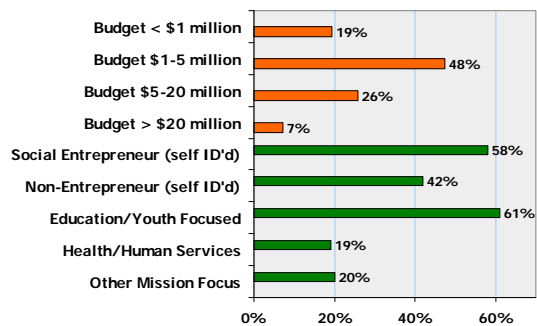
To begin to explore how social entrepreneurs are navigating through this transitional period in pursuit of further efficiency, effectiveness, impact, and scale, Commongood Careers and the Building Movement Project convened discussion groups in four cities with 200 leaders from entrepreneurial nonprofits.

This report is intended to summarize the outcomes of these "Conversations with Social Entrepreneurs," while also examining relevant themes and findings for a broader audience.

## Selecting Participants

Since its founding in 2005 with a focus on meeting the recruitment and hiring needs of social entrepreneurs, Commongood Careers has developed relationships with many of the most innovative and growth-oriented nonprofits across the country. Drawing on this network, invitations to participate in the “Conversations with Social Entrepreneurs” event series were emailed out in early December of 2009 to over 1,000 organizational leaders. The participant target audience was described as “senior management team members at socially entrepreneurial organizations.” Recipients were asked to forward the invitation to colleagues across the sector. The events were also advertised publicly through newsletters and social networking sites, ensuring that the potential pool of participants was both large and diverse. Because invitations originated within the Commongood Careers network, however, there was a clear participant skew toward large and entrepreneurial nonprofits in major metropolitan areas with a focus on education-related mission areas.

**Profile of Participating Organizations**



## Surveying for Baseline Data

Throughout the event registration process, confirmed attendees were sent e-surveys to collect baseline data for the conversations. The survey, which was designed to take less than five minutes, consisted of eight multiple-choice questions about organizational priorities, challenges, opportunities, and strategies. Of the 200 people surveyed, 132 responded. During each of the events, local and national data were shared with the attendees to better inform their discussions.

## Organizing Conversations

Attendance in each city was capped at 50 people on a first-come, first-served basis in order to maximize the ability of all participants to engage in the discussion. (A complete list of attendees is on Pages 9 and 10 of this report.)

After providing time for breakfast and networking, each event began with 30 minutes of opening remarks and survey result analysis. The group then moved into a 45-minute panel discussion with remarks from the leaders noted below. Participants were assigned seats to ensure diversity at each nine person table, and the panel was followed by 15 minutes of discussion in these small groups on different topics relating to human capital. Each of the six assigned table leaders was then given 10 minutes to facilitate a brainstorming session with the whole audience on their table's topic.

The event location and dates, as well as the participating panel speakers, were as follows:

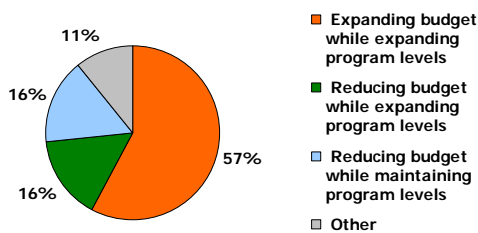
- New York City, January 20, 2010, 8-11am  
Barclay Intercontinental, 111 E. 48th Street
  - Matthew Klein, Blue Ridge Foundation
  - Charles Best, DonorsChoose.org
  - Lara Galinsky, Echoing Green
  - Mike O'Brien, iMentor
  - George Overholser, NFF Capital Partners
- Boston, January 22, 2010, 8-11am  
The Intercontinental, 510 Atlantic Avenue
  - Michael Brown, City Year
  - Eric Schwarz, Citizen Schools
  - Shruti Sehra, New Profit, Inc.
  - Alexandra Quinn, Project HEALTH
- San Francisco, January 27, 2010, 8-11am  
Le Meridien Hotel, 333 Battery Street
  - Suzanne McKechnie Klahr, BUILD
  - Jill Vialet, Playworks
  - Louise Davis, Peer Health Exchange
  - Anne Marie Burgoyne, Draper Richards Foundation
- Washington D.C., February 2, 2010, 8-11am  
The Dupont Hotel, 1500 New Hampshire Ave
  - Darell Hammond, KaBOOM!
  - Kirsten Lodal, LIFT
  - Brett Jenks, Rare Conservation
  - Eleanor Rutland, Venture Philanthropy Partners

# Findings

## I. OPTIMISM AND REVENUE

Across the country, these meetings were infused with a positive sense of the future and a deep belief that the solutions-based paradigm of social entrepreneurs will be among the driving forces of our society in the coming decade. When asked to state in two words their overall outlook on this year, the responses from the 200 attendees were overwhelmingly positive. Most talked about their “optimism,” “energy,” and “readiness,” although some also used modifying words such as “cautious” and “careful.” Despite concerns over the economic downturn, the majority (57%) of survey respondents reported plans to expand both their budgets and their program levels in 2010.

What best describes your organization's budget and program plans in 2010?

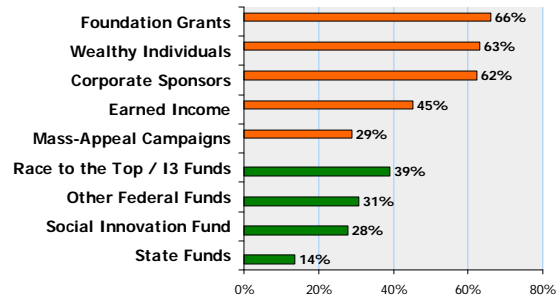


Of concern to almost all attendees, however, were the sources of funding that were planned to support this growth. The majority of respondents indicated that they were planning a “significantly increased focus to secure funds” from foundations, corporations and high-net-worth individuals, despite an awareness that these funders have almost universally contracted their giving programs as a result of the recession. This focus on traditional funding sources was particularly true for the smallest and largest organizations, as 80% of those with budgets under \$1 million and 90% of those with budgets over \$20 million both expressed directing their efforts primarily at foundations.

In contrast, the Obama Administration and Congress have endeavored to stimulate the growth and replication of social innovators by rolling out new funding streams such as the Social Innovation Fund and the Investing In Innovation Fund. Despite the excitement that

has been generated by these efforts, only an average of one-third of respondents (regardless of budget size) indicated an interest in pursuing those opportunities.

From which funding streams will you focus on gaining further support in 2010?



Many participants noted that a lack of knowledge and experience was the primary barrier standing between them and government funding. They were generally unclear about how to pursue opportunities, comply with funding restrictions, and interpret IRS regulations relating to government advocacy by 501(c)(3) organizations. In response to these constraints, it was agreed that growth-oriented organizations should prioritize hiring government relations staff members and/or consultants to better position their groups for public sector support and partnerships.

Several participants also noted the general disconnect between fundraising plans and the economic realities of targeted funders.

“Is our optimism actually counter-factual? We need optimism, but it also needs to be based in evidence.”  
-- Eric Schwarz  
Citizen Schools

In order to move through the sector's 2010 inflection point and take organizational growth and sustainability to the next level, it was agreed that social entrepreneurs need to demonstrate some of their trademark innovation skills in better exploring and capturing new funding streams.

Within this realm of innovative, but often misunderstood, fundraising strategies, “growth capital campaigns” have become increasingly common vehicles used by social entrepreneurs. George Overholser of NFF Capital Partners noted, “Growth capital campaigns represent a

# Findings

profoundly different type of organizational storytelling coupled with an irresistible ask." During the New York City event, George went on to describe the \$300M of growth capital that his group has helped raise over four years and how those funds had taken organizations to entirely new levels by freeing them during vital periods from the sometimes debilitating cycle of traditional fundraising.

Perhaps the greatest new frontier for innovative income this year has come from marrying an organization's fundraising function with its technology department. When survey respondents were asked about their greatest organizational opportunities in 2010, two of the top responses were "finding new ways to communicate the program's nature, impact and results" at 67% and "implementing new technologies" at 47%. On another question, 40% of participants expressed that it was a priority to expand their social media campaigns.

While the Red Cross has raised over \$30 million for Haiti through texting, event participants are also pioneering in new areas. **Playworks** discussed their new iPhone application, **Echoing Green** noted the increase of Fellowship candidates utilizing cell phone applications, **LIFT** described a campaign to collect donated frequent flyer miles in order to enable staff to travel to other sites, **DonorsChoose.org** discussed their web-based donor platform, and **iMentor** explained how their web-based fee-for-service platform is expanding quality mentoring while also making the organization more financially stable.

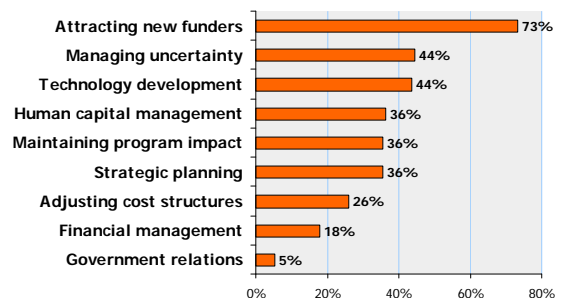
## **The Bottom Line on Section I:**

**Social entrepreneurs are cautiously optimistic and plan to grow this year despite the financial conditions of their traditional funders. It is generally recognized, however, that organizations will need to be more innovative in their approaches to revenue generation, especially in the areas of government relations, growth capital generation and technology-based strategies such as social media campaigns.**

## **II. STRATEGIC GROWTH AND PARTNERSHIPS**

In addition to finding new ways to generate revenue, participants in all cities discussed the need to re-think their strategic plans and focus on partnerships to increase their effectiveness and impact. Not surprisingly, when surveyed about their top organizational challenges in 2010, "managing uncertainty" came in second, just behind attracting new funders.

**What are your top four organizational focus areas and challenges in 2010?**



For a group that traditionally places a high value on strategic growth, it was interesting to note that strategic planning ranked quite low among organizational focus areas for 2010. When asked about this finding, leaders shared that because of the current levels of uncertainty, they did not believe that new strategic planning processes were necessary or perhaps even advisable, but instead preferred to revisit and revise their existing plans.

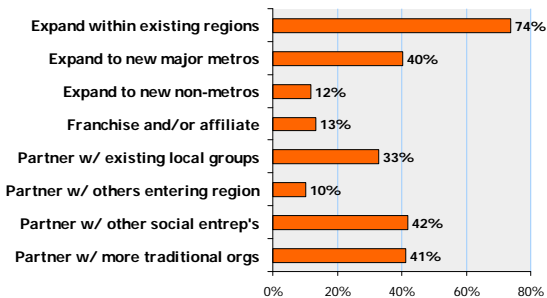
Along these lines, many funders and other sector leaders communicated that this recession has had some positive impacts on groups that have been able to use their current fiscal pressures to refocus on core programs and operations in preparation to move to the next level.

**"This is a time of heightened focus on fiscal sustainability and program impact. Adopting a process of rigorous financial modeling is imperative. Use this to consider making hard choices to focus on what's core to the mission and eliminate what's not."**  
-- Eleanor Rutland, Venture Philanthropy Partners

## Findings

Within this uncertain environment, organizations are still planning growth. In an interesting divergence from their past priority of expanding to new regions, survey respondents overwhelmingly focused their attention on growth within their existing regions this year. This theme was underscored in conversations as participants discussed the additional expenses, uncertainties and risks of replicating in new cities. Several leaders cautioned participants to think carefully before deciding to enter new regions, and to rely on local partnerships for success when they do. That being said, and seemingly in spite of the expenses and concerns, over 40% of respondents still indicated that entering new regions was in fact part of their growth plan for 2010.

Which of the following will be included in your 2010 strategic growth plans?



Although franchise and affiliate models have been largely dismissed by organizations (only 13% are exploring those strategies), “partnerships” are, on the other hand, seen as a key strategy for increasing impact while controlling costs, especially for smaller organizations. In survey responses, those with budgets of under \$1 million were even more likely than their larger counterparts to report planning to partner both with other social entrepreneurs as well as with more established and traditional organizations. The potential of these relationships is seen as higher for smaller organizations because of greater proportional increases in their capacity to deliver programs.

Organizations also reported a focus on expanding relationships with corporations in 2010. For example, participants discussed the possibility of enhancing their operations through corporate donations of pro bono services and in-kind non-cash contributions.

Representatives from the Taproot Foundation and others noted that while pro bono services as well as skill-based corporate volunteerism are on the rise, nonprofits that wish to take

“With this economy, corporations are more interested in partnerships than donations, so non-profit organizations need to compromise on the dollars and look for other forms of added value.”

-- Anne Marie Burgoyne  
Draper Richards  
Foundation

advantage of those opportunities need to significantly enhance their volunteer recruitment and management practices. Just as is the case with human resources in general, nonprofits need to advance the ways in which they define roles and leverage volunteers.

Finally, it was made abundantly clear from participants that there is a real need and a hunger for additional regional opportunities such as these events to convene leaders, discuss challenges, share ideas, and build collaborations. In debriefing each of the four sessions, one of the most consistent points of feedback from attendees was that they would have liked to have had more time together and that they hoped for opportunities to convene similar events again in the near future.

### The Bottom Line on Section II:

**Social entrepreneurs are rethinking their strategic plans to focus on core operations and essential programs in response to high levels of uncertainty. At the same time, participants are pursuing growth opportunities: although growth within existing regions will be the principal focus this year, 40% of participants are working on plans to expand to new cities. Finally, innovative partnerships emerged as a key strategy to increase impact, with almost all participants expressing a strong desire for additional opportunities for regional convening to develop mutually beneficial partnerships.**

# Findings

## III. HUMAN CAPITAL MANAGEMENT

As this report has already suggested, social entrepreneurs need to shift their innovative and results-oriented mindsets directly toward enhancing the capacity of their operating systems. In order to continue to grow in new ways and at faster rates with less growth capital, organizations need to find new ways of getting dramatically higher outputs from infrastructural systems that are likely to be only marginally enhanced. Many leaders have embraced the reality of these challenges but have not yet figured out how to address them.

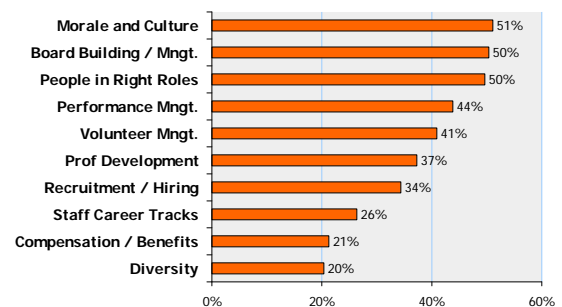
According to event participants, the largest source of untapped potential for increasing capacity is related to human capital. Within this traditionally under-valued, under-funded and under-developed function, organizations that have optimized many other operational areas over the past 10 or 20 years feel that they still have room to grow when it comes to their people. Now functioning with talent departments that are largely outmatched by current organizational requirements, let alone growth plans, a purposeful and innovative focus is required to build capacity in this area.

In event discussions, participants took an expansive view of human capital, defining it as one attendee suggested: “every beating heart that moves a mission forward.” This included program and management staff as well as consultants, advisors, alumni, supporters, volunteers, trustees and community members. Similarly, human capital management was broadly defined as all efforts to recruit, select, hire, compensate, deploy, evaluate, manage, develop, advance, and retain those people.

When asked to order their priorities across the spectrum of human capital management, survey respondents spread their answers out fairly evenly, indicating the diverse and pervasive nature of these needs. The top response, however, was “maintaining higher morale and strengthening workplace culture,” which participants saw as a sign of the difficult and stressful times. Staffing layoffs without corresponding workload reductions have burdened many employees with the responsibilities of two or even three positions. For many, this has turned 50 hour work weeks into 70 hour work weeks. Largely ineligible for

overtime compensation, their compensation for additional work has often been cutbacks in raises, bonuses, benefits and even base salaries. Young managers without experience or formal training have been asked to oversee implausibly difficult processes of organizational change. The result has been a very real need to focus on morale and culture in 2010 to help minimize what may become a turnover epidemic as the economic recovery brings increasing job opportunities for those in need of change.

**What are your top four organizational priorities in human capital management?**



With more of the right talent in the right roles, plus some world-class management systems and strategically aligned organizational cultures, social entrepreneurs can create even more impact per contributed dollar and move their organizations to the next level in 2010 and beyond. If they are going to make this transformation possible, however, they will need to prioritize human capital issues and make some upfront investments of time and money to support that priority.

During the course of the “Conversations with Social Entrepreneurs” event series, participants were asked to brainstorm best practices and new ideas to move the sector forward in human capital management. Some of the strongest suggestions to come out of that process have been summarized below.

### (1) Strategies for Individual Organizations

- **Pipelining:** Build year-round recruiting relationships with colleges and local groups. Create career tracks for alumni and recruit directly within constituent communities. Develop and distribute recruiting collateral.

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## Findings

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- **Cross-Training:** Create cross-functional teams, potentially even remotely, to allow employees from different areas to learn from each other and increase organizational cohesion. Develop an employee rotation program to move talent around the organization, help employees develop new skills, and expose them to new roles.
- **Managing Volunteers:** Further leverage skilled volunteers, which is a largely untapped source of talent for the social sector. Apply all possible rigors of human capital management to volunteers, just as with employees. Carefully consider how to define positions, recruit and select volunteers, and even manage and compensate them in non-financial ways.

### (2) Strategies for Organization-to-Organization Partnerships

- **Sharing Talent:** To create talent pipelines for employees of relatively small groups, develop inter-organizational partnerships to advance a talented Manager at Group 1 to become a Director at Group 2 and finally return to Group 1 as an Executive. Move the sector away from competitive poaching. Develop a talent swap akin to the NBA or NFL draft in which organizations could convene annually to trade willing employees. Create senior management exchange programs to move talented executives through 3-6 month engagements at different organizations.
- **Leveraging Corporate Partners:** Ask large corporate partners to let several staff members sit in on their employee training programs. Explore technology systems that partners use to support human resources and see if those products can be loaned, shared or if user seats can be donated. Engage corporate HR chiefs to consult and advise and/or share systems and tools that can transfer successfully across sectors.
- **Partnering and Merging:** Leave behind history, egos and fear of the unknown and embrace the most efficient and effective means of pursuing a mission. Explore sharing back-offices, staff trainings, pooled employee benefits and even holiday parties.

### (3) Strategies for Sector-Wide Collaboration

- **Re-Branding:** It has been well recognized that the terms “nonprofit” and “social entrepreneur” are largely misunderstood and that the fractured nature of the sector exacerbates this problem. Organizations need to collaborate in order to build a unified and exciting brand that will help attract new employees, volunteers and supporters.
- **Pooling Candidates:** While recognizing privacy restrictions, develop an accessible talent database across many organizations to pool program alumni, former employees and high-quality candidates. At a sufficient scale, this system could truly create “talent on demand” and minimize recruiting needs.
- **Advocating for Support:** Ensure that every local, state and federal official knows how many people are employed by social entrepreneurs in their districts. Collaborate with other organizations in the same areas to speak to government with a unified voice. Let representatives know what funding programs and other support they can provide to help stimulate hiring and prevent layoffs.

#### **The Bottom Line on Section III:**

**Human capital management represents a large source of untapped potential for increasing organizational capacity. The needs within this function are spread across a wide and diverse range of issue areas, but social entrepreneurs will ultimately have to shift their perspectives and prioritize people first in order to achieve real changes and lasting benefits. They will also have to embrace new ways (such as those described here) of enhancing human capital in their organizations, in their partnerships, and across the sector as a whole.**

## Boston Participants

Erin Cox-Weinberg	ACCESS
Tiffany Gueye	BELL
David Howse	Boston Children's Chorus
Eric Schwarz	Citizen Schools
Kristin Hansen	Citizen Schools
Michael Brown	City Year
Nicole Quinlan	City Year
Pete November	City Year
Jennifer White	Cradles to Crayons
Stacy Birdsell	Democracy Prep Charter School
Frances McLaughlin	Education Pioneers
Priya Linson	Education Pioneers
Asa Fanelli	EF Foundation for Foreign Study
Selvin Chambers	Elizabeth Peabody House
Michael Goldman	Families First Parenting Programs
Mark Culliton	College Bound Dorchester
Imari Paris Jeffries	Friends of the Children
Scott Warren	Generation Citizen
Mary Gunn	Generations Incorporated
Melanie Damsker	GreenLight Fund
Melinda Weekes	Interaction Institute for Social Change
James Cleveland	Jumpstart
Naava Frank	Knowledge Communities
Katie Bouton	Koya Consulting
Maicharia Weir Lytle	LIFT
John Tarvin	MA Cntr for Charter Public School Excellence
Lori van Dam	Mass Insight Corporation
Sue Anne Endelman	Mass Mentoring Partnership
Emily Haber	Massachusetts Service Alliance
Lisa Owens	MyTown
Clare McCully	Network for Teaching Entrepreneurship
Shruti Sehra	New Profit Inc.
Laura Clancy	New Sector Alliance
Kate Saliba	Nonprofit Finance Fund
Nima Krodel	Nonprofit Finance Fund
Eric Dawson	Peace Games
Molly Greene	Peer Health Exchange
Anne Wunderli	Pine Street Inn
Max Fripp	Playworks
Alexandra Quinn	Project HEALTH
Nell Perlmutter	Project HEALTH
Tom Hamel	Project HEALTH
Anisha Chablani	Roca
David Ford	Smith Family Foundation
Sandy Lipson	Social Venture Partners
Lindsay Hyde	Strong Women, Strong Girls
Michelle Harrington	Strong Women, Strong Girls
Andrea McGrath	The Center for Applied Philanthropy
Suzanne Wilkins	The Partnership

## New York City Participants

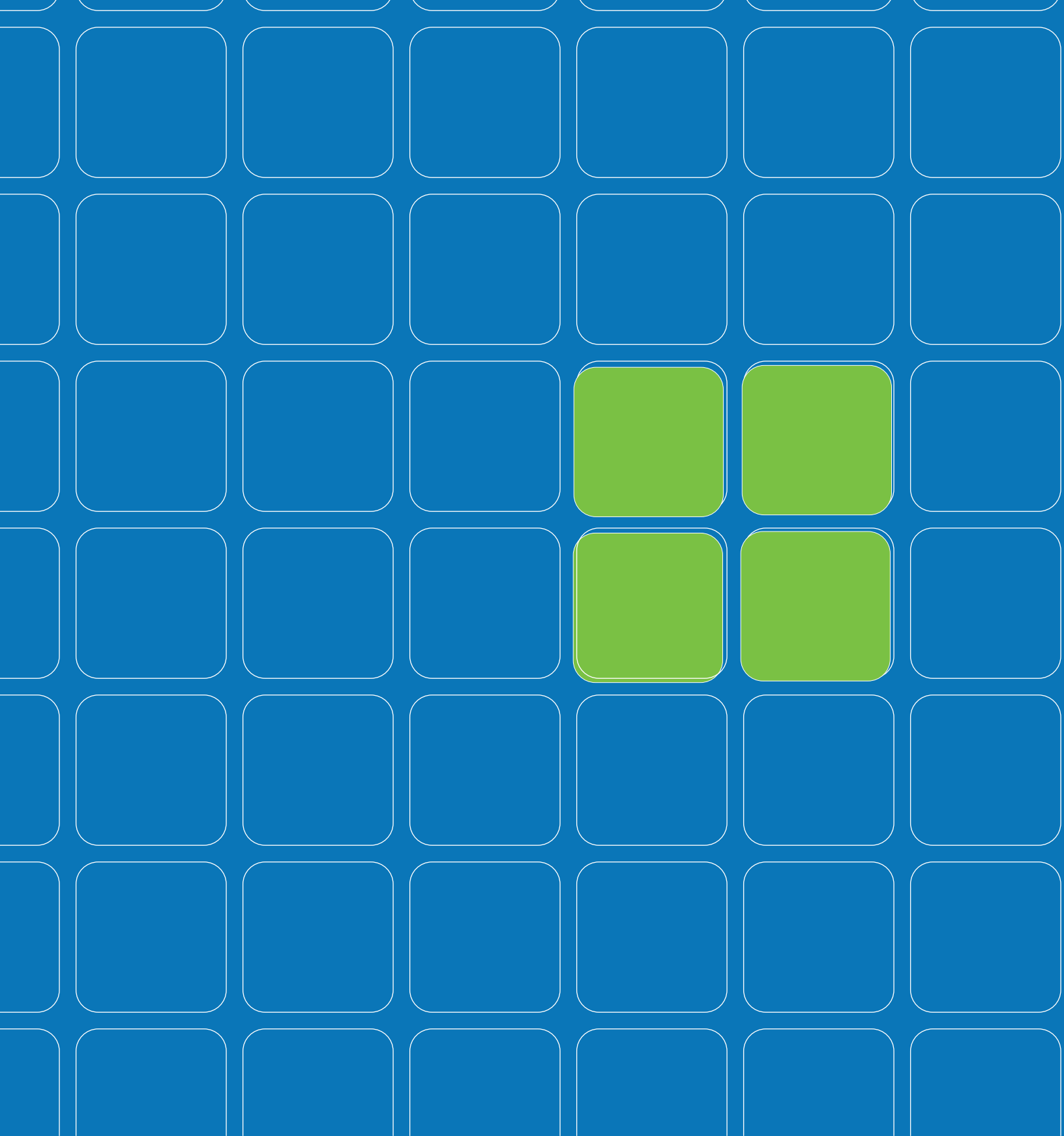
Chantal Stevens	A Better Chance
Sunil Oommen	A Better Chance
Matt Klein	Blue Ridge Foundation
Gwen Shufro	Civic Builders
Steve Halvorsen	Coalition For The Homeless
Freda Richmond	College Summit
Alison Poppe Rose	Committee Encouraging Corp. Philanthropy
John Mancuso, Jr.	Comprehensive Development, Inc.
Candice Anderson	Cool Culture
Venessa Mendenhall	Dare Mighty Things
Jonathan Howard	Democracy Prep Charter School
Charles Best	DonorsChoose.org
Lara Galinsky	Echoing Green
Elmira Bayrasli	Endeavor
Rusty Stahl	EPIP
Russell Pomeranz	Fiscal Management Associates, LLC
Danielle Moss Lee	HEAF
Erica Hamilton	iMentor
Kim Hendler	iMentor
Mike O'Brien	iMentor
Lisa Lepson	Joshua Venture Group
Karen Dahl	Jumpstart
Kaya Stone	KIPP NYC
David Wish	Little Kids Rock
Kevin McCarthy	MetSchools
Bruce Skyer	Nonprofit Finance Fund
George Overholser	Nonprofit Finance Fund
Patrick James	Nonprofit Finance Fund
Stephanie Cuskley	Npower
Richard Cardillo	Peace Games
Jennifer Childress	Peer Health Exchange
Marjorie Rutimann	Philanthropy New York
Adeola Whitney	Playworks
Eddie González-Novoa	Public Allies
Iowaka Barber	ReServe
Kelsey Moore	ReServe
Saira Malik	SeaChange Capital Partners
Allison Devore	StreetWise Partners
Neel Sata	The New Teacher Project
Searcy Milam	Uncommon Schools
Matt Shapiro	United Way
Nikki Cicerani	Upwardly Global
Nina Saxton	Youth Action Programs & Homes

## Washington, DC Participants

Gretchen Zucker	Ashoka's Youth Venture
Scott Beale	Atlas Corps
John Gillespie	Beyond the Bottom Line
Ajuah Helton	BUILD
Andrea Levere	CFED
Mieka Wick	CityBridge Education
John Gomperts	Civic Ventures
Brian Gaines	College Summit
Dan Fuller	Communities in Schools
Jan Bigelow	Communities in Schools
Melanie Duppins	DonorsChoose.org
John Troy	Education Pioneers
Lester Strong	Experience Corps
Kim Hirose	First Book
Mary Beth Fresh	First Book
Abby Flottesmesch	Fundacion Escuela Nueva
Mari Kuraishi	Global Giving
Katy McElligott	Grameen Foundation
Salvatore Pappalardo	Grameen Foundation
Robin Minter	Heads Up
Jamie McAuliffe	Independent Consultant
Will DeKrey	Independent Sector
Sekou Biddle	Jumpstart
Darell Hammond	KaBOOM!
Chloe Holderness	Lex Mundi Pro Bono Foundation
Kirsten Lodal	LIFT
Tony Brunswick	LIFT
Ian Storrar	Mobilize.org
Kim Cook	National College Access Network
Melissa Johnson	Nat'l Committee for Responsive Philanthropy
Irv Katz	National Human Services Assembly
Chuck Bean	Nonprofit Roundtable of Greater Washington
Amy Throndsen	Peace Corps
Brendan Tuohey	PeacePlayers International
Monisha Kapila	Prolnspire
LaToya White	Project HEALTH
Brett Jenks	Rare
Rich Tafel	RLT Strategies
Lauren Libera	StreetWise Partners
Amy Lazarus	Sustained Dialogue Campus Network
Harris Wofford	The Sheridan Group
Sarah Snyder	The Sheridan Group
Shelley Whelpton	The Sheridan Group
Tiffany Singleton	United Negro College Fund
Eleanor Rutland	Venture Philanthropy Partners
Victoria Vrana	Venture Philanthropy Partners

## San Francisco Participants

Toni Heineman	A Home Within
Holly Roberson	Ashoka
Kamba Tshionyi	BUILD
Suzanne McKechnie Klahr	BUILD
Chase Davenport	California Charter School Association
Nick Driver	California Charter School Association
Jessica Graham	Citizen Schools
Megan O'Leary	City Year
Derek Canty	College Summit
Paul Collins	College Summit
Steve Scheier	College Summit
Debbra Lindo	College Track
Kari Hayden	Donorschoose.org
Anne Marie Burgoyne	Draper Richards
Jeremy Liu	East Bay Asian Local Development Corp.
Jason Weeby	Education Pioneers
Scott Morgan	Education Pioneers
Jennifer Anastasoff	EnCorps Teacher Program
Sam Cobbs	First Place for Youth
Lori Fitzmaurice	Girls For A Change
Kristen Gowney Yamamoto	Glide Foundation
Abby Falik	Global Citizen Year
Marc Spencer	Juma Ventures
Christopher Padula	Jumpstart
Cyndy Ainsworth	Kara
Doug MacKenzie	MacKenzie & Associates
Lexi Olian	MBA Nonprofit Connection
Gerald Richards	Network for Teaching Entrepreneurship
Carly Janson	New Sector Alliance
Shelly Vernick	Partners in School Innovation
Bryden Sweeney-Taylor	Peer Health Exchange
Louise Davis	Peer Health Exchange
Jessamyn Lau	Peery Foundation
Chris Conard	Playworks
Ellen Goodman	Playworks
Jill Vialet	Playworks
Lisa Frydenlund	Playworks
Alex Quinn	Project HEALTH
Cynthia Gair	REDF
Jim Aherns	RISE
Brian Stanley	San Francisco Education Fund
Regina Starr Ridley	Stanford Graduate School of Business
Kevin Hettrich	Stanford Graduate School of Business
Jacob Stiglitz	Strive for College
Jessica Vibberts	Summer Search
Matthew Nathan	Teachscape
Rebecca Masisak	TechSoup Global
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