



thread

ANNUAL REPORT

2013-2014



A LETTER FROM CO-FOUNDER AND CEO SARAH HEMMINGER

Dear Thread Community,

I am awed by what can happen in a decade.

Ten years ago, as I sat in my car outside Paul Laurence Dunbar High School in East Baltimore, keenly aware of my sense of isolation, I longed for a way to meaningfully connect with others. After going home that night and talking with my husband (Thread's Co-Founder) Ryan Hemminger, Thread was born. Since its founding, with 15 students and two volunteers, Thread's mission has been about remedying that sense of isolation for both students and volunteers by facilitating connections, the kind of connections enjoyed by families, and the kind of connections that provide the emotional support and access to resources that create a community in which everyone thrives.


Over the last decade, our original 17-person extended family has grown to include 159 students, over 700 volunteers, and over 70 collaborators, and our outcomes are unmatched. What began as a desire to end the social isolation of a handful of individuals has evolved into a rich community of relationships that extends throughout Baltimore. Accordingly, this year, we changed our name from Incentive Mentoring Program to "Thread," and our tagline to "The New Social Fabric." While our Mission to engage underperforming students remains unchanged, we realize that our Community provides much more than mentoring; we offer the kind of support and access to resources that families provide, and we are working to end not only our students' social isolation, but our own.

Our caring and enduring relationships have been the foundation of our success and have led to our retention of 100% of the students we've engaged. This past year, the Thread Strategic Planning Committee, Board Chairman, Debbie Cameron, Johns Hopkins University President, Ronald J. Daniels, The Annie E. Casey Foundation Director, Sophie Dagenais, The Abell Foundation President, Robert C. Embry, Jr., Thread Chief Operating Officer, Tong Zhang, and Thread volunteers Tyler Cash-Padgett and Alex Rhee, worked tirelessly to develop a roadmap to enable us to engage as many students as possible as quickly as possible, while maintaining exemplary outcomes.

In March, we launched our FY15-FY17 Strategic Plan at Conversation Thread 2014, where over 200 students, volunteers, collaborators, and community leaders gathered to look forward. As the evening progressed, I was taken aback by the interactions among people of all backgrounds and ages. I found myself listening in on a conversation in which Derick, a Thread student alumnus and college graduate, described his work as a Site Coordinator for AmeriCorps Reading Partners to Fagan Harris, CEO of Thread collaborator, Baltimore Corps, and Amber, a former Thread volunteer who is now a Thread staff member. As Amber excitedly chimed in about recently buying a home near Hopkins's Homewood campus, I realized I was catching a glimpse of how Baltimore's future might look if all of its residents were as connected as our Thread Community. I caught a glimpse of a new social fabric.

As we look forward to expanding to our third high school site in January at Frederick Douglass High School and engaging 207 students, I am enormously grateful that you are part of our Thread Community. I hope that you join us as we continue to change lives and the fabric of Baltimore.

Warmest regards,



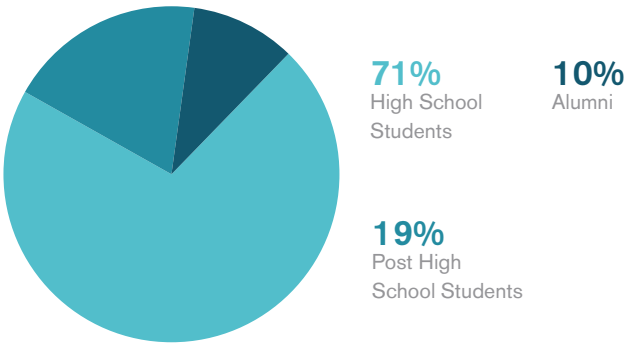
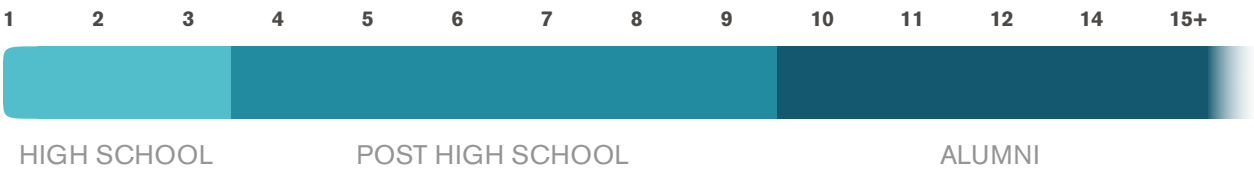
Sarah Hemminger

MISSION

Thread engages underperforming high school students confronting significant barriers outside of the classroom by providing each one with a family of committed volunteers and increased access to community resources. We foster students’ academic advancement and personal growth into self-motivated, resilient, and responsible citizens.

Since its formation as the Incentive Mentoring Program over ten years ago, Thread has woven “extended families” for 159 Baltimore City high school students. Each of these students, once engaged, is supported by Thread for nearly a decade.

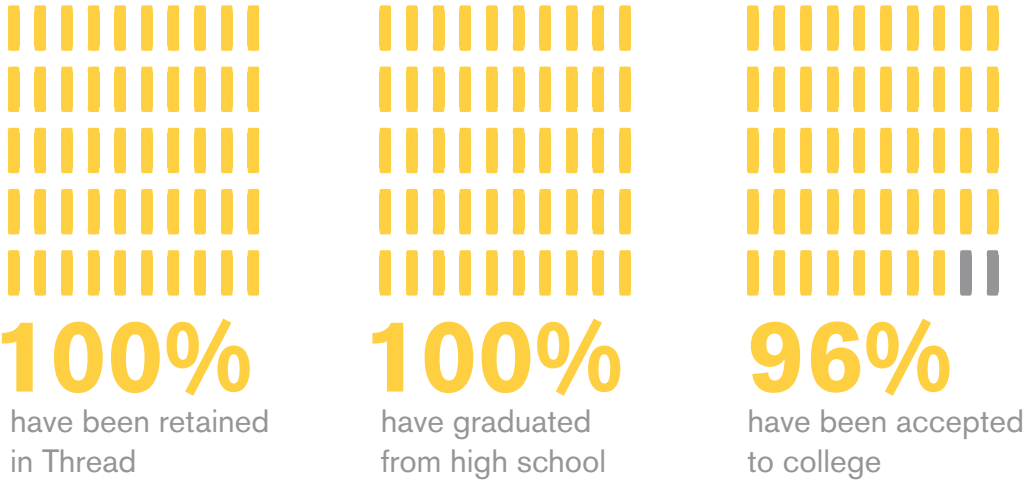
YEARS IN THREAD



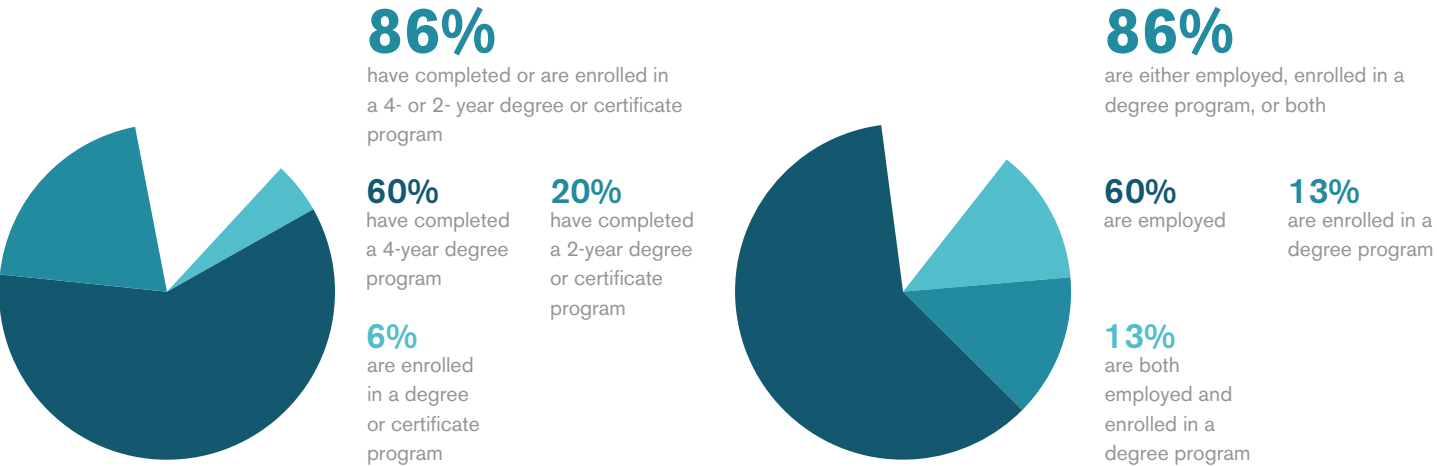
159
THREAD STUDENTS

OUR SUCCESS

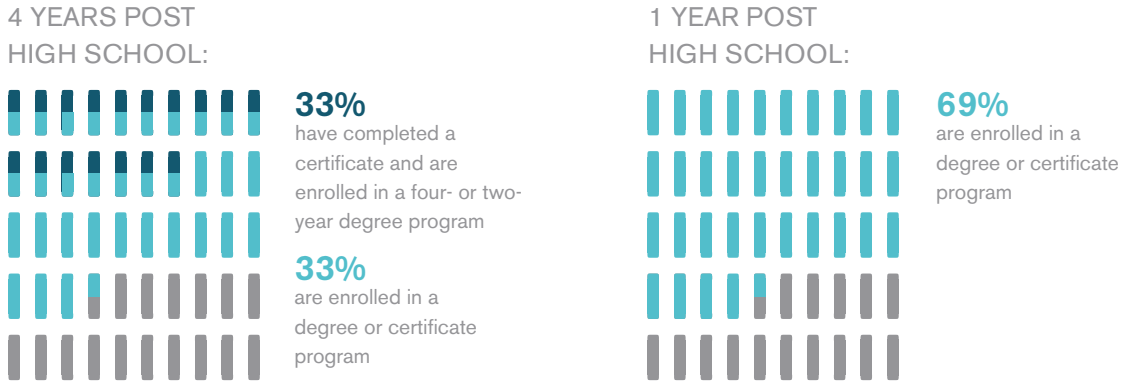
ALUMNI AND POST HIGH SCHOOL



ALUMNI



POST HIGH SCHOOL



HOW WE WORK

Thread understands that children growing up in concentrated poverty need more than just improved financial resources or better classrooms; they need the same unassailable support and deep interpersonal bonds that we all need. Thread believes that, by cultivating relationships that transcend racial and socioeconomic barriers – and by creatively building an unconventional family and community not defined by DNA and address – we can overcome the poverty of isolation and, in its place, establish a wealth of human connection permanently linked by unconditional love and support. Thread builds these bonds for students, volunteers, and collaborators.

OUR STRATEGIC APPROACH

Three elements underlie - and demonstrate - our achievements and form the basis for our Thread Community Model:

COMPELLING STUDENT SUCCESS

CULTIVATING VOLUNTEERS
AS AGENTS OF CHANGE

CREATIVELY LINKING COMMUNITY



OUR VALUES

Members of the Thread Community - including students, volunteers, and collaborators - embrace the Thread Values:

OTHERS BEFORE SELF

When you are in the greatest need, you have the most to gain from serving others. Help others accomplish their goals, not yours.

ADAPTABILITY

There is not a formula to solve every problem. Even custom solutions need continual adjustments.

LEARN FROM EVERYONE

No matter what you have accomplished or experienced, you have something to learn from everyone you meet.

UNWAVERING HUMILITY

Meet people where they are. Listen. Don't assume. Be humbled by what you don't know.

FAMILY

Groups with strong personal bonds create a safe, supportive, and loving atmosphere for their members to thrive.

ENDLESS HOPE

No child is a lost cause. No action is in vain.

I grew up with deaf parents. My mother was diagnosed with bipolar disorder when I was nine. She refused to take her medicine, and living with her was weird and scary. I started running away from home and would be gone for months at a time. My mother became addicted to drugs and my family fell apart. I was left to live with my mother and her heroin addicted boyfriend. My mother spent all her money on drugs, and I had to fend for myself. I stopped caring about school and my grades dropped as well as my attendance.

Then I was introduced to Thread. My Thread Family helped me do my homework and study for my tests and exams. [One member of my volunteer family] helped me wash my clothes when I didn't have clean clothes to wear to school. When I got sick, [another member of my Thread Family] bought me the medicine I needed. When I failed English and had to take online courses to graduate, my Thread Family worked out a schedule to help me complete it.

Thread gave me the motivation to give school a second chance. I have graduated from high school on time. I have been accepted to community college. My goals are to help people in the deaf community. I want to show that not everyone is a product of her circumstances. Thread has molded me into the motivated and determined young woman that I am today.

– Thread student

OUR COMMUNITY MODEL



COMPELLING STUDENT SUCCESS

At the core of the Thread Community Model is a student, who, when engaged in his or her freshman year of high school, is in the bottom 25% of his class and faces significant challenges outside of the classroom. Each student is supported by Thread for nearly a decade. As they spend time in the Thread Community, students form deep and meaningful relationships with other students, volunteers, and collaborators. Relationships are at the heart of what we do at Thread.

Unlike traditional school-based tutoring programs, Thread Families extend support beyond the school day and into the home by creating customized and comprehensive solutions to address the root causes of academic and social challenges. Thread Family members work to build a deep foundation of trust with their student and with each other, modeling consistency, communication, and persistence.

Thread Family members are active agents in their student’s life. Daily activities might include:

- making morning wake-up calls
- packing lunches
- providing rides to school
- cheering a student on at a sporting event
- providing individualized tutoring
- completing college applications
- obtaining daycare for a younger sibling
- sharing a social activity (going out for ice cream or attending a baseball game)

CULTIVATING VOLUNTEERS AS AGENTS OF CHANGE

THREAD FAMILIES

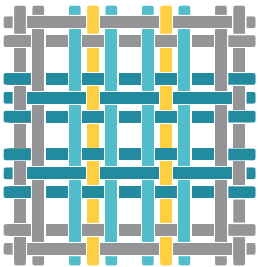
Once engaged, each student is matched with a Thread Family, comprised of the student and a group of up to eight university- and community-based volunteers willing to do whatever it takes to support their student in realizing his or her potential. Each Family has a volunteer leader called a Head of Family (HOF), who supports the volunteer Family members as they make sure their student’s needs are met.

THREADS

In order to facilitate peer-to-peer connections across student cohorts and volunteers, up to ten individual Thread Families (including students of different ages, their Families, and HOFs) are woven together to form an extended family of support called a “Thread.” Threads are managed by an experienced volunteer GrandParent (GP) who mentors the HOFs and facilitates the sharing of resources and practices among Thread Families.

THREAD RESOURCE TEAMS

Thread Resource Teams add another strand of support by providing access to specific expertise (see chart at right) and creating efficiency in the allocation of resources. Resource Team volunteers serve as low-barrier touchpoints that connect Thread students and volunteers to Thread collaborators, who provide *pro bono* services not only to students, but also to volunteers and the organization.



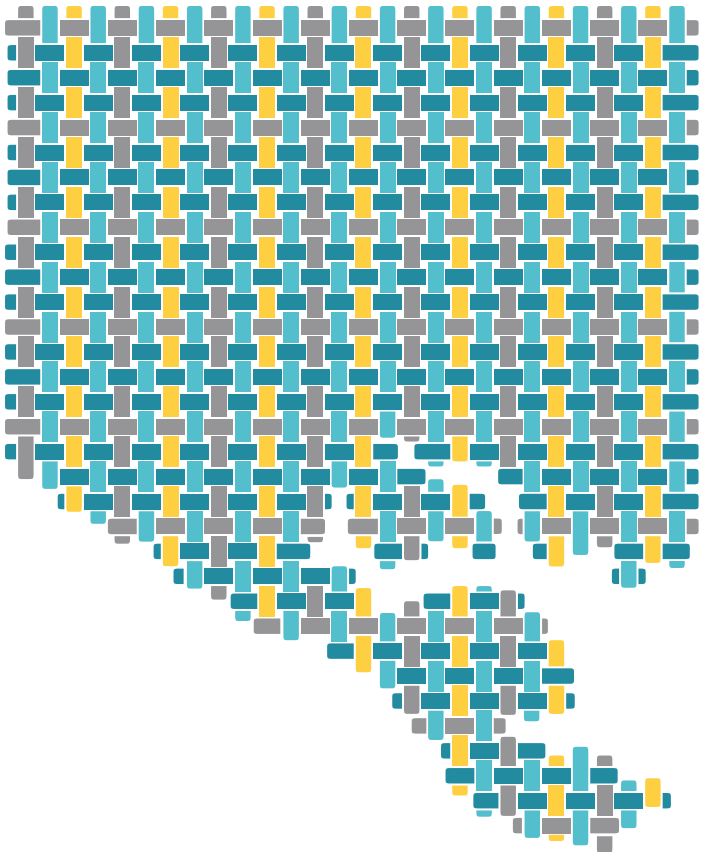
CREATIVELY LINKING COMMUNITY

THREAD COLLABORATORS

Thread collaborators are members of the larger community who provide *pro bono* services, resources, expertise, and opportunities not only to students, but also to volunteers and the organization.

THREAD SITES

In 2004, the Dunbar flagship site was founded and began matching volunteers from the Johns Hopkins University (JHU) East Baltimore campus with students from Paul Laurence Dunbar High School. In 2010, the ACCE site was founded and began matching volunteers from the JHU Homewood campus with students from the Academy for College and Career Exploration (ACCE). Each Thread site is comprised of 16 Threads (which are, in turn, each made up of several Thread Families).



COMMUNITY MODEL

STUDENT

RESOURCE TEAMS

ACADEMIC ADVANCEMENT	ENRICHMENT	COLLEGE AND CAREER PREPARATION	STUDENT SERVICES	SUPPORT	OPERATIONS
Tutoring	Team building	SAT preparation	Health	Recruitment	Communications
School liasing	Community service	College planning process	Legal	Morale	Development
APEX Learning		Post-graduate support	Housing	Engagement	Finance
					Risk-management

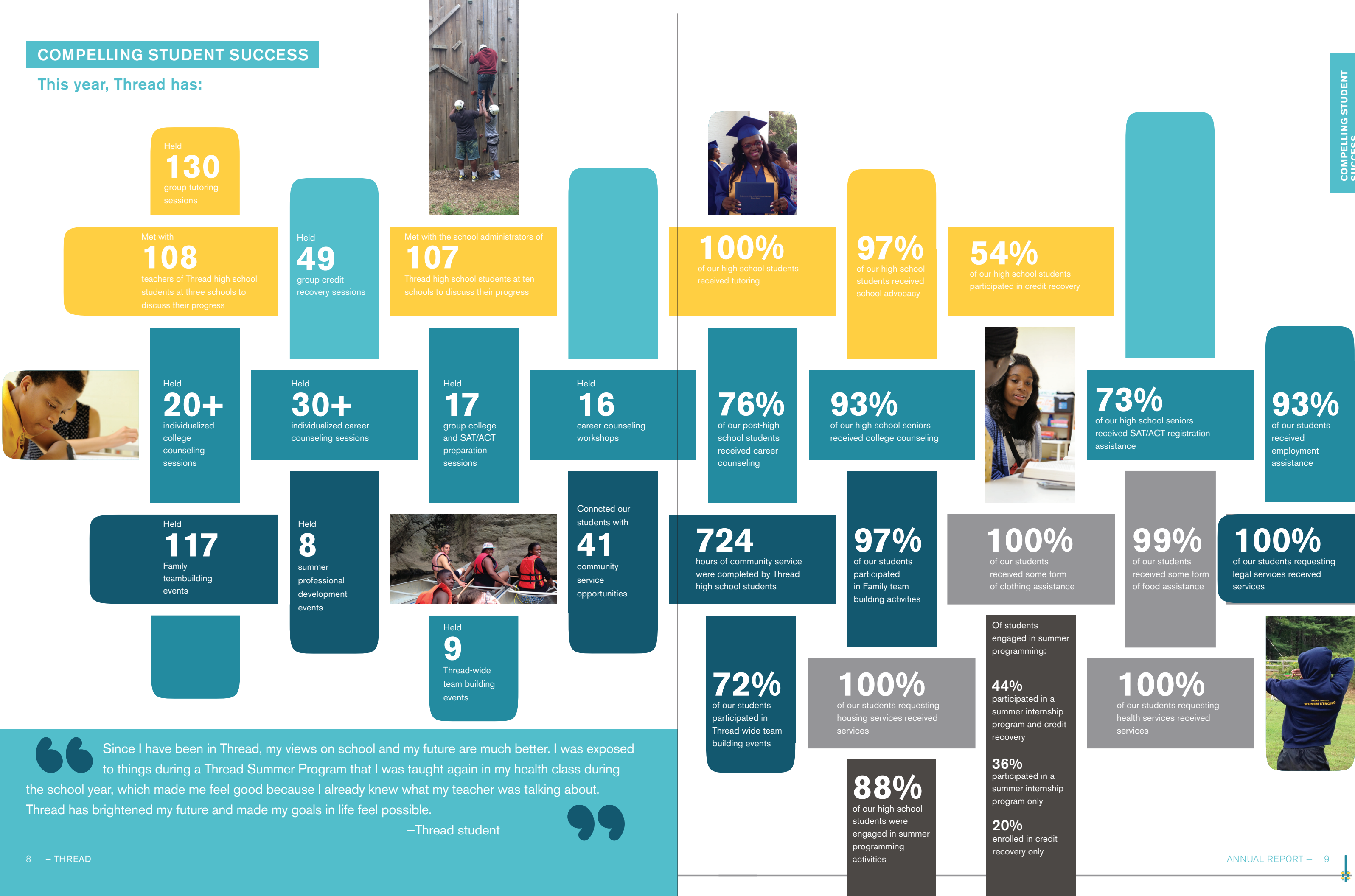
VOLUNTEER RESOURCE TEAMS

ORGANIZATIONAL RESOURCE TEAMS



COMPELLING STUDENT SUCCESS

This year, Thread has:



“ Since I have been in Thread, my views on school and my future are much better. I was exposed to things during a Thread Summer Program that I was taught again in my health class during the school year, which made me feel good because I already knew what my teacher was talking about. Thread has brightened my future and made my goals in life feel possible. ”
—Thread student

CULTIVATING VOLUNTEERS
AS AGENTS OF CHANGE

Held
36
volunteer
recruitment
events

Held
21
volunteer training
sessions

Held
11
volunteer
leadership
training events



Held
11
volunteer
engagement
events

705
TOTAL THREAD VOLUNTEERS

369
new volunteers
joined the
Thread
community



349
ACCE
VOLUNTEERS

84% JHU undergraduate students
8% JHU graduate students
5% community-based members
2% JHUSOM students
1% JHU staff



ACCE LEADERS
83% JHU undergraduate students
9% JHU graduate students
6% community-based members
1% JHUSOM students

325
DUNBAR
VOLUNTEERS

41% JHUSOM students
21% JHSPH students
15% community-based members
13% JHU undergraduate students
5% JHUSOM students
3% JHU staff
2% of JHUSOB students

31
RESOURCE
TEAM
VOLUNTEERS

61% community-based members
19% JHU undergraduate students
10% JHUSOM graduate students
7% JHUSOM graduate students
3% JHU staff

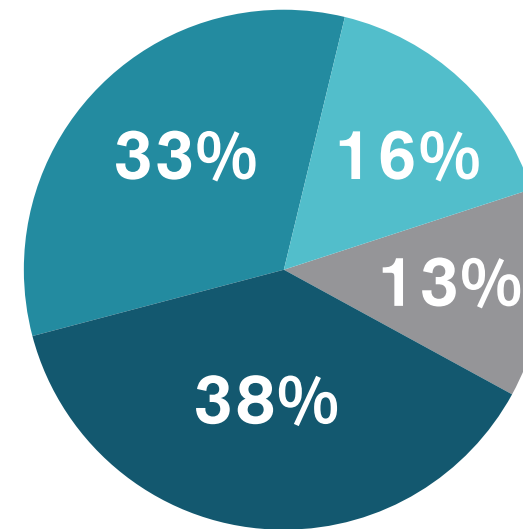


204
VOLUNTEER
LEADERS

DUNBAR LEADERS
52% JHUSOM students
18% JHSPH students
15% community-based members
5% JHU undergraduate students
4% JHU graduate students
4% JHU staff
1% JHUSOM students
1% JHUSOB students

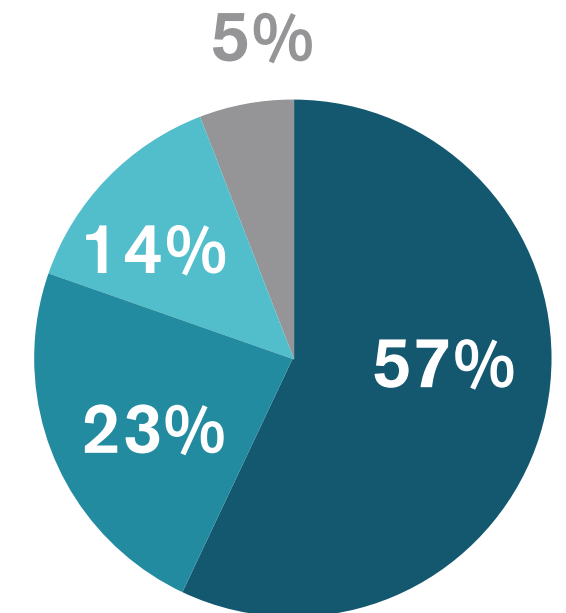
Enduring Commitment to Thread:

Current Volunteer Involvement:



- 33% have been involved in Thread for up to 1 year
- 38% have been involved in Thread for between 1-2 years
- 13% have been involved in Thread for between 2-3 years
- 16% have been involved in Thread for 3+ years

Current Volunteer Leader Involvement:



- 57% have been Thread leaders for up to 1 year
- 23% have been Thread leaders for between 1-2 years
- 5% have been Thread leaders for between 2-3 years
- 14% have been Thread leaders for 3+ years

Like Thread students, Thread volunteers realize the extraordinary benefits of forming meaningful relationships with other volunteers, with collaborators, and especially with Thread students. Both volunteers and students quickly recognize and experience the Thread belief that “everybody has something to teach and everybody has something to learn.”

Thread also invests significant resources in supporting its volunteers as they continue to develop into self-motivated, resilient, and responsible citizens by training them in the Thread Core Competencies:

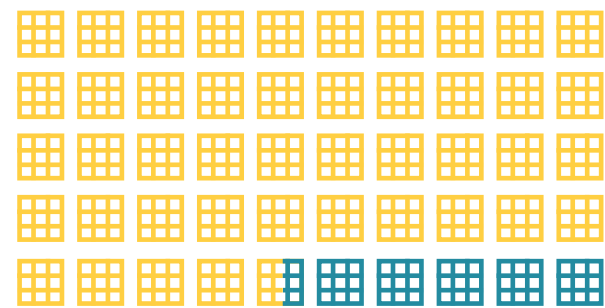
FAIL SUCCESSFULLY
INCLUSIVE DECISION-MAKING
RETHINK WEALTH
NEVER GIVE UP

This year, Thread initiated the Impact Leadership Series, a partnership between Thread and the JHUSOM designed to link undergraduate, graduate, and medical students and medical professionals. The series consists of four, two-hour sessions in which student volunteers work one-on-one with seasoned Johns Hopkins University School of Medicine (JHUSOM) professionals, each a leader in his or her field, to practice applying the problem-solving skills they develop in Thread to their future careers in science and medicine. Thread volunteers finish the series equipped to be more effective Thread volunteers and successful professionals.

“When I look back on my high school career, I know my family is what made me successful. They encouraged me to go to school, convinced me I could do great things, and were always there for me. In Thread, we become an extended family for our kids and they become our extended family. We become what they need. They become what we need.”

—Thread volunteer

CREATIVELY LINKING COMMUNITY



87%

of our collaborators have continued their commitment to Thread

15%

more collaborators joined the Thread Community



5,000+ more than 90%

hours of pro-bono services were provided by Thread collaborators of these hours were contributed directly to students

Thread creatively links students and volunteers to collaborators in the larger Baltimore community, creating a broader, more inclusive social fabric – a “neighborhood” no longer defined by a map. Collaborators are an essential strand in our success and, like all members of our Community, benefit from the relationships they experience. Our collaborators’ contributions are extensive and include:

- *pro bono* legal and health services
- paid summer employment for students
- long-term employment for student and volunteer alumni
- volunteer training
- communications and financial consulting

By forging relationships with collaborators, Thread maximizes the support available to our students and volunteers and enables collaborators to build relationships with Baltimore’s next generation of talented employees and leaders.

“ I collaborate with Thread because Thread is all about saying YES – to ideas, to possibilities and especially to people. An environment like this calls you forth to shine. So, while I’ve benefited on so many levels, one of the biggest ways has been from being part of a real family that sees you as amazing, sees your best self. My collaboration with Thread inspires me to play my biggest game – to stretch and to be willing to flop in service of creating something truly remarkable.”

– Susan Olson Bishop, Thread collaborator

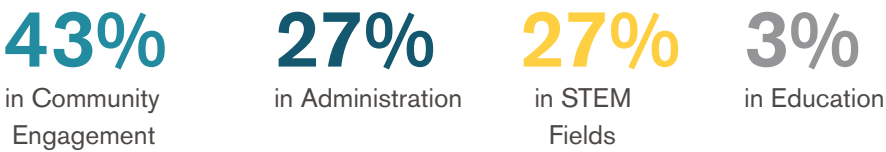


CREATIVELY LINKING COMMUNITY

The Thread Summer Program

Thread’s Summer Program, designed to ensure that our students are actively engaged during the summer in ways that help them succeed academically and mature into self-motivated, resilient, and responsible citizens, is a striking example of one way in which Thread creatively links Baltimore community members. The Program’s most significant component, the Diversity and Academic Advancement Summer Institute (DAASI), is a partnership between Thread and the JHU School of Medicine (JHUSOM) Office of Student Diversity. DAASI enrolls Thread high school students and recent graduates in 6-week long paid summer internships in laboratories, clinics, and offices at the JHUSOM and other local non-profit and for-profit Baltimore businesses. When students are not at work, they attend DAASI professional development workshops and, once a summer, the DAASI Symposium, where they present posters about their internship experiences.

This year, working closely with JHUSOM, Thread facilitated 56 summer job placements in the following areas:



This year’s DAASI employers included:

- Art With a Heart
- City Ranch, Inc.
- Creative Alliance
- FORCE
- Johns Hopkins BioMedical Scholars Association
- Johns Hopkins Bloomberg School of Public Health
- Johns Hopkins Broadway Center for Addiction
- Johns Hopkins Center for Nanomedicine
- Johns Hopkins Center to Reduce Cancer Disparities
- Johns Hopkins David Rubenstein Children’s Health Center
- Johns Hopkins Division of Child and Adolescent Psychiatry
- Johns Hopkins Hospital
- Johns Hopkins Medicine Department of Orthopedic Surgery
- Johns Hopkins Medicine Pastoral Care Department
- Johns Hopkins Medicine Department of Corporate Security, Parking & Transportation
- Living Classrooms Foundation
- Johns Hopkins Office of International Student and Scholar Services
- Parks & People Foundation

When students are not involved in DAASI-related activities, they are engaged in academic advancement and team building activities made possible by Thread collaborators. Thread works closely with Baltimore City Public Schools to enroll our students in summer school and offer credit recovery workshops that enable our students to advance academically during the summer months. We also work with sites throughout Baltimore to offer our students community service opportunities, and twice a summer, we collaborate with Scoutreach, a division of the Boy Scouts of America, to give our students, staff, volunteers, and Board members the opportunity to share in a weekend-long camping experience. It’s an opportunity for students and community members to share in risk-taking and team building, and to just have fun. With the help of Scoutreach volunteers, campers summon the courage to jump off a cliff, canoe down a river, and share their stories.

CONVERSATION THREAD



This past spring, Thread gathered over 200 Baltimore community members for a special evening of conversation, celebration, and connection at the downtown Center Club. A vivid example of how Thread creatively links community, the event highlighted the significant contributions of our Thread students, volunteers, collaborators, and community leaders.

Guests were inspired as they listened to Thread Co-founder and CEO Dr. Sarah Hemminger speak about Thread's history and vision and Dr. David Hunter, an expert in using performance management systems to improve the quality and effectiveness of programs, share how we might approach Thread's future growth. Most importantly, guests used the evening as an opportunity to meet and get to know a broad array of their fellow Baltimore community members.



Together, attendees recognized Dunbar, ACCE, and the JHUSOM Office of Student Diversity for their long-standing partnerships with Thread. We also celebrated several of Thread's exemplary students, volunteers, and collaborators as they were inducted into the Thread Hall of Fame and honored with the Thread Value they most embody.

HEATHER BENZ
Others Before Self

**DUNBAR FIRST
COHORT ALUMNI**
Adaptability

**ROBERT
O'CONNELL**
Learn from Everyone

CATIE COPLEY
Unwavering Humility

ROSE PARKINSON
Family

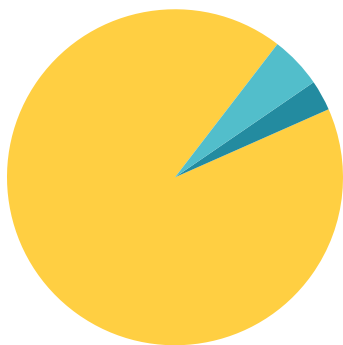
**ACCE VOLUNTEER
FOUNDERS**
Endless Hope



Before and after the ceremony, attendees had a wonderful opportunity to mix and mingle while eating delicious hors d'oeuvres and enjoying rich conversations. It was an evening for building relationships and an evening that provided a glimpse into our unique social fabric. One community member, after spending some time talking to a Thread student, signed up to become a Thread volunteer and, ultimately, a member of that student's Thread Family. A Thread student alumnus, after talking to the leader of a Baltimore non-profit organization, was offered and accepted permanent employment.

A full list of Thread's 2013-2014 collaborators can be found on the back cover.

*the volunteers who founded ACCE



91.96%
PROGRAMMING

5.39%
ADMINISTRATIVE

2.65%
DEVELOPMENT

Thread is deeply grateful for the contributions that have supported the Thread Community from July 1, 2013 – June 30, 2014. Your investment has allowed us to demonstrate that a community of students, volunteers, and collaborators working together towards mutual growth can change lives – and the social fabric of Baltimore.

OPERATING EXPENSES \$704,254.00

Programming Expenses	\$647,654.00
Personnel Costs	\$416,842.00
Services	\$70,555.00
Food	\$49,461.00
Training	\$30,651.00
Supplies	\$28,143.00
Tuition	\$13,845.00
Travel	\$13,185.00
Stipend	\$9,297.00
Admissions	\$5,641.00
Academic Materials	\$4,957.00
Website	\$3,282.00
Miscellaneous	\$960.00
Depreciation	\$800.00
Advertising	\$35.00

Administrative Expenses	\$37,951.00
General Administrative Expenses	\$33,282.00
Personnel Costs	\$4,669.00

Development Expenses	\$18,649.00
General Development Expenses	\$10,632.00
Personnel Costs	\$8,017.00

Contributions and Future Year Pledges	\$746,605.00
Foundation	\$602,366.00
Individual	\$92,218.00
In-kind Goods or Services	\$46,055.00
University	\$5,057.00
Corporation	\$909.00

Net Assets	\$790,530.00
Cash	\$389,581.00
Pledges Receivable: Current	\$288,300.00
Pledges Receivable: Non-Current	\$98,120.00
Accounts Payable	\$(48,037.00)

NET ASSETS BEGINNING OF YEAR \$748,179.00

Total Operating Expenses	\$(704,254.00)
Total Contributions and Future Year Pledges	\$746,605.00

NET ASSETS END OF YEAR \$790,530.00

VISIONARIES (\$50,000+)

The Abell Foundation
Jacobson Family Foundation

TRAILBLAZERS (\$20,000 - \$49,999)

Ashoka: Innovators for the Public
Baltimore Women's Giving Circle
The Annie E. Casey Foundation
The DeVito Family Trust
Goldsmith Family Foundation
David and Barbara B. Hirschhorn Foundation
Johns Hopkins University

INNOVATORS (\$10,000-\$19,999)

Eddie C. and C Sylvia Brown Family Foundation
Bunting Family Foundation
The Charles Crane Family Foundation
Betty Lee and Dudley P. Digges Memorial Fund
Erwin and Stephanie Greenberg Foundation Fund for Baltimore
Johns Hopkins Neighborhood Fund

Architects (\$5,000-\$9,999)

Anonymous
Peter and Heidi Augustin
The John J. Leidy Foundation

Designers (\$1,000-\$4,999)

Lois and Irving Blum Foundation
Suzanne Cohen
Margaret O. Cromwell Family Fund
Ronald J. Daniels and Joanne Rosen
Harold and Lynn Davidov
Delaplaine Foundation
Emerson Family Foundation
Barry C. Greenberg and Brenda J. Wilson
Jan L. Houbolt and Rachel Wohl
Henry Kahn
Stephen J. and Laurie Kelly
Paul Laurence Dunbar Class of 1966
Bruce A. and Michelle K. Leff
Lois and Philip Macht Family
Philanthropic Fund
The Bernard and Vivian Manekin
Foundation
Marjorie Shapiro
Richard and Virginia Sperry

Builders (\$1-\$999)

Harold E. Alexander
Karen Alexander
Anonymous (3)
Carmen Augustin
Kenneth Banks
Derek and Heather Benz

Michelle Boardman
Gwendolen G Bond
J. Carroll Boone III
Bonnie Brown
Ralph L. Brown III
Joseph W. and Kathleen S. Burnett
Debbie Cameron
Anne J. Carroll
Nancy B. and Howard K. Cohen
Charitable Fund
Columbia Center for Spiritual Living
The Community College of
Baltimore County
Christine C. Dahdah
Mr. and Mrs. Jonathan Davidov
Tina Dudley
Gilbert and Amy Farr
Susan Sachs Fleishman
Andrew B Frank
Susan R. Gatchell
GiveCorps
Dr. and Mrs. Morton F. Goldberg
Gary W. Goldstein and
Arlene A. Forastiere
Robert J. and Frieda K. Hallock
Francine Hannigan
Frank and Andrea Harpen
Harris Media Group, Inc

The Robert W. Deutsch Foundation
The Harry and Jeanette Weinberg Foundation

The Zanvyl and Isabelle Krieger Fund
Lockhart Vaughan Foundation,
Open Society Institute-Baltimore
M. Sigmund and Barbara K. Shapiro
Speedwell Foundation
The Aaron Straus and Lillie Straus Foundation

Richard E. and Nancy P. Marriott Foundation
The Ruddle Memorial Youth Fund
The Jean and Sidney Silber Foundation
SunTrust Bank
T. Rowe Price
Robert and Miriam Zadek

Ryan and Sarah Hemminger
Scott and Will Sherman and Julie Rothman
Dr. Margaret O. Tipper through the Maggie Feiss Fund

Theresa Hill
Anne R. Hoffman
George W. and Adrienne G. Krause
Ripujeet N. Lall
Elisabeth Lim
Janet S. May
Timothy Gerard McIntyre
Dr. and Mrs. John O. Meyerhoff
Paul W. Mueller Jr. and
Adrienne A. Mueller
Mary Lynne Mullican
Cassandra S. Naylor
Thomas D. and Jeneper B. Parr
Richard P. and Natalie S. Pilcher
Krishna V. Potarazu
Julie Rabinowitz
Ransome - Wilcox Family Fund
Robin C. Reel
Lauren Seally - Baltimore Lab School
Jeffrey Shaffer
David and Kristin Shapiro
Anna Sick
Ann Carter Stonesifer
Thomas P. and Patterson S. Swindell
The T. Rowe Price Program for
Charitable Giving
Mule Tools
UWCM's Emerging Leaders United

In-Kind Supports

Booz Allen Hamilton
Brown Craig Turner
Victor de la Paz
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Dave Greenberg
Estella Jones
Johns Hopkins University
Johns Hopkins University
School of Medicine
Marc Munfa
Bob Nye
Rosen Hoover P.A.
Krishna Potarazu
Chris Rhodes
The Abell Foundation
Tickets for Kids Charities
Turner Development Group
Venable LLP
Woodberry Kitchen / Artifact Coffee
Gerry and Heather Zoller

SPECIAL ADVISORS

Ronald J. Daniels
Johns Hopkins University, President

Andrea Davila
Echoing Green, Senior Associate

Cheryl Dorsey
Echoing Green, President

Robert C. Embry Jr.
The Abell Foundation, President

Lennon Flowers
Ashoka, Senior Change Manager

Sheryl Goldstein
The Harry and Jeannette Weinberg Foundation,
Managing Director

Joanna Jacobson
Strategic Grant Partners, Founder and
Managing Director

Mark K. Joseph
The Shelter Group, Founding Chairman

Bonnie Legro
The Abell Foundation, Senior Program Officer

Allen Thorpe
Hellman & Friedman, Managing Director

PIONEERS

Quinhon Goodlowe
Academy for College and Career Exploration High
School, Resident Principal

Kristina Kyles
Paul Laurence Dunbar High School, Principal

Mindi B. Levin
Johns Hopkins University, SOURCE (Student Outreach
Resource Center), Founder and Director

BOARD OF DIRECTORS

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Harbor Investment Advisory

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Johns Hopkins University

Heather Benz
Treasurer
Johns Hopkins Universtiy

Michelle Leff
Secretary

Kenneth Banks
Banks Contracting Company, Inc.

Ryan Hemminger
Co-founder
Baltimore City Public School System

Jan Houbolt
Retired from The LEADERShip: A Program of
the Greater Baltimore Committee

Krishna Potarazu
JMI Equity

Barbara Shapiro

Scott Sherman
T. Rowe Price

Joshua McIntosh
Johns Hopkins University Center for Social Concern,
Dean of Academic Services

Daniel H. Teraguchi
Johns Hopkins University School of Medicine,
Assistant Dean for Student Affairs

VOLUNTEER OFFICERS:

Adam Coleman
Risk Management
Rosen Hoover, PA

Robert O’Connell
Finance
Johns Hopkins Hopsital

Stephen Rockwell
Development
American Friends Service Committee

Brenda Wilson
Communications
The Bryn Mawr School



DUNBAR GRANDPARENTS

- | | |
|--------------------|-------------------|
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| Vivian Wang | Iyali Thread |
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| Lea Ferguson | Kazoku Thread |
| Boombim Limpitikul | Khandaan Thread |
| Catie Copley | Ohana Thread |
| Karyn Lao | Oikogeneia Thread |
| Kendra Schaa | Pamilya Thread |
| John Muschelli | Parivar Thread |
| Summer Rankin | Perhe Thread |
| Ellen Ambrose | Porodica Thread |
| Sara Sinclair | Rodzina Thread |
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| Evelyn Eisele | Sem’ja Thread |

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| Colin Paul | Gidae Thread |
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| Samantha Ritwo | Mana’olana Thread |
| Sophia Ottleben | Matumaini Thread |
| Adarsh Menon | Nadam Thread |
| Kerry Moriarty | Nadezhda Thread |
| Aaron Chang | Nadzieja Thread |
| Oliver McNeely | Nozomi Thread |
| Helena Zec | Pag-asa Thread |
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| Tony Bai | Xiwang Thread |

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