Perspectives in Philanthropy

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Photo by Platon. Aung San Suu Kyi, Burmese opposition politician and chairperson of the National League for Democracy in Burma. Taken shortly after she was freed from house arrest in November 2010, where she had been held for almost 15 of the 21 years from 20 July 1989.
The extraordinary passion and generosity powering entrepreneurship and philanthropy inspires us every day. The stories that so often accompany entrepreneurial success — whether from technologists, medical researchers or photographers — increasingly have one very promising element in common: a focus on creating enduring enterprises that deliver both financial and social returns to both shareholders and society.

Against this backdrop, I am pleased to bring you the latest edition of Perspectives in Philanthropy, our periodic journal featuring stories of generosity from an array of valued clients, private philanthropists and nonprofit institutions. Curated by our Philanthropy Management team dedicated solely to advising individual, family and institutional clients on philanthropy, this issue’s theme is “Social Entrepreneurship.” This edition features a broad range of articles that highlight the tremendous work both individuals and institutions are engaged in to make the world a better place for future generations.

One article highlights the work of Platon, a renowned photographer, and the nonprofit organization he created. Through “The People’s Portfolio,” Platon brings his professional skills as a photographer and his partnership with nonprofit organizations like Human Rights Watch to shed light on issues ranging from the repression suffered under the authoritarian regime in Burma prior to free elections to post-Soviet Union civil rights concerns in Russia.

Another article features the work of The Kitchen Community, created by tech entrepreneur turned nonprofit co-founder, Kimbal Musk, to create Learning Gardens in schools that connect kids to real food through outdoor learning and experiential play. Learning Gardens allow teachers to develop curricula in science, technology, engineering, arts and math (STEAM) while exposing children to the importance of eating healthy foods like the fruits and vegetables grown in Learning Gardens.

The work of these institutions and individual entrepreneurs has had a profound and enduring effect upon the communities and consumers they serve. In this journal, we celebrate their innovative spirit, unrelenting passion and altruistic drive to deliver positive commercial and social returns.

As always, we look forward to your comments on this issue and welcome ideas for futures ones. Please email them to PhilanthropyManagement@morganstanley.com.
Meaningful Meditation

When was the last time you took a moment out of your day to relax, breathe and clear your mind? For many of us, the answer is likely “it’s been a while” or even “never.” Stress, however, can lead to a multitude of health-related issues like headaches, nausea, high blood pressure and ulcers. It can also have a detrimental impact on our mood, which can, in turn, negatively affect those around us. For Deepak Chopra, M.D., a foremost expert on mindfulness and wellbeing, the study of stress and other states of mind like joy or love was the launching pad for his efforts to create a more peaceful, just, sustainable and healthy world.

From Med School to Meditation
An internist and endocrinologist by training, Chopra became interested in studying how meditation could be leveraged as an effective stress management technique early in his career. In the 1970s, “There was a lot known about stress already … and the biochemistry of stress,” Chopra explained. However, there had not been much research on how meditation could affect stress and overall health or wellbeing. “As I looked deeper, I also realized that while we were only talking about stress management, there were other states such as joy or love or compassion or just extreme equanimity that had not been studied,” said Chopra. With that in mind, Chopra set out to study how an individual’s health and wellbeing could be enhanced through meditation and mindfulness.

After 20 years of practicing medicine in Boston and teaching at hospitals associated with Tufts University and Harvard Medical School, Chopra discovered that the most effective way to spread the word of his work was to speak directly to the public. He authored his first book on mindfulness and wellbeing in 1989, and gained mainstream attention in 1993 after appearing on The Oprah Winfrey Show to discuss his book titled “Ageless Body, Timeless Mind: The Quantum Alternative to Growing Old.” Shortly after this seminal moment, Chopra made the decision to leave Boston because, as he puts it, “The atmosphere was not receptive to what I was doing, so I moved to California where there was more acceptance.” In order to continue and expand his work and research on the health benefits of meditation and mindfulness, Chopra and David Simon, M.D. opened The Chopra Center for Wellbeing in La Jolla, California, in 1996.

New Beginnings
It was evident from the start that The Chopra Center was a success. The Center’s mission was, and continues to be, to serve as the global source for balance, healing, transformation and the expansion of awareness. To achieve this mission, the Center provides experiences, education, teacher trainings and products that aim to improve the health and wellbeing of body, mind and spirit. From the beginning, individuals flocked to the Center seeking to improve their physical, emotional and spiritual health. “We had people come from all over the world,” said Chopra. And yet, that success was not enough for the meditation expert. He was determined to reach an even wider audience. He wanted to have a positive impact on as many people’s lives as possible.

“What happened then is we also started teaching meditation online,” Chopra recalled. At first, the online meditation courses reached audiences numbering in the thousands. But again, that was not enough. He wanted to reach millions. So, having fostered a relationship with Oprah after appearing on her show, Chopra partnered with her to successfully bring his online meditation to the masses. The pair has now reached over five million people through their online meditation courses.

Mindfulness With a Mission
After years of helping people lead healthier lives by incorporating meditation and the concepts of mindfulness and wellbeing into their daily routines, Chopra created a foundation to centralize his charitable efforts. The Chopra Foundation was the goal is to create, as Chopra explained, “… an ecosystem of wellbeing. Then, the wellbeing of employees, the wellbeing of investors and the wellbeing of employers are all interconnected.”
established to educate and provide health and spirituality resources to disadvantaged individuals and communities. In particular, the Foundation targets at-risk children, low-income women and teenagers, prisoners, healers, and scientific researchers.

One example of the Foundation’s remarkable work is its partnership with the nonprofit LIFE Camp on an initiative called Peace is a Lifestyle. The aim of Peace is a Lifestyle is to reduce youth violence by teaching at-risk youth how to peacefully address anger, conflict and fear. In 2013, the top three causes of death for 15- to 24-year olds were unintentional injury, suicide and homicide.1 By empowering these children to become free-thinking peer leaders and positive change makers in their communities, Peace is a Lifestyle hopes to reduce the number of violent youth deaths that occur each year.

**JUST Capital**

In addition to his work at his Center and Foundation, Chopra recently partnered with Paul Tudor Jones and others to create a nonprofit called JUST Capital. Launched in 2015, JUST Capital is currently conducting an extensive, large-scale national poll to gauge people’s attitudes and values relating to business behavior. This information will then be synthesized into a definition of what just capital behavior is in order to objectively assess, evaluate and rank the largest publically traded companies in America. This ranking system will be translated into the JUST Index, which is anticipated to launch in September 2016. The goal is to create, as Chopra explained, “…an ecosystem of wellbeing. Then, the wellbeing of employees, the wellbeing of investors and the wellbeing of employers are all interconnected.”

**What’s Next**

In addition to touring the world to share insights from his latest book, “Super Genes,” Chopra is diving into what he sees as the next progression of his work around wellbeing. “I foresee the Olympic gold medalist of wellbeing, and I want to call that radical wellbeing,” said Chopra. “I want to see not only longevity but peak performance—not just physically but emotionally and spiritually in terms of conscious communication and relationships.”

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For more information about the Chopra Foundation, please visit www.choprafoundation.org.
Renowned portrait photographer Platon has documented politicians, celebrities, artists, and some of the world’s most controversial personalities for TIME, The New Yorker and Wired magazines, among other esteemed publications.

Yet it is his work for The People’s Portfolio, a nonprofit foundation that Platon founded in 2013, that is proving to be his most demanding and important project to date. Through visual storytelling, Platon has set out to photograph and film people who are fighting for social change and human rights around the world.

Call to Action
With A-list clients on his roster — such as The Metropolitan Museum of Art, Lincoln Center, and designers Givenchy and Christian Dior — Platon had no shortage of plum assignments to choose from. However, a confluence of events led Platon to turn his lens to human rights efforts.

In 2010, on a trip to the Thai-Burma border with the organization Human Rights Watch, the idea for The People’s Portfolio firmly took root. Burma was thought to be one of the most repressive societies in the world, and Human Rights Watch had arranged a meeting with a group of former political prisoners, civil society leaders and journalists who had been imprisoned or held in exile by the military-backed government. In some instances, people had been jailed for 25 years for crimes such as writing poems about freedom or for peacefully demonstrating. Now many were without jobs, homes or families, living in a country the world had forgotten.

Platon recalled the meeting saying, “When I arrived, I saw that they had a year-long calendar nailed to the wall. There was nothing on it — no plans, no events, nothing except for one day that said: ‘Today Platon is coming to help us.’ I felt like such a fraud and an impostor — all I am is a photographer. I have no power, I have no platform, all I can do is take a nice picture.”

Art of the Shoot
Platon understood that he was their connection to the outside world; he was the best hope for their voices to be heard. So he set up a photo studio in Burma to document their stories. He worked round-the-clock over the course of one exhausting and highly emotional week to photograph and film interviews with 150 people who had been held prisoner or exiled by the repressive Burmese government.

Instead of documenting sadness and heartbreak, however, Platon decided to approach his subjects with the same powerful, dignified framing that’s evident in his iconic portraits of prominent figures like President Barack Obama, Muhammad Ali and Vladimir Putin. He chose to present these former prisoners not as tragic or forgotten people, but as heroes.

He also borrowed from lessons of persuasion learned from years of shooting advertising campaigns for big-name brands and corporations. He has turned that expertise on its head, not to sell something, but to create marketing campaigns for human rights issues.
Spreading the Word
Platon did not stop at just taking photos and filming the stories of those exiled. Using every contact he had made in journalism and media over the years, Platon made sure their stories were heard — and seen. The powerful portraits and interviews became the series “Exiled: Platon’s Portraits of Burmese Refugees” and was published by The New Yorker magazine. It was then picked up by hundreds of other news outlets around the world.

Platon noted that it is difficult to measure the reach of these storytelling projects with hard numbers. Yet, following the Burma piece, the world began to recognize the crisis in Burma, and a year and a half later, Burmese Social Democrat party leader, activist and Nobel Peace Prize winner Aung San Suu Kyi was finally released from her 15-year house arrest. Just days after her release, Aung San Suu Kyi agreed to a private portrait sitting for Platon. During that shoot, Platon captured an image that would find its way onto the cover of TIME magazine. Ultimately, Aung San Suu Kyi would go on to lead the National League for Democracy to a majority win in Burma’s first openly contested election in 25 years.

Rising to a Greater Challenge
In Burma, Platon came to understand why this would become his life’s work, and explained, “It’s not that we’re given this vision of who we are and what we can do, but sometimes we have to rise to the challenge because there’s no one else around to do it.”

Conveying courage rather than suffering is what sets the work of The People’s Portfolio apart. This sense of hope is evident in Platon’s coverage of activists in Russia, the U.S. Civil Rights movement, and families struggling with U.S. immigration policies.

Start Your Own Revolution
For all his enthusiasm and dedication to this mission, Platon admitted, “Every step of the way it feels like I’m carving the name of progress out of granite with my fingernails.” Encouragement helps, such as the advice he heard from a member of the Little Rock Nine, the brave group who broke segregation barriers at Little Rock Central High School in 1957.

Platon was told by this wise civil rights figure not to wait for the masses to start a revolution. “If you believe in something, tell your neighbor — now there’s two of you. Tell your friend — now there’s three of you. That’s three times as many people as there were yesterday, and you’ve tripled your organization. That’s how the civil rights movement began.” “So,” Platon added, “that’s what we’re doing all over again.”

What’s Next
For Platon, that revolution is global. For his current project, he went to the Congo and documented the stories of women who had suffered brutal sexual violence at the hands of the armed militia involved in the deadly business of mining conflict minerals.

He is also moving forward with his next book project, titled “The Defenders.” This tome covers Russia under Putin, the Arab Spring, the Egyptian Revolution, Burma, immigration in the United States, and Africa. “It’s going to be the Bible of the global human rights movement,” Platon explained. “It will show that these people are not at all separate, but part of a global movement of change — they’re all connected.”

And what is a movement without a rallying cry? To that, Platon said, “I dare people not to join us, because it’s the right thing to do and I believe in it in my heart.” Platon’s passion, skill and unwavering commitment are now giving a voice to human rights, one impactful story and one powerful photo at a time.

For more information about The People’s Portfolio, please visit www.thepeoplesportfolio.org/.

“If you believe in something, tell your neighbor — now there’s two of you. Tell your friend — now there’s three of you. That’s three times as many people as there were yesterday, and you’ve tripled your organization. That’s how the civil rights movement began.”
Insuring Lives and Ensuring Change

The business of insurance generally brings numbers to mind, not to mention terms that make most people’s eyes glaze over, like “premiums,” “deductibles” and “beneficiaries.” However, in 1997, when Jennifer and Kevin Trapani founded The Redwoods Group, the North Carolina-based property and casualty insurance underwriter, they wanted to create something more altruistic than the typical insurance company.

The Redwoods Group ambitiously set out to save children’s lives. Working with Young Men’s Christian Associations (YMCA’s), Jewish Community Centers (JCCs) and summer camps, they do more than insure these organizations in the event of sexual abuse, drownings or accidents. They have made it their mission to take unprecedented measures to help stop these tragedies before they happen — especially in minority and/or underserved communities.

Kevin pointed out, “We have incredible access to data, and we realized we could use the power of our data to keep people safe.” He went on to say, “For example, why is it that a black child is three times more likely to drown than a white child? Or six times more likely to be sexually abused than a white child?” For the Trapanis, these numbers add up to social injustices. It is unbalanced statistics like these that drive The Redwoods Group to turn analytical insights into real change.

Forming an insurance company may sound like an unlikely catalyst for social change, but for the Trapanis, it made perfect sense. Both had years of professional experience in the field, and felt that by leveraging what they knew, they could fulfill a deeper goal of creating safer environments for children. Kevin explained, “If we could operate in a way that combines a deeper understanding of data with a willingness to change behavior to keep kids safe, that’s good work. And we set about building that business.”

As obvious as this approach was for the Trapanis, it was certainly a new model for an insurance company — particularly at a time before the term “social enterprise” had been coined. They went from boardroom to boardroom attempting to sell investors on a business that they
knew would be financially successful, and more importantly, one that would make a difference in the world. How did investors respond? “They laughed at us,” Kevin said.

Eventually, after knocking on enough doors, they discovered backers who understood that The Redwoods Group’s immediate goal was to keep children safe. The profits, although necessary for sustainability, were secondary to their mission.

**Personal Influences**
Kevin had two experiences that inspired him to pursue the work of protecting children. In his high school and college years, Kevin was a lifeguard during the summer months. One day, he had a life-changing incident occur on his watch that haunts him to this day. “I lost a man in the surf… and I couldn’t revive him. I had to look his family in the eye and tell them that he was dead. You don’t lose that. Ever. So if we can save kids and families from that pain, that’s our goal,” he states.

A more positive motivator was his connection to YMCAs. Growing up, Kevin had spent years in YMCA programs and had fond memories of those times. “I owe a lot to the YMCA, but YMCAs have significant risk. They have 9.5 million kids in their care every day, and bad things can happen,” Kevin notes.

The Trapanis reflected on these influences, and as Kevin describes it, “We found ourselves standing at this intersection of having a powerful insurance background and a group of customers who were underserved by traditional insurance companies.”

**Three Steps to Success**
They approached their new enterprise with a three-step model for a business: the first is cause; the second is capital; and the third is tri-sector leadership. Kevin explained the initial step by saying, “First, you have to care very, very deeply about something that is much bigger than you. It has to be a BHAG, or a Big Hairy Audacious Goal. If your goal is that no kid is sexually abused in this country, then your aim is not to curtail it by five percent, but to eradicate it.”

As for capital, The Redwoods Group is a certified B Corporation, which means it’s a for-profit company certified to meet standards of social and environmental performance, accountability and transparency. Their company was one of the first of its kind in this space. There are now 1,400 certified B Corporations from 42 countries across 120 industries.

Finally, Kevin pointed out that beyond having a cause and capital, tri-sector leadership is required. Meaning, the type of personal leadership skills that will drive collaboration and eventually a change in behavior across business, government and nonprofit sectors. “I think the most profound social change comes when somebody is supremely upset with the current status quo,” Kevin added.

When looking at the numbers, there are a lot of reasons to be angry. In the United States, roughly 1 in 5 girls and 1 in 20 boys are victims of child sexual abuse. Thirty-five hundred people (just over 20% of them children) die due to accidental drowning every year in the United States. It is statistics like these that motivate the Trapanis to challenge the status quo every day, and they have made incredible strides.

Through rigorous research and onsite investigations, The Redwoods Group has pioneered best practices for safer pools by changing lifeguard position, reducing glare on the water, and teaching guards to scan the shallow end first, because, statistically, that is where more drownings occur. As a result of their trainings and guidelines, YMCAs now experience about one drowning death per year, down from the average number of 13 between 2000 and 2005. It has marked improvement, Kevin noted, “That’s 12 fewer families each year who have to be told their child or parent has drowned.” Kevin went on to say, “However, one is still too many. Our work isn’t close to being done.”

**What’s Next?**
Because “one is still too many,” The Redwoods Group constantly seeks ways to improve their practices so that, ultimately, zero casualties happen on their watch. To that end, they are now working with the Boys & Girls Clubs of America, which gives them the potential to serve another four million children every day. They also hope to find ways to connect with schools and institutional care facilities to improve those communities as well.

Reflecting on nearly two decades in business, Kevin shared, “Jennifer and I were blessed to be able to work together and create a social enterprise that has helped make a difference in the world. It has certainly made a difference in our lives.” Based on the numbers, The Redwoods Group has definitely improved the lives of millions of children — and counting.

For more information about The Redwoods Group, please visit http://www.redwoodsgroup.com/.
From Tech Titan to Community Kitchen

Only in retrospect is it obvious that the seemingly indirect path we take in life has been the right one all along. This certainly rings true for entrepreneur, philanthropist and chef Kimbal Musk. Among the many titles that Kimbal has held over the years is co-founder and CEO of The Kitchen Community, a nonprofit he started in 2011 with the aim of strengthening “Community Through Food.” But before getting to that, it is instructive to start at the beginning of Kimbal’s professional journey.

The Road Less Traveled
Brought up in a family that fostered drive and dreaming big, the South African-born Kimbal set off to business school in Canada in 1990 with the aim of securing a high-powered job in finance and moving to Wall Street. While still at university, Kimbal met his first goal by landing an assignment at an investment bank in Toronto. Once there, however, he quickly realized that this was not the life for him after all. “I didn’t like having a boss,” Kimbal said.

Discovering that he was more entrepreneurial in spirit, Kimbal dropped all of his finance courses and took a shot at running a College Pro Painter franchise. He successfully built the business up, and a year later, sold it for a healthy profit. Upon graduation, Kimbal and his brother Elon Musk (co-founder of PayPal, CEO of Tesla Motors, and CEO and CTO of SpaceX) took off on a great American road trip together to brainstorm their next venture.

It was 1994, the dawn of the Internet era, and the brothers’ road trip vision would soon materialize as a startup called Zip2, a company that sold maps and business directories to online
newspapers. The enterprising brothers sold Zip2 in 1999 to Alta Vista, and Kimbal, now 26 years old, had achieved incredible financial freedom but was still searching for work that held a deeper meaning for him.

In his quest to find what was next, Kimbal returned to his life-long passion of cooking and enrolled in New York City’s highly esteemed French Culinary Institute. Kimbal, an avid home chef, explained, “I grew up as a cook at home. I loved cooking for the family because it was a powerful way for me to keep everyone connected. And I’m a big believer in human connection — it really is the backbone of a happy and thriving life.”

Connecting Through Cooking
Kimbal graduated from culinary school in the summer of 2001, and just weeks later, the September 11 terrorist attacks occurred at the World Trade Center just a few blocks from where he lived. At a loss for how he could help, he decided to put his newly minted culinary skills to use and started cooking meals for the first responders who were working around the clock at Ground Zero.

He cooked every day for six weeks straight, an experience that Kimbal said, “Brought a level of meaning to my life that was incomparable to anything I’d done before. That was when I realized I had to open a restaurant. I wanted to cook for people and create the sense of community I had felt every day since 9/11.”

Rocky Mountain-Bound
Seeking an environment that would be receptive to a community-focused bistro, Kimbal and his then wife, Jen Lewin, moved to Boulder, Colorado, in 2002. There, they connected with London-trained chef Hugo Matheson and hatched the concept for The Kitchen—a relaxed spot where locals could hang out, much like the kitchen in someone’s home.

The Kitchen’s mission was to create an authentically local gathering place. It would be a community effort, with local craftspeople building out and working in the restaurant, and local farmers, ranchers and purveyors sourcing food and beverages. There would also be ongoing eco-friendly practices to help sustain the community at large, such as composting, wind and solar power, and recycling.

Slowly Down and Scaling Up
With the success of his new business venture, Kimbal was constantly thinking of ways to expand, all the while exploring other business opportunities that came his way. The pace of his life and work was picking up speed.

However, everything came to a crashing halt in 2010. Kimbal was barreling down a mountain in an inner tube when the tube flipped over, leaving him with a broken neck and paralyzed on his left side. This near-fatal accident caused him to literally stop and reassess every aspect of his life.

After a lot of downtime to reflect, he returned to the familiar touchstone in his life: making connections through food. Kimbal decided that it was time to grow The Kitchen and give back even more by branching out into school communities.

Beyond Food
A year after his life-altering accident, Kimbal and chef Hugo expanded on their successful restaurant model and co-founded The Kitchen Community. In this phase, they opened restaurants, in select cities, that are conceptually in line with the original The Kitchen in Boulder. And to further incorporate the community, they introduced innovative Learning Gardens in schoolyards in those same cities.

What’s a Learning Garden?
Learning Gardens are 2,000-square-foot gardens placed in urban schoolyards that act as outdoor classrooms for kids. As students plant, grow and nurture the gardens, they are taught a diverse array of lessons in science, engineering, art and math, all related to horticulture and sustainability. These permanent gardens also help combat health epidemics, such as diabetes and childhood obesity, by introducing students directly to healthy food options.
What sets The Kitchen Community model apart from other school gardens is the approach to the physical garden itself. Learning Gardens are a permanent garden that can be customized for each school; they are created from sustainable materials and are easy to maintain, flexible for teaching (there are no fences), and are predicted to last for 20 to 30 years.

At present, they have established 270 Learning Gardens in some of the country’s most challenged school districts: Denver, Los Angeles, Chicago and Memphis. These Learning Gardens now impact 125,000 children per day in environments that are most in need, and plans to expand to other cities are in the works.

The Kitchen Restaurant Group, please visit http://thekitchen.com online and @TheKitchen on Twitter and Instagram.

For more information about The Kitchen Community, please visit http://tkc.org online and @TheKitchenComm on Twitter.
Walt Disney may be a household name around the world, but what most people don’t know is the incredible struggles he endured to realize his achievements. The failures. The bankruptcy. And the enormous risks he took as he followed his passion.

In an effort to tell this side of his story, Walt’s eldest daughter, Diane Disney Miller, founded The Walt Disney Family Museum in San Francisco, opening it to the public in 2009. Using interactive exhibits, archival footage, personal family memorabilia, and original Disney artwork and artifacts, Diane wanted to tell the true story of her father — a dedicated family man from humble beginnings — and not just the story associated with the iconic figure the public came to know.

Located in the Presidio of San Francisco, the museum is in the global center of cutting-edge startups and tech businesses, a fitting spot for a place dedicated to the life of one of America’s most innovative creators and entrepreneurs.

**Perseverance**

Ambitious from the start, Walt founded his first company, Laugh-O-gram Films, Inc., in Kansas City, Missouri, when he was 21. Due to nonpayments from his distributor, it went bankrupt a year later. Disappointed but undeterred, young Walt hopped aboard a California-bound train with a cardboard suitcase and $40 in his pocket. He was 22 years old when he arrived in Hollywood to start a new studio (the beginning of The Walt Disney Company) with his brother, Roy Disney.

The first big character that Walt created, Oswald the Lucky Rabbit, was a huge hit. Encouraged by this success, just-married Walt and his wife, Lillian, took the train to New York to ask the distributor for more funds for a second series. However, the distributor informed Walt that, due to a poorly negotiated contract, he would be paid 80% less than expected and had no ownership rights to Oswald the Lucky Rabbit. The final punch in the gut? The distributor let Walt know that his staff was being poached right out from under him.

Walt was hugely discouraged by this loss, but it only fueled his desire to realize something bigger. He got to work right away, and on the train ride back from New York, Mickey Mouse was born. Following the creation of Mickey, Walt created and released Steamboat Willie, the first animated film with fully synchronized sound, and starred Mickey and Minnie Mouse. Walt even performed the voices for Steamboat Willie himself. Soon after, he created more characters, such as Donald Duck, Goofy and Pluto. He also had the foresight to start merchandising characters, which continues to be a considerable source of revenue.

**Road to Success**

Walt was constantly taking creative risks and leaps of faith, but it wasn’t until 1937, with “Snow White and the Seven Dwarfs” that he had his first big success. His brother and business partner, Roy, and Walt’s wife, Lillian, initially tried to dissuade him from making the film, and due to the cost and size of the project, Hollywood dubbed it “Disney’s Folly.” Instead of giving up, Walt mortgaged his house and racked up considerable debt to help finance the production. Much to
everyone’s surprise, the animated feature broke box office records, grossing over $7 million at the box office in its original run. Today, it’s hard to believe that this film was almost never made.

Walt could have slowed down and savored his success at this point, but he wasn’t motivated by money or fame. Instead, he invested the profits from “Snow White” in a state-of-the-art movie studio in Burbank. This studio remains much as Walt built it almost 80 years ago, albeit with expansions into the surrounding area.

What we know as classic films today — “Pinocchio,” “Bambi” and “Fantasia” — were commercial failures when originally released. Walt spared no measure, or expense, on these films. Unfortunately, the timing of their release could not have been worse: World War II had just begun, shutting down the worldwide market for his films. Walt did not have another significant commercially successful film until “Cinderella” was released in 1950.

“I was a close friend of Walt Disney. Walt was more than simply our boss. He was our visionary, passionate, creative leader who encouraged all to ignore the limitations and embrace the possibilities. His remarkable example continues to inspire us today.”

World War II marked lean years for everyone, and it was no exception for Walt. There was an animators’ strike, and as the U.S. entered the war, the military moved onto the studio lot. As a result, the company wound up $4 million in debt following the war. Against all these odds, Walt still pushed forward to create innovative films. He had another idea in the works: a fun, educational place that families could enjoy together. It would be a theme park with rides and entertainment, some based on his movies. The wheels for Disneyland were in motion.

However, funding Disneyland was an enormous challenge. Walt sold off his personal assets and scraped his own money together to back yet another idea that only he — and his loyal team — believed in. He went on to acquire 160 acres of orange groves and walnut trees in Anaheim, southeast of Los Angeles, and in July 1955, Disneyland opened. At first, there were a lot of problems to be worked out: long lines, faulty plumbing and overcrowding, to name a few. But Walt moved ahead to resolve these issues, and Disneyland not only became a worldwide destination, but it launched
a whole new entertainment industry: the theme park. There are now seven Disney theme parks around the world.

It wasn’t until after Disneyland opened and was running smoothly that Walt achieved a comfortable level of financial security. Walt was 54 and midway into his career.

Inspiring Others
It is easy to forget the failures now, but Walt’s perseverance in the face of adversity makes him an ideal role model for creatives, innovators and dreamers today.

Film producer Don Hahn, who is responsible for several successful animated films, including “The Lion King” and “Beauty and the Beast” (the first animated film to be nominated for an Academy Award® for Best Picture), has always viewed Walt’s story as one to learn from.

“Think about the roller coaster that was Walt Disney’s life. Anyone else would have taken their bows and gone home. But not this guy,” Hahn noted. “His story reads like a modern parable of success, loss, reinvention, innovation and just plain grit, which can’t help but inspire anyone who pursues a life of creative excellence in a world that will settle for less.”

This is precisely why Brian Chesky, CEO and Co-Founder of Airbnb, sends new employees for a tour of The Walt Disney Family Museum as part of their orientation. Chesky recognizes that not only did Walt take risks and have incredible success, but he was a genuinely nice guy, too. In the words of Floyd Norman, a Disney Legend and animator whose work includes “Sleeping Beauty” and “The Jungle Book,” “Walt Disney was more than simply our boss. He was our visionary. A passionate, creative leader who encouraged all to ignore the limitations and embrace the possibilities. His remarkable example continues to inspire us today.”

Philanthropy and Family
Walt may not have been financially stable until later in his career, but he always found ways to contribute his time and talent to important causes. Under his direction, his artists designed posters for the Forest Service, designed insignia for the Armed Forces, and made educational films during World War II for the government. Walt was never interested in amassing wealth for himself, but he believed strongly in supporting others. Ron Miller — former CEO and President of The Walt Disney Company and Walt’s son-in-law — noted that, “Walt was a very generous person and was always looking for new, different ways to give back. He supported many charities and organizations that were personally important to him, including Toys for Tots, The John Tracy Clinic and so many others.” One of the biggest examples of Walt’s philanthropy was to spearhead the development of the California Institute of the Arts, and his decision to leave a generous portion of his estate to support its students.

Above all else, Walt believed that family came first. Happily married for 41 years, he enjoyed family dinners at home, weekly outings with his daughters, and time spent driving his kids to school on his way to the studio.

The Museum Experience
It is the perseverance of Walt’s life that is the takeaway at The Walt Disney Family Museum. Rated CityVoter’s No. 1 museum in the Bay Area 2016, his creative vision, even in his legacy, continues to draw crowds.

The museum’s Executive Director, Kirsten Komoroske, explained that, “Experiencing this museum is more than just the act of being inspired by something. It actually changes you.” You are taken through all the highs and lows of Walt’s life, and given a chance to view his beautiful work and understand just how deep his relationship with his family was.

This immersive experience is exactly what Diane wanted for visitors. According to Miller, “She was fiercely determined in creating a living, dynamic tribute to her father and did so when The Walt Disney Family Museum opened its doors in 2009.” Her hope was that this museum would inspire anyone who had a dream or a creative interest to pursue whatever that passion was — even if they felt it was too late. As Diane envisioned, Walt’s story continues to encourage the risk-takers, dreamers and innovators of this world to never compromise their dreams or give up. Walt Disney certainly never did.

For more information about The Walt Disney Family Museum, please visit http://waltdisney.org/.
Much lip service is paid to the disconnect between runway fashion models — rail-thin, near-to-impossible measurements, under 18 years old — and the actual women who buy and wear the clothes they model. However, little had been done to challenge these confounding industry norms until New York-based fashion designer Carrie Hammer came along. At just 28 years old, she made a daring debut at the New York Fashion Week in 2014 with her eponymous line of women’s wear.

What stood out in Hammer’s first showing of her custom-made, body image-friendly pieces was the fact that she did not have fashion models walk the runway. Instead, she made the decision to have a collective of successful professional women, all non-models, walk it instead. She themed the event “Role Models Not Runway Models.” These influential and powerful women — CEOs, philanthropists, a gold medalist and another true first, Ms. Wheelchair New York — burst through fashion barriers and signaled social change on the runway.

Surprising Start
Despite Hammer’s groundbreaking first show, fashion was not her initial career path. Hammer earned a degree in economics and women’s studies at UCLA before landing a job in advertising sales. No matter the job, one needs to dress the part and Hammer had trouble finding off-the-rack looks that she felt represented her both professionally and personally.

So she began designing one-of-a-kind pieces for herself. As Hammer recalls, “People would stop me all the time and say, ‘Wow, I love what you are wearing. Where did you get that?’”

Those where-did-you-get-that moments only increased and Hammer realized that the gap in the market for professional, yet fashion-forward clothing extended beyond her own wardrobe. So she made the leap from advertising and enrolled abroad in the Parsons Paris School of Art and Design to pursue a summer certificate in Fashion Business and Marketing.

“For women to see clothes on models who are their daughters’ age and be told, ‘this is the ideal of beauty,’ never made sense. It doesn’t make sense for the industry in general, and it didn’t make sense for my brand.” It was then that Hammer had the aha moment that would ultimately set her fashion brand apart: “I’m not sending underage models down the runway; instead, I’m sending Role Models.”

It often takes an outsider to disrupt the norm, and Hammer did just that. Industry insiders definitely took notice. Following the show, Kenneth Cole and other top-name designers began using real people (not models) in everything from glossy magazine spreads to subway ads. Hammer proudly says, “It’s starting to have a ripple effect, and I hope it will only continue.”

What Makes a Role Model
Hammer’s group of Role Models started to grow and soon became a phenomenon unto itself. In fact, there are currently 700 women on the waiting list to walk the runway in Hammer’s designs. And it is a diverse group. “A second-grade teacher is just as much a Role Model as a CEO,” Hammer pointed out. Her idea
“A second-grade teacher is just as much a Role Model as a CEO,” Hammer pointed out. Her idea of beauty defies societal norms, and by sending smart, ambitious women out on the runway “... We are telling the world, ‘these are the types of women you can be,’ because if she can see it, she can be it.”

Hammer has taken her fashion brand global and recently staged a show in China. As the brand grows, she likes to envision her “Role Models club” replacing the “old boys club.” She said, “When you put smart women together, big things start happening. As we do more shows, hopefully, we can empower more women and change how they feel about their bodies.”

On Philanthropy
Social change is central to Hammer’s vision and business plan, and she is passionate about her message. Of course, shifting how society views models and defines beauty is a huge undertaking for anyone, even more so for an independent designer who is running a bootstrap operation. However, Hammer’s entrepreneurial spirit and commitment to a larger cause have turned the heads of sponsors and loyal clients who eagerly champion her business. In fact, Hammer and her line have been featured on CNBC, Fox Business News, Forbes and Good Morning America and in Elle, Marie Claire, and Cosmopolitan, to name a few.

What’s Next
At the moment, Hammer is focused on developing new clothing lines, scaling out events, expanding the Role Model network, and extending the conversations that empower women. It is ambitious, but that type of no-limits thinking is central to her unique vision and her self-made success thus far. She also believes in paving the way for the next generation of entrepreneurs who not only have a vibrant business model or idea, but a philanthropic focus at the heart of it. Although she did not anticipate it (nor would easily admit it), it turns out that Hammer has become a Role Model herself.

For more information about Carrie Hammer, please visit www.carriehammer.com.
Transforming the Taboo

Elizabeth Scharpf, Founder and self-titled Chief Instigating Officer of Sustainable Health Enterprises (SHE), wants to get people talking about basic women’s health issues in some of the world’s most tightly-lipped places. In particular, she wants to raise awareness about a forbidden subject that causes women to miss days of work and girls to skip school every month.

What is this hush-hush topic? It is menstruation.

“The official mission at SHE is to invest in people and ideas that are overlooked — often, taboo — but that have huge social and economic impact,” Scharpf explained. Since founding SHE in 2008, remarkable strides have been made to this end, but they did not happen overnight.

Defining a Problem

Scharpf first encountered this basic, yet severely neglected, issue of women’s health nearly a decade ago when pursuing her master’s degrees from Harvard and working for the World Bank in Mozambique. The aim of her project at the World Bank was to help entrepreneurs in rural areas run their businesses more efficiently.

On a routine visit to a computer bag manufacturer, Scharpf noticed that female workers (the bulk of the workforce) were missing up to 30 days of work annually. The reason? Access to menstrual pads was limited, and even when available, the cost (equal to a day’s wages) was prohibitive.

Scharpf was shocked, but found that this loss of work due to menstruation was a common problem in rural communities from Bangladesh to Rwanda. “It comes at a significant cost to girls’ and women’s work productivity, participation in school, and their health practices,” Scharpf said, “not to mention their dignity.”

Doing the Math

To draw attention to this issue, Scharpf focused on the numbers. Tallying up the lost income for female workers and the estimated loss of profits for the country as a whole was a brilliant way to frame things. Scharpf was ready to put her research and theories into action, and she set her sights on leading the initial SHE project in Rwanda called SHE28. The name is based on the idea that a girl’s or a woman’s life should not stop every 28 days because of menstruation.

She teamed up with three MIT students to tackle the lack of affordable menstrual pads along with the larger social, health and economic impact. They discovered that 18% of women and girls were missing work or school every month, resulting in an estimated yearly loss of $215 million for Rwanda.

Powerful Partnerships

The SHE28 team had an ambitious plan, and they needed support from an equally enterprising partner. So Scharpf applied for and was awarded a fellowship from Echoing Green, a nonprofit that provides early-stage financial support and mentorship for ground-breaking initiatives such as Teach for America, City Year and One Acre Fund. Since its inception in 1987, Echoing Green has invested in roughly 700 social entrepreneurs working in over 60 countries.

Cheryl L. Dorsey, Echoing Green President and a former fellow herself, pointed out that each year they receive thousands of submissions from over 150 countries. “It is a rigorous and downright Darwinian selection process. These fellowships are extraordinarily hard to get,” Dorsey explained. “But every year, we have the good fortune of coming across extraordinary young leaders like Elizabeth.”
Spinning Into Gold

Scharpf’s vision for SHE28 was unique and Echoing Green recognized that. She was not looking for a “philanthropy charity” model of bringing in international aid to create change in Rwanda. Her scope was based on a much broader, and at the time novel, “venture philanthropy.” Scharpf wanted to create a market-based, for-profit company to solve the high cost of menstruation pads in Rwanda.

Rather than import maxi pads to sell at a more affordable price, Scharpf empowered women by creating a plan to manufacture and distribute products locally. What’s more remarkable still is that the pads are created from recycled banana trunk fiber, which is in endless supply in Rwanda.

SHE28 would provide banana farmers with training and equipment to process the fibers. The banana fibers are then “spun into gold” — a process that SHE patented — at community factories staffed with local workers who process the materials and create the final product. A locally made product not only provides jobs in the community, but it also gives women and girls the freedom to participate in work, school and life with confidence.

Funding a Social Venture

According to Dorsey, Scharpf is part of a new generation of social innovators — a leader who recognizes how to solve problems at scale. SHE is a perfect example of a “... double bottom line or triple bottom line business idea.” This means that entrepreneurs today are looking for a social, environmental and financial return on investment.

Dorsey has witnessed how social entrepreneurship has shifted over the years, blurring the boundaries between public and private sectors. Today’s entrepreneurs borrow on strengths from various sectors as a way to tackle society’s biggest problems.

SHE Today

After eight years, SHE and the SHE28 initiative are a thriving example of a hybrid nonprofit and for-profit business model. The nonprofit, established in the United States, supports research and development, health education and the business skills training programming. The for-profit in Rwanda is focused on the production aspect. Here, an empty shell of a building has become a full-fledged production facility that uses low-cost sustainable practices (sourcing solar and water power), with custom machinery and, initially, the capacity to produce 500 pads per day.

This past year, there were enough Rwandan-made pads to reach 5,000 girls and women. Fifty teachers have been trained to educate and reach out to 6,000 boys and girls to talk about menstrual health. Most importantly, thousands of women and girls can now take part in work, school and life every day of the month in Rwanda.

A recent partnership with a major multinational health care company is helping them scale production to reach 250,000 lives in Rwanda and beyond in the next three years. Scharpf hopes to apply SHE’s blueprint for success globally by continuing to push boundaries. After all, her work so far has helped get the world talking about a taboo subject, and now we are all listening.

For information about Sustainable Health Enterprises, please visit http://sheinnovates.com/. For more information about Echoing Green, please visit www.echoinggreen.org/.
When it comes to staying healthy, everyone could use a little extra help. A reminder to schedule a follow-up doctor’s appointment or to take medication at a specific time could make all the difference. However, there is often a gap between patients and their health care providers when it comes to this crucial level of support and preventative care.

Vineet Singal and Cecilia Corral recognized this disconnect and co-founded the innovative nonprofit, CareMessage, to tackle the problem. CareMessage uses mobile technology to connect patients and health care facilities to offer more customized care. It is the modern-day equivalent of a house call.

**Keep in Touch**

This secure, cloud-based platform makes it easy for clinics, hospitals and other healthcare providers to stay in touch via a voice or text message right to a patient’s mobile phone. This is particularly important and effective in lower-income communities where mobile phones are the preferred device of communication.

A June 2013 Pew Research report estimated the mobile phone penetration rate at 86% among American households earning less than $30,000 per year. So a ping to refill a high-blood pressure medication or a quick text to remind a diabetic to eat a snack when blood sugar levels drop is a direct, low-cost way to reach this population.

Health care organizations can collect data as well as send out surveys and personalized messages. In one instance, a maternal care researcher was interested in identifying the early signs of postpartum depression in their patients. Using CareMessage, they were able to create a series of questions for new mothers to gauge emotional well-being. When a patient’s responses were indicative of postpartum depression, the provider was able to intervene early and follow up with crucial support. This type of preventative care would be much more difficult, not to mention more costly, using traditional care methods.

**Head of the Class**

Singal and Corral were students at Stanford before becoming the CEO and Vice President of Product Development, respectively, at CareMessage. Both were accomplished students with a long list of distinctions to their names: Singal was a Forbes 2013 “30 Under 30” Social Entrepreneur, a Paul and Daisy Soros and Echoing Green Fellow, and served as a student representative on the Stanford Board of Trustees. Any Fortune 500 company would have eagerly recruited them both.

However, a desire to effect larger change put Singal and Corral on the path to social entrepreneurship. As Singal sees it, “Why wouldn’t you take advantage of your resources, your excellent education and a great network to do something meaningful and solve the problems of the world?”

**It’s Personal**

Personal experiences also united Singal and Corral in their mission to improve health care practices for populations most in need. It was two-fold for Singal. First, a struggle with obesity made him empathetic to the reality that it truly takes a team (in his case, doctors, nutritionists and personal trainers) to achieve optimal health.

Then, in 2009, Singal worked at a free medical clinic in Galveston, Texas, to help the community, which had been devastated by a financial recession and a hurricane. There, he saw firsthand how the lack of follow-up, proper access to information, and the absence of comprehensive care prevented patients from improving their health. Unlike Singal and his battle with obesity, these patients didn’t have a team of experts helping them to manage their diabetes, hypertension or COPD.
Corral also has a Texas affiliation. Her family migrated from Mexico to South Texas when she was very young, and she grew up in a community with some of the highest rates of obesity and diabetes in the country. Corral’s goal, when she graduated, was to work with underserved communities such as the one she grew up in.

**A New Model**

Not only was the idea of CareMessage unique, but so was the business model. At the heart of CareMessage is the service mission of a nonprofit, but with the goal of building successful, scalable software that more closely resembles that of a for-profit organization.

Singal points out that at first their nontraditional approach had traditional philanthropic groups scratching their heads—particularly when it came to funding. However, they went on to secure philanthropic capital from high-profile institutions such as Google.org, Y Combinator and the Pershing Square Foundation.

With this philanthropic capital, they were able to build out a revenue-generating arm that is focused on licensing the technology for a monthly subscription fee to federally qualified health centers and organizations.

“**There are a variety of issues in the world that I think are worth solving,”** Singal remarked, **“and, hopefully, CareMessage can serve as an example for solving them, because society can only move forward when people are willing to take a risk and work on our toughest problems.”**

**Wide Reach**

By now, the philanthropic community has certainly come to recognize how tech-enabled companies like CareMessage play an important role in their world. Their technology has proven to be an incredibly efficient way to serve a growing population with minimal resources.

Not ones to shy away from a challenge, Singal and Corral are putting their growing business to the test. They have taken on the toughest customers by rolling CareMessage out in the most underserved communities, some of which include charitable clinics run out of the back of a church or free clinics affiliated with a medical school.

This platform is compelling because providers and patients alike are comfortable with text or voice message technology. Messaging is personal, direct and simple to track. Most importantly, it is a preventative service that can reduce health care costs while improving care, and that benefits everyone.

**Looking Ahead**

Since CareMessage was founded, they have worked with over 175 partners and health care organizations in 34 states across the United States to reach over 500,000 patients. Singal and Corral are not content to stop there, though, and continue to look for ways to expand the platform and further improve people’s lives.

Singal has a bigger vision, “There are a variety of issues in the world that I think are worth solving,” he remarked, “and, hopefully, CareMessage can serve as an example for solving them, because society can only move forward when people are willing to take a risk and work on our toughest problems.”

Singal, Corral and their dedicated CareMessage team are definitely proving that it is possible to tackle today’s toughest problems— one text at a time.

For more information about CareMessage, please visit [http://caremessage.org/](http://caremessage.org/).
Healthy Beginnings

Morad Fareed has built a career creating companies and projects that improve the well-being and environments of others. His latest venture as founder and CEO of Square Roots, a discovery company focused on improving maternal and infant health, epitomizes his passion for advancing how we live.

Starting Out
Graduating with a degree in economics from New York University, Morad went on to hold posts at First Manhattan Consulting Group and Goldman Sachs. During his time at Goldman Sachs, Morad co-founded his first startup, International Communication Systems, which successfully brought VoIP telecommunications services to the developing world. Also during this period, Morad managed billion-dollar hotel development projects for Starwood Hotels and Resorts, including Starwood’s green LEED-certified properties. His All-American soccer career also landed him in the 2006 FIFA World Cup and fulfilled his lifelong belief in the power of athletics.

Going Scientific
Morad’s vision of integrating life sciences into lifestyle concepts became clear while at Starwood, where he pioneered the first LEED-certified and eco-friendly hotel brand, Element by Westin. So when Morad and a friend and former Goldman Sachs partner, Paul Scialla, discussed a new idea and future concept that went beyond the environmental scope and into health, the seeds of a new project and industry were born. Morad named the company Delos, after the ancient Greek island’s mythological health, and began a seven-year process to create, build, and then systematically develop an entirely new industry called Wellness Real Estate™.

The pair got to work installing 50 eco-friendly wellness features from humidifiers to juicing stations and in-home herb gardens. What began as a personal project between the two friends developed into a model for a “wellness home” that utilized everything from sustainable building materials and energy-enhancing lighting to incorporating reflexology stones regarded for their healing properties.

Over the course of the project, Morad created an extraordinary and unique alliance of medical experts, policy leaders, scientists, philanthropic organizations and industry partners. The team also relied heavily on his brother, Fareed Nabiel Fareed, an emergency medicine physician, who led the process of applied medicine and development. In Morad’s mind, the concept of wellness meant more than creating an eco-minded space, it meant creating an environment that would also optimize overall mental and physical well-being.

A WELL Company
Beyond the physical aspects of green building, the partners consulted with medical, scientific and design experts to create the standards for wellness-focused homes. Morad explains, “We thought homes should be able to do more than shelter or comfort us and no one was connecting the dots. Our body of science and technology is massive but was never applied to our architecture and engineering of buildings. It required the creation of a new formula entirely applied to health and ways to measure it.” They pioneered the WELL Building Standard (the world’s first building standard focused exclusively on human health and wellness) and Wellness Real Estate, and they have now completed 70 WELL-certified projects with several more in the works.

In the Nursery
It was during the birth of his niece, Mila, that Morad began to learn and research birth, pregnancy and the incredible importance of the fetal period to lifelong health. Seventy percent of the brain develops in pregnancy and all critical systems as well. The critical insight was that his mission of improving population health was really best served at birth. “It occurred to me that we had never applied the WELL Standard to the different phases of life or went further into the special and more important periods: pregnancy and
“The United States is the only developed nation with rising mortality rates. Currently our infant mortality rate ranks 56th out of 224 countries. Even though the U.S. is a leader in so many respects, it’s a country failing its mothers and newborns — with one in three mothers having a traumatic birth experience.”

A New Beginning, Squared
Morad’s focus on the needs of his soon-to-be niece quickly resulted in the framework for his next wellness-focused pursuit. Morad explains how he made the leap from Delos to a new venture that would be called Square Roots. “Delos is about the environment and how it impacts your health in the physical sense of four walls in a room. Square Roots looks at that critical fetal period, the months in the third trimester when the brain is developing. That crucial phase impacts your whole life.”

And with that impulse, a discovery company was born. There was a need for such a company, because as Morad points out, “The United States is the only developed nation with rising mortality rates. Currently, our infant mortality rate ranks 56th out of 224 countries. Even though the U.S. is a leader in so many respects, it’s a country failing its mothers and newborns — with one in three mothers having a traumatic birth experience.” The more Morad learned about the state of maternal and infant care in the U.S., the greater his desire to challenge and change those statistics.

Team-Building
Morad insists that he did not intend to start another company. In fact when he and former U.S. Missouri Congressman and House Majority Leader, Richard Gephardt, began their discovery campaign throughout the country, it became clearer and clearer that Mr. Gephardt and Morad should co-found a maternal health platform. Morad remarked, “We didn’t know why this was an overlooked yet so critical aspect.” Rather, their hope was to raise awareness about the rising maternal mortality rate in this country, and they enlisted A-list advisors, including Senator Olympia J. Snowe and Senator Tom Daschle; maternity specialists, including midwives and doula; and doctors from leading institutions such as Brigham and Women’s Hospital, Harvard Medical School, Children’s Hospital of Boston, University of California, San Francisco, and the Mayo Clinic.

Taking Action
Since its formation in 2015, Square Roots has presented and passed the first-ever maternal health resolution, “Combating Maternal and Infant Mortality in the 21st Century,” which earned the signoff of 1,300 mayors and was adopted during the U.S. Conference of Mayors last June.

Square Roots, in partnership with the Clinton Foundation, recently opened a maternal care center for mothers in the underserved community of Natchez, Mississippi, which has one of the nation’s highest obesity and infant mortality rates. The space they have created for mothers is a free, nonclinical care center that focuses on providing education and resources for expecting moms on topics such as stress relief, nutrition and prenatal education. These factors, when neglected, lead to spikes in premature births.

Furthermore, Square Roots is also currently pioneering a framework for comprehensive nonclinical maternal and infant care solutions called the “BIRTH Mark™.” This framework represents a multidimensional approach to define what a healthy pregnancy and birth entails. Developed in coordination with leading labs, hospitals, cities and community health providers, the “BIRTH Mark™” codifies best practices for a healthy pregnancy and represents the following products and services:

B. BIRTH PLANS An empowerment and education checklist to set healthy goals for a healthy pregnancy.
I. INFORMATION Providing women with access to the best evidence-based research to make informed decisions.
R. RATING Help identify and differentiate between cities taking proactive steps to improve maternal health outcomes.
T. TECHNOLOGY Software that coordinates care between mom and caretaker, lowers the cost of care, and simplifies implementation of shared decision-making.
H. HUMAN CENTERED As we attempt to create a better ecosystem in which to give birth, we must never forget the human experience.

Moving Forward
In emphasizing the need for organizations like Square Roots, Morad explains, “I don’t think any public health issue matters more than birth. If you’re talking about true health, it all starts in the fetal period and the first 100 days of life. And we are increasingly failing moms and babies according to all metrics. Our company wants to gather and translate the best and clearest science in order to help newborns and their moms.”

Square Roots may just be getting started, but already they have managed to connect some of the brightest minds in academia, push for policy changes in several cities across the United States, and set solutions for improved maternal wellness in action. All indicators point to a company that will lead us in a movement to create lasting change.

For more information about Square Roots, please visit http://www.squareroots.com/.
Beauty, Inside and Out

Beauty is more than skin deep. This well-known proverb is the idea behind Younique, a nature-inspired makeup and skincare line that women sell by hosting virtual parties online. Founded in 2012 by the brother and sister team Derek Maxfield and Melanie Huscroft, Younique’s flexible business model helps women build self-esteem by offering a chance for personal growth and financial reward.

Their ultimate goal, however, was to build a company that was financially successful enough to positively impact the lives of women who have suffered sexual abuse, a cause they are both passionate about. Just two years after Younique was launched, Derek and his wife, Shelaine, co-founded The Younique Foundation to do just that.

However, their journey has not been easy.

A Self-Proclaimed Software Geek

Derek explains, “I was a software geek with a stutter. I didn’t have any intention of starting a company. I was very happy being the guy who wrote code and talked to the computer.” He struggled with this speech impediment his whole life, and then a larger obstacle came his way.

As a newlywed five months into his marriage, Derek was diagnosed with leukemia. He reflects on this experience, saying, “During the process, I became friends with other cancer patients, some of whom did not survive. This caused me to really reflect on what I wanted to do with my life.”

Grateful for his health and a second lease on life, Derek took a gamble by stepping out from behind his computer and creating his first software business in 2004. NetSteps, his innovative company, developed software for the growing direct sales industry online.

Derek built up this business with a goal to “…empower global commerce from the kitchen table.” The company was successful, and he sold it in 2010. This gave him the financial security and the time to contemplate what his next project would be.

Women in Mind

During this downtime, Derek and Shelaine were discussing the topic of sexual abuse. It’s a topic that had touched their lives through several family members. Most troubling to them was the fact that women seem to carry the shame and guilt for the rest of their lives as a result.

However, it was the statistics that really got Derek’s attention: one in four women is sexually abused under the age of 18. The prevalence of abuse was maddening to both him and his wife. He recalls thinking, “Why doesn’t somebody do something about this?” This thought took Derek back to when he was battling cancer and the promise he had made to a friend and fellow cancer patient to do something bigger with his life. He says, “I decided that this would be the cause I would dedicate my life and my next business to.”
Building Younique
Derek knew he wanted to start a direct sales company with a software focus. Influenced by strong women in his life such as his mother and his wife, he set out to create something specifically for women. To assist him, he enlisted the expertise of another important woman in his life, his sister, Melanie.

He and Melanie both wanted to build a business that would connect women with a supportive community, offer flexibility for family life and work balance, and put women in a position to thrive financially. Derek combined his software know-how with Melanie’s background in marketing and knowledge of the beauty and fashion markets and together they launched Younique in September 2012.

From humble beginnings, Younique quickly became a successful direct sales company. The company distinguished itself by marketing and selling women’s cosmetics exclusively through the use of social media. For example, when a woman joins, she becomes a Younique “Presenter” and is set up with an e-commerce store of various color cosmetics and skin care products. She has the ability to “host” parties online and build her business. It’s a smart model that stands out in the cosmetics marketplace.

Younique Foundation Forms
In December 2014, with Younique off and running as a successful company, Derek and Shelaine were able to move forward with the dream they had discussed years ago to start a philanthropic arm of the company. And The Younique Foundation, with Shelaine as the President, began to take root. Funding is provided by public donations and by customers who buy Younique products and elect to make a charitable donation (as simple as rounding up a few cents on a purchase) to benefit The Younique Foundation. Partial funding for the Foundation is also provided directly by the company and its owners.

Shelaine wanted to focus on a very specific demographic: women who had suffered abuse when they were young, but had never received the care necessary to heal from their childhood trauma. While these women may have learned to cope (not always in healthy ways), in most cases they had never truly healed.

Executive Director Chris Yadon explains that it is not unlike others who may be experiencing post-traumatic stress disorder. A sight or scent might trigger both a physical and mental reaction related to the abuse years after it took place. But, in many cases of adult survivors of abuse, the memories are so buried that they do not even know why a particular sight in the grocery store or some other random location causes them to feel so physically ill or emotionally defeated. This takes a toll on self-esteem, self-worth and overall health.

Reclaim Hope. Defend Innocence.
So how does The Younique Foundation help these women? Its focus is “Reclaim Hope. Defend Innocence.” To “Reclaim Hope,” the Foundation created The Haven Retreat, a retreat center in the mountains of Utah.

For four days, counselors educate women so they have a deeper understanding about the impact of their trauma. There is no cost for participants; they are only responsible for transportation to and from the center.

The second part of The Younique Foundation’s focus, “Defend Innocence,” is achieved through a secondary brand, DefendInnocence.org. This project provides outreach in communities to educate parents in churches, schools, businesses and at conferences on recognizing, preventing and managing sexual abuse.

Next Steps
Even with no marketing, word of mouth about The Haven Retreat has spread. The current waiting list is over a year long. The Younique Foundation is increasing the number of retreats and estimates that it will be hosting nearly 1,000 women beginning next year. The Younique Foundation is looking into establishing additional centers across the country, and is even exploring an international expansion in time.

Derek attributes Younique’s success to its mission to help women. “I’m convinced that the growth and success are not due to any secret sauce necessarily, but because our cause is right.” It turns out that women around the world agree that it is a beautiful cause, inside and out.

For more information on The Younique Foundation, please visit http://youniquefoundation.org/.
One evening, Harvard Business School classmates Jennifer Ross and Cristina Ros Blankfein were making plans to host a dinner party. They had all the important details sorted for their fête save one: a tasty yet healthy cocktail to complete their menu.

As a Type 1 diabetic, Ross, in particular, was looking for a sugar-free cocktail mixer that packed more taste than club soda, but she was not able to find one. Necessity is often the mother of invention, and following their dinner party, Ross and Blankfein decided to create the mixer that their party — and the market — had lacked.

What began as a business school project in 2014 quickly became their full-time focus. In the fall of 2015, they launched Be Mixed, an all-natural, zero-calorie and alcohol-free cocktail mixer. The zippy flavors — cucumber mint, margarita and ginger lime — can be blended with spirits or poured over ice and enjoyed on their own.

**Scientific Start**

The team did not solve its dinner party dilemma overnight though. Development required a huge amount of research and a lot of late nights, both of which came naturally given their past experience. Prior to business school, Ross had been at Goldman Sachs in the real estate private equity division and had also held a post as the Operational Director at a start-up, so she was familiar with putting in the sweat equity. Similarly, Blankfein had her own entrepreneurial experience founding Circle of Women, a 501c3 that builds schools for girls in underserved communities, and working in Citi’s Microfinance Group.

However, something the MBA candidates had not anticipated was the logging of countless hours with scientists in the lab. The months-long process to perfect the flavor without the use of artificial sweeteners or sugary fruit juices also meant consumer testing, and learning when to heed feedback or just trust their guts. As with every step in the process, Ross and Blankfein fully embraced it.

**Behind the Bar**

Once the flavor was just right, they had to put their product to the test with another set of experts: mixologists. “We worked with mixologists who added Be Mixed to drinks as a simple syrup replacement,” says Ross. Bartenders further tinkered with ways to create tailor-made Be Mixed cocktails by adding a dash of grated ginger here or a handful of caraway seeds there to elevate the taste.

Overall, they wanted it to be very easy for people who lacked the confidence of Don Draper when it came to their drink-making skills. Ross offers the how-to: “It’s just one bottle of Be Mixed, one shot of alcohol and ice, and you have a low-sugar yet incredibly tasty cocktail.”

**Cocktails With a Cause**

Beyond wanting a delicious drink to serve at a party, the true motivation behind developing this product was to offer a healthy alternative for diabetics. “As a diabetic, this is a cause that’s dear to my heart. So we looked at how we...”
could be both successful in business and give back in a bigger way,” Ross explains. To that end, they have contributed Be Mixed to events at JDRF (formerly known as the Juvenile Diabetes Research Foundation) and are looking for other ways to collaborate with the world-renowned diabetes research group.

“Cocktails are about a celebration,” Ross says, “but unfortunately for diabetics, there’s often a gnawing ‘I-shouldn’t-be-having-this’ feeling.” The feedback from diabetics on this new drink has been overwhelmingly positive. There was the gushing email from a diabetic who had not had a margarita in 20 years, and thanks to Be Mixed, she finally could; another woman was thrilled to discover the perfect gift for her diabetic husband; and others are just happy to be able to be part of the fun they had been missing for years at parties or get-togethers.

**Unexpected Consumer**

Be Mixed is unique not only because it is all-natural, but also because it is alcohol-free. The huge demand for a refreshing virgin drink was not something Ross and Blankfein had expected, but now they make it a point at events to always serve it both as a cocktail and as a festive mocktail.

Soon their one-of-a-kind mixer started to get noticed, attracting the attention of one of the most recognizable names in the spirits industry, Belvedere Vodka. The iconic luxury brand was seeking a natural product for the Tales of the Cocktail event in New Orleans, and Be Mixed fit the bill perfectly. Soon, Be Mixed was being served at the week-long festival of seminars and tastings, which is the world’s largest international cocktail event (think: the Academy Awards of the spirits world). The partnership with this premium vodka brand meant incredible exposure.

**To Market**

No matter how fantastic an idea is, it needs funding to get it off the ground. “When we started, we bootstrapped it,” Ross shares. “Then we won some grants and awards and were part of an accelerator that led to funding. We were also runners-up in the Harvard Business School New Venture Competition, which helped in terms of visibility.”

Once they hit the market, though, they saw immediate traction in sales, and things took off from there. Currently, the four pack of single-serve four-ounce bottles can be purchased online and in a smattering of select stores (such as Whole Foods Market) in the New York City area.

**What’s Next**

On the heels of their recent launch, the glass-clinking pair are working to expand distribution nationally so that more people will have a healthier, alcohol-free alternative. Ross says, “Whether out at restaurants, at home or in a hotel, people need a good option for a sugar-free and delicious drink, and we want to provide that everywhere.”

Given the rapid success of Be Mixed thus far, meeting their ambitious goal of providing a guilt-free libation to the masses is within reach. Especially if that means more people — from diabetics to those who choose not to drink alcohol — are now welcome at the party. We can all drink to that. Cheers!

For more information about Be Mixed, please visit [http://www.be-mixed.com/](http://www.be-mixed.com/).
Final Comments
From the Editors

We hope you have enjoyed the fourteenth edition of Perspectives in Philanthropy focusing on Social Entrepreneurship. The accomplishments and success of the individual entrepreneurs and organizations featured in this volume demonstrate the significant impact entrepreneurs can have on society when they dedicate their time and resources toward their boldest ideas and aspirations. From leveraging insurance claims data to help nonprofit clients implement more effective safety protocols to empowering women and girls in Rwanda through the production of affordable menstrual pads, the organizations and individuals in this issue exemplify what it takes to be a successful social entrepreneur.

We look forward to receiving your comments, suggestions and ideas for future topics. Please send them to PhilanthropyManagement@morganstanley.com.

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