Paul Laurence Dunbar 2nd Avenue Community Center

‘Lighting the way for people, possibilities and progress’. That’s both the motto and the mission of the New Covenant Community Development Corporation (NCCDC) and the Paul Laurence Dunbar 2nd Avenue Community Center located on Charleston’s Westside.

NCCDC was formed in 2000 when the city of Charleston divested itself of four community centers. New Covenant was in dire need of space for its After School program, and the building was a very welcomed addition to its program. It wasn’t long before the After School program added a Fine Arts program to its curriculum under the direction of Linda M. Ealy, and the youth in the programs were exposed to music lessons (keyboards, voice, stringed instruments, steel drums, brass and woodwind instruments), drama classes, dance and art. Most of our students are from broken and/or underprivileged homes, and a major part of their day is the full course hot meal they receive daily.

The Center also became the home for a senior exercise program, senior steel drum ensemble and senior computer classes.

In 2011, the Center began mentoring programs for boys (Boys To Men) and girls (Sister To Sister) which provided opportunities for them to attend Clay Center concerts, trips to the Air Museum in Dayton, Ohio, the Martin Luther King Memorial in Washington, D. C. and a tour of the White House among many other activities.

The Center has an all-volunteer staff of six (Teresa Brown Johnson, Donna Badger, Beverly Brownlow, Mary Gray, Christopher Gray and Michael Chapman Pope) most of whom have been with the program since its inception.

Named after poet/author Paul Laurence Dunbar, the Center initially housed an elementary school and is now the hub for community activities to include bridal and baby showers, community meetings, games night each Thursday, receptions and dinners.

During the summer, the Center is the site of a basketball league that turned away fourteen (14) teams this past season because the program had reached its absolute capacity. The average attendance each night is 200-250 people, and crime and vandalism had been reduced significantly in the area because of the fellowship inspired by the games.

We are excited to be in collaboration with The Greater Kanawha Valley Foundation as we seek to expand some of our programs and create others to meet the needs of the community we serve. This relationship has given us a new hope for tomorrow.

We welcome with open arms anyone that desires to be a tutor, or a mentor who has a heart for children.

Our doors are open to anyone in need of an encouraging word to empower them; particularly children who need to be loved back to health. That’s the essence of what we do—we light the way for people, possibilities and progress.

For more information contact: New Covenant Community Development Corp., Inc.  
1404 1st Avenue, Charleston, WV 25387  (681)205.2603  newcmty@hotmail.com
President and CEO’s Message

University of Charleston Commencement Address
December 7, 2014

“Who are you?” said the Caterpillar…

“I – I hardly know, Sir, just at present,” Alice replied rather shyly, “at least I know who I was when I got up this morning, but I think I must have changed several times since then.”

Lewis Carroll
Alice’s Adventures in Wonderland

Like Alice in her Adventures in Wonderland we all experience a lifetime of transitions. Reflecting on life, it is riddled with endings and beginnings. Just when you think you have elementary school down pat, you are propelled into middle school, then high school and if you are fortunate, college. Finally you think a career and some stability in my life as an “adult”. But the endings and beginnings continue marriage, divorce, children, illness, death of family and friends, to mention a few. That career that was to bring some stability is constantly changing – new requirements, promotions, and more likely than not several different employers, and maybe a total shift in career choices.

According to Dr. William Bridges, an authority on change and managing change, there are three phases of transition – the ending; the neutral zone; and the new beginning. The ending phase means letting go and dealing with the loss. The neutral zone is when the old is gone but the new isn’t fully operational. The neutral zone is often the hardest to manage. We are often caught between two conflicting systems and become immobilized. As Marilyn Ferguson, an American Futurist, so aptly put it, “It’s not so much that we’re afraid of change or so in love with the old ways, but it’s that place in between that we fear… It’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold onto.” The new beginnings phase is when a new identity is developed; you experience the new energy, and discover the new sense of purpose that makes the change begin to work. It is full of excitement but is also scary and it requires a new commitment that we become the new kind of person that the new situation demands. Almost all change, even the change that we embrace and welcome, leaves us with a sense of melancholy because what we leave behind is part of ourselves.

Learning to accept that these transitions, some good, some bad, happen to all of us and are a natural state of things can bring some peace of mind, and that sought for sense of stability. However, learning how to make the most, if you will, of these transitions is necessary to thrive and excel.

Change and transitions take place not only on a personal level but also in our institutions. This year’s mid-term election has provided a transition for both the Democratic and Republican parties at the state and national levels. How they handle that transition from majority party to minority party and Vis versa will determine whether they, and we, will thrive and excel. Our system of governance in this country is always in transition. When our constitution was written slaves counted as 3/5 a person and women didn’t have the right to vote. But you don’t have to go back that far to witness governmental changes, the legalization of same sex marriage and the use of marijuana are two recent examples.

The rate of change in the business world is not going to slow down anytime soon. If anything, competition in most industries will speed up over the next few decades due to the globalization of the economy along with related technological and social trends. The typical twentieth-century organization has not operated well in a rapidly changing environment. Structure, systems, practices, and culture have often been more of a drag on change than a facilitator. Probably the single biggest argument against the need for transformation is that organizations can succeed with incremental change. A 2 percent improvement here, a 5 percent cost reduction there, and you win. In the short run, maybe. As the American proverb tells us “It doesn’t work to leap a 20-foot chasm in two 10-foot jumps.”

In a slow moving world, all an organization needs is a good executive in charge. In a fast-moving world, teamwork is essential. Even if the individuals are supremely talented, there won’t be enough time or expertise to absorb rapidly shifting competitor, customer, and technological information. Rather than just manage an organization the business professionals will also need to be leaders. Just knowing how to plan, budget, organize, staff, control, and problem solve will not be enough. The transition will require people who can create and communicate visions and strategies.

Today, you have embarked on a transition. You began this transition with a desire to complete a course of study and you are ending it today with the acceptance of your diploma. Tomorrow you will begin the next transition. How you progress and where you end is all up to you. You have proven you can begin and end transitions. A quality our community and nation will dis- patrately need to propel us all into a prosperous future. I look forward to seeing where you will lead us.

And for my closing thought for those of you in the neutral zone who will be exploring your opportunities, I leave you with the philosophy of Mae West, “When choosing between two evils, I always like to try the one I’ve never tried before.”
This is an edited version of an article from: Stanford Social Innovation Review, Informing and inspiring leaders of social change  Non Profit Management

When Good is not Good Enough

Leaders of two of the most successful nonprofit organizations argue that the sector needs to shift its attention from modest goals that provide short-term relief to bold goals that, while harder to achieve, provide long-term solutions by tackling the root of social problems.

By Bill Shore, Darell Hammond, & Amy Celep  |  Fall 2013

Many of the fastest-growing nonprofit organizations begin with well-intentioned interventions and relatively naive ideas about the magnitude and complexity of the problems they aim to solve. Share Our Strength and KaBOOM! are no exception. By some measures our organizations were successful US nonprofits-growing rapidly, engaging numerous partners, and improving the lives of tens of millions of children.

Yet all the while, the problems we were tackling—hunger and lack of opportunities to play—were getting worse and even accelerating in recent years as the economy took a downturn. More than 16 million kids in America now live in poverty, up from 11.6 million in 2000. For Share Our Strength, we knew that the grants we were providing to feed hungry people were benefiting the recipients, but we confronted the hard truth that one in five American children struggles with hunger. Similarly, for KaBOOM!, we witnessed how children who played on our playgrounds benefited physically, cognitively, socially, and emotionally, but we faced the fact that one in three children is obese or overweight, an one in five suffers from a mental illness, with rates of depression higher than ever before. The list goes on.

Share Our Strength and KaBOOM! realized that to make significant progress we had to move beyond simple solutions to complex problems, and we had to answer anew, in a much bolder way, the most critical question of all: “What does success look like?”

Our stories are all too familiar. The foundation on which many nonprofits are built is flawed and simplistic, focused on a symptom rather than the underlying set of problems, developed in isolation rather than as part of an integrated system, and organized to administer a narrowly tailored program or benefit rather than generate sustained, significant change for a person or community. As a result, change is incremental, not big or bold enough to make a lasting and transformative impact.

If solving social problems is what we aspire to achieve, we need to set long-term, bold goals that acknowledge the magnitude of an issue. Defining a bold goal changes the game, leading to different decisions that set us on a new trajectory, which ultimately leads to greater impact, faster.

We unintentionally shortchanged ourselves and those we meant to serve until time, experience, and perhaps some wisdom taught us to use a more strategic-and potentially effective—approach. Now we have embarked on a new course, one that focuses less on the transactions involved in the delivery of direct services and more on exerting the influence necessary to solve problems at the magnitude they exist. By ensuring lasting and significant change for all those affected by an issue, we are aiming for transformational change.

Though it may seem counterintuitive for a sector already struggling to support, sustain, and scale up its impact merely to solve problems, we need to look beyond short-term achievements that please funders, staff, and stakeholders but yield only incremental change, and instead hold ourselves accountable for the harder-to-achieve long-term outcomes that will ultimately solve social problems.

Lessons Learned

Drawing on research and experience, we have identified four lessons most critical to achieving transformational change, starting with the most important: setting a long-term, bold goal. This becomes the North Star by which an organization makes decisions and allocates resources and the bottom line against which the organization measures its progress. Everything else flows from it.

Focus: Set a Bold Goal  |  Solving a social problem at the magnitude it exists requires an organization to shift from focusing on short-term incremental progress to focusing on long-term transformational change. The latter is risky, hard to measure, and even harder to achieve, but it provides the inspiration that generates motivation, resources, and a new sense of what is possible. This means developing a goal so bold that achieving it means a social ill has been eradicated.

It is also important to create a sense of urgency and a reason to believe that the long-term bold goal can be accomplished. This can be achieved by setting shorter-term milestones and developing small-scale proof points.

The challenge with a bold goal is that, by definition, it aims at a target that is large, complex, and poorly understood. This shift has presented challenges for both organizations in their relationships with internal and external stakeholders. We also recognized that we needed to integrate new staff with very different work styles and expertise into our team.

Stakeholders: Open Up Your Circle  |  Transformational change requires an organization to look outside of its core group of true believers and put greater emphasis on mobilizing those less engaged. Every leader trying to solve a problem at the magnitude it exists must ask the simple question: Who has a role to play in solving this problem? The answer often includes cross-sector stakeholders, and those making transformational change are particularly adept at moving beyond their core champions and engaging seemingly unlikely partners. They excel at converting the “maybes”—by far the largest stakeholder group for any social goal—into “yeses.” Our limited capacity and resources can go only so far, and we need others to take up the cause as their own if we ever hope to increase public sector support, catalyze comprehensive community-wide action, and create transformational change.

Communication: Change the Conversation  |  Solving problems at scale requires an organization to do more than open up the circle of champions. At times, it requires leaders not just to join a conversation but to actually change the conversation. Changing the conversation can broaden the base of support for an idea by making it accessible to more people and interests or helping others better understand its connection to them.

Approach: Disrupt the Norms  |  To create transformative change, organizations must be willing to act as skeptics, questioning-and often disrupting-the norms among those affected by and those who affect a social problem. Norms are standards or patterns of social behavior that are typical or expected of a group. Ultimately, the reason to disrupt norms is to motivate a critical number of people to change their behavior, leading to a new norm, and then to advocate for standards or policies that will enforce the new norm.

Everything is Impossible Until it Isn’t

A large part of the current leadership challenge for us is to resist temptation to slide off strategy when the going gets tough, which it inevitably does after the early and relatively easy successes, or to chase funding that appears to be more readily available for popular but nonstrategic initiatives.

As individuals, a sector, and society—we cannot be satisfied with business as usual. Whether a change agent inside a community-based, national, or global organization, or in the public or private sector, we must commit to finding our unique place in creating transformational change. We must find the courage to aim for the harder-to-achieve long-term outcomes that will solve social problems. Good is not good enough when people are suffering. And, history has shown us—whether dramatically reducing tobacco use, alcohol-related traffic fatalities, or deaths from malaria—that everything is impossible until it isn’t.
Many thanks to all who contributed pictures. Photos include:

- Black Diamond Girl Scouts
- Bob Burdette Center
- CAMC Cancer Center
- Charleston Ballet
- Clay Center
- Coal River Group
- Covenant House
- Mountain Stage
- Rae of Hope
- River City Youth Ballet
- Step Up for Women
- Vision Shared
- WV Music Hall of Fame
- Youth Leadership Association
Scholarships

Each year The Greater Kanawha Valley Foundation’s Scholarship Program offers many ways for students to pursue a post-secondary education. There are scholarships designated for graduating seniors of certain schools; others are awarded for specific fields of study such as nursing or law. Financial need, not academic achievement, is the basis of others, and some focus on sports and extra activities.

The Greater Kanawha Valley Foundation administers more than 490 funds with over 90 of those funds designated for statewide scholarships. In the 2014-15 school year, the Foundation funded 433 scholarships for a total of $521,570.

Beginning in November of each year, students may apply through the Foundation’s online application process. Most scholarships are for $1,000; this amount can make a difference for students piecing together a financial package to attend college.

One such student is Angie Settle, who with the aid of a TGKVF scholarship was able to begin an academic journey that would continue through undergraduate, masters and doctorate degrees. Angie’s hard work and a desire to serve her community have propelled her to reach her education goals and find career success.

In Angie’s own words she tells what receiving a scholarship from The Greater Kanawha Valley Foundation has meant to her.

As a young newlywed in the fall of 1990 I was awarded a Capito Fund for Nursing Scholarship through The Greater Kanawha Valley Foundation to help me pursue my dream of becoming a registered nurse at the University of Charleston. I was awarded the scholarship for three years until I graduated magna cum laude with a Bachelor’s of Science in Nursing in May, 1993. After graduation, I worked at a local hospital in the trauma ICU before returning to college in the fall of 1994 to pursue a Master’s Degree in Nursing as a Family Nurse practitioner at Marshall University. When I graduated in May of 1997, I became employed at WV Health Right, a free clinic in Charleston, providing care for the uninsured and underinsured of West Virginia.

I have remained with WV Health Right for the majority of my career and over the past 17 ½ years have cared for literally thousands of needy West Virginians. In the fall of 2013, I again returned to school in pursuit of a Doctorate of Nursing Practice at the University of Alabama where I was awarded a full scholarship. This past summer I graduated with a 4.0 from the DNP program and fulfilled my life-long dream of earning a terminal degree in the nursing profession. On July 1, 2014, I became the CEO/Executive Director of WV Health Right, Inc., and am now honored to serve as the leader of an organization that is so vital and important to the most at-risk citizens of our community.

In closing, had it not been for the Capito Fund for Nursing Scholarship and The Greater Kanawha Valley Foundation I would not be professionally where I am today. This scholarship gave me the opportunity to pursue my academic endeavors and help lay the groundwork for all my academic and career successes that came thereafter. I will be eternally grateful that I was granted this scholarship and am so happy that I have been able to give back caring for the neediest people of West Virginia.

Dr. Angie Settle, DNP, APRN, BC, FNP

The Greater Kanawha Valley Foundation’s work highlighted as part of The Democracy Collaborative’s “Innovative 30”

New report examines how leading community foundations are embracing an anchor mission to build stronger local economies and invest more resources in the communities they serve.

Across the country, innovative community foundations are finding new ways to deploy all their resources to build community wealth. The Democracy Collaborative’s new report, A New Anchor Mission for a New Century lifts up the work of 30 such leading community foundations, including The Greater Kanawha Valley Foundation (TGKVF).

According to the report’s authors, Democracy Collaborative Senior Fellow Marjorie Kelly and Community Development Associate Violeta Duncan, community foundations are “anchor institutions”—place-based nonprofits with significant resources that are highly unlikely to abandon the communities in which they reside. With many of these communities in both rural and urban areas struggling with deeply entrenched economic problems like inequality and unemployment, the case becomes clear for community foundations to take up the “anchor mission”: recognizing the impact they can have as engines of community economic development and local mission-driven investment. Doing so requires charting an exciting new course beyond the transactional model in which community foundations serve simply as a container for donor-advised funds, to a more transformative model where community foundations take the lead in efforts to revitalize and rebuild more equitable and more sustainable local economies.

The report’s authors highlight TGKVF, because of its efforts to recently restructure its entire grantmaking program to focus on projects supporting the creation of multiple forms of local wealth—reflecting its effort to take a systems approach to community change. Rather than making only reactive grants, the Foundation has embarked on a more proactive approach to grantmaking, it is also running its own pilot project in building community wealth, working to connect small produce growers with a large hospital anchor buyer. The Foundation titled its 2014 annual report “Wealth Created Here”.

The Democracy Collaborative is a national non-profit research and consulting institution dedicated to developing new ways to build community wealth and stronger local economies. The Collaborative has assisted a number of community foundations with their community wealth building activities. For more information, visit: http://democracycollaborative.org
Monika is a member of The Greater Kanawha Valley Foundation’s Board of Trustees, serving on the Executive Committee and as Distributions Committee Chair.

Monika is a partner in Dinsmore & Shohl’s Intellectual Property Department. For more than 20 years Monika has represented businesses and individuals in patent and other intellectual property matters. While she is experienced in trademark and copyright law, she particularly enjoys helping innovators strategically value and globally protect their proprietary developments through patent protection and otherwise. As a side practice, Monika works with clients on child adoption, foster parent and surrogacy arrangements.

Monika also serves on the Board of the Kanawha County Library and is Chair of the Commission on Ministry for the Episcopal Diocese of West Virginia.

The busy mom of two teenage boys is an avid reader and enjoys running, hiking and spending time outdoors.

Agency Spotlight

**Our Mission:** is “building bridges of opportunities” by giving residents of the East End of Charleston the opportunity to achieve.

We accomplish our mission by coordinating, facilitating, and/or initiating activities and programs that respond to the needs of families.

**How Can You Help?**

The EEFRC is funded by grants and donations. Manpower is furnished by a small staff and volunteers.

You can become a friend of the EEFRC by volunteering, contributing financially or by donating services, materials, and items. By becoming a friend you will be supporting programs that:

- Assist children & youth with academic achievement
- Provide structured & nurturing programs as an alternative to being on the street
- Lead youth in community service
- Assist adults to prepare for, find & keep jobs
- Help adults access education
- Connect families with resources in times of need
- Organize community educational & fun events
- Provide employment opportunities for East End residents

For more information call: 304.344.1656 or 502 Ruffner Ave, Rm 101, Chas. Wv 25311

Happy Holiday Wishes from everyone at TGKVF

Becky, Patti, Sheri, Christine, Susan, Stephanie, Faye, Sarah, Joey and Jane
Upcoming dates:
Dec 10 TGKVF Board of Trustees meeting
Dec 17 TGKVF Freshman Scholarship Reception
Dec 24-25 TGKVF office closed, Christmas
Jan 1 TGKVF office closed, New Year’s Day
Jan 15 Scholarship application deadline
Jan 19 TGKVF office closed, Martin Luther King Day

Community Connections is a cable television series hosted and produced by TGKVF staff. Guests include nonprofit and local leaders who promote their organizations, services, and upcoming events.

The show is broadcast on KCS-TV, channel 17 and shown twice daily for one week each month. In addition, the segments are uploaded to TGKVF’s youtube channel and facebook page where they can be shared by others to their social media outlets.

Three ways to keep in touch.
TGKVF has embraced social media. “Like” our facebook page for daily news about TGKVF and other non-profits. Subscribe to our youtube channel and see our latest video productions including monthly televised Community Connections interviews with non-profit and local leaders. Follow us on twitter @TGKVF

P. O. Box 3041
Charleston, WV 25331
304.346.3620
www.tgkvf.org

How do you want to be remembered?
If you want to start a fund to support the Vision, Mission, and Goals featured in these pages, contact Becky Ceperley, President & CEO, at 304.346.3620.

One of the top 100 community foundations in the nation.