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MISSION

| BY BECCA BROADDUS

From volunteering at a soup kitchen to founding an organization to end hunger, the pursuit of a calling can be defined many ways.

For more than 50 years, Baylor Business graduates have applied their business education to provide principled leadership and a Christian commitment to service to their communities.

We spoke to four mission-driven alumni who have harnessed those business skills and dedicated their careers, and lives, to nonprofit organizations and their causes.





“Baylor... integrates academic excellence with the pursuit of serving God.”

sue
JOHNSON

MBA '82

Director of Programs
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EAST PALO ALTO, CALIFORNIA

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Silicon Valley, the home of the technology industry, is considered a center of innovation and wealth. According to city-data.com, Palo Alto had an estimated per capita income of \$73,970 in 2012. Yet, in neighboring East Palo Alto, wedged between Facebook headquarters and Stanford University, **the estimated per capita income was \$17,141**. The income disparity is undeniable. Addressing the inequality in the heart of Silicon Valley poses unique challenges and opportunities.

“**W**hat’s happening in Silicon Valley is a reflection of what’s happening in the rest of the country,” Baylor Business alumna Sue Johnson said. “Silicon Valley attracts the best and brightest from around the world. Many middle-income jobs have disappeared because of outsourcing or technological advancements. We have high-paying, high-skill jobs and then, low-skill service jobs—there are few jobs in the middle. This economy has a huge income gap. In Silicon Valley, we are creating all this wealth and innovation, but there’s a growing number of people who are stuck in poverty.”

This is the reality that keeps Johnson working in East Palo Alto, rather than resuming her international business career. **As the director of programs for Able Works, located in East Palo Alto, Johnson works to not just alleviate the effects of poverty, but to provide people with what they need to attain and maintain economic self-sufficiency.** The mission of Able Works is to equip individuals with financial education, life skills and assets that enable them to live free from oppression and poverty.

The organization offers two innovative programs, FutureProfits™ and LiveAble: Women. Both embody some of the same principles Silicon Valley companies use to create discontinuous changes in markets. FutureProfits™ is an education program that partners with local organizations and public high schools to target under-resourced high school students at risk of being caught in generational cycles of poverty.

Through this program, Able Works teaches more than 500 students weekly about fundamental financial paradigms, life and job skills, and detrimental myths about money. LiveAble:

Women combines individual attention and a one-year cohort experience for single moms to move forward together in a healthy, positive

and encouraging environment. Program participants benefit from case management, credit counseling, goal setting, educational and career planning, access to affordable housing and jobs, and other needed resources.

Johnson has always had a desire to serve others. From the age of 16 when she decided to spend a month in the Dominican Republic and help vaccinate children, to working with the LiveAble: Women program at Able Works, she has dedicated her time to supporting other cultures and giving back to her community.

“When I was in college, I had two academic interests: Spanish and business,” she said. “What I love about Baylor is that it integrates academic excellence with the pursuit of serving God to make a positive impact in the world. I knew pretty early I had a mind for business, but I also had a desire for social justice.”

So Johnson pursued her love of international business. After college, Johnson went to work at Arthur Andersen in Houston. Soon after, she moved with her husband, Scott, to the technology industry in California. She worked in the industry for more than 10 years, as a management consultant with Accenture, then in Latin America business development for Apple.

After working in Mexico City and Sao Paulo, Brazil, for Apple, Johnson and her husband decided to start a family. She left her job to dedicate her time to their two children. While raising her kids, Johnson volunteered in their schools and at church.

“I was on the board of several nonprofits,” Johnson said. “I had so many tools and so much support to raise kids, but not everybody has that. That’s when I started serving under-resourced neighborhoods.”

When her kids were in high school, she began working part-time. First, managing a multi-million dollar capital campaign for her church, then helping manage an educational foundation to raise money for an under-resourced school district.

“I learned a lot about the inequality that exists right here in Silicon Valley,” Johnson said. “I worked from the educational standpoint of trying to improve outcomes. When I looked at the data, I observed a correlation between education level and income level of parents and the educational outcomes of kids. With my business background, I came to a point where I wanted to work on the economic side to see if I could help the adults in the community move forward economically. My theory is it will help the kids advance.”

After her kids graduated from high school, Johnson decided to work full-time with Able Works to help create change in her community.

“Recently, I realized I don’t have to get on an airplane to pursue my professional interests. Culturally sensitive social innovation is required to address complex issues right here in Silicon Valley. At Able Works, we are developing creative solutions every day to address global issues... just five miles from my home.”

Daniel Grant's father grew up in a low-income area of a small Alabama town. **His zip code dictated the type of education he received.** Luckily, he was athletic.

He received a sports scholarship to a small state university in Alabama, and ultimately, was able to break the cycle of poverty and start his own sales company. Because of that, Daniel grew up in a different zip code and had a fundamentally different education.

"I have a heart for missions and international poverty," Grant, a Baylor Business alumnus, said. "I thought that was the direction I would take my career after college, but when I learned about my dad's story, **I didn't want to work internationally when there were so many problems in my backyard. Our education system needs improvement, and I believed my business background could help me have an impact there.**"

Before working for Teach For America (TFA), Grant worked at Buckner International for a summer, then moved to Boulder, Colo., to help start a college ministry at a local church. After one year, he moved back to Waco and worked as a telecounseling coordinator, then an admissions counselor at Baylor.

As an admissions counselor, he recruited students at private high schools in Texas and throughout the U.S. to attend Baylor.

"As I was recruiting, it was easier for me to recruit students at private or high-income high schools than it was for my coworkers to recruit at public, low-income schools," he said. "Students from high-income schools were more prepared for our admissions process because of the high quality of their education and the many college readiness supports in those schools. It was more difficult for students from low-income high schools to meet our admissions criteria, simply because of the opportunity gap. I started to discover the truth about poverty and educational inequity in America, and I wanted to put my business degree to work against it."

So Grant began to research the topic. Soon his studies led him to Teach For America, a national organization whose business model was designed to help lead an educational revolution in low-income communities across the country. The organization recruits leaders with a record of achievement, who work to expand educational opportunity, asking them to commit to an initial two years of teaching in a low-income community.

As it turns out, TFA was hiring a recruitment associate role to recruit teachers from faith-based universities, institutions and organizations.

"It's ridiculous how ordained it was," Grant said. "I was an unconventional hire. My job was to recruit at faith-based schools like Baylor and manage a robust national recruitment campaign."

He moved up the ranks to managing small partnerships, then most recently, to public affairs. He maintains working with groups of faith for recruitment and broader community engagement.

"I manage a team that leads various strategic initiatives, but I manage the faith-based initiative myself," he said. "I'm trying

to work with national and local faith leaders. My vision is for churches and local places of worship to play a role in helping our students get the opportunities they deserve."

It's working. Of the top 12 national organizations that bring the most teachers to TFA's nearly 11,000 current first or second year teachers, half of the organizations are faith-based organizations.

"It's important for me to work somewhere where I can have an impact on the Kingdom, while also putting my business degree to work and seeing the results of a business-minded organization," he said.

After working for Teach For America for a while, Grant still wanted to make an impact internationally. As it happened, at a conference, he met Thomas Keown, who founded One Home Many Hopes, now known as Many Hopes. Many Hopes is a long-term strategic solution to the corruption and poverty that exploits the most vulnerable girls and boys in Eastern Kenya. The organization has built a girls' home, a school and is now building a boys' home in rural Eastern Kenya.

"I had not found a way to get involved internationally in what God was doing," Grant said. "I went to Kenya with [Keown] and met these amazing girls who had been abandoned by their families and community, but who had unbridled potential. I immediately decided these were the girls and this was the community I wanted to support."

At the time, Grant was working at TFA in New York City, and he started the New York chapter of Many Hopes. Since moving to Austin and starting his family, he is moving to a more advisory position leading the national board.

"I want to ensure my impact is not just global and national but also local. I joined a local school community board because my son will grow up in this Austin school district," he said. "The older I get, the more personal and professional responsibilities compete for my time and energy. I find it's even more critical to prioritize and decide where I want to spend my time, money and energy. I am committed to continuing to accelerate Teach For America and our national impact, Many Hopes and our global impact, while also stewarding the impact of my family locally."

"I have a
heart for missions
and international poverty."

daniel **BBA '03**
GRANT

Vice President of Strategic
Initiatives and Partnerships
Teach for America

AUSTIN, TEXAS

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Jennifer Herbert didn't plan on going into business. She wasn't a businessperson. Not at first, anyway. **She wanted to work with young people who were disconnected and facing challenges in their lives.** So the Baylor Health, Human Performance and Recreation major graduated and went straight into adventure-based therapy with at-risk youth.

She was hired as the full-time summer camps director at Drug Prevention Resources, Inc., an organization she interned with during her senior year. She taught life skills, substance abuse prevention and team building at Christian-based camps across Texas for youth living in public housing. Over time, her position changed. Herbert stepped into the role of Dallas County Programs Director, working with youth in the Dallas Housing Authority, Dallas Independent School District and the Dallas County Juvenile Department on truancy, substance abuse prevention and HIV/AIDS prevention.

"I loved it," she said. "But what I realized was that our youth weren't having the opportunities to share their brilliance and voice. And if there was no one there to help them advocate for themselves, they were often lost in the system. That's when I realized I wanted to have a greater impact."

She knew there was something missing from her training. After observing how kids and parents were treated in the legal system and how the right resources weren't in place to help youth overcome barriers, she decided to further her education by either going to law school or getting an MBA. She chose an MBA.

"It felt like there was a missing piece, and I felt like an MBA would help me bridge the gap between the for-profit and nonprofit sectors," Herbert said. "Passion and mission drive nonprofits, but their efforts can be minimized by poor business strategy. Nonprofits need solid business execution—to put strong practices in place to maximize, and be held accountable for, the impact we have on the community."

Shortly after receiving her MBA from Baylor and moving to Boston, in spring 2007, Herbert met with the founder and chief executive officer (CEO) of More Than Words (MTW) Jodi Rosenbaum, and soon after, she joined the MTW team as the chief operating officer (COO).

MTW is a nonprofit, social enterprise that empowers youth ages 16 to 21 who are in foster care, court involved, homeless or out of school to take charge of their lives by taking charge of a business. By working as a team to manage their own retail and online used book businesses, café and community space, youth develop the employment skills, leadership and self-confidence they need to successfully transition to adulthood. MTW believes that when system-involved youth are challenged with authentic and increasing responsibilities in a business setting, and are given

high expectations and a culture of support, they can and will address personal barriers to success, create concrete action plans for their lives, and become contributing members of society.

At the time Herbert started, there were three full-time staff and one location at MTW. In 2014, there were 28 adult staff, 181 youth team members and more than 1,000 individual volunteers supporting the two Massachusetts locations. There is even the first "MTW-Inspired Replication" opening in Northern Ireland in spring 2015.

"More Than Words blended my passion for helping young people to see their true potential with a business model that provided the perfect vehicle to deliver on that mission," she said. "It has allowed us to create a place where youth know they matter—often for the first time in their lives."

As COO, Herbert has done everything from running business shifts, picking up book donations, to collecting and analyzing data to fully evaluate MTW's impact and outcomes.

"I consider myself a generalist," she said. "I train and give leadership in all aspects of MTW—from the social enterprises we run to codifying systems for youth engagement to future strategic development."

Beyond her formal duties, Herbert helps teach the youth at MTW less quantifiable skills.

"I've taken the approach of living life with arms wide open," she said. "I ran ten races in 2014. I've taken classes for silver smithing, mandolin, glass blowing, and I'm involved with Inc. seminars to continually grow and challenge myself. It helps me be a better leader within the More Than Words community. Our youth have lacked exposure to opportunities that help them become happy and healthy individuals. I want to pass it on. Keep learning. Choose joy. Let them know you have a choice in how you're going to be, so choose to do you the best you can every day."

"I've taken the approach of living life with arms wide open."

jennifer MBA '05
HERBERT

Chief Operating Officer
More Than Words

BOSTON, MASSACHUSETTS
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Neal Jeffrey is pretty well known in the Baylor community. Not only is he a Baylor University Regent, but he was the starting quarterback under Grant Teaff from 1972-1974.

In fact, he was at the helm for one of the most famous football games in Baylor's history, the so-called "Miracle on the Brazos" game against the University of Texas in 1974. (The Bears came back from a deficit to win 34-24.) After graduation in 1975, he was drafted to play professional football in the National Football League (NFL) by the San Diego Chargers.

"I was always an athlete," Jeffrey said. "I loved sports. I dreamed of playing football. I wanted to play at Baylor. My dad played at Baylor. I always dreamed of being a quarterback [at Baylor], and I dreamed of being one in the NFL."

But he was meant to be doing something else. God was calling him to preach... despite the stuttering impediment he'd struggled with since childhood.

"I had accepted Christ as a boy, and the Lord worked in my heart that He wanted to call me to preach," Jeffrey said. "But I stuttered. I couldn't talk, so I dismissed it. Anyway, I was playing sports."

In fact, because of his stutter, he barely spoke.

"The greatest fear a stutterer has is to have someone see you stutter," Jeffrey said. "I had spent most of my life trying to hide it."

Jeffrey questioned how he could preach with his stuttering impediment, but as he started to gain success in football at Baylor, he was asked to be a guest speaker more and more at Waco area events. Soon, area churches wanted the quarterback to share his testimony with their congregations.

"The more visible I was, the more they wanted me to speak," Jeffrey said. "To me, it just tells me of the grace of God and how He can even use a struggling, stuttering guy like me in His work."

So after two years with the Chargers, he decided it was time to pursue the calling to preach.

"In one sense I had lived that dream of being a pro football player, but it wasn't what God made me for—He made me to be in the ministry," he said. "I started seminary the next spring after playing one more season in San Diego. Then, I decided to go full speed into ministry."

Jeffrey and his wife Sheila, a Baylor speech therapy major, moved back to Texas. Jeffrey received his master's of divinity from Southwestern Baptist Theological Seminary in Fort Worth, Texas, in 1981. He worked at the Fellowship of Christian Athletes and Wilshire Baptist Church in Dallas before joining Prestonwood Baptist Church in 1984 as student minister. At Prestonwood, he served as minister to married adults and associate pastor of pastoral care until being named lead pastor of the church's new Dallas campus in February 2014.

"I still stutter," Jeffrey said. "But somewhere back there, Sheila said, 'Just tell them upfront you're a good stutterer. You stutter well.' It gets everybody relaxed, and then you just go on. In one sense, it makes people listen even more attentively. It's just facing it and admitting it, and realizing it's the way the Lord made me. He can use even me. I've been speaking for 40 plus years now."

In addition to being a pastor, Jeffrey is a motivational speaker, and in 2009, he added "author" to his resume. He published *If I Can, Y-Y-You Can!*, a motivational book about his life and the lessons he's learned.

Jeffrey's motivational speeches reflect pep talks, "pep talks for life," as he calls them. He uses the illustration of being a football player: a pep talk gets you ready to play a great game. But in life, the pep talks "get you fired up and inspired to make your life count."

"I love everything I do," he said. "The common denominator is people. I love people. I love speaking to people in a way that helps, inspires, teaches or motivates. I get to speak to all types of groups. I love just being involved in the lives of people and, hopefully, making a positive difference in their lives."

"I love just being involved in the lives of people and, hopefully, making a positive difference in their lives."

neal **BBA '75**
JEFFREY

Lead Pastor, Dallas Campus
Prestonwood Baptist Church

DALLAS, TEXAS
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