

IN MEMORY



Eleanor M. Josaitis

DECEMBER 17, 1931 – AUGUST 09, 2011



Alison Davis-Blake
Edward J. Frey Dean of Business
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Dear Incoming Ross MBAs,

Welcome to the Ross School of Business.

A very unique hallmark of the Ross MBA experience is our 20 year heritage of being the only business school that engages all incoming students in a day of community service. This is part of our commitment to developing global leaders who engage in integrative leadership; namely driving business performance while also being good global citizens committed to improving the environment and the quality of life for those in need.

We were saddened by the loss of a long term partner of the Ross community, Eleanor Josaitis, the co-founder of Focus: HOPE. Eleanor served for 11 years on our Visiting Committee, has been a keynote speaker at the last 10 years of our citizenship day during Orientation, hosted many MAP projects at Focus: HOPE as well as engaged hundreds of Ross MBA students in volunteer work at Focus: HOPE.

Her wish before she passed away was to “please carry on our work to end racism and poverty.” We are delighted to carry on her work through the Eleanor Josaitis Citizenship Initiative which will support global citizenship projects engaging students with a variety of interests and backgrounds.

I hope that your participation in this day of service will inspire each of you to use the skills you learn here at the Ross School to lift and assist individuals in need and to serve the communities and nations in which you live and work.

A handwritten signature in black ink that reads 'Alison Davis-Blake'. The signature is written in a cursive style with a large, flowing 'A' and 'B'.

Alison Davis-Blake
Edward J. Frey Dean
Ross School of Business



Focus: HOPE Mission Statement

Recognizing the dignity and beauty of every person,
we pledge intelligent and practical action
to overcome racism, poverty and injustice.

And to build a metropolitan community where all people
may live in freedom, harmony, trust and affection.

Black and white, yellow, brown and red
from Detroit and its suburbs of every economic status,
national origin and religious persuasion
we join in this covenant.

— Adopted March 8, 1968 by Father Cunningham & Eleanor Josaitis

Co-Founder Eleanor Josaitis Had A Passion For Justice



Focus: HOPE Co-founder Eleanor Josaitis, whose passion for justice gave hope and opportunities to countless thousands for well over four decades, passed away August 09, 2011.

Josaitis, 79, died 14 years after the passing of Father William T. Cunningham with whom she founded Focus: HOPE in the wake of the 1967 Detroit riots. At her side were her husband of 55 years, Donald, her five children, and other family and friends.



The housewife turned civil rights activist dedicated the last 43 years of her life to “intelligent and practical action to overcome racism, poverty and injustice” as proclaimed in the Focus: HOPE mission statement. She became a national advocate for a food program designed to meet the nutrition needs for children and seniors; a proponent of job training programs that gave women and minorities access to the financial mainstream, and a passionate Detroitier who strove to revitalize the city and its neighborhoods.

“There’s no greater way to eliminate racism and poverty than to see that people have education, skills, jobs and opportunities in life,” she frequently said.

Josaitis is widely regarded as a leader who fought with courage and tenacity for causes close to her heart. She experienced the jubilation of winning Congressional approval of a national food program that has assisted hundreds of thousands of low income families; the loneliness of a lengthy, and eventually victorious, federal discrimination lawsuit against a local employer; and the satisfaction of providing job training and support services that have put more than 10,000 talented men and women into successful, good-paying careers.

Josaitis said the turning point in her life came as she watched a televised report on the violence inflicted on civil rights marchers in Selma, Alabama. The horrific scene of dogs and firehoses unleashed on American citizens ignited her passion for justice.



She became a civil rights activist—and a few years later co-founded Focus: HOPE when violence erupted in her own city. She often recalled walking the streets of Detroit the day after the riots ended telling Cunningham they had to do something to get at the root of the problems that caused the tragedy.

Among their first actions was conducting a study that showed the pricing and quality discrepancies between urban and suburban grocery and drug stores. Their findings gained national attention and put Focus: HOPE on the map as an organization that would make a difference in the inner city.

Josaitis and Cunningham were an unlikely pair. She was raising a family in suburban Taylor, while he was a Catholic priest who preached at her church and had become a regular guest for Sunday dinner at the Josaitis home. Her five children grew up with “Uncle Bill” and Focus: HOPE integrated into their family.

While Cunningham was the outspoken visionary, Josaitis was the practical operations manager. When he passed away in 1997, many thought Focus: HOPE would fade from existence. Nothing could be further from the truth. Josaitis came into her own as a leader and public figure. With fierce determination, she took Focus: HOPE into the 21st century despite economic, political and social challenges.

Although she often asked others to help her “make Father Cunningham’s work live on,” in reality it was her work as well. Where there was a problem, she found a solution. When she saw students having difficulty getting to school on time because of day care issues, she told Cunningham they had to open a child care center.

Passion

When prospective students couldn't pass a basic math and reading test, the co-founders started skill enrichment classes. When she saw children walking to school past abandoned houses, she worked her connections to get as many torn down as possible.

When she realized that a good education didn't mitigate all the challenges faced by Focus: HOPE students, she started conducting etiquette classes. "I want them to know all the rules—what piece of silverware to use, how to shake hands, make eye contact, work a room, what to do at a cocktail party," she said. "People put a label on you real quick. I want to remove that label."

The firebombing of Focus: HOPE's offices in the 1970s, the vile "love letters" she received, and the tornado that inflicted \$18 million in damages to the campus just two months after Father Cunningham's passing never discouraged her. Those tragedies only made her and the organization stronger.

"I refuse to be intimidated," she said. "It just makes me want to work harder."

Nothing warmed her heart more than graduates returning to give her hugs and tell her that they had a great job, a family, a house—and even took a vacation. She recalled one woman quietly walking up to thank her. "I'm about to get my Ph.D and I was once on your food program," she whispered.

Josaitis often told the story of how she received a call from a woman looking for help with food. "I went on bragging about our great food program for women and children and she shouted into the phone 'I'm 75 years old and you want me to get pregnant before you'll give me food?!'"

"She told me off like only your grandmother can," Josaitis said. But the call ignited her passion for helping senior citizens gain access to the Commodity Supplemental Food Program. It took a few years and several trips to Washington before seniors were added—and they now make up the vast majority of participants in the 39 states that offer the program.

It was while advocating for the program, that Josaitis learned a lesson that shaped her leadership skills. When she and Father Cunningham were testifying before a congressional subcommittee, she sat across 'from the meanest man I've ever seen.'" During a break in the hearing, the late U.S. Senator Phil Hart took Eleanor aside and told her: "If you had decked him like you were going to, he'd have won and you'd have gone to the slammer. You have to learn to outclass them."

The rest of her life was spent outclassing anyone who stood in her way.

She is survived by her husband, Donald; children Mark, Janet (James) Denk, Michael, Thomas, and Mary (Mark) Lenzion; grandchildren Elizabeth, Kevin, Nora, David, Chelsie, Alec and Alison; sisters Margaret Krueger and Janet Lang, and brother Louis Reed.

In addition to her family, she is survived by thousands whose lives are better off because of Eleanor Josaitis, Father William Cunningham, and Focus: HOPE.



Photo Credits:

Photo top right: Rick Smith

Photo second from top: Joe Wilssens

AWARDS & ACHIEVEMENTS

Eleanor Josaitis received honorary doctoral degrees from Wayne State University, University of Michigan, University of Notre Dame, Central Michigan University, Lawrence Technological University, University of Detroit Mercy, Madonna University, Sienna Heights University, Olivet College, New York City Technical College, Michigan State University, Eastern Michigan University, and Walsh College.

In 2002, Mrs. Josaitis was named one of the 100 Most Influential Women by Crain's Detroit Business. She also has been inducted into the Michigan Women's Hall of Fame and into the Heritage Hall of Fame at Cobo Hall.

Her other awards include:

- Marygrove College's Theresa Maxis Award
- Assumption University's Christian Culture Series Gold Medal Award
- University of Michigan School of Business Administration Leadership Award
- Arab American Institute Foundation's Kahlil Gibran Spirit of Humanity Award
- Detroit NAACP Presidential Award
- The Detroit News Michiganiaan of the Year
- National Council of Negro Women's Achiever Award
- Anti-Defamation League's Women of Achievement Award
- Ford Employees African-Ancestry Network's 2002 Heritage Award
- Goodfellow of the Year, 1998
- "Distinguished Warrior" by the Detroit Urban League, 1999
- Women of Conscience Award, The National Council of Women of the United States Inc., 1998
- Boy Scouts of America's Good Scout Award, the first woman to receive this award
- Jeffery W. Barry Award for Educational Excellence and Service from Walsh College
- Wonder Woman Award by the Women's Survival Center of Oakland County
- Wade McCree Award from the Federal Bar Association
- World Citizen Award from EDS
- Education award from Society of Automotive Engineers
- Peacemaker award from Wayne State University's Center for Peace and Conflict Studies
- City Year Detroit Lifetime of Idealism Award
- Woman of the Year by YWCA of Western Wayne County
- Michigan Chamber of Commerce's 2005 Award for Distinguished Service and Leadership
- Grant Thornton Leader and Innovator of the Year, 2006
- Dr. Charles H. Wright Award for Excellence in Community Activism, 2006
- 2006 National Caring Award, Caring Institute in Washington D.C.
- Robert B. Johnson Diversity Award, Detroit Medical Center, 2006
- Others award, Salvation Army, 2006
- Lifetime Service Award, Gleaners Food Bank, 2007
- Clara Barton Ambassador Award, American Red Cross, 2007
- Distinguished Women's Award, Northwood University, 2007
- Shining Light Unsung Hero Award, Detroit Free Press and Metropolitan Affairs Coalition, 2007
- W.E.B. DuBois Community Activist Award, Highland Park and Southwest Detroit Branches of the NAACP, 2007
- Freedom and Justice Award, Detroit Branch NAACP, 2008
- Spirit of Detroit Award, Detroit City Council, 2008
- Diversity Award, Detroit Community Health Connection, 2008
- Crime Stoppers of Michigan Non-Profit Honoree, 2008
- Phoenix Award, Congressional Black Caucus Foundation, 2008
- Ambassador of the Year Award, Ambassador Magazine, 2008
- Lifetime Achievement Award, Engineering Society of Detroit, 2009
- Esteemed Women of Michigan, Gary Burnstein Community Health Clinic, 2010
- Josephine S. Weiner Award for Community Service, National Council of Jewish Women, Greater Detroit Section, 2010.
- Champion in You Award, Braylon Edwards Foundation, 2011
- President's Award, Neighborhood Service Organization, 2011
- Joe Louis "Brown Bomber" Award, 2011



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ELEANOR JOSAITIS GLOBAL CITIZENSHIP INITIATIVE for the University of Michigan Ross School Global Business Partnership

Bridging student learning with global corporate citizenship

In 2008, University of Michigan Global Business Partnership announced the launch of the Eleanor Josaitis Global Citizenship Initiative in honor of the Co-Founder of Focus: HOPE, Eleanor Josaitis. This Initiative engages undergraduate and graduate students from diverse disciplines as members of action learning teams working on human capital (housing, education, healthcare and jobs) and global environmental (land, air, water, biodiversity) projects partnered with corporations, NGOs and government agencies. In 2010 the Initiative gave the first Eleanor Josaitis Social Entrepreneur Award to Tom Torkelson, CEO and Founder of IDEA Public Schools in the Rio Grande Valley of Texas. This year Robert E. Knowling, Chairman of Eagles Landing and former CEO of the NYC Leadership Academy for school principals, will receive the award. He has also been CEO of three high technology Silicon Valley start up companies and chief operating officer of US West.

The Eleanor Josaitis award is a symbol of the larger agenda of Michigan making a difference in the quality of life for those at the base of the pyramid. A significant number of the Initiative's projects each year will be with Focus: HOPE to help continue fulfilling its mission. To date, projects have included teams of MBA students working with Focus: HOPE on its fundraising strategy, strengthening corporate partnerships, and expanding its IT training programs. Other global citizenship projects have included:

- Covad sponsored a team (Robert Knowling was CEO at the time) working on job training with the unemployed in East Palo Alto.
- GE sponsored two teams in India; one working on how to impact healthcare in the greater Bangalore area and the other working with rural villages to help rebuild them after the tsunami.
- 3M sponsored a team in China to work on occupational safety.
- Dow sponsored a team in Mexico working on environmental emissions.
- Grupo Salinas sponsored two teams to work on building bottom of the pyramid new rural communities in Mexico.

The Initiative's most recent project partnered students from the University of Michigan Medical and Nursing schools with West Point cadets. In partnership with P&G and Grupo Salinas, the students helped to establish distribution channels for PUR, a water purification product, in Oaxaca, Mexico. P&G's PUR is able to purify 10 liters of water for only 3.7 cents per day and will be delivered to low income families through Grupo Salinas' Elektra stores helping to improve living conditions for thousands of people. All of the Eleanor Josaitis Global Citizenship Initiative projects will harness student diversity to deliver practical solutions to racism and poverty, with the Focus: HOPE mission statement, broadened to a global context.

The Eleanor Josaitis Global Citizenship Initiative will be a very prestigious experience for students across the University of Michigan campus, and students are accepted only after rigorous screening. Each project will have a corporate sponsor, bridging corporate and community social action, and will help to develop the leadership and teamwork capabilities of our future generations.

The launch of the Eleanor Josaitis Global Citizenship Initiative will be funded through a gift from Patricia Stacey (Ross MBA 1987) and her husband Professor Noel Tichy. Both Patricia Stacey and Noel Tichy have worked globally, combining action learning projects with corporate citizenship efforts since Noel Tichy ran GE's Leadership Institute in the 1980s. At the University of Michigan Ross School, they designed and ran the Global Leadership Program for hundreds of Japanese, US and European leaders who developed business plans and executed citizenship efforts in China, India, Russia and Brazil. In addition, they were instrumental in helping launch the business school's MAP process (seven week action learning projects launched in 1991, more than 2000 projects run since that time) and, in 1991 they launched the MBA citizenship orientation program. Outside the University, they have incorporated global citizenship projects into leadership programs at dozens of corporations; including Shell, Ford, Intuit, Genentech, HP, Grupo Salinas, Royal Bank of Scotland, Trilogy, Charoen Pokphand Group, and Best Buy, involving well over a million business leaders in citizenship efforts.

Their funding will be coupled with funds and project commitments from corporate sponsors.

GOALS OF THE INITIATIVE

1. Deliver solutions to pressing global environmental and human capital projects.
2. Develop students to become active global citizenship leaders.
3. Brand the University of Michigan as a leader in the world in such efforts.
4. Strengthen the University of Michigan partnerships with the business and public sector.
5. To be a source of best practices for others wanting to learn from Michigan's experience.



Professor Noel Tichy at the P&G and Grupo Salinas sponsored Clean Water Project in Mexico with students from University of Michigan's Medical School, Nursing School, and West Point.



The Eleanor Josaitis
Global Citizenship Award

2010 Recipient of the
ELEANOR JOSAITIS GLOBAL CITIZENSHIP AWARD

Tom Torkelson

CEO & Co-founder, IDEA Public Schools

2011 Recipient of the
ELEANOR JOSAITIS GLOBAL CITIZENSHIP AWARD

Robert E. Knowling

Chairman, Eagles Landing Partners

TOM TORKELESON, CEO & CO-FOUNDER
IDEA PUBLIC SCHOOLS



2010 Recipient of the Eleanor Josaitis Citizenship Award

Upon graduating from Georgetown University with a degree in economics in 1997, Tom joined Teach for America and taught fourth grade in Donna, Texas for three years, after which he successfully launched the IDEA Academy in 2000, serving as the first board president and founding principal. At 24 years of age, Tom was then Texas' youngest-ever charter school founder. Since 2000, Tom has led the replication efforts of the original school, and system-wide there are now 5,500 students enrolled in the twelve campuses that comprise IDEA Public Schools, with four more schools set to open in August 2010. The mission of IDEA Public Schools is to ensure that students in under-served communities are prepared to succeed in college and citizenship. Currently, 100% of graduates are on college campuses across the nation, where they continue to receive support and guidance from IDEA. In 2009 U.S. News and World Report ranked IDEA College Preparatory as the 13th best high school and second best charter high school in the nation. In 2009 IDEA Public Schools was the first-ever charter organization to be named the best school system in the state of Texas.

In 2009, Tom was featured in Time magazine in the run-up to the "Time 100" list of most influential global citizens. Tom is the recipient of the prestigious Peter Jennings Award for Civic Leadership (2009), the Freddy Fender Humanitarian Award (2008), served as Chairman of the 2007 national Charter Schools Conference, is a member of the Board of Directors and Executive Committee for the University of Texas-Pan American Foundation, and a board member for the McAllen Chamber of Commerce. Tom is often called upon to provide expert testimony to state and local officials on issues of education policy and school choice.

Since its inception, IDEA has generated significant support from the private and philanthropic sector, including significant gifts from Bill and Melinda Gates Foundation, Michael and Susan Dell Foundation, Meadows Foundation, Charter School Growth Fund, Brown Foundation, Texas High School Project, Communities Foundation of Texas, and others.



ROBERT E. KNOWLING
Recipient of the Eleanor Josaitis
Global Citizenship Award

Bob Knowing has been a long time friend and supporter of the Ross School. In addition to serving on the visiting committee, he has been a keynote speaker multiple times at MBA orientation and a donor to Focus: HOPE in the name of the Ross School MBAs. Bob personally donated \$1 million to Focus: HOPE in the name of the MBA class of 2000 for delivering on his challenge to have 100% of the class participate in the Focus: HOPE March For Justice and deliver food to the elderly in Detroit with Focus: HOPE.

He has had an illustrious business career as a long-time executive in the telecommunications industry, and former CEO of Telwares, SimDesk and Covad. Additionally, Bob has held Board of Director positions at numerous companies such as HP, and continues to serve on the Boards of Heidrick & Struggles, Ariba, and Roper Corporations.

Bob has been widely recognized for the work he did as founding CEO of the New York City Leadership Academy which reached over 1,400 school principals in New York City and helped raise over \$100 million for the cause. The result has been a massive turnaround in school performance in New York City, the country's largest school system with 1400 schools over 90 thousand teachers and 1.5 million students.

Bob embodies a role model of great leadership for the 21st century, integrating business success with transforming the lives of those in need with his citizenship efforts.

Noel M. Tichy



Professor & Director Global Business Partnership



ROBERT E. KNOWLING, CHAIRMAN
EAGLES LANDING PARTNERS



2011 Recipient of the Eleanor Josaitis Citizenship Award

Mr. Knowling brings over 30 years of experience in the telecommunications and technology sectors, leading companies through periods of high growth and organizational turnaround. Knowling is Chairman of Eagles Landing Partners. EL Partners specializes in helping senior management formulate strategy, lead organizational transformations, and re-engineering businesses. EL Partners' work at the top includes leadership development and executive coaching.

Mr. Knowling served as Chief Executive Officer of Telwares, a JP Morgan Chase/One Equity Partners Private Equity owned company from 2005-2009. Telwares is a leading provider of telecommunications expense management services. Prior to joining Telwares, Knowling was Chief Executive Officer of the NYC Leadership Academy, an independent non-profit corporation created by Chancellor Joel I. Klein and Mayor Michael R. Bloomberg that is chartered with developing the next generation of principals in the New York City public school system. From 2001 to 2003, Mr. Knowling was Chairman and Chief Executive Officer of SimDesk Technologies, Inc. During his time at SimDesk, he defined the Company's go-to-market strategy, developed numerous strategic partnerships, and managed the successful launch of the Company's software. Prior to this, Knowling was Chairman, President and Chief Executive Officer of Covad Communications; a Private Equity/Venture Capital backed start-up company located in Silicon Valley. Knowling led the company through its rapid growth and Initial Public Offering to become the largest and most recognizable brand in the high-speed Internet access industry.

Knowling began his career in 1977 at Indiana Bell and progressed rapidly through a variety of assignments in operations, engineering and marketing. When Indiana Bell became a part of Ameritech, Knowling assumed positions of increasing responsibility in marketing, product development, large business marketing and network operations. He was assigned to Ameritech's re-engineering breakthrough development team in 1992. As the lead architect of the Ameritech transformation, Knowling reported directly to the Chairman. He was named Vice President of Network Operations for Ameritech in 1994. Knowling then joined U S WEST in March 1996 as Vice President of Network Operations. In 1997 he was named Executive Vice President of Operations and Technologies responsible for a 30,000-member team in charge of planning, delivering and maintaining high-quality telecommunications services for more than 25 million customers in 14 states.

Knowling was awarded the Wall Street Project's Reginald Lewis Trailblazers Award by President Clinton and the Reverend Jesse Jackson in 1999. In presenting the award to Knowling, President Clinton commended Knowling's efforts in developing a national agenda for the spirit and mission of inclusion, opportunity, expansion, advocacy and success in the workplace for women and people of color in the high-tech industry.

Knowling serves on the board of directors for Ariba in Sunnyvale, California, where he is the lead director; Heidrick & Struggles International, Inc. in Chicago, Illinois; Roper Industries in Sarasota, Florida; and Aprimo, in Indianapolis, Indiana. He is also a member of the advisory board for Northwestern University's Kellogg Graduate School of Management. Knowling has been a YMCA volunteer for more than 20 years and served as chair of the National Services group for the YMCA in 1993. He maintains an active nationwide corporate and public speaking schedule. Knowling received a Bachelor of Arts degree in theology from Wabash College and a master of business administration from Northwestern University's Kellogg Graduate School of Business.



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ELEANOR JOSAITIS GLOBAL CITIZENSHIP AWARD CEREMONY

OPENING AND INTRODUCTION

Dean Alison Davis-Blake

ROSS MBA REFLECTIONS ON GLOBAL CITIZENSHIP EXPERIENCES

Section representatives share reflections and commitments to citizenship

THE ELEANOR JOSAITIS GLOBAL CITIZENSHIP AWARD

Professor Noel Tichy

2010 AWARD RECIPIENT

Tom Torkelson, remarks on the 2011 recipient, Robert Knowling

2011 ELEANOR JOSAITIS GLOBAL CITIZENSHIP AWARD

Robert Knowling

ROBERT KNOWLING REMARKS & DIALOGUE SESSION WITH ROSS MBAs

CLOSING

Dean Alison Davis-Blake



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