2015 CARSEY SOCIAL INNOVATION INTERNSHIPS

COASTAL ENTERPRISES, INC. (CEI)

Coastal Enterprises, Inc. (CEI) is an expert in rural business funding, development and financing. Established in 1977, CEI is a private, nonprofit Community Development Corporation (CDC) and Community Development Financial Institution (CDFI). With Maine as its primary market, CEI provides financing to micro, small and medium enterprises, natural resource-based ventures, affordable housing and community facilities. CEI uses its development finance programs to achieve economic, social and environmental benefits for low income people and communities. In addition to serving Maine, CEI also provides financing to projects in rural areas of northern New England and upstate New York, and throughout rural America. A pioneer in its field, CEI is one of the nation’s premiere rural CDC/CDFIs.

In addition to providing financing, CEI also provides counseling and training to existing and aspiring business owners, first-time homebuyers and families facing foreclosure and engages in policy research. CEI embraces a comprehensive approach to building assets, linking business financing to job creation, entrepreneurship, sustainable development, policy advocacy and research. The organization operates in primarily rural markets where financial returns are not sufficient to attract traditional investment, but where CEI’s goal of achieving economic, social and environmental benefits can be satisfied.

Carsey Social Innovation Internship at CEI:

CEI has 4-5 possible placements for a Carsey Social Innovation Intern, each of which is summarized below and expanded upon here. Interested individuals should note their placement preference(s) in the application. The placements are:

1. **Analysis of Business Survivability in CEI’s Microloan Portfolio.** Building on CEI’s long history of small enterprise loans, CEI is seeking an intern to conduct a quantitative and qualitative analysis of its recent microlending portfolio to more thoroughly understand business survivability within its microloan borrowers after receiving a loan. The project will involve quantitative analysis of microloan portfolio data and interviews with current and former borrowers.

2. **Maine Seafood Study Website:** To advance the goal of integrating seafood into a comprehensive Maine food distribution and sales network, CEI has recently developed and launched an online tool to help potential buyers find the products and the companies that sell them. The intern will enhance this tool through research, writing, and direct communication with fishermen, including developing new direct-to-consumer capabilities.

3. **Research on Role of Immigrants in Maine.** As more immigrants move to Maine, the State is developing a public and private sector strategy to attract a larger pool of immigrants and integrate them into the community and workforce. This intern will join CEI’s research team and take a leading role in writing a paper on the impact of immigrants on schools. The intern may also be involved with other research on how and where immigrants might fill labor shortages in specific sectors of the economy.

4. **Sustainable Agriculture and Food Systems.** CEI’s Ag Program provides business counseling and financial assistance to farms and food-related businesses in Maine and the northeast. CEI seeks 1-2 interns for exciting projects in economic justice impact analysis, dairy portfolio analysis, lending and credit analysis, and/or strategic planning.

Visit this page for more detailed job descriptions. All interns will also join meetings and events of interest throughout the summer to gain broader exposure to the farm and food landscape in Maine.

Location: Portland, ME.

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The Coca-Cola Bottling Company of Northern New England (CCNNE), a franchise of its parent company, operates 10 distribution centers across parts of all six New England states and upstate New York and runs a state-of-the-art production center in Londonderry, NH. In an industry that has been around for over 100 years, and as a company of 40-plus years, CCNNE wants to stay relevant long into the future. CCNNE’s sustainability efforts and achievements are profiled by the Green Alliance here: http://www.greenalliance.biz/business/coca-cola-bottling-company-northern-new-england (includes video)

Carsey Social Innovation Internship at Coca-Cola Northern New England:

CCNNE seeks 1-2 interns for the following projects:

- **Process improvements to reduce environmental impact.** This intern will work with a senior operations manager on the following technical projects:
  - Solarization of facilities
  - Solid waste measurement and reduction plans for distribution centers
  - Review other resource consumption areas (energy/lighting, fuel/delivery routing etc.)

This intern may also work in community-facing projects such as redeploying used containers to support recycling, water reclamation & compost projects.

- **Community and outreach programs.** This intern will work with the sustainability team to:
  - Utilize Coca-Cola marketing and distribution reach to raise awareness for local causes
  - Promote as appropriate CCNNE’s ability to support local causes
  - Identify how CCNNE can best share sustainability/community contributions throughout its market
  - Invite key groups to CCNNE’s production facility to educate and inform on best-in-class manufacturing practices

*Location: Londonderry, NH.*
COMMUNITY DEVELOPMENT FINANCE AUTHORITY (CDFA)

The Community Development Finance Authority is a state-authorized nonprofit whose mission is to enable thriving, vibrant local economies in New Hampshire. We do this by partnering with the state’s communities, employers, and nonprofits to strategically and creatively deploy financial and technical resources which go toward local economic development projects, affordable housing development, energy reduction, job retention, large- and small-scale community development efforts, and public infrastructure needs. CDFA utilizes an innovative integration of state and federal sources of funds, investments, and tax equity. In addition to what CDFA awards on an annual basis, we manage an ongoing financial portfolio of around $80 million, which leverages over $300 million worth of community and economic projects across New Hampshire.

Carsey Social Innovation Internship at CDFA:

CDFA seeks a student with strong business and analytics skills who is passionate about a triple bottom line approach to energy challenges facing NH communities. Ideal applicants will have an interest in energy, environmental policy, economics, business and/or statistics. Previous professional or academic experience in research and analysis is helpful and proficiency with Microsoft Excel is preferred. A top applicant will be a detail-oriented self-starter with strong communication skills across all mediums and an ability to think critically.

The intern will assist our Director of Clean Energy Finance further define key aspects of the new Clean Energy Fund as part of our ongoing roll-out of paradigm-changing financial products in the state. Work will include:

- Defining and quantifying CDFA’s energy efficiency and renewable energy market in New Hampshire.
  - Identify and disseminate successful case studies
  - Research via our internal tracking and outcomes system and review potential specific new markets/projects
- Helping review existing equity investment programs as part of the Clean Energy Fund’s strategic expansion
- Analysis of recent wastewater treatment aggregation program in Massachusetts
  - Understand specific legal and finance structures used
  - Assist in identifying potential public funding sources in NH via the Department of Environmental Services

The intern will have the opportunity to work alongside passionate and professional individuals in a fast-paced environment, with responsibilities that touch on all aspects of CDFA’s community development and clean energy programs. Applicants can expect to gain direct experience at the frontier of NH’s emerging clean energy policies and finance systems. Applicants will learn about CDFA’s commercial-scale energy efficiency and renewable energy financing programs and have the opportunity to improve and help design new structures. He or she will be provided with training, hands-on experience, supervision, and networking opportunities, utilizing modern technology and information systems.

Location: Concord, NH.

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DARE MIGHTY THINGS

Dare Mighty Things, LLC, located in Portsmouth, NH and Washington, D.C., provides management consulting services that help clients implement social solutions. Our mission is to deliver technology-infused, performance management solutions for large-scale programs that affect vulnerable populations. We apply our knowledge, training and organizational expertise to the task of supporting those who work with the least empowered in our society.

Among other things, our programs, training and solutions have been instrumental in changing the national landscape for vulnerable youth, through a wide range of mentoring and engagement programs; we have helped to establish uniform support services to military families impacted by the deployments of the last decade; and we have fortified non-profit, social-service organizations, nation-wide, in their efforts to provide services to our most disadvantaged citizens.

We are a privately owned, small business. Our clients are primarily in the government and non-profit sectors.

Carsey Social Innovation Internship at Dare Mighty Things:

As an Associate Analyst intern working with our Creative Learning Solutions (CLS) team, the Carsey Social Innovation Intern will be called upon to conduct research, develop curriculum for both virtual and in-person settings, and complete quality control for online and written deliverables. This individual will apply adult learning principles, various instructional methodologies, and scenario-based, learner-driven approaches to the development of curriculum in support of nonprofit programs, foundations, and government agencies. The research and curriculum development will be integral to the development and enhancement of our training curriculum for these programs and ultimately enhance positive outcomes for the social service organizations and vulnerable populations these programs support. In this role, the Intern will be supervised and mentored by the CLS Project Manager, and work closely with the CLS team.

Location: Portsmouth, NH.
Harvest to Market (HTM) is a web platform that connects local farmers with local buyers. Our tagline is, “Know Your Farmer – Buy Local – Make the Connection.” The HTM platform allows local farmers to link together and collectively build online farm market community websites. The websites have online ordering capability and, by aggregating products from many farms into local online markets, the websites offer supermarket convenience to buyers because they can order a variety of products and pay for and pick them all up at one location and time.

HTM was founded in 2009 with $60,000 in online transactions. This has grown to $575,000 in 2014. HTM currently has 4,000 registered users in 21 online markets which host 21,000 products from more than 400 producers. HTM is equally driven by our mission to help preserve local farms and farmland and make local food easily available in communities as we are to return reasonable financial rewards to our founders and partners. Harvest to Market won 2nd prize in UNH’s 2014 NH Social Venture Innovation Challenge and is currently seeking funding to position ourselves for nationwide expansion in 2016.

Carsey Social Innovation Internship at Harvest to Market:

As startups go, Harvest to Market (HTM) is in a unique position. Most businesses build a strong business and marketing organization and then build the business around that. In our case we simply went out and built the business. We now have a thriving business, demonstrating a solid and proven business model, with the potential to expand nationwide in 2016. To accomplish this, we need a stronger business organization, business plan, and marketing plan to serve as the basis and roadmap for nationwide expansion.

HTM is seeking a motivated intern to assist with marketing and business development and who, more than anything else, believes what we believe: it is essential to empower and sustain local farmers to preserve the character, environment, health, and well-being of our communities. HTM is a startup and has tasks that span a variety of skillsets. As a business management philosophy, we believe that people excel at what naturally inspires them. Because of this we try, to the extent possible, to mold jobs around people and not people around jobs. If helping HTM position itself to expand nationwide by taking on one or a combination of the responsibilities below inspires you, then let us know.

**Business Organization and Business Plan Development**

- Analysis of past sales history;
- Development of presentation materials related to sales history;
- Analysis of potential competition strengths and weaknesses;
- Establishing the infrastructure and operational costs for a nationwide scalable HTM platform;
- Development of business financial projections;
- Development of pitch deck and video to be used as presentation materials in seeking financing.

**Marketing Plan Development**

- Evaluate what the most important website features are that empower markets to be sustainable;
- Evaluate whether an electronic payment gateway is a critical website feature for online market success;
- Evaluate whether a social media “toolkit” integration is a critical website feature for online market success;
- Evaluate whether the use of Electronic Benefit Transfers will enhance online market sales;
- Evaluate to what extent website “buying club” features would increase market sales;
- Evaluate why some of the HTM online markets more successful than others;

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2015 Carsey Social Innovation Internship

- Evaluate whether product line variety influences market success;
- Evaluate whether there are website feature developments that are required to take HTM to scale;
- Establish website feature development priorities through a survey of current users;
- Determine the most effective approach and plan to reach new buyers, vendors, and markets;
- Develop a presentation plan and materials for pitching to potential markets to adopt the HTM platform.

Website User Experience
- Develop help information for website users;
- Develop content for a list of Frequently Asked Questions;
- Develop screen capture videos to act as guide for feature use;
- Survey existing users for issues related to current use of the website;
- Provide technical assistance to existing and new website users.

The intern will report to CEO and Founder, Andrew Walters.

Location: Durham, NH.
LOCAL ENTERPRISE ASSISTANCE FUND

The mission of the Local Enterprise Assistance Fund (LEAF) is to promote human and economic development by providing financing and development assistance to cooperatives and social purpose ventures that create and save jobs for low-income people. LEAF focuses on lending nationally to cooperatives in three main loan product areas:

- Community-owned natural food cooperatives that create high quality jobs and provide access to healthy food in urban and rural communities
- Low-income manufactured-home cooperative housing developments
- Worker- and community-owned businesses and social enterprises

Since its founding over 30 years ago, LEAF has invested and leveraged over $91 million, resulting in the creation or retention of more than 6,200 jobs. Through our work with community-owned natural food cooperatives, 36,000 families have gained access to quality food. These cooperatives have supported their local economies by purchasing from 1,370 small family farms and 2,110 small businesses. Also as part of our work financing community-based businesses and social enterprises we have supported Alternative Staffing Agencies that focus on placing people with “barriers to employment” into jobs. These investments have resulted in 1,440 people being placed into positions, and 3,260 low-income individuals benefiting from placement, career counseling and retention services.

Carsey Social Innovation Internship at the Local Enterprise Assistance Fund:

The intern will help LEAF further research areas of strategic interest and refine these initiatives, including the following:

**Unbanked/Under-banked Study:**
LEAF plans to conduct a feasibility study and create a business plan for developing a Latino financial institution in Massachusetts, similar to the North Carolina Latino Community Credit Union model. As mistrust of the traditional financial institutions has increased since 2008, this financial institution will provide ethical financial products and services to the Hispanic population, promote economic inclusion, and empower that vulnerable population group.

Creating a Latino financial institution in Massachusetts — whether a credit union or cooperative bank — addresses the problems facing unbanked and underbanked Latinos. In addition, it will help Latinos create more community wealth and employ an economic democracy strategy that keeps wealth within the community. Despite the fact that the Latino community is one of the largest and fastest growing minorities, they continue to be one of the poorest and most marginalized groups, lacking both economic and political power in Massachusetts. In order to effectively support this project, it is first necessary to rigorously assess the financial needs of the Latino community and establish empowering relationships with the existing Latino infrastructure of the Commonwealth.

**Small Business Conversion to Worker-Ownership:**
This initiative aims to preserve and add jobs in Massachusetts’ more economically depressed Gateway Cities, targeting the most vulnerable sectors. Because almost 60% of small business owners nationally are over 50 years old and many of these baby-boomer generation owners are ready for retirement, the potential closure or sale of their businesses represents a major threat for the future of millions of jobs. LEAF intends to address this problem in Massachusetts by preserving these middle-skill jobs through the facilitation of the sale of retiring owners’ businesses to their employees. The initiative will focus on smaller businesses (50 employees or less) prime for conversion, for whom ESOPs are too expensive and conversion to a cooperative structure is more feasible. Across certain targeted industries, the initiative will develop industry specific co-op conversion tools and build peer networks that can facilitate group purchasing. Conversions of existing businesses hold the greatest promise for small businesses and for increasing the overall scale of worker cooperatives.

Aside from the above initiatives, the intern may be involved, in a more limited manner, in other areas of LEAF’s day-to-day work such as basic research, investor relations, and marketing.

The ideal candidate will have strong skills in written communication and analytical research. The intern will work with most staff members of LEAF and its affiliate business consulting group, the ICA Group. The intern will gain excellent experience at the intersection of finance, philanthropy, and community development.

Location: Brookline, MA.
NEW HAMPSHIRE BUSINESS REVIEW

For some 35 years, New Hampshire Business Review the paper has been the only statewide business newspaper in New Hampshire. NHBR publishes a biweekly print edition with a readership of 50,000, as well as a website, nhbr.com, updated daily with staff-written breaking business news.

We pride ourselves in taking business journalism seriously and have dedicated ourselves to enterprise and investigative stories involving corporations, state government, politics, public policy and corporate governance that affect not only businesses, but the community in general. Many of our stories have resulted in changes at the legislative level.

In addition, two of the key issues to which we have long dedicated ourselves to writing about are sustainability and diversity in the workplace – essential components of a successful business

Carsey Social Innovation Internship at New Hampshire Business Review:

An intern at NHBR would be a full member of the editorial staff, covering general business and state government news. In addition, the intern would spend much of his or her time writing stories both for print and digital use about the various ways New Hampshire for—profits and nonprofits are exploring the intersection of business and social mission. We see this as a great next step in NHBR’s own mission of helping to promote progressive ideas and approaches to the workplace.

Because NHBR has a small editorial staff, interns won't feel as though they're being lost in the shuffle of the newsroom. He or she would work directly with all members of the staff in developing, writing and editing stories.

They will have the chance to ask questions and receive feedback from NHBR staff and will have their stories published both online and in print – an invaluable aid when looking for their first newsroom job.

Because of the unique nature of the journalism industry and the graduation requirements of UNH’s English/Journalism major, the intern at NHBR will receive a $1,000 (not $3,000) stipend, plus the opportunity to receive up to eight credits for English 720, the journalism internship. For inquiries about the English 720 credits, please contact Professor Lisa Miller at lc.miller@unh.edu.

Location: Manchester, NH.

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NEW HAMPSHIRE COMMUNITY LOAN FUND

The New Hampshire Community Loan Fund (Community Loan Fund) turns investments into loans and education to create opportunity and transform lives. We collaborate with a wide range of donors and lenders, and with business, nonprofit and government partners, to provide the financing and support people need to have affordable homes, have quality jobs and child care, and become financially independent. Established in 1983, the Community Loan Fund was one of the first Community Development Financial Institutions (CDFIs) in the nation, and has received industry awards and recognition for social impact, financial strength and performance.

The Community Loan Fund also gives people and organizations a way to align their investments with their values. More than 400 individuals and 139 institutions invest money with the Community Loan Fund; 100 percent of those investments are loaned into NH communities.

Carsey Social Innovation Internship at the New Hampshire Community Loan Fund:

The New Hampshire Community Loan recently completed the development of our five-year strategic plan. The plan calls for doubling our lending over this period of time, based on demand and need for our lending products in New Hampshire communities. It also calls for a major increase in financial capital that would need to be raised in order to meet that demand.

To meet these ambitious goals, our philanthropy department (which cultivates relationships with major individual and institutional investors and donors) will be identifying and developing new sources of capital. The Carsey Social Innovation Intern will help with this initiative by:

- Researching a targeted segment of potential investors based on agreed-upon criteria;
- Providing in-depth analysis of target segment along with its current investment trends;
- Preparing a white paper or written briefing on key findings and recommendations, based on research and analysis on how to best market to this segment.

The ideal candidate will have strong skills in written communication and analytical research. The intern will work on the Community Loan Fund’s philanthropy team, reporting directly to Ken Kunhardt, Director of Investor Relations, and will gain excellent experience at the intersection of finance, philanthropy, and community development.

Location: Concord, NH.

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PAX WORLD MANAGEMENT

Pax World Management LLC, the investment adviser to Pax World Funds, is a recognized leader in Sustainable Investing, the full integration of environmental, social and governance (ESG) factors into investment analysis and decision making. Pax World launched the financial industry’s first socially responsible mutual fund in 1971. Today, Pax World offers a comprehensive platform of Sustainable Investing solutions including Pax World Funds, a family of no-load mutual funds; ESG Managers™ Portfolios, multi-manager asset allocation funds powered by Morningstar Associates; ESG Shares®, the first family of ETFs devoted exclusively to a Sustainable Investing approach; and separately managed accounts for institutional investors.

Pax World seeks to invest in forward-thinking companies with sustainable business models. To identify those companies, we combine rigorous financial analysis with equally rigorous environmental, social and governance analysis. The result, we believe, is an increased level of scrutiny that helps us identify better-managed companies that are leaders in their industries; that meet positive standards of corporate responsibility; and that focus on the long term. By investing in those companies, we intend for our shareholders to benefit from their vision and their success.

Pax World is a rapidly growing small company headquartered in Portsmouth, New Hampshire, with a friendly, collegial and growth-oriented professional work environment. We are an equal opportunity employer committed to high standards of corporate social responsibility, both in our investment approach and in the way we try to conduct our own business.

Carsey Social Innovation Internship at Pax World Management:

Under the supervision of the Director of the Sustainability Research Department, our intern will:

- Conduct research on the environmental, social and governance (ESG) issues that illuminate Pax World’s ESG analysis and principles
- Assist the sustainability research department with research related to sustainable investing

Pax World is a recognized leader in sustainable investing, and identifying and analyzing ESG issues and trends is important to our success. As noted above, the research conducted by our sustainability intern helps us in that endeavor.

Location: Portsmouth, NH.

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2015 Carsey Social Innovation Internship

PLAN: THE POST-LANDFILL ACTION NETWORK

The Post-Landfill Action Network (PLAN) is a 501c3 nonprofit, cooperative network of student leaders on campuses across the country working to achieve zero waste. We support the implementation of practical campus waste-reduction initiatives, educate students about the waste crisis, and help train the next generation of sustainable leaders. Our goal is to create zero-waste campuses that lead the way to a zero-waste world where landfills and incinerators are obsolete. With the support of 2013 Carsey Social Innovation Intern Sophie Rathjen, PLAN won first place in the University of New Hampshire’s 2013 NH Social Venture Innovation Challenge.

PLAN was founded in May, 2013 – and used the UNH Trash 2 Treasure program as its pilot model for expanding student-led initiatives to 9 other campuses nation-wide in its first year. PLAN is currently working with 40 member campuses and in October 2014, PLAN hosted its first annual Students for Zero Waste Conference, drawing over 170 students from 50 colleges nationwide. With goals of achieving over 500 member campuses in the next 5 years, PLAN is currently exploring strategies to build to scale. One of those strategies is the development of “preferred vendor partnership agreements” with vendors that provide discounted services to our member campuses through a cooperative model.

Carsey Social Innovation Internship at PLAN:

PLAN and CCA Global Partners, a $12 billion, privately held cooperative based in Manchester that helps independent businesses in 13 industries harness the power of cooperative operations, are in the early stages of an exciting collaboration to reduce waste at college campuses. The crux of this collaboration is a new partnership with Waste Focus, a performance-based waste reduction company focused on helping organizations reduce waste from an institutional level and save money on waste hauling contracts.

Reporting directly to PLAN Executive Director Alex Freid, and supported by CCA’s BizUnite division, the Carsey Social Innovation Intern will:

- Research the business models behind CCA, PLAN, and Waste Focus and provide an evaluation of the partnership and the benefits and opportunities to all parties involved;
- Develop marketing materials for campuses to work with Waste Focus through the PLAN/CCA partnership;
- Develop long-term strategy proposals for project development over a multi-year period, including cost-benefit analysis and revenue projections;
- Research campus experiences with Waste Focus, potentially provide one or two case studies for promotion;
- Participate in team meetings;
- Other duties as necessary.

This is an exciting opportunity for a student with strong analytical and quantitative skills to participate from the ground up in an entrepreneurial waste-reduction initiative.

Location: Durham, NH.

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PORTSMOUTH HISTORICAL SOCIETY

The Portsmouth Historical Society operates the gateway to cultural Portsmouth through its visitor center, Discover Portsmouth. The Society took over this city building to create a central location where, in cooperation with other groups, we can introduce cultural Portsmouth to visitors and residents. We also operate the John Paul Jones House Museum, the Black Heritage Trail, a publishing company, and the Portsmouth Advocates (which promotes historic preservation of our built environment). Our mission is to increase understanding and enthusiasm for local history through telling Portsmouth stories in collaboration with others.

Our organization has grown tenfold in ten years. Now we are developing a sustainable business model that will decrease our dependence on major donors in the years ahead. Our future success and stability depends on understanding our place in the cultural and economic ecosystem of downtown Portsmouth, including developing earned income strategies for sales of goods and services. Our priority this year is to investigate innovative strategies for delivering our mission to residents and visitors of Portsmouth.

Carsey Social Innovation Internship at the Portsmouth Historical Society:

Our intern will work with the Society and with a powerful subcommittee of local entrepreneurs to make a key contribution to our business model. The intern’s responsibility will be to investigate innovative systems for telling local history and research methods to deliver our content effectively in ways that educate participants and preserve Portsmouth stories. The work has three parts, with two opportunities for presentations to the subcommittee:

1. **Research**: Market research of innovative systems for guiding and delivering history. We want forward-looking methods for both content and delivery of educational information based on local history. Internet research and follow-up phone interviews will be the focus of this part of the project. (20%)

2. **Analysis**: Synthesize and analyze the findings of the research; describe the pros and cons of the various approaches including costs, scale, staffing, etc. Analysis will conclude with creating a presentation for the subcommittee after three weeks of work. [before 4th of July] (20%)

3. **Identification**: The subcommittee will help narrow, hone and set the direction to formalize a strategy for implementation and execution after the presentation. They will assist in the definition of the scope of work, identify potential local partners, and types of national funders for the intern to research further. The end of the internship will include a final report and presentation that will be used as a planning tool and content for grant applications to implement the project. (60%)

The intern will be supervised by Maryellen Burke, Executive Director of Portsmouth Historical Society.

*Location: Portsmouth, NH.*

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SEMESTER IN THE CITY

Semester in the City is a start-up social enterprise designed to prepare leaders for the common good. Semester in the City and a related effort to build a new college focused on public service and social innovation will blend intensive, credit-bearing learning apprenticeships in the social sector with rigorous reflection and academic courses. The Co-Founder and CEO of Semester in the City is Eric Schwarz, the Founding CEO of Citizen Schools, Founding Executive Chairman of US2020, and the author of The Opportunity Equation (Beacon, 2014). Schwarz received the University of New Hampshire’s Carsey Social Innovator of the Year Award in 2014.

The long-term goal of Semester in the City is to improve the contribution of the higher education sector to America’s public service mission in education, economic development, criminal justice, public health, social services, the environment, and more. Our primary mission will be to better prepare students to serve effectively as leaders in government, the non-profit sector, or as advocates, movement leaders, or social entrepreneurs; but we will also aim to provide a rigorous general education that prepares graduates for a lifetime of reflective leadership in any domain they choose, from Wall Street to Main Street to the developing world.

At the core of our strategy will be the launch in the next five years of two demonstration programs:

1. A Semester in the City program that provides credit-bearing college-level learning to existing students at partnering colleges and universities via structured apprenticeships, seminars, and specially designed classes. Enrollment in the Semester in the City program will be analogous to enrollment in a “Junior Year abroad” or “semester abroad” program, with credit granted by the partnering institution and most or all costs covered through allocated tuition. We plan to open this program for the 2016-17 school year, enrolling ~100 students from 5-10 initial partners that first year and then growing the program to enroll 500+ students annually and to be financially self-sustaining without philanthropy by 2020-21; and,

2. A new, accredited College for Social Innovation (working title) or small university that has as one of its core design features an apprenticeship-focused learning program in which up to half the course credits students earn will come through rigorous apprenticeships in the public service and social entrepreneurship sectors. Students will graduate as social sector leaders with real-world experience, demonstrated academic and 21st Century competencies, and a strong network of mentors and champions. Read more in this concept paper.

Over time, Semester in the City and the College for Social Innovation will seek to impact society through the quality of its graduates and the impact of their work, both while in college and after graduation. Additional impact will come through influence on hundreds of partner colleges and universities. We will demonstrate that experience-based learning can accelerate academic achievement and motivate students to better understand and synthesize the leading scholarship that continues to emerge from the liberal arts disciplines. We will demonstrate that a college model that more optimally blends classroom-based learning, mentoring, and apprenticeships in real world settings will be attractive to students and will help those who enroll achieve success as workplace and civic leaders.

Apply now at https://carsey.unh.edu/csif/social-innovation-internship
Carsey Social Innovation Internship at Semester in the City:

Semester in the City founder Eric Schwarz seeks an enterprising intern to support the launch of an exciting new social enterprise in the higher education space. The Carsey intern will be supervised and mentored directly by Schwarz and will also have an opportunity to work directly with outstanding social sector leaders who serve on either an advisory board or steering committee for the new enterprise. The work of the internship will include the following:

- Research and strategic planning to update the organization's business plan, building from an initial draft prepared in spring 2015 by consultants at the Inspire Program at Deloitte Consulting;
- Partnership development with committed and prospective college partners, including the University of New Hampshire. This part of the project will include outreach to university administrators as well as to student groups that could be helpful in recruiting future Semester in the City participants.
- Curriculum development. An important part of the Semester in the City model is that students will actively reflect on their learning as social sector apprentices and will have opportunities to connect their work to broader societal themes. In some ways the Carsey intern will be piloting the Semester in the City program; as such, she/he will be asked to partner with Schwarz and a team of volunteers and advisers in developing learning activities appropriate for college students participating in similar intensive, curated learning experiences.
- Other activities connected to the launch of Semester in the City and the College for Social Innovation that connect to the experiences and career and academic interests of the intern. Such activities could include research to build a fundraising program, support of building out the basic finance or technology operations for the new non-profit, and/or support of the process for interviewing and hiring the founding staff members for the initiative.

Location: Boston, MA.

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UNH FOUNDATION

The UNH Foundation was established in 1989 to build private support for the University of New Hampshire. Our energetic team of dedicated professionals works in concert with the University to strengthen programs, support deserving students, provide opportunities for our talented faculty, enhance facilities, and address other areas of need. In September 2013, drawing on research conducted by our 2013 Carsey Social Innovation Intern and Net Impact UNH, our Board approved a new “sustainable sleeve,” a social choice fund that allows donors to specify that their gift will be invested responsibly using Environmental, Social, and Governance (ESG) criteria. Our 2014 Carsey Social Innovation Intern worked in partnership with Pax World Management to develop a template for quarterly reports in ESG industry trends.

Carsey Social Innovation Internship at the UNH Foundation:

The intern will support the Foundation’s ongoing data-driven analysis of opportunities in sustainable investing. Sample responsibilities include: researching, analyzing, summarizing and presenting data on topics such as investment return rates for sustainable investment funds, comparable ESG funds for the current portfolio, community investment across asset classes, and sustainable investment policies at higher education institutions.

The intern will be supervised by Erik Gross, Treasurer of the UNH Foundation.

Location: Durham, NH.
VERIS WEALTH PARTNERS

Veris Wealth Partners is a national sustainable wealth management firm dedicated to aligning families’ and foundations’ financial objectives with their mission and values. They structure fully-diversified portfolios that aim to drive social and environmental change while bringing rigor and discipline to the investment process. They believe this approach represents today’s most sophisticated investment thinking. Understanding the landscape of sustainable investing is a core Veris expertise. They strive to help their clients access superior investment and impact opportunities by leveraging their deep knowledge of relevant financial, environmental, social, and governance (ESG) issues.

Carsey Social Innovation Internship at Veris Wealth Partners / Carsey School of Public Policy:

The Carsey Social Innovation Intern will split his/her time evenly each week between Veris Wealth Partners and the Carsey School of Public Policy at UNH. At Veris, the intern will be a part of their multi-office Sustainability Team tasked with improving Veris’ commitment to corporate responsibility. Responsibilities include:

- Coordinating team meetings by helping to prepare meeting agendas, maintaining team’s action/item list and documenting meeting minutes
- Creating the company’s annual carbon footprint documentation spreadsheet and calculating the companies 2014 carbon footprint
- Participating in the selection of the company’s 2014 carbon offset
- Drafting the companies 2014 Sustainability report using the Global Reporting Initiative (GRI) guidelines
- Supporting the creation and implementation of company sustainability initiatives
- Supporting companies’ ongoing evaluation for B Corporation status (B Corps are a new type of corporation that use the power of business to create public benefit)

The intern will report to Alison Pyott, Wealth Manager, in the Portsmouth, NH office.

At the Carsey School of Public Policy, the intern will serve as the “intern’s intern” for the Carsey Social Innovation Internship, helping to organize trainings, document and market the internship, and prepare for campus activities in 2015-2016. Strong writing and communication skills are critical, as well as a passion for mobilizing other UNH students around the theory and practice of social innovation.

Location: Portsmouth and Durham, NH

Apply now at https://carsey.unh.edu/csif/social-innovation-internship