

REYNOLDS



The Catherine B.
Reynolds Foundation
Program in Social
Entrepreneurship

Pattern Breaking Work of Social Importance done in Sustainable and Scalable Ways

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Welcome to the NYU Reynolds Newsletter

It is my pleasure to present the inaugural issue of the New York University Reynolds Program in Social Entrepreneurship Newsletter. Each semester, we will recap the many exciting NYU Reynolds Program events of the preceding months, bring you up to date on the exciting work of the program's Fellows and Scholars, and provide details of the many NYU Reynolds Events that lay ahead.

The NYU Reynolds Program was established in June 2005 with a \$10 million gift from the Catherine B. Reynolds Foundation, and is managed by the NYU Wagner School of Public Service and the Provost's Office. We seek to attract, train, and encourage the next generation of social entrepreneurial changemakers, and to make NYU an internationally recognized focal point for social entrepreneurial research, scholarship and activity.

Each year the program names -through a highly competitive selection process- up to ten undergraduate Scholars and up to twenty graduate Fellows from across 11 schools at NYU. In addition to a financial aid award of up to \$50,000, Fellows and Scholars participate in an intensive two-year curricular and co-curricular program designed to help them realize their vision of change. This realization could mean developing and executing pattern-breaking solutions of social importance in sustainable and scalable ways, developing and/or sustaining the social entrepreneurial infrastructure needed for these solutions to take root and flourish, or spurring others to action through media and the arts.

Considering all that has happened since we chose our first class of Fellows and Scholars in April of 2006, it is hard to believe the program is less than two years old. It has been my very great pleasure -even in this short period of time- to see the cohort members begin to make their ideas a reality. Ideas like Santhosh Ramdoss's "Profits for People," which focuses on bringing marginalized communities in rural areas to the mainstream of economic activity, or Andrea Hollen's work, which seeks to harness the power of social computing to drastically improve family-centered, community-based child welfare practice. The entire cohort represents the most promising changemakers from the schools of Law, Medicine, Dentistry, Social Work, Business, Public Policy, Education, the Arts and others.

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You can learn more about all the 2006 and 2007 Fellows and Scholars at <http://www.nyu.edu/reynolds/grad/> and <http://www.nyu.edu/reynolds/undergrad/>.

I am also very grateful for the insight, involvement and support we have received from so many leaders in the NYU, social entrepreneurial, political, business, legal, journalistic and public service communities. We could not have accomplished what we have without their help. Some of these folks have become NYU Reynolds Expert Advisors or Social Entrepreneurial Coaches (see http://www.nyu.edu/reynolds/expert_advisors/), others have served as judges during our selection events (see http://www.nyu.edu/reynolds/news/selectionevents/06/judges_grad.pdf and http://www.nyu.edu/reynolds/news/selectionevents/07/judges_grad.pdf) others have participated in the NYU Reynolds "Social Entrepreneurship in the 21st Century" speaker series (see http://www.nyu.edu/reynolds/speaker_series/0708.html) and still countless others have provided internships, advice, and mentorship to our cohort members. You can learn more about other partner organizations at <http://www.nyu.edu/reynolds/resources/> and I look forward to expanding this community with you in the years to come.

NYU truly is a private university in the public service, and NYU Reynolds is an important part of that effort. Ashoka founder and CEO Bill Drayton has proclaimed, "The NYU Reynolds Program is setting the standard and changing the landscape." I invite you to learn more at <http://www.nyu.edu/reynolds>.

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The 2007-08 NYU Reynolds "Social Entrepreneurship in the 21st Century" Speaker Series

The NYU Reynolds Program's 2007-08 Social Entrepreneurship in the 21st Century Speaker Series continued on January 30 at 12pm with leading blended value scholar and NYU Reynolds Expert Advisor Jed Emerson. In his talk, "Maximizing Blended Value: Moving beyond the Limitations of Philanthropy, CSR, Social Entrepreneurship and Socially Responsible Investing," Mr. Emerson challenged the notion that financial value and social/environmental impact are fundamentally at odds.

The next session will take on February 20 at 5pm, when we will be joined by Jacqueline Novogratz, CEO of Acumen Fund. This free event will take place at 295 Lafayette Street, 2nd floor in the Rudin Family Forum, but space is limited and an RSVP is required at <http://www.zoomerang.com/survey.zqi?p=WEB227BKSR9MX7>.

Fazle Hasan Abed, Founder and Chairman of BRAC, and J.B. Schramm, Founder of College Summit joined us for the series in September and October respectively. Additional speakers for later this year are International Bridges to Justice Founder and CEO Karen Tse (March 5), and Partners in Health Co-Founder Dr. Paul Farmer (April 30). You can download the complete schedule at http://www.nyu.edu/reynolds/speaker_series/pdf/speakerseries.pdf.

The 2006-07 series featured Ashoka Founder Bill Drayton, Room to Read CEO and Founder John Wood, Teach For America Founder and President Wendy Kopp, Idealist.org Founder and Executive Director Ami Dar, and Partners in Health Co-Founder Dr. Paul Farmer. To learn more about the NYU Reynolds Speaker Series and to download videos and podcasts of previous events please visit http://www.nyu.edu/reynolds/speaker_series/.

Reynolds Fellow Addresses Doctor Communication and Wins \$100K Grant

2006 Reynolds Fellow and fourth-year medical student Brian A. Levine returned in late November from a one month trip to NYU's Ghana Campus. While in Accra, he helped establish the first free country-wide mobile physician network in the world. As part of this exciting project, Brian brought together Onetouch, Ghana's largest mobile phone company, the Ghana Medical Association, and the West Africa Aids Foundation to partner in the creation of the network.

Through this unique agreement, as of January 1, 2008, all registered Ghanaian physicians have the ability to call and SMS all other registered Ghanaian physicians free of charge, as well as dial a toll-free number from their Onetouch handset to speak with a live operator for other physicians' contact information.

By having all of Ghana's physicians on a unified network, information can now freely flow from physician to physician, as well as from other agencies to physicians. In the event of an emergency or disaster, physicians can be easily sent an SMS, helping to save precious time when it counts most. No longer does a physician feel geographically isolated, regardless of where they practice, because another physician is now only a phone call away.

Brian is also the joint recipient of a \$100,000 Microsoft RFP Grant selected from among 144 proposals from 24 countries. His team hopes to create a highly reliable, widely available, secure and ultra low-cost Smartphone-based distributed drug information system that can be used for tracking the flow and consumption of antiretroviral drugs in Highly Active Anti-Retroviral Therapy programs in Ghana. You can learn more about Brian Levine at http://www.nyu.edu/reynolds/grad/06_html/levine.html.

NYU Reynolds Scholar Kate Otto Wins Truman Scholarship

2006 Reynolds Scholar Kate Otto (College of Arts and Sciences) was named a 2007 Truman Scholar, one of only 65 nationally and the only one from her native Rhode Island. Kate will be using the scholarship in part to fund her dual BA/MPA program at Wagner. This five-year joint program will award Kate with a Bachelor of Arts in International Relations in 2008 and a Master of Public Administration in 2009. The Truman also offers Kate the opportunity to study policy development at its Summer Institute in Washington, D.C., where she will join with an organization to focus on policy development and implementation.

Kate brings to her studies practical experience working under HIV-AIDS education policy in a number of African countries. In Ghana, Kate worked with the West Africa AIDS Foundation and developed and managed "Freedom for the Future," a fundraising program that raised \$10,000 for AIDS education for local students.

During her Reynolds sponsored internship this summer, Kate designed and implemented an HIV outreach program in Arusha, Tanzania. She organized student volunteers from Work the World, a British company that organizes placements for student medics, nurses, dentists and physiotherapists in Africa, Asia and South America. Working with local hospitals, NGOs, schools, municipalities, and media outlets her team encouraged HIV Testing among the youth of Arusha.

You can learn more about Kate at http://www.nyu.edu/reynolds/undergrad/06_html/otto.html, the West Africa Aids Foundation at <http://www.waafweb.org/index.php>, and Work the World at <http://www.worktheworld.co.uk/>.

NYU Reynolds Scholar Wins 2007

"Be a Changemaker" Challenge Grand Prize

PIVE - Promoting Immigrant Voices in Education was selected to receive the first annual NYU "Be A Changemaker" Challenge Grand Prize.

The team, led by Ashley Furan, 21 years old, Elizabeth Smith, 20 years old, and 2007 Reynolds Scholar Joseph Taranto (Gallatin, BA, '09), 19 years old, works to further immigrant parents' awareness of their rights to translation and interpretation services in New York City public schools in order to provide greater opportunities for involvement in their children's education.

As grand prize winners, the team will receive a \$10,000 grant for their organization, a \$500 Staples gift certificate, and special training and consulting opportunities, in addition to the \$1,000 grant they already received from Youth Venture as seed funding to launch the team.

"This is a great example of NYU's commitment to being a private university in the public service, and the role the NYU Reynolds Program in Social Entrepreneurship plays in that effort," said Gabriel Brodbar, Director of the NYU Reynolds Program in Social Entrepreneurship.

"The response from the NYU community was tremendous, with over 300 undergraduate students from eight different schools participating. It showed how serious NYU students are about taking action to create change. We are thrilled to be collaborating with Youth Venture and Ashoka on this and other initiatives, and are looking forward to an even bigger event this year." To learn more about this years challenge and how to apply, please see <http://www.nyu.edu/reynolds/news/youthventure.html>

Through collaboration with individual schools, PIVE will hold educational workshops, ESL/parent leadership classes and family events to promote the engagement of immigrant parents in the school community, especially through existing but often under utilized language services. "We strongly believe that the involvement of parents directly correlates with improved educational outcomes." said Ashley Furan. "This award will allow us to strengthen the PIVE program and ensure that it is sustainable. We are very grateful for what it will allow us to do in the immigrant community."

In addition to the \$10,000 grant and the Staples gift certificate, the winning team will receive special consulting opportunities with experienced entrepreneurs and participation in the New Venture

Program at the Berkley Center for Entrepreneurial Studies and the Stern Incubator Entrepreneurial Boot Camp and lunch series at the Stern School of Business, and access to special resources and opportunities through NYU Reynolds.

A panel of experienced social entrepreneurs selected the winning team from 32 teams involving more than 100 NYU students that launched social ventures in January and February of 2007. Teams submitted Action Plans and presented their ideas before panels comprised of New York community members from the business and social sectors. The Grand Prize Judges included Charles Best, CEO and Founder of DonorsChoose; Betsy Krebs, Co-founder and Executive Director of the Youth Advocacy Network; John Muller, Co-founder and Executive Director of DreamCity Theater Group, a Youth Venture he launched while in university in Washington D.C.; Jeffrey Robinson, Assistant Professor of Management at the NYU Stern School of Business; and Max Schorr, Publisher and Founding Editor of GOOD Magazine.

"We are thrilled at the success of the winning team, PIVE, and of all 32 Youth Venture teams that launched through our "Be A Changemaker" Challenge with NYU," said Gretchen Zucker, Executive Director of Youth Venture. "It is clear that NYU is the leading university in weaving social entrepreneurship and youth leadership in the very fabric of the university, and we are delighted to collaborate."

Reynolds Fellow Wins Stern Social Venture Competition

(Reprinted from Wagner Update, Winter 2008, Volume 5, Issue 1)

In May 2007, Profits for People, the venture co-founded by 2006 Reynolds Fellow Santhosh Ramdoss (Wagner, MPH '08) and his business partner Anupreet Sethi (Stern, MBA '07) won the social venture track of the 8th Annual NYU Stern School of Business Business Plan Competition. The Stewart Satter Family Prize of \$100,000 (of which \$40,000 was awarded to Profits for People) and \$10,000 of in-kind support will allow them to build this social venture. The mission of Profits for People is to enable the rural poor to participate in the growing economy by creating co-invested businesses. Last summer, Santhosh traveled to India to set up the pilot unit in Trichy, a town located in the South Indian state of Tamil Nadu. Santhosh believes there is immense potential in the business of back-office services like data entry and data conversion to be delivered from rural areas. When the pilot unit is fully operational, it will employ 40-50 educated women from low-income households. During his stay in Trichy, Santhosh worked on understanding the back-office industry in India, assessing the needs of the community, and forming partnerships with industry players and local community members. While the trip was largely successful, Santhosh acknowledged that many challenges lie ahead, "I have begun to appreciate the importance of working within the local institutional framework and also to tap the talent and knowledge available within these communities. While it is easy to be paternalistic in designing and implementing solutions for social change, the summer experience highlighted to me the importance of learning from communities."

Reynolds Fellow Works in Bangladesh to Improve Women's Health

In November 2007, Joseph Shin, a fourth-year NYU medical student and 2006 Reynolds Fellow traveled to Bangladesh to help evaluate maternal-child health programs for BRAC, one of the world's largest and most innovative NGOs. With

the help of one of the NYU Reynolds Social Entrepreneurial Coaches, Susan Davis, the NYU School of Medicine International Health Program, and BRAC's Research and Evaluation Division, Joseph lead a team of researchers as they evaluated the role of community health workers in The Manoshi Program, one of BRAC's newest maternal-child health programs. The Manoshi Program seeks to address the unique challenges in delivering health services to urban slum communities that are experiencing astronomical growth, largely due to migration from rural areas. BRAC will go on to use Joseph's work to guide expansion of the Manoshi Program, which is currently entering the second year of a multi-year, multi-million dollar grant from the Bill and Melinda Gates Foundation.

You can learn more about Joseph at http://www.nyu.edu/reynolds/grad/06_html/shin.html, and BRAC at <http://www.brac.net/index2.htm>.

A Conversation with Ami Dar, Idealist.org Founder and Executive Director

When Ami Dar launched Idealist.org in 1995, he literally created millions of opportunities for interaction among those who want to impact their world in positive ways. Mr. Dar has established himself as a key contributor to the Reynolds Program participating both as a keynote at the first Reynolds Retreat in 2006 and as a speaker in our 2006-07 "Social Entrepreneurship in the 21st Century" Speaker Series."

In his talks, Ami expressed a nuanced view of what social entrepreneurship really means. 2006 Reynolds Fellow Ray Huling (GSAS, MA, '09) sat down with him to draw out more of what he thinks.

What does the term 'Social Entrepreneur' mean to you?

You have all these people who for some reason are labeled social entrepreneurs and you have others who either aren't labeled that way or they don't label themselves that way. And they all play the same role.

For the Ashoka people, I guess their idea is somehow that your idea has to be original-which I find hard to completely buy.

Clearly, some people are more original than others, but does that correlate with having an impact on the world? I'm not sure. You have people who have somebody else's idea-not a first mover-but what they have is the ability to bring the thing to scale.

Sometimes it's not about new ideas; it's about taking an old idea and just doing it better or doing it right or doing it at scale.

Do you think there is too much focus on the individual?

By focusing on the social entrepreneur, I think some of these organizations or the whole field, I guess, end up focusing on the founders in a way that I think can sometimes be unhealthy compared to focusing on good organizations.

I think that over the last fifty years the whole society has gone in the direction of this star-building mechanism. It's about Michael Dell; it's about a movie's director, not all of the people who are making it; it's about the star of the team or the coach.

Everyone at Apple knows that it takes the whole company, not just Steve.

Steve Jobs doesn't sit there all day making iPods. Somebody's actually doing this with him.

Society has gone that way, and in some way I think this little sector is following. You know: let's find stars out there. And in some cases I think it can be not healthy for an organization. The credit goes to all of them who work there.

At the same time you do feel, yes, of course, these people deserve to be encouraged and credited. So it's tricky, it's tricky. I'm glad the whole thing exists, that it's happening.

In all my relations with Ashoka, going through the whole process with them, being a judge and being a Fellow, one insight that Ashoka had which I think is truly wonderful, and I don't know of anyone else who has had that insight, they say-and they're completely right-they say that there's an overblown relationship between someone's being able to have a great idea for the world, being able to lead an organization, and simple straight writing ability. Their whole process is based on the face-to-face interview. The normal certainly U.S.-based-foundation world, is all based on the grant, right, the grant proposal. The foundation world, by interposing that condition, they're saying, 'if you don't write me a great grant, you don't get to meet me'.

Ashoka says that most social entrepreneurs can't write well. It's not what they do: they're doers, not writers.

It's an important insight. The world is full of people doing great things, with great ideas, and they're undiscovered. And yet one reason they're undiscovered is because they're expected to send a grant proposal to the Ford Foundation.

What is your definition of a social entrepreneur?

Vanessa Kirsch from New profit, I heard her speak once, and she says that a social entrepreneur is someone who sees an opportunity where others see a problem. And I thought that was a simple, good definition. You have someone walking around in a slum; everyone is looking at the problems; he sees the opportunity there. I thought, "Okay. That's a definition. There's a zillion people like that".

NYU Reynolds Fellows Train for Nonprofit Board Positions

Earlier this year 2006 Reynolds Fellow Ross Meyer (Wagner School of Public Service), in cooperation with the United Way of New York City's Linkages Board Training and Placement Program, launched The NYU Reynolds Board Corps Program. Nine 2006 and 2007 Reynolds Fellows will be trained and then placed for two-year terms as board members of a variety of nonprofit organizations in New York City. The objective of the program is to provide a skills-building and networking opportunity for Fellows, while bringing visibility to the Reynolds Program and providing a service to nonprofits in New York City. You can learn more about Ross at http://www.nyu.edu/reynolds/grad/06_html/meyer.html, and the United Way Linkages program at <http://www.unitedwaynyc.org/?id=36>.

NYU Reynolds Partners with Ashoka to Launch "NYU Reynolds-Ashoka Ambassador Program"

The NYU Reynolds Ashoka Ambassador program provides cohort

members an opportunity to play a critical role in the development and implementation of social entrepreneurial solutions to society's most intractable problems. Through Changemakers.net, an on-line open source initiative of Ashoka, Reynolds-Ashoka Ambassadors will help connect key stakeholders and state-of-the-art thinkers from across sectors in order to advance and implement social innovations in a wide variety of fields including genocide prevention, resource management and sanitation, and sustainable geo-tourism. Changemakers.net's ultimate goal is to create a centralized virtual place where the most innovative solutions from around the world are collected, debated, improved upon and ultimately funded and implemented.

Changemakers hosts seven platforms a year centered on themes such as "Human Trafficking," "Disruptive Innovations in Health and Healthcare," and "Sports and Social Change." Each platform is held as a competition designed to seek out the most innovative and pattern-breaking practices in the field and spur cross-sector discourse on those efforts. Organizations or individuals that have proven solutions for a platform, or are in the process of developing them, are free to compete by posting their innovations online. At the conclusion of a three month posting period, a panel of judges (consisting of leading thinkers and practitioners in that field) selects up to 12 finalists. Past judges include Mark Parker, President and CEO of Nike, Inc., and Dr. Sanjay Gupta, CNN Chief Medical Correspondent. The global online community is then invited to determine the winner vis-à-vis a two week on-line voting period. The entry with the most votes is named the winner. The winner and all finalists are invited by Ashoka to a global event, such as Skoll World Forum, to encourage collaboration and to give all finalists valuable exposure to possible investment partners.

2007 Reynolds Fellow John Ku (Stern School of Business, MBA, '09) who helped to develop the NYU Reynolds-Ashoka Ambassador program and heads its selection process recently announced that 2007 Reynolds Fellow David Russell (Wagner School of Public Service, MPA, '09) will be the inaugural Ambassador for the forthcoming Humanity United Changemakers Competition. David will focus on identifying and engaging leading thinkers and opinion leaders from around the world in the field of genocide prevention. He and John will also be part of an international Leadership Working Group that will more fully develop the new role at other universities around the world.

"This is a tremendous opportunity for our Fellows and Scholars to contribute to a wide variety of social entrepreneurial platforms," says NYU Reynolds Program Director Gabriel Brodbar. "I am very happy that we have partnered with Changemakers.net and are helping to build this aspect of a great global initiative." Delyse Sylvester, the Director of Marketing for Ashoka Changemakers concurs. "We are thrilled to be working with the NYU Reynolds Program. Having Gabriel, John and David working closely with Changemakers has been instrumental and helpful in shaping our University Ambassador program. We look forward to the ongoing leadership roles Reynolds Fellows play in our global campaigns." To learn more about Changemakers.net, please visit www.changemakers.net, reynoldsprogram@nyu.edu.

Trabian Shorters joins Susan Davis as Part of NYU Reynolds Coaching Team

The NYU Reynolds Social Entrepreneurial Coaches play a critical role in the professional development of the NYU Reynolds Fellows and Scholars. Through

intensive one-on-one and group meetings, the Reynolds Coaches help cohort members more fully develop their particular changemaking role and/or social entrepreneurial idea. Much of the work that the coaches conduct provides a frame in which the Fellows and Scholars operate over the course of their two-year Reynolds experience. In addition to connecting cohort members to internships and mentors and helping them build their own networks, the coaches identify conferences and other opportunities that allow the cohort members to contribute to their particular fields, while building awareness and support for their work.

NYU Reynolds is proud to have two leading social entrepreneurial thinkers and practitioners serving as coaches. Susan Davis, President and CEO of BRAC USA, Chair of Grameen Foundation, USA and Ashoka's Global Academy, has been an integral part of NYU Reynolds since its inception in June 2005. Susan helped to develop the selection process and general shape of the program, as well as the structure of the coaching component. She formally came on board as a Reynolds coach following the identification of the first cohort of Fellows and Scholars in April 2006. You can learn more about Susan at http://www.nyu.edu/reynolds/expert_advisors/SE_Coaches/08_html/davis.html

Trabian Shorters, who has also played an important advisory role since the program began, formalized his role as a Reynolds coach following the identification of the second cohort of Fellows and Scholars in April 2007. Trabian has recently joined the Knight Foundation as Vice President of Community Programs. Before that, he served for four years as the US Co-Director of Ashoka, organized the citizen group that wrote the AmeriCorps National Service Proposal, and was nominated by Steve Case as a Smithsonian Laureate for his advancement of technology in service to humanity. You can learn more about Trabian at http://www.nyu.edu/reynolds/expert_advisors/SE_Coaches/08_html/shorters.html.

NYU Reynolds Expert Advisor Program

NYU Reynolds Expert Advisors are leading professionals, visionaries and thinkers in social entrepreneurship and related fields. These practitioners share their knowledge and personal experience in such topics as strategic philanthropy, venture capital, traditional banking, foundations, blended value propositions, legal affairs, microcredit, corporate social responsibility, business plan development, leadership, and organizational management and operations issues.

Each Expert Advisor leads a ninety-minute seminar, lecture or workshop for the program cohort in his or her area of expertise. The Expert Advisors also become part of the Reynolds network and serve as a resource for cohort members over their two years in the program; the Expert Advisors might, for example, review a business plan, provide project-specific advice, or connect Scholars and Fellows to prospective mentors or internship opportunities. They also refer speakers to the program, recommend readings or material that can be added to NYU's permanent social entrepreneurial collection, or invite cohort members to participate in conferences related to their chosen fields.

The Reynolds Program continues to forge relationships with leading professionals, visionaries and thinkers and enlists them as NYU Reynolds Expert Advisors. We are proud to announce that Allen Bromberger has recently joined on as the Reynolds Expert Advisor in Legal Affairs. Allen, who is a partner in the law firm of Perlman and Perlman, currently focuses

on "hybrid" legal structures that are formed to pursue both economic and social goals simultaneously. This includes the spin-off of nonprofit commercial enterprises into for-profit businesses, establishment and operation of corporate foundations and charitable giving programs, corporate sponsorships of charitable activities, joint ventures between businesses and charities, commercial co-ventures, program related investments, and structuring socially responsible investments.

To learn more about all the NYU Reynolds Expert Advisors, see http://www.nyu.edu/reynolds/expert_advisors/.

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