

REYNOLDS



The Catherine B.
Reynolds Foundation
Program in Social
Entrepreneurship

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

A Cross-University Initiative Housed at the NYU Wagner School of Public Service

Volume I, Issue 2

Fall 2008

NYU Reynolds Announces the Search for the Class of 2009

The NYU Reynolds Program in Social Entrepreneurship has begun its search for the 2009 class of Graduate Fellows and Undergraduate Scholars. Each year we seek to attract, train and encourage the next generation of social entrepreneurial leaders -through an intensive two-year curricular and co-curricular component designed to augment the chosen course of study- connect them with the skills, resources, experiences and networks needed to take their work to the next level. In addition, Graduate Fellows receive \$50,000 in scholarship aid, and Undergraduate Scholars up to \$40,000 in scholarship aid and up to \$5,000 for a summer internship.

Prospective Scholars apply during their sophomore year at NYU. Prospective Fellows apply while seeking admission to a two year Masters program at NYU, or when there are two years remaining on a degree pursuit in the schools of Law, Medicine, Dentistry or some arts degrees that are longer than two years.

Because the NYU Reynolds Program views social entrepreneurship as a meta-profession under which many professions fall, we attract students from across eleven different NYU schools and that play or hope to play a variety of changemaking roles including:

1) Those that have or plan to develop and launch a pattern breaking idea of social importance that is sustainable and scalable;

2) Those that want to build and sustain the social entrepreneurial infrastructure needed for these ideas to take root and flourish. This includes lawyers, accountants, programmers, operations officers, etc. that want to practice their profession within the social entrepreneurial community, and;

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3) Those who wish to spur others to action through media and the arts. This includes journalists, artists, actors, dancers, writers and producers.

Eligible candidates do not need to have already developed or launched their big idea, or defined what their changemaking role is. Rather, we are looking for incredibly bright, creative and accomplished students with a demonstrable heritage of concern for issues of social importance, and the leadership capabilities and dedication needed to make large scale and sustainable change happen. For more information and to apply, please visit us at www.nyu.edu/reynolds.

Join Our Mailing List!

The 2008-09 NYU Reynolds

"Social Entrepreneurship in the 21st Century" Speaker Series

The NYU Reynolds Program's 2008-09 Social Entrepreneurship in the 21st Century Speaker Series kicks off on October 8 at 12pm with Whole Foods Founder and CEO John Mackey. This free event takes place at the Kimmel Center, 60 Washington Square South, Room 914, but seating is limited and an RSVP is required at

<http://www.zoomerang.com/Survey/survey.zgi?p=WEB2286JJQAE>.

Other speakers in this year's series include Craigslist founder Craig Newmark (November 12), Ethos Water founder Peter Thum (February 10), and Echoing Green CEO Cheryl Dorsey (March 3). Other speakers to be announced as they are scheduled. You can download the complete schedule at

http://www.nyu.edu/reynolds/speaker_series/pdf/speakerseries.pdf.

Last year's series featured BRAC Founder and CEO Fazle Hasen Abed, College Summit CEO and Founder J.B. Schramm, Blended Value Founder Jed Emerson, Acumen Fund CEO Jacqueline Novogratz, International Bridges to Justice Founder and CEO Karen Tse, and Partnerships in Health Co-Founder 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/videos_podcasts.html.

NYU Reynolds Announces

the Launch of the Reynolds Consulting Corps

Recognizing the widespread need for consulting services in the social entrepreneurship community, the NYU Reynolds Program has incepted the NYU Reynolds Consulting Corps (RCC). This project pairs Reynolds Fellows with social entrepreneurial organizations that will benefit from their expertise. The Reynolds Program's cross-disciplinary approach provides a broad and deep pool of skill-sets for these organizations to draw from. Among the services RCC will make available are: policy and advocacy operations, fieldwork and program implementation and evaluation, marketing and branding initiatives, and multi-media production design.

Consultancy work is not new to the Reynolds cohort. Many Fellows bring to the program a wealth of consulting experiences. One example is Sadna

Samaranayake, a 2007 Fellow who has been instrumental in helping to launch and manage the RCC, and was able to draw on her own experience doing consulting work for the Scojo Foundation, now called Vision Spring.

One of the standout social ventures launched in the past ten years, VisionSpring provides low-cost reading glasses to rural communities in developing countries and also trains locals to perform eyesight screening and evaluation. As a result of their success, VisionSpring sought to scale up their activities by bringing in other organizations as franchise partners, thereby increasing network capacity and funds. They lacked a means of vetting these organizations, and so they turned to Sadna to assist them with the scaling process.

In 2001, Sadna founded InSiteLogic, a web development business, and, following the 2005 Asian Tsunami, the Sri Lanka Foundation, which provides educational services to Sri Lankan children affected by the tsunami.

For VisionSpring, Sadna developed a standardized process for screening potential franchise partners, including market assessments, application forms, and an internal screening tool. After vetting the applicant organization, following Sadna's protocols, VisionSpring would send a representative to do a feasibility study of potential future projects.

The Reynolds Consulting Corps will provide just this sort of service for participating organizations, with potential for a great diversity of projects. Participant organizations currently include B-Corps, Tools for Humanity, and Sakhi, each of whom will be receiving consulting services from Reynolds beginning this month. Art Chang, Founder and President of Tipping Point Partners and a three-time Reynolds Selection Event Judge will help guide the Reynolds fellows through their consultancies. He brings to the table a wealth of experience in venture capital, and in cofounding start-up companies and new divisions of existing companies by leveraging technology and removing the barriers to high growth.

If your organization would like to participate in the Reynolds Consulting Corps, please email us at reynoldsprogram@nyu.edu for more information.

Hard Heads and Optimistic Hearts:

An Interview with Paul Light

Professor Paul Light has established himself as a leader in the field of Social Entrepreneurship research. He advised NYU Reynolds as it developed its program, served as a judge for its Fellowship competition, and currently serves as its Expert Advisor in Public, Private and Not-for-profit convergence. Here, he discusses his iconoclastic view of Social Entrepreneurship and how the NYU Reynolds program has put his thinking into action.

You've served as judge for the NYU Reynolds Program as well as for social

venture capital firms. How do you spot a social entrepreneur?

I struggle with that in judging Fellowship competitions in the social sector, including Reynolds and Echoing Green. What you want to know is whether somebody has experienced struggling with an intractable problem, with making a difficult decision and then seeing it through. Have they experienced failures and learned from them? What's their capacity for absorbing lessons from inevitable setbacks? And when did they rightly say 'this can't be done this way?'

At the core of their being needs to be optimistic perseverance, meaning that they believe in the possible, and that they operate beyond the zone of the possible. Social entrepreneurs need to imagine and then pursue ideas that can be diffused across society and then expand to a significant impact by changing how societies think about problems. A lot of us think that certain problems just cannot be solved, that there will always be poverty or that there will always be hunger, there will always be a new life-threatening disease. But what you need to start with is somebody who's very optimistic about the possibility of solving a problem and then is dedicated to the pursuit of that possibility with every fiber of his or her being.

In fact, social entrepreneurs do think differently, they have a different character from other high achievers. What I think is unique about their character is this optimistic perseverance. They are no more likely than artists or film-makers or novelists or bio-engineers to take risks. There's this common misperception that social entrepreneurs are bigger risk-takers. It's not true. The research shows that high achievers have a greater risk tolerance than the rest of society. What makes the social entrepreneur different is not their willingness to take risks, but their belief that they will succeed and their willingness to pursue and persevere as they move forward.

Your book *The Search for Social Entrepreneurship* exploded a number of myths about social entrepreneurship. How do your views on social entrepreneurship align with those of NYU Reynolds?

I think Wagner and I agree -Ellen Schall is clear on this as well- social entrepreneurship is not necessarily the product of heroic endeavors by benighted individuals. Social entrepreneurship is very often the product of partnerships, teams, networks of individuals and organizations-communities that teach students how they can more effectively imagine the future and how they can bring an idea to fruition. And that involves more than sitting down in your basement, trying to come up with a big new idea. You need to work with others.

What we find looking at entrepreneurship more generally is that collaborative efforts among individuals are often more successful than lone wolf endeavors by heroic entrepreneurs.

I think the NYU Reynolds Fellowship and Scholarship programs are appropriately designed. Fellowships and scholarships go to individuals. You don't see too many Fellowships or scholarships go to teams or groups, but the

curriculum of the NYU Reynolds program really does emphasize the value of collaborative endeavor. The Reynolds Fellows and Scholars are not being groomed to go out there on their own and work in isolation. You have a good alumni network developing; the coursework that the Reynolds Fellows and scholars share emphasizes the value of cooperative action in social movements. The individual Reynolds Fellows and Scholars can be seen more as catalysts than as inventors.

With this view of the character of the social entrepreneur in mind, what skills or methods are most necessary for socially entrepreneurial work?

My experience has been that there are not that many new ideas under the sun. There are a lot of ideas that have failed for want of a collaborative approach or proper investment and management. The Reynolds Fellows get a good dose of that reality.

Many entrepreneurs fail because they just don't want to be told 'no' or 'this can't work this way'. Where venture capitalists have their greatest success is in judging the quality of an idea and its true potential. They bring an analytical rigor to bear on an idea, and I think the Reynolds program has that rigor attached to it.

I think that what's missing in the dialogue about social entrepreneurship is the fact that these are really smart people who are very rigorous. The ones I admire most are the ones who establish metrics, measure impacts, test their ideas, fine-tune them based on evidence. And that can be taught. You can teach someone to be more rigorous.

How does the Reynolds program inculcate this rigor?

The social entrepreneur has to be extremely alert to signs of possible breakthroughs, and forecasting is a teachable skill. There's a whole branch of decision sciences that looks at how you project alternative futures, how you can understand what the world might look like 10-15 years from now. Right now we just expect social entrepreneurs to make good choices, but somebody with good forecasting training is much more able to see the future clearly than the person who is just guessing from prevailing winds. The ability to imagine the future is not restricted to psychics.

By adopting the interdisciplinary approach to the program itself, you're going to be exposed to a variety of views of the future. I've never seen a successful entrepreneurial organization that doesn't have a strong legal backbone, that doesn't have good business skills, that doesn't have passion and perseverance. Many of the things we see in the Fellows as a whole are skills that you want in a given entrepreneurial effort. You want to avoid stovepiping or specialization when you're launching a new idea. It gives you an advantage, when you see the idea through a number of lenses.

One of the things about the Reynolds Fellowship that's so important is the fact that you and I and others associated with the program believe that social entrepreneurship can occur in many places. That's why we invite business school students to apply and law students to apply. We have had a dentistry

school student in the program. The notion here is that social change is not restricted to a single sector.

This ecumenical commitment of the Reynolds program is quite appropriate for what we're learning about where social change can occur and the role of markets in helping to achieve scale-up of socially entrepreneurial ideas.

Why is this combination of character and the education provided by NYU Reynolds so important?

The non-profit sector has often described itself as needing hard heads and soft hearts. I think that's the wrong analogy. I think the social sector and social entrepreneurs need hard heads and optimistic hearts, persevering hearts, the willingness to go further than others in sustaining their fight with the prevailing wisdom. You get a hard head by learning and growing and thinking and bringing rigorous analysis to bear on problems. You get that persevering heart through your basic character, through confronting tough challenges early on in life, through dealing with frustrations and surmounting failures.

The reason the world is like it is, in terms of social problems and social justice, is not by accident. It's because there is a prevailing view of the world-that there must always be poor people, that there always must be disease and hunger. Now, I'm not saying we're ever going to be perfect, but when you launch an idea for solving a problem like poverty, you are going right up against the prevailing wisdom.

You're going to confront opponents to your new ideas, you're going to confront people who say 'it can't be done'. And you're going to confront funding shortages. You're going to stumble-that's the nature of changing the prevailing wisdom. And I want to see somebody who's confronted that, been defeated, got back up, tried again, learned from mistakes, brought rigorous thinking to bear on solving problems. That's what I'm looking for.

108th NYU Commencement Student Speakers:

All Reynolds

New York University bore witness to an unprecedented event at its 108th commencement, held in Yankee Stadium on May 15th, 2008. Both of the student speakers who addressed the crowd of some 30,000 were members of the inaugural class of the Catherine B. Reynolds Program in Social Entrepreneurship. Mel Ochoa, a 2006 Fellow, spoke on behalf of NYU's graduate students, while Robert Sukrachand, a 2006 Scholar, spoke for the undergraduate body.

Mel and Bobby were chosen by their departments, schools, and, finally, the university administration after a long and intensive selection process. Even more impressive, of the five finalists for the two student speaker slots, four belonged to the Reynolds cohort. Along with Mel and Bobby, Santhosh Ramdoss and Brian Levine, also 2007 Fellows, made it into the final selection round. Additionally, Sara Keenan, another 2007 Fellow, contended in the

semi-final round.

"It is wonderful to see the Reynolds Program getting this type of recognition and exposure in its first year," says Reynolds Program Director Gabriel Brodbar. "It's a real testament to the integrity of our selection process, and to the university's belief in what we are trying to do."

Mel spoke about innovation and progress, illustrating his point with examples drawn from Yankee Stadium, New York University, and the Reynolds Program. He noted that one of the many retired numbers honored in the stadium is 42, Jackie Robinson's number, a sign of the progress made by the desegregation of baseball. He also cited NYU's history of innovation, from its founder Albert Gallatin to the university's investment in alternative energy and research into malaria vaccines.

The Reynolds Program itself received mention when Mel spoke of his colleague Brian Levine's project DocWorks, a cell phone network that allows for easy and essential communication between health care practitioners in Ghana. Mel also praised Echoing Green, a social venture capital firm that has worked with the Reynolds Program over the past two years.

Throughout his address, Mel kept his comments lively with generous servings of his characteristic good humor- no easy feat in a stadium setting. He concluded his speech by quoting the seminal comedy film *Back to the Future*: "Your future is whatever you make it," he said. "So make it a good one."

Unlike Mel, Bobby chose to speak not of how NYU had prepared him to transform the world, but rather of the transformation NYU had wrought in him and his peers. His address was a meditation on the idea of home. He began with George Carlin's observation that the beauty of baseball lies in the simplicity of its goal: "to get home." Bobby's experience at NYU instilled in him the capacity to find home anywhere. The depth and variety and richness of the education and opportunities offered by NYU opens its students to the world. "Home is not a destination," he said, "It is the journey we have undertaken."

NYU Reynolds Participates in the 2008 Academy of Achievement's International Summit

The American Academy of Achievement is truly a unique entity. Since 1961, this non-profit organization has honored some of the greatest political, artistic, literary, medical, business and citizen-sector minds the world has ever produced. An important part of its work, sponsored by the Catherine B. Reynolds Foundation, is its annual International Achievement Summit. Here, leading graduate students from across the globe meet with past and future Achievement Academy honorees that range from politicians, such as Mikhail Gorbachev and Bill Clinton, to artists, such as George Lucas and Chuck Berry. This year's summit took place in Hawaii July 2nd-6th. The Academy invited NYU Reynolds to select two of its 2007 Fellows to participate in the event. A vote among the cohort elected Sadna Samaranayake and David Russell to represent the NYU Reynolds program at the Summit.

The Academy honored high achievers from a wide range of disciplines—from teachers to writers, community organizers to performance artists, musicians to leaders in private and public sectors. Sadna found the Academy's ecumenical view in keeping with that of NYU Reynolds: "I was struck by the fact that the NYU Reynolds program was perhaps the only Graduate Fellowship program represented at the Academy, with an equally meta-disciplinary approach—the only program that could reasonably have supported almost every one of the honorees at some point in their careers."

The diversity of expertise on offer also appealed to David. "It was the artists, more than the scientists, due to my own interests, with whom I found more of a natural connection," he said. "I caught myself concurring with Jonathan Spence that 'passion is derived from mystery, beauty, tragedy.'"

Earlier this year, David helped to organize an event that incorporated precisely these elements: the Reading of the Testimonies, a gathering in which students recited the stories of survivors of the Rwandan genocide. (See www.survivors-fund.org for more information.)

Like Sadna, David also found a harmony between the Academy and Reynolds, particularly in a conversation he had with author and activist Naomi Klein. "She stressed the point that regardless of our achievements, we should never hold a sense of entitlement," he said. This humility, suggested Klein, should be held in mind as social entrepreneurs work to make change, a sentiment shared by NYU Reynolds. Development is more effective and sustainable when change evolves from the bottom-up, rather than being foisted from the top-down.

"The impact the Academy has on its participants is nothing short of transformative," said NYU Reynolds Director Gabriel Brodbar. "It's an honor to have some of our Fellows participate."

Spotlight on Reynolds Alumn:

Andrea Hollen

May 2008 saw the NYU Reynolds Program graduate its first class of Fellows and Scholars. These changemakers are now pursuing careers and projects in areas as diverse as law, medicine, education, social work, photography, film, agriculture, sustainable development, and finance. What unites them across their varied fields and sectors are incredible talent, hard-learned social entrepreneurial skills, a vast community of experienced social entrepreneurial leaders, and an unending drive to change the world.

In each newsletter, we will highlight one of our alums and provide a brief update of his/her work. You can view profiles of all our alums at http://www.nyu.edu/reynolds/grad/06_html/brown.html (for graduate Fellows) and http://www.nyu.edu/reynolds/undergrad/06_html/ajmera.html (for

undergraduate Scholars).

Andrea Hollen, who graduated NYU Wagner with a Master of Public Administration, has joined a startup team at the Casey Strategic Consulting Group (CSCG) applying emerging technologies in social computing to support frontline casework in family-centered, community-based child welfare practice. She is implementing new visualization and analytical tools to enable team decision-making in strengthening families and neighborhoods. Jointly, Andrea is helping design the policy frameworks and business models that will speed the adoption of these powerful technologies by human services agencies, private service providers and community-based organizations.

Andrea is also privileged to serve on the Board of Directors of the West Baltimore Coalition (WBC), a Community Development Corporation (CDC) focused on revitalizing West Baltimore neighborhoods through inclusive transit-oriented development and building human capital, with emphasis on local entrepreneurship and the arts.

NYU Reynolds Scholar Named 2008 Be A Changemaker \$10,000 Grand Prize Winner

(Reprinted from NYU Office of Public Affairs:

<https://www.nyu.edu/public.affairs/releases/detail/2066>)

The NYU Reynolds Program in Social Entrepreneurship together with the citizen sector organization Youth Venture (YV), has awarded the grand prize in the second annual NYU Reynolds/YV "Be A Changemaker" competition to a team of undergraduate students. The trio of students devised a plan to reduce homelessness and poverty among teenage mothers and their children in New York City.

The winning team, composed of two NYU students (one of whom became an NYU Reynolds Scholar a few months following the award) and one LaGuardia Community College student, developed a plan to open a supportive housing program for teenage mothers and their families in Elmhurst, Queens, "Baby's First Home." Within this haven, up to five young mothers and their families will be provided with a secure and welcoming place to stay, supportive services and other assistance to help them achieve their educational and vocational goals.

The plan calls for raising community awareness about teen pregnancy and motherhood, as well as a student-run resource referral program to enable teen mothers all over the city to locate services, said 2008 Reynolds Scholar Jessica Mason, 19, one of the NYU students who developed the award-winning plan. The other team members are Amanda Raposo, 19, who attends NYU, and Fiorella Alania, 22, of LaGuardia Community College.

"The NYU Reynolds/YV 'Be A Changemaker' challenge has in very short order become a fundamental part of the fabric of NYU's Undergraduate community," said Gabriel Brodbar, director of NYU Reynolds, which is operated by the Robert F. Wagner Graduate School of Public Service and the Office of the Provost. "The sophistication of the ventures has grown exponentially. It has been wonderful to see the degree to which NYU's young people are embracing this opportunity and pursuing their vision of change."

The team was selected for the grand prize by a distinguished panel of social entrepreneurs, educators, business and technology leaders. The winning team was among 22 teams reviewed by the judges. All the teams were recipients of seed money after having submitted Action Plans and presenting their concepts before first-round panels composed of New York community leaders from the business and social sectors.

The winning team receives a total \$10,000 grant for its shelter project. The team will also be provided with special training and consulting opportunities, in addition to the \$1,000 initial grant they already received from Youth Venture as seed funding.

"We are excited to launch this competition for a second year and congratulate the founders of 'Baby's First Home' for their important initiative," said Gretchen Zucker, executive director of Youth Venture. "NYU is deepening its commitment as a leader, weaving social entrepreneurship and youth leadership in the very fabric of the university, and we are delighted to continue this important collaboration."

At first, the three team members were concerned about the impact of homelessness, not only the lives of young women and their children, but also on the City of New York as a whole. They learned nearly half of homeless families are headed by women who gave birth in their teens. The team also learned teen mothers are likely to be homeless more often and for longer periods of time than families headed by those who were older when they became parents.

The grand prize recipients will also receive special consulting opportunities with experienced entrepreneurs through the New Venture Program at the Berkeley Center for Entrepreneurial Studies and the Stern Incubator Entrepreneurial Boot Camp. In addition to receiving coaching from David S. Rose (called the "Father of angel investing in New York" by Crain's) and Thirty Fish president Michael Margolis, the YV team has automatically been named as a semifinalist for the 2009 Stern Social Track Business Plan Competition, which provides a grand prize of \$100,000. Also, the NYU Reynolds Program has arranged a private lunch with Craigslist founder Craig Newmark.

The Grand Prize judges included Liz DeSario, manager of operations, Citywide Initiatives, Teach for America; Dr. Cassia Freedland, director of the Wagner Center for Leadership and Service, Wagner College; Anand Mehta, business analyst, McKinsey and Company, New York; Zach Michaelson, coordinator, Amnesty International Manhattan Chapter, and Courtney

Tuchman, manager of internal and culture communications, Google.

NYU Reynolds Scholars Build Experience Through Internships

On the South Street Seaport of Lower Manhattan, the New Amsterdam Market (NAM) campaigns to bring fresh, healthy, and sustainably-produced food to New Yorkers. Established in 2005, NAM holds seasonal farmers' markets on the site of the old Fulton Fish Market between Beekman Street and Peck Slip. They're also lobbying for a permanent site in two publicly-owned buildings at the Seaport. Reynolds Scholar Annie Myers is working with New Amsterdam, coordinating volunteers, supporting vendors, and profiling purveyors, distributors, chefs, and farmers for the NAM website. Annie's participation in the NAM project exemplifies the commitment to Social Entrepreneurship of both individual Fellows and Scholars and the Reynolds Program as a whole.

The Reynolds Program requires Scholars to carry out a summer internship between junior and senior year related to their specific area of interest in social entrepreneurship. The goal is to help the fledgling changemakers move further along on their social entrepreneurial trajectory by gaining valuable real-world experience growing their network of contacts. The opportunities are very comprehensive, and have ranged from helping Youth Venture open a chapter in South Africa, to developing and implementing programs for inner-city artists with the Laundromat Project, to creating online content for JustMeans, to training doctor-volunteers in Ghana.

Annie's work with New Amsterdam grew naturally out of her studies at NYU's Gallatin School, where she is concentrating on Agricultural Economics and Politics. NAM's initiatives mesh perfectly with NYU Reynolds's approach to Social Entrepreneurship. The Seaport Market is a sustainable, scalable representative of the Food Sovereignty movement.

Food Sovereignty is a rubric under which many different agriculture reform initiatives have begun to fall. The term refers to the notion of democratizing food production, which broadly means reducing market control of agriculture. A congress of over 500 activists from over 80 countries met in Mali in February of last year to create the Declaration of Nyeleni, a manifesto of the movement. The statement focuses in on specific matters, such as land rights, fair trade, and control over seed stocks, but concerns itself broadly with the need for local control of food production and distribution.

The New Amsterdam Market brings New York region farmers, cheesemakers, bakers, and butchers together at an easily accessible location, multiplying the efficiency of distribution while retaining their local flavor. Advocates of local food culture also participate in the market, as do City chefs.

"Working for the New Amsterdam Market has put me in a position to contribute significantly to the creation and construction of a strong regional, sustainable food system in the Northeast," said Annie. "I have been participating in this effort (of creation and construction) since before this summer, but through the internship, I gained a more personal understanding

of the current pockets of sustainable practices within the Northeast food system, and of the nuts-and-bolts logistics that a more sustainable system will require as a whole."

NYU Reynolds Program Launches its Blog

On September 15, the NYU Reynolds Program launched the NYU Reynolds Blog. This purpose of this blog is to provide a forum for fellows, scholars and practitioners from a wide variety of academic and foundation based social entrepreneurial programs to share updates on their work and their thinking on trends and developments across sectors that impact the world of changemakers.

Why add to the catalog of 12,610 (give or take) existing blogs that are related, in one way or another, to social entrepreneurship? Good question. We hope that this one will provide a unique perspective by harnessing the thinking of those that are out there right now, trying to change the world in pattern breaking, sustainable and scalable ways. Ideally this will be a place, albeit a virtual one, where active changemakers and thinkers can come together and share their thinking with the global community.

Eligible posters to the blog will include NYU Reynolds Fellows, Scholars and alum, Harvard Reynolds Fellows, Social entrepreneurship students from the New Business School in Amsterdam, and fellows from Echoing Green, Draper Richards Foundation, Ashoka and others. Anyone can read and comment.

Please visit us at

<http://wagner.nyu.edu/reynolds/>.

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