

The Manhattan Institute

SOCIAL ENTREPRENEURSHIP AWARDS 2002



SOCIAL ENTREPRENEURSHIP AWARD MISSION STATEMENT

The Manhattan Institute Award for Social Entrepreneurship honors non-profit leaders who have found innovative, private solutions for America's most pressing social problems.

Throughout its history, the United States has been marked by the capacity of citizens to solve social problems through their own initiative. From Ben Franklin and his University of Pennsylvania to Clara Barton and her American Red Cross to Millard Fuller and his Habitat for Humanity, Americans have come forward to organize volunteer and non-profit action to improve American society. Winners of this award will exemplify the joyful eclecticism in America's free civil society.

Applicant organizations are assessed according to the following criteria:

- Energetic founding leaders;
- Strong vision;
- Committed volunteers;
- Creative, entrepreneurial ways of conceiving and meeting goals;
- Significant private sector financial support;
- Sustainability or permanence;
- Clear, measurable results;
- Commitment to sustaining the vitality of civil society.

Recognition is reserved for those organizations whose guiding purpose and function stem from private initiatives and ideas. However, accepting government funds does not, in itself, preclude consideration.

The award recognizes the creative energy of the non-profit sector by highlighting new ideas and approaches even by mature organizations.

Any non-profit organization that provides a direct service to address a public problem can be nominated for this award. Examples of the types of organizations we want to recognize include:

- Private social service groups that assist poor families with housing, health care, job training and other similar needs;
- Reformative organizations that help people cope with moral or psychological problems, such as drug addiction or criminal behavior;
- Education groups that through mentoring, counseling or other after-school programs improve children's educational achievement and possibilities;
- Community groups that improve the quality-of-life in their neighborhoods;
- Conservancies that use private donations from corporations or individuals to purchase land and preserve it from development.

Non-profit organizations that engage in political advocacy or that bring legal actions, or whose primary activities are in response to government RFPs, are not eligible for this award.

Up to five Awards are presented annually. Gifts of up to \$10,000 are presented to the organization founded or led by the award winner. Nominations may be submitted by anyone familiar with a person's or group's activities, including the entrepreneur him- or herself.

The Manhattan Institute also welcomes nominations from donors who have supported organizations believed to qualify, from organizations themselves, and from interested individuals. Nominations will be judged in accordance with the criteria listed in the Social Entrepreneurship Mission Statement on the facing page. Award applications are available from the Institute (212-599-7000) or at its web site (www.manhattan-institute.org).

The Social Entrepreneurship Initiative award program is supported by funds from the Achelis and Bodman Foundations, the Bradley Foundation, the Horace W. Goldsmith Foundation, the J.M. Kaplan Foundation, the Olin Foundation, and the William F. Simon Foundation. Howard Husock, Director of Case Studies in Public Policy and Management, JFK School of Government, Harvard University and contributing editor, *City Journal*, is the director of the program.

Award winners are chosen by a Selection Committee. The Committee currently consists of Kimberly Dennis, Executive Director, D & D Foundation, Indianapolis, IN; Charles Hamilton, Executive Director, Clark Foundation, New York, NY; Howard Husock; Cheryl Keller, Foundation Consultant, Rye, NY; Leslie Lenkowsky, CEO, Corporation for National Service; Adam Meyerson, President, The Philanthropy Roundtable; and Lawrence Mone, President, Manhattan Institute.

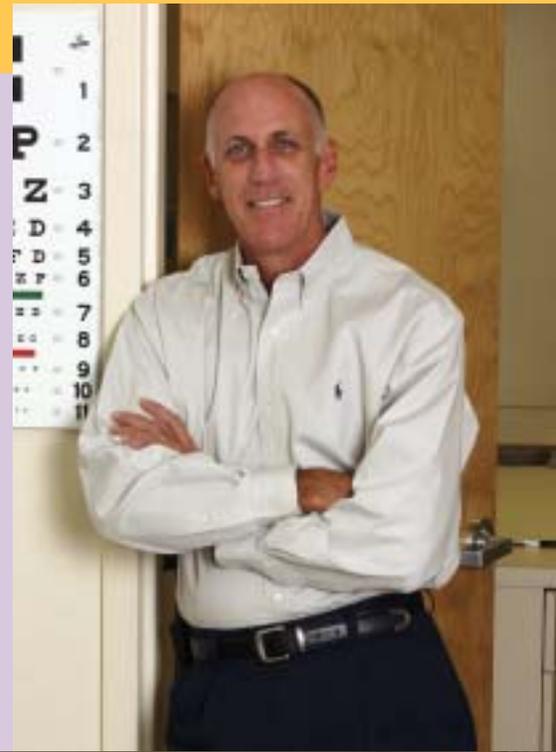
SHEPHERD'S HOPE, INC.

Dr. William S. Barnes
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It was just six years ago that the Rev. William Barnes, pastor of St. Luke's United Methodist Church of Orlando, walked on a Florida beach and was inspired to do something about the situation of working men and women in the Orlando area who, because they'd lost their jobs, had lost their health care benefits, or whose jobs did not provide such benefits. Barnes' hope was to harness the talents of members of his congregation, which included many medical professionals. Barnes himself, however, was not a physician, and, when he first inquired of members of his congregation who were, was told that the legal and financial obstacles to running some sort of clinic were great.

Today, two nights each week, rooms in five public schools in and around Orlando are transformed into medical clinics for poor families without health insurance. Women receive routine gynecological care. Children get routine physicals. The hypertensive, asthmatic, and diabetic get medication. The clinics are, however, not run by any of the three major local hospitals, or by any other formal health care provider. Rather, Rev. Barnes' idea of church-organized health care has been realized. A consortium of local churches, led by St. Luke's, has drawn from their congregations a staff of volunteers, including physicians and nurses who see patients. Others without any medical know-how run the temporary pharmacies, reception desks, and waiting areas. Some 650 volunteers work at least one night a month in one or the other of the five clinics organized by Shepherd's Hope, Inc.—a non-profit spin-off of St. Luke's.

The St. Luke's congregation is one of the largest and most prosperous congregations in Orlando; Arnold Palmer is a member. Barnes is a polished and sophisticated local religious leader. He has in effect devised a way for people of means to offer help to Orlando's uninsured, generally service employees in the city's vast tourist industry who endure spells of unemployment, wherein they temporarily lose health insurance. More than two-thirds of those assisted are African-American or Hispanic. It's not fancy—one volunteer physician calls it "second world medicine," with bare bones examination rooms, donated prescription





drugs and referrals to cooperating hospitals for those—a small minority—with an acute problem. But it not only addresses important medical needs, it plays a key role in helping those who are helping themselves. It allows breadwinners to stay in the workforce, retaining access to doctors while they look for work rather than giving up in order to qualify for public programs for the indigent.



The Shepherd's Hope clinics saw 6,020 patients in 2001, thanks to the combination of volunteer labor, donated materials, and a small paid staff (five full-time positions). This is paid for by grant funds—notably a \$350,000, multi-year grant from the Robert Wood Johnson Foundation and another from a local Orlando foundation (Dr. Phillips Foundation), one of whose program officers is a Shepherd's Hope volunteer and board member. The grant funds are augmented by contributions from the churches (\$10,000 a year minimum) and the proceeds of local fundraisers. No public funds are directly involved. A corps of retired physicians is able to continue to work through the vehicle of Shepherd's Hope. The program has grown from one site in 1997 to five today, with three more set to open, and from 1,200 patients five years ago to 6,000 last year.

Government plays no role as funder. But state government in Florida has shown how thoughtful legislation can lay the groundwork for the social entrepreneur, and has removed a key obstacle which Rev. Barnes feared would stand in the way of realizing his idea. Underlying the program is an unusual Florida statute—the Volunteer Health Care Provider Program—which grants immunity from malpractice litigation to any health care professional who volunteers in a program which serves those with incomes of no more than 150 percent of local median. In effect, the state has laid the groundwork for a spontaneous system in which basic health care protection can be provided.

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It is not easy to invent a clinic system with its own means of maintaining patient records, of securing prescription drugs, and monitoring their expiration dates. That such a system could be created by volunteers makes it all the more impressive. The entrepreneurial, Christian vision "Bill" Barnes had on that beach in 1996 has permitted hundreds to put their talents to use and thousands more to be helped. That is the hallmark of a successful social entrepreneur.

NEW JERSEY ORATORS

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On a Saturday morning in suburban central New Jersey, the parking lot at the Sampson G. Smith Intermediate School is jammed with the cars of the soccer kids and parents one would expect. But as one surveys the scene, it becomes clear there's another, less expected, group here as well. A parking lot not near the athletic fields is filling up with carloads of young families, many, though not all, African-American. Some parents are indistinguishable from the informal soccer crowd; some are dressed as if for church. The children, however, are invariably dressed formally, including white shirts and ties for all the boys. It's noticeable that both mothers and fathers are walking many inside.

It is only the first hint of the depth of parental involvement, seriousness of purpose, and drive to forge the character and skills of children that mark the New Jersey Orators, which is staging its regional competition at the school this morning. Three hundred students—organized by 12 “facilitators”, 12 timekeepers and 42 judges (all volunteers) from eight local chapters—will compete for prizes in a variety of categories of oral expression, among them declamation, interpretation of poetry, interpretation of prose, extemporaneous speech, dramatic interpretation, and original oratory. The classrooms will be filled with kids ranging from seven to 18 presenting everything from the “I Have a Dream” speech to explanations of how one should ride a bicycle. The next weekend a group of similar size from eight other chapters will hold its competition in Newark.

NJO is the labor of love of its unpaid executive director James Hunter, the executive assistant to the Essex County district attorney in Newark. Hunter, who sheepishly admits to spending at least 40 hours a week on the Orators in addition to his full-time job, is one of the original 1985 organizers of New Jersey Orators—a group of six black professionals from such firms as Johnson and Johnson and AT&T who were concerned about the poor interviewing skills they saw in young black job candidates. The other founders, like Hunter, remain involved. They are plain-spoken in their praise and encouragement of timeless virtues of self-improvement. “To be successful, you must be well-spoken,” says Eloise Samuels. “You have





to speak well to get ahead when you walk into a public school, an interview, or any public setting.” Leon Vincent, the organization’s treasurer, stresses the importance of dressing well.

At the weekly sessions attended by NJO participants, public speaking is the central, but not exclusive, focus. There are required discussions of current events, nutrition education, and homework help, as well. It’s clear, from talking to teenage participants, for instance, that Orators provides an oasis for academically-oriented students who might otherwise not have peers with similar interests and ambitions. Their graduates have gone on to top colleges and professional schools, and many now return to help out those who are following in their footsteps.

The group has been particularly effective in making use of volunteers and donated facilities. Most chapters meet in space provided by local churches. Jim Hunter will not authorize the formation of new chapters unless he and the group’s officers determine that there are enough local volunteers to staff the program. That means volunteers sufficient for one evening and one Saturday morning session every week during the entire school year. Dozens of successful professionals are donating their time to NJO.



Jim Hunter is entrepreneurial not only in seeking out volunteers, but in seeking out sources of financial support. He has arranged, for instance, for Orators to recite at Barnes and Noble branches throughout central New Jersey in exchange for the organization collecting a percentage from the books sold during the event. Even a few thousand dollars a year is significant for an organization whose total budget is but \$42,000 annually. Hunter has also successfully gained support from a variety of firms with headquarters or offices in and around New Jersey, such as those from the Merrill Lynch Black Employee Network, AT&T, Deloitte and Touche, and the Dime Savings Bank. He has neither received nor sought financial assistance from government.

There is little doubt, however, that it is the many hours of volunteered time provided by Jim Hunter and local New Jersey Orators chapter leaders that are the key ingredient in the organization’s success. There are many who have jobs such as Hunter’s post in the Essex County district attorney’s office who become cynical or frustrated. Jim Hunter has taken just the opposite course; knowing the perils that can befall kids, he has taken it as his own responsibility to help them follow a constructive path. The thanks he gets from New Jersey Orators graduates is already more than he asks for, but the Social Entrepreneurship Initiative is glad to add our own, as well.

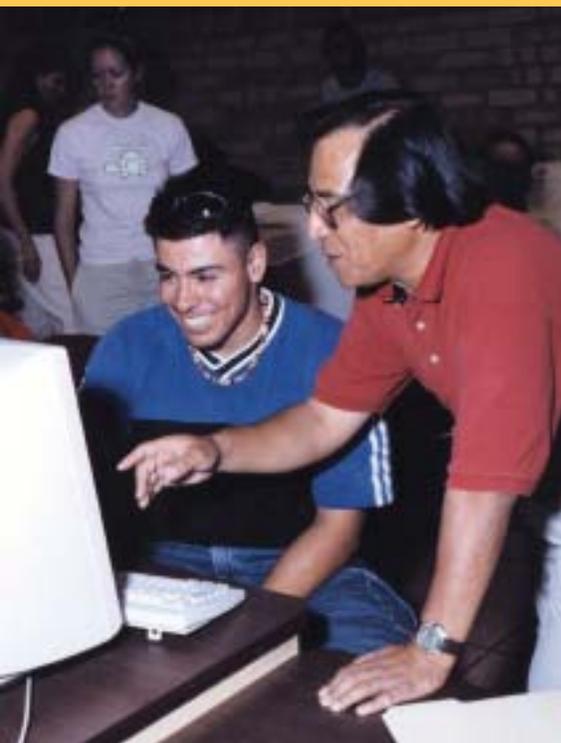
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This is a story the staff likes to tell at College Summit: A high school student with unexceptional grades and no particularly evident interests comes to a workshop designed to help its participants learn how to apply to college and be accepted. A writing coach, a volunteer who is likely one of five volunteers paid but a \$250 honorarium to run a summer workshop for 30 to 40 students, asks the student about himself and gets monosyllabic answers. It seems unlikely that the young man will successfully complete the four-day program, meant to be followed by a semester in which his homeroom teacher continues to counsel him and to make sure he actually completes his college application. But over the course of the workshop, things change. The writing coach, perhaps himself a writer, or a lawyer, or a teacher, finds out that the student had gotten through high school with decent grades notwithstanding having to be a breadwinner for his family, helping to raise younger siblings by working 40 hours a week at a local Wendy's. By the end of the workshop, the student has been helped to come to the realization that he has actually accomplished something worth writing about, that the embarrassment he felt about working at a low-status job was misplaced, and that it could (and did) become the grist for an essay which would lead to his admission to college.

This was the sort of task which eight years ago J. B. Schramm, a Harvard Divinity School graduate, began to undertake as he was directing a youth counseling and recreation center at a District of Columbia public housing project. He had just begun to mount his first efforts aimed at the goal of increasing the number of the kids with whom he was working—lower-income, inner-city, African-Americans—gaining admission to college. His target group was not the high-achieving, “disadvantaged” students over whom diversity-hungry selective schools would fight. His goal, rather, was to expand the pool of “mid-tier” students, many from mediocre high schools, continuing on to relatively mid-tier universities, based on their academic qualifications and well-written admissions applications aimed at showing their “true strengths” to colleges. As much as anything, he aimed to encourage students to follow through on applications.

Eight years later, Schramm heads a \$3.7 million organization which has provided a new sort of college counseling—intensive and continuing—to some 3,000 students. Seventy-nine percent have been admitted to college, compared with the 46





percent which census data suggests would have been admitted, based on their socio-economic status. On average, they have had a B-minus (2.8 grade point) average in high school. Fifty percent were African-American, 35 percent Latino. Some 80 percent of those admitted have, to date, remained in the schools in which they enrolled.

At the heart of College Summit's approach is a four-day summer writing workshop held at colleges, in which 40 to 50 students who have just completed their junior year are pushed to compose and polish college applications which show themselves off to best advantage. Such workshops, of which College Summit has run 25 this year in six states, are conducted by volunteer writing coaches—middle-class professionals—whom College Summit trains; there is one coach for every five students. The workshops include sessions for teachers from the same schools in which the students are enrolled; these teachers then continue to be involved (typically through homerooms) with College Summit students, helping see them through the college application process.

Although it has historically relied on support from foundations and corporations, College Summit, increasingly, is selling its services to public school systems paying contractual fees per student. It was J. B. Schramm's entre-



preneurial insight that both high schools, under fire for not sending enough graduates on to college, and colleges, under fire for not admitting enough poor and minority students, have an interest in what he wanted to do. Schramm credits "Republican Governors" for providing the foundation of his business; he asserts that states with testing-based graduation requirements and school rating standards, such as that of Florida, provide an incentive for schools to seek College Summit's services. Public schools—soon to include the Chicago public school system—are, indeed, paying for its services, and so are colleges and universities which provide facilities and support in exchange for early access to College Summit-trained applicant pools.

In sum, this is an organization with a well-considered business plan which is bearing fruit. One has the sense that, in addition to the specific kinds of help it provides, College Summit also helps its participants visualize themselves as college students, and see their lives and prospects in different ways. Its high retention rate seems to confirm that. Any successful entrepreneur, whether for-profit or non-profit, must have an idea of some way of doing business which holds the promise of solving a difficult problem. There can be little doubt then that J. B. Schramm, who only a few years ago was working on a shoestring in a District of Columbia housing project, is, indeed, a social entrepreneur, and a successful one.



STEPPINGSTONE FOUNDATION

Michael Danziger
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www.TSE.org

Former teacher Michael Danziger asked himself the question of what it would take not just to improve the education of poor children, but also to provide some with a “life-transforming experience” such that they would excel academically and go on to realize their life potential. He came to believe that the vehicle for such an experience would be an intensive tutoring program—both after school and on Saturdays during the school year and over the summer—such that fourth-graders selected could go on to qualify for top private schools or Boston’s academic high schools which also admit on the basis of an exam. Steppingstone is the result—a school in all ways except that it does not have a building of its own. It has clearly succeeded, if not in transforming the lives of its students, at least in helping them gain admission to selective secondary schools and colleges. Eighty-five percent of those admitted complete the program, and 90 percent of those are successfully placed; 95 percent of those placed complete the schools to which they are admitted, and 90 percent of those go on to college—including selective schools such as Harvard, Johns Hopkins, Columbia, Williams, and Georgetown.



JUMP: JUNIOR UNIFORMED MENTORING PROGRAM

John and Catherine Dixon
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www.DIXONJUMP.org

John Dixon, a one-time Army sergeant, knew that the legions of fatherless and undisciplined kids in his neighborhood could benefit from a structured military-style program run by former military officers, although he anticipated that only a ‘handful’ of kids and parents might come. Within months, however, hundreds were attending. Staffed by a corps of volunteer officers who lead military drills, followed by homework help provided by suburban and retired public school teachers on their own time, and classes on sexual abstinence and controlling anger. Neighborhood residents come to talk about what work, and their own jobs, are like.

John and his wife Catherine Dixon charge only small fees (not always collectible) but are rewarded in the improvement they see in the behavior of individual children. Faced with the city’s problems, their task is daunting. But the impact of JUMP is such that the *Buffalo News* has called it one of the “good programs, the ones making a difference.”

SEED FOUNDATION

Eric Adler and Rajiv Vinnakota
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www.SEEDfoundation.com



Eric Adler and fellow management consultant Rajiv Vinnakota could have made money in the private sector, as did most of their business school classmates. Instead, they decided to build and manage a boarding school for kids in a poor, African-American section of the District of Columbia to improve their education and to prove that the job could be done. Four years later the SEED Charter School in Washington DC's Marshall Heights section opened its doors. SEED is a boarding school where kids learn more in a safe, secure, and highly-structured environment. The early results appear promising: test scores have risen steadily, 97 percent of students have pledged to delay sexual activity and to abstain from smoking; and more than 90 percent say they hope to go on to college. Having raised \$2 million and borrowed much more to give life to their dream, Adler and Vinnakota show that talent, perseverance, and hard work can make a difference in young lives.

NEIGHBORHOOD TRUST FEDERAL CREDIT UNION/CREDIT WHERE CREDIT IS DUE

Mark Levine
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www.CWCID.org



Mark Levine, a former New York City public school teacher, had been concerned for years about those on the outside of the formal financial system. He targeted the Washington Heights section of Manhattan for his on-the-ground effort, and starting with \$85,000 in seed money from the Echoing Green Foundation, established Credit Where Credit is Due, a non-profit organization designed to educate poor immigrants as to the basics of the banking system. His classes are conducted in Spanish. He has also established the Neighborhood Federal Credit Union—a tiny bank designed to attract small savers and to make small loans to depositors. In four years the credit union enrolled over 3,500 members, 60 percent of whom previously had no bank account, 75 percent of whom had never had a credit card, and two-thirds of whom had only previously borrowed from neighborhood loan sharks. The bank works with school children who can open savings accounts with as little as 50 cents and has made hundreds of small business loans—some as small as \$500—at market interest rates. Thanks to the credit union, family day care centers have borrowed \$1,500 to get started, and livery cab drivers have borrowed to buy the required insurance with the opportunity to grow and advance by establishing credit. “We want to see people step up to larger banks,” says Levine, “as they prove themselves.”



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