In the last four years, we’ve learned something important from our students: innovative ideas require innovative people.

A simple statement, yet one that has made all the difference in understanding the true impacts of an experience like the C.V. Starr Social Entrepreneurship Fellowship.

Since 2009, the Starr Fellowship has invested in 75 students at Brown University launching or building social ventures. And the investments are far from just financial. Fellows are supported by a strong curriculum that emphasizes hands-on learning and skill-building; enduring, enriching relationships with peers and professionals in our network; and the guidance and funding to take what was once a mere idea for social change and turn it into something real.

The qualities we look for in a strong venture hold true for our fellows: a bold and innovative mission, grounded in community, with measurable returns. This report presents the first look at those returns after four years supporting innovative people with innovative ideas. The data and quotes that follow come from surveys of former Starr Fellows, as well as reflections they have offered in one-on-one interviews.

You will read that nearly 3 out of 4 of the ventures founded by Starr Fellows are still thriving today. This statistic is impressive, but we are just as impressed by the fellows whose ventures have not been successful, who have learned from their endeavors, and found ways to incorporate this learning into their lives and careers.

Rexy Josh Dorado ’14, Julia Thompson ’14, and Alex Braunstein, Communications Manager at the Swearer Center, conducted interviews, culled and analyzed data, and creatively designed this Impact Report. We extend a heartfelt thanks to this talented team for their tireless and inspired efforts.

Full steam ahead,
Alan Harlam & Lizzie Pollock
Starr Fellows know no bounds; they build ventures around the world, from Providence to Panama, on issues as varied as the communities and people they impact.

By the Numbers:
Since 2009, the Starr Fellowship has supported:

- **75** total C.V. Starr fellows
- **51** unique social ventures

We encourage innovation through:
- **Entrepreneurship**: the development of a new solution or structure (see p. 13, Pierre Arreola)
- **Intrapreneurship**: innovative approaches within existing organizations (see p. 16, Eliza Cohen)

- **32** Entrepreneurs
- **43** Intrapreneurs

Fellows by Starr Class:
- 2009: 14
- 2010: 17
- 2011: 21
- 2012: 23

43 Female
32 Male

47% of Starr ventures work outside of the U.S.
55% of those focused in the U.S. work in Providence, R.I.

- Community Development:
  - Civic Engagement
  - Employment
  - Youth Development
  - Mentoring

- Education:
  - Access to Learning
  - Education Reform

- Health:
  - Social Services
  - Infrastructure
  - Nutrition

- Environment:
  - Agriculture
  - Appropriate Technology
  - Sustainability
About the Fellowship

The C.V. Starr Social Entrepreneurship Fellowship provides students with up to $4,000 to grow a social venture over the summer, supported by a year of intensive skills training, complementary coursework, and a community of social entrepreneurs on campus offering mentorship and critique. Each year we support a total of 15-20 students, working individually or in teams.

As a program of the Social Innovation Initiative, the Starr Fellowship is guided by SII’s three core principles:

1. Expertise is a slow burn, not a match strike. Before identifying possible solutions, we develop a deep understanding of the issue by listening to the individuals and organizations closest to it. We see their insight as an authority - not an accessory - in identifying the areas of greatest need and impact.

2. There’s always room for one more at the table. We build inclusive, enduring relationships with individuals, communities, and organizations that see the issue from all sides. Our community grows bigger and more impactful because each member plays the role of both teacher and learner.

3. Every idea needs fellow schemers and supporters. We promote a generous, dynamic culture of idea- and resource-sharing and eagerly seek critique to push our work forward. We embrace the value of failure as a way to learn, and encourage risk-taking that is calculated and respectful.

The Problem: Our world is full of injustices that cause both people and our planet to suffer.

Our Solution: Unlock the full potential of our students to address social challenges.

“The Starr Fellowship has helped shape me into a more deep, thoughtful, and understanding person in all areas of my life.”

Khalil Fuller ’14
Starr Class 2011

NBA Math Hoops: A fast-paced, competitive board game where students learn and apply fundamental math skills using specially-designed NBA and WNBA player cards.

The Starr Fellowship operates on a 15-month schedule that can be broken down into five parts with clear objectives:

- **Fall Semester:** Applicants can submit draft proposals in mid-November and are assigned advisors to help refine their ideas. Final proposals due at the end of December.

- **Spring Semester:** Accepted Fellows attend an opening retreat, workshops, and other activities to prepare for the summer. Fellows have the option to enroll in a for-credit course “Leading Social Ventures.”

- **Summer:** Fellows receive funding to work full-time on the venture for 10 weeks. Fellows reflect on and share their experiences through a blog.

- **Spring Semester:** Fellows act as mentors for the next class.

- **Fall Semester:** Fellows debrief and reflect on summer experiences. Fellows participate in workshops and other activities to build management skills.

Ideas Into Action

Starr Fellows build the knowledge, relationships, and resources needed to translate their ideas for social change into action. The three main components of the fellowship, elaborated on the following pages, include:

- **An immersive, rigorous learning experience that teaches the concepts and concrete skills necessary to design, launch, or build a venture.**

- **Inclusion into a strong network of social entrepreneurs on campus and around the world.**

- **Funding to support a 10-week summer project, working individually or in teams.**

FundingNetwork

An immersive, rigorous learning experience that teaches the concepts and concrete skills necessary to design, launch, or build a venture.

Education

Inclusion into a strong network of social entrepreneurs on campus and around the world.

Network

Funding to support a 10-week summer project, working individually or in teams.
We believe in building on our fellows’ passions — and amplifying their impact — through learning that is skills-based and community-guided. Educational opportunities, through group learning experiences as well as one-on-one coaching sessions with SII staff, provide the support needed to balance a full course load and a full-time venture.

**Workshops**: Highly interactive, skills-based sessions, facilitated by experts from the field. Past workshop topics include: Designing your idea, Understanding your customer, Articulating your venture’s value, Developing a business model, Evaluating your venture’s outcomes.

**Past Facilitators include**:
- Hannah Chung & Aaron Horowitz: Founders of Sproutel, a human-centered design venture helping children manage chronic medical conditions through play.
- Deb Mills-Scofield ’82: A consultant with more than 25 years of experience in strategic planning, innovation, and execution in relation to manufacturing, service and high technology companies.
- Amy Gallo MPA ’91: An adjunct lecturer at the Taubman Center for Public Policy & American Institutions with a focus on social entrepreneurship, organizational dynamics, and management issues, as well as a contributing editor for the Harvard Business Review.

**Coursework**: A complementary for-credit course, Leading Social Ventures: Social Entrepreneurship in Action, is offered to Starr Fellows and others across campus who are leading, or aspire to create, social ventures. Over the course of a semester, students gain knowledge, analytical competence, and leadership skills relevant to leading innovative organizations. The teaching method is interactive and experiential and assumes that students are highly motivated to be part of an active learning community.

Lauren Beighman ’15
Starr Class 2013

**Food Recovery Network**: Unites students at colleges and universities to fight food waste and hunger by recovering surplus perishable food from their campuses and surrounding communities that would otherwise go to waste and donating it to people in need.

Nihaal Mehta ’15
Starr Class 2012

**Health Worker Training in Rural India**: An initiative to transform a network of rural health practitioners into a formal health delivery system by designing and providing a comprehensive training program.

“Leading Social Ventures has been so incredible... It’s really adding an academic backbone to the work that’s being done with the Starr Fellowship on the ground.”

“Workshops assisted us in easily developing and implementing frameworks that made our venture more effective.”

Senior Associate Dean of Continuing Education Robin Rose guides the fellows in a workshop on giving and receiving feedback.
A kick-off retreat in January for each new class of Starr Fellows sets the tone for a year of collaboration, encouragement, and constructive critique. Students also have the opportunity to connect with Fellowship alumni and professional social entrepreneurs.

Small group meetings, consisting of 4-5 fellows, take place throughout the semester. Facilitated by Starr alumni still on campus, groups meet regularly to build community, share challenges, and offer feedback and support to one another.

“‘I’ve had the great pleasure to work with and learn from many of the undergraduates who find their way to the Fellowship. They have enriched my own life greatly and I expect great things from them in the future.’”

Steven Wallace ’83
Starr Mentor
Founder of The Omahene Cocoa Bean Company: Manufacturer of single-origin, fairly traded cocoa products in Ghana.

“My favorite part of the Starr Fellowship is that it was more than a semester commitment; it has become a continuous Starr community.”

Julia Schuster ’11
Starr Class 2010 Network Founder of BRYTE (Brown Refugee Youth Tutoring and Enrichment): A student-led organization that facilitates one-on-one tutoring and mentoring between Brown students and recently resettled refugees in the Providence area.

“Teach Community,” founded by Isabel Khoo ’13, delivers English-language training to rural remote communities via Skype. “Education is a privilege - but being able to help is also a privilege.”
Before Starr, we were run by student volunteers with a budget of $10,000 and no sources of funding. We now have a $150,000 budget, paid full-time staff, and plans to develop sustainable funding sources.

Funding

Fellows receive $4,000 (or $6,000 in teams of two or more) to support their 10-week summer projects with the purpose of testing a specific hypothesis related to their venture.

Leading into the summer, workshops and one-on-one coaching provide the budgeting skills necessary to ensure this funding is spent strategically.

Following the summer, fellows may also apply for a Starr Sustaining grant, which provides up to $7,000 in matching funds to sustain and grow their ventures.

The summer funding provides a mix of personal and programmatic support, allowing fellows to work full-time on their ventures. Of those surveyed, Starr Fellows report using this funding in multiple ways:

- A. Stipends: 15%
- B. Events: 17%
- C. Travel: 26%
- D. Housing: 47%

“Before Starr, we were run by student volunteers with a budget of $10,000 and no sources of funding. We now have a $150,000 budget, paid full-time staff, and plans to develop sustainable funding sources.”

Food Recovery Network @ Brown: A student-run social venture that fights food waste and serves the Providence community by donating surplus food to people in need.

Pierre Arreola '13
Starr Class 2012

Hip Hop 4: An organization that professionally trains hip-hop crews to engage with their community on various levels: education, community organizing, and performance.

Ben Chesler '15
Starr Class 2012

“Starr has shown me that investments in people are way more important than projects or partnerships. And I have people who won’t let me fail.”
Venture Impact: Organizational Growth

While we place a high value on the personal development of our students, we also place high expectations on them to have sustainable, measurable community impact.

Ventures Still Going Strong:

1. Food Recovery Network *
2. Rhode Island Urban Debate League
3. Health Leads
4. Flip4 *
5. Let’s Be Well Red *
6. Kivuvwi Project
7. The Jewelry Project
8. AIDS Relief International *
9. Rainwater for Humanity
10. Sexual Health Advocacy through Peer Education (SHAPE)
11. The School Fund *
12. Generation Citizen
13. Water Walla *
14. Network for Peace *
15. Project HEALTH

*Ventures founded by Starr Fellows

16. BRYTE
17. NBA Math Hoops *
18. Capital Good Fund
19. AIDS Relief International *
20. Real Food Challenge *
21. MED International *
22. Providence Student Union *
23. CO-Fund *
24. Brown Market Shares Program
25. Reach Community *
26. Hip Hop 4 *
27. Assured Labor
28. CCChampions *
29. Queer Nebraska Youth Networks *
30. Esperanza International
31. Runa

300% average increase in budget

Of the ventures founded by Starr fellows nearly 3 out of 4 still exist.

Changes in budget and the number of individuals served (“Lives Touched”) are two key metrics we currently use to measure growth across our ventures.

Budget:

Five entrepreneurial ventures provided their budgets in our survey.*

Budgets before fellowship:
$1,000 to $200,000
Budgets after fellowship:
$2,000 to $700,000

Queer Nebraska Youth Networks: The only peer-led, youth-focused group in Nebraska that provides social activities, connection to resources, and opportunities for friendship to gay youth.

Sidney Kushner ’13
Starr Class 2012

CCChampion: A nationwide nonprofit organization that helps kids with cancer through innovative friendships with professional athletes.

Drew Heckman ’13
Starr Class 2012

*MED International, CCChampions, NBA Math Hoops, Real Food Challenge, AIDS Relief International

Lives Touched:

before: 250 now: 550

before: 5 now: 300
Eliza Cohen ’14
Starr Class 2011
Brown Market Shares: A student-led, campus-based food distribution program connecting the Brown community with regional producers through affordable weekly shares of fresh, local, and sustainable produce, dairy, eggs, & meat.

Each time the venture begins buying from another farm, or includes one more family in the share, that deepens the impact. During Starr, we grew the organizational structure so that the organization could self-sustain, and it’s now being run by an entirely new team and they are doing wonderfully. The organization itself has long-term sustainability in the Brown community.

Outcomes measured:
- Dollars diverted from industrial food production into local economy:
  - Before Starr: $10,000/yr diverted
  - Now: $200,000/yr diverted (↑2,000%)
- Number of farms engaged with:
  - Before: 3 farms
  - Now: 10 farms (↑230%)
- Number of households connected for first time with healthy local produce (including subsidized shares for staff):
  - Before: 90 families
  - Now: 450 families (↑400%)

Student Impact: Life After Starr

Almost 3 out of 5 Starr Fellows surveyed have continued to be involved in their ventures in some capacity:
- full-time staff 40%
- board member 65%
- volunteer 45%
- donor 25%

A number of fellows have gone on to work at innovative, high-impact companies and organizations like Teach for America, Google, Ashoka, and Bridgewater Associates. Others have received additional funding and recognition for their ventures such as:
- Echoing Green Fellowship
- Royce Fellowship
- Dell Social Innovation Challenge
- Mass Challenge
- Ford Foundation

Lauren Schleimer ’12
Starr Class 2011
Esperanza International:
Working to address the social and environmental consequences of oil extraction for indigenous communities in the Ecuadorian Amazon.

“The Starr Fellowship contributed to both personal and professional growth for me. Although at the time I assumed the point of the Fellowship was to launch successful projects, I see now that the growth and development of the fellows has a much more lasting impact.”
We’d like to take this opportunity to thank those who have supported our Starr Fellows over the years.

First, we must recognize the visionary support of The C.V. Starr Foundation, which sees the potential of investing in students to strengthen their educations and better our world, as well as the Alman Family, the Rhode Island School of Design, and the Taubman Center for Public Policy & American Institutions, which are expanding this extraordinary learning opportunity to more students.

Our colleagues at the Swearer Center have also provided immeasurable inspiration and knowledge, with over 25 years of experience guiding students' passions and embedding community work within the academic life of Brown.

Our Selection Committees have invested dozens of hours reading proposals and offering invaluable, insightful guidance to students throughout the application process:

* Year in parentheses indicates years served on the committee.

Bill Allen (09, 10, 11, 12, 13)
Chris Bull (12)
Shirley Brice-Heath (10)
Eli Crowneine ‘11 (11)
Ann Dill (10, 11, 13)
Austin Eckhoff (12)
Amy Galla GS’11 (12, 13)
Katie Goddard 12 (11)
Charlie Harding ’09 (10)
Geoffrey Kirkman ’91 (10, 11)
Allan Kramer ’13 (13)
Sidney Kustriner ’13 (13)
Dan Macombe ’09 (11)
Zekia Mozene ’19 (12)
Deborah Mills-Scoffield ’82 (13)
Nzinga Miagba ’87
Rachel Morlocine (11)
Andy Posser GS’99 (13)
Kerry Ramirez (10, 12, 13)
Clay Rockefeller ’03 (06, 10)
Stephanie Sassell (12)
Betsy Stubblefield Loucks (11)
Kurt Teichert (09)
Katherine Timbrell (13)
Scott Warren ’09 (10)

Special thanks to Amy Safa MPAI for her generous contributions to the curriculum of this fellowship, which forms the backbone of our work, as well as her leadership and workshops on the selection committees.

A final note of gratitude to all of the thought partners and student mentors to the Fellowship who have been devoted supporters of this work:

Katherine Bergeren
Chris Bull
Derek Ellerman ’02
David Flink ’02

It takes a lot of hearts and hands to support 75 incredible young leaders. Thank you all, and we look forward to continuing the journey.