

SOCIAL ENTREPRENEURSHIP

Teaching Resources Handbook

For Faculty Engaged in Teaching and
Research in Social Entrepreneurship

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&
Ashoka's Global Academy
for Social Entrepreneurship

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ASHOKA



Welcome

As advocates for social entrepreneurs and social entrepreneurship education throughout our careers, we have gathered a plethora of resources for both faculty new to the field of social entrepreneurship and seasoned veterans who blazed the trail in the early twenty first century. The first version of the *Social Entrepreneurship Teaching Resources Handbook* was published in January 2004 and included twenty schools actively teaching social entrepreneurship courses. This version is a culmination of the *Social Entrepreneurship Teaching Resources Handbook* prepared in partnership with Ashoka's Global Academy for Social Entrepreneurship. The growth of the sector now includes over 250 professors who are actively teaching or researching in social entrepreneurship from more than 35 countries, with 29 different competitions, over 800 different articles and 200 cases used in social entrepreneurship courses.

Our efforts are to consolidate the number of resources available and to catalogue the growing cadre of academics around the world who are collectively building the field of social entrepreneurship. In completing the research on social entrepreneurship programs and faculty, we are inspired by the commitment to teach students how to embrace social entrepreneurship as a career option to make a difference in the world. As individuals seek to find meaningful careers, social entrepreneurs provide an opportunity for young people to be as Gandhi said "the change you wish to see in the world."

The information in the handbook was obtained from program directors, faculty, university websites and course syllabi. The handbook will be updated on an annual basis with periodic online updates available on the University Network website at www.universitynetwork.org/handbook. For updates or additions, please contact Debbi Brock at debby_brock@bera.edu or send additions to the Global Faculty Directory to Marina Kim mkim@ashoka.org at Ashoka. We encourage your feedback for the next version of the handbook forthcoming in March 2008 to share best practices from around the globe.

Social entrepreneurs face unlimited opportunities for creating a better world in which to live, and educators play a vital role in optimizing their impact on society. We welcome you to this edition of our *Social Entrepreneurship Teaching Resources Handbook* and hope it will be an effective tool for advancing social entrepreneurship for each of you.

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"Be the change you
wish to see in the
world."

- Gandhi

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“Social Entrepreneurs are change friendly, opportunity-oriented, innovative, resourceful, value creators. They see resources and they find a way to mobilize or move them to areas of higher productivity and yield. They find a way to create value. Social entrepreneurs are entrepreneurs who intentionally pursue the public good. They act as change agents in the social sector by:

- Adopting a mission to create and sustain social value
- Relentlessly pursuing opportunities to serve their mission
- Continuously innovating, adapting and learning
- Acting boldly without being limited by resources currently in hand
- Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created.”

- J. Gregory Dees,
Center for the Advancement
of Social Entrepreneurship,
Duke University

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I. Social Entrepreneurship Pedagogy

Social entrepreneurship education has grown dramatically from the first class taught at Harvard University by Dr. Greg Dees in the late 1990's and the first European course at the University of Geneva in Switzerland co-taught by Maximilian Martin and Pamela Hartigan from the Schwab Foundation in 2003. A number of exemplary programs and initiatives from around the globe have engaged students, faculty and administrators in this emerging field of study. Faculty can learn from more established centers, including the Center for Advancement of Social Entrepreneurship at Duke University and Social Enterprise at Harvard University, to more recent models including the Berea College Entrepreneurship for the Public Good and the Skoll Centre for Social Entrepreneurship at Oxford University. These programs offer a variety of opportunities for students to learn about social entrepreneurship. The Asian Institute of Management Social and Development Entrepreneurship Program targets social entrepreneurs and has them build their organization over the 18 month program. The Sustainable Venturing Initiative at the University of Colorado marries social entrepreneurship and sustainability. Tata Institute of Social Sciences has developed the first Masters in Social Entrepreneurship in India. Collaboration between the Catholic University of Louvain and University of Liege in Belgium offered the first PhD course in social entrepreneurship. A number of programs in the United Kingdom and the University of Cork in Ireland offer masters degrees in Social Enterprise. As the demand for social entrepreneurs to help alleviate some of the world's social problems grows, the number of majors, minors and certificate programs have increased. Learn more about these programs in this section, or for a comprehensive listing of social entrepreneurship courses, see the March 2008 updated version of the handbook.

“Just a decade ago, there were virtually no business school courses or projects on social entrepreneurship. Today, most top business schools have both.”

- Laura D'Andrea, Dean
London Business School



Social Entrepreneurship Programs, Majors and Minors

University of Alberta Canadian Centre for Social Entrepreneurship

www.bus.ualberta.ca/CCSE

Canadian Centre for Social Entrepreneurship (CCSE) is unique to Canada in its mission to work with all three sectors - voluntary, government and business-to build the foundations necessary to encourage entrepreneurial approaches to social innovation. Leaders in the new philanthropy agree that solutions to critical social issues lie in dissolving the boundaries between the sectors to share insight, knowledge and commitment for the development of communities.

Asian Institute of Management Social and Development Entrepreneurship Program

www.sedp.aim.edu

Marie Lisa M. Dacanay mdacanay@aim.edu

The mission of AIM's Social and Development Entrepreneurship Program is to build a critical mass of social entrepreneurs who would make a difference for the poor and marginalized in the Asian marketplace. Its pioneering Master in Entrepreneurship for Social and Development Entrepreneurs (MESODEV) is an 18-month real time course where social entrepreneurs are coached to define five year strategic plans and to implement innovations to improve the effectiveness and sustainability of their social enterprises. Among its other major initiatives were the publications of a sourcebook, *Creating a Space in the Market: Social Enterprise Stories in Asia*, organizing the International Workshop on Social Entrepreneurship in Asia and organizing Training on Social Return on Investment.

Belmont University Undergraduate Major in Social Entrepreneurship

www.belmont.edu

Jeff Cornwall, cornwallj@mail.belmont.edu

Belmont University's Social Entrepreneurship Majors engage and transform the world through the formation or expansion of ventures that create social change. Social Entrepreneurship combines entrepreneurship and business courses, issue-focused tracks in the liberal arts, and a nine-hour Social Entrepreneurship Seminar Sequence that includes service-learning, an internship, and an extended senior project. Majors choose a multidisciplinary track: Economic Development: prepares students to engage in business development as a mechanism for economic growth and expansion; Global Social Entrepreneurship: for those students who plan to use their social entrepreneurial ambitions in a setting outside of North America; Contemporary Social Issues: students explore a variety of complex and interconnected social issues; Faith, Culture, Ethics: integrates classical and contemporary theological approaches to develop solutions to cultural and ethical concerns; and Environmental Studies: active and integrated study of scientific and policy-oriented application to explore realistic solutions to environmental problems.



Berea College Entrepreneurship for the Public Good

www.berea.edu/epg

Peter Hackbert hackbertp@bera.edu and Dan Huck huckd@bera.edu

The program explores the concept of entrepreneurship for the public good in a two-summer program where students learn about entrepreneurship, leadership and community development in the context of Appalachian communities. The first summer is an eight-week Summer Institute, which meets daily and includes several overnight trips within the Appalachian region. During the second summer, students complete a 10-week Entrepreneurial Internship with either a nonprofit or for-profit business. The EPG program is open to students in all areas of study.

University of Colorado at Boulder Sustainable Venturing Initiative

<http://leeds.colorado.edu/entrep/sustainableventuring>

Tom Dean, deantj@colorado.edu

At the Leeds School's top-ranked Deming Center for Entrepreneurship, students are a force for change. Students see the opportunity for markets to address pressing global needs, and they find the tools to make it happen. Students bring an understanding of the role of new technologies and create new businesses. Students identify market needs for sustainable products and services and put their ideas into action by launching companies. Students foster environmental and social change by joining companies including a climate change and energy consulting firm, and a developer doing green building design. The Sustainable Venturing Initiative marries the best of entrepreneurial innovation with cutting-edge strategies that lead to a more sustainable world. Through courses, projects, and internships, students apply their business skills to solve real-world challenges and capture opportunities in new market niches. Whether independent entrepreneurs or intrapreneurs working within a corporation, graduates are driving new approaches, designing new products, and creating solutions to some of the world's most pressing problems.

Columbia University Social Enterprise Program

www.gsb.columbia.edu/socialenterprise

Professor Ray Horton, rdh3@columbia.edu

The Social Enterprise Program at Columbia Business School provides a framework for students to think in broader terms about their role in business and society, and prepares them with the skills, knowledge and experience to respond to the challenges of a rapidly changing world. The program aims to inspire and prepare leaders who create social value in business, nonprofit and government organizations locally, nationally and internationally. Graduates draw on their capacity to achieve social impact throughout their careers—as business leaders addressing public policy and environmental issues and as philanthropists, social entrepreneurs, civic leaders and directors of charitable organizations. Through access to specialized courses, hands-on experiential learning opportunities, financial support and a variety of professional-development and networking activities, students can explore social enterprise within four areas of focus: Public and Nonprofit Management; International Development and Emerging Markets; Social Entrepreneurship; and Corporate Social Responsibility and Sustainability.





Duke University Center for the Advancement of Social Entrepreneurship

www.fuqua.duke.edu/centers/case

J. Gregory Dees

CASE is dedicated to promoting and supporting the field of social entrepreneurship through a mutual learning process that engages MBA students, business school faculty and social sector leaders. CASE sees the blurring of for-profit and nonprofit business sectors as an opportunity to have significant social impact by constructively exploring the adaptation of business concepts, tools and skills to the social sector in appropriate, practical and effective ways.

Harvard University The Social Enterprise Initiative

www.hbs.edu/socialenterprise

se@hbs.edu

Grounded in Harvard Business School's mission to educate leaders who make a difference in the world, the Social Enterprise Initiative aims to inspire, educate, and support current and emerging leaders in all sectors to apply management skills to create social value. Through an integrated approach to social-enterprise related teaching, research, and activities at HBS, the Social Enterprise Initiative engages with leaders in the nonprofit, private, and public sectors to generate and disseminate practicable resources, tools, and knowledge with the ultimate goal of bettering society.

Liverpool John Moores University MA Social Enterprise Management

www.ljmu.ac.uk/socialenterprise/67979.htm

Bob Doherty r.doherty@ljmu.ac.uk

The MA Social Enterprise Management at Liverpool Business School has been designed specifically for managers working in the third sector/social enterprise organisations. The programme gives students an invaluable skill-set to help their own organisations become more sustainable. The aim is to combine the skills and knowledge in marketing, strategy, finance, social accounting and auditing, research, and people management with the enormous passion of those people leading and managing social enterprises and other third sector organisations. In order to do this they need to be managed more effectively. The ultimate goal of the Masters is to help ensure both the long-term viability and sustainability of participants' organisations and create growth in the social economy.

Miami University Center for Social Entrepreneurship

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The Center for Social Entrepreneurship has developed a world-class program in social entrepreneurship focused at the undergraduate level. The comprehensive program facilitates the teaching, research and practice of social entrepreneurship and emphasizes hands-on learning opportunities. One example of experiential learning has been the partnership with Bono's company Edun to launch Edun LIVE on Campus. The pilot program was developed at Miami to bring sustainable employment to sub-Saharan Africa and to educate students on how to build a social venture. Edun LIVE on Campus is being rolled out to college campuses worldwide. The program features a Social Venture Capital Fund which provides initial start-up capital for students to launch social ventures. It also provides Internship/Scholarship funding and a Lecture Series, where speakers have included the founders of Edun and Shore Bank.



New York University Stewart Satter Program in Social Entrepreneurship

www.stern.nyu.edu/berkley/social

The Satter Program expands NYU Stern's curricular and co-curricular activities to support new educational and research initiatives and foster social venture creation within the School's community. The Satter Program is dedicated to making the social entrepreneurship movement a leading force for social improvement by generating interest and expertise in the field among members of the Stern community. This involves several related activities, including: teaching social entrepreneurship skills and thinking; providing real-world opportunities to practice and hone these skills; supporting research to improve the understanding and practice of social entrepreneurship; and developing a community of students, scholars, and industry leaders devoted to improving the social sector.

Northwestern University Social Enterprise at Kellogg

www.kellogg.northwestern.edu/academic/seek

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The Social Enterprise at Kellogg (SEEK) program reflects the converging challenges that managers face today as they strive to be socially responsible global leaders in their chosen fields. Kellogg created the SEEK program in 2005 to provide a rigorous, relevant experience for students interested in the intersection between management and society across all organizations and industries. SEEK is focused on building leadership skills and awareness to help Kellogg graduates be socially responsible global leaders.

University College Cork MBS in Co-operative and Social Enterprise

www.ucc.ie/en/ccs/CentreProgrammes/MBSinCo-opandSocialEnterprise/

Olive McCarthy o.mccarthy@ucc.ie

This e-learning programme aims to equip participants with the skills to participate meaningfully and effectively at leadership level in co-operatives and social enterprises and to develop the capacity of senior practitioners in co-operative and social enterprises to respond creatively to the needs and problems of the wider community and society.

University of Oxford Skoll Centre for Social Entrepreneurship

www.sbs.ox.ac.uk/skoll/mba

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The Skoll Centre for Social Entrepreneurship is committed to nurturing the social entrepreneurs of tomorrow. In order to fulfill this commitment the Centre provides innovative business education to potential and current social entrepreneurs, connects practitioners, academics and students working in this field across nations, sectors and disciplines, helps practitioners and students to incubate new ideas and spin out new social ventures, and supports the dissemination of new ideas and the adoption of good business models and practice. As part of our provision of innovative business education, we train MBA students concerned about social change to apply entrepreneurial approaches to social problems.





Samford University Concentration in Social Entrepreneurship

www.samford.edu/business/majors.html

Franz T. Lohrke, ftlohrke@samford.edu

The Social Entrepreneurship Program at Samford University works to provide students with both the conceptual framework and skill set needed to help address critical societal problems in the local, national, and global community. For business students, we offer a concentration that includes a four-course sequence in management, marketing, and not-for-profit accounting, followed by a comprehensive Social Entrepreneurship/Not-for-Profit Management (SE/NFP) course team-taught by entrepreneurship, marketing, and economics faculty. The concentration also provides students the opportunity to take business (e.g., Economics of Poverty taught overseas in a developing country) or general (e.g., Urban Geography) electives to customize their studies to their individual career goals in for-profit or not-for-profit organizations. For non-business students, we offer a minor that provides foundational business knowledge followed by the comprehensive SE/NFP Management course to complement a student's major field. The Program also offers a field course experience and paid internship opportunities for both business and non-business students.

Stanford University Center for Social Innovation

www.gsb.stanford.edu/csi

Dale Miller, James Phills, Phills_james@gsb.stanford.edu

Stanford Graduate School of Business created the Center for Social Innovation (CSI) to invest its intellectual resources in a society confronted by profound needs and complex problems. Building on the Business School's three-decade commitment to public and nonprofit management, CSI promotes solutions through a unique combination of interdisciplinary research, teaching that extends beyond the classroom and efforts to engage with those who lead social change.

Tata Institute for Social Sciences Masters in Social Entrepreneurship

www.tiss.edu

Ramesh Datta, rcd@tiss.edu

The Tata Institute of Social Sciences has developed the first MBA in social entrepreneurship in India. The field of Social Entrepreneurship, which has grown very rapidly in recent years, leverages business management and entrepreneurial skills to pursue the multiple bottom-line of the social enterprise by keeping stakeholder value intact rather than only that of shareholder value. The Centre for Social Entrepreneurship with the School of Management and Labour Studies came into existence after careful thought about the emerging needs of wider society to develop change leaders to create enterprises with a social purpose, and thus generate wealth to enhance livelihood and sustainable development. This programme is about promoting inclusive groups. The two-year, full-time, M.A. in Social Entrepreneurship programme aims at training and developing change leaders for wealth generation with social progress in social sectors/nonprofit markets. These qualified professionals are expected to emerge as social entrepreneurs themselves. The courses are designed to create an innovative and sustainable approach for addressing age old and emerging problems of the poor, disadvantaged and deprived. The pedagogy is based on fifty percent classroom experience and fifty percent practice based learning.



STANFORD
UNIVERSITY



University of Bologna Italy Master in International Studies in Philanthropy and Social Entrepreneurship

www.misp.it

Giuliana Gemelli, gemelli_g@mail.cib.unibo.it

The specificity of the program is to combine theoretical aspects and practical programs which are conducted through the collaboration of the Research Center team and public and private organizations, both at national and international level. At present we have two programs: “Grooming as a leverage of citizenship for former prisoners” and the “Role of the Sardinian Baracelli model as a vehicle of community development, in Lesotho”. Another aspect of MISP program is to develop social entrepreneurship as a cross-disciplinary framework.

University of Notre Dame Social/Micro Venturing Programs

www.nd.edu/~entrep/

Melissa Paulsen, paulsen.5@nd.edu

The University of Notre Dame pioneered a practical approach to building capacity within community-based microventures through classroom, workshop, and in-market exercises. The program utilizes a consortium of educators, prominent members of both the public and private sectors, and Notre Dame students in the role of micro business mentors. In order to realize the potential of microenterprise development and social entrepreneurship as a viable means of poverty reduction in the US and around the world, the University commenced a two seminar course through the Gigot Center for Entrepreneurial Studies in the Mendoza College of Business entitled “MicroVenturing.” Open to upper level undergraduate students, this program explores the innovative concepts, practices and strategies associated with “MicroVenturing,” including the development of microenterprise programs and microfinancing institutions both in less developed countries and in the US. Students gain an understanding of the complex issues associated with microbusiness activity, particularly as a vehicle for economic development initiatives.

Wake Forest University Entrepreneurship and Social Enterprise Minor

www.wfu.edu/entrepreneurship

Elizabeth Gatewood, gatewoej@wfu.edu

The Wake Forest Program for Entrepreneurship and the Liberal Arts offers an interdisciplinary minor in entrepreneurship and social enterprise. Through this minor, students are encouraged to take advantage of their knowledge, creative skills, and resources to identify and pursue opportunities, initiate change, and create sustainable value in their lives and the lives of others. A minor in entrepreneurship and social enterprise, coupled with any major within the College of Arts and Sciences or the Calloway School of Business and Accountancy, is designed to enable students to customize their study based on academic and career interests and to maximize their involvement in the local community and society. Coursework stresses the challenges of creating and sustaining for profit and not-for profit organizations in today’s global environment, provides an overview of the role and importance of entrepreneurship in the global economy and in society, examines how individuals use entrepreneurial and creativity skills to craft innovative responses to societal needs, and offers students the opportunity to apply knowledge in an entrepreneurial for-profit or not-for-profit environment.



“It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself.”

- Ralph Waldo Emerson





Pedagogy Resources in Social Entrepreneurship

With any new field of study, faculty who develop courses in the new area spend countless hours learning about the field, developing innovative course models, and creating course content. Resources are available at no or low cost to faculty teaching in the field of social entrepreneurship which integrate experiential learning modules, traditional and interactive cases, multimedia resources, and classroom exercises.

Engaging students in hands-on exercises provides students with a way to learn classroom content. Students can engage in selecting, analyzing and investing in social entrepreneurs through Global Giving and Kiva as a course project or investing profits from social ventures run on campus. The 3E Experiential Entrepreneurship Exercises provide hands-on exercises that can be adapted for social entrepreneurship courses.

Faculty from around the world are assigning over 200 different cases for their students to learn about the principles of social entrepreneurship. The advisory council members of the University Network for Social Entrepreneurship, a collaboration between the Skoll Centre for Social Entrepreneurship at University of Oxford and Ashoka's Global Academy for Social Entrepreneurship, provide their favorite cases for undergraduate and graduate students. The cases cover a range of issues facing social entrepreneurs such as opportunity recognition, marketing, strategic alliances, strategy development, scaling up, microfinance, building capacity and others. The Latin American Social Enterprise Knowledge Network (SEKN) provided selected Spanish cases which are listed as well.

For new faculty or seasoned veterans, resources such as the PBS video series on the New Heroes, Enterprising Ideas and the Frontline World Social Entrepreneurs series are available online. In addition, Ashoka's 16-part video collection, entitled *The Social Entrepreneurship Series* allows faculty to integrate multimedia presentations of social entrepreneurs into the classroom. Videos of social entrepreneurs are available at no cost online on YouTube. In addition, Stanford Technology Ventures Program's Educators Corner provides archives of presentations from entrepreneurs at no cost.



“Social entrepreneurs are not content just to give a fish or to teach how to fish. They will not rest until they have revolutionized the fishing industry.”

- Bill Drayton



General Social Entrepreneurship Resources

Resources for faculty new to the field of social entrepreneurship are available on the University Network for Social Entrepreneurship website for social entrepreneurship educators, social entrepreneurs and students. In addition, quarterly updated versions of this handbook can be found electronically on the website. The Center for the Advancement of Social Entrepreneurship (CASE) at Duke University offers an abundance of resources for faculty.

Center for the Advancement of Social Entrepreneurship

www.fuqua.duke.edu/centers/case

The Center for the Advancement of Social Entrepreneurship (CASE) is a comprehensive research and education center that promotes the entrepreneurial pursuit of social impact through the thoughtful adaptation of business expertise. The website offers a number of knowledge resources for faculty engaged in social entrepreneurship around the world.

Social Entrepreneurship Teaching Resources Handbook

www.universitynetwork.org/handbook

The social entrepreneurship handbook was created as a resource for faculty interested in understanding, researching and teaching in the field of social entrepreneurship and includes initiatives, courses, cases, experiential learning models, and research that can be done in this context. The primary objective is to find “best practices” in social entrepreneurship for faculty to share with one another.

University Network for Social Entrepreneurship

www.universitynetwork.org

The University Network for Social Entrepreneurship is a joint initiative of Ashoka and the Skoll Centre for Social Entrepreneurship at Oxford Business School, with the European Research Network (EMES) and the Social Enterprise Knowledge Network (SEKN) as Founding Partner organizations. The University Network for Social Entrepreneurship works with professors and researchers, practitioners, and students to develop social entrepreneurship as a vocation and carry its principles into other academic disciplines and sectors. In addition to in-person meetings, there is an online repository of teaching and research materials to expand social entrepreneurship education and action around the world.

“Some look at things that are, and ask why. I dream of things that never were and ask why not?”

- George Bernard Shaw



Experiential Learning Models in Social Entrepreneurship Courses

Through the research on social entrepreneurship courses, a number of course pedagogies which integrate experiential learning bring to light the impact of hands-on learning by students. Course assignments can range from writing a traditional social entrepreneurship business plan to analysis of a social venture, writing a case analysis or interning with a social venture. More innovative models integrate service learning, including writing a case on an actual social venture, developing a business plan for a social venture or consulting with social ventures. In addition, students are encouraged to launch social ventures during the semester.



University and Course	Experiential Learning Activity
<p>Berea College Entrepreneurship for the Public Good</p>	<p>The EPG program is based on the experiential learning model influenced by David Kolb. He expanded upon the “learning by doing” concept based on Confucius’ dictum which states: “Tell me and I will forget. Show me and I may remember. Involve me and I will understand.” Similarly, the EPG program is based on four key experiential learning opportunities for students. First, students write a business plan or feasibility study for a business they are interested in operating. Next, student teams engage in community partner projects with an organization to make an impact on an Appalachian community. EPG Fellows also teach entrepreneurship and leadership skills to high school students during the Summer Institute. The final experiential learning opportunity is for students to intern with a for-profit or nonprofit in the second summer of the program.</p> <p>In collaboration with Berea College’s service-learning program, students apply academic knowledge and critical thinking skills to meet genuine community needs and gain an enhanced sense of responsibility to the community in which they serve. Through the program, students are expected to actively engage with nonprofit and for-profit organizations within the Appalachian region and to create value for the organization through a community project. By working closely with the leadership team of these organizations, the students see first-hand what it is like to work in a business environment and how these individuals are realizing Appalachia’s economic and social potential. To ensure high quality community projects, the EPG team works with community partners to identify projects a student team can accomplish during the eight-week program while adding value to the organization. This allows students to take ownership of a task that is expected to create a lasting impact on the community.¹</p> <p><small>1 Brock, D. (2006). Entrepreneurship for the Public Good Pedagogy. Retrieved on November 11, 2006 from www.berea.edu/epg/resources.</small></p>

University and Course	Experiential Learning Activity
<p>Harvard University</p> <p>Social Entrepreneurial Collaboratory</p>	<p>The Social Entrepreneurship Collaboratory is a new learning lab launched at Harvard's Kennedy School of Government, a university based incubator for the next generation of leading social entrepreneurs that fuses theoretical and practical approaches. The SE Lab is a laboratory workshop where student teams create and develop plans for U.S. and international social entrepreneurship initiatives. Proposed initiatives may be new entities or innovative projects, partnerships, and/or other arrangements that will have an impact on existing organizations and social outcomes in the U.S. and internationally. As appropriate, students may decide to pursue funding and the implementation of a pilot project.¹</p>
<p>Pepperdine University</p> <p>Social Entrepreneurship</p>	<p>This course provides the opportunity to apply the business knowledge and skills acquired in previous core courses in an integrative fashion while emphasizing the development of values-centered leadership skills. Students complete a Social Entrepreneurship Project that is a consulting report in the form of business plans, marketing plans, organizational development recommendations, and financial reports for a social entrepreneurship client. The consulting clients for the 2006 course included the Grameen Foundation USA, American Humane Film & Television, Orfalea Family Foundation, Sustainable Business Council, Hope Street Group and ONE World Enterprises, LLC. Students learn to integrate knowledge from all functional areas of business and to apply those skills to complex business problems arising out of changing technology, competitive market conditions, social change, and governmental reports as well as an analysis of project management skills demonstrated by the student teams while working with social enterprises.²</p>
<p>Syracuse University</p> <p>Emerging Enterprise Consulting</p>	<p>The program is a life-changing experience, where students help and learn from disadvantaged entrepreneurs in the Black townships near Cape Town, South Africa. Student consulting teams work with small businesses over six weeks to help make the ventures sustainable operations. They are expected to identify and prioritize the key needs of the entrepreneur and make meaningful progress in addressing some of the priority needs. The entrepreneurs being assisted are special individuals who have overcome a history of apartheid, limited education, and severely constrained resources to create small enterprises. This program is available to upper level undergraduate students and graduate students regardless of major. The key requirements are a strong work ethic, emotional maturity and a desire to make a difference. The focus is less on analysis and more on producing tangible deliverables.³</p>

¹ Bloom, G. (2006). The Social Entrepreneurship Collaboratory (SE Lab): A university incubator for a rising generation of social entrepreneurs. *Social Entrepreneurship: New Models of Sustainable Social Change*. In Nicholls, A. (Ed.). Oxford: Oxford University Press, 271-306.

² Social Entrepreneurship course syllabus

³ Retrieved on November 11, 2007 from <http://whitman.syr.edu/eee/>

University and Course	Experiential Learning Activity
<p>Universidad de los Andes</p> <p>Asesoría a Emprendedores Sociales</p>	<p>The program is built upon groups of three: a student, a social entrepreneur, and an Ashoka consultant. Students participate in structuring a project identified by the social entrepreneur and serve as a bridge between the consultant and the entrepreneur. The entrepreneurs work with the students to identify their needs and implement the recommendations that arise from the projects. The Ashoka consultant directs the project and voluntarily works with the team coordinating and supervising activities. The team searches for equilibrium and integration among the economic and social dimensions of the social enterprise; adding to the economic viability of the social projects and the social impact of the projects.⁴</p>
<p>University of Navarra</p> <p>Entrepreneurial Strategies for Social Impact</p>	<p>The course highlights a number of approaches and strategies to achieve social and economic development. The first part of the course introduces students to the concept of social entrepreneurship and its various applications across sectors and organizational forms. Furthermore, it examines the changing context in a globalizing world and the success factors and conditions of setting up a social enterprise. In the second part, the course discusses corporate strategies and challenges to cater to the poor in underdeveloped markets. Aspects of economic development and how it relates to social progress and issues of sustainable development are highlighted. The third part of the course particularly addresses the challenges and opportunities social entrepreneurship provides for established corporations. It also demonstrates how collaborative efforts of companies and social entrepreneurs are able to create sustainable business models that effectively and efficiently create social value while generating the necessary financial returns required by corporate investments which build markets at the bottom of the income pyramid. The Experiential Learning Model integrates social entrepreneurship cases which address the New Millennium Development goals as a framework for positively affecting society.⁵</p>

⁴ Asesoría a Emprendedores Sociales course syllabus

⁵ Provided by Johanna Mair.



Social Entrepreneurship Cases

Appalachian By Design

Diane Lynch, Barbara Elliott, and Debbi Brock

www.abdinc.org

Appalachian By Design (ABD) developed a social enterprise to creatively address the isolation and lack of job opportunities that have been a persistent problem in rural Appalachia, particularly for women. The organization introduced a trade into the region, machine knitting, because of market opportunities and built the infrastructure to support it; including a technical knitting apprenticeship, a distributed production network, and a national marketing program. This case explores how an enterprise with an embedded social mission navigated shifting economic and market conditions to achieve its goals. Comprehensive teacher's notes are available with the case study.

ApproTEC Kenya: Technologies to Fight Poverty and Create Wealth

Kasturi V. Rangan

www.hbsp.harvard.edu/hbsp/case_studies.jsp

ApproTEC markets a range of technologies to improve the income of subsistence farmers and other small-scale entrepreneurs in East Africa. Having achieved considerable success in its first eight years, the two founders/entrepreneurs are seeking ways to scale the impact of its operations across Eastern and Southern Africa. The question is, what should they do to accomplish this? Now called Kickstart, information on the organization can be found on www.kickstart.org.

Ashoka: Innovators for the Public

William F. Meehan III, Trabian Shorters

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Founded in 1980 by Bill Drayton, Ashoka is a professional organization that identifies and invests in leading social entrepreneurs globally. Analogous to a venture capital firm for social start-ups, Ashoka found and supported outstanding individuals with ideas for far-reaching social change by electing them to a fellowship of social entrepreneurs. As defined by Ashoka, the social entrepreneur had the same makeup as a business entrepreneur—in mental attitude, vision, bias for action, and skills—but the social entrepreneur sought to better the world in some way. Until 1997, Ashoka focused solely on locating and supporting social entrepreneurs in developing countries. Over the next three years, however, Ashoka entered a new stage requiring it to shed its trappings as a “global development organization.” The new mission and hiring commitment attracted leading business entrepreneurs to Ashoka for the first time, triggering unprecedented organizational growth and allowing Ashoka to open for business in the U.S. This case addresses the challenges facing Ashoka in the U.S.

“What business entrepreneurs are to the economy, social entrepreneurs are to social change. They are the driven, creative individuals who question the status quo, exploit new opportunities, refuse to give up, and remake the world for the better.”

- David Bornstein



Banco Solidario: The Business of Microfinance

Michael Chu, Jean Steege Hazell

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Three leading Latin American microfinance banks join forces to face the new challenges of globalization, competition and politics while common shareholder ACCION investments considers its options. From an initial project to share costs in the revamping of their IT systems, the Banca Regional Andino develops into the possibility of a common operating platform across three separate institutions; BancoSol of Bolivia, Mibanco of Peru, and Banco Solidario of Ecuador. The Banca Regional is a response to forces that the banks perceive as potentially threatening to their long history of success. In the process, the evolution of the national microfinance markets of Bolivia, Ecuador, and Peru are presented within the context of global microfinance.

CARE USA

John A. Quelch, Nathalie Laidler

www.hbsp.harvard.edu/hbsp/case_studies.jsp

CARE USA is spearheading a rebranding process for the organization. Examines the process and components of the rebranding strategy and its impact on CARE USA's direct mail strategy.

Committee for Democracy in Information Technology

Johanna Mair

www.iesep.com

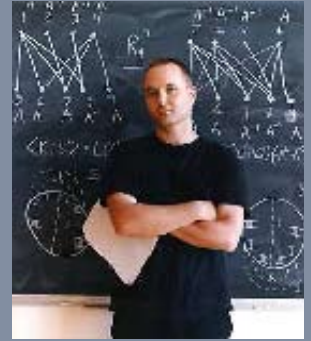
This is the first of a case series on Social Entrepreneurship written in collaboration with the Schwab Foundation for Social Entrepreneurship. The Comite para Democratizaçao da Informática (CDI) was a non-governmental, nonprofit organization founded by Rodrigo Baggio in Brazil in 1995. Its mission was to set up schools to teach computer skills to low-income communities so that slum residents could begin to move into the mainstream of society and improve their prospects.

The Freeplay Energy Group and Foundation

E. Coles, Johanna Mair

www.universitynetwork.org/node/262

The Freeplay Energy Group was founded in 1995 to produce wind-up radios. The company produced its first radios in 1996. Freeplay took its social responsibilities seriously from the beginning, and in 1998 founded the Freeplay Foundation to enable the sustained delivery of radio information and education to the most vulnerable populations via self-powered radios. The company has transformed itself from a vertically integrated organization with internal responsibility for all business areas into a business-to-business energy company using outsourcing where appropriate and focusing on the core areas of design, development and marketing. The Freeplay Foundation funded the development of the Lifeline radio, the first radio developed specifically for the humanitarian sector, which was successfully launched in April 2003.



Harlem Children's Zone

Allen Grossman, Daniel F. Curran

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Geoffrey Canada, CEO of the Harlem Children's Zone, wanted his organization to grow dramatically to reach thousands of poor and underserved children in Harlem. The agency ran a variety of successful social service programs throughout New York City that were separately funded and ran independently of each other. In 2000, Canada led the organization through an ambitious planning process, promising that within 10 years, its new integrated program would reach \$46 million in revenues, serve 24,000 people, and expand to an area three times the size of its current zone. But the plan required the agency to change its management structure, measurement systems, and program goals drastically. To learn more, go to the Harlem Children's Zone website at www.hcz.org

Hurricane Island Outward Bound

Thomas V. Bonoma, Bruce H. Clark

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Hurricane Island Outward Bound, a small, nonprofit school that helped pioneer experiential education in the United States, has recently recovered from a financial crisis. Students take the role of the school's new marketing manager, who is preparing his first marketing plan for the organization. Faced with a tight marketing budget, students must choose among several marketing programs by evaluating their past performance and further potential. Alternately, students may shift pricing or the course mix to generate additional marketing funds.

A New Model for the Pharmaceutical Industry: The Institute of OneWorld Health

Johanna Mair, O. Schoen

www.iesep.com

This case introduces the Institute of OneWorld Health, a company dedicated to producing drugs for neglected diseases and the first nonprofit pharmaceutical company in the world. Founded in 2000 by Dr. Victoria Hale, IOWH took expired and donated patent compounds and developed them through all the stages of clinical testing and approval into drugs to fight the world's most destructive diseases, usually occurring in Third World countries where perceived profitable markets did not yet exist.

Latin American Cases

Minuto de Dios
Profamilia
El Diario La Nación y la Red Solidaria
Natura-Ekos
Fundación Pro Vivienda Social
Banco Solidario: The Business of Microfinance

Compliments of Roberto Gutiérrez, Universidad de los Andes Corodinator General Social Enterprise Knowledge Network

IPODERAC

James E. Austin, Wendy Bermudez, Gustavo Escobar

www.hbsp.harvard.edu/hbsp/case_studies.jsp

This 32-year-old nonprofit organization has dedicated itself to the care and social development of abandoned street children in Mexico. Examines the organization's efforts to achieve financial sustainability, particularly through earned income activities on its farm. Includes color exhibits.



KaBOOM!

James E. Austin, Jose Miguel Porraz

www.hbsp.harvard.edu/hbsp/case_studies.jsp

KaBOOM! is a nonprofit organization developing playgrounds in partnership with corporations and communities. It has grown since 1995 to a national organization that has built 338 playgrounds in partnerships with over 40 companies. This case deals with the nature of strategic alliances with corporations and poses choices for shifting strategies.

Manchester Craftsmen’s Guild and Bidwell Training Center: Governing Social Entrepreneurship

James L. Heskett, Douglas Freeman, Roopchand Ramgolam, Joshua Wallack

www.hbsp.harvard.edu/hbsp/case_studies.jsp

A super board is created to oversee activities of the boards of Manchester Craftsmen’s Guild (an arts organization dedicated to serving “at risk” youth) and Bidwell Training Center (a job retraining venture) in Pittsburgh. The structure is tested with decisions regarding the creation of a for-profit greenhouse, a recording and performance business, and a consulting venture.

Muhammad Yunus and the Grameen Bank

Howard Husock

www.ksgcase.harvard.edu

The Grameen Bank of Bangladesh created the model for large-scale “microlending” in the developing world, in the process becoming an institution known and respected internationally for a creative and effective approach to poverty alleviation. Grameen’s willingness to make extremely small loans at relatively modest rates of interest to borrowers without traditional forms of collateral has allowed it to reach nearly six million borrowers in Bangladesh—one of the world’s poorest countries—and to serve as exemplar for other microlenders serving the poor throughout the world. This case tells the story of how Grameen grew from a small local experiment into a major force in Bangladesh serving more than 60,000 villages. It describes the stages of that growth from a small organization staffed by volunteers to a sophisticated one with more than 17,000 employees. The case was conceived as one which establishes a template for the evolution of an organization from one that is philanthropically and government-supported into one that relies on operating income to sustain itself.

The Nehemiah Affordable Housing Strategy: Bringing it to Boston

Diana Barrett, Arthur I. Segel, Sheila McCarthy Leddy

www.hbsp.harvard.edu/hbsp/case_studies.jsp

In 2003, Lee Stuart, who had successfully used the Nehemiah Strategy to create thousands of units of affordable housing in the South Bronx, was working with the Greater Boston Interfaith Organization to implement the strategy in Boston. She and her colleagues faced a number of challenges in transferring the strategy, with some questioning whether the strategy was appropriate for the Boston marketplace. The project was at a critical point, and key decisions had to be made regarding project direction. The teaching purpose is to explore a model of building affordable housing and the challenge of implementing it in different communities.





National Foundation for Teaching Entrepreneurship, Steve Mariotti

J. Gregory Dees, Alice Oberfield

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Steve Mariotti created NFTE, a nonprofit organization for teaching entrepreneurship to disadvantaged youths. The organization has gained national recognition and offers a variety of programs on a budget of nearly half a million dollars. At the time of the case, the organization was still run out of Mariotti's apartment. Mariotti is beginning to feel the stress of rapid growth and is concerned that further expansion will require significant organizational change. Students are presented with the challenge of advising Mariotti on this change process. The case is about the challenge of taking an organization beyond the founder-dependent, informal start-up stage of development.

Peace Winds Japan

John A. Quelch

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Kensuke Onishi, the young entrepreneurial founder of an international Japanese nongovernment organization specializing in humanitarian relief in emerging economies, is considering its future strategic direction. This case includes extensive commentary on Peace Winds' activities in Afghanistan and northern Iraq.



Peninsula Community Foundation

James E. Austin, Jane Wei-Skillern, Alison Berkley Wagonfeld

www.hbsp.harvard.edu/hbsp/case_studies.jsp

After leading the Peninsula Community Foundation (PCF) through a period of tremendous growth, its president, Sterling Speirn, is facing the prospect of a decline in the foundation's asset base for the first time in the foundation's history. In addition, the fact that financial service companies had made recent inroads in the market for administering donor-advised funds (an area that had been a key source for growth for community foundations for the last few decades), compelled Speirn to evaluate PCF's positioning in the market and to consider potential collaboration opportunities with these companies.

Population Services International: Social Marketing Project in Bangladesh

V. Kasturi Rangan

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Population Services International (PSI) was a not-for-profit agency founded to disseminate family planning information and to market birth control products, primarily in less developed countries seeking to curb their population explosions. In 1976, PSI concluded an agreement with the government of Bangladesh to conduct a social marketing programs, with the objective of using modern marketing techniques to sell subsidized contraceptives through commercial outlets. Seven years later, three PSI managers were meeting at PSI's Washington, D.C. headquarters to discuss 1984-86 marketing strategy for two products: Raja condoms and Maya birth control pills. Of particular concern was the fact that the marketing approach that had proven extremely successful for Raja was yielding poor sales results for Maya. The PSI managers needed to devise an action plan for improving Maya Sales.



Project Impact: The Affordable Hearing Aid Project

E. Cordes, Johanna Mair

<http://www.iesep.com>

This case introduces David Green, a social entrepreneur with the mission of making advanced medical technology affordable and available to those in the third world. It describes the growth and success of projects to develop, manufacture and distribute low-cost hearing aids and other basic medical technology in India and presents a direct contrast to the traditional maximum profit model of the medical industry.

STRIVE

Robert Burakoff

www.hbsp.harvard.edu/hbsp/case_studies.jsp

STRIVE provides employment training and placement to chronically unemployed inner-city minority youth and young adults. This case describes STRIVE's creation as a community-based, single-site nonprofit in Harlem in 1984; the development of its service model (short, intensive "tough love" job readiness training, quick placement, and long-term follow-up); and its early expansion via a group of social service affiliates in New York City; and the creation of new independent STRIVEs in four other U.S. cities. The decision point is June 1997, when the advent of welfare reform and highly favorable coverage on "60 Minutes" led to an explosion of interest in and demands on the organization.

Teach for America

John C. Sawhill and Sarah Thorp

www.hbsp.harvard.edu/hbsp/case_studies.jsp

On the eve of Teach For America's tenth reunion, Wendy Kopp, the 32-year-old founder and leader of the national teacher corps, is considering how to increase the impact of the organization. To date, the organization has placed 5,000 teachers in under-resourced public schools. Kopp wonders how to expand the corps—both in size and scope—without compromising the quality of the teachers and the entrepreneurial culture of the organization. Critical to this endeavor will be understanding how to leverage her resource appropriately. She has just hired a COO and a director of site expansion to help with this effort.

Telenor in Bangladesh A, B & C

Prashant Malaviya, Swati Srivastava, Arvind Singhal, Peer-Jacob Svenkerud

<http://knowledge.insead.edu/abstract.cfm?ct=13400>

At first glance, Bangladesh may appear a strange choice for a Western telco looking for long-term and sustainable growth in overseas markets. The impoverished East Asian nation suffers from rampant corruption, frequent strikes, underdeveloped infrastructure and one of the lowest telephone densities on earth. Despite its severe initial doubts, Norway's Telenor A/S saw a unique opportunity to pursue multiple bottom lines, "doing well by doing good." Through an association with the Grameen Bank, the firm succeeded in bringing telephony to the remote villages of Bangladesh, while capturing a seventy percent share of the urban mobile telephone market. The (B) case describes how the GrameenPhone joint venture exceeded everyone's expectations. Villagers were able to access one of the most modern cellular phone technologies in the world while paying one of the cheapest rates in the world. What partnership arrangement did Telenor make with Grameen to be able to turn a profit in the overall national market?



"It's quite possible to arrive in the year 2030 where people are no longer dying of poverty. We could actually help lead a global end—not a reduction, but an end—to absolute poverty...I have always found that a committed, powerful group of leaders can make a huge difference."

- Jeffrey Sachs

Triangle Community Foundation

J. Gregory Dees, Beth Anderson

www.hbsp.harvard.edu/hbsp/case_studies.jsp

In February 2000, Triangle Community Foundation (TCF) director of Philanthropic Services Tony Pipa presented the foundation's new mission statement and its internal ramifications to the staff. It had been over two years since TCF's board had mandated that donors, not nonprofit organizations, were the foundation's primary customers. Executive Director Shannon St. John, Pipa, and other members of the management team had met for months and wrestled with fundamental questions around the definition of philanthropy, how to achieve meaningful, long-term impact, and the foundation's role in the communities it served. They were excited about the progress they had made but knew that many questions still remained, and they expected some resistance to their proposals. Much of the staff had come to TCF from nonprofit, community-based organizations and spent much of their time working with the nonprofit sector. They were not sure what this new focus on donors as customers meant for their work, nor were they comfortable with not considering the nonprofit community as their customers.

Upwardly Global: Building a Model for Assisting Immigrant Professionals

Howard Husock

www.hbsp.harvard.edu/hbsp/case_studies.jsp

This social entrepreneurship case focuses on the start-up and first four years of Upwardly Global, a San Francisco-based nonprofit founded to help place immigrant professionals in jobs commensurate with their levels of skill and education. The case tells the story of "UpGlo" founder Jane Leu, describing how she reached the conclusion that both government-funded refugee aid programs, and private sector job placement firms were failing immigrants with professional backgrounds. The case describes the business model developed by Leu and traces the organization's successful emergence as a free-standing entity, supported by a combination of philanthropic grants and corporate and individual fees. The case is designed to be used to explore the "invention" phase of social entrepreneurship, allowing for discussion of the variety of organizational types and strategies that an entrepreneur might consider (e.g., advocacy versus service provision) and even such basic issues as how one can be certain that an idea is worth pursuing.

Waste Concern: Turning a Problem into a Resource

Johanna Mair, J Mitchell

www.universitynetwork.org/node/349

As of September 2005, the co-founders of Waste Concern – an organization dedicated to improving waste recycling in Bangladesh – are considering making a change to their model in order to get approval from the municipal government for a large-scale composting site. Since their inception in 1995, Waste Concern has followed a decentralized composting model whereby each composting site is a small-scale operation processing three tons of organic waste per day. In this model, they have relied on land and waste supply from the Dhaka City Council municipal government. Now, they are working with Dutch-based World Wide Recycling BV to set up a 700 ton per day composting plant which will enable them to earn tradable certificates for U.S.\$11 per ton of reduced methane gas, making it the first in the world to garner credits through composting waste under the United Nations Clean Development Mechanism.

"I never perfected an invention that I did not think about in terms of the service that it may give to others...I find out what the world needs, then I proceed to invent it."

- Thomas Jefferson



REPOSITORIES OF CASE STUDIES

Caseplace.org

www.caseplace.org/cases

The cases on CasePlace.org are a carefully selected set of business case studies that pose social and environmental challenges within traditional business problems. The cases can be searched by keywords including titles, authors, regions, and companies. They can also be searched by using advanced searches in industry, discipline, topic and region. Search results provide abstracts, as well as background materials and source information.

Center for the Advancement of Social Entrepreneurship

www.fuqua.duke.edu/centers/case

A research and education center based at Duke University's Fuqua School of Business, the Center for the Advancement of Social Entrepreneurship (CASE) promotes the entrepreneurial pursuit of social impact through the thoughtful adaptation of business expertise. The website offers cases on social entrepreneurial organizations including Futures for Kids, a nonprofit designed to serve the needs of teens; the Latino Community Credit Union that offers affordable, accessible and fair financial services to the Latino population; and YouthBuild which focuses on teaching students how to scale social innovations. Cases are available at no cost to faculty.

Harvard Business School Cases

www.hbsp.harvard.edu/hbsp/case_studies.jsp

Experience is the best teacher, and the case method packs more experience into every hour of learning than any other instructional approach. That's why it forms the basis of learning at Harvard Business School as well as many other universities around the world. In case discussions, students are introduced to the reality of decision making — including incomplete information, time constraints, and conflicting goals — giving them first-hand experience in analyzing business situations. Case studies stimulate students' thinking, challenge their capabilities, and prepare them for future managerial decision making.

University Network for Social Entrepreneurship

www.universitynetwork.org

The University Network for Social Entrepreneurship works with professors and researchers, practitioners and students to develop social entrepreneurship as a vocation and carry its principles into other disciplines and sectors. It is designed to be a resource hub and an action-oriented discussion forum to expand social entrepreneurship education and participation around the world.



© Skoll Centre



Classroom Course Materials

3E Entrepreneurial Experiential Exercises

www.3e-learning.org

The 3E-Learning site is a community site designed to collect and disseminate entrepreneurial experiential exercises to other instructors. The 3E-Learning.org website developed through the guidance of Delta Epsilon Chi, professional college division student organization that attracts students, develops campus leaders, improves retention and completion, enhances the classroom experience, and brings recognition to your college or university. The 3E-Learning website includes experiential entrepreneurship exercises that can be used in social entrepreneurship courses.

Changemakers University Challenge

www.changemakers.net

The University Challenge opens the unique Changemakers online collaborative competition process for university faculty, staff, and students to contribute directly to social innovators' work from all over the world. By providing substantive feedback, posing insightful questions, and sparking collaboration between entrants and others in the community, universities engage concretely with innovators around the world. This invaluable support helps entrants sharpen their projects and scale them to fullest potential and greatest impact. The most thoughtful and inspiring student, faculty, and staff, as well as the university with the most contributors will be eligible for various cash prizes. Building on three decades of Ashoka's experience and expertise, Ashoka's Changemakers has implemented a successful online platform to open source social solutions. To date, 14 online collaborative competitions are showcasing over 1,700 social innovation entries.

Global Giving

www.globalgiving.org

Students can learn how to be an active part in contributing to global social entrepreneurs by providing loans for as low as \$25 to members of GlobalGiving. GlobalGiving is changing the way people give. They work with a network of well-run organizations and carefully research their projects, gathering detailed information on the project leaders, and the projects' objectives and expected outcomes. Then, the organization makes it simple for individuals to give to these projects and track the impact of their generosity.

Kiva

www.kiva.org

Kiva lets people connect with and loan money to unique small businesses in the developing world. By choosing a business on Kiva.org, individuals can sponsor a business and help the world's working poor make great strides towards economic independence. Throughout the course of the loan, typically 6-12 months, one can receive email journal updates from the entrepreneur sponsored. As loans are repaid, the loaner receives the loan money back to reinvest in future entrepreneurs.

“Entrepreneurs have a mind-set that sees the possibilities rather than the problems created by change.”

- J. Gregory Dees



Multimedia Resources

Ashoka's 16-part Social Entrepreneurship Series

<http://video.google.com> (keyword: Ashoka) or www.dvd.ashoka.org

Ashoka offers a range of materials presenting the stories of the world's leading social entrepreneurs and discussing the transformation of the citizen sector. The resources are meant to serve as educational tools as well as inspire others to act upon their innovative ideas. The Social Entrepreneurship series, produced in partnership with the Skoll Foundation was created by Ashoka's Global Academy to capture the strategies and insights of leading social entrepreneurs– in their own words– who have achieved global impact, including: Muhammad Yunus, the power behind Grameen Bank and the global micro-credit movement, Peter Eigen, Transparency International founder and one of the world's most powerful corruption fighters, and Fazle Abed who founded BRAC, the world's largest citizen sector organization. These visionaries offer practical wisdom on how to tackle poverty, fight corruption and improve the health and education of those living on less than \$2 a day.



Enterprising Ideas

www.pbs.org/now/enterprising

Enterprising Ideas is a PBS website that features social entrepreneurial news, inspirations and tools. The website profiles innovative projects and provides the audience with resources for starting their own social venture. The blog on the website covers the latest happenings in the field of social entrepreneurship. The Project Enterprise contest allows users to nominate a promising social innovator and follow the winner's trials and tribulations. The website provides helpful online tips and tools and resources to get started on a social venture.



Educators Corner Entrepreneurship Education Resources

<http://edcorner.stanford.edu>

The Stanford Technology Ventures Program Educators Corner is a free online archive of entrepreneurship resources for teaching and learning. The mission of the project is to support and encourage faculty around the world who teach entrepreneurship to future scientists and engineers, as well as those in management and other disciplines. The site has been developed by a dynamic team of educators, entrepreneurs, engineers, and designers at the Stanford Technology Ventures Program. Videos about social entrepreneurship include Kavita Ramdas from Global Fund for Women, Khosla who discusses microfinance, and Guy Kawasaki from Gargage.com who talks about "Make Meaning".



Frontline World Social Entrepreneurs Series

www.pbs.org/frontlineworld/stories/socialentrepreneurs.html

From the first season of the FRONTLINE world series, PBS has searched for stories about people who innovate in ways that truly transform our interconnected world. This special site will feature the stories of people whose ideas and organizations create new and sustainable markets and services that benefit underserved communities everywhere in the developing world. In a nutshell, these are stories about individuals whose ideas leap beyond charity to find systemic solutions to poverty, social injustice, and health and education.





The New Heroes, PBS Series on Social Entrepreneurship

www.pbs.org

The New Heroes is a four-hour series, hosted by Robert Redford, which tells the dramatic stories of 12 social entrepreneurs who bring innovative, empowering solutions to the most intractable social problems around the world. Each story in this unique series illustrates the amazing changes that are possible when an innovative idea is coupled with optimism, a strategy for action, and a passionate belief in human potential. The videos from the series are available for purchase from the website for under \$30. The website also includes handouts for classroom discussion that were created primarily for high school students, but can be adapted for college level discussions.

Social Innovation Conversations

<http://sic.conversationsnetwork.org>

Free podcasts of social entrepreneurs are available online. Social Innovation Conversations' mission is to expand the reach of important and valuable knowledge to people who otherwise wouldn't have access to it by recording and sharing the spoken words of thought leaders in all sectors and disciplines and offering listeners a multi-stakeholder perspective on the world's grand challenges and social issues. Social Innovation Conversations is part of the Conversations Network, an online platform for podcast distribution. The Conversations Network, a California-based nonprofit organization, strives to capture and make available presentations by the greatest and most inspiring minds of our time for the benefit of humanity.

TED: Ideas Worth Spreading

www.ted.com

This site makes the best talks and performances from Technology, Entertainment, Design (TED) available to the public for free. Almost 150 talks from our archive are now available, with more added each week. These videos are released under a Creative Commons license, so they can be freely shared and reposted. TED's mission is to spread ideas and building a global community that will make a better world. The organization believe passionately in the power of ideas to change attitudes, lives and ultimately, the world. They are building a clearinghouse that offers free knowledge and inspiration from the world's most inspired thinkers and a community of curious souls to engage with ideas and each other.

“[Sufia Begum] earned the equivalent of 2 U.S. cents a day and it was this knowledge which paralysed me. In my university courses, I dealt in millions and billions of dollars, but here before my eyes, the problems of life and death were posed in terms of pennies.

- Muhammad Yunus,
Banker to the Poor:
The Autobiography of
Muhammad Yunus



II. Social Entrepreneurship Research

As social entrepreneurship education gains momentum, textbooks on the subject have gained media attention in the last few years. From David Bornstein's popular press book on *How to Change the World through Social Entrepreneurship* to Greg Dees et. al *Strategic Tools for Social Entrepreneurs* and *Enterprising Nonprofits: a Toolkit for Entrepreneurs*, publications for practitioners with a toolkit of resources for launching and growing social ventures. Just under fifty percent of the faculty assign the Bornstein textbook to open students' minds to the possibilities of social entrepreneurship and expose them to social entrepreneurs who are changing the world. Other publications with articles from leading academics in the field include the 2006 Oxford Press publication *Social Entrepreneurship: New Models of Sustainable Social Change*, edited by Alex Nicholls.

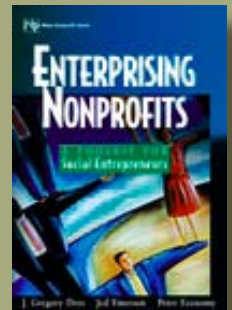
BOOK SELECTION

Enterprising Nonprofits: A Toolkit for Social Entrepreneurs

J. Gregory Dees, Jed Emerson, and Peter Economy

John Wiley & Sons, 2001

A hands-on resource that shows nonprofits how to adopt entrepreneurial behaviors and techniques. Written by the leading thinkers and practitioners in the field, *Enterprising Nonprofits* offers concise and engaging explanations of the most successful business tools being used by nonprofits today. With this book, you'll learn how to use practical business techniques to dramatically improve the performance of your nonprofit.

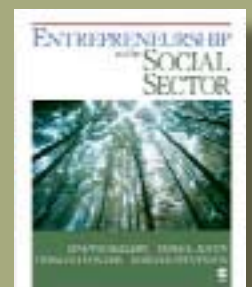


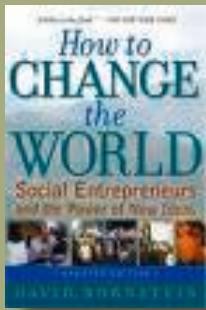
Entrepreneurship in the Social Sector

Jane Wei-Skillern, James Austin, Herman

Sage Publications, 2007

Written for students and practitioners of social entrepreneurship, *Entrepreneurship in the Social Sector*, is about the opportunity and challenge of applying leadership skills and entrepreneurial talents creatively and appropriately to create social value. The objective of this book is to enable readers to develop an in depth understanding of the distinctive characteristics of the social enterprise context and organizations and to develop knowledge and tools that will enable them to pursue social entrepreneurship more strategically to achieve mission impact more efficiently, effectively, and sustainably. This unique inter-disciplinary casebook provides students, instructors and practitioners with detailed analysis, frameworks, and Harvard Business School case studies for achieving maximum impact through social entrepreneurship.





How to Change the World: Social Entrepreneurs and the Power of New Ideas David Bornstein

Oxford University Press, 2003

What business entrepreneurs are to the economy, social entrepreneurs are to social change. They are the driven, creative individuals who question the status quo, exploit new opportunities, refuse to give up and remake the world for the better. *How to Change the World* tells the fascinating stories of these remarkable individuals — many in the United States, others in countries from Brazil to Hungary.



Stanford Social Innovation Review Stanford University

www.ssireview.com

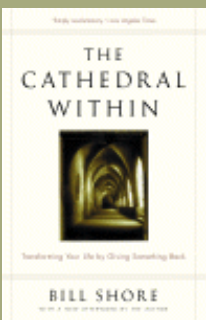
A quarterly publication, the *Review* is devoted to the exploration of philanthropy, corporate social responsibility, and strategy and leadership in nonprofit management. Each issue includes provocative management insights, research news, case studies and commentaries by leading scholars and executives.



Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit J. Gregory Dees, Jed Emerson, and Peter Economy

John Wiley & Sons, 2000

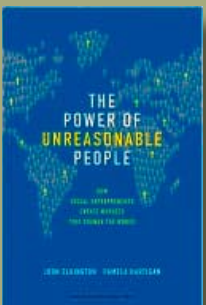
As a follow-up to the book *Enterprising Nonprofits*, the authors provide a full set of practical tools for putting the lessons of business entrepreneurship to work in your nonprofit. This practical and easy-to-use book is filled with examples, exercises, checklists and action steps that bring the concepts, frameworks and tools to life. Detailed explanations of all the tools and techniques help personalize and apply them to any nonprofit organization—making it stronger, healthier and better able to serve the needs of communities.



The Cathedral Within Bill Shore

Random House, Inc., 2000

The Cathedral Within uses the metaphor of architecture to look at the way individuals allocate their resources to improve public life. Just as the enduring magnificence of a cathedral is not erected overnight, so, too, the transformation of a society takes many, many years to complete. And just as the construction of a cathedral is less a reflection of its builders' interest in masonry than a testament to the soaring reach of the human spirit, philanthropy is not so much a response to need as to a basic human requirement to give something meaningful back to society.



The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World J. Elkington, P. Hartigan, K. Schwab

Harvard Business Press, 2008

The book will be available by Harvard Business Press on February 5th, 2008.



RECOMMENDED PUBLICATIONS FOR FACULTY

Social Entrepreneurship: New Models of Sustainable Change Alex Nicholls

Oxford University Press, 2006

Social Entrepreneurship offers, for the first time, a wide-ranging, internationally-focused selection of cutting-edge work from leading academics, policy makers, and practitioners. Together they seek to clarify some of the ambiguity around this term, describe a range of social entrepreneurship projects, and establish a clear set of frameworks with which to understand it. Included in the volume are contributions from Muhammad Yunus, the father of microfinance, Geoff Mulgan, former head of the British prime minister's policy unit, and Bill Drayton, founder of the Ashoka network of social entrepreneurs. Jeff Skoll, founder of the Skoll Foundation and first president of eBay, provides a preface.



The New Social Entrepreneurship: What Awaits Social Entrepreneurial Ventures? Francesco Perrini

Edwin Elgar Publishing Ltd., 2006

This book aims to define what Social Entrepreneurship actually is and what it is not. The author adopts a novel approach to the social entrepreneurship phenomenon, considering it as a dynamic process created and managed by innovative social entrepreneurs striving to create new social values in the market and community at large.



Research on Social Entrepreneurship: Understanding and Contributing to an Emerging Field Rachel Mosher-Williams

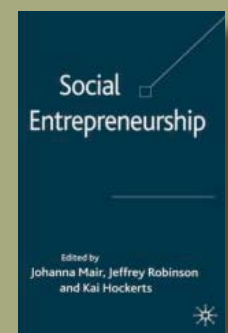
ARNOVA Action's Occasional Paper Series, Vol. 1 No. 3, 2006

The volume sheds light on the most promising new approaches to researching social entrepreneurship from both academics and practitioners, and covers the following topics: developing an evidence-based definition of and theoretical framework for social entrepreneurship research; the extent of institutionalization of the social enterprise field; methods for assessing the impact of social entrepreneurs' work; a comparison of social entrepreneurship in the United States and abroad; and a case study on a specific social enterprise.

Social Entrepreneurship Edited by Johanna Mair, Jeffrey Robinson, and Kai Hockerts

Macmillan, 2006

Social Entrepreneurship is the first to stir up serious debate in the field by examining what researchers around the world have written about social entrepreneurship - and what should be next on the agenda. It offers a selection of the best papers presented at the inaugural International Social Entrepreneurship Research Conference in Barcelona, 2005 and contains contributions from scholars in Europe, North America and South America. The breadth of opinion is important as social entrepreneurship is a global phenomenon.



Research Articles on Social Entrepreneurship

Alex Nicholls, the University Lecturer in Social Entrepreneurship at the Skoll Centre for Social Entrepreneurship at the University of Oxford, provided a bibliography of selected social entrepreneurship core readings for faculty new to the field of social entrepreneurship. As faculty continue to publish in this emerging field, the number of articles and textbooks has increased exponentially in the last year. Due to the lack of academic textbooks, faculty developed their own series of readings for students in social entrepreneurship courses with over 800 different articles being assigned. The most popular article that is assigned in courses is “*The Meaning of Social Entrepreneurship*” by Greg Dees. As the number of social entrepreneurship articles increases, faculty assign readings on a variety of disciplines including economics, sociology, sustainability, nonprofit management, public policy and traditional entrepreneurship to teach students social entrepreneurship concepts.

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Call for Papers in Social Entrepreneurship

A number of academic journals have recognized faculty demand for information in the emerging field of study. Entrepreneurship Theory and Practice will publish a special issue in 2010 dedicated to building the field of Social Entrepreneurship. The Social Enterprise Journal, formally a publication of the Social Enterprise London, will be published by the Emerald Group Publishing Limited with the first issue in 2008. The Social Entrepreneurship E-Journal, part of the Social Science Research Network and the Entrepreneurship Research & Policy Network (ERPNI) is seeking articles and working papers for publication in the e-journal.

Entrepreneurship Theory and Practice: Special Issue on Social Entrepreneurship

<http://mc.manuscriptcentral.com/etp>

Special Issue Deadline: December 31st 2008, Publication in July 2010 issue.

Contact: Alex Nicholls, alex.nicholls@sbs.ox.ac.uk

While social entrepreneurship is not a new phenomenon, it is an emerging area for scholarly enquiry. The extant literature has mainly focused on questions of definition, description and enumeration. As the scholarly foundations of social entrepreneurship are still under construction, this special issue offers a timely opportunity to evaluate the academic potential of the subject. In order to move the debate beyond definitions, the editors particularly welcome two types of manuscripts: those that advance theoretical discourses and new empirical studies that go beyond case examples.

With respect to theory building, social entrepreneurship has been largely located within business and management studies, specifically as a subset of commercial entrepreneurship. Most research has explored the role and nature of the individual social entrepreneur, as well as the implications of applying conventional business disciplines (marketing, strategy, operations management, etc) to social entrepreneurship as a new unit of analysis. This special issue aims to broaden the disciplinary base of social entrepreneurship into new areas (economics, sociology, anthropology, public policy, political economy), as well as test the assumption that social entrepreneurship may be conceived as social action seen through the lens of entrepreneurship (perhaps it is, in fact, best conceived as entrepreneurship seen through the lens of the social?). A key ambition for this special issue is to examine whether social entrepreneurship could develop into a new, multi-disciplinary field of scholarship or remain simply a novel unit of analysis for existing disciplines.

The editors welcome examples of empirical methodologies that go beyond the single organization as the unit of analysis. Large-scale surveys and longitudinal research would be particularly valuable, as would data that is international in scope. Where to set the boundaries of social entrepreneurship remains contested, but for this special issue there is a preference for a broad perspective that encompasses organizational, network or individual action that demonstrates elements of sociality, innovation, and market orientation.



“Whenever anything is being accomplished, it is being done, by a monomaniac with a mission.”

- Peter Drucker

Social Enterprise Journal

www.emeraldinsight.com/info/journals/sej/sej.jsp

Contact: Bob Doherty, R.Doherty@ljmu.ac.uk

Social enterprise is a powerful global idea, which describes those businesses with primarily social objectives whose surpluses are principally re-invested for that purpose in the business or in the community. It is an umbrella term for a range of alternative business models, which combine civic engagement and public service with wealth creation. Social enterprises share a number of common characteristics including an enterprise orientation, a social mission and social ownership based on wider stakeholder participation. This journal aims to provide an opportunity for practitioners, academics and policy-makers to share new insights into how social enterprise is contributing – and may increasingly contribute – to a more prosperous and sustainable society, economy and environment and how this can be evidenced.

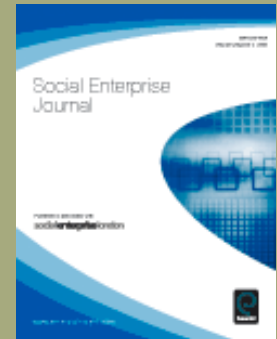
Internationally, social enterprises offer an opportunity to provide solutions to perceived market failures in both the private and public sectors to assist sustainable development. They have the potential to provide more equitable ways of creating wealth and employment, supporting the development of sustainable communities, create socially conscious ways of delivering public services and be catalysts for change with both mainstream businesses in the private sector and public sector bodies. Social enterprises offer viable and sustainable alternative to functionalist models of management through more inclusive models which combat social exclusion and add value to the traditional labour market. Social enterprises have not been the subject of rigorous research to determine the current practices and needs of managers within this burgeoning sector. As a result, we have limited understanding of the theoretical foundations of this phenomenon. It is also debatable whether we have a robust and agreed 'map' of the sector. The Social Enterprise Research Journal seeks to address this void by inviting scholars and practitioners to present their theories and frameworks for understanding social enterprise, and invites research that examines a range of topics related to this developing sector of the social economy.

Social Entrepreneurship E-Journal

<http://hq.ssrn.com/jourlnvite.cfm?link=social-entrepreneurship>

Contact: Debbi Brock, debbi_brock@berea.edu

The Social Science Research Network announced the creation of a new Entrepreneurship Research & Policy Network (ERP) abstracting journal, *Social Entrepreneurship*, sponsored by the University Network for Social Entrepreneurship. ERP is sponsored by the Ewing Marion Kauffman Foundation. The Journal welcomes and encourages research with applications to social entrepreneurship. Topic areas include, but are not limited to, course materials, social enterprise, social entrepreneurship behavior, social innovation, origin/motivation, organizational strategy, funding, governance, institutions/organizations, methodology, theory-building and data. ERP is sponsored by the Ewing Marion Kauffman Foundation (www.kauffman.org/research) and will provide an online community for entrepreneurship research from all academic disciplines and the users of that information. The Kauffman Foundation is sponsoring the network and is providing free ERP subscriptions to U.S. universities and not-for-profit institutions for the first year.



“The core psychology of a social entrepreneur is someone who cannot come to rest, in a very deep sense, until he or she has changed the pattern in an area of social concern all across society. Social entrepreneurs are married to a vision of, for example, a better way of helping young people grow up or of delivering global healthcare. They simply will not stop because they cannot be happy until their vision becomes the new pattern. They will persist for decades. “

- Bill Drayton



III. Social Entrepreneurs in Action

The social entrepreneurship movement can be felt around the world with inspiring stories of how social entrepreneurs are changing the world including the Noble Peace prize winner Muhammad Yunus, founder of Grameen Bank. These changemakers have been honored by Ashoka, the Skoll Foundation and others as local, regional and international models of social entrepreneurship. Each year, Fast Company honors the Social Capitalist Awards which focus on social entrepreneurs who are not only creating solutions to solve societal problems, but how they are addressing the problem that creates the social problem. The leaders of these social enterprises can be used to inspire students to dream – to dream how they will be as Ghandi once said; “be the change you wish to see in the world”.

Today, there are several innovative organizations that support social entrepreneurs. Learn more about social entrepreneurs and the organizations that support them by investigating the organizations on the following pages.

As the popularity of social entrepreneurship increases, student demand for launching social ventures has resulted in an increase in the number of social entrepreneurship business plan competitions in the U.S. and abroad. Several universities offer an internal social business plan competition while others are offering national and even international competitions to allow students to compete on an international level. Supporters of social entrepreneurs like Ashoka, the Skoll Foundation and Echoing Green have raised awareness and support through fellowships to help the social entrepreneur build capacity and scale up the organization.



Social Entrepreneurs in Action

ACCION International Joseph Blatchford

www.accion.org

A world pioneer in microfinance, Boston-based nonprofit ACCION International was founded in 1961 and issued the first microloan in 1973 in Brazil. Since then, it has led the evolution from simple microloans to a full range of financial services for the self-employed poor such as savings, insurance, housing loans, and remittances. ACCION envisions a world in which financial systems work for the poor so that they have the same opportunities to create and grow businesses as those with higher incomes. By bringing financial services to people who have historically been ignored by banks, ACCION has helped inspire a whole new kind of banking: microfinance.



CIDA City Campus Taddy Bletcher

www.cida.co.za

CIDA is designed to develop thinkers and leaders and to help rejuvenate the economy of South Africa through leveraging the finest knowledge and skills that exist in the nation and in the world. CIDA is a high quality, low cost, holistic, relevant, cutting-edge, technology enriched, replicable, and mass scale higher education model. CIDA is a registered and accredited, nonprofit, private; higher education institution founded in 1999 in South Africa and offers a three-year cutting-edge business and technology degree.



City Year Michael Brown and Alan Khazei

www.cityyear.org

City Year's citizen service vision is that citizens of all ages and backgrounds will unite to serve their community, nation and world, and that one day the most commonly asked question of an 18 year-old will be: "Where are you going to do your service year?" City Year's civic leadership vision is that one day every citizen will have the skills, values and inspiration to be a leader for the common good. City Year's social entrepreneurship vision is that one day human inventiveness and compassion will be unleashed systematically to solve the pressing social problems of the day. City Year's mission is to build democracy through citizen service, civic leadership and social entrepreneurship.



College Summit

J.B. Schramm

www.collegesummit.org

College Summit's mission is to increase the college enrollment rate of low-income students by ensuring that every student who can make it in college makes it to college, and by putting college access "know-how" and support within the reach of every student. Tired of seeing students "graduate" from his teen center to the street, J.B. Schramm became determined to help admissions offices see students the way he saw them. The program helps bright, low-income students who, with the right support during the post-secondary transition, could propel their lives (and communities) in a positive direction. The program has worked in partnership with schools, school districts and colleges to develop a sustainable model for raising college enrollment rates community wide.



Crayons to Computers

Shannon Carter

www.crayons2computers.org

Crayons to Computers (C2C), a free store for teachers, is a home grown initiative that supports education. Germinated from a Leadership Cincinnati class project, the private nonprofit organization collects the community's surplus merchandise and distributes it at no cost to area teachers for use in their classrooms and for needy students. Teachers routinely spend their own money on basic supplies because academic budgets are strained and families cannot afford necessary pencils and paper. Believing that every child should have an equal chance to succeed in school, the group opened the store in 1997 and since then has distributed over \$45 million worth of free supplies, educational materials, and incentive items to more than 75,000 children. C2C operates with a skeletal staff of eight persons and an army of hundreds of dedicated volunteers who sort donations and stock shelves. It is the national model for 31 other teacher resource centers in the country.



Grameen Bank

Muhammad Yunus

www.grameen-info.org

When Muhammad Yunus started giving out tiny loans under a system which later became known as the Grameen Bank, Yunus never imagined that one day he would be reaching four million borrowers. Grameen Bank provides credit to the poorest of the poor in rural Bangladesh without any collateral. At Grameen Bank, credit is a cost effective weapon for fighting poverty, serving as a catalyst for overall socio-economic development.



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Institute for OneWorld Health

Victoria Hale

www.oneworldhealth.org

OneWorld Health's approach is simple. Assemble an experienced and dedicated team of pharmaceutical scientists. Identify the most promising drug and vaccine candidates. Develop them into safe, effective and affordable medicines. Then partner with companies, nonprofit hospitals and organizations in the developing world to conduct medical research on new cures and manufacture and distribute approved therapies that will impact the health of millions of people. The organization challenges the assumption that pharmaceutical research and development is too expensive to create the new medicines that the developing world desperately needs. By partnering and collaborating with industry and researchers, by securing donated intellectual property, and by utilizing the scientific and manufacturing capacity of the developing world, OneWorld Health can deliver affordable, effective and appropriate new medicines where they are needed most.

KickStart

Martin Fisher and Nick Moon

www.kickstart.org

KickStart is a nonprofit organization that develops and markets new technologies in Africa. These low-cost technologies are bought by local entrepreneurs and used to establish highly profitable new small businesses. The organization promotes sustainable economic growth and employment creation in Kenya and other countries by developing and promoting technologies that can be used by dynamic entrepreneurs to establish and run profitable small scale enterprises. KickStart's technologies, expertise, and methods are widely applied throughout Africa to support programs in agriculture, shelter, water, sanitation, health, and relief. KickStart believes that self-motivated private entrepreneurs managing small-scale enterprises are the most effective agents for developing economies. The organization creates new jobs and wealth, enabling the poor to climb out of poverty forever.

Teach for America

Wendy Koop

www.teachforamerica.org

Teach for America is a national, highly selective service corps of outstanding recent college graduates of all academic majors who commit two years to teach in underserved urban and rural public schools. The mission is to eliminate educational inequity by enlisting our nation's most promising future leaders in the effort. Since its founding, Teach for America has become the nation's largest provider of teachers for low-income communities. Teach for America alumni work across the country in every sector, emerging from the corps as engaged citizens committed to influencing their local communities and resolving issues of educational inequity. Our current corps members and alumni embody our vision that one day all American children will have the opportunity to attain an excellent education.



The Change Masters Social Capitalist Awards

This competition has a distinct point of view. To become a social capitalist, an organization has to do more than just make a difference; it must also understand the system that creates the social problem it addresses and have a clear theory of why its efforts will overhaul that system. It has to be more than just a well-run business; it must also have an innovative, big idea driving its existence or its business model. The amazing organizations that received the Fast Company/Monitor Group Social Capitalist Awards have found a better way to do good: The entrepreneurs use the disciplines of the business world to tackle daunting social problems. www.fastcompany.com/social

Organizations that Are Changing the World Social Entrepreneurs of the FastCompany 2008

Nonprofit Winners

ACCION International ▲
 Acumen Fund
 Aspire Public Schools
 BELL (Building Educated Leaders for Life)
 Calvert Social Investment Foundation
 Ceres
 Citizen Schools
 City Year ▲
 Civic Ventures
 Civic Builders
 College Summit ▲
 Common Ground
 Community Reinvestment Fund
 DonorsChoose.org
 Endeavor Global
 First Book ▲
 Heifer International
 Housing Partnership Network
 IFF
 Jumpstart ▲
 KickStart International
 KIPP Foundation
 Mercy Corps
 Network for Good
 New Leaders for New Schools ▲
 The New Teacher Project
 PATH ▲
 Peaceworks Foundation

Points of Light Foundation & HandsOn
 PSI
 Public Allies
 Raising a Reader
 Rare
 Reach Out and Read
 Room to Read ▲
 Root Capital
 Rubicon Programs Inc. ▲
 Scojo Foundation
 SEED Foundation
 Teach for America
 TransFair USA
 Unitus
 Witness ▲
 Working Today Freelancers Union
 Year Up

For-Profit Winners

Better World Books
 Developing World Markets
 Domini Social Investments
 Equal Exchange
 Herman Miller
 New Leaf Paper
 Organic Valley Family of Farms
 Seventh Generation
 ShoreBank
 Sustainability

Five year Winner ▲

“Not everyone can be Gandhi, but each of us has the power to make sure our own lives count – and it’s those millions of lives that will ultimately build a better world.”

- Jeffrey Skoll



Social Entrepreneurship Support Organizations

Ashoka

www.ashoka.org

Ashoka is a global association of the world's leading social entrepreneurs—men and women with system changing solutions for the world's most urgent social problems. Since 1981, the organization has elected over 1,800 leading social entrepreneurs as Ashoka Fellows, providing them with living stipends, professional support, and access to a global network of peers in more than 60 countries. With the global community, Ashoka develops models for collaboration and designs infrastructure needed to advance the field of social entrepreneurship and the citizen sector. Ashoka Fellows inspire others to adopt and spread innovations - demonstrating to all citizens that they too have the potential to be powerful changemakers.

Echoing Green

www.echoinggreen.org

Echoing Green provides first-stage funding and support to visionary leaders with bold ideas for social change. As an angel investor in the social sector, Echoing Green identifies funds and supports the world's most exceptional emerging leaders and the organizations they launch. The organization helps passionate social entrepreneurs develop new solutions to some of society's most difficult problems. These social entrepreneurs and their organizations work to close deeply-rooted social, economic and political inequities to ensure equal access and help all individuals reach their potential.

Ewing Marion Kauffman Foundation

www.kauffman.org

Works with partners to encourage entrepreneurship across America and improve the education of children and youth. The Foundation was established in the mid-1960s by the late entrepreneur and philanthropist Ewing Marion Kauffman. The vision of the Kauffman Foundation is to foster a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities. In service of this vision, and in keeping with our founder's wishes, the Foundation focuses its grant making and operations on two areas: advancing entrepreneurship and improving the education of children and youth.

The Lemelson Foundation

www.lemelson.org

The Foundation is a private philanthropy established by one of the most prolific U.S. inventors, Jerome Lemelson, and his family. It uses its resources to inspire, encourage and recognize inventors, innovators and entrepreneurs, with a growing emphasis on those who harness invention for sustainable development where the needs are greatest. To date, The Lemelson Foundation has donated or committed more than \$130 million.

“The engaged global community of social entrepreneurs that Ashoka has fostered helps each one of them to have more impact than would have been possible individually.”

- Pierre Omidyar
Ebay Founder



The Schwab Foundation

www.schwabfound.org

The Schwab Foundation for Social Entrepreneurship provides unparalleled platforms at the country, regional and global levels that highlight social entrepreneurship as a key element to advance societies and address social problems in an innovative and effective manner. The Schwab Foundation does not give grants or invest financially in the organizations of its selected social entrepreneurs. Rather, it uses its resources to create unprecedented opportunities where social entrepreneurs who have successfully implemented and scaled their transformational ideas can further the legitimacy of their work, have access to usually inaccessible networks, and mobilize financial and in-kind resources that enable them to continue to strengthen and expand.

Skoll Foundation

www.skollfoundation.org

The Skoll Foundation was created by Jeff Skoll to pursue his vision of a world where all people, regardless of geography, background or economic status, enjoy and employ the full range of their talents and abilities. Skoll, who was the first employee and first President of eBay, believes that strategic investments in the right people can lead to lasting social change. The Skoll Foundation's mission is to advance systemic change to benefit communities around the world by investing in, connecting, and celebrating social entrepreneurs.

Surdna Foundation

www.surdna.org

The Surdna Foundation believes the next decade will bring enormously challenging, complicated, and sometimes disruptive social, economic and cultural changes. To meet these challenges, they will serve the public good by operating a family foundation that funds, shapes and promotes effective, long-term solutions. Surdna will analyze issues fully, examine the larger systems which affect them, involve grantmakers and grant recipients, define the results the foundation wants to achieve, fund separately and collaboratively, work enthusiastically, take risks to find the best solutions, and learn systematically from our successes and failures.

World Bank Social Development Department

www.worldbank.org

The Social Development Department seeks to empower poor people by increasing their social assets and capacities. The organization also aims to promote inclusive institutions, thereby increasing poor peoples' opportunities for more secure livelihoods, ultimately creating more inclusive, equitable and just societies. Social development contributes to increased development effectiveness and helps projects, programs and policies better meet their goals and objectives. The Social Development Group is actively engaged in collaboration with staff in other Networks in order to ensure that the social dimensions of sustainable development are taken into account in programs.



Social Entrepreneurship Business Plan Competitions

As the popularity of social entrepreneurship increases, students' interest in pursuing social enterprises has resulted in an increase in the number of social entrepreneurship business plan competitions. Several universities offer an internal social business plan competition and others are offering national and even international competitions. In addition, a number of competitions which target to social entrepreneurs are highlighted in this section.

Competition	School/Website	Description
Appalachian Ideas Network	University of Kentucky and a Partnership of Appalachian Colleges and Universities www.ca.uky.edu/appideas	Teams and community partners identify pressing, socially relevant issues and develop innovative entrepreneurial concepts that address these needs. Only projects in the Appalachian region will be considered.
BASES Social e-Challenge	Stanford University http://bases.stanford.edu/site/echall	In furthering its vision of creating the next generation of entrepreneurs, BASES presents Stanford's annual business plan competition for Social Entrepreneurs – the Social Entrepreneur's Challenge. This competition judges ideas and business plans for social ventures that are either for-profit or non-profit. The judging criteria of the business plans include social/environmental impact, financial sustainability, and market understanding.
Business In Development Challenge	Business In Development Network www.bidnetwork.org	The Business in Development (BiD) Challenge is the worldwide business plan competition for entrepreneurship in developing countries. It offers entrepreneurs the opportunity to develop and execute business plans that improve living standards in developing countries at a profit. By participating in the BiD Challenge, entrepreneurs get access to professional coaches and business contacts, exposure to investors and a chance to win prize money. The BiD Challenge consists of one International Competition and seven National Competitions in India, Philippines, Tanzania, Kenya, Argentina, Peru and Colombia.
Booz Allen Hamilton Social Entrepreneurship Business Plan	The Chinese University of Hong Kong www.cuhk.edu.hk/cpr/pressrelease/040506e.htm	The Booz Allen Hamilton Social Entrepreneurship Business Plan Competition is an innovative partnership between the Chinese University's business school and renowned international management consulting firm Booz Allen Hamilton.

Competition	School/Website	Description
Changemakers Online Competition	Changemakers Competition www.changemakers.net	Collaborative competitions which “open source” innovative, workable solutions to the world’s most entrenched social problems are addressed in the Changemakers Competition. Competition entries are posted transparently online and available for anyone to view and collaborate with by providing new ideas, asking insightful questions, and providing connections to new resources. The collaboration provides the competitor information to be used in refining his/her entry until the entry deadline, meaning the earlier you apply, the more knowledge you gain.
The Elevator Competition, 9th Annual	Wake Forest University www.elevatorcompetition.com	Just as business entrepreneurs are defined as change agents for the economy, social entrepreneurs can be defined as change agents for society. The 9 th Annual Elevator Competition, “Social Entrepreneurship Business Plan” category is open to all students (undergraduate and graduate, all disciplines). The winner in this category also receives an entry to Moot Corp and \$45,000 in prizes.
Entrepreneurship Management Venture Challenge	San Diego University http://sdsu.theitpros.net/page.cfm?pageid=197	This international event draws top student teams from around the world to compete for investment capital for their ideas. The competition has a separate award for social innovation in entrepreneurship. The competition is open to graduate students.
Global Development Awards and Medals Competition	Global Development Network: Global Development Awards www.gdnet.org/middle.php?oid=19	The Global Development Awards and Medals Competition is the largest international contest for research on development. Through this competition launched in 2000 with the support of the Government of Japan, the competition seeks to unearth new talent and support innovative ideas. Nearly 4,000 researchers representing more than 100 countries throughout the developing world have participated to date. More than \$1.9 million (US dollars) has been distributed in prizes and travel to finalists and winners. The award supports a number of multi-disciplinary research projects on a range of issues.
Global Social Venture Competition	UC Berkeley, Columbia Business School, London Business School & Goldman Sachs Foundation http://socialvc.net/index.cfm	The Global Social Venture Competition is the leading business plan competition for social ventures, having attracted 129 plans from 55 schools in 14 countries last year. Each year, entrant teams from around the world compete for over \$45,000 in cash and travel prizes.

Competition	School/Website	Description
Global Social Entrepreneurship Competition	University of Washington bschool.washington.edu/gsec	The Global Social Entrepreneurship Competition is a business plan competition in which students from around the world find creative, commercially sustainable ways to address problems of poverty in the developing world. Business plans are evaluated on three criteria: effect on the quality of life and poverty alleviation in the developing world; financial sustainability; and feasibility of implementation.
Harvard Business School Social Entrepreneurship Business Plan	Harvard University Social Enterprise Track www.hbs.edu/socialenterprise/bplan/	The HBS SE Business Plan Contest seeks business plans for projects which has as a key component of its activities the creation of social value in a significant and sustained manner and the project is embodied in a business plan that, through an understanding of the economic and social drivers of its model, promises to deliver high performance in the pursuit of its objectives. The contest is designed for projects that are in either the concept or pilot phase.
InvenTeams	The Lemelson Foundation and MIT web.mit.edu/inventeams/about	Lemelson-MIT InvenTeams is a national grants initiative of the Lemelson-MIT program to foster inventiveness among high school students. InvenTeams composed of high school students, teachers and mentors are asked to collaboratively identify a problem that they want to solve, research the problem, and then develop a prototype invention as an in-class or extracurricular project. Grants of up to \$10,000 support each team's efforts. InvenTeams are encouraged to work with community partners, specifically the potential beneficiaries of their invention.
Lemelson MIT Award for Sustainability	Lemelson-MIT Award for Sustainability http://mit.edu/invent/a-award.html	Today's world needs inventors focused on sustainable change. The \$100,000 Lemelson-MIT Award for Sustainability celebrates individuals whose inventions and innovations enhance economic opportunity and community well-being in developing and/or developed countries while protecting and restoring the natural environment. The \$100,000 Lemelson-MIT Award for Sustainability is bestowed on inventors whose products or processes are viable and sustainable and have high potential to improve the quality of life for future generations. The award serves to increase awareness of local or global sustainability issues and inventors working in these critical areas and also supports the continued inventive work of these individuals.

Competition	School/Website	Description
MTV and GE Ecomagination Challenge	MTV and GE Ecomagination Challenge www.ecocollegechallenge.com/aboutTheChallenge.html	The MTV and GE Ecomagination Challenge asks college students from around the country to develop new, creative ways to green their campus. The challenge looks for innovative and groundbreaking ideas that can have a positive impact at the local level or the global level — or both.
National Idea to Product Competition for Social Entrepreneurship	Purdue University http://innovate.ecn.purdue.edu/src/i2p.php	The Social Entrepreneurship Initiative (SEI) is a partnership involving engagement, outreach, community and service-learning programs, Discovery Park, and students interested in entrepreneurship. The SEI provides a natural pathway for students to learn about and experience entrepreneurship – via the projects that they develop for their partners in the community. They first design a product or service that fills a known need in their local community and then explore other markets for it. They must identify the broader social need their product addresses, the uniqueness of their product relative to others, the best way to protect the intellectual property they have created, and the most promising first market for their product.
NCIIA Advanced E-Team Grants	National Collegiate Inventors and Innovators Alliance www.nciia.net/grants_eteam	Advanced E-Team grants provide E-teams with the support they need to bring an innovative product or technology from idea to prototype and eventually to market. They encourage their members to find creative approaches to addressing such issues as poverty, disease, and environmental degradation through affordable design, technologies that solve critical problems and meet basic human needs (such as food, water, shelter, health, safety, and education), and pedagogical approaches that encourage awareness of and interest in these global issues.
NYU Stern Business Plan Competition	New York University http://w4.stern.nyu.edu/berkley/bpc.cfm?doc_id=6306	NYU Stern's Business Plan Competition, open to the greater NYU community, is a year-long experiential program designed to unite the innovations developed throughout NYU's graduate schools with the business acumen of the Stern community. The social entrepreneurship track support business opportunities that serve a social mission.



Competition	School/Website	Description
Oxford University 21st Century Challenge	Oxford University www.sbs.ox.ac.uk/21challenge	The goal of the competition is to promote the creation of sustainable new business ventures that combine financial returns with social and environmental benefits. These can include new products and services, operational processes and business models. The competition encourages ground-breaking innovation and problem solving – challenging entrepreneurs from across the world to make a real difference through developing new markets and making a sustainable profit.
Pace Pitch Contest	Pace University www.pace.edu/pitch	The Pace Pitch Contest is based on the Elevator Pitch concept, popular in the venture capital community. It is a concise presentation of an entrepreneur's idea, business model, marketing strategy, competitive analysis, and financial plan which is delivered to potential investors. The premise is that it could be made in a few minutes should the entrepreneur spot a potential investor on an elevator and have the opportunity to pitch his idea during the brief ride.
Skoll Awards for Social Entrepreneurship	Skoll Foundation www.skollfoundation.org/skollawards/index.asp	The Skoll Awards provide later-stage, or mezzanine, funding, which is generally structured as a \$1 million award paid out over three years. The grant is provided for core support to help organizations expand their programs and capacity to deliver long-term, sustainable equilibrium change. The Skoll Awards are not intended for new or early-stage programs or initiatives. Programs submitted for consideration should have a track record of no less than three years. In addition to core support, the Skoll Foundation supports the participation of Award recipients in the annual Skoll World Forum on Social Entrepreneurship. The Skoll Awards for Social Entrepreneurship support social entrepreneurs whose work has the potential for large-scale influence on critical challenges of our time. By telling their stories, they join in the foundation's ongoing celebration of the power of social entrepreneurs.
Social Venture Plan Awards	Notre Dame www.business.nd.edu/gigot/irishangels/bplancompetition/	Participants submit a social venture plan – a business plan with a social mission/purpose and compete for prize money totaling \$22,500. Undergraduate and graduate students from all colleges can apply.
50K Social Entrepreneurship Competition	Tufts University http://gordon.tufts.edu/leadCompetitions.htm	The Social Entrepreneurship Competition was created to encourage members of the Tufts University community to think about developing new ventures that benefit society. A total of \$50,000 in cash and in-kind services will be awarded to the winning plan(s).

Competition	School/Website	Description
Social Entrepreneurship Business Plan Competition Sumaq Alliance	Instituto de Empresa Business School http://netimpact.ie.edu/?q=competition	The Social Entrepreneurship Business Plan Competition was created to foster projects that have social and/or environmental impact as a central component of the enterprise. These projects must be economically sustainable, with a high potential for international expansion.
Social Entrepreneurship and Innovation Competition	Washington University in St. Louis Skandalaras Center for Entrepreneurial Studies www.ideabounce.com	Competitors begin by entering their idea on www.ideabounce.com . Over \$100,000 is available to winners under a variety of categories.
Socially Responsible Business Plan Competition	William James Foundation www.williamjamesfoundation.org/index.cfm?fuseaction=Page.viewPage&pageId=659	The William James Foundation Socially Responsible Business Plan Competition is designed to stimulate the entrance into the economic mainstream of soundly-planned, for-profit, corporate ventures committed to the highest levels of social responsibility.
Spark Aspire	The University of Auckland www.spark.auckland.ac.nz/index.php?option=com_content&task=view&id=14&Itemid=31	Spark Aspire is the ideal challenge for students that have an idea that would really make a difference to the local or global community. The business can be based on either a profit or not-for-profit model, and should use entrepreneurial thinking applied to issues in society or the environment. Winning teams are strongly encouraged to develop their ideas and enter them into the 40K Challenge in the following year.
Tulane Business Plan Competition	Tulane University www.tulane.edu	Plans presented under the Social Entrepreneurship track can either be for profit or not-for-profit ventures. They should be designed specifically to address a social, environmental or economic problem, producing a positive and identifiable impact to the community. Winning ventures to be implemented in the New Orleans area will have access to a pool of highly qualified professional services to assist them during their start-up process.
Muhammad Yunus Innovation Challenge to Alleviate Poverty	Massachusetts Institute of Technology (MIT) http://web.mit.edu/ideas/www/challenge.htm	The Challenge, named in honor of 2006 Nobel Prize winner Dr. Muhammad Yunus, was initiated and also supported by MIT alumnus Mr. Mohammed Abdul Latif Jameel, benefactor of the Abdul Latif Jameel Poverty Action Lab at MIT (J-PAL).
Youth Venture	Youth Venture www.youthventure.org	When the venture team is ready to launch, Youth Venture offers seed funding of up to \$1,000, guidance, tools and support; allies who provide advice, mentoring and expertise; a supportive network of fellow Youth Venturers; and identity as a part of a movement toward youth led social change.

“Whatever you can do, or dream you can, begin it. Boldness has genius, power, and magic in it.”

- Goethe

Social Entrepreneurship Networks

In the 1980s Bill Drayton coined the term social entrepreneurship and founded Ashoka to become the global network for leading social entrepreneurs with solutions to solve society's most pressing social problems. Since that time, a variety of networks supporting social entrepreneurs have emerged from student networks to social entrepreneur networks. Networks, including the University Network for Social Entrepreneurship, provide a collaboration tool for faculty, practitioners and students interested in social entrepreneurship including a comprehensive website of research, cases, syllabi and resources for faculty around the world. The Latin American Social Enterprise Knowledge Network (SEKN) launched to harness intellectual capital in the region through research, practice and teaching. In Europe, the European Research Network (EMES) was formed in 1996 to bring together scholars around third sector issues.

Student demand for social entrepreneurship has led to an increased interest in social entrepreneurship by student organizations committed to achieving social change. New organizations like Youth Venture are forming to encourage young social entrepreneurs, while existing student organizations like AIESEC and Students in Free Enterprise are integrating new elements of social entrepreneurship into their programming. Youth Venture invests in young people's social endeavors to create opportunities for social impact. In this section, learn about faculty, practitioner and student networks and conferences and how to plug into the groups.



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FACULTY NETWORKS

Assoc. for Research on Nonprofit Organizations & Voluntary Action

www.arnova.org

Founded in 1971 as the Association of Voluntary Action Scholars, the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) is a neutral, open forum committed to strengthening the research community in the emerging field of nonprofit and philanthropic studies. ARNOVA brings together both theoretical and applied interests, helping scholars gain insight into the day-to-day concerns of third-sector organizations, while providing nonprofit professionals with research they can use to improve the quality of life for citizens and communities. Principal activities include an annual conference, publications, electronic discussions, and special interest groups. The third volume in ARNOVA's Occasional Paper Series—Research on Social Entrepreneurship: Understanding and Contributing to an Emerging Field is available through ARNOVA.

European Management Network

www.emes.net

EMES is a research network of established university research centres and individual researchers whose goal is to gradually build up a European corpus of theoretical and empirical knowledge, pluralistic in disciplines and methodology, around “Third Sector” issues. EMES has been publishing the results of its different research projects uninterruptedly, mostly in the form of books and working papers. To date, five books have been published from EMES projects and collaborative work.

Social Enterprise Knowledge Network

www.sekn.org

SEKN was founded in 2001 with the participation of a group of leading Latin American business schools and the Harvard Business School in partnership with the AVINA Foundation. SEKN seeks to advance the frontiers of knowledge and practice in social enterprise through collaborative research, shared learning, participant-centered teaching, and the strengthening of management education institutions' capabilities to serve their communities. SEKN was founded on three essential pillars: research, education, and networking.

University Network for Social Entrepreneurship

www.universitynetwork.org

The University Network for Social Entrepreneurship works with professors and researchers, practitioners, and students to develop social entrepreneurship as a vocation and carry its principles into other disciplines and sectors. It is designed to be a resource hub and an action-oriented discussion forum to expand social entrepreneurship education and participation around the world. Faculty share their course syllabi, research, cases and other social entrepreneurship research with colleagues around the world.

“Social entrepreneurship strives to combine the heart of business with the heart of the community through the creativity of the individual.”

- Gary McPherson



World Universities Network

www.wun.ac.uk

The Worldwide Universities Network (WUN) mission is supporting innovation in research and education on a global scale through interdisciplinary collaboration, faculty and student exchange, and eLearning. WUN is a partnership of 16 research-led universities from Europe, North America, South East Asia and Australia. The WUN alliance exists to make significant advances in knowledge and understanding in areas of current global concern. By fostering and encouraging collaboration between members, WUN brings together the experience, equipment and expertise necessary to tackle the big issues currently facing societies, governments, corporations and education.



SOCIAL ENTREPRENEUR NETWORKS

Social Enterprise Alliance

www.se-alliance.org

Social Enterprise Alliance is a membership organization devoted exclusively to building sustainable nonprofits through earned income strategies. The organization accomplishes this through a network connecting entrepreneurial nonprofits with learning opportunities, technical assistance and resources to further their efforts. Social Enterprise Alliance's practitioner members range from early stage entrepreneurs seeking the nuts and bolts knowledge to start and run an earned income activity to well-established practitioners seeking an opportunity to exchange ideas with other leaders of the field. Social Enterprise Alliance links nonprofit executives who have operated in isolation with an ongoing forum for addressing the needs and concerns of the enterprising nonprofit.



Social Venture Network

www.svn.org

Social Venture Network (SVN) promotes new models and leadership for socially and environmentally sustainable business in the 21st century through initiatives, information services and forums that strengthen the community and empower its members to work together on behalf of their shared vision.



STUDENT NETWORKS

AIESEC

www.aiesec.org

AIESEC, the world's largest student organization, is the international platform for young people to discover and develop their potential so as to have a positive impact on society. In addition to providing over 5,000 leadership positions and delivering over 350 conferences to our membership of over 22,000 students, AIESEC also runs an exchange program that enables over 4,000 students and recent graduates the opportunity to live and work in another country.

Beyond Grey Pinstripes

<http://beyondgreypinstripes.org/index.cfm>

Beyond Grey Pinstripes, a biennial survey and ranking of business schools, spotlights innovative full-time MBA programs and faculty that lead the way in integrating issues of social and environmental stewardship into business school curricula and research. These programs and pioneering faculty are preparing students for the reality of tomorrow's markets, equipping them with an understanding of the social, environmental, and economic perspectives required for business success in a competitive global economy. The survey results allow prospective and current students, faculty and administrators to compare best practice. For corporate recruiters and human resource executives, the results help identify the MBA graduates best equipped to lead business in the 21st century.

Collegiate Entrepreneurs Organization

www.c-e-o.org

The vision of the Collegiate Entrepreneurs' Organization aims to be the premier global entrepreneurship network which will serve 30,000 students through 400 chapters and affiliated student organizations at colleges and universities. The Collegiate Entrepreneurs' Organization informs, supports, and inspires college students to be entrepreneurial and seek opportunity through enterprise creation. To learn more about starting a business, attend the CEO international conference to learn more.

Net Impact

www.netimpact.org

Net Impact is an international nonprofit organization which aims to make a positive impact on society by growing and strengthening a community of new leaders who use business to improve the world. The programs educate, equip, and inspire more than 10,000 members in five continents to make a tangible difference in their universities, organizations, and communities. Membership makes up one of the most influential networks of MBAs, graduate students, and professionals.



oikos International

<http://oikosinternational.org>

oikos is an international student organization which aims to increase university students' awareness of sustainable development issues and to integrate sustainability knowledge into the teaching and research of universities worldwide with emphasis on economics and management schools. By doing so, oikos seeks to strengthen sustainable entrepreneurship in tomorrow's leaders and decision makers. oikos activities are comprised of lectures, conferences, simulation and workshops as well as practice-oriented sustainability projects.

Starting Bloc

www.startingbloc.org

StartingBloc provides socially conscious students and young professionals with the training, experience, and networks necessary to drive social, economic, and environmental innovation through their careers and lives as engaged citizens. StartingBloc operates The Institute for Social Innovation—a four day fellowship program in social change.

Students in Free Enterprise

www.sife.org

SIFE is a global nonprofit organization active in more than 40 countries. Working in partnership with business and higher education, SIFE establishes student teams on university campuses. SIFE team members leverage their personal educational experiences, the expertise of their faculty advisors, the support of their local business advisory boards, and the resources of their institutions to implement programs that create real economic opportunities for members of their communities. SIFE teams present the results of their educational outreach projects and compete to determine which team was most successful at creating economic opportunity for others.

Young Inventors International

www.younginventorsinternational.com

Young Inventor International's mission is to work with leading universities, organizations, and entrepreneurs around the world to educate student inventors and entrepreneurs on how to create new ventures, build intellectual property portfolios, and acquire transferable professional skills. There is a significant focus on Social Entrepreneurship in terms of the webinars and resources online, and all tools are adaptable for use by social entrepreneurs and innovators, and resources include specific references to help build socially responsible ventures.

Youth Venture

www.genv.net

Youth Venture inspires and invests in team of young people to design and launch their own lasting social ventures, enabling them to have this transformative experience of leading positive social change. Youth Venture is now expanding internationally. As we invest in Venturers around the world, we are beginning to connect them into a powerful global network. Venturers start businesses, civil society organizations and informal programs that address all kinds of social issues. Youth Venture helps our Venturers through this process of designing and launching ventures by providing guidance, how-to's, and a process for designing and pitching a venture idea.



Social Entrepreneurship Conferences and Events

Social entrepreneurship continues to be a growing field of study and as such, a number of conferences and events are dedicated to research in the field, teaching and social entrepreneur practitioner-based conferences. The largest gathering of social entrepreneurs in the world, the Skoll World Forum on Social Entrepreneurship, is sponsored by the Skoll Foundation and the Skoll Centre for Social Entrepreneurship at the University of Oxford with inspiring stories of social entrepreneurs who have made an impact on the world. A list of the social entrepreneurship conferences along with special sessions at upcoming national and international conferences is provided for you to decide what meets your particular needs.

Location and Dates	Academic Conferences
Academy of Management Anaheim, California August 8-13, 2008	<p>The Academy of Management (AOM) is a leading professional association for scholars dedicated to creating and disseminating knowledge about management and organizations. Founded in 1936, AOM is the oldest and largest scholarly management association in the world. Today, the Academy is the professional home for 17,562 members from 99 nations. The organization produces four journals and a quarterly newsletter and holds annual meetings. Typically AOM offers several sessions in social entrepreneurship submitted by faculty.</p> <p>http://aomonline.org</p>
ARNOVA Atlanta, GA November 15-17, 2007	<p>Each year, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) holds an annual conference which brings together researchers, scholars, and practitioners from around the world to present and discuss papers related to issues in nonprofit studies, voluntary action, and philanthropy. This cutting-edge research presented at the conference helps build the body of knowledge about the sector and inform those working in the nonprofit sector.</p> <p>www.arnova.org</p>
Entrepreneurship, Systems Thinking, & Complexity April 24-26, 2008 Adelphi University, Garden City, New York	<p>The unique and pressing challenges facing both the economic and social situations of the 21st century are calling for fundamentally new initiatives. The burgeoning arena of social entrepreneurship is one such example of how public and private organizations are forging alliances aimed at addressing these challenges. As of yet, there is no recognizably useful theoretical underpinning of the systemic dimension of social entrepreneurship. Attendees of the conference will gain a better understanding of the state of knowledge in these vital areas and will leave more energized and engaged in furthering the goals of social entrepreneurship. The goal of this conference is not only to provide a unique opportunity to further understanding but also to make a real difference in our world. http://complexityleadership.wikispaces.com/Events</p>
European ISTR and EMES Conference Barcelona, Spain July 9-12, 2008	<p>The EMES (European Research Network) worked with the International Society for Third Sector Research (ISTR), to offer the first European ISTR-EMES conference entitled "Concepts of the Third Sector in 2005." The conference participants exchange ideas and research findings about the third sector, the social and solidarity-based economy, social enterprise and social entrepreneurship, among other themes. www.emes.net</p>

Location and Dates	Academic Conferences
<p>International Social Entrepreneurship Research Conference</p>	<p>The International Social Entrepreneurship Research Conference (ISERC) series aims to be the leading event for advancing the academic research agenda. Presented papers are selected based on a careful peer review process. Participation is restricted to 50 scholars representing the main research streams in Europe, North America and Asia. www.cbs.dk/forskning_viden/konferencer/iserc3</p>
<p>Social Enterprise Research Conference</p> <p>London, England June 26-27, 2008</p>	<p>This is the Fifth SERC Event, hosted at London South Bank University, and we are opening up this year's conference topic. The foci of the 2008 conference will be: Reflections on the distance we have traveled as a community, explorations of our impact so far and consideration of future challenges. Contact: seresconference@gmail.com</p>
<p>US Association for Small Business & Entrepreneurship</p> <p>San Antonio, Texas January 10-13, 2008</p>	<p>With a diverse mix of insightful papers and provocative workshops, the annual USASBE conference is one of the premier gatherings of entrepreneurship scholars and educators in the world. It is also a great place to learn of best practices in entrepreneurship education and program development, with recognition given annually to the model academic programs, pedagogy, and outreach efforts in the United States. USASBE is not only the biggest annual conference devoted exclusively to entrepreneurship, but the quality and impact of the research and ideas shared at USASBE continues to expand. The 2008 USASBE conference includes a new social entrepreneurship track. www.usasbe.org/conference/2008</p>
<p>World Entrepreneurship Summit</p> <p>London, England January 10-11, 2008</p>	<p>The World Entrepreneurship Summit brings together thought leaders, business leaders, policy makers and academics from around the world to set the 2008 agenda for action around entrepreneurs and their role in enabling sustainable economic development. The conference will provide an innovative mix of formal presentations from top business leaders and politicians, master classes from the world's leading entrepreneurs, open space conferencing, speed networking and individual workshops and seminars. The goal is to provide a unique combination of people, thinking, ideas, contacts and actions. www.wes08.net</p>
<p>World Universities Network Global Enterprise</p> <p>Chicago, Illinois December 10-12, 2007</p>	<p>This is the second in a series of workshops focusing on enterprise being held in Chicago, Leeds and Zhejiang in 2007-08. The conference will address the profound impact that entrepreneurship has on globalization, cultural change, technology, and social issues. How is the world around us adapting to economic change? What role are entrepreneurs taking in this new marketplace, and what role do universities play in providing challenging and innovative entrepreneurship curriculum? Select faculty members will have the opportunity to present entrepreneurial concepts and research based papers, that center around conference themes. Social entrepreneurship presentations and discussion will address best practices for the creation of not-for-profit enterprises and the far reaching effects of their social impact. www.wunchicago.org</p>

Location
and Dates

Practitioner Conferences

**Skoll World
Forum on Social
Entrepreneurship**Oxford, England
March 26-28, 2008

The Skoll World Forum on Social Entrepreneurship is an annual conference of leading thinkers and practitioners in the field of social entrepreneurship from around the world. Attracting a stellar cast of over 700 speakers, change-makers, opinion-leaders and media from more than 40 countries, the Skoll World Forum has rapidly established itself as the leading global gathering for the advancement of the social entrepreneurship field. This year's theme, "Social Entrepreneurship: Culture, Context and Social Change," will examine how cultural contexts, norms and behaviours create challenges and opportunities for social entrepreneurs, their models and their ability to create change in the regions where they work. Delegates from the social, academic, business and public sectors will participate in three days of plenaries, panels, events and interactive workshops designed to discuss the most pressing issues for social entrepreneurs worldwide.

www.skollworldforum.com

**Social Enterprise
Summit, The 9th
Gathering**Boston, MA
March 9-11, 2008

The 9th Social Enterprise Summit is a North American community-building event on using earned income strategies to advance a social mission. This year's theme, Building Networks - Forming Partnerships - Accessing Capital, is a resounding call to all mission-based practitioners to come and connect at this event in the interest of advancing big ideas for solving social issues. Over 600 entrepreneurial executives and managers from leading nonprofits and social purpose businesses will convene in Boston to learn fresh options for amplifying their efforts.

www.se-alliance.org/events_gathering8.cfm

**The Social
Entrepreneurship
Pipeline:
Educating and
Accelerating
Emerging Social
Entrepreneurs**New York, New York
April 12-13, 2007

The 4th annual conference of social entrepreneurs will convene 100 leaders dedicated to advancing the social entrepreneurship field through the education and acceleration of social entrepreneurs. Participants include educators, training organizations, investors, social entrepreneurs, researchers, students, and policymakers who contribute unique perspectives to this important conversation. The conference is designed to articulate the current state of the field, highlight best practices, identify gaps in programs and research, and outline concrete next steps, including research, publications, and program development.

http://w4.stern.nyu.edu/berkley/social.cfm?doc_id=1872

**Social Ventures
Partners**Seattle, Washington
October 12-13, 2007

Last year's keynote speaker Bill Drayton, the visionary who coined the term "social entrepreneur," set the scene for two days of peer-to-peer exchange, experiential learning, workshops and plenary sessions, designed to strengthen skills, focus energy and reinvigorate an organization's mission. This year's conference theme is "strong partners, strong social venture partners, and stronger communities" and will feature Patty Stonesifer of the Gates Foundation and Stephen Lewis, the former UN Special Envoy for HIV/AIDS in Africa.

www.svpintl.org

Location and Dates	Student Conferences
<p>Doing Good and Doing Well Barcelona, Spain March 2-3, 2007</p>	<p>Doing Good and Doing Well is the leading student conference on responsible business in Europe. The event brings together over 300 students, professors and professionals from all over the world to engage in two days of discussion, exploration and challenge. Doing Good and Doing Well is a world-class event with over 25 speakers and panelists that inspire people with compelling stories about successful initiatives in responsible business like Carbon Clear, an initiative developed in partnership with Net Impact. www.doinggoodanddoingwell.org</p>
<p>Net Impact Conference Geneva, Switzerland June 12-14, 2008 Philadelphia, Pennsylvania November 13 - 15, 2008</p>	<p>Net Impact announces its first ever European Conference as it continues to expand its reach and message across the globe. Net Impact has chosen Geneva to stage the conference called "Sustainable Prosperity - Taking on the Global Challenge, hosted by the International Organizations MBA HEC Geneve, in partnership with INSEAD and Nottingham University Business School. It will include hundreds of students, practitioners and faculty, a career expo of responsible businesses and NGOs will take place during the conference and many other networking opportunities. www.netimpact.org</p> <p>The 2008 Net Impact Conference will challenge attendees to think deeply about current issues and trends in the business world, while engaging them to take an action-oriented plan for change back to their communities. Comprised of keynote speakers, panel discussions, networking opportunities, case competitions, debates, and much more, the 2008 curriculum will feature cutting-edge business leaders from around the world speaking on such themes as corporate impact, leadership and career, the social sector, business and the environment, the business of health, and international development.</p>
<p>Social Enterprise Conference Boston, Massachusetts March 2, 2008</p>	<p>The Social Enterprise Conference provides a forum for exploring the synergies between for-profit, nonprofit, and public sector approaches to addressing critical social issues. This goal lies at the heart of the Harvard Business School mission "to educate leaders who make a difference in the world" and the Kennedy School of Government mission "to prepare leaders for service to democratic societies." The Conference is entirely run by students from these two schools. http://www.socialenterpriseclub.com/conference/index.html</p>



About the Faculty Directory for Social Entrepreneurship

The Social Entrepreneurship Faculty Directory represents the culmination of the efforts of Ashoka's Global Academy team to identify and catalogue the growing cadre of academics around the world who are collectively building the field of social entrepreneurship. The lists and maps included in the following pages illustrate the impressive diversity and widespread geographic dispersion of faculty who are teaching, researching, and working with students to advance the study and practice of social entrepreneurship.

The institutions and faculty included in this directory have been verified by Ashoka staff to be actively teaching courses and/or conducting research related to social entrepreneurship. The document is available in hard copy as well as digitally; the digital version offers additional information, including a direct link to each faculty member's biography. To receive an electronic version, please contact Marina Kim, mkim@ashoka.org.

This is an evolving document. We welcome your additions and updates to this pilot list—especially leading faculty members whom we have missed. We aim to make this a valuable, useful resource that will enable and inspire you to connect with your peers around the world.



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64 EUROPE



There are a growing number of universities and institutions in Europe teaching and researching social entrepreneurship. Ashoka has identified 41 institutions in 15 countries which offer courses on social entrepreneurship or have institutes researching the field. Most professors come from the faculties of business, management, finance, and economics while a few are from public policy and social sciences. Many of the research centers belong to the EMES (European Research Network) which is made up of researchers and centers building a body of knowledge on “Third Sector” issues. The map above shows the concentration of these professors in the region.



Where in the region are they?

- Belgium** – Brussels, Liege (2), Louvain (2)
- Denmark** – Copenhagen, Roskilde
- France** – Cergy (3), Paris (4), Nancy, Rennes
- Finland** - Helsinki
- Germany** – Berlin, Giessen, Mannheim
- Ireland** – Cork
- Italy** – Bologna, Milan, Trento (3), Venice
- Norway** – Oslo
- Poland** - Warsaw
- Portugal** – Lisboa
- Scotland** – Edinburgh
- Spain** – Barcelona (6)
- Sweden** - Stockholm (4), Östersund, Vaxjo
- Switzerland** – Geneva (1), St. Gallen
- UK** – Antrim (2), Brighton, Cambridge (1), Lancaster(4), Liverpool (5), London (8), Middlesborough, Middlesex, Milton Keynes (3), Oxford (9)



Faculty Engaged in SE

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65

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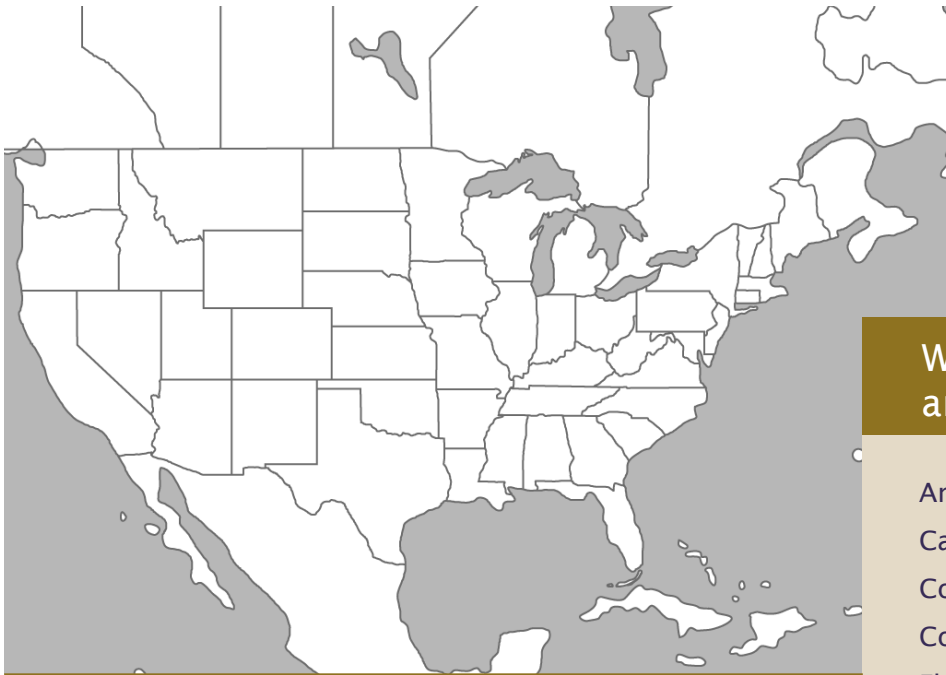
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70 NORTH AMERICA



In North America, most of the 94 professors which Ashoka has identified teach in universities along the east coast of the United States.

Twenty-five states offer courses in social entrepreneurship. In particular, Harvard University, New York University, Stanford University, Duke University, and the University of North Carolina have established centers or departments for social entrepreneurship which are mainly operated within schools of business and management.

Where in United States are they?

Arizona (2)	Massachusetts (16)
California (15)	Michigan (2)
Colorado (2)	New Jersey
Connecticut	New York (19)
Florida	North Carolina (9)
Georgia (2)	Ohio (2)
Idaho	Oregon
Illinois (6)	Philadelphia (2)
Indiana (2)	Rhode Island (2)
Iowa	Texas (4)
Kansas	Utah (2)
Kentucky	Vermont
Maine	Virginia (4)
Washington (4)	Washington DC (9)

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Quebec
Ontario (2)

Mexico

Monterrey



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Bangladesh

- Dhaka

China

- Hangzhou

India

- Ahmedabad (5)
- Anand
- Bangalore (2)
- Bhubaneswar
- Chennai
- Dhaka
- Gurgaon
- Hyderabad (2)
- Jamshedpur
- Kolkata
- Mumbai (4)
- New Delhi
- Pilani

Japan

- Tokyo

Philippines

- Makati City
- Quezon City (2)

Singapore

- Singapore

In Asia, most of the professors Ashoka has identified from 25 institutions are based in India. The majority of the professors specialize in management, entrepreneurship, economics, finance, and corporate citizenship while the rest have integrated social entrepreneurship with their expertise in information systems, behavioral sciences, social sciences (leadership and communication, rural development) and journalism.



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AUSTRALIA and AFRICA 81



In Australia, six institutions are involved in teaching social entrepreneurship while in Africa, Ashoka has identified faculty from the University of Cape Town in South Africa.



Where in the region are they?

Africa

- Cape Town
- Johannesburg
- Stellenbosch

Australia

- Brisbane
- Adelaide
- Queensland
- Melbourne
- New South Wales
- Sydney



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Ashoka works with the Social Enterprise Knowledge Network (SEKN), a network of academic institutions in South America which seeks to advance the frontiers of knowledge and practice in social enterprise through collaborative research.



Where in the region are they?

Argentina

- Buenos Aires

Brazil

- São Paulo

Chile

- Santiago

Columbia

- Bogotá

Costa Rica

Nicaragua

- Santiago

Peru

- Lima

Venezuela

- Caracas



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The Global Academy for Social Entrepreneurship

The Global Academy for Social Entrepreneurship consists of global leaders who provide conceptual and representational guidance for the field. Global Academy members, whose solutions have had scalable, global impact, serve as architects of the dynamic citizen sector of the future.

The Academy demonstrates and defines how social entrepreneurs can address global problems on a global scale through knowledge products such as The Social Entrepreneurship Series, a 16 disc DVD series on Academy Members that highlights their success as global changemakers.

The Global Academy – together with the Skoll Centre at Oxford Business School, EMES European Research Network, and the Social Entrepreneurship Knowledge Network – has established The University Network for Social Entrepreneurship. It is a network of academics and practitioners who work to strengthen teaching and research in the new field of social entrepreneurship and help market Ashoka's collective knowledge, key principles and ideas throughout the world's leading universities.



Social Entrepreneurship Teaching Resources Handbook

A guide for professors interested in understanding and teaching in the field of social entrepreneurship including program initiatives, courses, competitions, cases, and research in this context. The objective is to uncover the “best practices” around the world for faculty to share with one another.



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