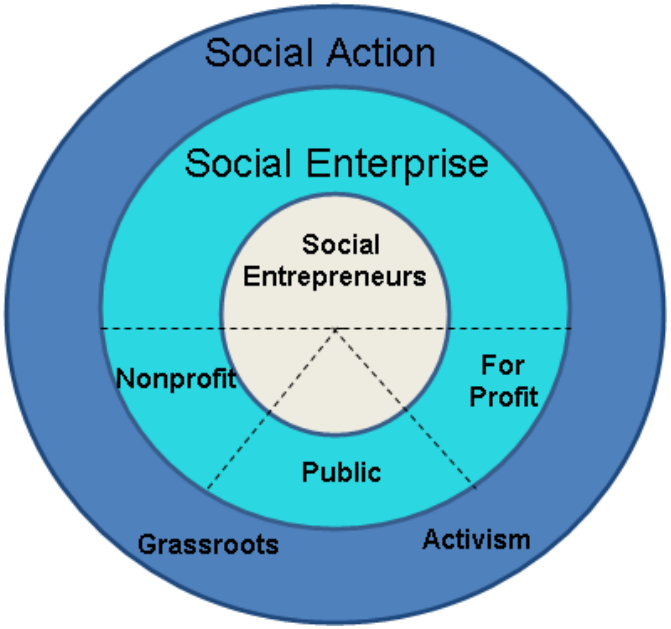
Harvard Social Change Framework



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The *Unofficial* Student Guide to

Social Entrepreneurship at Harvard and Beyond

Courses, Resources, Opportunities

2008–2009

WHY WE WROTE THIS

Welcome to *The Unofficial Student Guide to Social Entrepreneurship at Harvard and Beyond*.

Social Entrepreneurship is one of the most innovative and effective approaches to solving social problems in the 21st century. Social entrepreneurs work in every corner of the globe to create and implement solutions for what were once thought to be unsolvable social problems.

This guide was written by students, for students. It discusses what Social Entrepreneurship is, what Social Entrepreneurs do, and how you can get involved. And it comes complete with courses, resources (and, yes, sources).

There are varying viewpoints on what the phrases “social entrepreneurship,” “social entrepreneur,” and “social enterprise” mean. We cannot provide an exhaustive or definitive answer here. Instead, this guide offers a practical handbook for students looking to jump start a career in this exciting new field. Enjoy!

—Adam Rein, HKS / MIT Sloan ’10,
cochair HKS Social Enterprise in Action (SEIA)

—Leonardo Radomile, HDS ’07, HKS ’08

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WHAT IS A SOCIAL ENTREPRENEUR?

Let's begin with a very short but useful definition adapted from the Harvard Business School (HBS):

A social entrepreneur is one who shifts resources to address social change more productively, typically through a new organization or program.

The easiest way to explain social entrepreneurship is by example. Let's look at four Harvard alums who are creating value as social entrepreneurs in unique ways, whether it is through medical equipment, low-income youth, or yak products:

Nina Dudnik has worked side-by-side with researchers in developing countries from Syria to the Ivory Coast and has seen the benefits of scientific research in agricultural production and health care. She founded **Seeding Labs**, a nonprofit that creates a unique re-use strategy that encourages well-funded institutions in the developed world to donate their previously overlooked surplus of scientific equipment. Nina writes: "I'm a huge idealist. I can't remember being in a situation in which I didn't spend a significant amount of time assessing what was wrong and how to fix it." She recently completed her doctorate in molecular biology at Harvard Medical School.

Gerald Chertavian is the founder of **Year Up,** an intensive education and apprenticeship program to place urban young adults, with limited skills but good attitudes, at IT help desks and other behind-the-scenes, computer-dependent jobs. After Gerald got his MBA from Harvard Business School in 1992, he founded Conduit Communications, which he later sold in 1999 for $20 million. He was inspired to launch Year Up from his experiences as a Big Brother while working on Wall Street. Gerald writes in *The Harbus*, "Non-profits are becoming more structured and professional … this sector gives MBAs opportunities to take on larger responsibilities at a younger age."

Originally from, respectively, Hong Kong and Taiwan, **Carol Chyau** and **Marie So** were classmates in the Harvard Kennedy School MPA/ID program. After graduating in 2006, they launched **Ventures in Development (ViD),** which aims to identify, incubate, and implement ideas that have potential to become social enterprises in Greater China. So far they have incubated two businesses: Shokay, which uses yak fiber to make luxury textiles, and Mei Xiang, which produces gourmet cheese from yak milk. Marie and Carol write, "Because we both grew up in privileged environments and have received professional training, we wanted to use business solutions to solve social problems." When asked to give some tips for this guide, Carol recommended that future Harvard social entrepreneurs seek professors as mentors and board members, use alumni/ae databases to find potential partners, and host a blog to keep supporters engaged.

WHAT IS SOCIAL ENTERPRISE?

Now that you have a feel for social entrepreneurship, it is time for your first test. Which of the following definitions is used to describe social enterprise?

a) The application of management skills within the nonprofit, for-profit, and public sectors to the creation of social value.

b) An organization dedicated to social impact.

c) An organization or venture that advances its social mission through entrepreneurial earned income strategies.

d) A business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholders and owners.

e) All of the above.

If you guessed *all of the above*, then you are correct! All of these definitions are commonly used in the field: a) and b) come from the HBS Social Enterprise Initiative, c) from the US Social Enterprise Alliance, and d) from the UK Social Enterprise Coalition.

Unlike the concept of social entrepreneurship, for which there is more agreement, there continues to be healthy debate regarding the definition of social enterprise. Although it can be confusing, there are some common threads that help define the social enterprise sector:

The broadest definition comes from HBS: focusing on the application of management skills in order to create social value and encompassing these activities regardless of whether they occur in the business, nonprofit, or government sectors. This definition differs from others by defining social enterprise as a process, not as a type of organization.

The Social Enterprise Alliance emphasizes one aspect common to many—but not all—social enterprises: the sale of a product or service that creates a sustainable revenue stream to fund the social mission.

The UK Social Enterprise Coalition definition is also slightly different, focusing on employee-owned businesses, cooperatives, and community development organizations, which are businesses that reinvest profits back into the community for a social purpose.

We think of these definitions as a starting point for discussion. We will now provide you with commonly used frameworks to help understand social entrepreneurship and social enterprise at a deeper level.

SOCIAL ENTERPRISE FRAMEWORKS

Definitions of social entrepreneurship often focus on either the traits of the social entrepreneur (the person) or the social enterprise (the organization).

The traits of a social entrepreneur are more easily defined and familiar because they closely align with those of a business entrepreneur. The term entrepreneur dates back to the 1700s, meaning one who "shifts economic resources out of an area of lower production into an area of higher yield and production."[1] Entrepreneurial ventures create value by disrupting existing systems to create entirely new ways of doing things. Whether it's by creating the laptop to replace the mainframe or the Internet to transform how we deal with information, entrepreneurs innovate in groundbreaking ways.

The terms social entrepreneur and social entrepreneurship were first used to describe similar transformations in the social sector in academic literature of the 1960s and 1970s. The phrase became popularized in the 1980s and 1990s by figures such as Rosabeth Moss Kanter, a professor at HBS, and Bill Drayton, founder of Ashoka—the first major organization to recognize and support social entrepreneurs.

We will now present you with three popular frameworks commonly used to define social entrepreneurship:

[1] Jean-Baptiste Say, *A Treatise on Political Economy* (1803).

I) Dees—the Role of a Social Entrepreneur

Perhaps the most-referenced definition of social entrepreneurship comes from a 1998 article by Greg Dees, currently a professor at Duke's Fuqua School of Business, who taught the first class on social entrepreneurship at Harvard Business School in the 1990s.[2]

In the Dees framework, "Social entrepreneurs play the role of change agents in the social sector, by:

- *Adopting a mission to create and sustain social value (not just private value),*
- *Recognizing and relentlessly pursuing new opportunities to serve that mission,*
- *Engaging in a process of continuous innovation, adaptation, and learning,*
- *Acting boldly without being limited by resources currently in hand, and*
- *Exhibiting heightened accountability to the constituencies served and for the outcomes created.*"

The Dees definition mixes personal qualities, such as relentlessness and boldness, with organizational qualities, such as a social mission and accountability. We find this definition helpful for the way it captures the juxtaposition of passion and metrics, vision and accountability, and bold resolve and practicality that defines social entrepreneurship.

[2] J. Gregory Dees, *The Meaning of 'Social Entrepreneurship.'* October 31, 1998.

II. Hartigan and Elkington—Organizational Models of Social Entrepreneurship

Another helpful vantage point is provided by the recent book *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World* by Pamela Hartigan and John Elkington, which identifies three organizational models through which social entrepreneurs operate:

A) Leveraged nonprofits—nonprofits that rapidly scale and impact the public good as a change catalyst beyond the limits of their resources (e.g., Room to Read).

B) Hybrid nonprofits—nonprofits that have significant revenue-generating activities used to support social outcomes, often empowering the community by introducing low-cost products and services that pull traditional providers into a market (e.g., Aravind Eye Hospital).

C) Social businesses—nonprofit or for-profit organizations that focus on both social and financial returns, often using a double or triple bottom line to measure success that combines financial profit with social and/or environmental impact (e.g., Whole Foods). Social businesses often scale more easily due to easier access to capital, such as social venture or community development funds. One network of social businesses is the "B Corporation."[3]

[3] www.bcorporation.net.

III. Martin and Osberg—Traits of a Social Entrepreneur

Roger Martin and Sally Osberg recently defined a social entrepreneur as one who identifies a "social value proposition" that challenges an unjust equilibrium and forges a "new, stable equilibrium" that brings a better future for marginalized individuals and communities.

They highlight five main character traits that distinguish entrepreneurial leaders:[4]

- Inspiration and Passion: Entrepreneurs are agents of change who create innovative solutions to problems. They have a keen, almost uncanny insight into their chosen field and are driven by a love of what they do.
- Creativity: Entrepreneurs are not interested in doing what is already being done in a better way; they want to do it very differently, and in a way that provides solutions that make predecessor methods obsolete.
- Direct Action: Entrepreneurs do not spend all their time waiting, discussing, or convincing others. They act. They create a product or service that directly meets a need and bring it to market.
- Courage: Entrepreneurs face risks and failure on a repeated basis in pursuit of their objectives. They will not be told that something cannot be done.
- Fortitude: Entrepreneurs do not tire of working through obstacles. They are relentless, focusing on

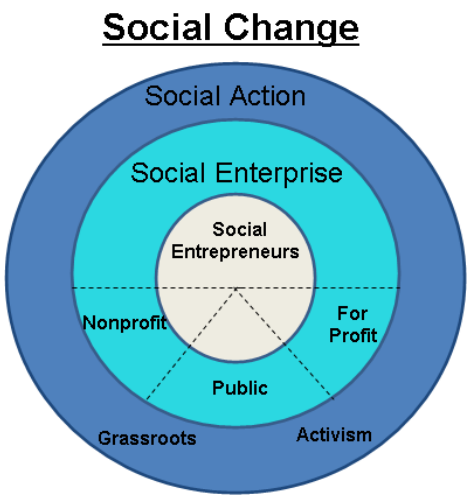
[4] Adapted from Roger Martin and Sally Osberg "Social Entrepreneurship: The Case for Definition," *Stanford Social Innovation Review* (Spring 2007).

measurable results, not just activities. They cause the market to adapt to new ways of meeting needs.

IV. A Harvard Framework for Social Change

Martin and Osberg distinguish social entrepreneurs from two other often-confused groups: social activists (who take indirect action) and social service providers (who do not disrupt the system). Social entrepreneurs are unique by both directly providing a product or service and by aiming to disrupt the current system to create a more efficient equilibrium.

At Harvard, members of the Center for Public Leadership, HBS Social Enterprise Initiative, and Hauser Center have created a framework that distinguishes social entrepreneurship from social change. They agreed that the world of social action comprises many areas, such as grassroots and community organizing or political action. Social enterprises are one form of social action, consisting of organizations that use modern management techniques and are geared toward a social purpose. Within the community of social enterprise is the subset of social entrepreneurs—those inspired individuals helping to form and lead new programs, models, or organizations.



Although these multiple frameworks may be confusing, we hope that, taken together, they give you a good sense of how social entrepreneurship differs from other fields.

One last definition: Social Intrapreneurship

One frequently asked question is whether social entrepreneurship can exist within a large organization such as the World Bank or a government agency.

According to HBS, the practice of social enterprise can occur in any organization that generates public good, since HBS defines social enterprise as the application of management skills within the nonprofit, for-profit, and public sectors to the creation of social value.

Other practitioners have begun to use "***social intrapreneurship***" to describe the use of the models and culture of social entrepreneurship within an existing organization, often to launch an internal program or external product. The mission-driven consulting firm SustainAbility, together with the Skoll Foundation, recently released a report profiling examples of social intrapreneurship, mainly focusing on new sustainability programs within Fortune 500 companies.[5] Other related work includes that of Jed Emerson, Senior Fellow with the Generation Foundation, who coined the concept of "blended

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5 www.sustainability.com/downloads_public/TheSocialIntrapreneur.pdf.

value" to describe the merging of social, environmental, and financial pursuits into a company's core business.[6]

No matter what you call it, there is great potential to create social value through entrepreneurial drive within every organization—both new and old, large and small.

CAREERS IN SOCIAL ENTERPRISE

We believe that social entrepreneurs should be distinguished from social enterprise professionals, just as entrepreneurs are separate from business managers.

Both professions offer exciting opportunities, but frequently cater to different personal qualities. You will often hear these two professional opportunities lumped together under the banner of social enterprise, but we think distinguishing the two will help you in your pursuit of a career path.

Social entrepreneurship is not so much a career as it is a calling, a driving vision that compels one to dedicate a life to a particular social outcome. The creation and taking to scale of breakthrough enterprises in the social sector, whether nonprofit or for-profit, is at the core of social entrepreneurship. Most social entrepreneurs get started by finding a solution to an unresolved social problem, and taking action to mobilize resources toward this solution by creating a transformative enterprise.**"**

[6] Sheila Bonini and Jed Emerson, "Maximizing Blended Value—Building Beyond the Blended Value Map to Sustainable Investing," *Philanthropy and Organizations* (January 2005), www.blendedvalue.org

Social enterprise professionals look to take on leadership roles within an existing organization, applying management techniques to achieve social impact within the context of the nonprofit, government, or business sectors. Many alumni/ae have chosen to work as professionals within an organization that supports social entrepreneurs, potentially a lower-risk and better-resourced environment that still offers the chance to work toward large-scale social change.

HARVARD/BOSTON SOCIAL ENTREPRENEURS

Social entrepreneurs have graduated from Harvard College and almost every Harvard graduate institution, including the schools of Business, Government, Divinity, Medicine, Education, Law, Public Health, Design, Arts & Science, and Engineering.

Below is a list of social entrepreneurs who are Harvard alumni/ae or located in Boston. We have grouped them into seven common sectors in which social entrepreneurs operate to help you find inspiration or a future mentor.

Education, youth, mentorship and arts

- **Citizen Schools,** Urban Education, Boston (founder: Eric Schwartz, HGSE alum)
- **BELL Foundation,** Urban Education, Boston (Earl Phalen, HLS alum)
- **JumpStart,** Youth Mentorship, Boston (Aaron Lieberman)

- **Peace Games,** Urban Education, Boston
  (Eric Dawson, HGSE alum)

- **YouthBuild,** Education and Housing, Boston
  (Dorothy Stoneman, Harvard College alum)

- **Carolina for Kibera,** Youth Sports, Kenya
  (Rye Barcott, HBS/HKS student)

- **Harlem Children's Zone,** Urban Youth and Community, New York City (Geoffrey Canada, HGSE alum)

- **Heads Up,** Youth Education, Washington, D.C.
  (Darin McKeever, Harvard College and HKS alum, and Vincent Pan, Harvard College alum)

- **New Leaders for New Schools**, Education Leadership, New York (Jon Schnur, HGSE alum, Monique Burns and Ben Fenton, HBS alums)

Empowerment of marginalized groups, minority rights and gender equality

- **AFC Mentoring,** Foster Youth, Boston
  (Justin Pasquariello, HKS/HBS student)

- **Mapendo International,** Refugees Services, Boston and Kenya (Sasha Chanoff)

- **On the Rise,** Homelessness, Boston (Katya Fels, Harvard College alum, HKS Research Fellow)

- **Outdoor Explorations,** Disabled Services, Boston
  (Carolyn Bess)

- **International Bridges to Justice,** Human Rights, Switzerland (Karen Tse, HDS alum)

Environment and agriculture

- **Alternatives for Community and Environment,** Environmental Justice, Boston
  (Charlie Lord and Bill Shutkin)

- **The Food Project,** Organic Farming, Boston
  (Greg Gale, HDS alum)

- **MyShelter Foundation,** Sustainable Housing, Philippines (Illac Diaz, HKS alum)

Finance and entrepreneurship

- **Appropriate Infrastructure Development Group,** SME incubator, Boston and Guatemala (Peter Haas)

- **Root Capital,** SME Finance, Boston (Willy Foote)

- **AvantChange,** Social Entrepreneurship, Philippines
  (Arnel Casanova, HKS alum)

- **Community Wealth Ventures / Share Our Strength,** Community Investing / Hunger, Washington, D.C.
  (Billy Shore, HKS guest lecturer and advisor to the Harvard Reynolds Foundation Fellows)

- **Ventures in Development**, Entrepreneurship, China
  (Carol Chyau and Marie So, HKS alumnae)

Health care and nutrition

- **Family Van,** Mobile Clinic, Boston
  (Cheryl Dorsey, Harvard College, HMS, HKS alum)

- **Partners in Health,** Global Health, Boston
  (Dr. Paul Farmer and Dr. Jim Yong Kim, alumni and professors at HMS, HSPH, and HGAS)

- **Project HEALTH,** Underserved Family Support, Boston (Rebecca Onie, Harvard College and HLS alum)
- **Ambulance Access for All,** Health Services, India (Shaffi Mather, HKS alum)

Service, employment, and community development

- **City Year,** Community Service, Boston (Alan Khazei and Michael Brown, HLS and Harvard College alumni)
- **Common Impact,** Corporate Service, Boston (Theresa Ellis)
- **Mytown,** Youth Empowerment, Boston (Karilyn Crockett)
- **Year Up,** Youth Employment, Boston (Gerald Chertavian, HBS alum)
- **VOLindia,** Youth Service, India (Tushita Ranchan, HKS alum)
- **Building Blocks International,** Corporate Service, San Francisco (Jennifer Anastasoff, HKS and HGSE alum)
- **Freelancers Union**, Employment and Labor, New York City (Sara Horowitz, HKS alum)

Technology, science, and media

- **One Laptop per Child,** Youth Technology, Boston (Nick Negroponte)
- **Corporate Design Foundation,** Media, Boston (Victoria Beach, HGSD alum and lecturer)
- **Seeding Labs,** International Science, Boston (Nina Dudnik, HMS Ph.D. student)
- **WITNESS,** Human Trafficking and Media, New York City (Gillian Caldwell, Harvard College alum)
- **Digital Divide Data,** Technology Outsourcing, Cambodia and NYC (Jeremy Hockenstein, Harvard College alum)

SUGGESTED CURRICULUM AT HARVARD

If you want to become a social entrepreneur or to learn the skills essential to social entrepreneurship, consider taking courses in each of the following areas:

- **Entrepreneurship (ENT)**
- **Strategic Planning and Management (STR)**
- **Marketing (MKT)**
- **Finance (FIN)**
- **Leadership (LDR)**
- **Communities and Rights (COM)**

Entrepreneurship: The study of entrepreneurship involves the ability to observe environments and recognize opportunities, whether through original insights or major trends. Once an opportunity is recognized, a process of analysis takes place in order to devise a new way, often disruptive of existing systems, to meet a critical social need. From this analysis comes the venture or enterprise idea, leading to a business plan, and, ultimately, a new enterprise.

Strategic Planning and Management: Social entrepreneurs must be able to mobilize people, capital, and any other resources needed to achieve a stated outcome. Strategic management provides the direction, passion, and alignment necessary to build and bring effective organizations to scale.

Marketing: Social entrepreneurship requires direct action—not just the creation of solutions, but the bringing of solutions to market and transforming market structures. Marketing courses explain how to effectively deploy products and services by understanding brands and consumer behavior.

Finance: Social entrepreneurs must be adept at leveraging resources from multiple sources and retaining financial sustainability as their organization grows to scale.

Leadership*:* Leadership is sometimes thought of as the most elusive and personal aspect of social entrepreneurship. Leadership courses introduce you to psychological frameworks, modes of action, and adaptive learning techniques for growing innovative organizations.

Communities and Rights*:* A social entrepreneur must know the fabric of the community in order to develop solutions that meet its needs. One must therefore understand the legal framework necessary to assure the healthy growth of a society and the full development of all its citizens.

In choosing courses, you can select from many of the Harvard professional schools, as well as MIT Sloan and the Fletcher School at Tufts. In addition, the Center for Public Leadership sponsors cocurricular noncredit study groups led by accomplished SE practitioners.

The following list of courses, grouped by school and the six areas discussed above, is not exhaustive. A fuller listing of SE-related courses can be found in the course guides produced by the Hauser Center, the Center for Public Leadership, and the HBS Social Enterprise Initiative.[7]

Note: Some Fall courses will also be offered in the Spring.

SAMPLE OF SE-RELATED COURSES

Harvard Kennedy School (Fall)

- STM 145 Cavanaugh and Higgins - Entrepreneurship and Innovation in the Public, Private, and Social Sectors (ENT)
- BGP-236 Trager - Public-Private Partnerships (STR)
- PED-376 Brown - Civil Society and Development (COM)

Harvard Kennedy School (Spring)

- PED-328M Stuart - Microfinance in Theory and Practice (FIN)
- PAL-102m Williams - Leadership: A Cross-Cultural and International Perspective (LDR)
- HUT-266 Marchant - Affordable Housing Development, Finance, and Management (FIN)
- PAL-177 Ganz - Organizing: People, Power, and Change (LDR)
- NPS-201 Stone - Strategic Management of Nonprofit and Nongovernmental Organizations (STR)
- NPS-201V Stone - Business Planning for New Nonprofit Organizations (STR)
- STM-400 Sparrow - Financial Control in Nonprofit and Public Organizations (FIN)
- STM-504 Lazer - Building Organizational Social Capital: Informal Networks Within and Between Organizations (STR)

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[7] **www.ksghauser.harvard.edu/publications/np_courses/index.htm; http://content.ksg.harvard.edu/leadership/index.php?option=com_content&task=view&id=6&Itemid=14**; www.hbs.edu/socialenterprise/courses/mbacourses.html#Electives

Harvard Business School (Fall)

- 1504 Christensen - Building and Sustaining a Successful Enterprise (ENT)
- 1582 Grossman - Leading and Governing High-Performing Nonprofit Organizations (STR)
- 1978 Leonard and Rangan - Customers, Commerce, and Society: : Business Value and the Private Creation of Social Value (MKT)
- 1660 Hamermesh and Higgins - Entrepreneurship and Venture Capitalism in Health Care (ENT)
- 1407 Stafford - Dynamic Markets (MKT)
- 1940 Moon - Consumer Marketing (MKT)

Harvard Business School (Winter/Spring)

- 1602 Childress - Entrepreneurship in Education Reform (ENT)
- 1640 Isenberg - International Entrepreneurship (ENT)
- 1645 Stevenson - Field Study Seminar: Building Business in the Context of a Life (STR)
- 1582 Ebrahim - Leading and Governing High-Performing Nonprofit Organizations (STR)
- 1908 Rangan and Chu - Business at the Base of the Pyramid (MKT)

Harvard Graduate School of Education (Fall)

- A-122 Mapp - The Why, What and How of School, Family and Community Partnerships (COM)
- A-608 Monica Higgins - Leadership, Entrepreneurship, and Learning (LDR)

Harvard Graduate School of Education (Spring)

- A-027b Honan - Managing Financial Resources in Nonprofit Organizations (FIN)
- A-663 Spence - Managing Bureaucracy: Creating the Passion-Driven Organization (STR)

Harvard Law School (Fall)

- 94740C Cavallaro and Nowrogee - Human Rights Advocacy (COM)
- 32370A White - Community Action for Social and Economic Rights (COM)
- 94611A Giannini - Human Rights and the Environment (COM)

Harvard Law School (Spring)

- 32000A Bartholet - Child, Family, and State (COM)
- 38200A Goodman - International Human Rights (COM)
- 41790A Heymann - Leadership in the Public Sector (LDR)
- 94743C Parmar - International Human Rights Litigation (COM)

Harvard Graduate School of Design (Fall)

- 5476 Stockard - Housing Delivery Systems in the U.S. (STR)
- 7440 Kenet - Leading the Design Firm (LDR)

Harvard School of Public Health (Fall)

- HPM223 Campbell - Public Speaking for Managers (LDR)
- HPM520 Sherry - Organizing Consumer and Community Interests in the Health System (COM)
- SHH265 Rudd - Program Planning: Design and Evaluation (STR)

Harvard School of Public Health (Spring)

- HPM 222 Rivenson and Puhy - Financial Management of Healthcare Organizations (FIN)

- HPM232 Litvak - Operations Management in Service Delivery Organizations (STR)
- HPM536 Conway - Leading Change (LDR)
- ID536 Campbell - Business Planning For Health Organizations (STR)

Harvard Faculty of Arts & Sciences (Fall)

- Anthropology 1825 Kim and Farmer - Global Health and Social Justice (COM)
- Economics 1390 Armendaritz - Microfinance: Theory and Practice (FIN)
- Economics 2058 Mobius - Networks and Social Capital (STR)
- Sociology 109 Ager - Leadership and Organizations (LDR)
- Sociology 165 Ruggie - Inequalities in Health Care (COM)

Harvard Faculty of Arts & Sciences (Spring)

- Sociology 159 Ager - Social Entrepreneurship (ENT)
- Social Studies 98jl Viterna - Global Social Movements (LDR)

MIT Sloan School of Management (Fall)

- 15.389 Loessberg, Lehrich, Locke and Huage - Global Entrepreneurship Lab: Emerging Markets (ENT)
- 15.390 Anderson, Zolot and Afeyan - New Enterprises (ENT)
- 15.394 (Lab) Designing and Leading the Entrepreneurial Organization (ENT)
- 15.395 (Lab) Entrepreneurship Without Borders (ENT)
- 15.963 Wolk - Seminar: Social Entrepreneurship (ENT)
- 15.971 Quadir and Pentland - Seminar: Developmental Entrepreneurship (ENT)
- 15.975 Scharmer - Seminar: Leading Profound Innovation for a More Sustainable World (MKT)
- 15.990 Sastry - Seminar: Prepare, Act, Reflect: Lab for Getting Things Done (STR)
- 15.996 Bentley - Seminar: Cross-Cultural Leadership (LDR)

Tufts Fletcher School of Law & Diplomacy (Fall)

- EIB B204m Hunter - International Auditing and Corporate Governance of For-Profit and Non-Profit Organizations (FIN)
- EB 234 Brookfield - Seminar on Strategic Management in Privatizing and Deregulating Industries (STR)
- EIB B260 Simonin - International Marketing (MKT)
- EIB E241 Schaffner - Micro Development Economies: Poverty Reduction Policy Analysis for Developing Countries (FIN)
- ILO L210 Sarkin - International Human Rights Law (COM)

Tufts Fletcher School of Law & Diplomacy (Spring)

- EIB B290 Thomas - Leadership: Personal and Organizational Challenges (LDR)
- ILO L211 Sarkin - Seminar on Current Issues in Human Rights (COM)
- ILO 233 Trachtman - International Financial and Fiscal Law (FIN)

Center for Public Leadership Cocurricular (Fall)

- “High-Impact Change Organizations: Adapting Private Equity/Venture Capital Practices,” a study group led by Jeffrey C. Walker, ex-chairman and CEO of CCMP Capital and former vice-chairman of J.P. Morgan Chase & Co.
- “Social Innovation and Entrepreneurship,” a nine-session study group led by Gleitsman Visiting Practitioner Andrew Wolk, founder and CEO of the Root Cause Institute.
- “Faith and Social Entrepreneurship in the Inner City: Identity, Empowerment, and Affiliation,” a study group led by Leonard Radomile, M.Div., MPA, Harvard; executive director, Put Faith

To Work, a faith-based, inner-city entrepreneurship program; and advisor, Black Ministerial Alliance of Greater Boston.

Center for Public Leadership Cocurricular (Spring)

- "Social Enterprise: Leading at the Intersection of Private Initiative and Public Purpose," a study group led by Susanne Goldstein, Harvard MPA.

STUDENT ORGANIZATIONS

- **Social Enterprise in Action (HKS) - www.hks.harvard.edu/kssgorg/SEIA/**
- **Social Enterprise Club (HBS) - www.socialenterpriseclub.com**
- **Social Enterprise in Health (HSPH) - http://isites.harvard.edu/icb/icb.do?keyword=k3789&pageid=icb.page17452**
- **BRIDGE – HGSE:** Education & Nonprofit Management; **www.gse.harvard.edu** (Contact Liz Thurston)
- **Harvard College Social Enterprise Club - www.hcs.harvard.edu/~sec/**
- **Harvard College Entrepreneurship Forum (HCEF) - www.harvardentrepreneurship.org**
- **TECH (Technology & Entrepreneurship Center at Harvard) http://tech.seas.harvard.edu/home**

- **MIT Sloan Netimpact - http://web.mit.edu/netimpact**
- **MIT Sloan Entrepreneurs for International Development (SEID) – http://web.mit.edu/seid**
- **Tufts Fletcher School Net Impact - http://fletcher.tufts.edu/netimpact**

ACTIVITIES AROUND CAMPUS

- **Boston University School of Management ForSE 2008: Forum for Social Entrepreneurs** (October 10, 2008) **http://smg.bu.edu/exec/elc/ForSE/Index.shtml**
- **2008 Gleitsman Citizen Activist Award** (November 19, 2008): Learn lessons from a leading Social Entrepreneur .http://content.ksg.harvard.edu/leadership/index.php?option=com_content&task=view&id=199&Itemid=69
- **HKS Careers in Social Change Fair** (Winter/Spring 2009): Dozens of companies, ranging from clean energy to community development, present and recruit students.
- **HBS/HKS Social Enterprise Conference** (March 1, 2009): Over one thousand participants attend this one-day event, including the Pitch for Change business plan competition. **http://www.socialenterpriseclub.com/conference/**
- **Hauser Center "Craft" Workshops on Nonprofit Start-Ups:** Teaches the nuts and bolts of starting, leading, and managing nonprofits; open to all Harvard students and recent alumni/ae.

BUSINESS PLAN COMPETITIONS

- **HBS Business Plan Competition: Social Enterprise Track http://www.hbs.edu/socialenterprise/businessplan/**

- **MIT $100K Competition** **www.mit100k.org**

- **Tufts $50K Social Entrepreneurship Business Plan Competition** (deadline ~January 2009) **http://gordon.tufts.edu/leadCompetitionsSocial.htm**

- **I³ Harvard College Innovation Challenge:** $10K cash grant for social entrepreneurship track (Feb.–Mar. 2009) **http://i3.fas.harvard.edu**

- **BRIDGE Educational Enterprise Idea Competition** **http://www.gse.harvard.edu** (Contact Liz Thurston)

UNIVERSITY INSTITUTIONAL RESOURCES

- **The Harvard Kennedy School Center for Public Leadership**. Oversees the cocurricular program for the Reynolds Foundation Fellowships in Social Entrepreneurship. CPL's Gleitsman Program in Leadership for Social Change hosts visiting practitioners focused on social entrepreneurship and social change and cosponsors the HKS Social Entrepreneurship Career Fair. **http://content.ksg.harvard.edu/leadership/**

- **The Hauser Center for Nonprofit Organizations at Harvard University**. A center for learning and scholarship in the nonprofit sector, including a Nonprofit Incubator program that will launch a workshop series in 2008. **www.ksghauser.harvard.edu**

- **The Harvard Business School Social Enterprise Initiative**. Takes an integrated approach to social enterprise–related teaching, research, career development, and programmatic activities at HBS. **www.hbs.edu/socialenterprise**

- **MIT Legatum Center for Development and Entrepreneurship**. **http://legatum.mit.edu**

- **MIT Media Lab.** **www.media.mit.edu/research/**

- **Harvard Alumni Entrepreneurs**. **www.harvardalumnientrepreneurs.org**

- **Philips Brooks House Association at Harvard College**. Students and communities in partnership for social change. **www.pbha.org**

- **Stanford Business School Center For Social Innovation.** **www.gsb.stanford.edu/csi/**

- **Duke Fuqua Center For The Advancement Of Social Enterprise.** **www.fuqua.duke.edu/centers/case/**

- **Oxford Said Business School Skoll Center For Social Entrepreneurship.** **www.sbs.ox.ac.uk/skoll/**

- **Columbia Business School Research Initiative On Social Entrepreneurship**. **www.riseproject.org**

EXTERNAL ORGANIZATIONS SUPPORTING SOCIAL ENTREPRENEURSHIP

- **Acumen Fund—www.acumenfund.org**
  Invests in for-profit and nonprofit social enterprises in five African and South Asian countries.

- **Ashoka—www.ashoka.org**
  Helped pioneer social entrepreneurship for three decades through its network of 2,500 global fellows.

- **Echoing Green—www.echoinggreen.org**
  Selects one to two dozen, American and global early-stage social entrepreneurs to support for two years.

- **E.M. Kauffman Foundation—www.kauffman.org**
  Encourages U.S. entrepreneurship, especially for youth.

- **Endeavor—www.endeavor.org**
  Supports a network of entrepreneurs in nine countries.

- **Lemelson Foundation—www.lemelson.org**
  Funds, encourages, and recognizes inventors, innovators, and entrepreneurs, especially in the field of sustainable development.

- **Institute for Social Entrepreneurs—www.socialent.org**
  Provides seminars, workshops and coaching services for social enterprises in the U.S. and around the world.

- **NESsT—www.nesst.org**
  Supports the development of social enterprises in emerging democracies worldwide through venture funding and education.

- **New Profit—www.newprofit.org**
  A venture philanthropy fund providing the necessary resources for social entrepreneurs to achieve their visions.

- **New Sector Alliance—www.newsector.org**
  A social enterprise venture capital firm that strengthens organizations today while developing leaders for tomorrow.

- **Omidyar Network—www.omidyar.net**
  Supports dozens of non- and for-profit social entrepreneurs in the microfinance, participatory media, philanthropic markets, and government transparency sectors.

- **Root Cause—www.rootcause.org**
  A Cambridge organization that advances solutions to social and economic problems by supporting social innovators and educating social impact investors.

- **Schwab Foundation for Social Entrepreneurship, www.schwabfound.org.** Selects one to two dozen international social entrepreneurs each year to participate in the World Economic Forum.

- **Skoll Foundation—www.skollfund.org**
  Identifies and gives major funding to established social enterprises each year.

- **Social Enterprise Coalition—www.socialenterprise.org.uk**
  The U.K. national body for social enterprise, focusing on social businesses and community development trusts.

- **TIE Boston—www.tie-boston.org**
  An entrepreneur network with mentors and local events.

- **World Bank Development Marketplace, www.developmentmarketplace.org**. Competitive grant program that funds innovative, early-stage projects worldwide.

HELPFUL WEBSITES

Startingbloc (student SE network) —www.startingbloc.org

Social Venture Network—www.svn.org

Social Enterprise Net—www.socialenterprise.net/resources.html

Social Enterprise Alliance—www.se-alliance.org

Social Enterprise Reporter—www.sereporter.com

Social Enterprise Knowledge Network—www.sekn.org

OxSec Advice for Entrepreneurs
www.science-enterprise.ox.ac.uk/html/advice_main.asp

Stanford Social Innovation Review—www.ssireview.org

Guidestar (online nonprofit database)—www.guidestar.org

Social Innovation Conversations
http://sic.conversationsnetwork.org

TED: Ideas Worth Spreading—www.ted.com

The Acceleratorhttp://theaccelerator.com

Business In Development Network—www.bidnetwork.org

Frontline World Social Entrepreneurs Series
www.pbs.org/frontlineworld/stories/socialentrepreneurs.html

Stanford Graduate School of Business: Resources for social enterprise business plans
www.gsb.stanford.edu/Library/class/stramgt369.html#plan

HBS Social Enterprise Initiative Resources by Topic
www.hbs.edu/socialenterprise/resources/

Social Enterprise Track, HBS Business Plan Contest Resource
www.hbs.edu/socialenterprise/businessplan/resources.html

RECENT SE–RELATED BOOKS AND ARTICLES

- David Bornstein, *How to Change the World* (New York: Oxford University Press, 2007)
- Leslie Crutchfield, *Forces for Good: The Six Practices of High-Impact Nonprofits* (San Francisco: John Wiley & Sons, 2008)
- Paul Collier, *The Bottom Billion: Why the Poorest Countries are Failing and What Can Be Done About It* (New York: Oxford University Press, 2007).
- J. Gregory Dees, *Strategic Tools for Social Entrepreneurs: Enhancing the Performance of your Enterprising Nonprofit* (New York: John Wiley & Sons, 2002).
- John Elkington & Pamela Hartigan, *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World* (Boston: Harvard Business School Publishing, 2007).
- Chris Gergen and Gregg Vanourek, *Life Entrepreneurs: Ordinary People Creating Extraordinary Lives* (New York: John Wiley & Sons, 2008).
- Alex Nicholls, *Social Entrepreneurship: New Models of Sustainable Social Change* (New York: Oxford University Press, 2006).
- Paul Polak, *Out of Poverty: What Works When Traditional Approaches Fail* (San Francisco: Berrett-Kochler Publishers, 2008).
- C. K. Prahalad, *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits* (Saddle River: Pierson Publishing, 2006).
- Jane Wei Skillern, James Austin, Herman Leonard, and Howard Stevenson, *Entrepreneurship in the Social Sector* (Thousand Oaks: Sage Publications, 2007).
- Muhammad Yunus, *Creating a World Without Poverty: Social Business and the Future of Capitalism* (New York: Perseus Books Group, 2007).
- Debbie D. Brock and Ashoka's Global Academy for Social Entrepreneurship, "Social Entrepreneurship Teaching Resources Handbook" (August 8, 2008). www.universitynetwork.org/handbook
- Gordon Bloom, "The Social Entrepreneurship Collaboratory (SE Lab): A University Incubator for a Rising Generation of Social Entrepreneurs." In *Social Entrepreneurship: New Models of Sustainable Social Change*. Ed. Alex Nicholls, pp. 271–306 (New York: Oxford University Press, 2006).

WHAT NEXT?

If you would like to join the hundreds of members of the Harvard social entrepreneurship community, we recommend that you reach out to the leaders of one or more of the student groups listed in this guide to find out how you can get involved in the various events around campus.

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Please e-mail comments for improving future editions of *The Unofficial Student Guide to SE at Harvard and Beyond* to:
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