



Social Entrepreneurship Teaching Resources Handbook

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

“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

This teaching resource handbook was compiled by Debbi D. Brock and the team from the Berea College Entrepreneurship for the Public Good program. Thanks to the faculty from social entrepreneurship programs throughout the U.S. and abroad who contributed to the final version. The information highlighted in this resource handbook was obtained from each organization's web site. Recommendations and updates should be sent to Debbi Brock at debbi_brock@berea.edu.

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

- Bill Drayton

I. Social Entrepreneurship Programs

There are several exemplary programs and initiatives in social entrepreneurship around the country. 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 Skoll Centre for Social Entrepreneurship at Oxford University, these programs offer a variety of opportunities for students to learn about social entrepreneurship.

Berea College

Entrepreneurship for the Public Good (EPG)

www.berea.edu/epg

Debbi Brock

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.

Brigham Young University

marriottschool.byu.edu/emp/wpw/socialentrepreneurship.cfm

Warner Woodworth

The objective is to empower students with a vision of how they can take initiative, address real societal problems and build civil society. BYU social entrepreneurs are students operating as consultants/change-agents around the globe helping marginalized people, especially Third World women, to learn new skills, become empowered and move toward self-reliance. These individuals are trained in problem-solving and participatory evaluation methods to assist the poorest of the poor in their quest toward a higher quality of life.

Columbia University

Research Initiative on Social Entrepreneurship (RISE)

www-1.gsb.columbia.edu/socialenterprise/academics/research

Murray B. Low

RISE is an initiative at Columbia Business School whose mission is to study and disseminate knowledge about the markets, metrics and management of for-profit and nonprofit social enterprise and social venturing.

Duke University Center for the Advancement of Social Entrepreneurship (CASE)

www.fuqua.duke.edu/centers/case/

J. Gregory Dees, Beth Anderson

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 Business School (HBS)

Initiative on Social Enterprise

www.hbs.edu/socialenterprise/

The Social Enterprise Initiative at HBS generates and shares knowledge that helps individuals and organizations create social value in the nonprofit, private and public sectors. Social Enterprise plays a critical role in supporting the school's mission to educate leaders who make a difference in the world by integrating social enterprise-related research, teaching and activities into the daily life of HBS.

New York University

Stewart Satter Program in Social Entrepreneurship

Sarah Kroon Chiles, Jeffrey Robinson

w4.stern.nyu.edu/berkley/social.cfm?doc_id=1868

The Satter Program expands support for new educational and research initiatives and fosters social venture creation within the school's community. The 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 activities including teaching social entrepreneurship skills and thinking, providing opportunities to practice and hone these skills, supporting research in social entrepreneurship, and creating a community of students, scholars and industry leaders devoted to improving the social sector.

Oxford University Skoll Centre for Social Entrepreneurship

Alex Nicholls

www.sbs.ox.ac.uk/skoll

The Skoll Centre's mission is to bring together theoretical and practical research to promote the social entrepreneurship agenda and support global social ventures. The Skoll Centre launched a number of initiatives to encourage social entrepreneurship including the Skoll World Forum and the University Network for Social Entrepreneurship with ASHOKA. The Skoll Centre offers an MBA in social entrepreneurship.

Roberts Wesleyan College

Institute for Social Entrepreneurship

www.roberts.edu/ise

David Dey

Promotes and assists innovative solutions to pressing social needs using sound business principles in the faith community, government and social services. Programs include Students in Free Enterprise (SIFE), Free Enterprise Cooperative Education Venture, Entrepreneurship Resource Center, Community Outreach and Service Learning Internship Initiative and Community Development Institute.

Seattle University

The Center for Nonprofit and Social Enterprise Management

Harriet Stephenson

www.seattleu.edu/asbe/ec/

The Center is dedicated to encouraging entrepreneurial activities which create jobs and add value to the community; to encouraging effective triple bottom line measurement of long term organization impacts on people, profit and the planet; and to supporting entrepreneurial leaders who embrace the principles of responsible leadership, diversity and positive global impacts.

Stanford University Center for Social Innovation

Dale T. Miller, James A. Phillips, Jr.

www.qsb.stanford.edu/csi

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. More than 40 scholars from across Stanford University contribute to CSI programs.

Sterling University

www.sterling.edu/academics/catalog/current/majors/bu.cfm

Coursework in the business major, social entrepreneurship and business entrepreneurship minors offers an excellent foundation for students desiring to work in either the for-profit or not-for-profit sectors and/or complete graduate work in law, business or other related fields. Sterling offers an undergraduate minor in social entrepreneurship.

II. 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.

Competition	School/Website	Description
Appalachian Ideas Network	University of Kentucky and a Partnership of Appalachian Colleges and Universities www.appalachianideas.com	Teams and community partners identify pressing, socially relevant issues and develop innovative entrepreneurial concepts that address these needs. Select teams advance to an annual Appalachian-region conference.
Business Association of Stanford Engineering Students (BASES)	Stanford University http://bases.stanford.edu/site/echall/index.htm	Stanford's premier student entrepreneurship group hosts a social e-challenge competition.
Duke Start-Up Challenge	Duke University www.dukestartupchallenge.org/	Awards over \$100,000 to top commercial businesses. Teams spend over six months building management teams, formulating business plans and developing core technology.
Entrepreneurship Management Venture Challenge	San Diego University http://sdsu.theitpros.net/page.cfm?pageid=197	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.
Global Social Entrepreneurship Competition	University of Washington http://bschool.washington.edu/cie/bpc/	Invites students from around the world to find creative and commercially sustainable ways to reduce poverty through new business development.
Global Social Venture Competition	IUC Berkeley, Columbia Business School, London Business School & Goldman Sachs Foundation www.socialvc.net	The aim is to foster a new generation of business leaders that values the social as well as the profit potential of business. 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.
Harvard Business School Business Plan Competition	Harvard Business School www.hbs.edu/entrepreneurship/bplan/overview.html	Prizes totaling over \$60,000. Participants learn about the new venture creation process through team's efforts, work with faculty and presentations to the judges.
Hogan Entrepreneurial Leadership Program	Gonzaga University, Eastern Washington University & Whitworth College www.gonzaga.edu/Academics/Undergraduate/Special+Programs/Hogan+Entrepreneurial+Leadership+Program/Business+Plan+Competition/default.htm	Purpose is to create substantial and sustainable revenue and social enhancements for existing nonprofit organizations and/or create new nonprofits. Winners must demonstrate significant social return on investment (SROI). Awards total \$12,500.
Maximum Exposure Business Plan Competition	New York University Stern School of Business, Berkley Center http://w4.stern.nyu.edu/berkley/social.cfm?doc_id=1870	The competition will award \$100,000 in prize money to the best venture concepts in the Social Entrepreneurship division. Ventures in this category must have a dual mission to both provide societal benefit and be financially self-sustainable or produce financial returns.
Social Venture Plan Awards	Notre Dame: Mendoza College of Business Gigot Center for Entrepreneurial Studies www.nd.edu/~entrep/businessPlanCompetitions.html	Participants submit a social venture plan – a business plan with a social mission/purpose and compete for prize money totaling \$10,000.
Social Entrepreneurship and Innovation Competition	Washington University in St. Louis Skandalaras Center for Entrepreneurial Studies news-info.wustl.edu/news/page/normal/7194.html	Competitors begin by entering their idea on www.ideabounce.com . Over \$100,000 is available to winners under a variety of categories.

III. Social Entrepreneurship Cases & Classroom Materials

A list of social entrepreneurship cases and classroom materials for instructors to use in social entrepreneurship courses follows. The video series by PBS and Ashoka are outstanding.

ApproTEC Kenya: Technologies to Fight Poverty and Create Wealth

Rangan, Kasturi V.

harvardbusinessonline.hbsp.harvard.edu

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?

ASAFE: Strategic Challenges for E-Commerce Promotion in Central Africa

www.schwabfound.org/cases.htm

ASAFE empowers entrepreneurial women in Cameroon to take advantage of the opportunities that private enterprise and initiative can provide for economic betterment.

ASHOKA The Social Entrepreneur Video Series

www.dvd.ashoka.org

In this exciting 16-program DVD series, some of the world's greatest social entrepreneurs share their inspiring stories and strategies – in their own words. They explain how they have built global organizations and movements with unstoppable momentum. They demonstrate how a new kind of commerce can expand the frontiers of companies and citizen organizations, while empowering poor people to access the opportunities of the global market.

Building an Institutional Alternative-Sekem Group of Companies

www.schwabfound.org/schwabentrepreneurs.htm?schwabid=903

Sekem is establishing the blueprint for the healthy corporation of the 21st century. Taking its name from the hieroglyphic transcription meaning "vitality of the sun," Sekem was the first entity to develop biodynamic farming methods in Egypt.

Canadahelps

KG Hardy, B. Shomair

www.canadahelps.org/

Accepts charitable donations online for Canada's 80,000 charitable organizations.

Coalition of Essential Schools (CES)

J. Gregory Dees, Brian Vannoni

harvardbusinessonline.hbsp.harvard.edu

CES was an early educational reform organization dedicated to widespread implementation of certain fundamental educational principles in primary and secondary schools in the United States.

Community Wealth Ventures, Inc.

James E. Austin, Meredith D. Pearson

harvardbusinessonline.hbsp.harvard.edu

Share Our Strength, a successful anti-hunger nonprofit organization, created a for-profit subsidiary--Community Wealth Ventures (CWV)--to provide advisory services to companies and nonprofits on collaboration. Management is reviewing CWV's start-up experience. Teaching Purpose: To explore corporation-nonprofit partnering and the challenges of "community wealth enterprises."

Futures for Kids (F4K)

www.fuqua.duke.edu/centers/case/documents/F4Kfinal.pdf

Futures for Kids is a nonprofit designed to serve the needs of teens in the United States as they work their way through the public high school education system and prepare to enter the labor force. The case study focuses on the early-stage challenges of establishing cross-sector partnerships and the process of starting a social enterprise with a focus on affecting a major public system, education.

The Institute for Social Enterprise

www.socialent.org

See the website for multiple case studies in social entrepreneurship.

Latino Community Credit Union (LCCU)

www.fuqua.duke.edu/centers/case/faculty/publications.html

With the goal of providing affordable, accessible and fair financial services to the Latino population of North Carolina, LCCU opened its doors on June 26, 2000 in downtown Durham. By December 2003, LCCU had 5 branches serving close to 15,000 members around the state, making it the fastest growing credit union in the country.

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

James L. Heskett, Douglas Freeman, Roopchand Ramgolam, Joshua Wallack harvardbusinessonline.hbsp.harvard.edu

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.

Mercy Corps: Global Social Entrepreneurship

Christopher Bartlett, Daniel Curran

harvardbusinessonline.hbsp.harvard.edu

Examines the link between structure and strategy in a decentralized, global humanitarian organization. Helps students understand the forces for centralization and decentralization in such organizations and, eventually, see the value of a networked and integrated structure.

PBS New Heroes Series

www.pbs.org

The New Heroes was a four-hour series, hosted by Robert Redford, which tells the dramatic stories of twelve 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 was created primarily for high school students, but can be adapted for college level discussions.

The Roberts Enterprise Development Fund: Implementing a Social Venture Approach to Philanthropy

Daniel Kessler, Jed Emerson, Melinda T. Tuan, Lauren Dutton

harvardbusinessonline.hbsp.harvard.edu

Allows students to analyze the applicability of a private venture capital model to social enterprise, including evaluating the changing nonprofit and philanthropic marketplace and looking in depth at one attempt to implement a social venture capital practice.

The September 11th Fund: The Creation

Jane Wei-Skillern

harvardbusinessonline.hbsp.harvard.edu

Describes the entrepreneurial process through which the September 11th Fund was created, developed and operated.

Social Enterprise: Private Initiatives for the Common Good

J. Gregory Dees

harvardbusinessonline.hbsp.harvard.edu

Presents a model for understanding how private social-purpose ventures (nonprofit and for-profit) differ from traditional business firms in both their objectives and methods of operation. Identifies six dimensions that are useful for understanding the differences. Also discusses the role of social enterprise in society and current trends creating opportunities for social entrepreneurship.

YouthBuild USA

www.fuqua.duke.edu/centers/case/faculty/publications.html

This case study was designed to tell the YouthBuild story in a way that provides a learning experience for others who are interested in scaling social innovations. The case has been written to highlight the strategic decisions made in this scaling process, with particular attention to the challenges and opportunities associated with collaborating across sectors to achieve national scale.

"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*

IV. Social Entrepreneurship Organizations (non Academic)

To learn more about the field, many organizations that support social entrepreneurship are available at the links below.

ASHOKA

www.ashoka.org/home/index.cfm

Supports social entrepreneurs with innovative solutions to social problems. Through its Ashoka Fellows program, Ashoka has invested in more than 1,500 Fellows in 53 countries around the world. Ashoka has established and refined a comprehensive selection process for identifying and electing the most innovative social entrepreneurs with the greatest probability of achieving large-scale social impact.

Aspen Institute

www.aspeninstitute.org/index.asp?bid=950

The mission of the Aspen Institute is to foster enlightened leadership and open-minded dialogue. One recent program is the Beyond Grey Pinstripes program for preparing MBAs for social and environmental stewardship.

Blended Value

Jed Emerson, Sheila Bonini

www.blendedvalue.org/

The Blended Value Proposition states that all organizations, whether for-profit or not, create value that consists of economic, social and environmental value components, and that investors (whether market-rate, charitable or some mix of the two) simultaneously generate all three forms of value through providing capital to organizations.

Canadian Centre for Social Entrepreneurship (CCSE)

www.bus.ualberta.ca/CCSE/

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.

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 Institute for Social Entrepreneurs

www.socialent.org/

Provides education, training and consulting services for social entrepreneurs in the United States and abroad.

Net Impact Social Entrepreneurship Community

www.netimpact.org/index.php?id=1038

Net Impact offers members the opportunity to connect with social entrepreneurs around the world through a partnership with Social Edge, a leading online community on social entrepreneurship.

The Schwab Foundation

www.schwabfound.org/

Provides a global platform to promote social entrepreneurship as a key element to advance societies and address social problems in an innovative and effective manner.

Skoll Foundation

www.skollfoundation.org/

Mission is to advance systemic change to benefit communities around the world by investing in, connecting with and celebrating social entrepreneurs.

Social Enterprise Alliance

www.se-alliance.org/

Membership organization leading the creation of a social enterprise movement.

Social Venture Network

www.svn.org/initiatives.html

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.

Social entrepreneurs are "*transformative forces*: people with new ideas to address major problems who are relentless in the pursuit of their visions, people who simply will not take "no" for an answer, who will not give up until they have spread their ideas as far as they possibly can."

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

V. Social Entrepreneurship Conferences and Sessions

A list of conferences in social entrepreneurship and special sessions at upcoming events follows. Contact the person noted for more information.

Conference of Social Entrepreneurs: Where Practice and Research Align

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

New York University, Stern School of Business

New York, New York

April 7 & 8, 2006

Contact: Sarah Chiles: schiles@stern.nyu.edu

The "Conference of Social Entrepreneurs: Where Research and Practice Align" is organized to provide entrepreneurs, scholars, philanthropists, and Stern students and alumni the theoretical and practice based knowledge involved with the process of starting new social ventures.

Skoll World Forum on Social Entrepreneurship

http://www.skollfoundation.org/skollcentre/skoll_forum.asp

Saïd Business School, Oxford University, England

March 29-31, 2006

Oxford University, England

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. More than 600 people attended the second annual event, which was hosted at the Skoll Centre for Social Entrepreneurship at Oxford University in 2005. The event provided an energizing sense of community and an unparalleled opportunity for networking and learning. It also helped build a body of knowledge that the Centre uses to shape its academic programs in social entrepreneurship. To watch the outstanding presentations at the 2006 conference, go to the Centre's website.

Social Enterprise Alliance, The 7th Gathering

www.se-alliance.org/events_gathering7.cfm

Atlanta, GA

March 7-10, 2006

Contact: Sarah Park sarah@se-alliance.org.

The annual Gathering is THE premier event for social enterprise professionals. The theme of this year's conference is "Advancing the Field", an appropriate reference to the rapidly-growing community of social enterprise practitioners, grantmakers and consultants who share a common commitment to advancing the earned income strategies of nonprofit organizations.

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Social Ventures Partners.

www.svpintl.org/

Denver, CO

October 20-21, 2006

Keynote speaker Bill Drayton, the visionary who coined the term "social entrepreneur," sets the scene for two days of peer-to-peer exchange, experiential learning, workshops and plenary sessions, designed to strengthen your skills, focus your energy and reinvigorate your mission.

VI. Social Entrepreneurs in Action

Several nonprofit organizations are known as leaders in the social entrepreneurship movement. Below are a few of the organizations that can be used in your courses to highlight social entrepreneurship.

Boaz and Ruth

www.boazandruth.com/content.cfm

The three major missions of the program are: to provide job training, life skills, emotional competencies and entrepreneurship opportunities for individuals seeking to move beyond poverty; to serve as an economic catalyst to the severely depressed Highland Park commercial district; and to provide an opportunity for all residents of Richmond, Virginia, to cross the economic, cultural and geographic divisions that characterize the city.

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.

Crayons to Computers

Shannon Carter

www.crayons2computers.org

Crayons to Computers (C2C), chartered in 1996, bridges the gap between the great need and excess resources. The project grew out of a Leadership Cincinnati class when seven individuals made the bold move to establish a "store" where teachers could shop absolutely for free and obtain donated, surplus supplies for their needy students and classrooms.

Grameen Bank

Muhammad Yunus

www.grameen-info.org/

When he 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 in overall socio-economic development.

The Change Masters Social Capitalist Awards

www.fastcompany.com/social

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. To see a list of the 2005 award winners, see Fast Company January 2005 magazine or go to the website.

Social Entrepreneur Links From FastCompany.com 2006 Top 20 Groups that are Changing the World		
ACCION International	City Year	New Leaders for New Schools
Aspire Public Schools	College Summit	NewSchools Venture Fund
Benetech	First Book	PATH
BenHaven	Jumpstart	Share our Strength
Center For Community Self-Help	KaBoom	Witness
Citizen Schools	MicroBusiness Development Corp	Working Today

VII. Publications on Social Entrepreneurship

While there are a number of publications related to social entrepreneurship, the following are recommended based on a strong social entrepreneurship focus.

Title	Author / Publisher	Description
Enterprising Nonprofits: A Toolkit for Social Entrepreneurs	J Gregory Dees, Jed Emerson, Peter Economy Wiley (March 29, 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, <i>Enterprising Nonprofits</i> 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.
How to Change the World: Social Entrepreneurs and the Power of New Ideas	David Bornstein Oxford University Press (December 1, 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. <i>How to Change the World</i> tells the fascinating stories of these remarkable individuals -- many in the United States, others in countries from Brazil to Hungary.
Rapids of Change: Social Entrepreneurship in Turbulent Times	Robert Theobald Knowledge Systems (March 1, 1987)	A new style of leader-the social entrepreneur-is already producing working models that show us possible responses to the seemingly insurmountable obstacles of our times.
Social Enterprise Reporter	http://www.sereporter.com/	SER is an independently owned and operated online business newsletter, published 10 times per year. Provides North American social entrepreneurs and nonprofit enterprise directors with usable news and information, management tools and inspiration that will improve the profitability and social impact of their social purpose ventures
The Social Enterprise Sourcebook	Jerry Boschee Northland Institute (September 6, 2001)	The sub-title of the book is " <i>Profiles of Social Purpose Businesses Operated by Nonprofit Organizations.</i> " Each of the 14 chapters contains a journalistic narrative about the business venture, a profile of the entrepreneur and a fact sheet about the business and its parent nonprofit. In addition to tracing the history of the business, each narrative also includes a section called "critical success factors" in which the entrepreneur identifies the elements that have been most important to the survival and growth of the business.
Social Entrepreneurship: A Reference Guide	Warren Tranquada, John Pepin Pepin, Tranquada & Associates, LLC (March, 2004)	This booklet is a concise reference guide intended for any nonprofit organization that is currently running or is considering starting a business to support its mission. Each page is a self-contained list of tips on a specific topic that should be considered by a social entrepreneur to maximize the value created by his/her enterprise.
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, Peter Economy Wiley (February 15, 2002)	As a follow-up to the book <i>Enterprising Nonprofits</i> , 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.
Unlocking Profit Potential: Your Organization's Guide to Social Entrepreneurship	Paul J. Wadell BoardSource, 2002 (Publication #286)	Presents the approach developed by Community Wealth Ventures to help nonprofits discover how to generate revenue through social entrepreneurship. It covers the concepts of social entrepreneurship, available options, key issues, the role of board members and guidelines for determining the best business venture for the organization.

VIII. Social Entrepreneurship Funding Sources

In addition to the usual suspects for funding educational programs such as the Ford Foundation and Kellogg Foundation, the following programs have special initiatives in social entrepreneurship.

Catherine B. Reynolds Foundation Program in Social Entrepreneurship

www.nyu.edu/reynolds/index.flash.html

www.ksg.harvard.edu/leadership/reynolds/about/

Programs offer scholarships and fellowships for undergraduate participation in social entrepreneurship programs.

The Draper Richards Foundation

www.draperrichards.org/

The Draper Richards Foundation believes that dedicated, talented leadership is the essence of social change and provides funding and business mentoring to social entrepreneurs in the start-up phase of nonprofits.

Roberts Enterprise Development Fund

www.redf.org

Improving the lives of those in the San Francisco Bay Area who face chronic poverty and homelessness by expanding the capacity of nonprofit social enterprises. Committed to sharing lessons and best practices with the broader community.

The Schwab Foundation for Social Entrepreneurship

www.schwabfound.org

The Schwab Foundation provides a global platform to promote social entrepreneurship as a key element to advance societies and address social problems in an innovative and effective manner. One of their objectives is to be the preferred partner for companies and social investors seeking to support social entrepreneurs around the world.

Skoll Foundation

www.skollfoundation.org/

The Skoll Foundation invests in social entrepreneurs through three award programs: the Skoll Awards for Social Entrepreneurship, which support the work of established social entrepreneurs around the world; the Skoll Awards for Innovation in Silicon Valley, which fund innovative, entrepreneurial nonprofit organizations working in and for California's

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

- Gary McPherson

IX. Social Entrepreneurship Courses

The Education Division of the USASBE has included a list of Social Entrepreneurship syllabi on their web site. Go to www.usasbe.org/knowledge/syllabus/syllabus/index.htm to view the syllabi.

Social Entrepreneurship Courses		
School Program Name Website Course/Professor	Berea College Entrepreneurship for the Public Good www.berea.edu/epg Entrepreneurship for the Public Good/ Debbi Brock	debbi_brock@bera.edu
School Program Name Website Course/Professor	Brigham Young University Marriott School marriottschool.byu.edu/emp/wpw/syllabi.cfm Becoming a Social Entrepreneur/Global Change Agent—Professional Development Seminar/Warner Woodworth	warner_woodworth@byu.edu
School Program Name Website Course/Professor	Boston University Public and Nonprofit Management http://management.bu.edu/gpo/fulltime/pnp/curriculum/courses.html Social Entrepreneurship	
School Program Name Website Course/Professor	Case Western Reserve University Center for Business as an Agent of World Benefit http://entrepreneurship.berkeley.edu/courses.asp#socent Social Entrepreneurship Social Venture Development	Jsanders@rsmith.umd.edu
School Program Name Website Course/Professor	Columbia University Eugene M. Lang Center for Entrepreneurship www0.gsb.columbia.edu/entrepreneurship/program/course_map Social Enterprise Lab/William R. Duggan Social Entrepreneurship: Financing and Growing Social Ventures/Catherine Clark Social Entrepreneurship: Models for Nonprofit and For-profit Social Ventures	Wrd3@columbia.edu cathy@cathyhc.com
School Program Name Website Course/Professor	Duke University The Fuqua School of Business: Center for the Advancement of Social Entrepreneurship http://faculty.fuqua.duke.edu/courses/mba/2004-2005/term4/managemt426/ Social Entrepreneurship/Greg Dees Enterprising Leadership: Entrepreneurship in the Social Sector/ Tony Brown	gdees@duke.edu
School Program Name Website Course/Professor	Georgetown University The McDonough School of Business, Beyond Grey Pinstripes http://www.beyondgreypinstripes.org/results/search/coursework_results_list.cfm?cid=143&dept=Social%20entrepreneurship&core=Y&elective=Y Social Entrepreneurship/Alan R. Andreasen & David Williamson	
School Program Name Website Course/Professor	Harvard University Arthur Rock Center for Entrepreneurship http://www.hbs.edu/mba/admin/acs/1620.html Entrepreneurship in the Social Sector/Jane Wei-Skillern	jweiskillern@hbs.edu
School Program Name Website Course/Professor	IESE: University of Navarra www.iese.edu/aplicaciones/news/view.asp?id=338&cs=1&lang=en Social Entrepreneurship/Johanna Mair	JMair@iese.edu
School Program Name Website Course/Professor	Massachusetts Institute of Technology MIT Entrepreneurship Center http://entrepreneurship.mit.edu/entre_courses.php Social Entrepreneurship	

School Program Name Website Course/Professor	Mercer University The Stetson School of Business & Economics www2.mercer.edu/Business/MBANotes/BAM+642+Practitioners'+Seminar.htm Practitioner's Seminar: Social Entrepreneurship/David C. Becker	dbecker@goodwillworks.org
School Program Name Website Course/Professor	New York University Stewart Satter Program in Social Entrepreneurship w4.stern.nyu.edu/berkley/social.cfm?doc_id=1868 Social Entrepreneurship/ Bill Shore & Sarah Chiles Foundations of Entrepreneurship - Special Section on Social Entrepreneurship/ Professor Jeffrey A. Robinson, PhD	bshore@stern.nyu.edu
School Program Name Website Course/Professor	Oxford University Skoll Centre for Social Entrepreneurship www.sbs.ox.ac.uk/skoll Lecture on Social Entrepreneurship/ Alex Nicholls Introduction to Social Entrepreneurship Innovation in Social Entrepreneurship Institutional Design and Development in Social Entrepreneurship MBA for Social Entrepreneur	alex.nicholls@sbs.ox.ac.uk
School Program Name Website Course/Professor	Pace University Helene and Grant Wilson Center for Social Entrepreneurship http://appserv.pace.edu/execute/page.cfm?doc_id=21245 Dennis Anderson, Alan Eisner, and Grant Loavenbruck	
School Program Name Website Course/Professor	Prescott College www.prescott.edu/faculty_staff/faculty/scorey/documents/NPEMSyllabusFINAL.pdf Nonprofit Entrepreneurship and Management/Steven Corey	scorey@prescott.edu
School Program Name Website Course/Professor	Seattle University Entrepreneurship Center http://www.seattleu.edu/asbe/ec/students/courses.asp Social Entrepreneurship, Harriet Stephenson	harriet@seattleu.edu
School Program Name Website Course/Professor	Stanford University Center for Social Innovation www.qsb.stanford.edu/csi/teaching/courses.html Social Entrepreneurship: Mobilizing Private Resources for the Common Good Ecotourism and Social Entrepreneurship/Bill Barnett & Bill Durham Social Innovation and the Social Entrepreneur/Melanie Edwards & James Phills	william_barnett@gsb.stanford.edu eb.whd@stanford.edu melanie.edwards@stanford.edu phills_james@gsb.stanford.edu
School Program Name Website Course/Professor	Sterling University McVay Social Entrepreneurship Center Business Minor in Social Entrepreneurship www.sterling.edu/academics/bu/ Internship In Social Entrepreneurship	
School Program Name Website Course/Professor	University of Arizona Eller College of Management McGuire Center for Entrepreneurship http://entrepreneurship.eller.arizona.edu/academic/social.aspx	
School Program Name Website Course/Professor	University of California Berkley Lester Center for Entrepreneurship and Innovation http://entrepreneurship.berkeley.edu/courses.asp#socent Social Entrepreneurship Social Venture Development	Jsanders@rhsmith.umd.edu

School Program Name Website Course/Professor	University of Geneva www.sterling.edu/academics/bu/ Social Entrepreneurship: Understanding the New Strategic Space for Social Value Creation	Pamela.hartigan@schwabfound.org ; maximilian.martin@schwabfound.org
School Program Name Website Course/Professor	University of Maryland Dingman Center for Entrepreneurship www.rhsmith.umd.edu/management/pdfs_docs/syllabi/BMGT798E Social Entrepreneurship/ Jim Sanders	Jsanders@rhsmith.umd.edu
School Program Name Website Course/Professor	University of Notre Dame Gigot Center for Entrepreneurship http://www.nd.edu/~entrep/CourseDescriptions2004.html#428 Social Entrepreneurship	
School Program Name Website Course/Professor	University of Pennsylvania Wharton School www.management.wharton.upenn.edu/CourseScreens/Syllabi/Spring2005/212-810_MacMillan_Spring05.pdf Entrepreneurship and Societal Wealth Generation/Ian MacMillan & James Thompson	
School Program Name Website Course/Professor	The University of Tampa Florida Entrepreneur Program http://ut.edu/institutes/cobcenters/fep/courses.html Seminar in Entrepreneurship, Dianne Welsh	dwelsh@ut.edu