20 YEARS OF IMPACT

HARVARD BUSINESS SCHOOL
Social Enterprise Initiative
Celebrating 20 years provides a chance to reflect, along with the opportunity to explore new perspectives that will lead us into the future. We’re excited to share a collection of stories on the ways in which the HBS Social Enterprise Initiative (SEI) has pioneered the use of innovative business practices and management frameworks to drive sustained, high-impact social change across sectors.

The world around us looks quite different today than it did when we embarked upon this collective journey—the boundaries between sectors are increasingly blurred, a growing impatience with the status quo has created new demands on the measures and drivers of performance, and entrepreneurial approaches abound in the pursuit of solutions focused upon root causes.

Over these two decades, the interplay between the role of the SEI and the evolving field of practice has resulted in meaningful change—among individuals, within institutions, and across industries. By engaging with faculty, students, alumni, and practitioners, the SEI continually generates and shares tools, resources, and knowledge that drive positive change in the world.

This creates a virtuous cycle that fosters innovative solutions to address society’s toughest challenges—an inspiring, collaborative journey that we look forward to continuing with you in the years ahead.

Herman “Dutch” Leonard and Kasturi “Kash” Rangan and the entire HBS Social Enterprise Initiative team

HBS pioneered the concept of social enterprise with the founding of its Social Enterprise Initiative in 1993.
1993
HBS pioneers the concept of social enterprise with the founding of its Social Enterprise Initiative (SEI), led by Professors James E. Austin and V. Kasturi Rangan, with founding support from the John C. Whitehead Fund for Not-for-Profit Management.

1994
NEW MBA ELECTIVE
Entrepreneurship in the Social Sector

1995
NEW EXECUTIVE EDUCATION PROGRAM
Strategic Perspectives in Nonprofit Management (SPNM)

1996
NEW EXECUTIVE EDUCATION PROGRAM
Governing for Nonprofit Excellence (GNE)
HBS-LED CONVENING
Nonprofit Strategy

1997
HBS-LED CONVENING
Business Leadership in the Social Sector

1998
NEW MBA ELECTIVE
Business Leadership and Strategic Corporate Citizenship
HBS-LED CONVENING
Consumer-Driven Health Care

1999
HBS New Venture Competition (NVC) launches its Social Enterprise track

2000
Social Enterprise Conference (SECON) launches: Since its inception, SECON has been entirely student-run, and has become one of the more popular conferences on campus, attracting hundreds of students, alumni, and practitioners annually to explore the intersection of business and social impact

2001
The Social Enterprise Knowledge Network (SEKN) forms as a partnership among HBS, several leading Latin American business schools, and the AVINA Foundation to carry out joint research, develop teaching materials, and strengthen social enterprise educational programs in Latin America

2001
HBS-LED CONVENING
High-Impact Philanthropy

2002
Leadership Fellows program launches, enabling a select number of graduating HBS students to experience high-impact management positions in nonprofit and public-sector organizations for one year at a competitive salary

2003
NEW MBA ELECTIVE
Entrepreneurship in Education Reform
NEW EXECUTIVE EDUCATION PROGRAM
Public Education Leadership Program (PELP)

2004
HBS-led forum, Global Poverty: Business Solutions and Approaches, brings together 120 academics and business, nonprofit, and government leaders from around the world, resulting in a book, an MBA elective course, and an executive education program for leaders in the microfinance industry

2005
NEW EXECUTIVE EDUCATION PROGRAM
Corporate Social Responsibility

2005
HBS-LED CONVENING
Managing Global Health

2007
NEW MBA ELECTIVE
Leadership and Management in the Face of Large-Scale Risks
NEW MBA ELECTIVE
Business at the Base of the Pyramid

2008
NEW MBA ELECTIVE
Leading and Governing High-Performing Nonprofit Organizations
HBS-LED CONVENING
The Future of Social Enterprise

2009
NEW MBA ELECTIVE
Commerce and Society

2010
NEW MBA ELECTIVE
Managing Global Health

2011
NEW MBA ELECTIVE
Leadership and Management in the Face of Large-Scale Risks
NEW MBA FIELD COURSE
Influencing Social Change

2012
NEW MBA FIELD COURSE
Social Impact Investing
NEW MBA FIELD COURSE
Social Innovation Lab

2013
HBS-LED CONVENING
Venture Philanthropy

2014
HBS-led forum on Business for Social Impact convenes over 100 practitioners and academics to discuss the global role of business in creating social change

THE HISTORY OF SOCIAL ENTERPRISE AT HBS
Grounded in Harvard Business School’s mission, the Social Enterprise Initiative aims to inspire, educate, and support current and emerging leaders in all sectors to make a difference in the world.

Through the work of the HBS faculty, the SEI has built a foundation of knowledge that both responds to and influences the changing field of practice.

As the SEI commemorates its 20th anniversary, we celebrate its accomplishments in advancing the field and catalyzing action through the engagement of our key constituencies.
Supporting a Dynamic Community

The Social Enterprise Initiative (SEI) serves as a focal point for the creativity and energy of its worldwide community. **MBA STUDENTS** are encouraged to integrate social enterprise skills into their academic, professional, and personal lives. **FACULTY MEMBERS** actively engage in social enterprise research, teaching, case development, and course design. **HBS ALUMNI** connect with colleagues through local alumni clubs, alumni volunteer consulting projects, and educational and reunion programs. **ORGANIZATIONS IN THE FIELD** interact with the SEI community through executive education programs, field-based projects, recruitment and hiring, and community engagement programs.

Creating Social Value

The SEI has taken an integrated approach to social enterprise research, curriculum enrichment, career development, and community engagement activities. These efforts have manifested themselves in a number of areas, ranging from the participation over the past two decades of more than 90 faculty members in social enterprise **RESEARCH AND TEACHING** to the creation of more than 200 social enterprise cases and teaching notes, 100 articles and book chapters, and nearly a dozen books by the SEI core faculty. **COURSES THAT FOCUS ON SOCIAL ENTERPRISE** are embedded in the MBA curriculum and in HBS executive education program offerings, reflecting a real-world blend of business and social issues. More than 4,100 MBA degree students and 7,000 executives have taken courses in various social enterprise topics. Beyond the classroom, the SEI offers **CAREER DEVELOPMENT PROGRAMS** designed to support students and alumni who are engaged professionally in the social and public sectors.

Driving High-Impact Social Change
The Social Enterprise Initiative has developed research, cases, and courses guided by two pillars of knowledge:

- Nonprofit Strategy & Governance
- Business for Social Impact
Nonprofit Strategy & Governance

Focusing on the improved performance of mission-driven organizations

“HBS has played a leading role in advancing social enterprise as a field of study. At HBS, the worlds of entrepreneurship, social challenges, and management can come together and find commonality and—literally—a common language. I think the exciting thing is HBS was there at the inception of this field, and now you see the entire field getting to scale.”

Linda Rottenberg, Co-Founder and CEO, Endeavor Global

From the start, the Social Enterprise Initiative adopted a broad scope of inquiry, focusing on mission-driven enterprises across the public, nonprofit, and private sectors. Soon after its founding, the SEI launched an MBA elective course on entrepreneurship in the social sector (1994) and developed executive education programs on strategy for nonprofit leaders (1995) and governing for nonprofit excellence (1996). These courses led to the adaptation of management theories and fueled the development of new frameworks tailored to the unique strategy considerations within the social sector. Expanding its early focus on helping nonprofits operate more strategically to the emerging field of social enterprise and the challenges of measuring social impact, SEI faculty members have developed a body of knowledge over the past two decades that encompasses leadership, strategy, and governance of mission-driven organizations across the spectrum, from entrepreneurial ventures to more established firms.

ALUMNI IMPACT

• Helping at-risk youth achieve their full potential through one-to-one mentoring: Beverly Benz Treuille, MBA 1971, Founder of Big Brothers Big Sisters International and Chairman of the Board, 1998 to 2014

• Expanding the capacity of U.S. health clinics to address basic resource needs at the root causes of poor health: Sarah Di Troia, MBA 1998, COO, Health Leads

• Empowering a diverse population of youth to achieve a successful transition to adulthood through multicultural, comprehensive, and innovative programs: Nicole Hanrahan, MBA 2002, Chief Strategy Officer, Latin American Youth Center

• Providing sports training and athletic competition in Olympics-type sports for children and adults with intellectual disabilities: Brady Lum, MBA 1993, President and COO, Special Olympics International

“DOING GOOD AND DOING WELL.”

VALERIE BOCKSTETTE MBA 2005

SPOTLIGHT: MBA ELECTIVE

“Building high-performing social enterprises requires strong managerial and leadership skills to align an organization’s business model with its social change model. Leaders must have the ability to navigate conflicting goals, fragmented capital markets, and complex performance measures. Managing Social Enterprise equips MBAs with the skills to run an organization with business techniques for high social impact. This course asks students to apply what they’ve learned in two years at HBS to address some of the most difficult challenges in society.”

Professor Alnoor Ebrahim
Nonprofit Strategy & Governance Highlight:

K–12 Education

Working to drive improved performance and transformative change in K–12 education

Based on the foundational frameworks developed in nonprofit strategy and governance, a group of researchers at the SEI has increasingly focused on how to create and sustain high-performing K–12 public school districts. These efforts include an MBA elective course focused on entrepreneurship in education reform and the Public Education Leadership Project (PELP), which was launched in collaboration with the Harvard Graduate School of Education. Together, they generate vast research output, including more than 30 case studies focused on adapting and applying management concepts within urban school systems to drive improved performance.

"My experiences at HBS positioned me to be successful in leading a school that creates life opportunities for students by preparing them for college."

Shannah Varón, MBA 2009, Executive Director, Boston Collegiate Charter School

Public Education Leadership Project (PELP)

Success stories in urban education focus primarily on the achievements of individual schools or classrooms. These are bright spots, but their methods don’t always translate to scalable results for entire districts. A little over a decade ago, PELP redefined the challenge of improving educational outcomes by recognizing that the interdependent nature of school districts demands a strategic framework, as well as the leadership and managerial skills to implement it consistently at all levels of the organization. "When we first looked at the sector, we realized that no urban district had a portfolio—a system—of great schools. From the outset, our goal has been to change that reality," says PELP Co-Founder and HBS Senior Fellow Allen S. Grossman.

Today, PELP’s “coherence framework” is widely recognized for its success in bringing together a range of cultures, resources, and systems to reinforce and support an improvement strategy. Originally launched in partnership with nine school districts, PELP has since expanded its reach, and measurable results, to 21 districts representing approximately 7 percent of the U.S. public school population. "The program is unique in that it brings business know-how to the table," says Dr. John E. Deasy, Superintendent of the Los Angeles Unified School District. "So you really do gain a rich knowledge of systems, innovation, and leadership. Every year, we bring a new team and a particular challenge to the table and return with a plan to implement a solution. I’ve been pleasantly shocked to see every one of those projects come to fruition and scale in L.A."

"Entrepreneurship and Technology Innovations in Education (ETIE) explores the link between effective leadership and management practices and higher educational outcomes, and challenges students to explore strategies aimed at driving higher levels of achievement for K–12 students. I think that we, as the HBS community, have a tremendous opportunity to make an impact. My goal in ETIE is to ignite the passion of MBAs to make the world a better place by improving the performance of public education."

Senior Lecturer
John J-H Kim
Business for Social Impact

Harnessing the power of the markets for scaling social change

“The education at HBS allowed me to be more thoughtful about how pure business can be part of a developmental outcome. HBS creates a platform where MBAs with shared interests can convene and develop ways to use their degree in a way that is different from the norm.”

Maureen Harrington, MBA 2001, Director and Head, International Development Group, Standard Bank of South Africa

ALUMNI IMPACT

• Providing zero waste solutions through certified compostable food service products: Annie Davis, MBA 2007, Director of Marketing, World Centric
• Improving the lives of women and children through public-private partnerships and innovation: Alice Lin Fabiano, MBA 2009, Director, Worldwide Corporate Contributions, Johnson & Johnson
• Building high-end eco-lodges in Ghana’s national parks and community-based wildlife destinations; creating Ghana’s first community concession agreement: Andrew Murphy, MBA 2007, CEO, Ecolodge Company Ghana Limited
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• Developing new initiatives and products to provide smallholder rice farmers with more agronomic knowledge, technology, and access: Alice Wei, MBA 2012, Rice Strategy and Planning Manager, ASEAN, Syngenta

Since its inception, the Social Enterprise Initiative has explored the role of business in creating social value. Early efforts in the late 1990s included hosting a research conference on business leadership in the social sector and developing an MBA course focused on strategic corporate citizenship. Five years later, the SEI launched an executive education program on corporate social responsibility. In 2005, the SEI convened a research forum on business solutions to global poverty, bringing together academic, business, nonprofit, and government leaders from around the world. This conference led to the publication of a book, the development of an MBA elective course on Business at the Base of the Pyramid, and the creation of an executive education program for leaders in the microfinance industry. Today, the SEI continues to examine the challenges and opportunities in harnessing the power of the markets to create both economic and social value. In the spring of 2014, the SEI hosted a research forum on Business for Social Impact, convening more than 100 practitioners and academics to discuss the global role of business in creating social change.

SPOTLIGHT: MBA ELECTIVE

“With roughly 4 billion people globally now living and working in low-income markets, Business at the Base of the Pyramid focuses on what can make business models in these markets viable and successful. In a globalized world where emerging markets will be increasingly important to MBAs, the base of the pyramid is already a fundamental driver of growth. We want MBAs to understand that business is actually the daily reality for the lower-income majority of humanity and that we are just beginning to use that knowledge in order to create a more equitable world.”

Senior Lecturer Michael Chu
Impact Investing

Mobilizing innovative financial resources for social change

Building upon prior research on venture philanthropy and social capital markets, the SEI launched a multiyear Forum on Social Impact Investing in 2011 to pursue an action research agenda in conjunction with leading practitioners. This research has led to the development of papers and course notes, project-based field courses, and case-based course modules designed to examine this emerging field of financial flows in search of economic and social returns.

“HBS professors have been instrumental in advancing the evolution of several financial sectors. I feel that the School is doing very similar things today with impact investing.”

Maya Chorengel, MBA 1997, Co-Founder and Managing Director, Elevar Equity

Alumni Developing the Field

The world is growing rapidly, with some projections estimating a global population of 9 billion by 2040. The pressure to gain ground against some of society’s greatest challenges—from poverty to climate change to accessible health care—is mounting. Enter impact investing, a means of harnessing private-sector capital with the goal of generating social and financial returns.

“There’s a growing awareness of market-based solutions as a scalable, highly effective tool for creating positive social impact,” says Matt Bannick, MBA 1993, Managing Partner at impact investing firm, Omidyar Network. “It’s a hybrid vision for philanthropy that’s not just about charity or business alone.” Energy is mounting. HBS hosted a Forum on Social Impact Investing in 2011 and 2012, with more than 60 leading practitioners and Harvard faculty members convening to develop an ongoing action research agenda. Many of those participants went on to attend the G8 Social Impact Investment Forum in June 2013, where U.K. Prime Minister David Cameron announced the launch of a Global Social Investment Taskforce. This group includes Bannick; Sir Ronald Cohen, MBA 1969; Tracy Palandjian, MBA 1997; and a number of other HBS alumni joining leading practitioners in the field to advance the sector by building awareness and generating practical policy recommendations.

“HBS helps identify and develop phenomenal leaders who are committed to a broader notion of one’s role in society,” says Bannick. “In that sense, it’s not surprising to see so many alumni involved in this field.”

Professor Shawn A. Cole

SPOTLIGHT: RESEARCH

“Over the past decade, socially oriented investors have increasingly demanded opportunities to invest in projects that yield both social and financial returns. This emergent field of ‘impact investing’ requires new financial models, new social metrics, and new regulations. At HBS, our academic research has focused on developing rigorous methodology to evaluate the benefits of social enterprise, while our course development focuses on creating frameworks to implement and manage impact investments—all with the goal of helping an important new industry take off. This is a truly collaborative process and requires working closely with our alumni and leaders in the field.”

KariBu Nyaggah, MBA 2009

“Making the conscious choice to do business with integrity.”

“Alla Jezmir, MBA 2005

“Aligning impact and profit to make a difference in the lives of others.”
Thought Leadership

Since its launch, the Social Enterprise Initiative has been focused on influencing practice by developing knowledge that moves the needle on critical issues in the field. Over the past two decades, more than 90 faculty members have engaged in social enterprise research, teaching, and programming. Social Enterprise Research at HBS has stimulated the adaptation of new management theories and frameworks across the public, nonprofit, and private sectors. It also has generated a wealth of published work, including more than 200 cases and teaching notes, 100 articles and book chapters, and nearly a dozen books in the field of social enterprise.

Over the years, Social Enterprise Forums have brought together HBS faculty and leading practitioners to examine a wide range of topics, including nonprofit strategy, business leadership in the social sector, consumer-driven health care, global poverty, public education, and the future of social enterprise. Knowledge and research generated from these gatherings have been published in special editions of leading academic journals, books, and other publications, and have helped to advance critical thinking in the field.

“I'm always impressed by the innovative thinking that characterizes the conferences I've attended at HBS. The discussions and ideas I've encountered there have been a catalyst for my own work.”

Lisa Green Hall, MBA 1993, Managing Director, Impact Investing, Anthos Asset Management

90 faculty members
100 articles and book chapters
200 case studies and teaching notes
Through the engagement of its constituencies, the Social Enterprise Initiative has fostered the adaptation of new management frameworks to drive social change across all three sectors.
Influencing Practice

Transformational learning experiences for social impact executives and board members

One of the primary interfaces between the SEI and leading practitioners is through its portfolio of executive education programs. Since launching its first program in 1995, HBS now offers six open-enrollment and two custom Social Enterprise executive education programs each year: three that target nonprofit leaders, three for corporate leaders, one for leaders in the microfinance industry, and one for teams of educational leaders working in urban public school districts. These programs are designed to address the complex managerial, governance, and entrepreneurial challenges facing social enterprise leaders.

600
annual participants in Social Enterprise executive education programs

7,000
total participants in Social Enterprise executive education programs since 1994

IMPACT ON SECTORS
In debating how to approach its support of nonprofit leaders to attend HBS executive education programs, the Harvard Club of Australia–Victoria decided the best strategy was to make an impact in one sector. Since 2001, the club has funded scholarships to the Strategic Perspectives in Nonprofit Management (SPNM) program for 27 CEOs from nonprofits focused on providing disability support services. According to Graeme Kelly, SPNM 2010, CEO of the E.W. Tipping Point Foundation, this consistency of effort has strengthened the community by increasing the speed and quality of reform through improved leadership capacity. Indeed, this network of attendees has played a critical role in advocating for reform at both the state and national levels. Building on that success, this year the club has opened the program to the broader community service sector. Mary Wooldridge, MBA 1994, was instrumental in launching the scholarship program 14 years ago; now Minister for Mental Health, Community Services, and Disability Services and Reform, she reflects on its impact: “Harvard Fellows are seen as role models for other CEOs in the disability services sector. In addition, their shared experience has enhanced their collaboration and commitment to driving broader sector reform. They are the leading advocates for the once-in-a-generation changes occurring in the delivery and funding of disability services in Australia.”

 IMPACT ON ORGANIZATIONS
The relationship between the SEI and Habitat for Humanity International began in 2003, when 390 of its senior leaders engaged in a week of strategic thinking and reflection through a custom HBS executive education program. Seeing the value of the Social Enterprise executive education programs, Habitat for Humanity has continued to send five to eight senior leaders to the Strategic Perspectives in Nonprofit Management (SPNM) program each year. The organization also has sent several leaders to Performance Measurement for Effective Management of Nonprofit Organizations (PMNO), and has encouraged several Habitat Board members to attend the Governing for Nonprofit Excellence (GNE) program. In reflecting on the impact of the HBS Social Enterprise programs, Mary Ellen Taylor, Senior Director of Learning Systems and Organizational Development for Habitat, notes that “time and again, Habitat leaders have shared how HBS Social Enterprise executive education experiences have influenced and strengthened both their personal leadership and the operation of their affiliates. Habitat participants often describe HBS program experiences as ‘career changing.’”
Supporting Careers

Programs that support social impact career pathways

Beyond the classroom, the SEI offers a portfolio of career development, field-based learning, and community engagement programs designed to bring together students, alumni, and organizations to focus on real-world challenges while providing the opportunity for individuals to tailor their engagement based on specific goals. Independent projects, Loan Repayment Assistance for MBAs taking roles in the nonprofit and public sectors, and fellowship programs that provide financial support for Summer and Leadership Fellow roles with social impact organizations have all enabled students and alumni to explore an expanded array of career paths.

IMPACT ON INDIVIDUALS

After a summer fellowship with Aspire Public Schools through Education Pioneers, Marisa White Bold, MBA 2005, was selected as an HBS Leadership Fellow, working with NewSchools Venture Fund. From there, she began her career of public education leadership in New York City as a director in the Office of Accountability. Next, she served in the U.S. Department of Education as a Special Assistant in the Office of the Secretary, Chief of Staff for the Implementation and Support Unit, and now is Chief of Staff for the Office of Innovation and Improvement, which manages strategic investments that include more than 25 competitive grant programs. Reflecting on how the SEI influenced her career path, Bold notes, “The experiences I had through the SEI were transformational. They supported me in exploring where I could contribute and learn the most within a new sector, and helped me build relationships with incredible colleagues and mentors who share a similar focus on outcomes.”

IMPACT ON ORGANIZATIONS

After a successful post-MBA career in high tech, Gerald Chertavian, MBA 1992, Founder and CEO of Year Up, focused on launching the nonprofit he had envisioned in his HBS application. Year Up, which aims to close the opportunity divide by providing urban young adults with the skills and support to reach their potential, has grown over the past decade from a small Boston-based nonprofit organization to an award-winning national social enterprise. From its early days, Year Up has engaged with HBS students and alumni in many ways, mentoring current students, engaging summer interns and Leadership Fellows, and hiring MBA graduates to take on leadership roles throughout the organization. Citing the value of HBS MBAs to Year Up, Chertavian notes, “Without question, HBS has an incredible brand, but it backs that brand up with incredible instruction, great people, and incredible networks. The MBAs we have worked with have taken on some of our most important and strategic projects and have made a lasting impact on our organization.”

SPOTLIGHT: HBS LEADERSHIP FELLOWS

The HBS Leadership Fellows program is a once-in-a-lifetime opportunity for a select group of graduating HBS students to experience high-impact management positions in nonprofit and public-sector organizations for one year at a competitive salary.
Accelerating Innovation

Entrepreneurial approaches toward driving social change

As social entrepreneurship has taken on increasing prominence over the past two decades, HBS alumni have been at the forefront of change—from starting new organizations to embedding an entrepreneurial spirit within established enterprises; from funding innovators in the field to creating new forms of social investing. Students participating in the annual Social Enterprise track of the New Venture Competition (NVC) explore social entrepreneurship, test ideas, and develop plans for the launch of a social venture in a rigorous and supportive environment.

1/3 of all New Venture Competition entrants are Social Enterprise track teams.

FUNDER IMPACT

With the strategy of “great leaders, game-changing ideas,” Joanna Jacobson, MBA 1987, founded Strategic Grant Partners (SGP), a coalition of 15 family foundations that uses business practices to create significant social change. SGP finds social entrepreneurs with promising ideas and partners with them to achieve success. “We identify people who are smart and passionate,” Jacobson says. “We invest in them and provide strategic and tactical support to ensure their success.”

ALUMNI IMPACT

• Ensuring effective delivery of educational and entrepreneurial skills to break the vicious cycle of poverty in rural India: Annie Bertrand, MBA 2007, President and Co-Founder, India School Fund
• Building an accessible retail and distribution platform to deliver safe and effective essential products in rural China: Ying Chen, MBA 2012, CEO, XinfuGo Group
• Enabling Indonesian neighborhood shops to deliver financial and informational services to low-income communities: Aldi Haryopratomo, MBA 2011, CEO and Co-Founder, RUMA
• Dramatically transforming prison systems in the United States by creating a results-oriented, education-focused approach to justice: Jennifer Porter Anderson, MBA 2013, Co-Founder and COO, The Reset Foundation

ENTREPRENEUR IMPACT

West Africa Vocational Education (WAVE) empowers disadvantaged West African youth with employment opportunities that enhance their social mobility. To date, WAVE has trained 66 unemployed youth and placed 75 percent of them in frontline hospitality and retail jobs in Nigeria, with an average starting salary of over twice the national minimum wage. Reflecting on the value of the SEI and the New Venture Competition (NVC), Co-Founder Misan Rewane, MBA 2013, noted: “WAVE was developed and inspired by interactions with HBS peers, faculty, and alumni, as well as the enabling environment and programs run by the SEI and the Harvard i-lab. Working on the business plan for most of the year honed my learning experience at HBS and gave me an exciting new lens for processing academic content and interactions with faculty and fellow students.”

During the NVC, the WAVE team met investors from the venture philanthropy group Draper Richards Kaplan Foundation and later received a multiyear commitment.
A Network for Change

Activating a worldwide network to extend our impact

The Social Enterprise Initiative at HBS is a focal point for the creativity and energy of its worldwide community. This global network includes students and alumni with backgrounds in all sectors who seek to engage in socially driven pursuits at various stages of their personal and professional lives.

300 MBA students in the Social Enterprise Club

$10M pro-bono services provided annually by alumni clubs

STUDENT IMPACT

Focused on inspiring, educating, and connecting leaders who will create social change in the world, the Social Enterprise Club aims to cultivate a strong community of students committed to creating social impact in their careers. In addition to club-wide programming—such as annual events, speakers’ series, and career treks—the club has six specific interest groups.

The annual student-led Social Enterprise Conference (SECON), celebrating its 15th anniversary in 2014, provides an active forum for exploring the synergies among all sectors and attracts leading practitioners and alumni.

“Social enterprise at HBS is the voice that reminds people that the tools of leadership and management can be used to create tremendous positive change in the world. It’s a reminder that there are a myriad of ways to do well while doing good, and that the world’s biggest problems deserve the world’s best leaders.”

Sage Ruth, MBA 2014, Co-President, HBS Social Enterprise Club

ALUMNI IMPACT

Local and regional HBS alumni clubs offer a range of opportunities to support and connect with the local nonprofit community. Alumni clubs in a number of cities have established pro-bono consulting programs that work with nonprofit organizations around the United States.

Amelia Angella, MBA 2001, Executive Director of Boston’s Community Action Partners (CAP) program (also celebrating its 20th anniversary), notes that since CAP’s founding “more than 1,000 volunteers have shared their skills and passion with over 200 nonprofit organizations across a broad spectrum of mission areas. These volunteers have assisted with projects critical to strengthening the nonprofits that work to make the Boston community a better place.”

In addition to engaging with nonprofits in their communities, more than 20 alumni clubs around the world provide scholarships for local nonprofit executives to attend HBS Social Enterprise executive education programs. Beyond the classroom, many of these clubs continue to engage program participants in ongoing dialogue after their return. In Michigan, the club’s Nonprofit Leadership Collaborative meets to share ideas and work together on community challenges, recently working with the governor on the state’s foreclosure crisis. In Australia, the club regularly connects with its community of nonprofit fellows and measures the impact on their organizations and the broader community.

“MARSHALING COLLECTIVE RESOURCES FOR COMMUNAL GOOD.” GARY SCHIRO SPNM 2010

“A FAIR OPPORTUNITY FOR ALL TO ADVANCE.” NICOLA MACMANUS MBA 2008
Making an Impact

“Working alongside other HBS Social Enterprise grads to help provide educational opportunities for over 130,000 students across the country.”
Carter Romansky, MBA 2009, Managing Director, Business Development, The Achievement Network

“Bridging the gap between traditional business and solving social problems.”
Ioana Niculcea, MBA 2012, Senior Consultant, Monitor Deloitte

“Pushing the boundaries of our art form and culture.”
Scott Griffin, MBA 2008, Producer, The Australian Voices

“Advancing and refreshing art forms through innovative models.”
Emily Rasmussen, MBA 2013, Special Assistant to the President, Lincoln Center for the Performing Arts

“Contributing to innovative educational initiatives that have impact beyond the arts.”
Katherine French, SPNM 2009, Executive Director, Danforth Art, Museum/School

“Creating technology tools to scale an education nonprofit from 1,200 to 10,000 to eventually all schools in India.”
Bindi Dharia, MBA 2013, Program Director, Kaivalya Education Foundation/Piramal Foundation for Education Leadership

“Leading a pioneering social investment bank to identify, fund, and scale successful social enterprise models in Colombia and Latin America.”
Alejandro Maldonado, MBA 2008, Director of Impact Investing, The Social Investment Bank

“Setting strategy and vision for how we can collectively transform early childhood education in the City of Dallas.”
Jeff Shaddix, MBA 2008, Principal, The Boston Consulting Group

“Educating children with sensory and intellectual disabilities to be equal with their hearing and sighted peers.”
Paul Harris, SPNM 2013, COO, Royal Institute for Deaf & Blind Children

“Leading the development of U.S. policy to advance impact investing as an industry.”
Rosita Najmi, MBA 2009, Associate, Omidyar Network

“Helping students in Sacramento and around the country improve their educational outcomes through mayoral advocacy and initiatives.”
Mariah Sheriff Ray, MBA 2011, Deputy Chief of Staff, Mayor’s Office, City of Sacramento

“Contribute to an organization that is a model for fighting poverty, improving communities, and empowering kids to go to college and be successful.”
Lauren Scopaz, MBA 2007, Director of Strategic Initiatives, Harlem Children’s Zone, Inc.

“Helping families caring for elderly relatives to get the tools they need to provide the best possible care.”
Renee Fry, MBA 1999, Co-Founder, Making Care Easier

“Serving on the board of a social enterprise helping low-income, New York City public school students improve their academic skills to get into and succeed in college.”
Chris Lee, MBA 2006, Director, Real Estate, KKR

“Bringing the smartest and most passionate people into the field.”
Erin Barringer, MBA 2011, Project Manager, Dalberg Global Development Advisors

“Working to change the way that the millions in India who suffer some form of hearing loss connect, think, and live.”
Sumit Singh Gandhi, SPNM 2013, Founder, Sounds of Silence Foundation

“Pushing thinking forward on issues critical to breaking cycles of intergenerational poverty.”
Michael Etzel, MBA 2013, Manager, The Bridgespan Group

“Helping lead a world-class hospital to deliver on its mission of patient care, teaching, and research.”
Mark Angelo, MBA 2009, Vice President, Innovation and Business Development, Hospital for Special Surgery

“Engaging the public in public schools and working with Fortune 500 companies to fund much-needed resources for millions of students nationwide.”
Janelle Lin, MBA 2005, Vice President, Partnerships & Business Development, DonorsChoose.org

“Advancing and refreshing art forms through innovative models.”
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Bindi Dharia, MBA 2013, Program Director, Kaivalya Education Foundation/Piramal Foundation for Education Leadership

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Jeff Shaddix, MBA 2008, Principal, The Boston Consulting Group

“Bringing the smartest and most passionate people into the field.”
Erin Barringer, MBA 2011, Project Manager, Dalberg Global Development Advisors

“Helping students in Sacramento and around the country improve their educational outcomes through mayoral advocacy and initiatives.”
Mariah Sheriff Ray, MBA 2011, Deputy Chief of Staff, Mayor’s Office, City of Sacramento

“Leading a pioneering social investment bank to identify, fund, and scale successful social enterprise models in Colombia and Latin America.”
Alejandro Maldonado, MBA 2008, Director of Impact Investing, The Social Investment Bank

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Launched with a founding gift from John C. Whitehead, MBA 1947, and a vision to educate existing and emerging nonprofit leaders in business and management skills, the Social Enterprise Initiative has grown over the past two decades to inspire, educate, and support leaders across all sectors who are focused on creating social value.

"We made a deliberate decision to have a broad scope to our teaching and research to include both for-profit and nonprofit enterprises engaged in social value creation."

Professor Kash Rangan

"From the beginning, we wanted to ensure that Social Enterprise permeated every dimension of the Business School. This decision was a defining strategic choice."

Professor Jim Austin

"The horizons and the issues that the SEI has raised are going to change the whole structure of the economy."

John C. Whitehead

"Thanks to everybody who has been a part of the remarkable SEI team. What you have accomplished has changed our School in a very important way."

Dean John McArthur

Kash Rangan, Dean John McArthur, John C. Whitehead (MBA 1947), and Jim Austin
Donor Acknowledgments

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**Founding Gift:**
- John C. Whitehead (MBA 11/1947) Fund for Not-for-Profit Management
- Lawrence D. Ackman (MBA 1963) Endowment for Business Ethics and Social Responsibility
- Richard (MBA 1939) and Helen Bibbero Fund
- William Henry Bloomberg Professorship
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- Clifford Ettinger (MBA 1927) Bequest Fund to Support the Social Enterprise Initiative
- Gant (MBA 1954, MBA 1988) Family Fellowship
- Goldman Sachs Philanthropy Fund
- Executive Education Fellowship
- Horace W. Goldsmith Fellowship Program for Not-for-Profit Management
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- Social Enterprise Leadership in Public Education Fund
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- J. Frederick Weintz Jr. (MBA 1951) Endowment
- David Wolff (MBA 1964) Fund
- Hansjörg Wyss (MBA 1965) Fund for Social Enterprise
We find ourselves at an extraordinary point in the arc of history. A time when communities and countries are boldly confronting all manner of stubborn social challenges, from poverty and failing schools to health care and environmental sustainability. A time when countless leaders, from social entrepreneurs to corporate executives to public servants, are aggressively committing themselves to “make a difference in the world.” Capital is flowing toward what works, while technology powers all manner of insights and innovations. Ideas proliferate. Experiments multiply. Results scale. All time is not equal—and we live in a very unequal time.

In the years ahead, we have an historic opportunity to fundamentally attack social problems. Not just to contain or ameliorate problems, but to actually achieve step function improvements in the welfare of humankind. Of course this will be hard. It will require intense collaboration and risk taking. Yet, the accomplishments of the past two decades provide Harvard Business School and the Social Enterprise Initiative with the opportunity to be of unprecedented service to the world. We look to the future with clear-eyed confidence and heartfelt determination.

Thomas J. Tierney, MBA 1980
Chairman, Social Enterprise Initiative Advisory Board
Chairman and Co-Founder, The Bridgespan Group