

JAA 2016

MARQUETTE

ACCELERATING SOCIAL INNOVATION

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Session Overview



- **The Basics**
 - What is social innovation?
 - Social innovator examples
 - Social innovation in a university setting
 - Social innovation value proposition: what's in it for your institution?
- **Understanding Social Innovation Donors**
 - Donor motivations: Impact and ROI
 - Cultivating corporate & foundation donors
- **Pathways to Scale: Identifying Opportunities for Growth**
 - Social Innovation Scaling Basics
 - Know your ecosystem (i.e. Silicon Valley, New York, Milwaukee)
 - Know the motivations of internal and external stakeholders
 - Know your unique differentiators, gaps, and target market
 - Create capacity by leveraging networks and cultivating volunteer communities

Session Overview



- **Campus Snapshots: Fordham, Marquette, Santa Clara**
 - Scope and focus of social innovation programs
 - When/how/why program was established
 - Key assets and differentiators
 - Intersections with regional social innovation ecosystem
 - Intersections with curricular goals of the institution
 - Growth/scaling goals and progress
 - Donor Profiles
 - Key successes, challenges, and lessons learned
- **Cases: Best Practices from three Jesuit University Campuses**
 - Marquette University
 - TBD
 - Santa Clara University's Miller Center for Social Entrepreneurship
 - GSBI Mentor Program
 - Fordham University
 - BMW Corporate Partnership

What is Social Innovation?



Social innovation is **an approach to solving social problems** like poverty, gang violence, or lack of clean drinking water. Social innovators:

- go upstream to **address the cause of a social problem**
- work **domestically and internationally**, often serving high-need populations
- create **sustainable and scalable solutions**
- often **leverage new technology tools, business methodologies, and financial models** to enhance their impact
- are **disciplined in measuring and assessing their social impact** and iterating their approach to increase efficacy
- consider **the social, political, cultural, and economic contexts** of the communities they serve

What is Social Innovation?



Social Innovator Examples



Founded by Greg Boyle, S.J., in 1992, Homeboy Industries is an **innovative rehabilitation model in which 12,000 former gang members** have received support and jobs.

It receives sustainable earned income from social business units like Homeboy Bakery, Homeboy Diner at City Hall, Homegirl Café, and Homeboy Café & Bakery at LAX.



Solar Sister **eradicates energy poverty in Africa through empowering women** with jobs. It trains women to sell clean energy technologies like solar lanterns in remote communities across Africa.

The social enterprise model is sustained through earned revenues, employs 2,000 women, and benefitted 300,000 customers.



Kiva created an **online crowdfunding platform that enables members of the public to provide micro loans** to poor farmers, students, and entrepreneurs worldwide.

Kiva has raised more than \$800 million for more than 1 million loans since its founding and has achieved a 98% loan repayment rate.



Off-grid households in Mexico light their homes with candles, diesel, or other sources that cause indoor air pollution. **Illumexico offers a solar energy system for rural villages and provides micro loans to make the solution affordable.**

Illumexico has installed 4,200 solar systems for homes, health clinics, and businesses that serve 20,800 people.

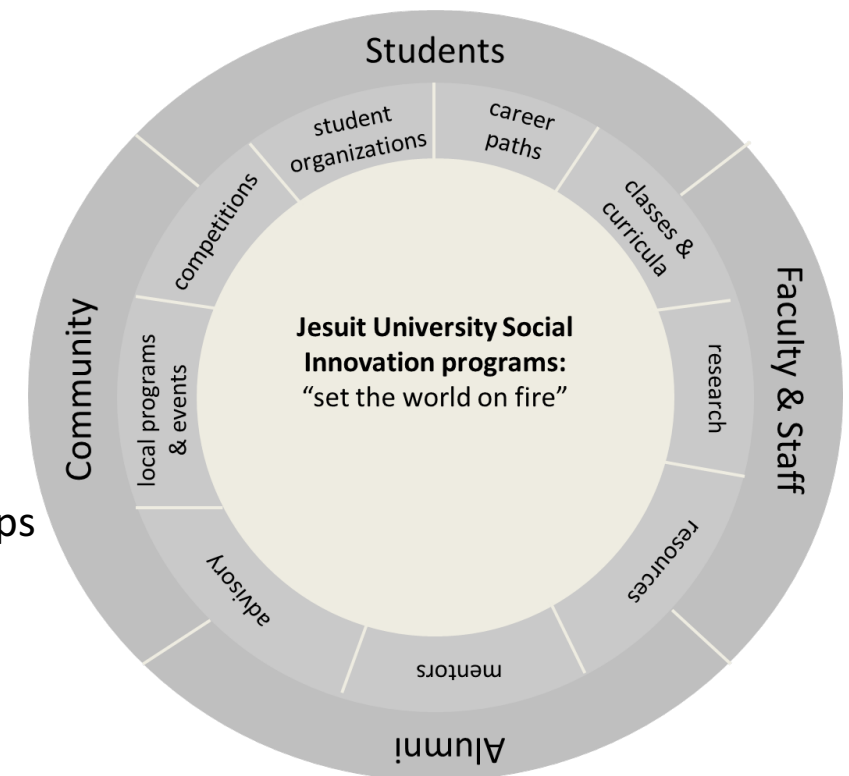
What is Social Innovation?



Social Innovation on College Campuses

SI programs are different at every college or university, ranging from academic programs (majors, minors, master's degrees, and certificates) to practitioner-focused programs supporting field entrepreneurs.

- Can be graduate- or undergraduate-focused
- Can be interdisciplinary or subject-matter specific (engineering, policy, business, social sciences, etc.)
- Many universities have created centers or institutes
- Many universities offer student internships, fellowships, research assistantships and other high-impact experiences
- Many universities host business plan competitions, technology hack-a-thons, and social enterprise incubators.
- Many universities conduct field research that links with faculty interests



What is Social Innovation?



Social Innovation Value Proposition: What's in it for your Institution?

- Social innovation and entrepreneurship programs can be a **win-win-win for students, and donors, and the community**
- **Aligns with Jesuit mission** of reflective engagement, intellectual excellence, and service to the global poor
- Leverages expertise across business, engineering, and social science disciplines to **develop key 21st-century skillsets**
- Students gain exposure to **diverse market environments** (from urban Milwaukee/NYC to rural India)
- Students gain **real-world experience through innovative projects** that often serve the needs of a real client
- **Fosters valuable partnerships** with other institutions, nonprofits, corporations, and government organizations
- Global programs provide avenues to **engage international alumni/parent constituencies**
- Local programs **build rapport and goodwill** with civic leaders and community stakeholders
- Social innovation programs provide a compelling vehicles to engage unaffiliated donors who are attracted by positive community/global impact

What is Social Innovation?



Social Innovation Hubs as Learning Laboratories

Just as scientific research laboratories develop applied skills beyond classroom theory, social innovation centers and institutes help students develop applied skills in business, entrepreneurship, nonprofit management, tech development, and field-based research.

- Due to **short employee tenure** in many industries (especially in tech), companies are no longer willing to provide extensive and costly training to new employees.
- Colleges and universities are **being asked to graduate students who have already honed applied skills** that are relevant to their fields.
- Social innovation programs are excellent **vehicles that provide exposure to 21st-century design-thinking, entrepreneurship, and other applied business skills.**
- Students have an advantage in applications for fellowships (Fulbright, etc.), grad school, and jobs.

Social Innovation Donors



Donor Motivations: Impact and ROI

Social innovation appeals to people from across the political spectrum. Individual donors tend to self-select from technology, entrepreneurial, investment, and NGO backgrounds.

They are typically:

- **Creative thinkers** who are motivated by new approaches to big problems
- Highly educated and **knowledgeable** about the field
- Sophisticated and experienced leaders who **think like investors** and expect you to treat their gift like an investment
- Motivated by **strong assessment data**, good business plans, and compelling social impact
- **Skeptical of old program models** and approaches that are lacking in innovation
- **Comfortable with high-risk projects** that have the potential to yield significant impact or transform the field
- Interested in deeper engagement, contributing skills & expertise to the program

Social Innovation Donors



Corporate and Foundation Partners

Partnerships with corporations or private foundations (not family funds) typically seek return on investment (ROI) or impact-first outcome goals. In order to achieve a win-win for the university and funders, it is important to gain a deep understanding of the motivations and specific strategies of each potential partner.

Corporations

- Most often focus on an **ROI to the company**
- Interested in corporate social responsibility (**CSR**) goals, **employee skills** / volunteering, and **business-line** partnerships
- Larger \$\$ partnerships will often include a process of **co-creating the final project design**
- Individual companies and business units within companies have **very different budgets and approval processes** for grants/gifts/contracts
- Cultivation process can be quick or very drawn out, depending on the culture of the company

Social Innovation Donors



Corporate and Foundation Partners

Foundations

- Most often **impact-first funders**, focusing on creating a measurable & compelling social return
- Pursue specific goals, strategies, and **evidence-based approaches** to social impact
- May be deploying **new funding mechanisms** like impact bonds or program-related investments
- Serve as **catalysts of innovation or funders of last resort**; not usually sustaining or endowment funders
- Value multi-organization **partnerships that magnify impact**
- Demand evidence of prior success and a demonstrated capacity to achieve results
- Follow detailed guidelines and have complex assessment requirements
- Members of the program staff are typically very active in the social innovation ecosystem; it's best to be introduced by an existing partner or trusted thought leader

Pathways to Scale



Social Innovation Scaling Basics

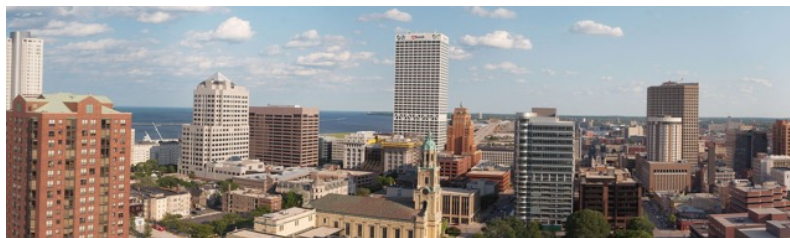
To scale, social innovation programs must create a compelling impact that competes favorably for external gifts and grants. This means thinking like an entrepreneur and achieving the following:

- Identify your **target impact market**, build a strong/visible presence, and become an anchor organization
- **Hone core differentiators** that make your program/initiative vital to funders and partners
- Develop sufficient **operational capacity** to generate meaningful impact
- Identify strengths and weaknesses in your campus and regional ecosystem; **what assets can you leverage?**
- Identify gaps in your capabilities and **partner with other organizations** that fill those gaps
- Create meaningful ways for potential donors to volunteer and contribute to your program
- **Become active and visible to funders**, through conferences, practitioner/thought-leader groups, etc.

Pathways to Scale



Know Your Local Ecosystem



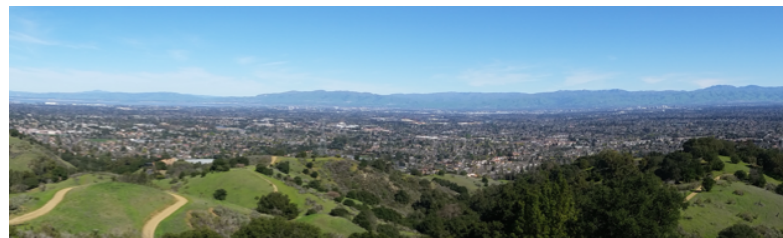
Milwaukee

Assets:

- Close-knit civic ecosystem
- Less competition from large universities
- Defined civic & economic dev. Needs
- Motivated anchor organizations

Challenges:

- Smaller philanthropic community
- Social Innovation models are still new
- Chicago philanthropy does not always extend to Milwaukee



Silicon Valley

Assets:

- High-tech/innovation hub
- Innovation-focused donors
- High tolerance for risk & experimentation
- Entrepreneur & engineer volunteers

Challenges:

- Fragmented civic / nonprofit landscape
- Far from traditional East Coast / European hubs for international development
- Views higher ed. with skepticism as an old model that hasn't been disrupted



New York City

Assets:

- Wall St. expertise in impact investing
- Global hub for international organizations
- Huge philanthropic presence
- Growing tech/innovation presence

Challenges:

- Significant competition from top NYC universities & NGOs.
- Less tight-knit social innovation community
- Universities can be disconnected from the community

Pathways to Scale



Funder and Practitioner Ecosystems

Practitioner Networks:

- GSBI offers curricula, training, mentors, and assessment practices
- ANDE offers thought-leader working groups, small grants, and exchanges
- Ashoka U. convenes US-based universities with social innovation programs

Conferences:

- Skoll World Forum Oxford is the largest global social entrepreneurship conference
- SOCAP (San Francisco) is the largest annual convening on impact investing

Sector Networks:

- GIIN & Toniic – Impact capital networks convene investors to share best practices
- Global Alliance for Clean Cookstoves is a network of social innovators that improve global cooking solutions.



GSBI[®]
Network

SKOLL
WORLD
FORUM
ON SOCIAL
ENTREPRENEURSHIP



Aspen Network of
Development Entrepreneurs



tonic
the action community for global impact investing



GLOBAL ALLIANCE FOR
CLEAN COOKSTOVES

GIIN
GLOBAL IMPACT INVESTING NETWORK



Pathways to Scale



Leverage Unique Assets, Networks, and Volunteer Communities

- Partnerships and networks are critical to achieving maximum impact
 - Institutional funders expect strong and innovative internal and external partnerships
 - Networks allow you to work with organizations that complement each other in expertise or geography
- Consider building capacity by developing a community of technical/business experts
 - Offers many hours of pro-bono consulting
 - Can grow organically via peer-to-peer recommendations and solicitations
- Leverage the strengths of your university's faculty and practitioner institutes
- Focus on growing from your strengths

SI @ Marquette



Marquette University – Milwaukee, WI

Focus on building capacity for student entrepreneurs in the community (southeastern Wisconsin) and Marquette students. The Social Innovation Initiative is housed in the Office of Research & Innovation.

Programs

- Global Social Benefit Institute - Network member
 - Collaboration with Santa Clara on GSBI curriculum
 - Boost: Free, early stage support for social ventures
- Ashoka U – ChangeMaker Campus
 - Changemakers student organization
- Support for student social entrepreneurs
 - Dorm Fund
 - Space
 - Programing – Innovation Academy
 - The Commons



GSBI[®]
Boost



SI @ Marquette



Student Social Ventures

Buena Vida Coffee



Global Medical Brigades



SI @ Marquette



Funding for Social Ventures through The Dorm Fund

- New program launched in 2015
- Collaboration between the Social Innovation Initiative and the Kohler Center
- Funding is available for creative, innovative, and impactful student ideas and businesses
 - First student run social venture received funding in spring 2016
- Panel of student investors evaluate the pitches and allocate funds – invest equally across social ventures and traditional ventures
- Unique opportunity to educate the student investors
 - Understand impact investing earlier in career
 - Student investors are trained and mentored by the Golden Angels in Milwaukee



SI @ Marquette



The Commons

- A collective of 23 schools in Southeast WI who are working to teach innovation skills
- Received a Marquette Innovation Fund Grant
- Creates an ecosystem to support innovation and exploration of social innovation ideas for MU students



SI @ Santa Clara University



Santa Clara University, Santa Clara, CA

- Student enrollment of ~ 9,000
- 5,400 undergraduate & 3,600 graduate
- Graduate programs in engineering, law, business, theology, and education
- Starting in about 1990, SCU has built three interdisciplinary “centers of distinction” that bridge research, teaching, and praxis
- Launched a social enterprise program in ‘03 and a frugal innovation program in ‘12.
- Social innovation is now a pillar of our capital campaign and growth strategy.



SI @ Santa Clara University



Core SI Programs

Santa Clara began its first social innovation programs in 2003 with the creation of the Global Social Benefit Institute, now the largest program of SCU's Miller Center for Social Entrepreneurship.

- SCU's flagship social innovation program, the **Miller Center for Social Entrepreneurship** supports global, field-based social entrepreneurs and helps them scale their impact.
- In 2012, SCU's Miller Center launched the **Frugal Innovation Hub**. Now a program of the School of Engineering, it offers classes in design thinking for emerging markets and develops tech solutions for global partners.
- In 2015, SCU's Leavey School of Business adopted the **My Own Business Institute (MOBI)**, previously a nonprofit organization dedicated to free entrepreneurship training for people of at-risk communities.



Miller Center
for Social Entrepreneurship

Frugal Innovation Hub
SANTA CLARA UNIVERSITY
SCHOOL OF ENGINEERING

myownbusiness
how to start one, how to grow one

SI @ Santa Clara University



Miller Center
for Social Entrepreneurship

Miller Center accelerates global, innovation-based entrepreneurship in service to humanity.

Santa Clara University's [Miller Center for Social Entrepreneurship](#) has a bold vision: to positively impact the lives of 1 billion people by 2020. Focusing on the more than 4 billion people who live without adequate food, clean water, effective energy and healthcare, education, or dignified jobs, Miller Center helps social entrepreneurs address these problems. By doing so, Miller Center unites its Jesuit university values of serving humanity with Silicon Valley principles of innovation and entrepreneurship.

SI @ Santa Clara University



Miller Center for Social Entrepreneurship

- **The Global Social Benefit Institute (GSBI®)** provides the business acumen social entrepreneurs need to prepare their organizations for growth, layered with Silicon Valley executive-level mentors;
- **Impact Capital** connects impact investors with social entrepreneurs and innovates new ways to invest for social and financial returns; and
- **Education & Action Research** shapes future leaders by providing field-based research opportunities for Santa Clara University (SCU) undergraduates with social entrepreneurs who have participated in a GSBI program.



SI @ Santa Clara University



Miller Center
for Social Entrepreneurship

2000

The Center cofounds the [Tech Awards](#) to highlight how technology can address the UN Millennium Goals.

2010

[GSBI Network](#) is launched.

1997

2000

2003

2010

201

1997

[Miller Center for Social Entrepreneurship](#) established, and initially named the Center for Science, Technology, and Society. Jim Koch is founding director.

2003

Jim Koch, Al Bruno, and Eric Carlson cofound the [Global Social Benefit Institute](#)

SI @ Santa Clara University

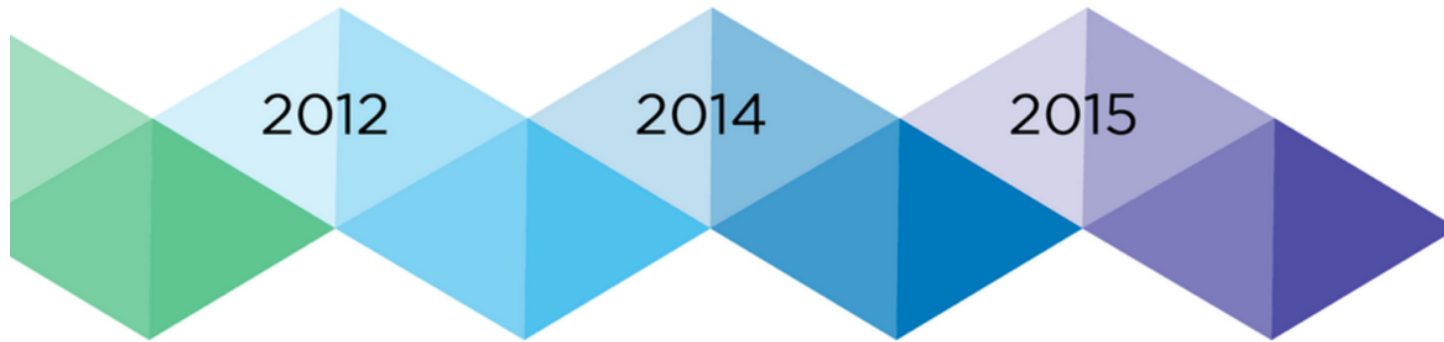


2012

- GSBI renamed [Global Social Benefit Institute](#) to reflect its expanded scope, and splits into two programs to better serve social entrepreneurs at different stages. [GSBI Online](#) serves earlier stages social entrepreneurs and [GSBI Accelerator](#) serves advanced social entrepreneurs preparing to scale.

2015

- Karen and Jeff Miller announce a \$25 million gift, and the Center is renamed [Miller Center for Social Entrepreneurship](#). [GSBI Xchange](#) is launched. Miller Center serves its 500th social entrepreneur, and hits milestone of positively impacting lives of 131 million people. GSBI alumni cumulatively raise \$178 million in funding.



2011

The [Global Social Benefit Fellowship](#) is launched. The [Impact Capital](#) program is launched. Miller Center hits milestone of positively impacting lives of 74 million people.

2014

- [GSBI Boost](#) launched with support from the [Global Alliance for Clean Cookstoves](#) and [eBay Foundation](#). Miller Center hits milestone of positively impacting lives of 110 million people. GSBI alumni cumulatively raise \$94 million in funding.

SI @ Santa Clara University



Which program is for you?

	GSBI Boost	GSBI Online	GSBI Accelerator
Enterprise Stage			
Blueprint (seed stage)	●		
Validate (start-up stage)		●	
Prepare (growth stage)			●
Average # of years in operation	0-1 years	1-3 years	3-6 years
Program Benefits			
Executive mentorship	●	●	●
Business model focused content	●	●	●
Delivery Platform	In-person workshop	Online + Video	Online + Video + In-residence
Program Outputs			
Executive summary	●	●	●
Business planning documents	●	●	●
Business plan summary slide deck	●	●	●
List of potential funders		●	●
Investor profile (2-page marketing doc)		●	●
Financial plan		●	●
Investor pitch deck			●
Due diligence folder			●
Additional Info			
In-Residence & Investor Showcase			●
Travel to Santa Clara University required			●
Price	\$0	\$0	\$0

Application

Submit your application by October for the following year's program. Finalists are selected in November.



GSBI
Accelerator

Program Timeline

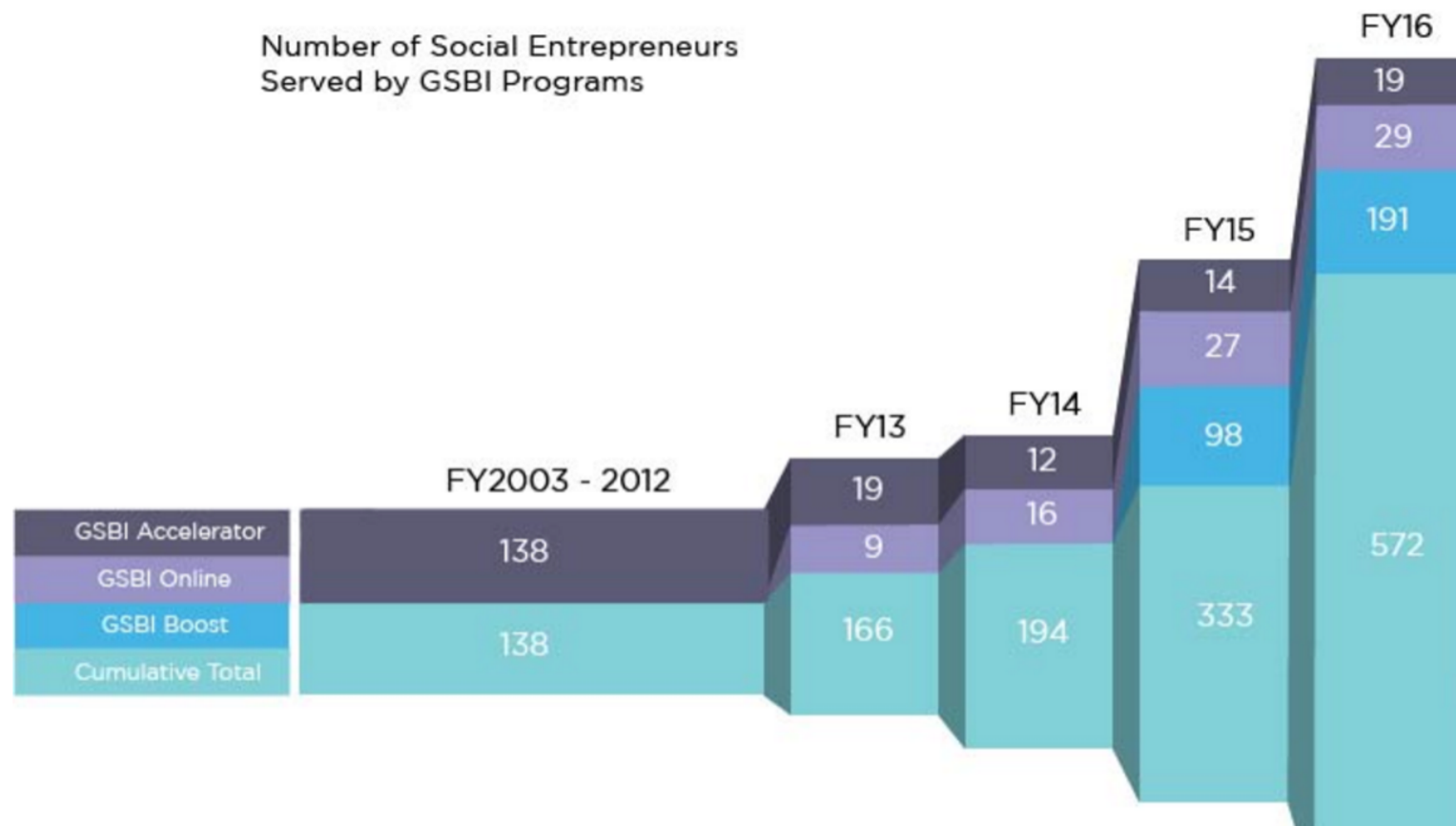


SI @ Santa Clara University



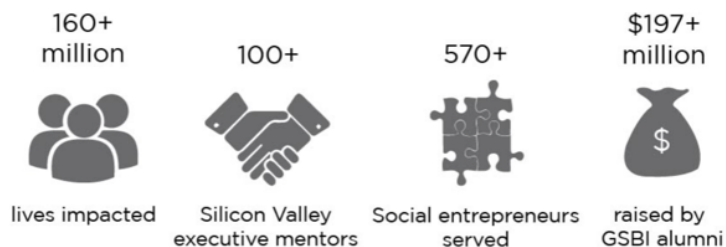
Measuring Social Impact

Number of Social Entrepreneurs Served by GSBI Programs



OUR IMPACT IS ALWAYS GROWING

As of June 2016, our work is represented by these key metrics



SI @ Santa Clara University



F E L L O W S H I P



The Global Social Benefit Fellowship provides a comprehensive program of mentored, field-based study and action research for juniors within the GSBI® worldwide network of social entrepreneurs. The Fellowship combines a fully funded 6-8 week summer field experience in the developing world with two quarters of academically rigorous research. It is a program of practical social justice, in the Jesuit educational tradition. The fellowship is described in detail in our white paper [Action Research for Social Entrepreneurship Education](#).

SI @ Santa Clara University



GSBF Overview

- Serves 15-20 students annually
- 12-month program
- Students conduct a real-world project for a social entrepreneur in the field
- Graduates of the GSBF are earning Fulbrights and jump-starting their early careers
- GSBF comes up regularly in their job interviews.

Example Field Placements



ONERGY

Mission: create a sustainable and equitable India by providing access to clean energy. The challenge: to document and communicate the full range of social and economic benefits provided by ONergy solar energy products. 📄



RANGSUTRA

Mission: to ensure sustainable livelihoods for rural artisans and farmers, especially women. The challenge: to enhance its operational excellence and social impact monitoring and evaluation system in an integrated fashion. 📄



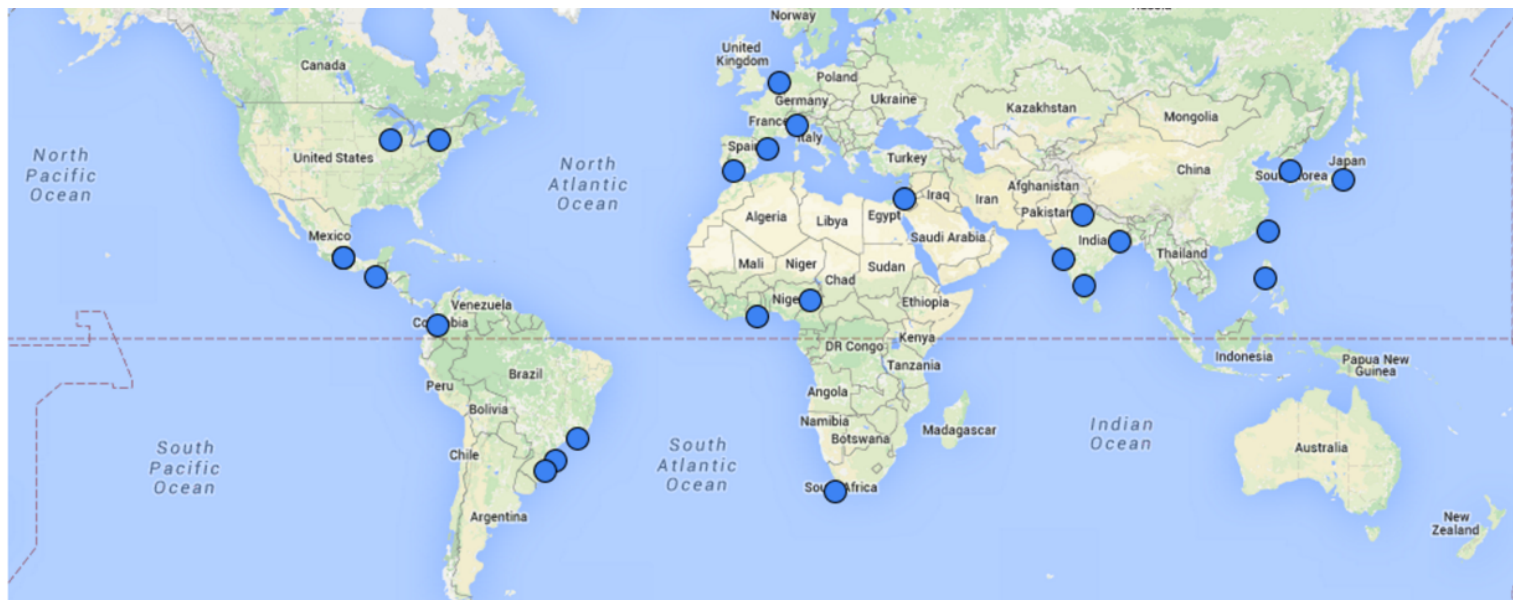
EMPOWER GENERATION

Mission: We empower women to power communities with clean energy. We provide women with technical training and support to establish and grow clean energy businesses and facilitate loans for their customers. 📄

SI @ Santa Clara University



- Scaling through partnerships
- 20+ organizations
- Numerous Jesuit universities
- Future Accelerator Network and Replication Centers



Social Innovation Donors



SCU CASE: GSBI Mentor Network

- The “secret sauce” of the Miller Center’s GSBI since its founding in 2003
- Currently 100+ senior business leaders and entrepreneurs from Silicon Valley
- Each provides 75-125 hours of pro-bono mentoring to social entrepreneurs annually
- Mentors participate in a variety of in-person and online program formats
- Bring expertise in many business domains
- Mentor network is grown organically through peer-to-peer solicitation;



Taia Ergueta

Business Consultant,
Advocate for Resource-
Challenged Women.

"These social entrepreneurs are doing integral things for the world. They are so open, so inspiring, so committed."



John Lovitt

Retired Sr. VP IBM.

"The opportunity to have an impact on the entrepreneurs and the constituents they serve is a highly multiplied opportunity."



Juli Betwee

Strategy Consultant &
Growth Expert

"The work the GSBI is doing in the aggregate...makes a mentor want to invest time in this program."



Robert Hum

VP and GM Mentor
Graphics

"Every Social Entrepreneur I have met through the GSBI is impressive. They have had: a powerful vision, the will to do something 'good' for others, and the dedication to do the hard work needed."

Social Innovation Donors



SCU CASE: GSBI Mentor Network

This model is attractive because mentors feel engaged and often comment that they get more out of the experience than they give. GSBI mentors:

- Benefit from a **high-level learning experience** and gain insights into emerging markets
- **Build personal friendships** with each other and with their social entrepreneurs
- Address **interesting and impactful global business challenges** that create positive change
- Gain access to a **powerful network** of peers
- Sometimes **join advisory boards** of social enterprises

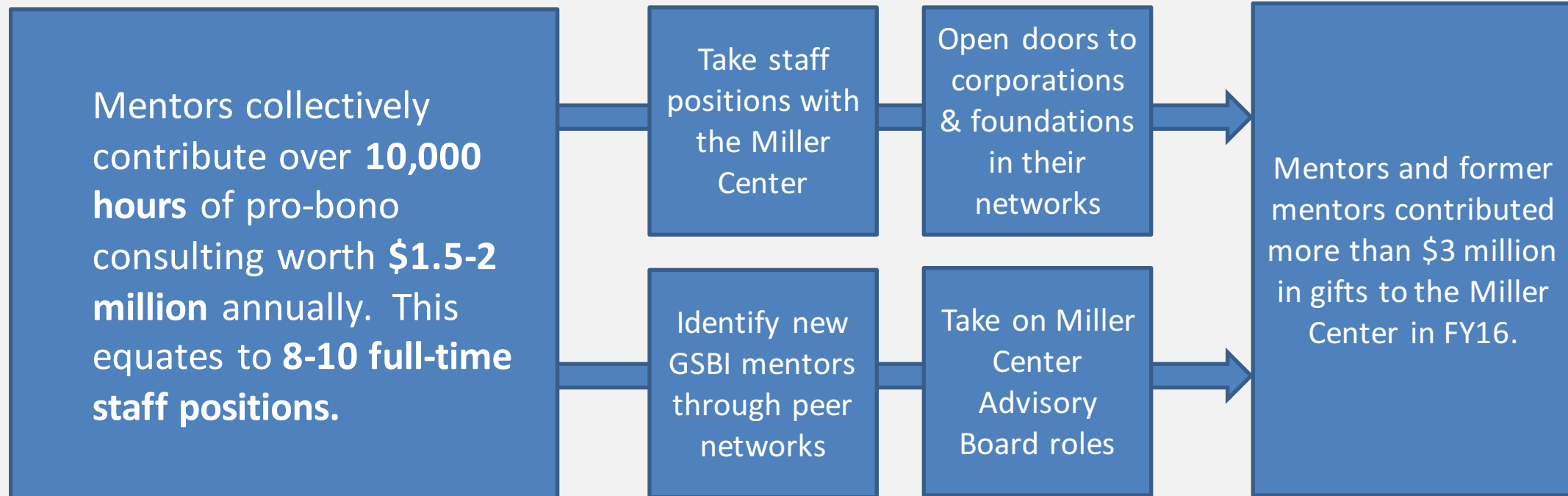


Social Innovation Donors



SCU CASE: GSBI Mentor Network

Mentor Network Impact: A Win – Win – Win – Win



SI @ Santa Clara University



SCU Donor Snapshot: \$1.5 million to Santa Clara's Miller Center to replicate successful social enterprise business models

- Gift funds an impact-first project aimed at testing a new model of scaling impact by replicating proven social enterprises in new geographies/sectors.
- High-risk, high-reward proposition; if it works, it could transform the ecosystem.
- Replicating proven social enterprise models, rather than starting from scratch, can significantly decrease the time and \$\$ spent on getting a social enterprise up & running.
- Amplifies the scaling process by working on multiple successful business models in parallel, reproducing and launching them in other geographic regions.

Jon Freeman, President, Stonecrest Financial



- Non-alum, non-parent donor
- Introduced to the Miller Center for Social Entrepreneurship through a niece who attended Santa Clara
- Attended event in 2014 and joined the board Miller Center's Advisory Board during next year
- Real estate investor with history of supporting social enterprises and NGOs, especially focused on women's empowerment in Africa

SI @ Santa Clara University



SCU Donor Snapshots: Seagate, Inc.



- New corporate partner in 2016
- No prior exposure to social innovation
- Introduction through Miller Center board member and mentor
- SCU aligned its approach with with Seagate Cares Thailand CSR program and the Seagate Way employee development program.
- Partnered with the Thai Office of Social Innovation and hosted mentor training session through a Cisco virtual wall.
- Resulted in a pilot grant of \$60,000 over 6 months to train Seagate mentors in Thailand and offer a GSBI Boost

SI @ Fordham



Social Innovation Collaboratory

A network of over 30 academic programs, research centers, and external-facing centers

Selected Programs and Centers:

- Beck Center for Religion and Poverty
- Center for Humanistic Management
- Feerick Center for Social Justice
- Institute of International Humanitarian Affairs
- Dorothy Day Center for Service and Justice
- Lincoln Center Innovation Lab and 140 W. 62nd Street



SI @ Fordham



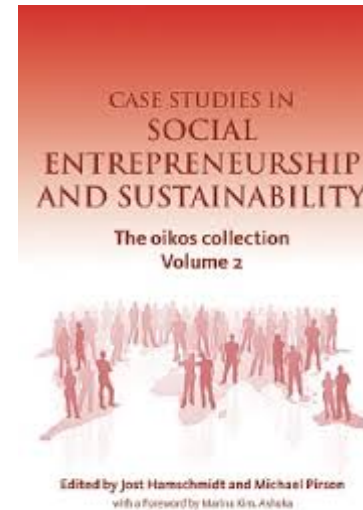
Fordham Donor Snapshots: NASDAQ Educational Foundation and BMW



SI @ Fordham



Social Innovation Partners:





MARQUETTE
UNIVERSITY

BE THE DIFFERENCE.



Miller Center

for Social Entrepreneurship



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