ASHOKA U TEACHING RESOURCE GUIDE

Dear Social Entrepreneurship Educators,

We are pleased to launch Ashoka U's Curriculum and Teaching Resource Guide, which is a first step to improving and aligning the curricular offerings within Social Entrepreneurship (SE). In the past several years, there has been dramatic growth in the number and range of courses. As a result, we are seeing new trends in pedagogical methods and types of courses – some delving deeper into personal reflections, some focusing on project work with social entrepreneurs, some focusing only on one issue segment to hone a systems thinking approach in SE, and some integrating SE concepts into disciplines in new and exciting ways.

This guide is an outline of the current state of Social Entrepreneurship syllabi, promising approaches and areas for improvement, and includes ten exemplary syllabi. We are grateful to the professors of these courses who generously agreed to share their syllabi with us and the field!

Ashoka U has historically held the role of collecting and sharing key educational resources in social entrepreneurship, and this guide pulled in an additional panel of experts representing professors, a former university provost and president, funders of early stage social entrepreneurs, social entrepreneur practitioners, and a student. This group reviewed and vetted 50 syllabi from 34 universities to pull out key themes and insights.

This is just one of a series of opportunities to engage with Ashoka U and our network to improve, advance, co-create and innovate upon curriculum and teaching for social entrepreneurship, including:

- Ashoka U's Annual Exchange – This is the industry conference for social entrepreneurship faculty, administrators, and student leaders driving forward change in teaching, research and student action on their campus. Held every February, this global conference offers the opportunity to connect with a broader global network of peers and delve deeper into conversations with faculty looking to refine and improve pedagogy and course syllabi in SE.

- Ashoka U's 2011 Social Entrepreneurship Education Resource Guide – This is an updated version since our last publication in 2008. We have tracked the dramatic increase in the number of faculty active in this space, and we have also identified business plan competitions, conferences, case-study materials, among other resources.

Ultimately, there is much to do to improve teaching and curriculum in social entrepreneurship. We hope that this guide will be a valuable tool to catalyze the development of effective curricula and teaching practices.

With warm regards,

Marina Kim

Director, Ashoka U

Overview

Ashoka U offers the Curriculum and Teaching Resource Guide to forward three goals:
1. Provide information on the areas of strength, weakness and opportunity in current syllabi for social entrepreneurship courses.

2. Provide professors of SE with promising approaches and resources, including exemplary syllabi, to design new courses or course modules, or improve current courses in social entrepreneurship.

3. Inspire new approaches and innovation in curriculum design and delivery that will advance the field of social entrepreneurship education.

Contents of this Guide:
- Summary of the current challenges and opportunities faced by institutions and faculty engaged in teaching social entrepreneurship
- Promising approaches to curriculum and teaching in social entrepreneurship
- Areas that require improvement and further development
- Exemplary syllabi
- Commentary and advice from leaders in the field of SE Education
- Opportunities for innovation in the curriculum and SE academic space

How to Use this Guide:
This guide is framed around example syllabi and is the result of a syllabus review project. In many cases, users will want to sit with copies of the exemplary syllabi in front of them, as they work through the analyses and recommendations in this guide.

Intended Users of this Guide:
- Provosts and academic leaders seeking national insight into SE teaching and curriculum
- Faculty and academic leaders seeking to develop comprehensive, holistic academic programs, including minors and certificate programs
- Current professors of social entrepreneurship seeking to build new courses or course modules or improve existing courses
- New professors of social entrepreneurship seeking to gain insight into how peers are teaching
- Professors seeking to integrate SE concepts or modules into existing courses across disciplines

Development of this Guide:
Ashoka U has been actively involved in collecting and sharing resources to advance Social Entrepreneurship Education since 2005, when we co-founded the University Network for Social Entrepreneurship, an international collaboration between the Skoll Centre at Oxford, the European Research Network (EMES), and the Latin American Social Enterprise Knowledge Network (SEKN). In 2008, in partnership with Debbi Brock, Assistant Professor of Entrepreneurship at Anderson College, Ashoka U published the Social Entrepreneurship Teaching Resources Handbook, the first-ever attempt to collect and disseminate innovative trends, case studies, and resources for social entrepreneurship from around the world.

As the field has grown quickly, it has become clear that we need to go beyond collecting repositories of educational materials if we seek to improve and develop social entrepreneurship as an academic area of study. Our first step was to undertake a process to better understand the current state of SE curriculum.

Over the summer of 2010, Ashoka U sent out a call to faculty teaching social entrepreneurship, and collected 50 syllabi from over 34 universities around the world. We assembled a distinguished curriculum review board, distributed the syllabi to reviewers and asked them to identify innovative and rigorous syllabi that would most likely lead to practical learning outcomes for future social entrepreneurs and changemakers. We convened a series of conversations with reviewers and thought leaders to discuss the state of SE syllabi, curriculum and teaching. Analysis, review, insights and recommendations gathered from this syllabi review process resulted in this guide.

Ashoka U Curriculum Review Panel
The Ashoka U curriculum review board represents a variety of perspectives with different insights into high quality curriculum. The panel included professors, a student, a former university provost and president, funders of early stage social entrepreneurs, and social entrepreneur practitioners.

- **Karabi Archaya**, Change Leader, Measuring Effectiveness, Ashoka; former adjunct professor, Johns Hopkins University

- **David Castro**, Ashoka Fellow, Founder and CEO, i-Lead

- **Christy Chin**, Portfolio Director, Draper Richards Foundation

- **Tom Ehrlich**, Visiting Professor, Stanford School of Education; former Provost, University of Pennsylvania, former President, University of Indiana

- **Lara Galinsky**, Senior Vice President, Echoing Green

- **Michele Kahane**, Professor of Professional Practice, The New School; former senior executive at the Clinton Global Initiative

- **Jane Leu**, Ashoka Fellow, Founder, Upwardly Global; Ashoka U Social Entrepreneur in Residence, 2010

- **Aleta Margolis**, Ashoka Fellow, Founder and CEO, Center for Inspired Teaching

- **Maximilian Martin**, Professor, University of St. Gallen and University of Geneva; former Global Head, UBS Philanthropy Services

- **Scott Sherman**, Echoing Green Fellow, Founder and Executive Director, Transformative Action Institute

- **Paul Rogers**, Assistant Professor, English Department, George Mason University

- **Laura White**, Junior, Tulane University, Youth Venturer and Founder of Wild and Water

For the complete Syllabus Review project methodology, including review criteria, please see
Appendix B: Syllabi Review Project Methodology.

Ashoka U Curriculum and Teaching Resource Guide

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Welcome and Overview

SECTION I:

VISION: Towards a Robust and Integrated Social Entrepreneurship Education Experience

It is difficult to embark on an ambitious process of discovery without first knowing one's destination. This section takes you through Ashoka U's vision of a world where all colleges and universities have the "Six Elements of Excellence" for a robust, campus-wide program in Social Entrepreneurship.

I. VISION: Towards an Integrated and Robust SE Education Experience

Vision: Ashoka U envisions a world where colleges and universities everywhere serve as an enabling environment for social entrepreneurship and everyone has access to the learning opportunities, role models, resources and peers needed to actualize their full potential as social entrepreneurs and changemakers.

The Ashoka Definition of Social Entrepreneurship

Social Entrepreneurship strives to solve social problems at a systemic level using innovative, sustainable, scalable, and measurable approaches.

Social entrepreneurs are transformative forces. They have new pattern-changing ideas to address major problems, and they are relentless in the pursuit of their vision, will not take no for an answer, and will not give up until they have spread their ideas as far as they possibly can.

The Ashoka U Elements of Excellence

As the number and diversity of universities engaged in social entrepreneurship education increased, the field asked Ashoka for guidance in creating programs and environments that are conducive to nurturing future leading social entrepreneurs and changemakers and that push the boundaries of the field.

Ashoka U offers the field our *Elements of Excellence* road map. These guidelines are based on the combined experiences of over 2,500 Ashoka Fellows, leading social entrepreneur practitioners, and the knowledge, skills and support they felt they needed to be successful. We also drew upon the expertise of our Changemaker Campus partners, industry experts, and philanthropic leaders. We asked each to help answer the question, "What makes an enabling environment for social entrepreneurs and changemakers?" From this, Ashoka U identified six elements that are critical to high quality SE education: (1) teaching and curriculum; (2) research; (3) applied learning and apprenticeship; (4) resources; (5) role models; and (6) community and culture.

The Elements of Excellence are designed as a map that ensures the creation of a comprehensive and sustainable cross-campus program, as well as the embedding of social entrepreneurship into existing student and faculty infrastructure, and if desired, the creation of a new institutional home for social entrepreneurship at a college or university. As many institutions seek new levels of rigor and effectiveness, we hope the Elements will encourage the development of unique campus or sector specific innovations that catapult SE education forward and deliver awe-inspiring results.

Impact of Achieving Excellence

In achieving each standard, an institution signals its commitment to standing up to the challenge of producing the problem-solvers of tomorrow. Once successful,
- pressing problems in society will be solved through the actions of the institution's graduates;
- incoming first-year students will choose the college or university because it is known as a premier institution for aspiring social entrepreneurs;
- innovative employers will focus their recruiting efforts on the college or university, knowing the caliber of problem-solvers who emerge; and
- Alumni will remain committed to and inspired by the college or university because of its impact and leadership in solving society's pressing problems.

Ashoka U Elements of Excellence in Social Entrepreneurship Education

1) **Teaching and Curriculum**
   - Four or more high quality rigorous courses in social entrepreneurship, constituting a minor or certificate
   - A significant number of faculty and staff integrate concepts of social entrepreneurship into courses on other topics
   - A significant number of students show proficiency in the Changemaker competencies

2) **Research**
   - Applied research to advance social entrepreneurship theory and practice

3) **Applied Learning and Apprenticeship**
   - Practice-based learning and apprenticeship opportunities for students that emphasize social entrepreneurship. Examples include:
     - SE business plan competition
     - SE incubator for new ventures
     - 5-10 internships available annually at SE organizations
     - Service learning and civic engagement opportunities focused on root problem analysis
     - Socially entrepreneurial on-campus projects
     - SE simulation (practicing and demonstrating competence in changemaking)

   - Established relationships with SE organizations/companies that recruit graduates for full-time positions

4) **Resources**
   - Long-term funding for key faculty and staff roles, generally 2.5 FTE or more
   - Funding for both student and faculty projects

5) **Role Models**
   - 1-5 ongoing relationships with leading social entrepreneurs as role models/mentors
   - 2-4 role model speakers annually
   - Events or channels that highlight alumni SE and changemaker role models

6) **Community and Culture**
   - Evidence that the culture of the institution attracts, supports and celebrates social entrepreneurs and changemakers
   - Active advisory council with an executive leadership team that ensures accountability for driving the SE program towards results
   - Cross campus integration and institutionalization of the SE program, ensuring quality and sustainability across generations and leadership changes

A Vision for a Robust Teaching and Curriculum Program

Within the context of a best-in-class campus for social entrepreneurship, Ashoka U envisions a robust teaching and curriculum program that includes:

- Four or more high quality rigorous courses in social entrepreneurship, constituting a minor or certificate;
- A significant number of faculty and staff that integrate concepts of social entrepreneurship into courses on other topics; and
- A significant number of students that show proficiency in the Changemaker competencies.

Qualitatively, within the Teaching and Curriculum element, individual courses should provide rigorous content and applied learning opportunities, and the progression of courses should enable students to demonstrate mastery in Changemaker competencies over multiple years. Thus, Ashoka U promotes:

- A Social Entrepreneurship Program that has dedicated multi-level tracks of courses across multiple disciplines that effectively integrate to provide students with a full suite of skills to solve social challenges; each course applies rigorous analytical tools and practical learning opportunities integrated with robust classroom discussions.
- The curriculum is a multi-year endeavor that helps each student to better understand themselves and their aspirations, and to develop a complete view of the social innovation ecosystem including dynamics between major actors and methodologies, and how they can uniquely contribute to making the world a better place, through venture creation or otherwise.

This guide is therefore situated within this larger institutional perspective. Our Syllabus Review Project revealed that we have quite a way to go to attain this ideal. We hope this guide can bring us to a shared understanding of the current state of social entrepreneurship education, and accelerate us forward together.