



new online course:
**APPLIED SOCIAL ENTREPRENEURSHIP
FOR PROFESSIONALS**
for
Returned Peace Corps Volunteers

LAUNCHES OCTOBER 19TH

social entrepreneurship

empathy in action

empowering + systems changing + social impact + that can scale

Excerpt:

"A definition: Social entrepreneurship is an entrepreneurial approach to creating social impact."

In this course, as we work on using a social entrepreneurship approach, we'll learn some of the key components of making this possible such as empathy, empowerment, systems change, and scaling, amongst others. However, this simple definition is a good starting point.

But what exactly does this mean?

In short, we know what the keys to a successful business entrepreneurship approach are. When we think of the word entrepreneurship, we think vision, risk taking, innovation, persistence, resilience, creative problem solving, etc. A social entrepreneurship approach shares these same characteristics. That's why the word is in there. However, there's one big difference. It has to do with how we measure success. The indicator for success in business entrepreneurship is profit. In our experience, the actual motivation of successful entrepreneurs is rarely just profit, however success of an innovation or company is measured in this way in business entrepreneurship.

Social entrepreneurship is different. With social entrepreneurship, success is measured by the increase in social impact. It's about measuring positive change in people's and/or a community's lives. It all comes down to what we measure for success and how we measure it. In summary, we're using the same approach as business entrepreneurship, BUT we're changing the indicators of success and/or adding a new one.

David Bornstein, co founder of Solutions Journalism Network and author of "[How to Change the World: Social Entrepreneurs and the Power of New Ideas](#)", sums this up well when he says, "Social entrepreneurs combine the savvy, opportunism, optimism and resourcefulness of business entrepreneurs, but they devote themselves to pursuing social change or "social profit," rather than financial profit." Social profit, as David calls it, and financial profit, need not be mutually exclusive. This doesn't mean you have to choose one or the other. Naturally a business has to prioritize financial profit. However, in social entrepreneurship, social profit (social impact) matters too. It typically matters most.

All too often people define social entrepreneurship as taking a selling approach to creating social change. That's way too narrow. This may be the case, but it may not. We need to open our eyes to other ways to create change. To be clear, many social entrepreneurs use a business strategy and charge people for products or services. However, they do it not because it's the only way, they do it because it seems to be the best way to create social impact given the particular circumstances. You could also start an education center that's 100% dependent upon donations and where all services are free. This can also be social entrepreneurship."

OVERVIEW

**social
entrepreneurU**
changemaking made simpler



Columbia Business School
AT THE VERY CENTER OF BUSINESS™

VENTURE FOR ALL®

This is a [first-of-its-kind approach to professional development](#). This new, asynchronous course is being offered at a discounted cost to Returned Peace Corps Volunteers through a collaboration between [The National Peace Corps Association](#), [Social EntrepreneurU](#) and [Columbia Business School Venture for All®](#).

This course focuses on providing you with an inspiring means to learn how to take a social entrepreneurship approach to diagnose problems and to design, implement and scale innovative solutions. As a central component of this course, we've curated a global collection of the most compelling, evergreen [solutions journalism stories](#) (mini cases) about innovation led by stakeholders from the social, private, government, and education sectors, amongst others. We leverage these stories to share catalytic strategies and tactics that we've learned from 20+ years of experience. Our goal is to provide you with a deeper understanding about how to use empathetic and empowering approaches to address your own/team challenges, regardless of your focus area, organizational maturity and/or career stage.

Participants who complete the requisite number of reflections receive a "**Certificate of Completion**" from [Columbia Business School Venture for All®](#).

WHO'S THIS FOR?

This course is designed to support social entrepreneurship and innovation work for RPCVs working in any field. If you answer “yes” to any of the following questions, this course should be of great value.

- Are you interested in a course that gets away from theory and focuses on practical application?
- Are you interested in embedding innovative, empathetic and empowering approaches in your work?
- Are you looking to find creative new ways to solve problems for your constituents/customers?
- Does it interest you to learn about catalytic strategies and tactics that other organizations are using around the work so that you can consider how to apply them to your own challenges?
- Do you currently have “wicked” problems that you’re confronting and are looking for new approaches to solving them?
- Are you interested in having access to social innovation-focused tools, resources and stories to use for ideation and inspiration with your team?

COURSE STRUCTURE

The course is designed in a modular fashion and is to be **completed within 12 weeks**. After the “Course Introduction” module that explains the who, what, when, where and why, participants move on to the “Foundational Module: Social Entrepreneurship: Unpacked”. From there participants **choose 10 of the 15** “Catalytic Strategies.” The course concludes with the required “Capstone Module” where participants summarize reflections and insights.

This is a **go-at-your-own pace** course where participants can work on the modules whenever is most convenient given busy schedules. The required components of the course should add up to **approximately 15 to 20 hours**, although there is sufficient content to dive deeper and invest much more time given that this is about practical application. Modules include text, videos, exercises to practically apply strategies and tactics to participants’ work, as well as reflection and insight prompts. This is pass/fail.

A summary of the key components are as follows:

- Definitions, insights and lessons learned about how to employ a social entrepreneurship approach
- Continuous use of the [MicroConsignment Model](#) innovation and real world experiences as analogies and reference points.
- 15 catalytic strategies and 45+ catalytic tactics with descriptions and insights
- A curation of 85+ of the most compelling solutions journalism stories (mini cases) from around the world covering all of the Sustainable Development Goals that demonstrate the strategies and tactics in action.
- Access to 30+ changemaking frameworks/worksheets for participants to use for diagnosis, design, implementation and scaling efforts.
- Access to all course resources for 6 months with downloadable PDFs.
- An opportunity for professional coaching/advisory

SYLLABUS

SECTION 1: COURSE INTRODUCTION

This section includes an overview of the course and syllabus, instructions on how to navigate the course as well as some preparatory readings and exercises.

SECTION 2: FOUNDATIONAL MODULE: SOCIAL ENTREPRENEURSHIP UNPACKED

In this section we'll unpack the definition and core components of social entrepreneurship. As with all sections, we'll include "changemaking frameworks" for participants to apply the lessons learned and insights. We'll conclude by prompting participants' own most important reflections and insights.

- **Social Entrepreneurship: A definition**
- **The means and ends: The 2 E's**
 - Put empathy in action
 - Add value in the empowerment equation
- **Follow the Anna Karenina Principle: The 6 Musts**
 - Decide and stay true to your MacGuffin
 - Intervene in the right place in the system
 - Build the pathway to catalytic social impact
 - Scale what scales how it can scale
 - Live your core value Checklist Manifesto
 - Find your Innovation Trintabs
- **Your turn**
- **Reflections and insights**

SECTION 3: CATALYTIC STRATEGIES

In this section participants will have the opportunity to dive into and learn catalytic strategies and tactics. We've selected 15 catalytic strategies with accompanying catalytic tactics that make these strategies possible. We then provide a broad variety of social innovation stories from around the world as examples. In this syllabus we've provided two examples of each, however there are many more. We conclude with a worksheet for course participants to apply the lessons learned practically and prompts for participants' own most important reflections and insights.

To note, these strategies and tactics can of course be applied in concert and should serve as a "checklist" of sorts for creating catalytic change

Catalytic Strategy: Empower the most affected as the drivers

- **Description**
- **Catalytic Tactics:**
 - Break down the construct
 - Imagine yourself first
 - Empower a sense of ownership
- **Mini Case Examples:**
 - [When Families Lead Themselves Out of Poverty](#)
 - [Guiding Families to a Fair Day in Court](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Remove the obstacles

- **Description**
- **Catalytic Tactics:**
 - Build a curb cut
 - Make the invisible visible
 - Move to NEXT!
- **Mini Case Examples:**
 - [Africa's quiet solar revolution](#)
 - [Inclusion health: an Irish answer to the homelessness crisis](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Look for simple

- **Description**
- **Catalytic Tactics:**
 - Work down
 - Pick your actionable spot
 - Work with what you've got
- **Mini Case Examples:**
 - [Schools Find a New Way to Combat Student Absences: Washing Machines](#)
 - [Assisting the Poor to Make Bail Helps Everyone](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Just do the opposite

- **Description**
- **Catalytic Tactics:**
 - Remove conditionality.
 - Block out the doubt
 - Put the last thing first
- **Mini Case Examples:**
 - [Treatment for Opioid Addiction, With No Strings Attached](#)
 - [No Background Check, Drug Test or Credit Check. You're Hired!](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: RE Purpose/direct/imagine

- **Description**
- **Catalytic Tactics:**
 - Find the right door
 - Look for glue
 - Avoid the Nirvana Fallacy
- **Mini Case Examples:**
 - [For Refugee Children, Reading Helps Heal Trauma](#)
 - [Entrepreneurship Provides New Hope for Former Prisoners](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Search for strength where others see deficit

- **Description**
- **Catalytic Tactics:**
 - Name the elephant
 - Change the narrative
 - Focus on THRIVE
- **Mini Case Examples:**
 - [Question: How do we get black men involved in their communities? Answer: They already are.](#)
 - [Changing Employers' Perceptions, One Autistic Worker at a Time](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Empower near peers

- **Description**
- **Catalytic Tactics:**
 - Prioritize prevention
 - Make the informal formal
 - Maximize touch points
- **Mini Case Examples:**
 - [Fighting Street Gun Violence as if It Were a Contagion](#)
 - [How transgender people in the South are helping each other get health care](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Deprofessionalize to scale

- **Description**
- **Catalytic Tactics:**
 - Work with the most proximate
 - Use self-selection
 - Nurture and encourage the growth of communities of practice
- **Mini Case Examples:**
 - [The Power to Cure, Multiplied](#)
 - [Desperate for Recruits, Police Consider Non-Citizens](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Motivate what motivates

- **Description**
- **Catalytic Tactics:**
 - Try a new because
 - Work to align incentives
 - Use mile stones and mile markers
- **Mini Case Examples:**
 - [Cash for trees: Homegrown carbon offset program bears fruit](#)
 - [In Uganda, Threatened Chimps Find Protection in Former Poachers](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Make one many

- **Description**
- **Catalytic Tactics:**
 - Find the trusted
 - Meet people where they already are
 - Decentralize power
- **Mini Case Examples:**
 - [Door-knocking neighbors help avert home seizures in Detroit](#)
 - [Want Kids to Learn the Joy of Reading? Barbershops and Laundromats Can Help](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Ignite and harvest the power of many

- **Description**
- **Catalytic Tactics:**
 - Assume generosity
 - Find the common acute
 - Empower teams of teams
- **Mini Case Examples:**
 - [Inside the Crowdfunded Charity Helping Refugees by Topping Up Their Phones](#)
 - [Black Lives Matter Is Making Single Moms Homeowners](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Design catalytic messaging and communication

- **Description**
- **Catalytic Tactics:**
 - Embrace irrationality
 - Use nudges
 - Test small
- **Mini Case Examples:**
 - [A simple combination of data and language tweaks is helping recruit more diverse police officers](#)
 - [Big in Bolivia: Zebras in the Streets](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Leverage and/or create social capital +

- **Description**
- **Catalytic Tactics:**
 - Start with the universal
 - Do the one thing well
 - Create continuity
- **Mini Case Examples:**
 - [Walking Together for Health and Spirit](#)
 - [How a Nation Reconciles After Genocide Killed Nearly a Million People](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Reimagine how you gather and use data

- **Description**
- **Catalytic Tactics:**
 - Zoom in and out
 - Search for signals
 - Embed feedback loops
- **Mini Case Examples:**
 - [A private sector 'productivity tool' to eliminate poverty is catching on around the world](#)
 - [Want To Reduce Suicides? Follow The Data – To Medical Offices, Motels And Even Animal Shelters](#)
- **Your turn**
- **Reflections and insights**

Catalytic Strategy: Build a mutually symbiotic ecosystem

- **Description**
- **Catalytic Tactics:**
 - Start with one big WHY
 - Identify unrealized competencies
 - Expand the puzzle
- **Mini Case Examples:**
 - [Colorado farmers can't get their food to the table. One startup wants to lend hands.](#)
 - [This Turkish chef is fighting climate change with the help of Syrian refugees](#)
- **Your turn**
- **Reflections and insights**

SECTION FOUR: CAPSTONE

In this final section participants will have the opportunity to reflect on and summarize key learnings and insights.

COST FOR RPCV'S

Asynchronous Options	Cost
No CBSVFA Certificate	\$35
CBS VFA Certificate of Completion	
No feedback or advisory	\$110
Feedback on assignments	\$150
Feedback on assignments and up to three 45 minute advisory sessions during course	\$210

COURSE DESIGNER AND INSTRUCTOR

Greg Van Kirk (RPCV Guatemala '01-'03)



Greg is a social entrepreneur, consultant and educator. Over the course of 20 years he's worked with a diverse variety of organizations, leaders and communities in the US, Canada, Mexico, Guatemala, El Salvador, Nicaragua, Colombia, Peru, Ecuador, Paraguay, Suriname, Brazil, Haiti, The Dominican Republic, Bosnia Herzegovina, Serbia, Egypt, Senegal, The Gambia, Guinea, South Africa, India and Thailand.

Greg has designed social entrepreneurial experiences, taught courses and led workshops for thousands of students and professionals. He is the founder of SocialEntrepreneurU, is a former Ashoka Leadership Group Member, is a two-time Ashoka Globalizer Fellow and World Economic Forum "Social Entrepreneur of the Year for 2012 (Latin America)". Greg is the principal designer of the award-winning MicroConsignment Model, now being applied globally.

Greg has served as a consultant for organizations such as Levi Strauss Foundation, Solutions Journalism Network, USAID, Chemonics, VisionSpring, Soros Foundation, Church World Service, Inter American Development Bank, Water For People and Fundacion Paraguaya in the US, Latin America, Asia and Africa. He also contributes time as "Social Entrepreneur in Residence" at universities and has taught social entrepreneurship at Columbia University, NYU and Miami University. He is a senior advisor for the Miami University Institute for Entrepreneurship.

Greg began working in rural small business development as a Guatemala Peace Corps volunteer in 2001. He worked in investment banking for five years before arriving in Guatemala. Two deals he led at UBS during this time won "Deal of the Year" honors from Structured Finance International magazine. He currently lives with his family in New York City.