

# The Development of Social Enterprise at Columbia Business School

International Social Enterprise Conference

Korea, March 2009

# What lessons can be learned from Columbia's experience?

- Origins and evolution of purpose and scope of Columbia's Social Enterprise Program
- Development of Social Enterprise Programs
  - Priority setting and focus areas
  - Challenges and lessons from growing and integrating the SEP across Columbia Business School
  - Possible areas for future development

# Origins of the Social Enterprise Program

- Founded in 1983 as the Public and Nonprofit Management Program
  - Purpose: to serve and support select number of MBA students interested in careers in the **public** and **nonprofit** sectors
- In 2000 renamed Social Enterprise Program and scope expanded
  - Purpose: to inspire and prepare leaders who create social value in **business, nonprofit** and **government** organizations locally, nationally and internationally.
- In June 2009, Professor Ray Horton, founding director steps down; Professor Ray Fisman to be appointed faculty director

## 2009: Purpose of Columbia's Social Enterprise Program (SEP)

- To advance the understanding of how management can contribute to society and the environment
- We achieve this by supporting:
  - the creation and communication of new ideas by Columbia Business School faculty; and
  - curricular and extra-curricular opportunities for Columbia Business School students
- Distinguishing characteristics of the School's Social Enterprise Program (SEP)
  - Prepare students to apply business skills from multiple vantages (business, nonprofit, government)  
e.g. as business executives, nonprofit leaders, social entrepreneurs, public officials, philanthropists and nonprofit board directors, volunteers
  - Broad geographic focus on social issues (locally, nationally, internationally)

# Scope of Columbia's SEP

## Career Interest Areas of Students

1. Nonprofit & Public Sector Management
2. Corporate Social Responsibility (CSR) / Sustainability
3. International Development
4. Social Entrepreneurship
5. Socially Responsible Investing
6. Non-Profit Consulting
7. Microfinance
8. Corporate & Foundation Philanthropy
9. Venture Philanthropy & Social Venture Capital
10. Community Development
11. Healthcare
12. Education
13. Arts Management
14. Renewable Energy / Energy
15. Lifestyle of Health and Sustainability Sector

**Nonprofit & Public  
Management**

**International  
Development**

**Social  
Entrepreneurship**

**Corporate Social  
Responsibility /  
Sustainability**

# Priority setting: programmatic areas for development

## Programmatic Activities

### Curriculum

Providing high-quality course content and teaching for students

### Experiential learning

Encouraging greater number of students to learn by applying their business skills to social enterprise endeavors (e.g. internships, consulting projects, field studies)

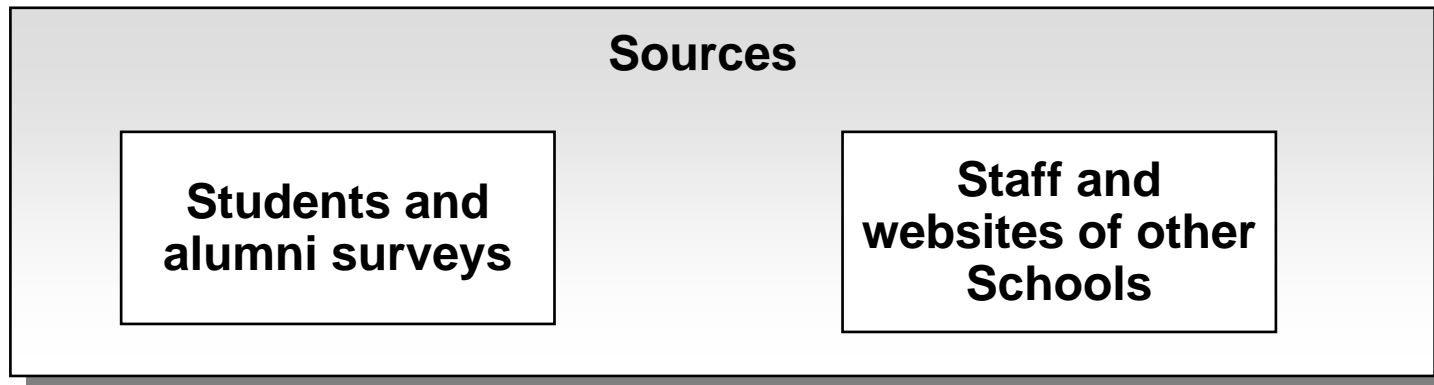
### Research

Supporting scholarly and applied research by faculty and doctoral students

### Outreach

Fostering strong networks linking the School and University to practitioners in social enterprise organizations

# Feedback process for priority setting



**Identified areas to improve and competitive position**

# Priority setting for the development of Columbia's SEP

## 1<sup>st</sup> Stage 1983–2002

- Focus on curriculum development and career support
  - Curriculum development to focus on specialized segment (public and nonprofit)
  - Student-run initiative: Summer internships
  - One year grant program for nonprofit/public sector graduates
  - Student events

## 2<sup>nd</sup> Stage: 2003–2008

- Focus on quality, experiential learning programs (5-Year Strategic Plan)
  - Curriculum, as measured by evaluations and enrollment
  - Careers: Summer internships, loan assistance
  - Experiential learning: Pro bono consulting projects, Nonprofit board program, Social Venture Competition
  - Research: symposia, research projects leading to academic papers to be published in top journals

# Programmatic activities and timeline

## Programmatic Activities

### Curriculum

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### Research

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### Outreach

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- 1<sup>st</sup> Stage: curriculum development and career support
- 2<sup>nd</sup> Stage: quality courses, experiential learning programs and expand career support
- 3<sup>rd</sup> Stage: greater development of research and outreach

(Programmatic activities are complementary, not mutually exclusive)

## Success of the SEP after 5 year strategic plan

- Ten-fold increase in membership in student clubs
- Average enrollment in Social Enterprise courses exceeds school-wide average
- Continual year-to-year increases in every extracurricular program
  - Summer internships
  - Pro bono international development consultancies
  - Nonprofit Board Leadership Program participants
  - Loan Assistance recipients
  - Global Social Venture Competition
  - Community building and educational events (conference, annual reception, students retreat, study trips, lunch time speakers)

# The SEP Curriculum Development

## Courses 2002

- Public & Nonprofit
  - Financing the Mission-Based Business
  - Consulting in the public and nonprofit sector
- Social Entrepreneurship (1 course)
- International Development
  - Business Strategies for Emerging Markets
  - Global Business and Development Lab
  - Transnational Business and Human Rights
- Capstone
  - Modern Political Economy

## Courses 2008-09

- Public & Nonprofit
  - Nonprofit leadership
  - Strategic Philanthropy
  - Education Leadership Consulting Lab
- Social Entrepreneurship
  - Social Entrepreneurship (2 courses)
  - Financing Social Ventures
- International Development
  - The Private Sector and International Development
  - Business Innovations in International Development
  - Global Marketing Consulting for Social Enterprise
- Corp. Social Responsibility & Sustainability
  - Business in Society
  - Finance and Sustainability
  - New Developments in Energy Markets
- Capstone
  - Modern Political Economy

# Evaluations and Enrollment (academic year 2007-08)

| Semester    | Course                                      | Professor                   | Content *  | Instruction * | Enrollment  |
|-------------|---|-----------------------------|------------|---------------|-------------|
| Spring 2008 | Business in Society: Doing Well-Doing Good? | Heal Geoffrey               | 4.5        | 4.7           | 54          |
| Spring 2008 | Finance And Sustainability                  | Usher Bruce                 | 4.8        | 4.8           | 54          |
| Spring 2008 | Financing Social Ventures                   | Larson Rick                 | 3.8        | 4.2           | 31          |
| Spring 2008 | Social Entrepreneurship: Global Perspective | Hartigan Pamela             | 4.4        | 4.6           | 37          |
| Fall 2007   | Board and Executive Mgt of Nonprofits       | Henry Ed                    | 4.1        | 4.2           | 40          |
| Spring 2008 | Education Leadership Consulting Lab         | Rosen Amy                   | 4.3        | 4.3           | 23          |
| Spring 2008 | Modern Political Economy                    | Horton Raymond              | 4.9        | 5.0           | 60          |
| Fall 2007   | Modern Political Economy                    | Horton Raymond              | 4.8        | 4.9           | 66          |
| Summer 2007 | Modern Political Economy - EMBA             | Horton Raymond              | 4.9        | 4.9           | 40          |
| Fall 2007   | Private Sector/Intl. Development - EMBA     | Fisman Raymond              | 5.0        | 5.0           | 14          |
| Fall 2007   | Strategic Philanthropy                      | Berman Melissa              | 4.7        | 4.8           | 25          |
|             |   | <b>SEP Average:</b>         | <b>4.6</b> | <b>4.7</b>    | <b>40.4</b> |
|             |   | Excluding EMBA: **          |            |               | <b>43.3</b> |
|             |   | <b>School-wide average:</b> | <b>4.3</b> | <b>4.5</b>    | <b>41.3</b> |

Notes: \* Evaluations are given on a scale of 1 (poor) – 5 (excellent).

\*\* EMBA course sizes smaller than MBA courses

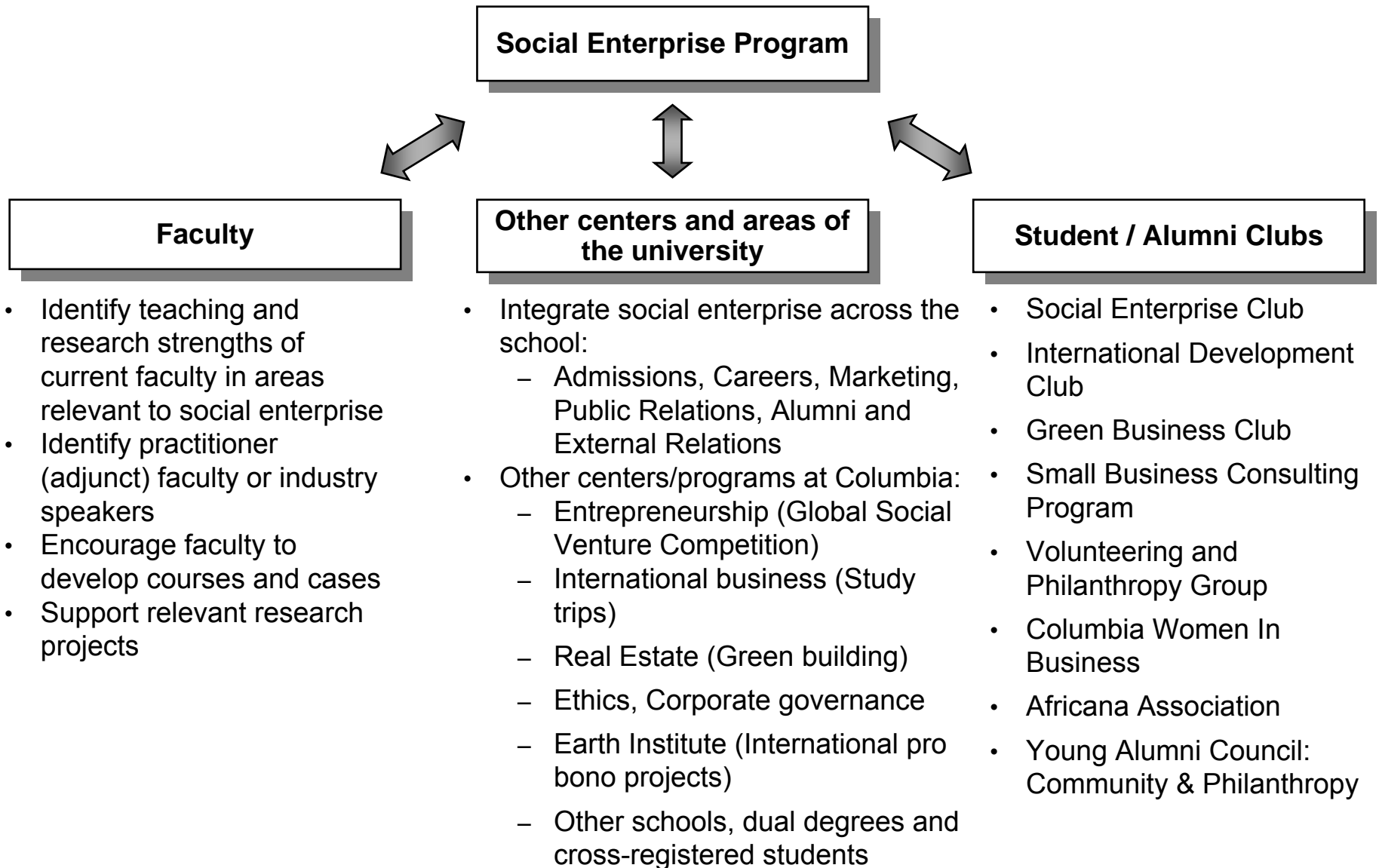
(Selected Career Areas)

|                                    |   | Nonprofit & Public Management | Social Ventures  |                     | International Development | CSR / Sustainability              | Community Development   | Nonprofit Consulting | Education | Healthcare |
|------------------------------------|---|-------------------------------|------------------|---------------------|---------------------------|-----------------------------------|-------------------------|----------------------|-----------|------------|
|                                    |   |                               | Entrepreneurship | Venture Capital/SRI | (Including Microfinance)  | (Corporate Social Responsibility) | (Including Real Estate) |                      |           |            |
| <b>FOUNDATION ELECTIVES</b>        |   |                               |                  |                     |                           |                                   |                         |                      |           |            |
| B8202-001                          | Modern Political Economy                              | X                             | X                | X                   | X                         | X                                 | X                       |                      |           |            |
| B9455-016                          | Social Entrepreneurship: A Global Perspective         | X                             | X                |                     | X                         |                                   | X                       | X                    | X         | X          |
| B8299-011                          | Business in Society                                   |                               |                  |                     | X                         | X                                 |                         |                      |           | X          |
| B8499-003                          | Nonprofit Leadership                                  | X                             | X                |                     | X                         |                                   | X                       | X                    | X         | X          |
| B8200-001                          | Strategic Philanthropy                                | X                             |                  | X                   | X                         |                                   | X                       | X                    | X         | X          |
| <b>INTERNATIONAL</b>               |   |                               |                  |                     |                           |                                   |                         |                      |           |            |
| B8299-006                          | The Private Sector and International Development      | X                             | X                | X                   | X                         | X                                 |                         |                      |           |            |
| B8299-007                          | Globalization and Markets                             |                               |                  |                     | X                         | X                                 |                         |                      |           |            |
| B9410-001                          | Business Innovations in International Development     | X                             | X                | X                   | X                         | X                                 |                         | X                    |           |            |
| <b>FINANCE</b>                     |   |                               |                  |                     |                           |                                   |                         |                      |           |            |
| B9301-001                          | Finance and Sustainability                            |                               | X                | X                   | X                         | X                                 | X                       |                      |           |            |
| B9455-017                          | Financing Social Ventures: Risk Capital for Expansion | X                             | X                | X                   | X                         |                                   | X                       |                      |           |            |
| <b>FIELD PROJECTS</b>              |   |                               |                  |                     |                           |                                   |                         |                      |           |            |
| B8620-001                          | Global Marketing Consulting for Social Enterprise     | X                             | X                |                     | X                         |                                   |                         | X                    |           |            |
| B9677-001                          | Strategy Consulting Skills                            | X                             | X                |                     |                           |                                   |                         | X                    |           |            |
| B9455-015                          | Education Leadership Consulting Lab                   | X                             | X                |                     |                           |                                   |                         | X                    | X         |            |
| B8000                              | Special Studies in Business                           | X                             | X                | X                   | X                         | X                                 | X                       | X                    | X         | X          |
| <b>MANAGEMENT / MARKETING</b>      |   |                               |                  |                     |                           |                                   |                         |                      |           |            |
| B8811-001                          | Service Operations Management                         | X                             | X                |                     |                           |                                   | X                       | X                    | X         | X          |
| B9811-014                          | New Challenges in Healthcare Management               | X                             |                  |                     |                           |                                   |                         | X                    |           | X          |
| B6690-001                          | Marketing Arts, Culture & Education                   | X                             | X                |                     |                           |                                   |                         | X                    | X         |            |
| <b>OTHER RECOMMENDED ELECTIVES</b> |   |                               |                  |                     |                           |                                   |                         |                      |           |            |
| B8100-001                          | Earnings Quality                                      | X                             | X                | X                   |                           | X                                 | X                       | X                    | X         | X          |
| B8299-017                          | New Developments in Energy Markets                    |                               | X                | X                   |                           | X                                 |                         |                      |           |            |
| B8308-001                          | Debt Markets  | X                             |                  | X                   | X                         |                                   | X                       | X                    | X         | X          |
| B8314-001                          | Real Estate Finance                                   | X                             | X                |                     |                           |                                   | X                       |                      | X         | X          |
| B8399-004                          | Emerging Financial Markets                            |                               | X                | X                   | X                         | X                                 |                         | X                    |           |            |
| B9301-088                          | Project Finance in Emerging Markets                   |                               |                  | X                   | X                         | X                                 |                         | X                    |           |            |
| B8512                              | International Business Strategy                       | X                             | X                | X                   | X                         | X                                 |                         | X                    |           |            |
| B9777-004                          | Entrepreneurship in Africa                            |                               | X                | X                   | X                         |                                   |                         |                      |           |            |
| B8713-001                          | Introduction to Venturing                             |                               | X                | X                   |                           |                                   | X                       |                      | X         | X          |
| B8705-001                          | Launching New Ventures                                |                               | X                |                     | X                         | X                                 | X                       |                      | X         | X          |
| B8399-006                          | Entrepreneurial Finance                               |                               | X                | X                   |                           |                                   | X                       |                      | X         | X          |
| B8699-005                          | Entrepreneurial Selling                               | X                             | X                | X                   | X                         | X                                 | X                       | X                    | X         | X          |
| B9701-065                          | Managing the Growing Company                          | X                             | X                | X                   | X                         | X                                 | X                       | X                    | X         | X          |
| B8201                              | Economics of Strategic Behavior                       | X                             | X                | X                   |                           | X                                 | X                       | X                    | X         | X          |
| B8412-001                          | Managerial Negotiations                               | X                             | X                | X                   | X                         | X                                 | X                       | X                    | X         | X          |
| B8701-001                          | High-Performance Leadership                           | X                             |                  |                     | X                         | X                                 | X                       | X                    | X         | X          |
| B8702-001                          | Top Management Processes                              | X                             |                  |                     | X                         | X                                 | X                       | X                    | X         | X          |
| B8711-001                          | Turnaround Management                                 | X                             | X                | X                   |                           |                                   | X                       | X                    | X         | X          |

# Next stage for curriculum development

- Strategic plan goals are to continue to:
  - Improve quality as measured by evaluations
  - Service growing student interest
- Continuing concerns
  - Lack of staffing depth for expansion into Executive MBA, Executive Education
- Main policy question:
  - Elective courses vs. the core curriculum (compulsory courses)

# Integrating the Program across the School



# Integration and growth

- Encourage students and student clubs: source of programmatic innovations and feedback, though Program provides support and institutional knowledge
  - Initiatives at Columbia started by students include: summer internship fundraising, international development pro bono consulting, Global Social Venture Competition (GSVC), nonprofit board program, microfinance investment fund
- Foster faculty interest in course development, research and case writing
  - Development resources and funding
  - Teaching and research assistants (students are source of talent)
- Pursue infusion model across the School
  - Internal communication with other departments
  - Leveraging resources in other centers, programs and divisions

# Areas for future development

## Programmatic Activities

### Curriculum

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### Research

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# Possible new programmatic activities and their goals

- Research and broader faculty engagement
  - Profile and reputation driven by thought-leadership and ideas
  - Expanding research faculty involvement and research projects in social enterprise
- Executive Education and New York Connections
  - Custom and short (non-MBA) courses in social enterprise
  - Enable CBS to become the preeminent source of MBA talent for key New York City nonprofit and public sector organizations
- Outreach and social networking
  - Online tools, segmentation and communication strategies for “Millennials”