



The Center for
Social Impact Strategy

Executive Program for
Social Impact Strategy
Convening

JUNE 24 - 27th, 2015



3815 Walnut St.
Philadelphia, PA 19104-6214



Welcome to the University of Pennsylvania!

3 Days of Collaboration, Connection, and Community

We are delighted to host you for a three-day, in-person convening at the University of Pennsylvania on June 24th - 27th, 2015. The convening includes classes, workshops, and exercises led by Penn faculty and leading practitioners in the field of social impact. This is an opportunity to build meaningful relationships within your cohort, and connect with one another in-person so that you can continue to work together throughout the program. You'll also learn tangible skills in design thinking and leadership to help you understand customer needs and form strategic networks.

The Executive Program for Social Impact Strategy is designed for a diverse mix of professionals and leaders from many backgrounds, including non-profit and for-profit; traditional and entrepreneurial; domestic and international. By bringing your cohort together, we hope that you will grow your network, deepen your relationships with one another and develop meaningful connections that will enhance your online learning experience.

Let's get started!



Schedule

WEDNESDAY, JUNE 24, 2015

6:00PM - 9:00PM Welcome Dinner

Meet your fellow cohort members and share your stories with one another before we dive into the workshops. Please arrive promptly!

Dinner Location: Harvest Seasonal Grill

200 South 40th Street, Philadelphia, PA 19104

<http://harvestseasonalgrill.com/philadelphia/>

THURSDAY, JUNE 25, 2015

Location: Huntsman Hall (Wharton School at Penn)

3730 Walnut Street, Philadelphia, PA 19104, Room 345

8:30AM - 9:15AM	Doors Open for Registration and Breakfast
9:15AM - 9:45AM	Program Overview
9:45AM - 10:30AM	Introductions
10:30AM - 1:00PM	Introduction to Design Thinking
1:00PM - 2:00 PM	Lunch and Break
2:00PM - 4:00PM	Design Thinking Workshop I: Understanding The Human Context of the Problem
4:00PM - 5:00PM	Applying the Tools
5:00PM - 5:30PM	Wrap Up

FRIDAY, JUNE 26TH, 2015

Location: Huntsman Hall (Wharton School at Penn)

3730 Walnut Street, Philadelphia, PA 19104, Room 345

8:30AM - 9:15AM	Breakfast
9:15AM - 9:45AM	Community Building
9:45AM - 11:15AM	Design Thinking Workshop II - Journey Mapping
11:15AM - 11:30AM	Break
11:30AM - 1:00PM	Design Thinking Workshop III - The Art of How Might We and Brainstorming
1:00PM - 2:00PM	Lunch
2:00PM - 3:15PM	Design Thinking Workshop IV - Applying the Tools
3:15PM - 3:30PM	Break
3:30PM - 5:00PM	Communicating Your Ideas
5:30PM	Walk over together for a Group Dinner Han Dynasty (3711 Market Street, Philadelphia, PA 19104) http://www.handynasty.net/ucity/

SATURDAY, JUNE 27, 2015

Location: Huntsman Hall (Wharton School at Penn)

3730 Walnut Street, Philadelphia, PA 19104, Room 345

8:30AM - 9:00AM	Breakfast
9:15AM - 10:30AM	Networking Exercise
10:30AM - 12:00PM	Peer-to-Peer Advisory Groups
12:00PM - 12:30PM	Closing Remarks Box lunches will be available



How to get to Wharton's Huntsman Hall: Huntsman Hall is located on the southeast corner of 38th and Walnut streets. It's the building with the large, round tower. The entrance to the building is located on the south side of Walnut street.

Where to go when you arrive at Huntsman Hall: Please check in with the security guard at the front desk. Tell the security guard that you are here for the CSIS Executive Education convening. The security guard will check the list for your name. The security guard can provide directions to room 345.

Meeting Location Information: Room 345 is located on the third floor of Huntsman Hall. From the Walnut Street entrance, you should head to the center of the building. There are escalators and elevators, both of which go to the third floor.

WHAT'S AHEAD -- THE EXECUTIVE PROGRAM SCHEDULE - MAY COHORT

DATES	COURSE
May 4 - June 14, 2015	Core Course, Social Impact Strategies, 6-Weeks, Professor Peter Frumkin
June 24 - June 27, 2015	In-Person Convening at the University of Pennsylvania, Coursework in Design Thinking and Leadership
July 6, 2015 - August 16, 2015	Core Course, Business Models for Social Enterprise, Suzi Sosa
August 24, 2015 - September 13, 2015	Elective Period 1 (Course 1, 2)
September 21 - October 11, 2015	Elective Period 2 (Course 3, 4)
October 19 - November 8, 2015	Elective Period 3 (Course 5, 6)
December 3 - 4, 2015	Final In-Person Convening at the University of Pennsylvania

ELECTIVES

PERIOD 1	PERIOD 2	PERIOD 3
Elective 1: Nonprofit Governance	Elective 3: Strategic Marketing	Elective 5: Social Media Strategies
Elective 2: Nonprofit Fundraising	Elective 4: Community and Collaboration	Elective 6: Impact Management



ELECTIVES FAQ



Can I get advice on which electives best suit my objectives?

Yes! In fact, we highly recommend that you discuss your intended elective plans with a member of the NAS team. Contact Ariel Schwartz at ariel@socialimpactstrategy.org to discuss your course selection.

When do I have to choose my electives?

You will be invited to register for electives after the Business Models for Social Enterprise course.

Can I make changes after that?

You may amend your elective plan at any time as long as you have sufficient time to complete requirements for each elective (e.g., you probably don't want to change electives at the end of the second week). Contact us if you wish to change electives.

How many electives do I have to take?

You must take four total electives during any of the three periods.

Can I take more than four electives?

As many as you like! We will only grade the four you choose.

What is the expected weekly workload?

Approximately four-six hours per week.

How are electives different than the core courses?

Each elective is three weeks rather than six, but the expectations for learning, participating, and completing assignments are similar.

Each elective features new faculty, each with deep expertise in their field and the nonprofit sector.

Group size will vary – there is no minimum or maximum class size for each elective.

Any suggestions for completing four electives given my travel and work schedule?

This can be a demanding workload. To give you more flexibility, there will be weekly 'soft' deadlines for all written assignments with a 'hard' (final) deadline for all assignments at the end of the third elective period.

Depending on your own personal and professional schedule, you may wish to take two electives in two periods.

What if I can't schedule the electives I want to take?

Depending on the sequence of electives you choose, you may have to take a second choice for one to make your overall sequence work.

Nonprofit Governance

(Period 1)



OVERVIEW

This elective will enable you to:

- ▶ Gain a practical grounding in nonprofit governance relative to your career – either as staff or as a board member
- ▶ Gain an understanding of the human dimensions of board leadership and contextual dynamics that affect governance
- ▶ Examine real cases of challenges (strategic, operational and ethical) faced by nonprofit boards and executive leaders, and understand the nuanced practice required to make and execute sound governance decisions

FACULTY

Nadya Shmavonian

Ms. Shmavonian is an independent consultant who most recently served as president of Public/Private Ventures (P/PV) from January 2010 – July 2012, where she presided over the closure of the organization. She provides strategic direction and counsel to private foundations and a broad array of local, national and international nonprofit organizations. She has extensive foundation management experience, having served as vice president for strategy at the Rockefeller Foundation, and executive vice president at The Pew Charitable Trusts where she also worked as director of administration and as a program officer in health and human services. Ms. Shmavonian serves on the Boards of the Center for Effective Philanthropy; the Partners for Seed in Africa Fund, an initiative for South Sudan supported by Howard Buffet; and the Lenfest Foundation. She helped found and served on the board of The Alliance for A Green Revolution in Africa (a joint partnership of the Rockefeller and Bill and Melinda Gates foundations). She has served on the Advisory Boards of the National Philanthropic Trust and the Center for Refugee and Disaster Response at the Johns Hopkins Bloomberg School of Public Health. She was one of the first two non-family members of the Surdna Foundation Board, where she served for six years. Ms. Shmavonian holds a B.A. from the University of Chicago, and an M.B.A. in healthcare management from the Wharton School of the University of Pennsylvania. She was awarded the Kathleen McDonald Distinguished Alumna Award from Wharton Women in Business in 2011.

OUTLINE

Week 1: Governance: Concepts and Functions

We will focus on the complexities of nonprofit boards and key stakeholders. We will discuss core responsibilities of boards and governance principles.

Week 2: The Lifecycle of Boards

we will focus on concept of a lifecycles of boards and each phase in the lifecycle: idea to start-up phase, growth phase, mature phase and finally, decline or regeneration? We will also reflect on board/staff dynamics over the lifecycle, including family boards.

Week 3: Governance in Practice

We begin with an introduction to the 'Governance as Leadership' framework, then discuss governance in crisis. Next, we focus on challenges facing the nonprofit sector and their implications for governance. We conclude by focusing on organizational transitions (collaboration/merger/closure) and the reflective board leader.

Nonprofit Fundraising

(Period 1)

OVERVIEW

This elective will enable you to:

- ▶ Build your working understanding of the many forms of philanthropy available to support nonprofit organizations
- ▶ Have a good grasp of the fundamentals of effective fundraising practice

FACULTY

Eileen R. Heisman

Eileen R. Heisman, ACFRE, is the President and CEO of National Philanthropic Trust. She is a nationally recognized expert on charitable and planned giving. She was among the first fundraising professionals to earn the distinguished ACFRE certification. In both 2011 and 2014, she was named by Non-Profit Times as one of their Power and Influence Top 50, an annual listing of the 50 most influential executives in the philanthropic sector. Ms. Heisman is currently a member of the faculty at Leadership Philadelphia, as well as an adjunct faculty member at the University of Michigan's School of Social Work graduate program and at the University of Pennsylvania's School of Social Policy and Practice. She is a regular lecturer for the Nonprofit Board Leadership Program at the University of Pennsylvania's Wharton School and a member of the Governance Committee for the Nonprofit Leadership Program at the University of Pennsylvania's School of Social Policy and Practice.

OUTLINE

Week 1: Private Philanthropy and Fundraising in the US

We focus on the statistics of giving and why they are important to know. We will then begin an



overview of fundraising specialty areas. We conclude with an examination of when people give and why people give.

Week 2: Major Gifts – The Four R's

We will focus on the “four R's” of major gifts: research (prospect research), romance (cultivation), request (ask) and recognition (stewardship).

Week 3: Other Giving Areas

We conclude by focusing on other key giving areas. These include corporate partnerships (use of contracts, balance, projects vs. general support), foundation funding (understanding the landscape), bequest tips (planned giving's simplest strategy). We will also investigate styles of giving (seven faces of philanthropy) and social media & fundraising (where it is, where we are going).

Strategic Marketing

(Period 2)

OVERVIEW

This elective will enable you to:

- ▶ Describe challenges and opportunities in their initiatives from the perspective of the customer rather than the organization
- ▶ Define and articulate a value proposition that will guide all other marketing and operational decisions
- ▶ Evaluate the alignment of programs, pricing, promotion, and channels to affect consumer behavior and achieve goals

FACULTY

Jim Rosenberg

Jim is the founder of Workbench Services where he works with mission-driven organizations on innovation, strategy, and new ventures. Jim has extensive experience in both nonprofit and commercial organizations, including startups, mission-driven nonprofits, and Fortune 500 corporations. Jim was a Vice President at NAS from 2005 to 2013 with responsibility for market strategy, new business development, and our Strategic Marketing, Digital Strategies and Leading Innovation seminars. He holds an M.B.A. from Stanford University Graduate School of Business, and a B.A. in Psychology from the University of Pennsylvania. You can read more about Jim's background at www.linkedin.com/in/jimrosenberg/.



OUTLINE

Week 1: Putting the “Customer” in the Center

We focus on the idea of being a customer-centered organization rather than a program-centered one. We then highlight the challenges that nonprofits face in engaging beneficiaries in novel ideas and new experiences, and will introduce frameworks to help them think about marketing novel products and experience goods.

Week 2: Defining Your Promise

We will focus on defining the value proposition at the heart of what an organization or entrepreneur does. We will then start by looking at segmentation, segmentation dimensions, targeting, and the challenge many nonprofits feel in targeting beneficiaries when they want to help everyone.

Week 3: Influencing Customer Behavior

We will focus on integrated marketing and how to use programs, promotion, price, and placement to engage and influence beneficiaries. We will introduce the idea of integrated marketing and the “4 P’s” as the “meat and potatoes” of delivering on the value proposition.

Community and Collaboration

(Period 2)

OVERVIEW

This elective will enable you to explore how organizations and entrepreneurs can maximize their benefit to the community. For this elective, we will draw from the fields of urban planning and community development.

FACULTY

Maria Rosario Jackson, Ph.D.

Maria Rosario Jackson is an expert in the fields of urban planning, comprehensive community revitalization and arts and culture. She is Senior Advisor to the Kresge Foundation and consults with national and regional foundations and government agencies. In 2013, President Obama appointed Dr. Jackson to the National Council on the Arts. Dr. Jackson has been adjunct faculty at Claremont Graduate University’s arts administration program. She is adjunct faculty at the University of Southern California where she teaches in the Arts Leadership Program. She is also the James Irvine Fellow in Residence at the Luskin School of Public Affairs at the University of California, Los Angeles and has taught in the Urban Planning program. Dr. Jackson is on the advisory boards of the Lambent Foundation and L.A. Commons and on the board of directors for the Alliance for California Traditional Arts. She was formerly on the boards of the Association of Performing Arts Presenters, the National Performance Network, the Mid-Atlantic Arts Foundation, the Cultural Alliance for





Greater Washington, and the Fund for Folk Culture. Previously, for 18 years, Dr. Jackson was based at the Urban Institute in Washington, D.C. There, she started and directed the Culture, Creativity and Communities Program and led research on measuring cultural vitality and the role of arts and culture in community revitalization, the development of art spaces, and also research on support systems for artists. Additionally, she participated in projects concerned with public housing, public education, public safety, and parks. She earned a doctorate in Urban Planning from UCLA and a Master of Public Administration degree from the University of Southern California.

OUTLINE

Week 1: Identifying Community and Your Role in It

We start by introducing tools and resources to help you get to know your community and how it works. We will then examine how the concept of community relates to your organization's mission.

Week 2: Understanding Community Assets

We discuss the concept of community assets, moving from assets in general to those that directly relate to your organization's mission. We introduce several tools and methods you can use in your own community.

Week 3: Establishing Community Partnerships

In the final week, we focus on community partnerships. Lessons include clarifying goals of partnering, assessing potential partners and creating a common agenda with collaborators and evaluation.

Social Media Strategies

(Period 3)

OVERVIEW

This elective will enable you to:

- ▶ Develop an understanding and awareness of the strategy and principles behind social media
- ▶ Effectively establish and optimize online networks, allocation of resources
- ▶ Understand the importance of metrics and how social media must work in tandem with traditional media to elicit tangible results

FACULTY

Sherrie Madia, Ph.D.

Sherrie A. Madia, Ph.D. is an educator, author, and speaker. She is Executive Director of Communications, External Affairs at the Wharton School of the University of Pennsylvania, Associate

Adjunct Professor at Drexel University, and a Lecturer at the Wharton School of the University of Pennsylvania. She holds a Ph.D. in Mass Media and Communication from Temple University, a Master's degree in Communication from the University of Miami, and a Bachelor of Arts in Writing Seminars from The Johns Hopkins University. Her most recent book is *The Social Media Survival Guide for Nonprofits and Charitable Institutions* (January 2011).

OUTLINE

Week 1: Social media in the nonprofit sector

We will focus on social media myths and misconceptions, the organizational commitment required and what social media can and cannot do for an organization. We will also review social media applications: blogging, Twitter, Facebook, LinkedIn, YouTube and Pinterest.

Week 2: Key considerations for optimizing online channels

We begin by focusing on how to research communities and perform a resource audit. We will also examine social media strategy and planning a campaign. We conclude with a focus on content, community and social change.

Week 3: Core social media competencies

We will focus on key topics such as online strategies, offline effects; managing expectations and the art of engagement. We conclude by focusing on measures of success and sustainable social media.

Impact Management

(Period 3)

OVERVIEW

This elective will challenge you to define who and what is significantly affected by the work that you do; give you tools to capture and analyze this information in a regular and cost effective way; and look at ways the information can be used to improve decisions, generate stronger results, define brand, boost income, and reduce risk.

FACULTY

Jed Emerson, Sara Olsen

Jed Emerson is originator of the concept of Blended Value, Jed Emerson has extensive experience leading, staffing and advising funds, firms, social ventures and foundations pursuing financial performance with social/environmental impact. Jed currently focuses on working with families exploring how to ensure a long term legacy by managing their full net worth for impact and engage in family processes which bring multiple generations into that effort. He is an internationally recognized



Thought Leader in sustainability and sustainable finance, impact investing, social entrepreneurship and strategic philanthropy. Emerson has played founder roles with some of the nation's leading venture philanthropy, community venture capital and social enterprises.

Sara Olsen is Founder and CEO of SVT Group, an “impact accounting firm” whose systems have been used to account for the social and environmental value of some \$9Bn in assets since 2001. Recognized twice by Bloomberg BusinessWeek as one of America's Most Promising Social Entrepreneurs, Sara holds professorships at Hult International Business School and the Monterey Institute of International Studies, where she teaches social impact assessment and management for entrepreneurs and investors, and she serves as Methodology Committee co-chair for the International SROI Network (soon to be Social Value International). She is also the co-founder of the Global Social Venture Competition, which has engaged over 13,000 students and professionals in measuring social value. Sara was a studio art major at Dartmouth College, and holds MBA and MASW degrees from UC Berkeley and the University of Chicago.

OUTLINE

Week 1: Definitions and Basic Tools

We will begin by discussing what is social performance measurement and how it is relevant.

Week 2: Measuring and Valuing Impact

We focus on how you engage stakeholders in conversations around value and performance.

Week 3: Practical Tools for Driving Impact

We conclude a focus on application: what can I do and how do I get started?

Final Convening Capstone

After completing the online core courses, the early campus visit, and the online electives, participants will be invited back to Penn to take part in a final campus capstone experience that has a group and individual component. During the capstone, you will be challenged to pull together all of the concepts, frameworks, and tools that you learned in the course by working collaboratively to apply your new thinking to a social problem as part of a team. Further, you will pull all of the elements that you've learned into a cohesive presentation, about a venture that you care about, that you will undertake as a final project to represent your synthesis of the course. We will give you the framework and outline around which you can build your venture plan. Working in a team and alone, you will leave the program with a strong sense of having mastered the key learning objectives and a new network of thought partners.





KATE CANALES is a Research Professor and the Director of Design and Innovation Programs in the Caruth Institute for Engineering Education at the Lyle School of Engineering at Southern Methodist University. She has a background in mechanical engineering, product design and design research, and much of her recent work focuses on building creative capacity inside organizations. She studies and teaches the ways we innovate on the basis of human needs and behavior, and is responsible for integrating empathy and creativity into the technical engineering curriculum. Kate teaches Human Centered Design and Building Creative Confidence and Introduction to Engineering Design. Kate has worked as a designer and design researcher at IDEO and as a Creative Director at frog design. Her writing on human centered design has appeared in GOOD magazine, The Atlantic, and The Journal of Applied Behavioral Science. Kate holds a BS in Mechanical Engineering from Stanford University.



PETER FRUMKIN is the Founder and Faculty Director of the Center for Social Impact Strategy. He is a Professor of Social Policy, and Faculty Director of the Center for High Impact Philanthropy, both at the University of Pennsylvania. A Mindy and Andrew Heyer Chair in Social Policy, his research and teaching focus on philanthropy, nonprofit management, and social entrepreneurship. Frumkin has written articles on all aspects of philanthropy, including the formulation of grantmaking strategy, the changing profile of major individual donors, theories of philanthropic leverage, the professionalization movement within foundations, and other topics. Frumkin is the author of *Building for the Arts* (co-authored with Ana Kolendo; University of Chicago Press, 2014), which considers the management challenges associated with the recent cultural building boom in America. Prior to coming to Penn, Frumkin was Professor of Public Affairs and Director of the RGK Center for Philanthropy and Community Service at the Lyndon B. Johnson School of Public Affairs, University of Texas at Austin. He has taught at Harvard University's John F. Kennedy School of Government and served as a senior fellow at the New America Foundation. Before academics, Frumkin worked as a foundation program officer, a nonprofit manager, and as a program evaluator in both nonprofit and public agencies. Frumkin received his Ph.D. in sociology from the University of Chicago.



COSMO FUJIYAMA is the Program Director of the Center for Social Impact Strategy. With a background in nonprofit strategy and experience design, Cosmo has worked with social entrepreneurs to help advance their professional goals and social ventures. In 2014, Cosmo served as a Fellow at The Governance Lab at New York University where she led The GovLab Academy, a free, online community for those interested in teaching and learning how to open their institutions and work more collaboratively to solve public problems that improve people's lives. She also worked for Ashoka, the world's largest association of social innovators, identifying social entrepreneurs. From 2006 to 2010, Cosmo co-founded and led Students Helping Honduras, a nonprofit organization in Honduras focused on building educational infrastructure, funding educational programs targeted at women and girls and strengthening community engagement. A graduate of the College of William and Mary and New York University's Robert F. Wagner Graduate School of Public Policy, Cosmo has been named a Reynolds Fellow in Social Entrepreneurship.



KAVEH SADEGHIAN is a Research Fellow at the Center for Social Impact Strategy. Prior to working for the University of Pennsylvania, Kaveh was a Change Manager at Ashoka's Youth Venture, where he managed the design and expansion of a youth incubator program in collaboration with Harvard, Stanford, Oxford, the University of Pennsylvania, and the University of Chicago. Prior to Youth Venture, Kaveh served as a creative director in the pharmaceutical industry, overseeing creative development for US-based oncology drug launches and national sales meetings at Celgene and Novartis. He also served as a transformation consultant at IBM, where he was part of a core team that designed and implemented the largest strategic realignment of the company's North America consulting practice.





ARIEL SCHWARTZ is the Manager of Distance Learning at the Center for Social Impact Strategy. She is also a Doctoral Candidate in Public Affairs at the University of Texas. This social research degree focuses on social policy evaluation, application of theory to policy, and understanding how real-world interventions can improve lives. Ariel's dissertation qualitatively examines how community level social sector organizations in developing countries can make good use of computing technology, especially in the context of foreign aid. During her dissertation data collection in 2013 Ariel was based at the Technology for Emerging Markets Group at Microsoft Research, India, to study ten Indian deployments of a mobile application to groups of female community health workers. Previously, Ariel was Research Development Specialist at the Institute for Social and Economic Research and Policy (ISERP), and Program Manager at the Initiative for Policy Dialogue, both at Columbia University. In 2008 Ariel co-founded, and currently directs, Maria's Libraries, a US-based not-for-profit organization striving in Kenya for information access and social, political, economic, and cultural development through community libraries. Ariel holds a BA in Government and an MPA from Cornell University.



ASHTON YOUNT is the administrative assistant for the Center for Social Impact Strategy and the Nonprofit Leadership Program at the University of Pennsylvania's School of Social Policy and Practice. Before beginning this role in January 2015, Ashton worked at Penn's Linguistic Data Consortium as a research assistant. In addition to working in higher ed at Penn, she also has experience in community development, fundraising, and public education. Ashton holds a BA in English from Presbyterian College in South Carolina.





Matt Sanner | msanner21@gmail.com

Matt Sanner was born and raised in a big family in Indianapolis, Indiana. He gained small business experience working in his father's Jiffy Lube franchise throughout high school and credits his father with instilling in him the drive and adaptability of an entrepreneur. Matt graduated from Princeton in 2013 with a degree in Comparative Politics, but his "AHA!" moment came in his Junior year when he took a class called "Special Topics in Entrepreneurship- Ventures to Address Global Challenges", taught by John Danner. While at Princeton, he captained the Men's soccer team and was a member of the University Cottage Club. Following graduation, Matt played professional soccer in Sweden and Malaysia. Today he works in Global Wealth Management at Morgan Stanley where he continues to develop his passion of Impact Investing. Matt is as comfortable in an outhouse as he is in a penthouse and is a lover of country music, Indiana sports and chance encounters with extraordinary people. *Philadelphia, PA*



Sophie Tran | sophietran12@icloud.com

Aspiring social entrepreneur Sophie Tran considers herself not so much as a "business person" or "entrepreneur" but a "life-long student, learner, and observer" of many things. Professionally, Sophie seeks to enrich her experience through explorations of unique perspectives. Her range of interests is diverse, rich, and complex and usually involves social issues and conscious business models.

Sophie Tran formally studied Architecture and received a Bachelor of Science from the Philadelphia University in 2012. However, her experience has ranged from creative fields such as marketing, branding, photography, and fashion to social service work and community organization. In 2014, Recently, Sophie dedicated her time and work as a Public Narrative Coach through a program based on the teachings of Professor Marshall Ganz at the Harvard Kennedy School.

Her interests and business fields include marketing, branding, social service, community organization, education, health, and wellness, and women's interests. *United States*



Chua Siew Joo | dancingfriars@gmail.com

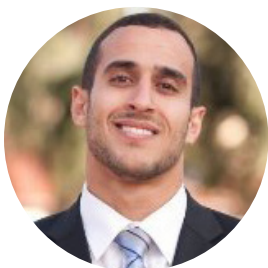
I have been working with Singapore's public service sector for 7 years. I left the sector in 2013 and I am currently working with an NGO that works on sanitation issues. I joined the programme with the intention of giving greater coherence to what I learnt from public service and to discover new perspectives regarding creating social impact from the May cohort community. *Singapore*



Caitlin Garozzo | cait.garozzo@gmail.com

Caitlin Garozzo is Program Manager at Career Wardrobe in Philadelphia where she oversees all of the organization's programs for women transitioning to work. Two of her accomplishments have been to develop a new job readiness curriculum for Career Wardrobe and strengthen Career Wardrobe's relationships with the Philadelphia communities to provide information to women who need our services.

Caitlin is passionate about empowering women to self-advocate for their own needs and believes education is the key to success for all people. She has a Bachelor's Degree from The College of New Jersey in English and Women and Gender Studies. She lives in South Jersey with her husband, Brain and cat, Gladys. *United States*



Nima Maleki | nmaleki@scu.edu

Hello, my name is Nima. I am a second year law student at Santa Clara University, and I love life to the fullest. I love everything from education to learning critical thinking skills through experience. On that note, I am infatuated with the human experience. I have held almost every type of job you can imagine, from caretaker to construction. I also love trying new hobbies, which includes things such as cooking, amateur mixed martial arts, learning the violin and woodworking. *United States*





Esperanza Cerdan | ecerdan@iies.es

We are on a tipping point in how we solve social problems. Market based, entrepreneurial and innovative solutions to long-standing social problems, will attract enough capital to revolutionise investment patterns and social improvement. Esperanza has 20 years experience in financial services, and is currently a Director in Deutsche Bank Americas Foundation responsible for Latin America; where she provides philanthropic grants, pro-bono time and program-related-investments to social organisations, both non-profit and for-profit, in Latin America. Esperanza holds a Master in Telecommunication Engineering and a MBA from IESE. *New York, NY*



Sheri Potter | sheripotter@comcast.net

Officially I am the Director of Membership and Public Programs at the American Institute of Biological Sciences, a professional association that serves to strengthen research and education in the broad biological sciences. It is a super cool job where I have the opportunity to learn from and work with the brightest minds in biology to build programs that examine and catalyze change to address meta issues that impact science. My favorite project is building the COPUS network. Through COPUS, a lot of different people with unique perspectives examine a shared concern: how to improve the public dialog about science as a tool that serves people and society.

I love the work I do nationally but my heart stays full through the hands on work I do in my own community. I have twin 12 year old daughters that I have raised as a single mom, each with their own incredibly unique strengths and needs. Through raising them, I have benefited from and been able to serve so many great organizations through local programs: We build strong future female leaders through Girl Scouting. We bring enjoyment and recognition to people with unique talents through Special Olympics. Serving our community with generosity and joy is a fundamental value of how our family thrives. All together I get to see what it means to be a successful individual, family, community and society from a lot of different angles. There is a lot of change to be affected in the world. My mission is to empower others to believe that change is possible. *Sarasota, FL*





Xiaocong Wang | angra.wang@gmail.com

Wang Xiaocong has extensive experience in digital innovation, strategy planning and execution, business development and market expansion & analytics productization and commercialization. She is focused, collaborative, with creative minds. Her specialties include corporate strategy (China market entry strategy, operating model strategy, sales & marketing strategy, M&A strategy, operations/ supply chain, project management), digital innovation (advanced analytics application, digital transformation enablement), and market intelligence (industry analysis, market research, due diligence, technology commercialization). She also has industry expertise in healthcare, smart public service, FMCG, clean-tech, and pro-bono work. While she is not thinking about how to change the world, she likes travelling and reading. *Singapore*



Brody Clemmer | bclemmer@me.com

Brody Clemmer is the Chief Innovation Officer at N2Growth, a global leadership consultancy. He has spent his entire career applying his passion for design and innovation with interests in psychology, sociology, and human behavior to understand how the world interacts with technology. Brody began his professional career in Communications as a journalist and producer, and after catching the design bug, became responsible for creating engaging advertising campaigns through special effect design and creative audio engineering. He uses his information architecture and design skills to engineer creative solutions for startups through Fortune 100 company, and also serves as a solutions consultant for multiple businesses, establishing best practices and long-term technology strategies. Brody is an experienced speaker and writer and immerses himself in today's business needs and solutions. *United States*



Deepa M Vagvala | vmdeepa@gmail.com

I am currently working with the Apollo Hospitals Group, one of the largest integrated healthcare groups in the region. With close to 13 years of extensive Corporate experience in planning and execution of communication campaigns. I am part of the Leadership Communication team at Apollo Hospitals Group, which requires rigorous research, analysis interpreting to support strategic development of group collateral across multiple health verticals. I am also responsible for building thought leadership among various industry verticals. *United States*



Christina Letts | christina.letts@gmail.com

Christina's passion is to see the generosity and philanthropic resources of those in her sphere of influence used more effectively through strategic giving – leveraging financial, intellectual, social and human capital in creative ways towards a goal of maximizing social impact. She believes philanthropy and giving ought to be “hard”, and that as much or more effort should be put into allocating resources for good as is put into acquiring and growing those resources in the first place. Christina is a Manager in Ernst & Young, LLP's global Transaction Advisory Services practice with a background in financial analysis, due diligence, and technical accounting. At EY, she serves large multinational corporations as well as middle-market corporations and financial buyers and sellers looking to acquire or divest a business or business unit. Christina is a world traveler, a lifelong learner, and a live-music fanatic. She earned her BA and MS in Accounting from Michigan State University, and lives in the Detroit metropolitan area with her husband Christopher. She tweets @ChristinaLetts. *Detroit, MI*



Beverly Brul | beverly.brul@gmail.com

Beverly is from San Pablo City in Laguna, Philippines. Her interests mainly lie in sustainable economic development through engaging underrepresented communities. She is currently establishing Omni Community Farms, a livelihood and resiliency initiative based in a fishing community in her hometown. She is also research coordinator for the Asian Institute of Management - Center for Bridging Leadership. She spends her free time during weekends volunteering at Museo Pambata (The Children's Museum). *Philippines*



Ana Lilia Aparicio Peralta | ana.aper16@gmail.com

Ana Lilia is a young passionate woman who seeks to empower the next generation of young leaders in Mexico. Since 2011, she has been involved in several leadership positions. From developing a community project to prevent girls school drop off from high school, founding the first student group focus on gender issues awareness to leading and coordinating students groups in Panamá and Rome; She's determinate to inspire the youth to discover their own personal print to leave in the world. Right now, she is creating and developing a project that will offer trainings and opportunities to leader so they can create a greater impact, this will be offer to students, government and private sector. *Mexico*



Francelia Castañeda Cuéllar | francelia.castaneda@gmail.com

I have loved travelling since I am little, and I have had the opportunity to study in foreign countries like Singapore, US and Germany. I hold a Finance degree and although, most of my experience is in the customer service and sales areas in financial institutions, I believe it is time that I switch over to my passion, building solutions to improve the standards of living through better nutrition. *Mexico City*



Lauren Graham | laurenegraham@gmail.com

Lauren is an environmentalist and social impact strategist working at the intersection of creative media and strategic communications. She is currently in the process of launching an ecologically-focused social change strategy and communications startup. Lauren has seven years of experience in the environment and sustainability field ranging from green building consulting and water policy to climate adaptation research, social impact gaming, disaster management, and sustainable design.

In 2013, Lauren graduated with a masters degree in environmental management from Yale School of Forestry & Environmental Studies, where she served as a director of the Environmental Film Festival at Yale (EFFY). Prior to continuing her studies at Yale F&ES, Lauren became certified as a LEED AP, and worked for almost two years as a project manager for a green building consulting startup working on commercial retrofits. She graduated from Stanford in 2007 with a bachelors degree in international relations, and a masters degree in sociology. *Long Island, NY*





Christopher B. Waters | cxw325@gmail.com

Christopher Waters is currently the program manager for the Urban Affairs Coalition's Community and Economic Development Department. He is a native of Wilmington, DE. Chris has earned a BA in Psychology from Pennsylvania State University and a MS in Public Administration from Wilmington University, where he is an adjunct professor in the College of Business. Chris has a background in political outreach and strategy, nonprofit leadership and program implementation. He continues to serve on multiple boards and leadership positions including Stepping Stones Federal Credit Union, Peer Grant Reviewer for the Corporation for National and Community Service and has advised the White House's My Brother Keeper Initiative through Public Allies' Black Male Achievement Initiative. *Wilmington, DE*



Rishabh Jhol | rishabhjhol@gmail.com

A seasoned consultant with a penchant for finance, analytics, and design thinking, Rishabh completed his MBA in Leadership at Bentley University (US) on 100% tuition-waiver scholarship. For five years pre-MBA, he worked with one of the fastest growing Indian e-commerce companies in lifestyle retail - Jabong, and with a US-based business advisory firm - CEB.

Post-MBA, he had an offer to join Deloitte Risk Advisory in Boston, but since he wanted his work to have more meaning, he moved back to India to work in the social impact space. He currently runs a boutique advisory firm, writing policy research for members of Indian parliament (MPs).

He is also a member of the Global Association of Risk Professionals (GARP) and an undergraduate of SS College of Business Studies, Delhi University. Purveyor of socially conscious leadership, he has volunteered with NAZ India for HIV orphans and with the Afro-Brazilian Incubator in Rio de Janeiro. *India*





BT Irwin | bt@btirwin.com

After a dozen years in nonprofit management, BT Irwin saw an opportunity to make a greater social impact through business. Specifically, BT chose to focus on the enormous resources companies devote to the nonprofit sector each year. While working in the nonprofit sector, BT observed that many of these resources failed to generate their intended impact or went completely to waste. In July 2013, BT started his own company to build better and more productive partnerships between companies and the social sector. BT subscribes to Robert Greenleaf's prediction that corporations will have the greatest impact on society in the 21st century. Leveraging that impact for good is the focus of BT's business. *Detroit, MI*



SUMAN JOHN | suman.john@gmail.com

I run a social enterprise called Diya Innovations that employs the specially abled create and markets a line of gifting products.

Our range of handcrafted products includes chocolates, candles and diyas, paper craft and a line of home linen (table runners, cushion covers, etc). The products within each vertical are designed based on how easily the production process can be broken down into simple, easy to follow steps. Different individuals of the team then work on different steps of the process based on their individual skill levels. The end product is a unique gift, handcrafted with love and care, by the differently abled team at Diya.

I have a degree in business management as well as in special education. I recently completed an online course through Coursera and the University of Pennsylvania and Wharton. *Bangalore, India*





Sienna Dutkowski | sjdutkowski@gmail.com

Sienna Dutkowski was raised in Brooklyn, New York. She attended Cornell University's School of Hotel Administration graduating in May '07. Shortly after graduation, she moved South Sudan to manage residential and office compounds where aid workers and business people lived and worked. While living in South Sudan, Sienna volunteered at the Orphanage Home of Juba. It was while working with those 72 little ones at the orphanage that Sienna found her passion. Sienna decided then, that she wanted to change her career path from hospitality management to non-profit management and international development with a focus on child welfare issues. Sienna moved back to New York where she was hired as the Chief Operating Officer for the Institute for Conscious Global Change in September 2011. Sienna Returned to South Sudan in 2013, and joined with friends to open the American School of South Sudan, which is currently operating their preschool and kindergarten programs. She is currently working to expand the school to a pre-K-12 program. *Kenya*



Jose Miguel Panta Sanchez | pantasjm@gmail.com

I've recently obtained my bachelor's degree in economy by Pacifico University at Perú. Since I was 18 years old I have worked in many investment related companies (from fixed income investment ones, to real estate).

I'm part of a peruvian non-profit organization called "Lima Microfinance Initiative" or "Microfinanzas para el Desarrollo". We use our skills to help small enterprises, entrepreneurs and people in general in fields such as personal finance, entrepreneurship, investment and management. We are still a small group of people, but this year we have many new projects not only in Lima (Peru's capital) but in other places of the country too.

I'm very interested in technology as a way to overcome problems and help other people to organize the information. I'm actually learning how to code using Ruby, Rails and Javascript. I'm also in the middle of my Coursera's Data Science Specialization, learning how to program analytic programs in "R". *Perú*





Pedro Branco | kinobranco@gmail.com

After having worked with creative economy initiatives to foster the cultural environment in Brasília and throughout Brazil, Pedro engaged in the academic setting, becoming a founding member of what would soon be the most active and awarded laboratory for visual anthropology among Brazilian graduate programs. Pedro played a crucial role in establishing such a successful and cutting-edge venture by overseeing its technical, creative and educational aspects, and after 4 years in the university setting, he travelled to Honduras to become a volunteer educator and share his filmmaking skills with young underserved students. Pedro now works with Filmmakers Without Borders, a NYC-based non-profit, as Programs Coordinator and oversees various program initiatives and other operational aspects of the organization. *Brazil*



Eliane Damasceno | elianecdamasceno@gmail.com

Ms Damasceno is a CSR specialist at FIRJAN System - the Federation of Industries of the State of Rio de Janeiro, with experience in community mobilization, product development and entrepreneurship, in particular in the crafts sector. She also has extensive experience with low-income communities creating and implementing local development strategies to support the cultural industries and cultural entrepreneurs, as well as implementing assistance projects through corporate social investment and public/private partnerships. She has worked for several projects in Brazil, with leading institutions such as SEBRAE - the Brazilian Micro and Small Business Support Service, the Ministry of Agriculture Development, Amazon Tourism Agency and in Mozambique with the Aga Khan Foundation. She is part of the UNESCO experts group for the Convention on the Protection and Promotion of the Diversity of Cultural expressions. *Brazil*





Nancy Cely-Icaza | ncely@nci-intlconsult.com

Strong background in international trade negotiations and export promotion. Currently concentrated in assisting small and medium size companies from Latina America and the Caribbean in their efforts to export to the US market, including the identification of potential of partnerships and joint ventures. For seven years she was the Trade Commissioner of Ecuador to the USA and previously the Under Secretary of Fishery Resources of Ecuador. *Miami, FL*



Valentina Humar | valentinahumar@gmail.com

Bilingual entrepreneurial business administrator with a M.S in Public Relations and Corporate Communication from New York University. Solid background in strategic communications developed during four years of work both at the Ministry of Environment of Colombia and United Nations Environment Programme in New York. Valentina worked for three years at Google Colombia first as senior account manager at Google Colombia and then as an Account Executive. Currently, Valentina is the Head of Enterprise Relations at Bunny Inc. even though Valentina's career has had a wide focus, her passion and ultimate goal is to have an impact on the world and change people's life when possible. She is also Vice President and Co-founder of Potencial Ambiental which mission is to raise awareness of the challenges that climate change poses in our society. Valentina loves to write, travel and learn about different cultures. *Bogota, Colombia*



Adela Poudratchi | adela.poudratchi@gmail.com

Adela Poudratchi is an international development professional experienced in program and grants management of community stabilization projects. Currently based in Islamabad, Pakistan with the International Organization for Migration, Adela designs and manages small grant activities awarded to local non-governmental organizations (NGOs) working in the sectors of peace-building, civic engagement, social entrepreneurship, and livelihoods. Previously she has worked with international and local NGOs in Washington DC, Iran and Yemen. Her passions lie in economic empowerment programming for women and youth. Adela studied International Relations at Florida International University. *Islamabad, Pakistan*





Sandeep Varma | sandyvarma1@gmail.com

Sandeep is an MBA with over 17 years of experience in business development, entrepreneurship, consulting and project management. He is currently heading the Indian operations of an Italian organization that focuses on consulting for large companies that are looking at embedding social impact within business strategy and social entrepreneurship.

Chennai, India



Zhen Wang | trudy_wang@yahoo.com

Zhen recently joined Ogilvy PR as a senior consultant in the Shanghai, China office. Prior to this, she worked as a bilingual investigative reporter for China's most influential business magazine Caijing for seven years. Her reports cover a broad spectrum of industries and topics, ranging from China's state-owned enterprises to high-tech rising stars, from CEO's features to complex internal power struggles. She was a participant of the German-China Media Ambassador Exchange Program and European Union Visiting Program. She holds a Master's degree in East Asian Area Studies from the University of Southern California. A native Chinese, she speaks fluent English and conversational Japanese. Zhen is married and has one daughter. *Shanghai, China*



Jennifer M. DeSimone | jend24@Gmail.com

Jennifer M. DeSimone holds a bachelor's degree from Elon University and a master's degree from American University. After studying in Ghana, Jennifer worked towards a career focused on economic empowerment, specifically in Africa. She began her career through internships in Congress and at Amnesty International and has worked for the US Federal Government and various non-profits and social enterprises. She is currently the Director of Sales & Marketing for Shea Yeleen, a social enterprise focused on empowering women through the production and sale of shea based products. Jennifer is a StartingBloc NY 2012 fellow, soon to be Hive January 2015 fellow, and is an avid traveler with Under30Experiences. *Raleigh, NC*





Julia Vieira de Andrade Dias | juliavieira.dias@gmail.com

I coordinate a project that already selected and supported more than 100 social impact entrepreneurs at Endeavor Brasil in partnership with the IADB and Itaú Bank. I believe that social entrepreneurs have the power to alleviate poverty in the poorest parts of Brazil and the world and I'm 100% committed to help these entrepreneurs make as much change as possible. Having a social business is not just about business, it's also about empathy, so that is a subject I love to study. I also love to travel and read about buddhism and the spiritual doctrine. *Brazil*



Bianca Alles | biancaalles@yahoo.ca

There are two interconnected factors that make for the lives we each lead - choice and circumstance. Our circumstances define the boundaries of our choices and vice versa. Yet there is one guiding force that drives this rigid framework: perspective.

As someone who has lived, studied, worked and travelled around the world, learning different academic fields, cultures, political systems and economies, I have come to appreciate the words of Cicero: “non nobis solum anti sumus”, meaning “not for ourselves alone are we born”. This perspective has guided my choices to create the circumstances in which I plan to fulfill my passion for social entrepreneurship. *Canada*





Bentley Noland | bentley.noland@dc.gov

Bentley Noland is a SP2 graduate from the class of 2000.

I've worked directly with clients, first as an individual and group psychotherapist and for the past 10 years in child welfare. I currently live and work in the Washington, DC area. My entire social work career has been devoted to assisting individuals and families discover their strengths and eliminate barriers personally and externally. When we look for the good, we usually find it. When we experience ourselves as effective, we can imagine even greater successes. For every isolated and uninspired person, there is someone or something ready to inspire and uplift. It is only a matter of introducing one to the other.

I had a vision that began me on my social work path. It was that there is an invisible net which supports and connects each human being. Social working is networking of humankind. I am in search of a powerful leap forward in human social networking. *Washington, DC*



Karen Ravago-Ballaret | karenravago@gmail.com

Karen has worked in the field of higher education for over ten years, specializing in diversity-related programming and research for first-generation and underrepresented students. She holds a Doctor of Education in Educational Leadership and Bachelor of Arts in Psychology from the University of Southern California, with a Master of Arts in Higher Education Administration from Boston College in between. Karen has extensive experience in the areas of career counseling, graduate school recruitment and admissions, and managing federal and state grant-funded programs. Currently, Karen works for the USC Rossier School of Education, where she manages a grant program and conducts research on the role of peer outreach in the implementation of the Affordable Care Act. *United States*





Joris Schut | jorisschut@hotmail.nl

Entrepreneurial designer / educational scientist / informational professional working to create better educational opportunities to young people in Europe. Active as a scout volunteer on the local, national and international level. MOOC aficionado pursuing an MBA equivalent without going through a formal programme. Specialist in the field of recognition of prior learning in youth work in Europe. Determined to make the world a better place. *Utrecht, The Netherlands*



Fernando Tamayo | ftamayo@yaqua.pe

Fernando Tamayo, 25, runs the first ever social enterprise in Peru. He is the Founder and CEO of YAQUA, which mission is to transform the consumption of bottled water into a movement for change and solidarity. YAQUA sells bottled water and transfers 100% of the profits towards implementing clean water projects in the most vulnerable communities. His work has been praised by leaders like Jeffrey Sachs, Christine Lagarde (IMF), Jacqueline Novogratz (Acumen) and featured by CNN in Spanish and leading press in Peru. *Lima, Peru*



Liu Minyi | xfare.minyi@gmail.com

Born and raised in Southern China, I have been influenced from the culture rooted in Cantonese and the culture in Mandarin. Educated in major Urban Planning at Wuhan University, I have worked as assistant architect at NODE Office for which I have been enrolled in a City Village research project in Shenzhen. After having learned German in Beijing, I now work as a freelance translator, artist and public School teacher. Currently I participate in operating a small English Center with two other experienced, visionary professionals. *Guangzhou, China*





Andrew Kahan | theandrewkahan@gmail.com

Andrew Kahan graduated from Drexel University in Philadelphia with a degree in International Area Studies, with a focus on human rights and justice. He is currently the Government Affairs Officer and Outreach and Engagement Specialist at Joint Distribution Committee, a leading international humanitarian aid organization. Outside of this role, Andrew has founded We Bee Creative, LLC., a philanthropic event-based start-up, whose flagship event “We Bee Spelling” has raised over \$25,000 for NYC education non-profits. Andrew is also on the Young Professional Board of Blue Engine, an organization that partners with public high schools serving low-income communities to increase academic rigor and prepare dramatically greater number of students for post secondary success. His interests include pho, body surfing, live music, and training for his first triathlon. *Brooklyn, NY*



Amy Rondinel | acrondinel@gmail.com

Passionate about access to education, specifically bringing critical child development and health information to the masses in an easy, digestible format. An avid hiker and explorer of cultures who recently took a two-year hiatus to dig into both. Aspiring minimalist whose bucket list includes being part of the ‘tiny living’ movement. An education technology professional eager to segue into a new professional adventure. *New York, NY*





Trevor Huffmaster | thuffmaster@hotmail.com

Trevor has worked for more than 15 years in the management of complex and diverse healthcare organizations, including The Ohio State University Wexner Medical Center. In 2014, he followed a lifelong goal by returning to Boston University (BU) to focus on his culinary training. After completing the BU Certificate Program in Culinary Arts, he was awarded the Julia Child Foundation Assistant position with the BU program.

Trevor is now based out of Bozeman, Montana where he is focusing on connecting the dots with healthcare, education, and food by working on projects to improve both the local food system and overall community health. In addition to his formal culinary training, Trevor holds a BA in Biology from Boston University and a Master of Health Administration (MHA) from The Ohio State University, College of Public Health.

Bozeman, MT



Catalina Toro | torocata@yahoo.com.mx

Colombian lawyer with a Master's degree in foreign service from Georgetown University. Worked for the Colombian government in the 1998 peace negotiations and in the demobilization process. Entered the private sector in 2006 and worked for eight years in the corporate affairs management unit of an oil company dealing mainly with community relations. Currently starting a consultancy firm in corporate social responsibility. *Bogotá, Colombia*



Susie Richetti | srichetti@rollins.edu

A non-traditional student, Susie just finished my Bachelors at Rollins College in Organizational Behavior. Her concentration has been Social Entrepreneurship and Innovation, and she loves strategic planning and facilitating. This year she worked on campus as the Work On Purpose Liaison for Rollins, previously she helped created and coordinated the Impact Internship Program. Passionate about helping others put legs on their ideas to develop impactful organizations for social change, Susie loves creating and developing infrastructure and being a changemaker! *Orlando, FL*

