SOCIAL ENTERPRISE @ GOIZUETA

2014-2015 ANNUAL REPORT

Applying business acumen and market-based solutions to achieve meaningful and enduring societal impacts

www.socialenterprise.emory.edu
Social Enterprise @ Goizueta – Overview

The focus of Social Enterprise @ Goizueta (SE@G), an academic center within Emory University's Goizueta Business School (GBS), is that of applying business acumen and market-based solutions to achieve meaningful and enduring societal impacts. By actively working across the spectrum of for-profit, nonprofit and hybrid organizations, our faculty, students and partners become participants in important conversations and debates that are taking place in business schools around the world.

Our efforts are focused in three areas:

- Our research projects illuminate the factors that induce and impede the realization of societal impacts using markets and/or business models and acumen.
- Our fieldwork and outreach projects leverage our research activities and engage faculty, students and SE@G partners as we strive to achieve meaningful societal impacts.
- Our teaching and student support activities expose students to the many ways that a business education can be applied to address societal challenges.

The SE@G team includes:

Faculty & Staff
- Peter W. Roberts, Academic Director
- Brian Goebel, Managing Director
- Melinda Kougioumtzis, Business Manager
- Sean Peters, Entrepreneurship Database program at Emory
- Jon Thompson, Nicaragua Projects
- David Kalema, Program Associate

Advisors
- Wes Longhofer, Faculty Advisor
- Robert Kazanjian, Faculty Advisor

Professionals in Residence
- David Kyle, Impact Business Leaders
- Sam Moss, CF Foundation
- Greg Giornelli, Purpose Built Communities
- Randall Martin, Deloitte Consulting
- Alicia Philipp, The Community Foundation for Greater Atlanta

Research

Research Papers and Conference Presentations. Effective participation in the social enterprise sector requires an understanding of the connections between business practices and/or market structures and various social outcomes. SE@G-supported faculty and students are executing a range of research projects that advance knowledge in this important domain.

Entrepreneurship Database program at Emory. Despite the growth of the impact sector, there is limited research focused on the impacts of entrepreneurship and the efficacy of early-stage venture acceleration due to the lack of reliable data. By encouraging partnering accelerator programs to collect consistent data from the entrepreneurs who apply to them, this program has collected data from more than 3,000 entrepreneurs working around the world. As it expands, this program will produce empirically-valid insights and benchmarks, and attract top university researchers to study and publish answers to questions central to the development of the sector.
Research Colloquia. SE@G-sponsored workshops encourage multi-disciplinary study of how different for-profit and nonprofit organizations contribute to market-based solutions to critical and specific societal issues.

See Appendix A for details about SE@G-supported research.

Fieldwork and Outreach

SE@G also initiates applied projects that generate positive impacts in different communities. By working in the field, our faculty and students gain valuable hands-on experience while supporting local and global initiatives.

Programs in Atlanta:

- **Start:ME.** In partnership with local community partners, SE@G runs peer-based accelerator programs for micro-entrepreneurs working in metro-Atlanta’s marginalized neighborhoods. This program currently works with microbusinesses in Clarkston (3rd cohort in 2015) and East Lake (1st Cohort in 2015).

- **Catalyzing Social Impacts Class Projects.** In this project-based course, students analyze and develop solutions to complex challenges faced by local organizations that strive to generate meaningful societal impacts.

- **Nonprofit Sector Panel Series.** SE@G engages committed nonprofit professionals to inspire dialogue and expose students, alumni and community leaders to the topics that are driving change in the nonprofit sector.

Global Projects:

- **Nicaragua Travel Program.** In partnership with Comunidad Connect, SE@G runs a series of travel modules that expose GBS students to the challenges associated with sustainable economic development.

- **Farmers to 40.** This project works to develop a genuinely direct trade platform that (transparently) helps coffee growers become more effective specialty coffee market participants. See www.farmersto40.com.

- **Transparent Trade Coffee.** This project provides an on-line platform for direct trade coffee roasters to share information and data-driven insights about the economic treatment of specialty coffee growers. See www.transparenttradecoffee.org.

- **Nicaraguan Community Health Connection.** This project works to jointly enhance the social capital and planning capacity of rural communities (beginning in Los Robles) so that residents can co-invest time and energy in beneficial community-based projects that lead to positive health outcomes. See www.nicachc.org.

See Appendix B for details about SE@G’s fieldwork and outreach.

Teaching and Student Support Activities

**SE@G Courses.** Our anchor courses give students broad exposures to the issues and challenges that sit at the nexus of business and market activity and the need for meaningful societal and environmental impacts.

- **Business and Society** surveys the complex and evolving relationship between corporations and society.

- **Social Entrepreneurship and Impact Investing** discusses the evolving role played by businesses and other organizations that purposefully seek to generate positive societal impacts using innovative business models.
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- **Catalyzing Social Impacts** allows students to analyze and develop solutions to complex challenges faced by local organizations that strive to generate meaningful societal impacts.

- **Social Enterprise in Nicaragua** gives undergraduate students a chance to study and experience issues related to sustainable economic development in Latin America.

See Appendix C for course descriptions and enrollments.

**Student Support.** SE@G also provides students (and alumni) with opportunities to explore different issues within the social enterprise sector. These are critical to preparing students for ongoing success and impact.

- **Social Enterprise Fellows.** Fellowships are offered to MBA students upon admission (to attract students that seek to engage with the SE@G mission), or as recognition for enrolled students who demonstrate commitment to the center’s work.

- **Social Enterprise Mentorship Program.** SE@G appoints Professionals in Residence to provide guidance to students and alumni about developing careers with long-term social impacts; about pursuing short-term job placements in the social enterprise sector; and about developing their own ideas for impact ventures.

- **Nonprofit Careers Mentorship Program.** SE@G convenes nonprofit professional mentors to provide guidance to students and alumni about starting or continuing careers in the nonprofit sector. These mentors support GBS’s new academic concentration in nonprofit management; launched in spring 2015.

- **Goizueta Impact Investors.** Working under the supervision of SE@G faculty and advisors, MBA students explore ways to actively deploy investment capital in the social enterprise sector.

- **Emory Impact Investing Group.** Working under the supervision of SE@G faculty and advisors, undergraduate students raise funds and invest in Atlanta’s micro-entrepreneurs by providing important loan capital to the Start:ME program.

- **Goizueta Nonprofit Consultants** is a graduate student-led initiative that matches MBA students with Atlanta-area nonprofits so that they might apply their business skills in the nonprofit setting.

- **Other Student-led Activities.** SE@G supports additional opportunities for students to engage with the social enterprise sector. These include the Net Impact Club, Goizueta Gives/Youth Leadership Summit and the Emory Global Health Case Competition.

See Appendix D for information about our Professionals in Residence and Fellows.

See Appendix E for details about student-centered programs.

### Achievements for 2014-2015

As we develop our various programs and initiatives, we are mindful of our actual and potential impacts, which are summarized in the attached appendices. Several highlights are presented below.

**Research:**

- To date, thirteen different research papers have been published and/or presented at academic conferences. An additional two research projects are currently classified as working papers. These are authored by three GBS faculty and/or two GBS doctoral students.

- Two Emory doctoral students (Justin Koushyar and Li-Wei Chen) are working on dissertations supported by SE@G. Both are expected to graduate in 2016.

- The Entrepreneurship Database program at Emory currently houses detailed information describing more than 3,000 entrepreneurs that applied to one of roughly 40 participating accelerator programs. Earlier this
year, we administered a third round of follow-up surveys and received valid responses from roughly 50% of the entrepreneurs. The program attracted roughly $1 million in new support from a coalition of funders that includes USAID, Omidyar Network, Argidius Foundation, and Lemelson Foundation.

- The annual SE@G research colloquium continues to gain momentum. This year, we welcomed 34 faculty and graduate students from 22 different institutions. This group focused on early-stage research projects that either work with or study entrepreneur accelerator programs.

Fieldwork and Outreach:
- For the third consecutive year, SE@G ran the Start:ME Accelerator program (formerly VilCap:Start). This program expanded this year by assembling cohorts in two different communities – Clarkston and Atlanta’s East Lake community. This year, 154 entrepreneurs applied to the programs. Of the 33 who were selected, 31 completed the program and 6 received low-cost business loans. 32 professional volunteers sourced from the business community served as mentors.
- The Farmers to 40 program roasted and sold roughly 2,275 pounds of specialty coffee sourced from three Nicaraguan coffee farms. The average price per pound paid to participating coffee farmers averaged roughly $3.50 per pound, which is considerably more than the current Fair Trade minimum price of $1.90 per pound. Eight different graduate and undergraduate students worked on five different projects related to the Farmers to 40 program.
- The Nicaragua Community Health Connection, which enabled the construction of the first-ever health clinic in 2013, has grown its network of supporters and activities. The growing network has 30 students, alumni, faculty and staff from Emory University. These advocates provide ongoing financial support and advice. In addition to the support of Advocates, the Los Robles Coffee Project (www.losroblescoffee.com) was launched in partnership with Sustainable Trade to connect faith-based organizations and nonprofits to Los Robles through bulk purchases of locally-sourced coffee. Utilizing crowd-funding campaigns, Emory undergraduates raised more than $5,000 to support NCHC clinic operations.
- SE@G partnered with Greg Giornelli (Purpose Built Communities) and Alicia Philipp (Community Foundation of Greater Atlanta) to inspire dialogue and expose more than 145 students, alums and leaders from the community to the management topics driving change in the nonprofit sector through a four-part Nonprofit Panel Series.
- Overall, 155 students and 32 alumni participated in at least one SE@G project.

Teaching and Student Support:
- 216 undergraduate and graduate students enrolled in SE@G courses.
- SE@G Professionals in Residence conducted 84 one-on-one mentoring sessions with students and alumni.
- Nonprofit Professional Mentors conducted 35 one-on-one mentoring sessions with students and alumni.
- 11 Social Enterprise Fellows participated in courses and other social enterprise sector activities. Two additional graduate students were offered in-semester Fellowships based on high levels of engagement with SE@G sponsored courses, projects and activities.
- Overall, student clubs and SE@G activities facilitated the involvement of over 155 students, and provided platforms to actively engage with 75 different organizations.
- Goizueta Impact Investors continued to refine their investing processes and made a $30,000 loan to Community Guilds – an Atlanta social enterprise focused on delivering STEM educational experiences.
- Emory Impact Investment Group crowd-funded $14,000 in the Fall of 2015 in order to make a low-interest loan to a micro-entrepreneur graduating from the Start:ME program.
- Goizueta Nonprofit Consultants engaged 25 graduate students on pro bono consulting projects with four local nonprofit organizations. In the end, a $3,000 implementation grant was awarded to the organization whose team was judged to have completed the best project (the International Women’s House team).
APPENDICES
Appendix A: Research

Research Papers and Projects Supported by SE@G

Social Entrepreneurship & Social Business

The Profit Orientation of Microfinance Institutions and Effective Interest Rates
Peter W. Roberts
- Published in *World Development*.

The Appearance and Social Performance of Certified B Corporations
Li-Wei Chen & Peter W. Roberts
- Presented at the 2013 *Academy of Management Conference (Best Papers and Proceedings)*

Social Businesses in Developing Countries
Li-Wei Chen, Justin Koushyar, Wes Longhofer, Peter W. Roberts
- Presented at the 2015 *Academy of Management Conference*

Climate Change and the Environment

National and Global Origins of Environmental Association
Wes Longhofer
- Published in *American Sociological Review*

Targeting Electricity’s Extreme Polluters to Reduce Energy-Related CO2 Emissions
Wes Longhofer
- Published in *Journal of Environmental Studies and Sciences*

NGOs, INGOs, and Social Change: Environmental Policy Reform in the Developing World, 1970-2010
Wes Longhofer

Decoupling Reconsidered: Does World Polity Integration Influence the Relationship Between the Environment and Economic Development?
Wes Longhofer

Nonprofits/NGOs/Foundations

A Comparative Analysis of Corporate and Independent Foundations
Justin Koushyar, Wes Longhofer & Peter W. Roberts
- Published in *Sociological Science*

The Structural Sources of Association
Wes Longhofer
- Published in *American Journal of Sociology*

Global Foundations of Charitable Activity
Wesley Longhofer

Membership has its Privileges: Shared International Organizational Affiliation on Foreign Aid Flows, 1978-2010
Wes Longhofer
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Other

Abortion Liberalization in World Society, 1960-2009  
Wes Longhofer  
- published in *American Journal of Sociology*

Resource Partitioning and the Organizational Dynamics of ‘Fringe Banking  
Giacomo Negro  
- published in *American Sociological Review*

Giacomo Negro  
- published in *American Journal of Sociology*

The Changing Efficacy of Embedded Civic Action  
Peter W. Roberts, Wes Longhofer & Giacomo Negro  
- Presented at the 2015 Academy of Management Conference

Ongoing Research Projects
- Examining the Impacts of Accelerator Programs (Roberts)
- Gender and the Acceleration of Early-Stage Ventures (Roberts)
- Global Linkages and the Implementation of CDM Projects (Longhofer & Roberts)
- The Evolution of Microbusiness Populations in Marginalized Communities (Negro & Roberts)
- Unpacking Pricing Dynamics in Specialty Coffee Markets (Roberts)

Supported PhD Dissertations
- Justin Koushyar (Emory)
- Li-Wei Chen (Emory)
- Saurabh Lall (George Washington)

Entrepreneurship Database program at Emory

The Entrepreneurship Database program works with accelerator programs (and other support organizations) to collect and analyze data describing the entrepreneurs that they support. Our aim is to maximize the value of the time that entrepreneurs spend applying to programs by collecting rigorous data that can be analyzed – for the benefit of our program partners and the sector more generally. We then track entrepreneurs who are accepted into program cohorts and those who are rejected. The broader goal of this program is to establish a comprehensive database for the much-needed study of issues and challenges faced by entrepreneurs around the world. As it expands, this database will produce empirically-valid insights and benchmarks, and will attract top university researchers to study and publish answers to questions that are central to the development of the sector.

Since April 2013, the program has partnered with more than 40 accelerator programs around the world, gathering data from over 3,000 early-stage ventures. Three rounds of follow-up have been conducted, with response rates in the 50% range. Current funders and partners include Kauffman Foundation, the U.S. Global Development Lab at the U.S. Agency for International Development (USAID), Omidyar Network, The Lemelson Foundation, the Argidius Foundation, and the Aspen Network for Development Entrepreneurs (ANDE)*.

*In 2015, we partnered with ANDE to form the **Global Accelerator Learning Initiative (GALI)**, the world’s largest
public-private partnership aimed at exploring the effectiveness of accelerators around the world.

Media hits for this program have included Wall Street Journal, Huffington Post, Newsweek, Forbes, and Wharton Business Radio (30-min interview).

- **Key Partners:** ANDE, Arigdis Foundation, Kauffman Foundation, Lemelson Foundation, Omidyar Network, and USAID.
- **Project Status:** By mid-2015, have worked with roughly 40 accelerator programs; collecting data from more than 3,000 early-stage ventures

### Additional Support for Research

Our second Entrepreneurs and Accelerators research colloquium welcomed 34 faculty and students from 22 institutions on June 21-22, 2015. The specific goal of this meeting was to assemble a group of scholars who share an interest in high-quality empirical research that either works with or studies accelerator programs. It focused on graduate student research in order to provide feedback on these eight early-stage projects. The most promising of these student projects received a $5,000 award from SE@G.

- **Participants:** 34
- **Participating Institutions:** 22
Appendix B: Fieldwork and Outreach

Programs in Atlanta

Start:ME (formerly Vilcap:Start). Now in its third year, SE@G expanded its 14-week micro-business accelerator program to work in two communities – Clarkston and East Lake. This program offered 15-18 entrepreneurs in each community (33 overall) the opportunity to participate in an intensive skills-based program, meet and work with a panel of lending experts, and be mentored by a carefully-selected group of business professionals. This program also pre-committed to deploy $30,000 of low-cost business loans in each community ($60,000 in total) so that the most promising of these entrepreneurs (as selected by the participants themselves) received financial support at the end of each program. An additional loan was sourced and deployed by the new Emory Impact Investing Group.

- Key Partners: CDF | A Collective Action Initiative; East Lake Foundation; ACE Loans; Georgia United Credit Union; PNC Bank
- Beneficiaries: 154 applicants; 33 participating entrepreneurs; seven loan recipients
- Volunteers: ~40 mentors and session leaders; 75 additional participants in focus group sessions
- Emory students and alumni: 18

Catalyzing Social Impact Class Projects. This year, we assembled and deployed seven different student teams: (1) One team of BBA students analyzed revenue options for a proposed small farm business incubator. (2) A second team of BBA students created an expansion plan for the Emory Diabetes Education Training Academy. (3) A third group of BBA students worked with Georgia Law Center for the Homeless on its new nonprofit social enterprise. (4) A final group of BBA students worked on a capital acquisition plan for the new Adair Park urban farm. (5) One group of MBA students developed a plan for a program to provide health and retirement benefits for small farmers in Georgia (this project has since been taken forward by Georgia Organics). (6) A second group of MBA students researched low-capital intensity local transportation business models for Clarkston, GA. (7) A final group of MBA students conducted a marketing analysis for the teen segment for Boys and Girls Clubs of America.

- Key Partners: Boys and Girls Club of America, CDF- A Collective Action, Emory Diabetes Education Training Academy, Global Growers Network, Georgia Law Center for the Homeless, Georgia Organics
- Emory students and alumni: 36

Nonprofit Panels. SE@G partnered with Greg Giornelli (Purpose Built Communities) and Alicia Philipp (Community Foundation of Greater Atlanta) to inspire dialogue and expose students, alums and leaders from the community to the management topics driving change in the nonprofit sector today. 145 attendees participated in four panel events during the 2014-2015 academic year. This year’s four panels were on the following topics: Public-Private Partnerships that have Redefined Atlanta, For-profit Principles and Plans in the Nonprofit World, Ensuring Excellence in Nonprofit Management, and Pay for Success Financial / Social Impact Bonds.

- Key Partners: BeltLine, Center for Civil and Human Rights, Atlanta Housing Authority, East Lake Foundation, Giving Kitchen, Community Foundation of Greater Atlanta, Quality Care for Children, Federal Reserve Bank, Northern Trust Bank
- Emory students and alumni: 145

Global Projects

Nicaragua Travel Program. SE@G continues to offer travel modules in Nicaragua that expose GBS students and faculty to the challenges of sustainable economic development, and to many social entrepreneurs and enterprises working to address these challenges. SE@G professors accompany three student groups each year, with different trips designed for EvMBA, MBA and BBA students. In March 2015, the MBA module included visits to social enterprises in El Salvador for the first time. SE@G continued to offer companion “Coffee Community Connections” trip designed for Emory University alumni and Farmers to 40 supporters.
- **Key Partners**: Comunidad Connect (Nicaragua)
- **Emory students and alumni**: 45

**Farmers to 40** ([www.farmersto40.com](http://www.farmersto40.com)). Farmers to 40 provides high-quality coffee to consumers while returning 40% of the retail sale price to the coffee farmers in Nicaragua who grow the beans. This project supports sustainable economic development within the coffee-growing communities of Nicaragua by enabling and encouraging farmers to grow beans of the highest quality and then adequately compensating them for their time, skill and effort.

- **Key Partners**: Finca El Peten (Nicaragua), Finca Los Pinos (Nicaragua), Finca Los Maderos (Nicaragua), Octane Coffee, Sustainable Trade
- **Emory students and alumni**: 6
- **Beneficiaries**: Nicaragua coffee farmers and communities
- **Milestones**: Roasted and sold roughly 2,275 pounds of specialty coffee sourced from three Nicaraguan coffee farms; Average price paid to participating coffee farmers for this coffee averaged roughly $3.50 per pound; Eight students worked on five different projects related to the overall Farmers to 40 program

**Transparent Trade Coffee** ([www.transparenttradecoffee.org](http://www.transparenttradecoffee.org)). Launched in the spring of 2015, this project provides a platform for direct trade roasters to share information and data-driven insights about the economic treatment of coffee growers. The project was introduced at the 2015 Specialty Coffee Association of America conference. Roasters – who voluntarily provide timely information to the market about their green specialty coffee prices – are registered on the TTC site on a rolling basis. The TTC website provide a home for the new Specialty Coffee Retail Price Index, which consistently tracks roasted coffee prices over time.

- **Key Partners**: 49th Parallel Coffee Roasters, Bird Rock Roasters, Café Campesino, Counter Culture, De La Gente, Equator Coffees, Higher Ground Coffees, Transcend Coffee,
- **Media mentions in Daily Coffee News (2); Wall Street Journal

**Nicaragua Community Health Connection** ([www.nicachc.org](http://www.nicachc.org)). NCHC works to jointly enhance the social capital and planning capacity of rural communities (beginning in Los Robles) so that residents can co-invest time and energy in beneficial community-based projects. This year, NCHC enabled the construction of the first-ever health clinic for the 2,113 residents of Los Robles. The growing network of NCHC supporters includes students, alumni, faculty and staff from Emory University. These NCHC Advocates are providing ongoing financial support and advice. In addition to the support of Advocates, the *Los Robles Coffee Project* was launched to connect faith-based organizations and nonprofits to Los Robles through bulk purchases of locally-sourced coffee (each pound sold benefits local coffee farmers and the NCHC clinic, which receives $1 per pound sold to cover operating expenses).

- **Key Partners**: Comunidad Connect (Nicaragua), Sustainable Trade, Octane Coffee, Nicaraguan Ministry of Health
- **Emory students and alumni**: 30
- **Milestones**: Emory undergraduate students crowdfunded roughly $5,000; Conducted first ever Health Summit in Los Robles engaging other university partners (including Georgia State, Kennesaw State, University of Calgary, and Abraham Baldwin College); Launched Los Robles Coffee Project
Appendix C: SE@G Courses

**BUS 332/532 (Business and Society, BBA and MBA).** This course surveys the complex and evolving relationship between corporations and society. As powerful social actors, corporations are increasingly held accountable to not just their shareholders but also a range of internal and external stakeholders. This course adopts a broad perspective on the challenges and opportunities that corporations confront in their interactions with society, such as struggles to maintain legitimacy, acquire resources, build partnerships, and solve complex global problems. Topics covered in the course include (but are not limited to) the following: The history of the corporation as a social, political, and legal actor; the participation of business in government, including lobbying and PACs; corporations, the environment, and human rights; ethical consumerism and cause-related marketing; fair trade and fair labor; corporations, NGOs, and social movements; and multilateral institutions that impact business, such as UNICEF and the UN Global Compact. A significant portion of the course will use the 2013 garment factory collapse in Bangladesh as a platform for discussing issues related to corporate social responsibility, codes of conduct, and international labor.

- Undergraduate Enrolments: 39
- Graduate Enrolments: 56

**BUS 431/631 (Social Entrepreneurship and Impact Investing, BBA and MBA).** Around the world, the number of critical social issues (related to poverty, health, education and the environment) is rising. At the same time, “traditional” government, nonprofit and business sectors are having difficulty marshaling the financial, human and organizational resources required to effectively address them all. Therefore, more and more, social enterprises are emerging to integrate business principles, market-based solutions and investment capital to achieve meaningful, sustainable and scalable social impacts. For these impacts to be larger and more reliable, we need to better understand the social entrepreneurs who are developing ‘innovative solutions to society’s most pressing social problems.’ We also need to understand the impact investors who are ‘putting capital into companies, organizations and funds with the intention to generate measurable social and environmental impact alongside a financial return.’ This course discusses the evolving role played by businesses and other organizations that purposefully seek to generate positive societal impacts, while elaborating the major challenges that they face. These challenges relate to (among other things) demonstrating and scaling impacts and attracting the required investment dollars.

- Undergraduate Enrolments: 19
- Graduate Enrolments: 19

**BUS 535 (Catalyzing Social Impacts, BBA and MBA).** In this project-based course, students gain experience analyzing and then developing solutions to the complex challenges faced by organizations that aspire to have meaningful social impacts. While conducting structured research that addresses the real-world issues faced by our clients, students gain exposure to the many experiments and ideas that relate to their assigned projects. They then apply this new knowledge, along with the skills that they are developing in business school, to generate solutions that address our clients’ issues. In this way, we are also able to make tangible contributions to the lives that are touched by our impact-oriented clients.

- Undergraduate Enrolments: 23
- Graduate Enrolments: 13

**BUS 334 (Social Enterprise in Nicaragua, BBA).** This course gives students a chance to study and experience issues related to sustainable economic development in Latin America. It is divided into two components: (1) once-weekly class meetings during the spring semester, and (2) nine days of traveling through several parts of western Nicaragua. The in-class component exposes students to the many development challenges faced in the region and engages in discussions related to how business and markets can be applied to achieve meaningful societal impacts. The travel component allows students to experience first-hand a range of social enterprises, as well as different focus areas of development. We visit urban and rural settings in Nicaragua and encounter different combinations of for-profit and nonprofit orientations.

- Enrolments: 22
Appendix D: Professionals-in-Residence, Nonprofit Professional Mentors and Social Enterprise Fellows

**SE@G Professionals-in-Residence:**

*David Kyle (Founder, Impact Business Leaders):* In 2013, David founded Impact Business Leaders (IBL), which is focused on placing experienced professionals looking for career change in full time roles with social enterprises around the world. IBL has training centers in Salt Lake City, Accra, Ghana and Oxford, England. Prior to starting IBL, David had served as the COO for the Calvert Foundation in Bethesda, Maryland since 2011. David also previously lived in Hyderabad, India for three years, where he was the Founder and CEO of the Indian School Finance Company (www.isfc.in), a for-profit finance company that provides medium term debt capital to private schools serving very low-income families. The still-thriving ISFC was the most recent in a string of start-ups David has led over the past 20 years, starting with building a Citibank subsidiary into a full service commercial bank in Lisbon, Portugal from 1990-96; building Citibank’s first global intranet system in the late-1990s, which he did from London; and, establishing a new country organization for Save the Children in Brazil, upon leaving Citibank in 2001. As COO and Chief Investment Officer of Acumen Fund, he built local operations in East Africa, India, Pakistan and New York from 2003-07. Prior to beginning his career in social enterprise in 2001, David spent 20 years in the corporate and investment bank of Citibank, working successively in Brazil, Hong Kong, Saudi Arabia, Portugal and the UK.

*Sam Moss (Senior Director, CF Foundation):* Sam is currently Senior Director of Finance at East Lake Foundation/CF Foundation and President of Impact Advisory Services, where he works with foundations and organizations on a broad range of projects, frequently around impact investment and social enterprise. Previously, at Gray Ghost Ventures, a $200 million Family Office based in Atlanta, Sam was a member of the senior team investing in microfinance and in early stage enterprises in the developing world focused on underserved populations. He also served as Board President of Gray Matters Capital, a related operating foundation, which structured a $10 million mission related investment portfolio and initiated and collaborated on projects in microfinance education, affordable private schools in India and promoting awareness of impact investing. Sam was the Founding Chairman of the International Association of Microfinance Investors (IAMFI) and served on the inaugural Investors Council of the Global Impact Investors Network (GIIN). He is active in social impact initiatives in Atlanta, the US and internationally. He spent more than 20 years at Wachovia Bank, where he held executive positions in International and Corporate Banking, Capital Markets and Wealth Management. Sam sits on the advisory boards of Oglethorpe University and Access to Capital for Entrepreneurs (ACE) and is the past Chairman of the Atlanta Arts Loan Fund. An active supporter of the arts and a cyclist, Sam is a graduate of Williams College and received a Doctor of Humane Letters from Allegheny College in 2010.

- **One-on-One Mentoring Session with Students / alumni:** 84

**Nonprofit Professional Mentors:**

*Greg Giornelli (President, Purpose Built):* Greg is the President of Purpose Built Communities, a non-profit consulting firm dedicated to transforming communities using a holistic approach. Purpose Built’s work springs directly from the successful revitalization of East Lake Meadows, a failed 650 unit public housing project in Atlanta. Today, East Lake is a thriving mixed-income neighborhood with Atlanta’s number one performing public school and a host of community wellness programs that help families break the cycle of poverty. From 2002-2010, Greg worked for the City of Atlanta in various capacities, including Chief Operating Officer, President of the Atlanta Development Authority and Chief Policy Officer. Greg was the founding Executive Director of the East Lake Foundation from 1994-2001. During his time there, the Foundation developed the third mixed-income public housing community in the country; Atlanta’s first public charter school; a new YMCA; a child development center; the East Lake Junior Golf Academy (one of the first inner-city golf programs in the U.S.); and a number of wellness programs for neighborhood
children and families. Greg is also an attorney who has worked in private practice and as an Assistant District Attorney for DeKalb County, located in Metro Atlanta.

**Randy Martin (Principal, Deloitte Consulting):** Randy is currently a Principal with Deloitte Consulting LLP’s Human Capital practice and has more than 30 years of experience in business consulting. His areas of expertise include: strategic planning, organizational change management, leadership engagement and development, talent management and organization design. Randy focuses on complex transformation initiatives and brings his expertise to coach C-level executives and their teams on how to improve the performance of their organizations and accelerate achievement of desired results. Randy has been active for many years in the non-profit arena and has served AARP, the American Red Cross, the YMCA of the USA, the American Heart Association, the National Basketball Players Association, AID Atlanta, the University of Rochester and the Centers for Disease Control and Prevention. He currently serves on the board of a non-profit and as a member of the national Diversity and Inclusion (D&I) Leadership Council of the YMCA of the USA. Randy continues to be a business advisor on several Deloitte pro bono initiatives supporting local non-profits and several social enterprises in Guatemala. Randy has also participated in Deloitte’s Center for Leadership and Community, delivering a variety of skills-based workshops for non-profit senior executives and leaders in the greater Atlanta metropolitan area. Finally, Randy has held a variety of leadership roles within Deloitte. He has served on the U.S. Human Capital Management Committee and has been U.S. and Global Human Capital Industry Leader for the Consumer Business Industry practice. Randy has also served as the Southeast Diversity and Inclusion leader for Consulting and has been a member of the National D&I Council for Consulting.

**Alicia Philipp (President, Community Foundation):** Alicia is president of The Community Foundation for Greater Atlanta, one of the largest and fastest growing philanthropic service organizations in the country. The Community Foundation strengthens the 23-county metro Atlanta region by providing quality services to donors and innovative leadership on community issues. Philipp has led the Foundation’s grantmaking, fundraising and collaborative initiatives with donors, nonprofits and community leaders for the past 37 years. Under her leadership, The Community Foundation has grown from $7 million in assets in 1977 to more than $929 million in total assets today. In 2013, The Community Foundation distributed more than $134 million representing 5,800 grants to approximately 2,100 nonprofits locally, nationally and internationally – making 2013 one of the largest years in the Foundation’s history for grantmaking. Named to Georgia Trend’s “100 Most Influential Georgians” list, Philipp has also been named one of the “100 Most Influential Atlantans” by the Atlanta Business Chronicle, one of 175 “Emory History Makers” by Emory University and has received the Georgia State University Distinguished Alumni Award. Her local, regional and national leadership responsibilities include previous service as a board member of the Council on Foundations, the Southeastern Council of Foundations, Independent Sector and the National Center on Family Philanthropy. Philipp received a bachelor’s degree from Emory University and a master’s in business administration from Georgia State University.

**Social Enterprise Fellows:**

Social Enterprise Fellowships are offered to MBA students upon admission (to attract students that seek to engage with SE@G’s mission) or as recognition for enrolled students who demonstrate commitment to the center’s work. Fellows have access to mentoring, opportunities to participate in SE@G fieldwork projects, access to a stipend to attend a social enterprise-related conference and financial support if they choose to work for a social enterprise as a summer intern.

- Fellowship Applicants (to date): 52
- Admitted Fellows (current year): 6
- In-Semester Fellowships Granted (current year): 2
Appendix E: Additional Student Support

The following student-run programs are supported by SE@G:

**Goizueta Impact Investors (GII).** is a student-run investment initiative focused on promoting social enterprises targeted short-term financing. Working with SE@G advisors Sam Moss and David Kyle, the group formalized its processes this year with a focus on lending to local Atlanta based social enterprises. The group made a $30,000 loan to Community Guilds – an Atlanta social enterprise focused on STEM educational experiences.

- **Emory students and alumni:** 13

**Emory Impact Investing Group (EIIG).** Established in 2014, EIIG is made up of students from across campus that share an interest in micro-finance and community development. The group crowdfunded $14,000 in the Fall of 2015 with an interest in making a debt investment in a micro-entrepreneur graduating from the Start:ME accelerator program. The group made a small loan to a bakery being launched in the East Lake community.

- **Emory students and alumni:** 17

**Goizueta Nonprofit Consultants (GNC).** Formerly Goizueta Board Fellows, GNC is a graduate student-led initiative that matches MBA students with Atlanta-area nonprofits. GNC’s mission is to provide students with an opportunity to apply their business skills in a nonprofit setting, while encouraging a commitment to community engagement. Students complete a pro bono consulting project during the academic year. The student team with the most innovative and impactful consulting project received a $3,000 grant to benefit their nonprofit organization.

- **Emory students and alumni:** 27
- **Organizations engaged:** 4

**Net Impact Club.** Our Net Impact Club focuses on the important interface between the traditional business school curriculum and issues and opportunities in the social enterprise sector. Its leaders stage events, organize panels and discuss career options in the social enterprise domain.

- **Emory students and alumni:** 15

**Goizueta Gives Youth Leadership Summit.** The Youth Leadership Summit is put on each year to translate important leadership insights from our MBA students to local high-school students who are part of 21st Century Leaders. This year’s summit included 80 high school student participants.

- **Emory students and alumni:** 30 (Law and Business)
- **Organizations engaged:** 1

**Emory Global Health Case Competition.** The Global Health case competition is a unique opportunity for graduate and undergraduate students from multiple disciplines to come together to promote awareness of and develop innovative solutions for 21st century global health issues. The case competition engages students from Emory and more than ten top U.S. colleges on an annual basis. Common across U.S. business schools, a case competition features teams of four to six students working through a real-life case scenario with the goal of providing helpful strategic recommendations to move the case subject forward efficiently and effectively. The competition is centered on team presentations to judges, who then score student recommendations and award prizes.

- **GBS students:** 6
- **GBS Faculty / Staff:** 2
Student Conference Support. We provide additional funds to support students who are interested in attending conferences that focus on themes related to SE@G. These conferences give students the opportunity to engage more deeply with issues that relate to the social enterprise sector, as well as the change to network with likeminded students and practitioners.

- Conferences Attended: SOCAP; Net Impact Annual Conference; Lend for America
- Emory students: 14
Learn more about SE@G

- Web: www.socialenterprise.emory.edu
- Facebook: www.facebook.com/socialenterprise.goizueta
- Twitter: @SocEntGoizueta