

HARVARD | BUSINESS | SCHOOL

Social Enterprise



The Social Enterprise Initiative at Harvard Business School generates and shares knowledge that helps individuals and organizations create social value in the nonprofit, private, and public sectors.

It plays a critical role in supporting the mission of HBS to educate leaders who make a difference in the world by integrating social enterprise-related research, teaching, and activities into the daily life of the School. Our graduates make a difference in the world as nonprofit managers, board members, and corporate leaders involved in social-purpose activities. Over 80 percent of HBS graduates are significantly involved with nonprofit organizations, 57 percent of them by serving on nonprofit boards. Our strategic objectives range from building the world's best faculty dedicated to social enterprise research and teaching to providing learning experiences that increase the effectiveness of social-sector executives and tap into the potential for social value creation among our entire community of students and alumni.

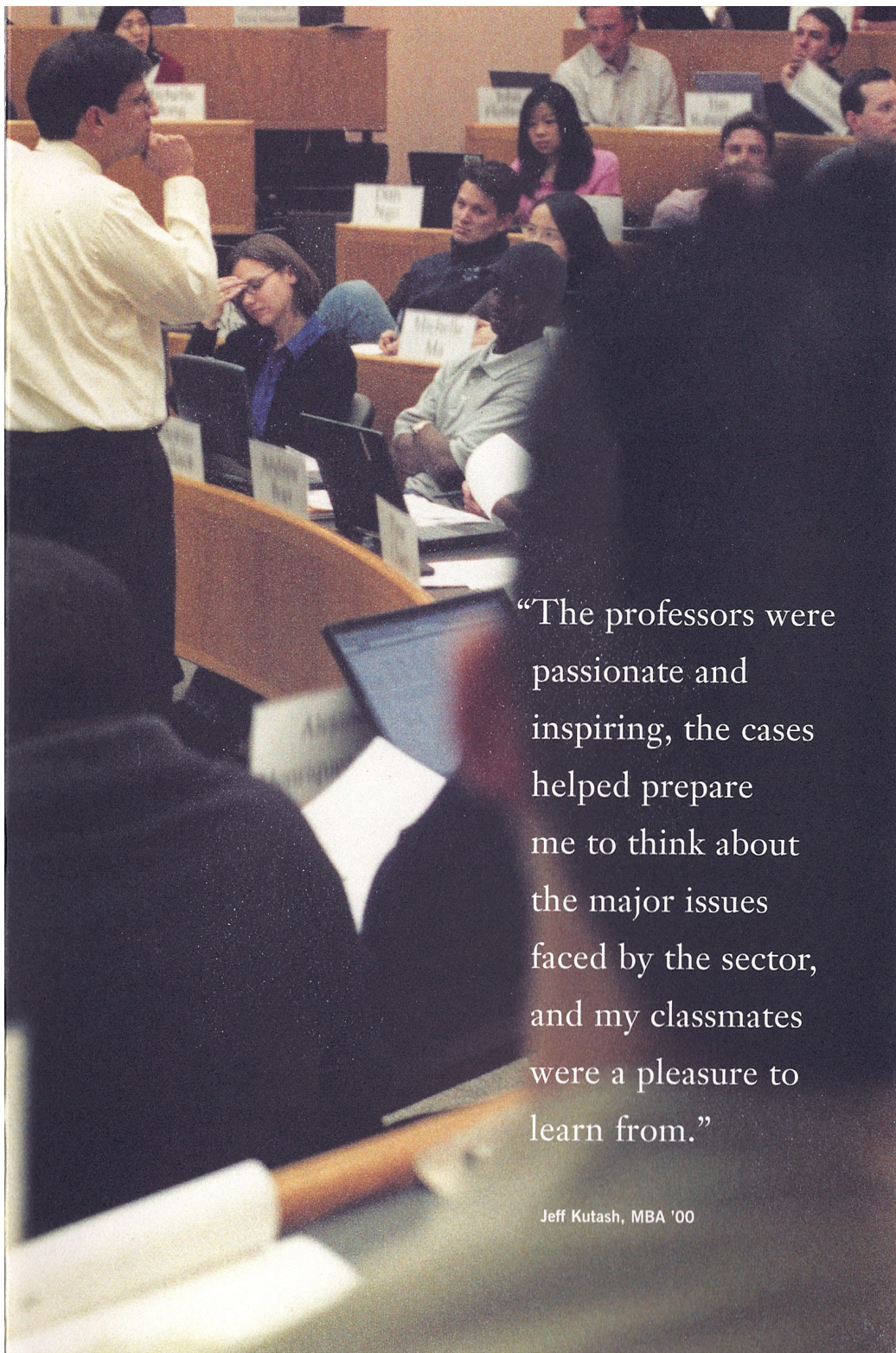
A force within HBS

The Social Enterprise Initiative was formed in 1993 by former Dean John H. McArthur and interested faculty and staff with the initial support of John C. Whitehead (MBA '47), whose career has spanned leadership positions in the private, public, and nonprofit sectors. Subsequent support from numerous alumni has enabled social enterprise to flourish at the School.

Our approach to social enterprise emphasizes the contributions any individual or organization can make toward social improvement, whether in the nonprofit, private, or public sector. This approach challenges the traditional view of nonprofit organizations and corporations as largely dichotomous (or even adversarial), focusing instead on the belief that these organizations individually and collaboratively can generate significant social value.

At HBS, the impact of social enterprise has manifested itself in a number of areas: the establishment of a thriving Social Enterprise interest group, which includes faculty from many academic units; the creation of numerous cases and path-breaking research; and the addition of social enterprise courses to the curricula and a broad range of case discussions.

Through the emergence of the Social Enterprise Initiative, HBS has taken a leadership role in positioning social enterprise as a vital intellectual discipline and a critical factor in the global business equation.



“The professors were passionate and inspiring, the cases helped prepare me to think about the major issues faced by the sector, and my classmates were a pleasure to learn from.”

Jeff Kutash, MBA '00

A wellspring of knowledge

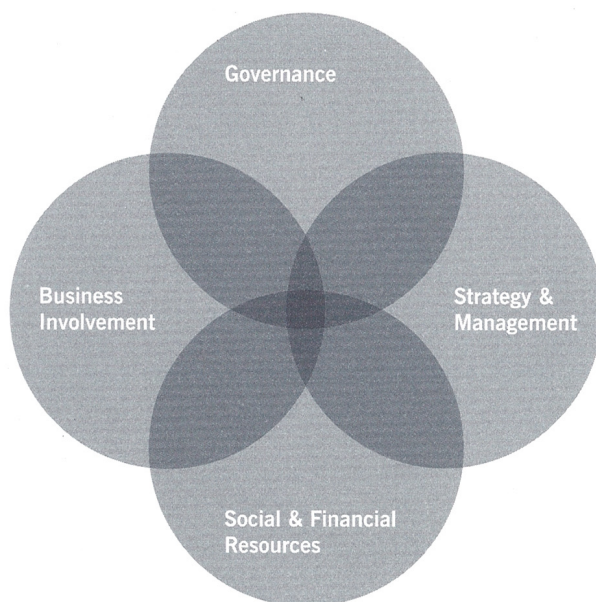
Knowledge generation is the engine that powers social enterprise programs and activities, and increases the sustainability of the discipline, both at HBS and other business schools. The goal is to create important intellectual capital that will advance the conceptual frontiers of knowledge and strengthen managerial practice. The Social Enterprise Initiative at HBS promotes best practices in nonprofit management through research, education, and thought leadership, as well as strengthens the understanding of how social enterprise informs and enriches the private and public sectors.

“We wanted our executive education program to change the way we think. It has had the impact we were intending.”

**Ted Swisher, Vice President of U.S. Affiliates,
Habitat for Humanity International**

In addition to faculty-led research, HBS has sponsored social enterprise research forums whose proceedings have been published in leading academic journals. HBS also has established international partnerships with Latin American business schools, through the Social Enterprise Knowledge Network, aimed at strengthening social enterprise research and teaching on a hemispheric scale.

HBS faculty members engage in social enterprise research and course development that encompass four interrelated intellectual domains:



“In many ways, the commitment to social enterprise helps to set HBS apart. The depth of this commitment was one of the strengths that drew me to the School.”

Katie Cunningham, MBA '03



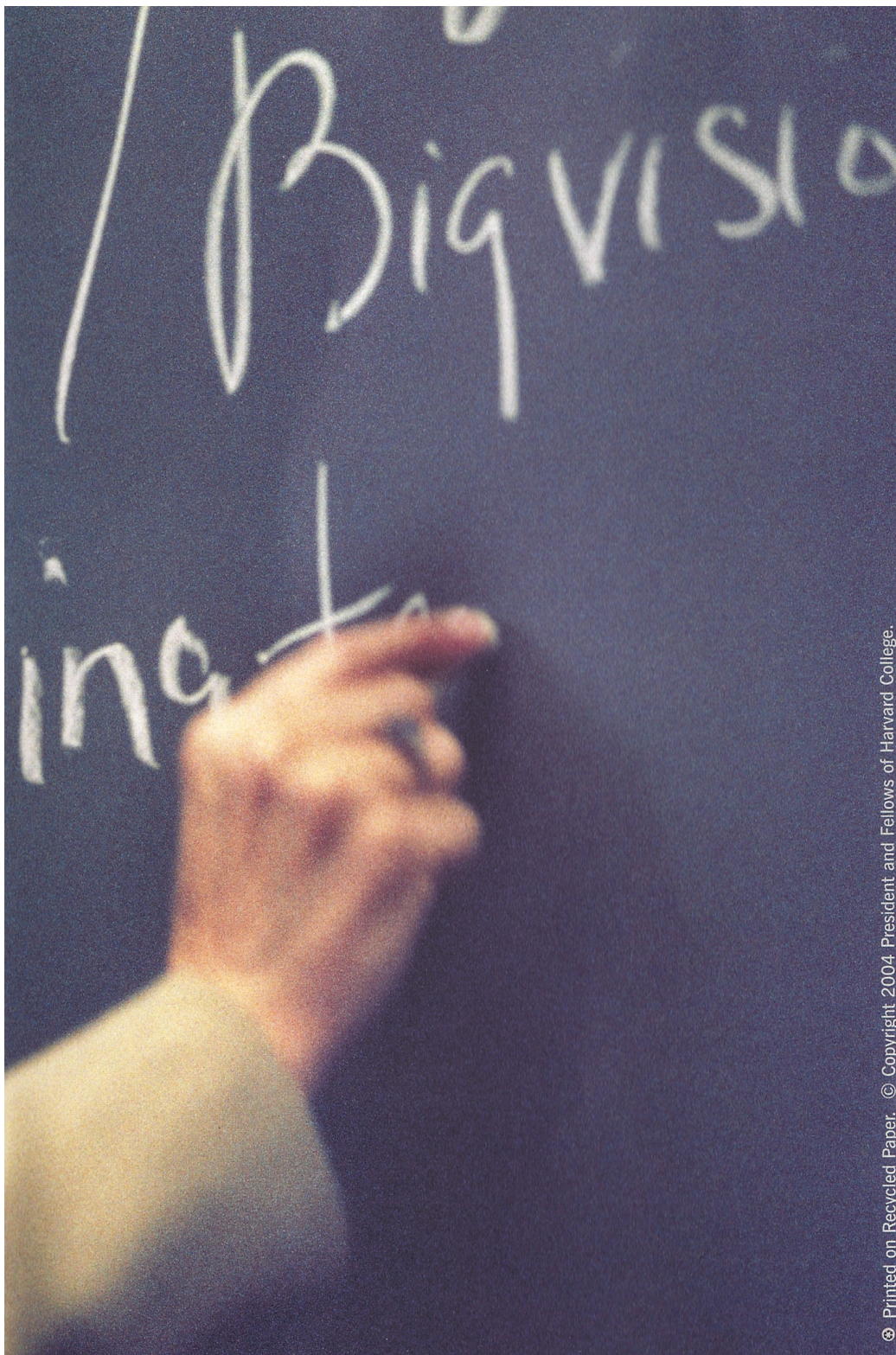
An opportunity for the community

The Social Enterprise Initiative creates engagement opportunities for every member of the HBS community, as well as the community beyond the School.

- **MBA Students**
MBA students with backgrounds in all sectors have a number of possibilities for social enterprise involvement, from clubs and elective courses to internships and career development programs.
- **Alumni**
Alumni stay connected through the Social Enterprise Alumni Association, as well as through programs that promote community service and consulting services for nonprofits.
- **Practitioners**
To help practitioners achieve high performance through their organizations, Social Enterprise offers Executive Education programs, publications, and opportunities for interaction with students on field-based projects.
- **Scholars**
HBS faculty have opportunities to extend their research into new areas related to social enterprise and to collaborate with faculty throughout the University. Social Enterprise also shares knowledge and research with scholars from other top business schools through the distribution of cases, articles, and working papers, as well as through partnerships.

“HBS has a growing alumni network in social enterprise, which is a tremendous resource, both as a student and as a graduate.”

Susan Wolf Ditkoff, MBA '01



[www.hbs.edu / socialenterprise](http://www.hbs.edu/socialenterprise)

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