Memorandum of Understanding (MOU)

Between Office of Academic Affairs
And
School of Business Administration
Reference: Social Entrepreneurship Certificate

I. Purpose
This MOU outlines partnership roles and responsibilities for implementation of the Provost Challenge project: Social Entrepreneurship Certificate

II. Project Description and Key Project Outcomes
Overview:
Serving PSU's core values, leveraging distinct PSU resources and reputational advantages, and positioned to capitalize on increasing global demand for meaningful work, the Social Entrepreneurship (SE) Certificate provides a cost-effective platform to engage a global and diverse student base. The SE certificate will offer a set of online modules to be delivered as both a standalone non-credit-bearing certificate and as credit-bearing classes through existing and planned PSU degree programs. Module content will prepare participants of all ages to engage in the application of design thinking and the use of business tools to address social and environmental problems. Content will be designed by Impact Entrepreneurs, an initiative of the PSU School of Business Administration, based on materials previously developed for PSU's MBA curriculum, Mercy Corps, and The Rockefeller Foundation. Planned and existing PSU social enterprise field studies in Portland and abroad will serve as both an entry point and complementary offering to the certificate program. Developed and delivered in partnership with a number of organizations, some which may include Oregon Community Colleges and high schools, PSU colleges and degree programs, Encore U (a partnership of Encore.org and Ashoka U), and others, this revenue-positive certificate/degree pairing will empower participants to launch social ventures or secure positions in an expanding field. With no comprehensive online offering of this kind currently in the market, there is a unique opportunity for PSU to capture early entrant advantages and position itself as a leader in this channel.

Key project outcomes (as agreed by Project Lead and Vice Provost):

1. Develop and deliver a four-course, credit-bearing and non-credit-bearing Social Innovation Certificate that includes three fully online courses and one practicum/field study. The practicum will include an option between a local or international field study.

2. Assess viability of raising funds for the development and marketing of a social innovation MOOC

III. Funding
The project team will be funded up to $237,983, including $139,500 for certificate design and instruction and $98,483 for shared services to achieve the outcomes established for this project.
Vice Provost for Academic Innovation in consultation with Provost and the appropriate dean may increase, reduce or terminate funding for this project.
IV. Project Coordination
The School of Business Administration agrees to assign a program liaison who will serve as the main point of contact between OAA and the School of Business Administration, to coordinate the implementation of this proposal and to assist with any issues that might arise.

Coordination will include:

- Coordination and communications between the project team, departments, and the School of Business Administration (hereafter referred to as "the College") and other administrative units to ensure policy and procedures are in place to facilitate the offering of this program to distance students.
- Development and implementation of Service Level Plan with OAI in close collaboration with project leadership team.
- Collaborate with focus area leads to improve collaboration among reTHINK PSU: Provost Challenge projects.

Department Program Liaison: Scott Marshall, Associate Dean of Graduate Programs, SBA
Focus area leads: Jeanne Enders, Executive Director, SBA Online Initiatives
Office of Academic Innovation Point of Contact: Johannes De Gruyter, Interim Director, Platform & Pedagogy

V. Use of Course and Materials
Course Developer(s) will be the named author or a principal developer of the course materials. The Course Developer has the right to remove his or her name from the course at any time, in coordination with the academic Department. The Department can appoint others to teach this course.

Consistent with the rules encompassed in Oregon Administrative Rule 580-43 and Internal Management Directive 6.2, and by PSU’s guidelines found at http://www.pdx.edu/research/ip-policies-copyright, PSU owns the course and materials. Full and specific course materials guidelines can be found at http://www.pdx.edu/research/ip-policies-coursematerial. Even if, by policy, the copyright to course materials must be assigned to PSU, the creator of those course materials still retains some control over them. If the PSU owned work will not be given away or exchanged for monetary compensation, PSU gives the author free permission to copy, distribute, make derivatives, perform, or display the work as long as they are appropriately marked © Portland State University. PSU, however, also reserves the right to use the work in any way it wishes.

VI. Dissemination
The School of Business Administration is responsible for updating the University community about the status of the project. This includes maintaining their reTHINK PSU: Provost Challenge website web presence, participating in public presentations, and participation in an ongoing community of practice. Specific opportunities for participation in public events will be presented to the School of Business Administration by the Office of Academic Innovation.

VII. Evaluation & Project Improvement
The School of Business Administration agrees to work with their development services partner (this may include: external vendor for course development, video production, etc.) to implement a plan for putting formative and summative feedback mechanisms in place to measure project success, including basic student success metrics.

End-of-Project Report:
Please submit a final report after completion of the project to include:

- Description of the development process
- Two-year schedule for continued course and program delivery
- Survey of student feedback on the experience taking the courses (where available)
- Course evaluation instruments
- Faculty evaluation of the program/project development activity
- Final expense report
- Plans for program sustainability

After submission and acceptance of the final report, the department review team will verify that all program components are in place.

VIII. Funding Agreement Terms
The funding agreements in this document are contingent upon completion of course development and offering as describe above, and summarized in the Course Development Plan. Changes to the agreements, timetables or funding will be based on written agreement between the College and Office of Academic Affairs designees. OAA will provide an index code that will be used for funding of this project. There will be no transfer of funds.

IX. Resolution of Disagreements
In the event of a disagreement that cannot be resolved by the parties, resolution will be through agreement of Vice Provost for Academic Innovation and the Dean of the Department's College.

WITNESS WHEREOF, the representatives have signed this Memorandum of Understanding on the

10 day of October, 2013.

Cindy Cooper, Project Lead, Director, Impact Entrepreneurs, SBA

Scott Marshall, Associate Dean of Graduate Programs, SBA

Sukhwant Jhaj
Vice Provost for Academic Innovation and Student Success

Scott Dawson, Dean, SBA

Enclosures:
- Copy of reThink PSU: Provost Challenge project proposal
- Approved budget
- Project team and contact information
- List of courses, new or existing, to be developed as an online offering (as appropriate) Degree Map (as appropriate)
#110 Social Entrepreneurship Certificate

Last modified: February 20, 2013 - 10:57am

Project Lead
Cindy Cooper  
Director, Impact Entrepreneurs  
School of Business Administration

Primary Collaborators
Carolyn McKnight  
Executive Director, Impact Entrepreneurs  
School of Business Administration  
Erin Flynn  
Associate Vice President  
Office of Research and Strategic Partnerships  
Jeanne Enders  
Associate Dean of Undergraduate Programs  
School of Business Administration  
Jennifer Allen  
Director  
Institute for Sustainable Solution  
Margarette Leite  
Faculty  
School of Fine & Performing Arts: Department of Architecture  
Melissa Appleyard  
Ames Professor in the Management of Innovation and Technology  
School of Business Administration  
Scott Marshall  
Associate Dean for Graduate Programs and Research  
School of Business Administration  
Sergio Palleroni  
Founding Faculty Member, Green Building Research Lab  
School of Fine & Performing Arts: Department of Architecture  
Simon Ngawhika  
President, PSU Net Impact / MBA Candidate 2012  
School of Business Administration  
Sally Hudson  
Director CLAS High School Programs  
College of Liberal Arts & Sciences

Additional Collaborators
Michele Leaman, Director, Changemaker Campus, Ashoka U; Tia Johnston Brown, Program Director, Ashoka Youth Ventures; Judy Coggin, Vice President, Encore.org / Encore U; Mimi M. Maduro, Pathways Initiative Statewide Director, Oregon Department of Community Colleges & Workforce Development (CCWD), Oregon Community Colleges; Mark Holloway, Executive Director, Social Venture Partners Portland.

Challenge
Acceleration Challenge

Abstract/Summary
Serving PSU’s core values, leveraging distinct PSU resources and reputational advantages, and positioned to capitalize on increasing global demand for meaningful work, the Social Entrepreneurship (SE) Certificate provides a cost-effective platform to engage a global and diverse student base. The SE certificate will offer an introductory MOOC and a set of online modules to be delivered as both a standalone non-credit-bearing certificate and as credit-bearing classes through existing and planned PSU degree programs. Module content will prepare participants of all ages to engage in the application of design thinking and the use of business tools to address social and environmental problems. Content will be designed by Impact Entrepreneurs, an initiative of the PSU School of
Business Administration, based on materials previously developed for PSU's MBA curriculum, Mercy Corps, and The Rockefeller Foundation. Planned and existing PSU social enterprise field studies in Portland and abroad will serve as both an entry point and complementary offering to the certificate program. Developed and delivered in partnership with Oregon Community Colleges and high schools, PSU colleges and degree programs, Encore U (a partnership of Encore.org and Ashoka U), and others, this revenue-positive certificate/degree pairing will empower participants to launch social ventures or secure positions in an expanding field. With no comprehensive online offering of this kind currently in the market, there is a unique opportunity for PSU to capture early entrant advantages and position itself as a leader in this channel.

Introduction
In a recent survey by Net Impact, 65% of graduate and undergraduate university students said they "expect to make a positive social or environmental difference in the world at some point through their work." This drive was not limited to students; in the same survey, fully 53% of workers of all ages said that a job where they could make an impact was important or essential to their happiness. A survey by Encore.org and MetLife found that 31 million Americans between the ages of 44 and 70 are interested in an encore career, and fully 70% of them "say it is very important to them personally to leave the world a better place." A growing pathway for encore careers is entrepreneurship: The Kauffman Foundation found that adults aged 55–64 had higher entrepreneurial activity than adults aged 20–24.

This convergence of global trends — an interest in encore careers and entrepreneurship among older adults, coupled with a desire to create a positive impact among students and adults of all ages — is one of factors driving global growth in social entrepreneurship as a field of practice and study. (A social entrepreneur is anyone using business methods to address a social or environmental problem in an innovative way). Net Impact, the international organization for business students and professionals committed to generating positive change, has more than 30,000 members and 300 global chapters. In the past six years, B Corp certification for triple-bottom-line businesses has been adopted by 650 corporations in more than 21 countries, and Benefit Corporation legislation has passed in 12 states. A Bridgespan Group study focused on the 10 top-ranked MBA programs found that the number of social-benefit related courses increased by 79% from 2005 to 2007, and social-benefit coursework increased by an average amount of 111% over the same period.

PSU is a recognized leader in the field of social entrepreneurship, with its recent designation as an Ashoka U Changemaker Campus and the PSU Social Innovation Incubator's selection as one of Fast Company's 51 Brilliant Urban Ideas. PSU Impact Entrepreneurs, umbrella program to the Social Innovation Incubator, has previously delivered social entrepreneurship trainings on behalf of Mercy Corps, the Rockefeller Foundation, and other global organizations. By creating a social entrepreneurship certificate that utilizes a proven curriculum, builds on PSU's growing reputation in the field, and leverages online delivery to reduce costs and expand access, PSU can stake out a clear leadership position in the field and meet local and global demand for experiential, skills-based training in social entrepreneurship.

Impact/Significance
Creating online social enterprise content modules will leverage PSU's unique assets in sustainability and social entrepreneurship to meet increasing student and employer demand for education in entrepreneurship for positive social and environmental impact. It will also enable PSU to further differentiate itself as an innovative leader in social entrepreneurship education.

Our aim with this program, if funded, is to maximize the reach of the online modules to a large range of learners both inside and outside PSU, providing greater access to educational opportunity and opening new revenue streams. The core modules will be designed for all ages and a global audience, including non-credit offerings at lower price point to account for price sensitivity. It will create new pathways for community college and high school students to engage with PSU earlier in their educational journeys, expanding our profile with key target groups. It will also enable PSU to capitalize on growing interest from lifelong learners and professionals to increase their working knowledge of social entrepreneurship.

The core modules could also serve as: 1. Electives for the Social Entrepreneurship degree focus in the proposed online Bachelor's Degree in Business Administration (reThink proposal #158); 2. A feeder pipeline for PSU Launch in 9 (#158); 3. Content for the GlobalEdge MBA (#99), should these programs receive support.

In addition, by offering a complementary MOOC and on-ground field studies, the program will provide flexibility and a rich learning experience appealing to a broad range of learners and strengthening our community relationships locally and internationally. These offerings will become new marketing channels for PSU and should lead to significant new exposure not only to students, but also to potential donors who support entrepreneurial solutions for social and environmental problems.

Through the development of strategic partnerships around student intake and content delivery, the certificate program would engage a wider audience, ensure greater enrollment, generate higher revenue, and create broader educational impact. The PSU School of Business' deep roots in the local business community will facilitate graduate placement in rewarding careers. By structuring the certificate as an online program accessible to students and community members of all ages, the university will also demonstrate its commitment to educational innovation, community engagement, and intergenerational learning while supporting positive social and environmental change.

Approach and Strategy
The core certificate program will be delivered as four online modules, based in part on material previously developed by PSU faculty for courses such as social entrepreneurship, social innovation, and sustainable development, and by Impact Entrepreneurs for Mercy Corps and Rockefeller Foundation global training programs in social entrepreneurship. In the past, Impact Entrepreneurs has
been able to design, refine and deliver similar content for major clients on timeframes of less than six months.

Proposed prerequisite: *Introduction to Social Entrepreneurship*, a PSU MOOC designed to advertise the certificate program, establish a student pipeline, and provide program participants with the same foundational knowledge.

Proposed modules include:

1. *Organizational Leadership* (accounting, finance, HR, operations, and personal leadership)

2. *Design Thinking and Social Innovation* (Human Centered Design, systems thinking, stakeholder engagement, product/service design)

3. *New Venture Design* (strategy, marketing, and business/nonprofit law)

4. *Understanding Impact and Global Trends* (impact measurement and reporting, current trends in social innovation)

The certificate will be designed to maximize engagement for a variety of learners and emphasize applied learning. Using a combination of group projects, individual exercises, video lectures and face-to-face video chats, the course modules will provide some aspects of a traditional classroom learning experience and better facilitate student engagement, while still enabling virtual participation by students from other regions.

These modules will be supported by additional PSU MOOCs addressing more specialized topics, such as social entrepreneurship training for educators, impact investing, social intrapreneurship, nonprofit social enterprise program management, and others. Introductory MOOCs would work as a pipeline and marketing tool for certificate program participants, in addition to serving as educational tools.

Delivered in partnership with community colleges, local high schools and Encore U, the certificate program would provide a unique, intergenerational learning opportunity to students and community members both in Oregon and worldwide. The certificate would be available for credit to PSU, community college and high school students, but would also be offered on a not-for-credit basis at a lower price.

Milestones

2013:

- MAY 31: Delivery and content partners finalized. Preliminary partners include Ashoka U, Ashoka Youth Ventures, Oregon Community College Pathways Initiative, Encore.org, Social Venture Partners Portland, and the PSU Office of Research and
Strategic Partnerships, Institute for Sustainable Solutions, School of Fine and Performing Arts, School of Business Administration, College of Liberal Arts and Sciences, and Maseeh College of Engineering and Computer Science.

- JUNE: Instructors selected. Begin content development.
- JULY: Gather partner input for content. Identify pilot testers.
- AUGUST: MOOC test content developed and recorded. For-Credit Modules (FCM) 1–2 test content developed and recorded.
- NOVEMBER: Launch marketing campaign. MOOC content finalized. FCM 1–2 modifications and finalization. FCM 3–4 pilot continued.
- DECEMBER: MOOC launch.

2014:

- SPRING TERM: FCM 2 launch. Work with partners to adapt FCM 1–4 content for non-credit customer segments (high school, community college pathways, practicing professionals, encore professionals)

Benefits

Jeanne Enders, SBA Associate Dean, estimates that 35 PSU students would enroll in the social entrepreneurship degree option each year (see proposal #158). Similar numbers would be expected from each partner. With a conservative estimate of six partners, an additional 210 students would participate in one or more modules each year. In total, more than 250 students and community members are expected to take certificate modules every year, not including an additional 500 participating solely in the MOOC. We estimate needing 1.5 FTE faculty to develop and deliver content, and .5 FTE staff for coordination, support and marketing.

With student and practitioner interest in social entrepreneurship growing around the world and PSU’s leadership in this field increasingly recognized, now is the time to offer cutting-edge, engaging learning opportunities for students of all ages. The coursework provides pragmatic, marketable skills in leadership and entrepreneurial thinking that create opportunities for participants to pursue the betterment of society at large, in alignment with PSU’s mission. The program is expected to be revenue-positive after launch through tuition and certificate fees, creating a self-sustaining model for future programs. Drawing from existing strengths and with limited initial investment, this certificate can differentiate PSU, invigorate faculty and staff, and attract a broad range of highly motivated students from all over the world.

Consequences

If PSU fails to implement this proposal, we will miss a unique opportunity to create a financially attractive, innovative approach to teaching design thinking, entrepreneurial thinking, and business skills for social and environmental good. Leading global partners have approached us about working on this offering, and it is important to capitalize on this enthusiasm before other entrants move into the space. It would be a missed branding, educational and financial opportunity at a point in time when the institution could uniquely benefit from them through early entrant leadership.

Needs Assessment

Download [link]

Program Information

Download [link]

Degree Map

Download [link]

Media

Social enterprise certificate (http://www.slideshare.net/JacenGreene/social-enterprise-certificate-16011235) from Jacen Greene (http://www.slideshare.net/JacenGreene)

Tags
Community College, Credentialing, Graduate, Inter-institutional, International, MOOCs/Open Access, New Models, Online Education, Undergraduate.

Comments
Jacen Arthur Greene — December 27, 2012 - 8:13am

George Mason’s new, free social entrepreneurship MOOC (http://www.udemy.com/socialentrepreneurship/) could serve as a suggested prerequisite for our cluster of online social enterprise courses. We’ll need to decide whether it’s more important to save costs by accepting an approved outside MOOC as a prereq, or if we’d rather provide all content exclusively through PSU.

Jennifer Allen — December 31, 2012 - 10:15am

If helpful, I got my PhD at George Mason and could help with connections there. I think this is a great proposal and would allow us to expand a program that already has a great track record and that has great community impact.

Sam Lowry — January 6, 2013 - 1:20pm

I suspect this program would be very successful and popular.
Kerry Wu — January 24, 2013 - 3:06pm

This proposal is well thought out and has great potential! I like that it is available to a broader audience. My comments on Jeanne's proposal #158 also apply here.

Sally Hudson — February 5, 2013 - 3:52pm

This is a terrific proposal that clearly meets a demand which crosses the entire spectrum of learners. With our focus on high achieving high school students in both the PSU Challenge and the LINK Programs, this is an opportunity to extend our reach and keep these students engaged in an area of growing interest, while building a relationship between them and PSU.

Jeanne Enders — February 15, 2013 - 5:08pm

The brilliance of this proposal lies in its innovative application possibilities. We are so excited at the prospect of building a degree option from the foundations you lay out here. Cindy and Jacen outline multiple ways this content can be leveraged to cement the PSU brand and our core values. It serves as both a meaningful certificate/degree offering and a great PR tool for showcasing the work being done at PSU. Of course, the most important aspect of the value of this proposal is that it teaches how to use business acumen for the benefit of others. Thank you Cindy, Jacen and Carolyn for leading us in this area.

Melissa Appleyard — February 22, 2013 - 11:34am

PSU has established an international reputation in Social Entrepreneurship through its Impact Entrepreneurs programs in partnership with Mercy Corps and others. Using an online platform to increase the reach of those programs—both globally and across student populations including high schools students—is so compelling. As the world continues to look to PSU for leadership in sustainability, social entrepreneurship is a primary domain where economic, social and environmental issues come together, and PSU can leave its mark in terms of sparking innovative solutions with long-run payoffs. It is an honor to be a collaborator on this project!
# Social Entrepreneurship Certificate Revised Budget

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<td>$ 29,384.00</td>
<td>Video Production</td>
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<td>Total</td>
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Project #110 Team Information

Project Lead:
Cindy Cooper, cynthia.cooper@pdx.edu, 5-3746

Primary Collaborators:
Carolyn McKnight, mcknight@pdx.edu, 5-8080
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Simon Ngawhika,
Sally Hudson, hudsonsj@pdx.edu, 5-5255
## Social Entrepreneurship Certificate Map

### Proposal #110

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<td>Module 2</td>
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All field studies/modules offer 4 credits.

Students will have up to two years to complete required courses, affording them scheduling flexibility.

16 credits required for certificate completion.