

A SANTA CLARA UNIVERSITY CENTER OF DISTINCTION



Miller Center
for Social Entrepreneurship

Miller Center Accelerates Entrepreneurship in Service to Humanity

2016 Annual Report



Santa Clara University

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Helping social
entrepreneurs
empower women,
build climate
resilience, and
solve problems of
poverty **at scale.**

Letter from Jeff and Karen Miller



Miller Center successes over this past year serve to confirm our investment in it as a driving force in alleviating poverty.

The team has made incredible strides in the past year: Crucial partnerships have been forged with General Electric (GE), Seagate Technology, and the eBay Foundation. GSBI Boost workshops have been held in nine different countries, from Brazil to the Philippines and countries in between. Online mentoring continues to expand, with more than 100 mentors now in service. Companies attending the GSBI were funded by impact investors. We even recently met with several first ladies of sub-Saharan Africa who are eager to learn best practices from the center.

Passionate donors have supercharged the Global Social Benefit Fellowship (GSBF) program, having already proven that exposing a young, educated mind to poverty instills compassion and problem-solving solutions for a lifetime. Climate change has a direct effect on poverty, and another generous donor funded programs focused on that. The accomplishments go on.

Alleviating poverty, whatever its causes, will help alleviate unrest in the world.

We are ever so proud of the momentum built by the compassionate team at Miller Center for Social Entrepreneurship as they continue to work relentlessly to eradicate poverty and protect the planet.

Karen Miller and Jeff Miller
Benefactors; Advisory Board Chair and Trustee (Jeff Miller)
Santa Clara University

Helping Social Entrepreneurs Do More

The global population is approaching 7.5 billion, and more than half of our fellow humans live in poverty. Undaunted by the enormity of poverty, Miller Center for Social Entrepreneurship is more committed than ever to accelerate the impact of social enterprises around the world.

Pope Francis, in his encyclical *Laudato Si'*, and the United Nations Sustainable Development Goals (SDGs) both link the suffering of the poor with climate change. We believe that social entrepreneurship is a powerful catalyst for addressing poverty, climate change, and gender inequality.

During the past year, Miller Center formed some exciting partnerships with forward-looking corporations that seek to tackle pressing global problems through market sensing, market shaping, and corporate social responsibility initiatives:

- **General Electric** and Miller Center are training and mentoring social entrepreneurs focused on maternal and child health in sub-Saharan Africa.
- **Seagate Technology** teamed with Miller Center to prepare Seagate business leaders in Thailand as mentors for local social entrepreneurs.
- The **eBay Foundation** sponsored a GSBI Xchange program to transfer our social entrepreneurship methodologies to partners worldwide for local use.

Some very generous benefactors provided further fuel for our efforts:



- **Tim Haley**, a member of the Santa Clara University (SCU) Board of Trustees, and his wife, Ethna McGourty, donated \$1 million to kick off a \$10 million GSBF endowment fund. Celebrating its fifth year, 75 SCU students have participated in rigorous, mentored, action research with GSBI social enterprises worldwide.

- **Jon Freeman**, a Silicon Valley entrepreneur and member of Miller Center's Advisory Board, gave \$1.5 million to explore the replication of successful climate resilience-focused social enterprise business models. By understanding what routes lead to the greatest impact soonest, the hard work of proven social enterprises can be amplified and spread geographically.

Miller Center's two initiatives—**Climate Resilience** and **Women Rising**—and our efforts to improve **Social Impact Assessment** will help propel us toward greater impact, working with more social enterprises, more students, and more impact investors.



Thane Kreiner, PhD
Executive Director

Howard and Alida Charney University Professor
Santa Clara University

Accelerating Global Impact

Miller Center works at the convergence of Climate Resilience and Women Rising.

It is now likely that 2016 will be the hottest year ever registered based on data from the National Aeronautics and Space Administration. Every month in 2016 has had record heat, and the year is forecasted to best 2015 as the warmest year tracked.

Climate change is a global threat, and the world's poor and most vulnerable are bearing the brunt of these changes. Miller Center's **Climate Resilience** initiative advances social enterprises that are helping communities adapt to the damaging effects of climate disruption that are already under way.

Women make up half the world's population and yet represent a stunning 70 percent of the world's poor. Because women represent the majority, they bear a greater impact of the effects of climate change.

Empowering women and girls is a win for everyone. When women living in poverty earn an income, they reinvest more of it into their families and communities. As a result, access to education, health care, and other essential needs are met. But that's not all: infant mortality rates go down, agricultural productivity rises, population growth slows, and local economies expand.

Miller Center fosters social enterprises advancing women through its **Women Rising** initiative.

How do you measure and report the impact of social enterprises?

Social entrepreneurs all over the world are innovating to tackle poverty and promote social good, but how to measure the impact of their work is a recurring question. And while evidence of impact is needed, that evidence may not be chiefly quantitative.

This year the center made a major investment in working on this issue by hiring an associate director of impact assessment, who works with social enterprise alumni to understand and measure their individual and collective social impacts.



Photo credit: African Clean Energy

Partnering for Global Impact

Seagate and Miller Center Train Social Entrepreneurs in Thailand

What happens when a leading Silicon Valley company takes a completely fresh look at the idea of “doing good” in the communities in which it

“Seagate has always placed a high value on working to help the people in the communities in which we live and work.

Partnering with Miller Center, we wanted to create lasting impact by providing business and strategy training to the social entrepreneurs who are solving the most pressing problems in Thailand. I was very gratified to see our staff in Thailand serving as mentors, using their business and technical skills to make a difference in their communities. In return our people were inspired and energized and are looking forward to continued engagements.”

—Jeff Nygaard

Senior Vice President, Global Head of Operations, Seagate Technology

operates? Seagate Technology, with its long-standing philosophy of being “in the region, for the region,” and Miller Center partnered on a promising new approach to corporate responsibility.

Beginning in Thailand, home to Seagate’s manufacturing operations, Miller Center staff and mentors trained local Seagate business leaders to serve as mentors for social enterprises in their own backyards.

The beneficiaries of this innovative approach to corporate engagement include not only the participating social enterprises and the lives they hope to improve but also Seagate employees, who are developing their own leadership skills while addressing problems in the communities in which they work, and Seagate itself, which

leverages its corporate strengths and extends its commitment to social responsibility.

eBay Foundation

To extend our impact and realize our vision of helping more social entrepreneurs help more people, Miller Center recognized the need to engage in-country partners. With sponsorship from the eBay Foundation, Miller Center launched a new program, GSBI Xchange, which systematically transfers tools, materials, and methodologies to our partners to use in their local contexts.

From June to December 2015—starting in Tel Aviv, Israel, and ending in Florianópolis, Brazil—Miller Center collaborated with seven partners in nine countries to train more than 100 early-stage social entrepreneurs. The training consisted of localized versions of GSBI Boost, an intensive, three-day workshop designed to teach social entrepreneurs business fundamentals and to transfer knowledge, share best practices, and develop sustainable methods.

“The eBay Foundation partnered with Miller Center with a clear purpose in mind. We share a common view that innovation and entrepreneurship can unlock solutions to big social problems. We were extremely pleased to support the GSBI Xchange seven-city, worldwide tour to help scale the impact of social enterprises and improve livelihoods. Partnering with Miller Center on this program allowed us to jointly build a network of change and make a larger impact around the world.”

—Amy Millington

President,
eBay Foundation



GE healthymagination Mother and Child Program

GE healthymagination and Miller Center joined together this year to advance mother and child health care in sub-Saharan Africa. In the United States, two women die each day due to complications of childbirth; it is estimated that in Africa that number is more than 450 each day. And although the global under-five mortality rate has decreased by 53 percent, Africa continues to suffer from the highest rates of child mortality.

Together the two partners seek to offer a solution through social entrepreneurship.

This partnership harnesses the reach and health-care expertise of GE, the business-building skills of Silicon Valley mentors and the GSBI programs at Miller Center, and the commitment and drive of social enterprises who are coming together with the shared goal of reducing maternal, newborn, and child mortality rates in sub-Saharan Africa.

Empower Generation

Empowering Women to Power Communities with Clean Energy

At the intersection of Women Rising and Climate Resilience, Empower Generation (EG) trains rural women in Nepal to own and manage their own businesses by distributing solar-powered energy solutions. Through this network of women entrepreneurs, EG brings clean, safe, and reliable energy directly to communities in need—improving health, reducing carbon dioxide emissions, saving money, and laying the foundation for greener economic development.

Empower Generation participated in Miller Center’s GSBI Accelerator program in 2015. While working with us, a 7.8-magnitude earthquake struck Nepal, displacing 2.8 million people. In the six months after the earthquake, EG distributed 10,995 solar lights, mobile chargers, and home systems across 15 districts through its

women-led network. Since 2011 EG has built a network of 18 women-led businesses and distributed more than 50,000 solar-powered products that provide cleaner, safer light and power to more than 253,000 people.

“GSBI was the best incubator/accelerator program we have ever participated in. The network we have access to of experienced mentors and other like-minded social entrepreneurs is incomparable to anything else we’ve come across so far. Being part of the GSBI cohort last year allowed us to not only get through one of the most challenging years we’ve faced, due to the devastating earthquakes that occurred, but also created space for us to see the big picture and clarify our double-impact mission that is at the intersection of women’s economic empowerment and clean-energy access.”

—Anya Chernoff
CEO and Co-founder,
Empower Generation



Photo credit: Empower Generation

Photo credit: Carbon Roots International



Carbon Roots International

Tackling Energy Poverty in Haiti and Promoting Women's Livelihoods

In Haiti nine out of 10 households use charcoal or wood for cooking on a daily basis. This reliance on tree wood for fuel has had a devastating impact, resulting in 98 percent deforested landscapes, as well as widespread unemployment and one of the highest extreme poverty rates on the planet. Carbon Roots International, a 2015 Miller Center GSBI Alumnus, makes sustainable charcoal from agricultural waste, producing “green” briquettes that are sold through women retailers and that directly replace wood as Haiti’s primary energy source.

The benefits are fourfold:

- Farmers earn new income by monetizing their agricultural waste.
- Women charcoal retailers offer a highly competitive product, enjoy higher profit margins, and develop business skills and new livelihoods.
- Charcoal customers have access to a cleaner, cheaper, and viable alternative to wood and traditional charcoal.
- Deforestation is reduced.

Carbon Roots International was recently awarded a \$500,000 extension to its USAID grant that allows the organization to invest in technology that quadruples its production of briquettes.



Photo credit: Sistema Biobolsa

Sistema Biobolsa

Innovating to Create Clean Energy

Sistema Biobolsa reimagines waste as a resource. The company has patented a prefabricated biodigester that transforms manure into biogas that can be used in cookstoves, while simultaneously producing a natural fertilizer.

By using these systems, small and medium-scale farmers can:

- Generate clean, affordable and easily available energy
- Protect water sources from fecal contamination
- Reduce the use of chemical fertilizers and toxic fuel sources
- Replace wood fuel and prevent deforestation
- Improve their incomes

Sistema Biobolsa serves agricultural markets in Mexico and Latin America.

Its more than 3,000 biodigesters installed to date have achieved:

- Treatment of more than 150,000 tons of waste
- Production of more than 4,500 tons of biogas
- Mitigation of more than 17,000 tons of CO₂
- Production of more than 350,000 tons of bio fertilizer

“Miller Center provided us with critical business guidance through its GSBI Accelerator program, strengthening our operating and funding strategies. We opened a round of funding at the GSBI, using its staff and network during the process, and eventually patterned our investments in part on a variable payment obligation structured exit pioneered by Miller Center. Later we also benefited from the GSBF, where SCU students came to Mexico and worked with our team to explore opportunities to improve the value our customers receive from our products and services. We consider Miller Center a key part of our network and a continued resource as we grow.”

—Alex Eaton

CEO and Co-founder,
Sistema Biobolsa

GSBI Mentors: Miller Center’s “Secret Sauce”

Some of Miller Center’s GSBI mentors are founders and chief executive officers. Others are domain experts in finance, sales, marketing, and business development. Still others are venture capitalists, investors, or lawyers with mergers-and-acquisitions experience. Yet almost all mentors return year after year because they find the process to be personally rewarding and a great opportunity to give back.

More than 100 Silicon Valley Veterans Pay It Forward

Miller Center has a band of more than 100 Silicon Valley veterans who offer social entrepreneurs advice every week on:

- How to size their potential markets
- How to set up the appropriate supply chain
- How to position their products in the market
- How to determine a justifiable ask for funding

All these things determine a social enterprise’s success or failure.

Most Miller Center mentors engage with social enterprises online. This year, however, mentors have started traveling to where the enterprises are located—we’re exporting Silicon Valley know-how to such places as India, Thailand, and sub-Saharan Africa.

“These social entrepreneurs are doing integral things for the world. They are so open, so inspiring, so committed.”

“The opportunity to have an impact on the entrepreneurs and the constituents they serve is a highly multiplied opportunity.”

“The work that Miller Center’s GSBI is doing in the aggregate...makes a mentor want to invest time in this program.”

Taia Ergueta

Business Consultant and Advocate for Resource-Challenged Women



John Lovitt

Retired Senior Vice President, IBM



Juli Betwee

Strategy Consultant and Growth Expert



Transforming Students and Uniting Education with Social Entrepreneurship

This year Miller Center launched a \$10 million endowment fund for its GSBF program. The GSBF fully funds travel, classes, and post-trip coursework for up to 20 students per year to conduct hands-on research at social enterprises that have been through Miller Center’s programs worldwide.

The GSBF expresses the SCU and Miller Center philosophy of weaving together action research with the formation of students. It is a practice-led approach that emphasizes learning by **working with** social enterprises rather than **learning about** social enterprises. This field-based, action research helps the enterprises benefit more people, and the fellowship program already has helped three SCU students earn Fulbright scholarships.

The GSBF is celebrating its fifth anniversary this year, marking 75 students who have participated.

“Miller Center is one of the crown jewels of Santa Clara University, and the GSBF is a crown jewel of Miller Center. The GSBF puts into action Santa Clara University’s mission of educating the whole person within the Jesuit, Catholic tradition. GSB Fellows enter the workforce well equipped to contribute to any field of endeavor, having gained a global perspective and a sense of contributing to social good.”

—Tim Haley

Member of the SCU Board of Trustees, Miller Center Advisory Board, and Mentor

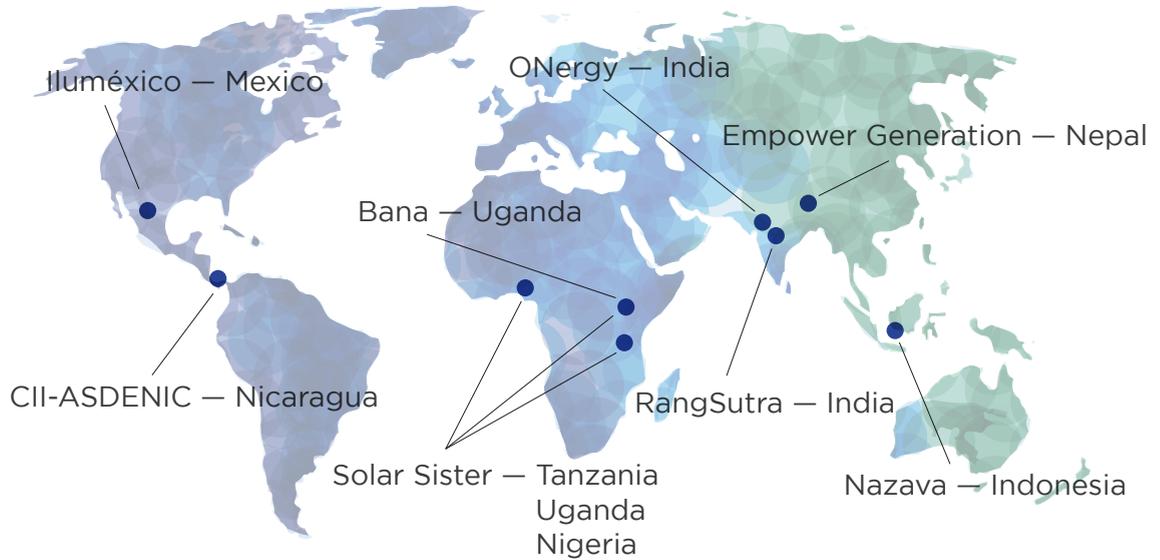


Photo credit: Sankarra

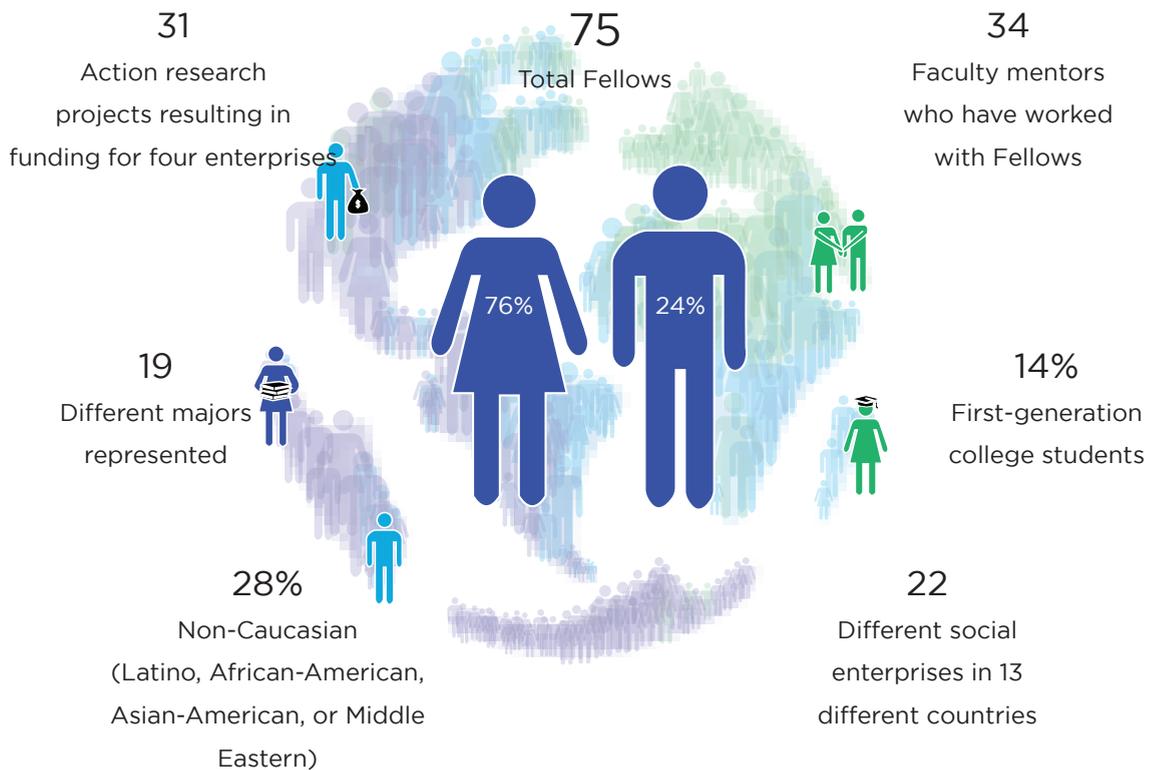


Global Social Benefit Fellowship

Where SCU students are engaged in action research



Global Social Benefit Fellowships from 2012 to 2016



Replicating the Best Climate Resilience Solutions Across Regions to Lift More People Out of Poverty

Many social enterprises address similar problems afflicting the global poor—such as lack of access to drinking water or to clean, affordable energy—with highly localized solutions. But what if a safe-drinking-water business validated in one location could be reproduced and introduced to other geographical regions that also lack potable water?

To help answer this question, Silicon Valley entrepreneur Jon Freeman gave \$1.5 million to Miller Center to explore the best ways to replicate effective social business models that are focused on providing climate resilience to populations suffering from the impacts of climate change.

Replicating these proven business models, rather than starting over from scratch, can significantly decrease the time and resources spent on getting a social enterprise up and running. Replicated enterprises also present reduced risks for impact investors.

“I have always believed that the way to tackle challenges such as poverty or the negative impacts of climate change is by eradicating the barriers to opportunity. Social entrepreneurs are more likely to build successful enterprises if they can start with a blueprint or proof of concept that has already been developed and confirmed somewhere else in the real world.”

—Jon Freeman

President and Owner, Stonecrest Financial; and Miller Center Advisory Board Member



Photo credit: Bob Finocchio

Testimonials

“Miller Center has the world’s best entrepreneurial training support program. They have inspired me to take my technology throughout the world. I will support Miller Center in connecting with entrepreneurs worldwide.”

—**Sanjay Patel**

Founder, SPRE (biogas and energy production)

“If the company has gone through the GSBI Accelerator, we believe that there is a greater likelihood that we can engage with the company in a meaningful way to allocate capital. The GSBI mentors have already prepared them for the questions we will eventually ask, they have their rebuttals ready, they have a decent understanding of the partner landscape, and their expectations are reasonably set.”

—**Thomas Light**

Manager of Investments,
Grameen Foundation

“This program [GE healthymagination Mother and Child Program] supports GE’s long track record of developing innovations for emerging markets while increasing positive health outcomes. We are excited to join Miller Center to accelerate the growth of social enterprises and commercialize innovative ideas while serving as a resource for entrepreneurs working to improve access, affordability, and quality of maternal and child health in sub-Saharan Africa.”

—**Sue Siegel**

CEO GE Ventures and
healthymagination

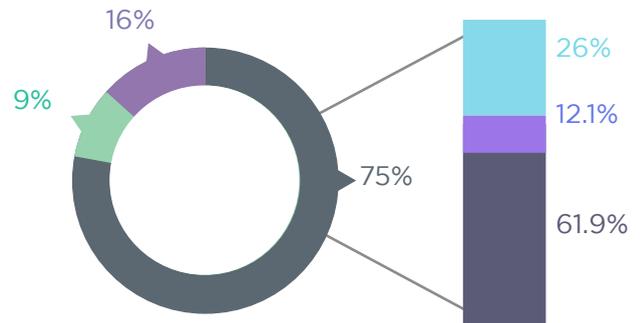
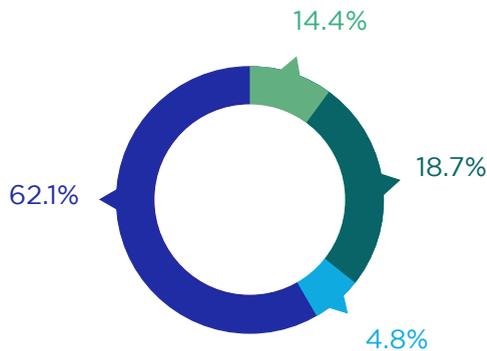
“I am just so appreciative of the amazing skills, insights, and sense of quality you, Global Social Benefit Fellows, displayed in this project. Working with you has been a true highlight of my involvement with Miller Center and the GSBI. Good work! You provided conspicuous and awesome value to IkamvaYouth that will really help them a great deal.”

—**Robert Hum**

GSBI mentor and
Silicon Valley executive

Our Impact Is Always Growing

Fiscal Year 2015—2016



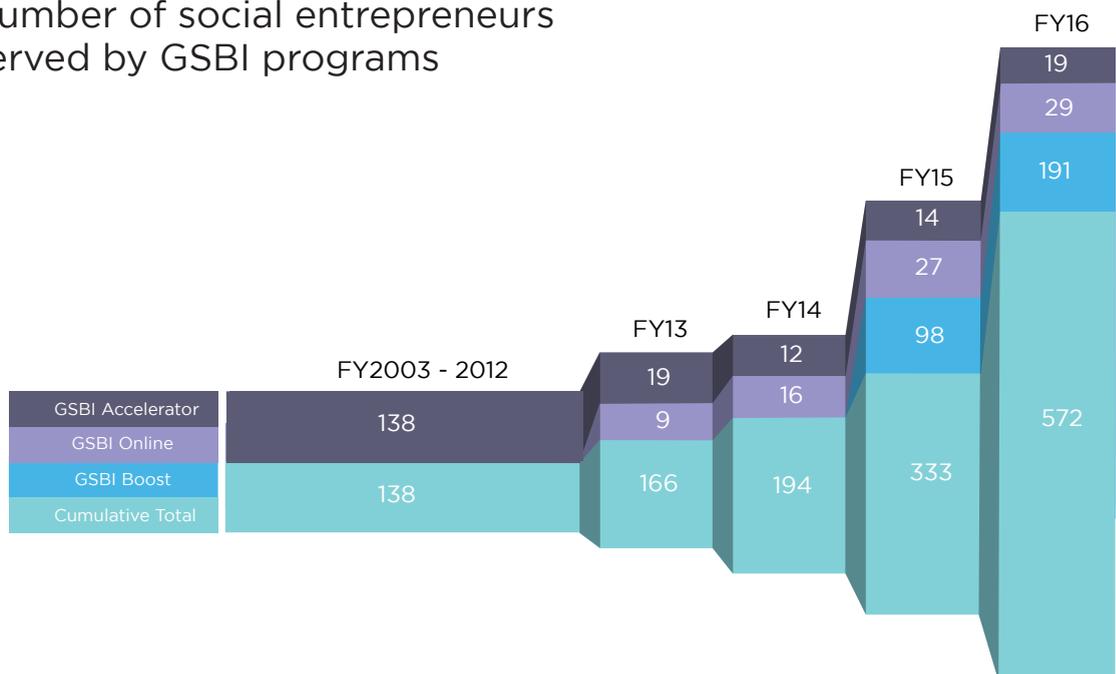
Revenue \$3,057,309

- University funding
\$571,600
- Gifts
\$1,900,777
- Endowment
\$439,030
- Grants
\$145,902

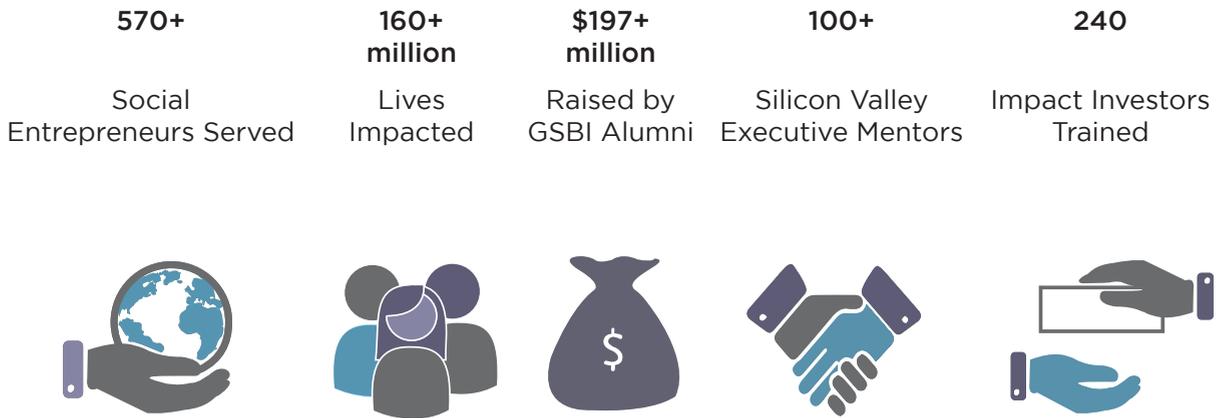
Expenses \$3,057,309

- Administrative
\$273,774
- Fundraising
\$488,242
- Programs
\$2,295,293
- GSBI
- Education
- Impact Capital

Number of social entrepreneurs served by GSBI programs

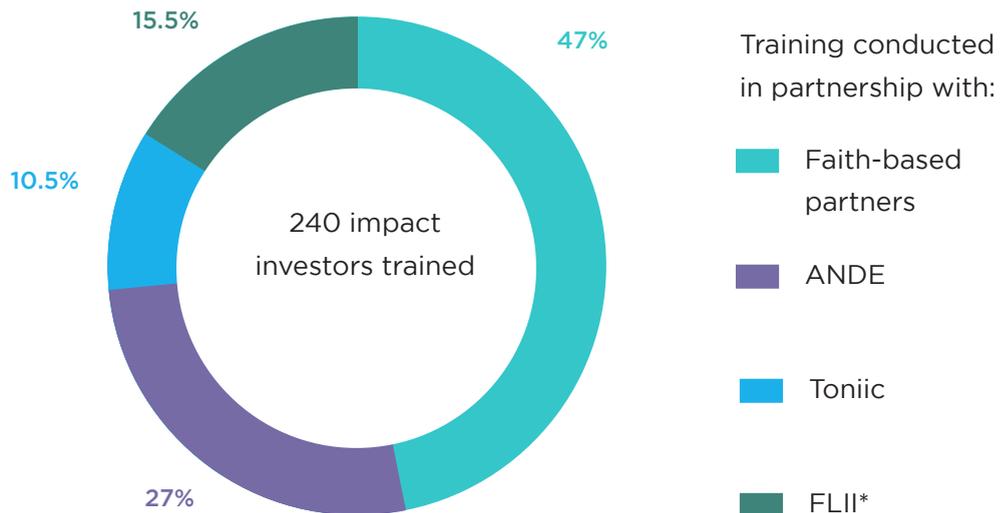


As of June 2016, our work is represented by these key performance metrics:



Impact Capital investment manager training

240 people participated in investor management training



*The Latin American Impact Investing Forum (FLII)

Get Involved

Give

All of our work depends on charitable support from people like you. You can sponsor a scholarship for a high-potential social entrepreneur or a student fellowship, or you can contribute to support all of our departments and strategic initiatives. When you support Miller Center, your donation has an impact on those in poverty around the world. Visit www.scu.edu/MillerCenter.

Mentor

Get involved personally as a GSBI mentor. Email us at MillerCenter@scu.edu.

Thank You to Our Mentors

Our deepest thanks go to these women and men who dedicate their time and talents to serve as GSBI mentors and content leads. They are the very lifeblood of our programs and the embodiment of our mission.

Alina Adams
Poonum Agrawal Villivalam
Steve Albertolle
Derene Allen
Dave Anderson
Lynne Anderson
John Appgar
Naomi Baer
Tom Berthold
Juli Betwee
Chris Bowers
Axel Bratchet
Arthur Chait
Purnima Chawla
Johan Christiaanse
Cynthia Dai
Van Dang
Arvind Deogirikar
Dave de Simone
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Teri Eyre
Susie Faries
Jose Flahaux
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Neal Harrison
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Kimberly Hendrix
Nuriye Hodoglugil
Robert Hum
Sanjay Jain
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