

## The Road to 500: Miller Center's Campus Engagement Strategy 2023-24

As part of our 5-year strategic plan launched in 2021, Miller Center sought to engage 500 Santa Clara University students each year, with the goal that at least 10% of all SCU graduates will have deepened their understanding of social entrepreneurship by the time of their graduation. We anticipated reaching our 500-student target in June 2023. This Center-level target was not only achieved, but exceeded with 722 SCU students engaged. What's more, we had reached 19.5% of all SCU graduates in Spring 2023 during their time at Santa Clara. This was made possible through the collaborative efforts of our entire team in partnership with members of the University community.

Through an all-SCU approach, we are leveraging the influence of our faculty to reach students and to contribute their expertise to advancing the social enterprise movement, as well as providing students direct engagement opportunities. We are mobilizing the resources of the University to collaborate with our social enterprise partners across the world, and drawing on their practical experience to engage the University in the global social enterprise movement.

### Making SCU a Destination University for Social Entrepreneurship Education, Research, and Practice

#### Current and Expected Outcomes

We are investing in programs and systems that will allow us to reach these expected outcomes each year. The following numbers represent outcomes starting in June of 2022 and expected outcomes going forward.

- **465 students engaged** in FY 22
- **722 students engaged** in FY 23, exceeding the goal of 500 students
- **39 faculty engaged** in FY 23 with 40+ faculty expected in FY 24
- **7 action research projects** of practical value to the social enterprise movement in FY 23 and 7 research projects expected in FY 24

Miller Center partnerships and curriculum embedded in:

- **One SCU undergraduate major, minor, or concentration** expected by June of 2025
- **One SCU graduate program or certificate** expected by 2025
- **One ongoing research initiative or institute** that advances the center's mission, expected by 2025

The number of students engaged indicates our reach across the student body. Faculty engaged indicates our investment in faculty who wish to partner with us through teaching or research that supports student learning relative to social entrepreneurship and advances the Miller Center mission. The action research projects provide an opportunity for faculty and student research to contribute directly to the mission and operations of social enterprises and to the social enterprise movement. The major, minor, certificate, and graduate program represent the institutionalization of Miller Center's mission within the University's academic mission and vision to create a more just, humane, and sustainable world.

## Strategies

To reach these expected outcomes, our campus engagement strategy will proceed along the following five pathways:

1. Deliver the **Miller Center Fellowship**
2. Design and deliver value exchange with deans, schools, and department chairs to co-create social enterprise **academic programs**, undergraduate majors/minors, and graduate degrees
3. Design and deliver **programs to resource faculty** to teach and conduct research on social entrepreneurship
4. Design and deliver **student internships and other practical, co-curricular and extra curricular engagement** with the social entrepreneurship movement
5. **Assess Miller Center's impact** relative to infusing the campus with the spirit of social entrepreneurship, advancing student learning outcomes, and leading the campus culture to engage more with a social entrepreneurship mindset

**1. The fellowship** is our flagship program to date. It delivers significant value to the University through student learning as well as the post-graduation fellowships and awards our fellows receive, including 14 Fulbrights to date. It has served as an innovation sandbox for discovering how best to teach social entrepreneurship, and this has informed the faculty teaching workshop.

**2. Academic programs** — such as majors, minors, certificates, and graduate degrees — offered by the schools and colleges require a sustained investment to establish a longer term commitment to teaching social entrepreneurship. These programs, once institutionalized, will allow social entrepreneurship to flourish at SCU on an ongoing basis.

**3. Faculty support** — including faculty workshops, research grants, Faculty Scholars program, and Faculty Advisory Council — undergirds Miller Center's connection to the academic mission of the University. Miller Center is committed to supporting faculty teaching, research, and service that creates a more just, humane, and sustainable world through social entrepreneurship methodologies and practices. Engaging and supporting faculty is central to our strategy because with their expertise they can lead research and teaching in partnership with Miller Center.

Miller Center has begun offering **faculty workshops** to introduce the field of social entrepreneurship, share resources for curriculum development, and co-create meaningful research projects. The workshops have been designed on the principle of value exchange: faculty access substantial resources to integrate social entrepreneurship into their teaching and research, and Miller Center develops a campus network of expert faculty partners to advance social entrepreneurship across disciplines in a spirit of collegiality. As a result of the faculty workshop, faculty have explored methods to best:

- Integrate teaching social entrepreneurship into their curricula, appropriate to their discipline
- Access Miller Center's worldwide network of social enterprise partners as resources for teaching and research
- Co-create with the Miller Center team meaningful research projects that can contribute to the global social enterprise movement

Miller Center staff, mentors, and social enterprise partners have contributed components to this workshop and co-created action research projects. The result is the development of a faculty learning community known as **Miller Center Scholars**

who teach, conduct research, and work with social enterprises to make a positive social impact.

**4. Co-curricular and extra-curricular programs** (examples: internships, professional development, and vocational discernment experiences for students, events, and student clubs). Miller Center is committed to supporting student learning, action research, and service that creates a more just, humane, and sustainable world through practical social entrepreneurship experiences.

- **Mission Critical Internships Initiative**

The three Centers of Distinction on campus are mission-aligned in creating leaders of the future who exhibit competence, conscience, and compassion. Each center offers a variety of internships and fellowships for students to engage with skills that can help them become agents of change. By joining forces, the three Centers aim to create a cohesive set of student opportunities that can be marketed to students and donors alike. The Miller Center Internship program, in particular, seeks to provide meaningful opportunities for students to extend their academic learning in their discipline through practical, paid work experiences that benefit social entrepreneurs within the Miller Center network and beyond.

- **Miller Center Formational/Vocational Discernment Program in Partnership with SCU Career Center**

A key aspect of the Miller Center Lewis Family Fellowship is vocational discernment. Vocational discernment within the internship is less prevalent than other aspects of the program. Because Miller Center is committed to fostering opportunities for students to consider their own mission in relation to the vision of SCU, vocational discernment will be infused into the activities of both programs and new opportunities for professional development and training will be offered to both fellows and interns in partnership with the SCU Career Center. Our goal is to broaden the number of students who have transformative experiences through Miller Center programs related to social enterprise and careers for the common good.

- **Miller Center-Sponsored Registered Student Organization (RSO)**

To provide formational and transformational opportunities to a broader subset of the campus community, we intend to foster the formation of a student-led registered student organization (club) that will offer small and large scale engagements with social entrepreneurship to the greater campus community.

**5. Impact Assessment.** Miller Center will create assessment systems to track student and faculty engagement with each of the pathways described above, and report impact with a regular cadence (e.g., quarterly, annually). For student engagement, we will report numbers related to progress toward established learning outcomes aimed at assessing students' depth of engagement with social enterprise.

### **A Typology of Student Engagement: Breadth and Depth**

The above illustrates the range of opportunities for students to learn about social entrepreneurship through Miller Center. We can understand these engagements in a hierarchy:

- 1. Informational.** Students learn about social entrepreneurship: vocabulary, keywords, and introductory concepts. This would be an expected outcome for a student who takes a class, or participates in a student club. Students at this level are able to define social entrepreneurship and describe how social entrepreneurs create impact.
- 2. Formational.** Students learn how social entrepreneurs think and work, how they perceive and realize opportunities, and how they recognize social problems and transform them into business opportunities to create impact. This would be an expected outcome of a student working closely with a social entrepreneur through an internship. Students at this level are able to describe how social entrepreneurs design and lead social enterprises.
- 3. Transformational.** Student engagement with the social enterprise movement meaningfully shifts their understanding of their identity or vocation. Many Miller Center Fellows report this kind of impact on their life path. Students at this level are able to explain how they have internalized social entrepreneurship principles and how they demonstrate these principles in their professional and personal lives.