

**Educating Nonprofit Leaders in the 21st
Century:**

**What does 'social entrepreneurship' mean for
nonprofit management education?**

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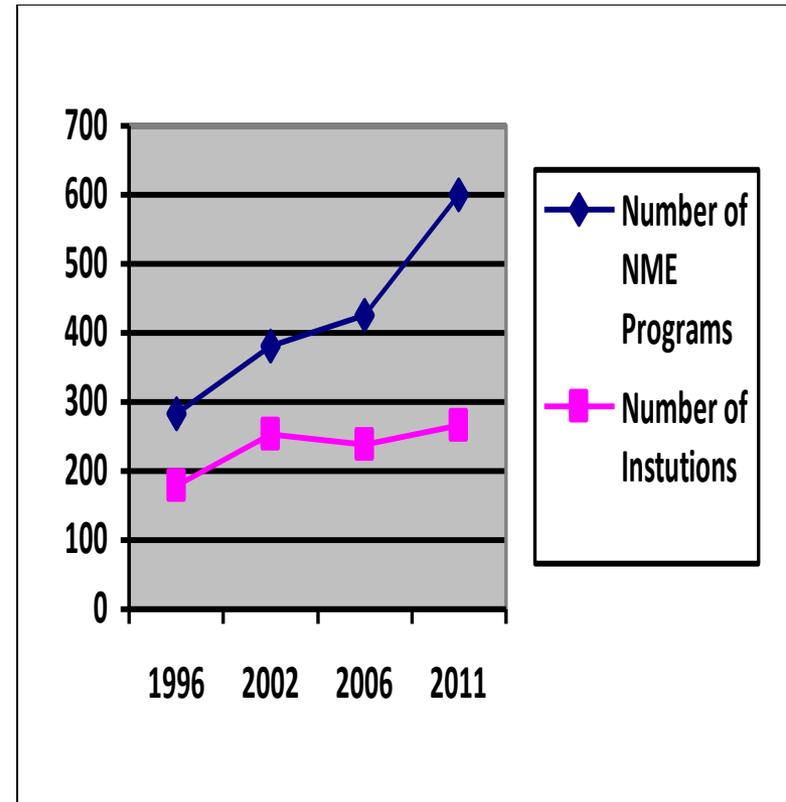
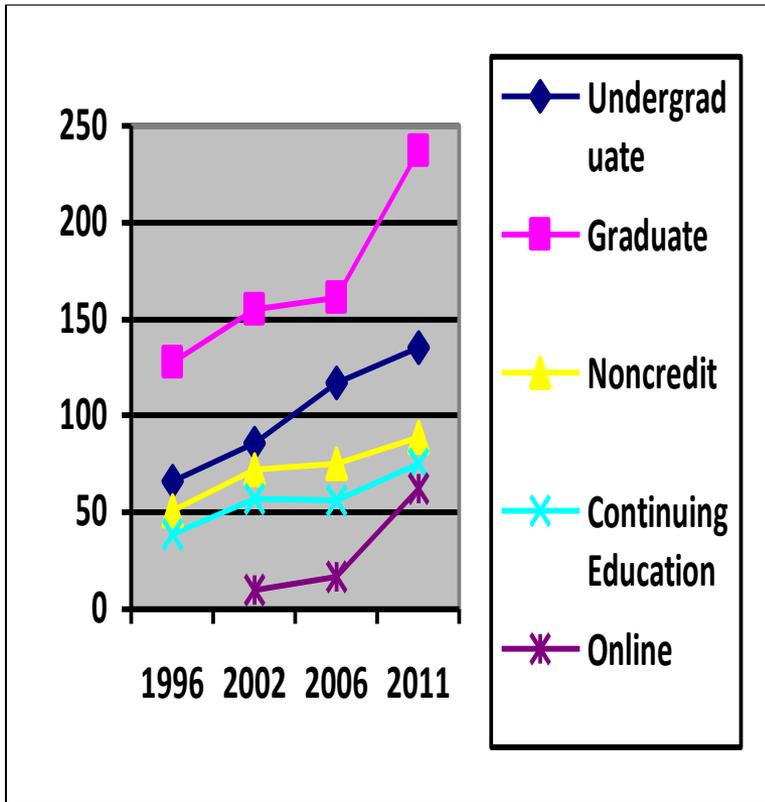
US Census of Nonprofit Management Education (NME) Programs

- The author has been tracking and mapping the growth of the field over the past fifteen years by type of program, graduate, undergraduate, continuing education, noncredit and online course offerings.
- There are currently over 325 programs in nonprofit management and philanthropy offered by universities and colleges across the United States.

Table 1 Growth in Nonprofit Management Education Programs, 1996 - 2011

	<i>1996</i>	<i>2002</i>	<i>2006</i>	<i>2011</i>	<i>Percent Increase (1996 - 2011)</i>
Universities offering NME undergraduate courses	66	86	117	136	106%
Universities offering NME graduate courses	128	155	161	239	87%
Universities offering NME noncredit courses	51	72	75	89	75%
Universities offering NME continuing education courses	39	57	56	74	90%
Universities offering NME online courses	^a	10	17	62	520% ^b
Number of institutions	179	253	238	265	67%
Number of programs	284	380	426	600	111%

Growth in NME Programs (1996 – 2011)



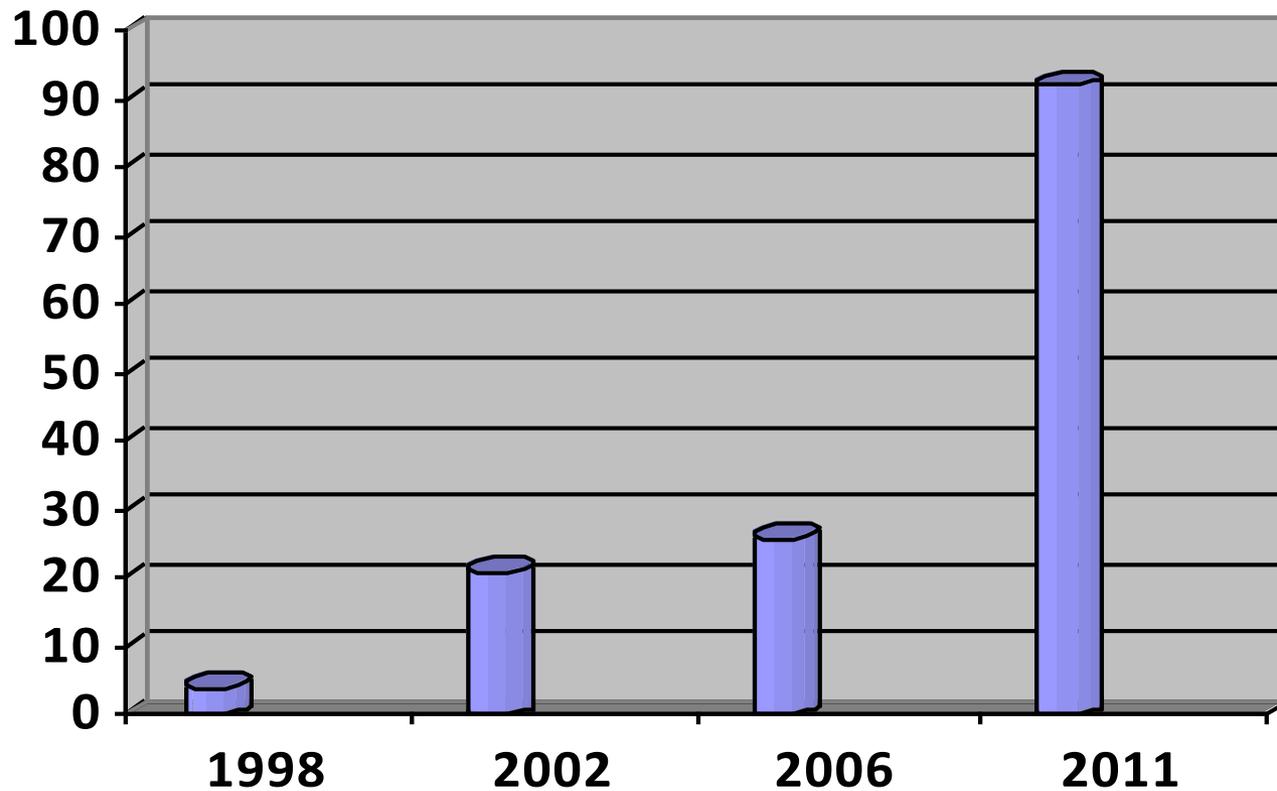
The Development of the NME Field

- Once a field is established there seems to be an inevitable push for organizations within that field to become more similar to each other (DiMaggio & Powell, 1983).
- Programs tend to move in tandem with each other, a phenomenon that DiMaggio and Powell have coined “institutional isomorphism.”
- Research on nonprofit management education programs over the past twenty years has shown this to be the case.
 - Program evaluation courses
 - Courses on NGOs and international development

Social Entrepreneurship: The Newest Buzzword

- *The Chronicle of Philanthropy* proclaimed social entrepreneurs as “the hottest game in town and the buzzword of the decade” (Bernholz, 2011).
- The development of courses and programming in social entrepreneurship and social enterprise is the most recent trend we have seen in the field.
- We have seen an increase in the number of courses and programs developed with a focus on social entrepreneurship.

Growth in Social Enterprise and Social Entrepreneurship Courses: 1998 – Present



	B	B	B	B	B	B	B	B	B	BN	BN	P	P	P	P	P	R	R	R
Creating social value	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓		✓	✓	✓	✓
Providing leadership to solve problems	✓	✓	✓	✓			✓		✓		✓		✓				✓	✓	
Work across sector boundaries		✓	✓		✓		✓		✓		✓	✓				✓	✓		
Borrow & adopt logic of private sector					✓	✓	✓		✓		✓	✓				✓	✓		
Crafting entrepreneurial solutions	✓		✓					✓	✓	✓		✓		✓					✓
Economically sustainable solutions												✓		✓			✓	✓	✓

Social Entrepreneurship Program Purposes (US)

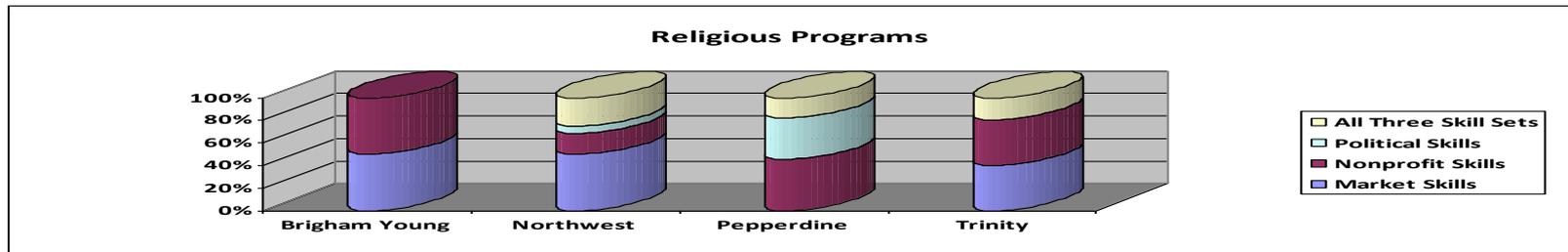
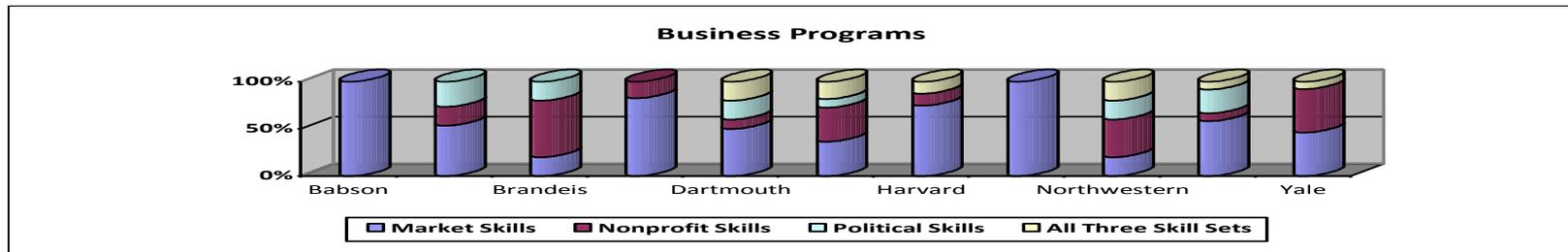
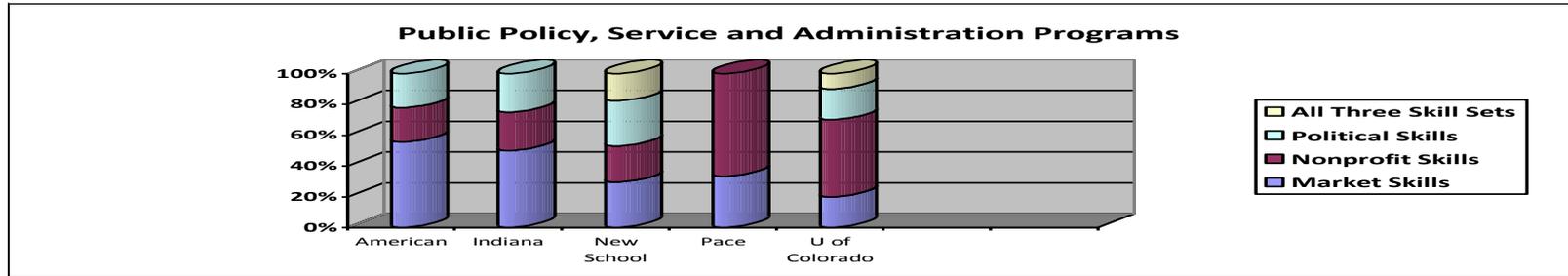
	A	A	A	A	A	E	E	E	E	E	E	E	E	E	N A	A U	N Z
Crafting entrepreneurial solutions	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓		✓	✓	✓	
Work in social ventures		✓			✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	
Borrow & adopt logic of private sector		✓			✓		✓	✓		✓	✓		✓				
Creating social value	✓		✓	✓	✓							✓			✓	✓	
Economically sustainable solutions		✓										✓	✓		✓	✓	
Creating economic value	✓	✓		✓								✓					
Work across sector boundaries		✓	✓											✓		✓	

Social Entrepreneurship Program Purposes (International)

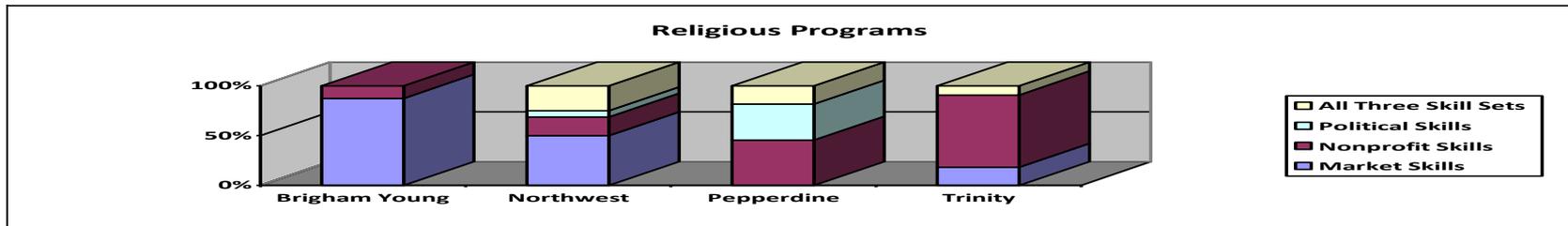
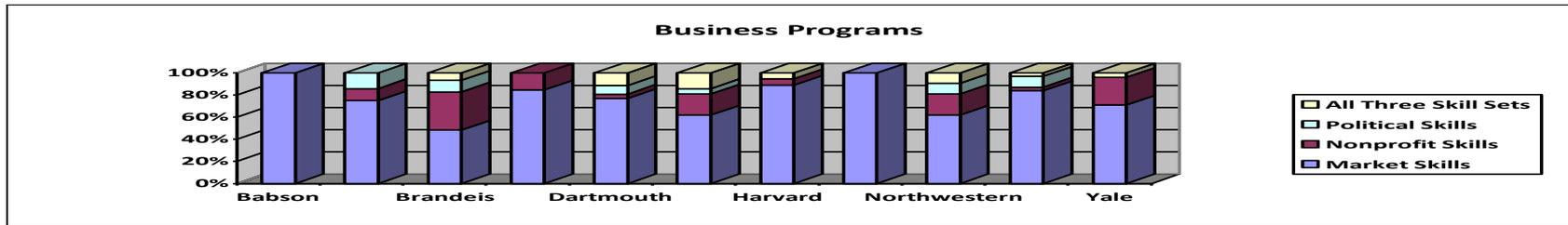
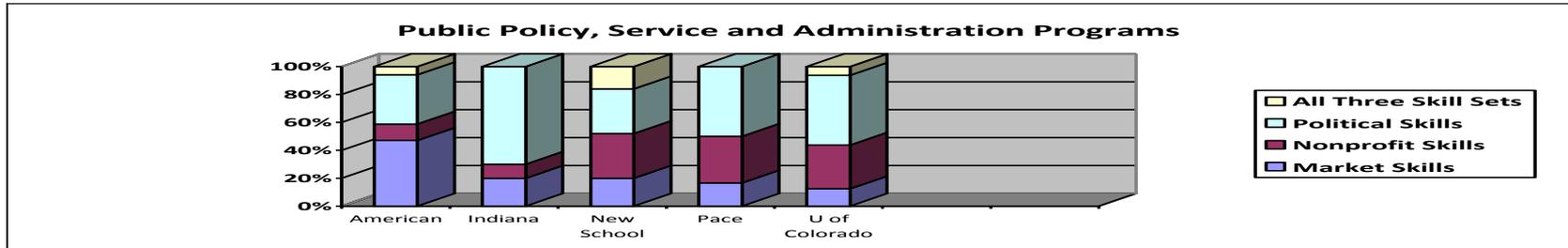
Skills Sets for Entrepreneurs

- Market skills
 - Political skills
 - Management skills
 - Young & Grinsfelder
- Market skills
 - Political skills
 - Nonprofit management skills
 - All three skill sets

Concentration Course Descriptions by Institutional Location



Masters Curriculum by Institutional Location



Combined Concentration course offerings by Institutional Type

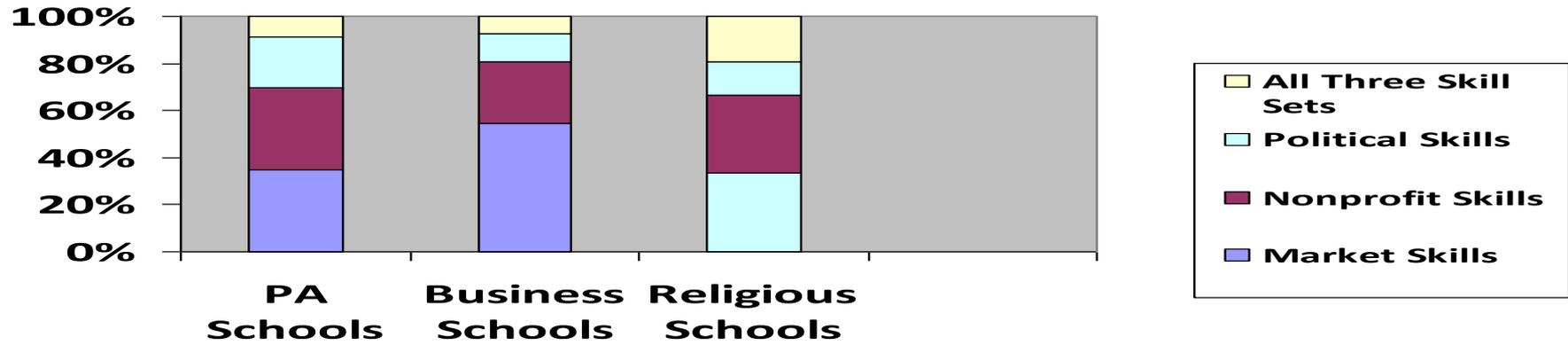
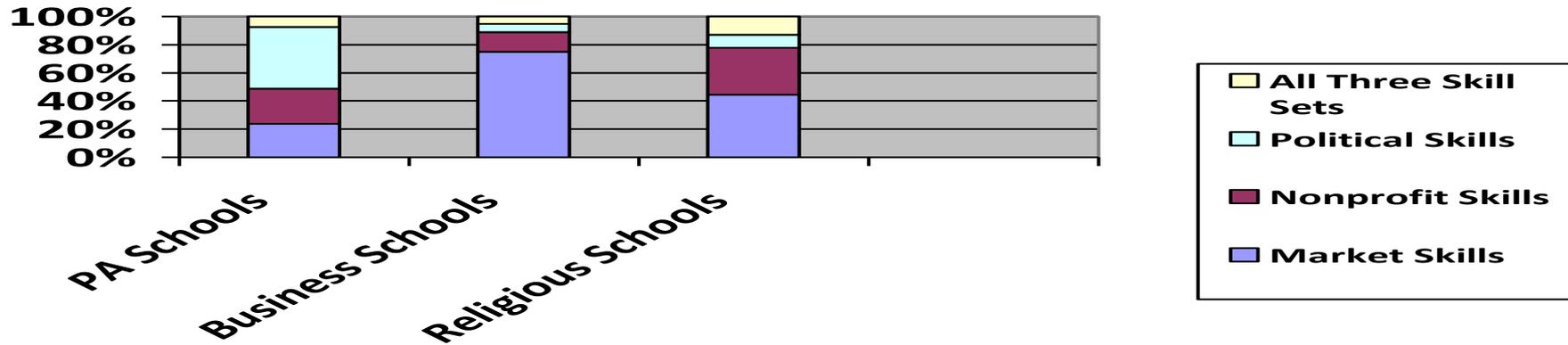


Figure 5 Combined Masters Curriculum by Institutional Location



Institutional Isomorphism

- Twenty US Programs
 - 65% are located within a business school setting
 - Almost 75% of the content in the business school setting are business courses
 - 25% are located in a public administration setting
 - About 44% of all courses focused primarily on political skills in these settings
 - 10 % in religiously affiliated institutions
 - Business & nonprofit courses more likely to be included

Social Entrepreneurship Programs: Why Now?

- Tolerance for government solutions to social issues is waning
 - Charter schools
 - Performance-based management
 - Contracting out
- Increased preference for business and management solutions from private sector
 - Third sector encouraged to adopt skills & techniques of the market

Empirical Evidence of Efficacy of Entrepreneurial Solutions

- Social entrepreneurship as solution is based on success of individual entrepreneurs
- But *collectively* are they making a difference?
- Success stories create the “institutional logic” (Lounsbury & Strang, 2009)

Substituting Private for Public Solutions

- Charter schools
- Performance-based funding
- Contracting out military functions

Historical Roots of Public Administration in US

- Bureau Men/Settlement Women
 - Minimized the “public” and elevated the “private”
- Two narratives for crafting policy within an administrative setting
 - Camilla Stivers, 2000

Two Narratives

- Bureau Men
 - Scientific management movement
 - Rational approach to public management
 - “One best way”
- Settlement Women
 - Social justice
 - Improving life in community
 - Humanization

Driving Social Change

- Solving the world's toughest problems requires collaboration of many
 - Four drivers for social breakthrough
 - All action strives for this, not just social entrepreneurship
 - Each driver has a role to play
 - None can be successful in isolation from the others
- Paul Light, 2011

Four Drivers

- Social entrepreneurship
- Social safekeeping
- Social exploring
- Social advocacy

The choice of one driver over another depends entirely on the problem to be solved, not the popularity of a particular approach

- Light, 2011, pp. 3 – 4

Conclusion

- Approach of bureau men led to modern day preference for private solutions to public problems
- Divorce of private method from public sentiment
- Social entrepreneurship is latest example of historical tendency
- Adopting logic & tools of private sector to solve “world’s toughest problems”

Conclusion (cont'd)

- Role of social entrepreneurs
- Role of other actors
- Begin conversation