

A Think Tank on Social Innovation and Civic Engagement in Higher Education

October 25 and 26, 2015

#socialchangehighered



 Washington
University in St. Louis

GEPHARDT INSTITUTE FOR
CIVIC AND COMMUNITY ENGAGEMENT

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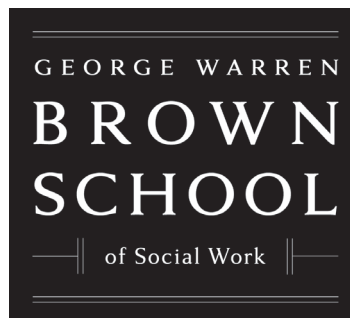
Host



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Welcome

We are struck by the rich and meaningful conversations taking place on so many of our campuses about the most rewarding paths to social change. Our many movements for social change are needed, perhaps more now than ever. We believe that we are all united in this quest.

Of course, our understanding of the need for social change is not enough. With the variety of methods to impact the world virtually at our fingertips, we are driven to identify effective practices, to put knowledge into action, and to indeed go about making the world a better place.

Just as important is what we teach our undergraduates and graduate students about how they can join in this quest and what they should learn in order to do so. By many measures, this is a generation who believes that change can result by creating their own approaches to address society's ills or through their volunteer efforts, yet often these strategies do not change the fundamental, underlying conditions.

In our limited time together during this think tank, we aim to better understand how we in higher education and the social innovation and civic engagement fields can better teach about the wide range of approaches to social change – and to help discern when one or another approach might be most effective. By gathering academics, students, and practitioners to have this conversation, we are eager to share perspectives.

We are both extremely excited to have this esteemed group with us and, as you will see in the program that follows, to have them puzzle through this crucial issue with us.

Sincerely,



Amanda Moore McBride
Executive Director, Gephardt Institute for Civic and
Community Engagement
Bettie Bofinger Brown Associate Professor,
Brown School
Washington University in St. Louis



Eric J. Mlyn
Assistant Vice Provost for Civic Engagement
Peter Lange Executive Director, DukeEngage
Lecturer, Sanford School of Public Policy
Duke University

Background

Washington University in St. Louis and Duke University are hosting a think tank focused on the relationship between social innovation and civic engagement in higher education, held on the Washington University Danforth campus October 25 and 26, 2015. This convening emerges from the arguments made by Amanda Moore McBride and Eric Mlyn in their February 2015 article in the Chronicle of Higher Education (see page 26) regarding the role of civic engagement in any social change effort, including social innovation. The response to the article was supportive from both scholars and practitioners of social innovation and civic engagement, yet all asked how can higher education better knit the two approaches together. This think tank is a response to that call.

This think tank will explore:

- Social, economic, and political issues driving the ascendancy of these two approaches
- The status of social innovation and civic engagement in higher education
- The unique roles of the public and private sector in driving these approaches and what contributions they would to see from higher education
- Ways forward that train the next generation of social change leaders

A think tank is different from a conference or a symposium. It convenes those who are experts on various dimensions of an issue to discuss, debate, and assert a way forward. Convened for this think tank are scholars, administrators, innovators, investors, and students. The premium is on their exchange. It is hoped that the think tank inspires and informs how we teach social change, respectively strengthening the social innovation and civic engagement movements in higher education.

This think tank would not be possible without co-sponsors, including Washington University's George Warren Brown School of Social Work, the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship, and the Center for Social Development. Campus Compact is also co-sponsoring the think tank, broadcasting it as a webinar that is free and open to the public. Think tank themes and conclusions will inform planning for the 2016 Ashoka U Changemaker Conference, and select presentations may be included in an issue of Diversity & Democracy, published by the Association of American Colleges and Universities.

Agenda

Sunday, October 25, 2015, Knight Center, Washington University

5:00 PM *Cocktails and conversation*

6:00 PM *Welcome*

H. Holden Thorp, Provost, Executive Vice Chancellor for Academic Affairs, and Rita Levi-Montalcini Distinguished University Professor, Washington University in St. Louis

6:10 PM *Context and introductions over dinner*

Amanda Moore McBride, Bettie Bofinger Brown Associate Professor and Executive Director, Gephardt Institute for Civic and Community Engagement, Washington University in St. Louis

7:00 PM *Framing and Keynote speaker*

Eric Mlyn, Assistant Vice Provost for Civic Engagement and Peter Lange Executive Director, DukeEngage, Duke University

*Social Innovation and Civic Engagement:
Kissing Cousins or Sibling Rivals*

David Scobey, Visiting Scholar, School of Education, University of Michigan and former Dean and Professor of the New School for Public Engagement

Monday, October 26, 2015, Hillman Hall, Clark-Fox Forum, Washington University

7:45 AM *Breakfast*

8:15 AM *Welcome*

Edward F. Lawlor, Dean and William E. Gordon Distinguished Professor, George Warren Brown School of Social Work

Session 1 | Social Innovation and Civic Engagement in Higher Education

8:30 AM *Session framing*

Amanda Moore McBride, Bettie Bofinger Brown Associate Professor and Executive Director, Gephardt Institute for Civic and Community Engagement, Washington University in St. Louis

8:35 AM *Innovation, Engagement, and the Public Purposes of Higher Education*

Andrew Seligsohn, PhD, President, Campus Compact

8:55 AM *Organizing for Engagement: Service-Learning and Social Entrepreneurship on Ten American Campuses*

Sandra Enos, Associate Professor of Sociology/Service Learning, Bryant University

9:15 AM *Discussion, led by moderator*

Caryn McTighe Musil, Senior Scholar and Director of Civic Learning and Democracy Initiatives, Office of the President, Association of American Colleges and Universities

10:00 AM *Break*

Session 2 | Views of Social Change: What the Public and Private Sectors would like Higher Education to Develop

10:15 AM *Session framing*

Eric Mlyn, Assistant Vice Provost for Civic Engagement and Peter Lange Executive Director, DukeEngage, Duke University

10:20 AM *What the public sector would like in social change agents*

Sonal Shah, Professor of Practice and Executive Director, Beek Center for Social Impact and Innovation, Georgetown University

10:40 AM *What social investors would like in social change agents*

Tony Wells, President, Tony R. Wells Foundation

11:00 AM *Discussion, led by moderator*

Dedric Carter, Associate Provost, Associate Vice Chancellor for Innovation and Entrepreneurship, and Professor of Engineering Practice, Washington University

11:45 AM *Break and lunch*

12:15 PM *Plenary speaker
A Social Entrepreneur's Perspective: What I Wish I had Learned in School*

Kristin Hayden, Founder and Senior Advisor, OneWorld Now!

1:15 PM *Break*

Session 3 | Building and Informing a Field

1:30 PM *Session framing*

Eric Mlyn, Assistant Vice Provost for Civic Engagement and Peter Lange
Executive Director, DukeEngage, Duke University

1:35 PM *Social Entrepreneurship: Everything we have wanted to
know...but forgot to ask*

Joe Steensma, Professor of Practice, Public Health and Social Entrepreneur-
ship, George Warren Brown School of Social Work, Washington University in St. Louis

1:55 PM *Social Innovation | Crossing Boundaries*

Kenneth Schwartz, Dean, Favrot Professor, School of Architecture, Faculty
Director of the Taylor Center for Social Innovation and Design Thinking,
and Sacks Endowed Chair in Civic Engagement and Social Innovation,
Tulane University

2:15 PM *Discussion, led by moderator*

Marina Kim, Co-Founder and Executive Director, Ashoka U

Moving Forward and Conclusion

3:00 PM *Directions forward*

Think Tank co-sponsors

4:00 PM *Adjourn*

Speaker Information



Dedic Carter

Associate Provost, Associate Vice Chancellor for Innovation and Entrepreneurship, Professor of Engineering Practice, Washington University in St. Louis

As the executive officer for innovation and entrepreneurship, Dedic Carter has oversight for the Office of Technology management, the Center for Research Innovation in Business, and the Skandalaris Center for Entrepreneurial Studies in addition to the campus strategic engagement, planning and programming with St. Louis' Cortex Innovation District. He is the primary liaison to the international travel oversight committee and the east campus planning committee. As a professor of engineering practice in the School of Engineering and Applied Sciences, he focuses his work on the intersection of technology and policy, efforts that effectively stimulate entrepreneurial ecosystem development, and the catalysis of basic research outcomes towards commercialization.



Sandra Enos

Associate Professor of Sociology, Bryant University

Sandra Enos, PhD, is Associate Professor of Sociology at Bryant University where she serves as Coordinator of Service-Learning and Social Entrepreneurship programs of study. She is the author of several journal articles and chapters on service-learning, partnerships, and institutionalization of community engagement. She has also published in the areas of mass incarceration, gender and crime, and the history of child welfare.



Kristin Hayden

Founder, OneWorld Now!

Kristin Hayden has spent her career creating opportunities for leadership and greater global engagement among historically underprivileged groups. In 2002, she founded OneWorld Now! (OWN), an award-winning social venture that exists to develop young global leaders based in Seattle, WA. OWN has been hailed as "one of the most innovative after school programs in the USA" with its unique program model of teaching Arabic, Chinese, leadership training and providing study abroad scholarships to underserved youth. Kristin is an Ashoka fellow and was also named one of "40 under 40" business leaders by the Puget Sound Business Journal. She was appointed by then-Governor Christine Gregoire to serve on the Board of Trustees for The Evergreen State College (2007-12). She now serves on the Board of Directors of the Fund for Education Abroad in Washington, D.C., and is the official spokesperson for the Global Access Pipeline (GAP), a national consortium whose mission is to increase the representation of underrepresented groups in the international arena. She recently stepped down from her role as Executive Director of OneWorld Now! and relocated to San Francisco. She is currently working on building a national movement to inspire young women to run for political office through IGNITE. Additionally, she has recently co-founded a social venture called VisionVenture, which inspires, supports and invests in people's bold Visions for their lives.



Marina Kim

Co-Founder and Executive Director, Ashoka U

Kim's work in social entrepreneurship dates back over a decade. She started at Stanford University, leading the Future Social Innovators' Network, the Social Entrepreneurs' Challenge, and co-founding the university's first minor in social innovation. Since then, Kim co-founded and leads Ashoka U, working with campuses to embed social innovation as an educational focus and core value of the university culture. Kim's work has been featured on Social Edge, change.org, in the Chronicle of Higher Education and The New York Times. She was named in the Forbes 30 under 30 for Social Entrepreneurship, recognizing her work with Ashoka U.



Edward F. Lawlor

Dean and William E. Gordon Distinguished Professor, Brown School of Social Work, Washington University in St. Louis

Edward F. Lawlor is the dean of the Brown School and the William E. Gordon Distinguished Professor at Washington University in St. Louis. His teaching and research interests focus on public policy and aging, Medicare policy, health reform, urban health policy, comparative health systems, and social services. Under Dean Lawlor's leadership the Brown School also launched a graduate Master of Public Health (MPH) program in 2008 and he also served as the founding director of the university-wide Institute for Public Health, serving in that role from 2008-2013.

Prior to joining the Brown School, Lawlor served as dean and professor at the School of Social Service Administration (SSA) at the University of Chicago and professor at the Irving B. Harris Graduate School of Public Policy Studies, a senior scholar in the Center for Clinical Medical Ethics, and a core faculty member in the Robert Wood Johnson Clinical Scholars Program. For ten years, he served as the secretary of the Chicago Board of Health and served on numerous policy and advisory bodies in the fields of health care and aging.

Lawlor earned a bachelor's degree in economics, and government and legal studies, from Bowdoin College. Prior to receiving his Ph.D. from the Florence Heller Graduate School for Advanced Studies in Social Welfare at Brandeis University in 1985, he was a research associate at the John F. Kennedy School of Government at Harvard University for five years.



Amanda Moore McBride

Bettie Bofinger Brown Associate Professor and Executive Director, Gephardt Institute for Civic and Community Engagement, Washington University in St. Louis

Amanda Moore McBride, PhD, is the Bettie Bofinger Brown Associate Professor at the George Warren Brown School of Social Work, and executive director of the Gephardt Institute for Civic and Community Engagement, Washington University in St. Louis. She also holds faculty affiliations with Washington University's Center for Social Development and the Institute for School Partnership.

McBride is an internationally recognized expert in civic and community engagement. Her scholarship focuses on ways to promote engagement through education, programs, and policy, specifically addressing issues of access and inclusion in engagement. Prior research has focused on community-based service learning, national service, and international volunteering, spanning more than 70 publications. Prior consultancies include with the United States

Corporation for National and Community Service, the United Nations Volunteer Program, and the Social Science Research Council.

McBride is a leader in the field of civic and community engagement in higher education, convening conferences and writing on the topic, including for the Chronicle of Higher Education and the Huffington Post. She is completing a current book project entitled, "From Charity to Change: The Civic Mission of Higher Education." A celebrated teacher, mentor and advocate, McBride received the distinguished faculty award from Washington University in 2012 and an award for her "service to the world" from her undergraduate alma mater, Hendrix College, in 2014.



Eric Mlyn

Assistant Vice Provost for Civic Engagement, Peter Lange Executive Director of DukeEngage, Lecturer in the Sanford School of Public Policy at Duke University

Eric Mlyn is the Assistant Vice Provost for Civic Engagement, the Peter Lange Executive Director of DukeEngage and a Lecturer in the Sanford School of Public Policy at Duke University. Prior to this he served for nearly seven years as the Director of the Robertson Scholars Program, a merit scholarship program at Duke and UNC-Chapel Hill. He taught Political Science at UNC-Chapel Hill from 1990-1998 and directed a set of new programs aimed at reinvigorating the undergraduate experience, including the Burch Field Research Seminar Program. He holds a Ph.D. in Political Science from the University of Minnesota (1991) and his B.A. from Tufts University (1983). In the fall of 2012, he served as a Senior Fellow at the Gerhart Center for Philanthropy and Civic Engagement at the American University of Cairo.



Caryn McTighe Musil

Senior Scholar and Director of Civic Learning and Democracy initiatives, Association of American Colleges and Universities

Caryn McTighe Musil is Senior Scholar and Director of Civic Learning and Democracy Initiatives at the Association of American Colleges and Universities (AAC&U) in Washington, DC, where she had earlier served as Senior Vice President of the Office of Diversity, Equity, and Global Initiatives for fourteen years. She has been writing, speaking, and directing national projects about civic engagement, diversity, global learning, and democracy for the past two decades. Dr. Musil was the author of *A Crucible Moment: Civic Learning and Democracy's Future*, a national report that represents the collective wisdom of a broad constituency in higher education to move civic learning from niches to norms. In her early career, she was a faculty member for sixteen years. Dr. Musil received her B.A. from Duke University and her M.A. and Ph.D. in English from Northwestern University. She was recently honored with the 2013 Outstanding Contribution to Higher Education Award from NASPA.



Kenneth Schwartz

FAIA, Michael Sacks Chair in Civic Engagement and Social Entrepreneurship, Director, Phyllis Taylor Center for Social Innovation and Design Thinking, Favrot Professor and Dean, Tulane School of Architecture

In 2014, Kenneth Schwartz was appointed as the first Michael Sacks Chair in Civic Engagement and Social Entrepreneurship and founding director of the Phyllis M. Taylor Center for Social Innovation and Design Thinking, in addition to his role as dean of the School of Architecture. Schwartz has worked collaboratively across all units of Tulane, including eight endowed Professors in Social Entrepreneurship as well as deans and center directors, to launch and grow initiatives in social innovation, social entrepreneurship, and design thinking at Tulane. Under Schwartz's leadership, the School of Architecture became the academic home for the interdisciplinary undergraduate minor in Social Innovation and Social Entrepreneurship four years ago.

Since Schwartz was appointed dean in 2008, Tulane School of Architecture has become one of the most visible units of Tulane University in creating a national model of innovative and empathetic pedagogy working in close partnership with neighborhood and nonprofit organizations throughout New Orleans and beyond. As dean, Schwartz guided the growth of the Tulane City Center, the Tulane School of Architecture's applied urban research and outreach program that provides design services to communities who are consistently underserved in the field.

Previously, Schwartz was on the faculty at the University of Virginia for twenty-four years. In 2003, he won the UVA Alumni Association Distinguished Professor Award – considered one of the highest honors bestowed upon faculty at that institution, with only one awarded university-wide each year.



David Scobey

Visiting Scholar, School of Education, University of Michigan

David Scobey is Visiting Scholar at the University of Michigan School of Education. Between 2010 and 2014, he served as the Executive Dean of The New School's School for Public Engagement. From 2005 to 2010, he was the Donald W. and Ann M. Harward Professor of Community Partnerships and the inaugural Director of the Harward Center For Community Partnerships at Bates College in Lewiston, Maine. Prior to that, he was Associate Professor of Architecture in the Taubman College of Architecture and Urban Planning and founding Director of the Arts of Citizenship Program at the University of Michigan. Scobey holds a doctorate from Yale's Program in American Studies; his scholarship focuses on politics, culture, urbanism, and space in 19th-century America. He is the author of *Empire City: The Making and Meaning of the New York City Landscape* (Temple University Press, 2002) and numerous articles on 19th-century U.S. cultural and urban history. He has been the recipient of a Rhodes Scholarship, a Senior Research Fellowship at the Smithsonian Institution's National Museum of American History, and other fellowships.

Since founding the Arts of Citizenship Program at Michigan fifteen years ago, Scobey has been committed to integrating civic and community engagement into history, the humanities and arts, and undergraduate liberal education. In 2004, he was a finalist for the Thomas Ehrlich Prize, a national faculty award given by Campus Compact for community-based teaching. He serves on the national advisory board for Project Pericles and *Imagining America: Artists and Scholars In Public Life*.



Andrew Seligsohn

President, Campus Compact

Andrew J. Seligsohn is president of Campus Compact, a coalition of 1100 colleges and universities dedicated to the public purposes of higher education. As president, Seligsohn has focused on strengthening Campus Compact's support for deep partnerships between campuses and communities, particularly those focused on student civic learning and success across the education continuum. He is also leading efforts to expand Campus Compact's professional development and student civic leadership offerings. Before joining Campus Compact in June of 2014, Seligsohn served as Associate Chancellor for Civic Engagement and Strategic Planning at Rutgers University–Camden. Seligsohn previously served as Director of Civic Engagement Learning in the Pace Center at Princeton University and as a faculty member in the Department of Political Science at Hartwick College. Seligsohn taught at both Princeton and Rutgers, along with Macalester and St. Olaf Colleges, and he has published articles and chapters on constitutional law, political theory, urban politics, and youth civic engagement. Seligsohn holds a Ph.D. in political science from the University of Minnesota and a B.A. in modern intellectual history from Williams College.



Sonal Shah

Professor and the founding Executive Director of the Beeck Center for Social Impact & Innovation, Georgetown University

Sonal Shah is Professor and the founding Executive Director of the Beeck Center for Social Impact & Innovation at Georgetown University. Sonal is an economist and entrepreneur who has spent her career focused on actionable innovation in the public and private sectors. Most recently, she was the Deputy Assistant to the President and founding Director of the White House Office of Social Innovation and Civic Participation.

She spent seven years at the U.S. Department of Treasury where she was an international economist working on timely development issues, including post-conflict development in Bosnia, Asian financial crisis, and poverty reduction in Africa. She then went to Goldman Sachs and Google while simultaneously co-founded Indicorps, a nonprofit building a new generation of socially conscious global leaders. She is a senior fellow at the Case Foundation and the Center for American Progress. Sonal serves on the Board of Social Finance, Inc. and the Washington Area Women's Foundation and served as the Chair of the G7/G8 task force on Impact Investing.



Joe Steensma

Professor of Practice, Public Health and Social Entrepreneurship, Brown School of Social Work, Washington University in St. Louis

A successful entrepreneur who has led thriving public health focused businesses, Steensma joined the Brown School as a visiting professor in the fall of 2013 and received an appointment to the position of Professor of Practice, Public Health and Social Entrepreneurship, in fall of 2014. Previously Dr. Steensma served as a professor at the Keith Busse School of Business and Entrepreneurial Leadership and in the graduate program in Environmental Science at the University of Saint Francis in Fort Wayne, Ind., where he has also served as the Director of Entrepreneurship Programs. At the Brown School, he is teaching classes in biostatistics, environmental health and social entrepreneurship. He was recently appointed as the Scholar-in-Residence at the Global Good Fund in Washington, DC. His research focuses on leadership development and outcomes in social enterprise. He is also helping the school to commercialize some of the innovative products and services that have been developed there and is part of a team that was recently awarded an SBIR Grant from the NIH. He is especially interested in social entrepreneurship, sustainability and the role enterprise plays in advancing societies.



H. Holden Thorp

Provost and Executive Vice Chancellor for Academic Affairs, Rita Levi-Montalcini Distinguished University Professor, Washington University in St. Louis

Holden Thorp became provost and executive vice chancellor for Academic Affairs at Washington University in St. Louis on July 1, 2013. He is Rita Levi-Montalcini Distinguished University Professor and holds appointments in both chemistry and medicine. Thorp joined the university after spending three decades at the University of North Carolina at Chapel Hill where he served as the 10th chancellor from 2008 through 2013.

A North Carolina native, Thorp started at UNC as an undergraduate student and earned a bachelor's degree in chemistry with highest honors in 1986. He earned a doctorate in chemistry in 1989 at the California Institute of Technology and completed post-doctoral work at Yale University.

In his research career, Thorp developed technology for electronic DNA chips and co-founded Viamet Pharmaceuticals, which is commercializing new drugs for fungal disease and prostate cancer. Thorp is currently a member of the National Security Higher Education Advisory Board, the Board of Trustees of the National Humanities Center, the Board of Trustees of the St. Louis Symphony Orchestra, and the Board of Directors of Barnes-Jewish Hospital.



Tony Wells

Founder and President, The Wells Foundation

The Wells Foundation was created in 2001 by Tony and Dana Wells to provide technology and social entrepreneurship grants to nonprofit organizations. Their mission statement is “Create value for the community by developing stronger nonprofit leaders and investing in the next generation of social innovations”. In 2007, the foundation expanded its programs to Leadership Development including developing the first national executive education program for social impact investing. The foundation offered its first impact investment in 2005 and is recognized as one of the largest funders of Social Entrepreneurship and Social Impact Investing in the Central Ohio area.

In 2010 the foundation created and funded the Social Innovation Initiative at Ohio State University (OSU) with the purpose of developing and commercializing socially benefiting technologies for individuals with disabilities. The foundation is the first philanthropic organization to hold multiple technology license agreements with OSU for the benefit of creating social enterprises with Columbus based nonprofits.

Wells has an International MBA from the Kenan-Flagler Business School at the University of North Carolina. Wells is also an alumnus of the Wharton School of Business at the University of Pennsylvania, and the Kellogg School of Management at Northwestern University. Wells is a lecturer at The Ohio State University on the subjects of social entrepreneurship, corporate social responsibility, and social impact investing. Wells was awarded an Honorary Doctoral degree in Public Service by Otterbein University in 2015. He and his wife, Dana, and their two children reside in Lewis Center, Ohio.

Participant Information



Matthew Bakko

Research Manager and Instructional Specialist, Gephardt Institute for Civic and Community Engagement, Washington University in St. Louis

As the Research Manager and Instructional Specialist at the Gephardt Institute for Civic and Community Engagement, Matthew directs the assessment and evaluation efforts of the institute, while also overseeing faculty engagement and support regarding Community-Based Teaching and Learning. In addition, Matthew is a co-teacher of the Civic Scholars program.

Matthew's work centers on participatory and applied research, with a focus on critical theory and social justice. Matthew has served as a Special Issue co-editor of the Graduate Journal of Social Science. Matthew's broader research interests include social movements, civil society, gender studies, and mixed research methods. As a social worker, Matthew's work has included community organizing, intergroup dialogue, and HIV prevention.

Matthew is a returned Peace Corps volunteer who served in the Kyrgyz Republic, and currently serves on the Peace Corps Sexual Assault Advisory Council. Matthew holds a master's degree in Critical Gender Studies from Central European University and a master's in social work from the George Warren Brown School of Social Work at Washington University.



Anna Sims Bartel

Associate Director of Engaged Learning and Research, Cornell University

Anna Sims Bartel is Associate Director of Engaged Learning and Research at Cornell University. Her current research interests include civic poetry; the US agrarian novel; and service-learning and civic engagement. Her most recent publication ("Why Public Policy Needs the Humanities, and How") is forthcoming shortly in the *Maine Policy Review*. Anna has served on a variety of boards, most recently that of Community Concepts, Inc., a community action agency serving three counties in Central and Western Maine, where she was instrumental in advancing a collective impact approach to try to "move the needle" on perennial problems. She has also been an active scholar and facilitator with the Maine Humanities Council, and continues to serve on the board of the national *Journal of Community Engagement and Scholarship*. Anna has served as faculty and Associate Director of Bates College's Harvard Center for Community Partnerships and as faculty and Director of Experiential Education at Wartburg College in Iowa where she organized and built a Center for Community Engagement. At Cornell, she earned her Ph.D. in Comparative Literature in 2001, and has served in the Public Service Center's Graduate Student School Outreach Project and in the Provost's office on engagement initiatives.



David S. Dankmyer

Partner, Matter Family Office

David arrived at Matter in 2006 with an expertise in estate law, gift tax planning, and professional client service. As Central Regional Director for Wealth Transfer Solutions at PricewaterhouseCoopers, he developed complex estate plans, domestic and international wealth transfer strategies, charitable gifting strategies, and family business succession and governance planning. The move to Matter returned David to a smaller, more personal firm environment, as he had previously practiced estate law as a partner in a local law firm.

David studied pre-law at Villanova University, went to St. Louis University for his JD, and then Boston University for an LLM. For fourteen years, he has served as an Adjunct Professor at Washington University Law School, where he has taught graduate courses in International Estate Planning and Asset Protection Planning. David also serves on the board of the St. Louis Chapter of the American Parkinson Disease Association, Competition Committee of Arch Grants, Selection Committee of Hillman Scholars and is an active volunteer at Fair St. Louis, and works on the Major Gifts Committee of his girls' school.



Deborah Dubin

President and Chief Executive Officer, Gateway Center for Giving

Deborah Dubin is CEO & President of the Gateway Center for Giving (GCG), a regional philanthropic organization that encourages strategic and impactful charitable giving.

Deb possesses more than two decades of experience in the public, private and nonprofit sectors, having worked as an attorney, business executive, university educator and board member. Prior to assuming leadership at GCG in 2013, she served as a Vice President at Advantage Capital Partners, a venture capital firm focused on investing in underserved communities across the country. For seven years, she served as an adjunct instructor at Washington University in St. Louis, teaching a University College course on the nexus between business and public policy. Prior to settling in St. Louis, she worked for more than a dozen years in San Francisco as an attorney, senior political aide and community outreach liaison. Deb earned her undergraduate degree from Harvard University and her law degree from U.C. Berkeley.

Actively engaged in civic life, she is an alumna of the Coro Women in Leadership program and has served as a gubernatorial appointee to a statewide commission focused on economic development. She currently serves on the boards of several organizations that are committed to fostering community impact.



Fajer Saeed Ebrahim

JD/MSW, 2017 and Masters Research Fellow, Gephardt Institute for Civic and Community Engagement

Fajer is an international student from the Kingdom of Bahrain pursuing joint degrees in law and social work. In addition to being involved in many student organizations (including serving as President of Law Students for Reproductive Justice), she has also helped establish groups like the Middle Eastern Law Society. Fajer has served on search committees (e.g. for the Law Library Dean) and task forces (e.g. university-wide Sexual Assault Task Force) and has been involved in decisions that influence large student populations. She has taught both 'Women and the Law' to WashU undergraduates and constitutional literacy in an inner city St. Louis public school (as a Marshall Brennan Fellow). Fajer is interested in pursuing holistic advocacy focused on the legal and social work needs of indigent clients. She is interested in community organizing centered on social justice values and radical lawyering that inspires institutional change. She aims to serve indigent and minority populations, particularly transgender folks and adults with mental disabilities, who are not institutionally supported and whose rights are yet to be fully recognized.



Kaitlyn Fitzgerald

Student, Arizona State University

A senior Barrett Honors College student studying Global Studies, Business Public Policy, and Arabic at Arizona State University, Kaitlyn Fitzgerald dreams of a career in social entrepreneurship working with innovators to achieve maximum impact. Her journey in public service began in high school when she served as the English as a Second Language Program Coordinator at the Arizona Lost Boys Center, and has led her to establishing a scholarship program in Ghana, serving as director of ASU's Changemaker Central, attending the Clinton Global Initiative University meeting, becoming a Harry S. Truman Scholarship finalist, participating in the Watson Institute Philadelphia, and working with refugees recently resettled in the Phoenix area. Fitzgerald currently works for the MasterCard Foundation Scholars Program at ASU.



Jonathan Gruber

Campus and Community Manager, Einhorn Family Charitable Trust

Gruber leads the Trust's Campus and Community portfolios, supporting a diverse set of partner organizations and exploring opportunities to expand EFCT's work in these areas.

Before joining the Trust, Gruber was a Principal at the management consulting firm Booz & Company, advising clients across sectors on strategy and organizational performance. He also worked as a consultant at Katzenbach Partners and as a philanthropic advisor at Impact for Education. Gruber started his career teaching politics and history at the Stowe School in England and serving as Director of Education at The Jewish Foundation for the Righteous. He earned an undergraduate degree in Government from Harvard University and an MBA from the Yale School of Management.



Cal J. Halvorsen

Doctoral Student, George Warren Brown School of Social Work at Washington University in St. Louis and Encore Research Fellow, Encore.org

Cal J. Halvorsen is a doctoral student at the Brown School of Social Work at Washington University in St. Louis and an Encore Research Fellow at Encore.org. His research focuses on self-employment and entrepreneurship in later life, as well as older adults as social innovators. Previously, he was the director of research at Encore.org, a national nonprofit organization dedicated to engaging people in midlife and beyond in work that improves their communities and the world. Projects included national surveys, qualitative studies, and collaborations with experienced and emerging researchers within academia and other organizations. Halvorsen also acted as Encore.org's liaison to higher education institutions, forging partnerships and developing tools for colleges, universities, alumni associations, and associations of higher education to make it easier for baby boomers and older adults to transition into their encores. He received his Master of Social Work from Washington University in St. Louis and his bachelor's degree from the University of Iowa.



Mathew Johnson

Current Director of Academic Community Engagement, Associate Professor, Siena College and Incoming Associate Dean of Engaged Scholarship, Director of the Swearer Center for Public Service, Brown University

Mathew Johnson, currently the Founder/Executive Director of the Center for Academic Community Engagement and Associate Professor in Sociology and Environmental Studies and Sciences at Siena College, will be joining Brown as the Director of the Swearer Center for Public Service and Associate Dean for Engaged Scholarship. Prior to his current position, Mathew began his career and received tenure at the University of Maine, Presque Isle. He left Maine to join the Sociology department at West Virginia Wesleyan University. Mathew graduated from Siena College with a BA in Sociology, going on to receive his Masters and Ph.D. in Sociology from Brandeis University.



Michael Kaufman

Managing Partner, KBT Partners

Mr. Kaufman is managing partner of Knowledge Based Transactions (KBT), a healthcare technology advisory firm based in Boston, MA. KBT provides merger and acquisition, alliance, and strategic consulting services to healthcare technology firms. His primary focus at the firm is the mentorship of early stage entrepreneurs to effectively commercialize their business concepts. Previously Kaufman held leadership positions in companies at the forefront of the Healthcare Information Industry. He is on the national council of the Brown School at Washington University in St Louis and serves on the advisory board of the Health Sector Management program of the Graduate School of Management at Boston University where he launched a mentorship program with CEO's in the community. He serves on the board of several early stage Healthcare technology companies and venture capital firms, and is a partner in the Common Angels Venture Capital Group. He is the sponsor of the Michael B Kaufman Professor of Social Entrepreneurship at the Brown School, Washington University in St. Louis. The professor will also maintain a courtesy appointment at the University's Olin School of Business. Kaufman holds a BA and an MBA from Boston University and an MSW in social policy and administration from Washington University in St Louis.



Bill Laverack

Chair and CEO, Laverack Capital Partners and Co-Chair, DukeEngage National Advisory Board

Bill Laverack, co-chair of the DukeEngage National Advisory Board, is the chair and CEO of Laverack Capital Partners, a private investment firm. Previously, Mr. Laverack was a managing partner of J.H. Whitney & Co., a principal and founding member of the private equity group of Morgan Stanley & Co., and an officer at Morgan Guaranty Trust Company. He has served on the boards of directors of numerous private and public companies, and is currently a senior advisor to two private equity firms: Tiger Infrastructure Partners (New York City) and Summit Group (Alden, Iowa). Mr. Laverack currently serves on the board of trustees of St. Paul's School, the executive committee of the University of Virginia parents' committee, and the leadership council of AmeriCares. He is a former long-standing trustee and board president of New Canaan Country School, as well as a former trustee of Choate Rosemary Hall.



Vid Micevic

Student Director of Changemaker Central, Arizona State University

Vid is the current student director of Changemaker Central. He is studying Sustainable Engineering and Slavic Studies as a senior at Barrett, the Honors College. Originally born in South Africa with strong family ties in Bosnia and Herzegovina, Vid first got involved in Changemaker by speaking at Ignite@ASU on the power of empathy in social change. Since then Vid has solo-backpacked Eastern Europe and interned for the United Nations Development Program as a Boren Scholar. During his junior year, Vid became the Innovation Intern for Changemaker, spurring his passion for social entrepreneurship. He recently spent two months in South Africa consulting for social venture companies as a Global Impact Fellow for Emzingo. Through his experiences in university and abroad, Vid's passionate curiosity lies in the realm of adaptive leadership and the power of human connection in this ever-changing world.



Chris Miller

Founder, The Mission Center L3C

Chris Miller's professional life began at the intersections of civic engagement and social innovation as a community organizer for the Illinois Coalition for Community Services (I.C.C.S.) and it was the seminal experiences he shared with his low-income leaders at the grassroots in rural Illinois laid the ground work for his career ever since. While the terms "social entrepreneurship" and "social innovation" weren't used specifically in those days to describe this type of work, the core values and tools of the organizations that grew out of the Area Projects movement like I.C.C.S. are, to him, identical to these still burgeoning fields and provide a rich history of how fundamentally intertwined civic engagement and grassroots political action is with the hallmarks of innovation and social entrepreneurship. This belief in the inherent power and agency of the citizen and her community; a bias towards action; a commitment to the most efficient and effective use of limited resources; a focus on creativity in how resources (human, financial, intellectual, etc.) are identified, developed, deployed and evaluated; and a constant critique of the status quo have been the core values that undergird his past and current roles that include becoming the Founder of The Mission Center L3C, the Founder of The Missouri Community Healthcare CO-OP, the first Senior Lecturer and Chair of the Social Entrepreneurship Specialization at the Brown School of Social Work at Washington University in St. Louis, and now as the Co-Founder of the WashU Startup Training Lab (WU-STL).

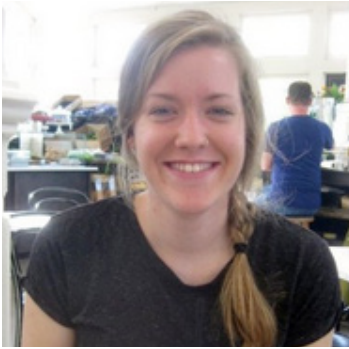


De Andrea Nichols

Founder and Creative Director, Civic Creatives

De Andrea Nichols is a social entrepreneur, museum educator, and communication designer. In addition to serving as Community Engagement Manager for the Contemporary Art Museum St. Louis, she is the Founder and Creative Director of a social design organization, Civic Creatives which equips organizations and leaders to resolve critical social challenges using design thinking. De Andrea is also creator of Design Serves (D*Serve), which teaches design skills and civic engagement to K-12 youth, and helps them identify and actualize social change ideas in their neighborhoods.

De engages creatives, do-gooders, and start-ups as a public speaker and creative consultant, helping them unlock their creative capacity through graphic design, program development, web development, and strategic consulting. She holds an MSW from the Brown School of Social Work at Washington University in St. Louis, where she specialized in social entrepreneurship and socio-economic development. Her works have been supported by Clinton Global Initiative, Women's Caucus for Art, Gephardt Institute for Public Service, Ideas that Matter, StartingBloc Fellowship, Points of Light, TEDx, and Ashoka Changemakers.



Hope O'Brien

Founder, AnthroFiles LLC; MSW/MPH Candidate '16

Hope came to St. Louis with a background in refugee and immigrant mental health and an interest in cross-cultural communication. With support from faculty at the Brown School, she started AnthroFiles LLC in 2015, a social enterprise which helps prepare communities to address the unique needs of refugees and immigrants. Originally from Cleveland, Ohio, O'Brien has worked, studied, traveled, and volunteered in over 30 countries. She is a graduate of the Ohio State University and a MSW/MPH '16 candidate at Washington University in St. Louis.



Kathy O'Byrne

Director, Center for Community Learning, UCLA

Dr. Kathy O'Byrne is the Director of the UCLA Center for Community Learning. The Center is the home of the civic engagement minor; it also serves as both the internship center and service learning center for the campus. A psychologist by training, Dr. O'Byrne teaches "Engaging LA" every quarter and directs a new academic food justice program for the Los Angeles region in partnership with the UC Global Food Initiative.



Kathryn Peltier Campbell

Editor, Diversity & Democracy and Coordinating Editor for Gender Equity in Education, Office of Communications, Policy and Public Engagement, Association of American Colleges & Universities

Kathryn Peltier Campbell edits *Diversity & Democracy*, AAC&U's quarterly publication on diversity, equity, global learning, and civic engagement. She also coordinates gender equity coverage across AAC&U publications and is former editor of the AAC&U newsletter *On Campus with Women*. At AAC&U, she has edited such publications as *America's Unmet Promise: The Imperative for Equity in Higher Education* (Witham et al. 2015), *General Education Transformed: How We Can, Why We Must* (Gaston 2015), and *Assessing Underserved Students' Engagement in High Impact Practices* (Finley and McNair 2013). She also contributed to *A Measure of Equity: Women's Progress in Higher Education* (Touchton, Musil, and Campbell 2008).

Campbell graduated with a master's in English from the University of Virginia, where she participated in the English department's American Studies interdisciplinary program. She also earned her bachelor's degree at the University of Virginia, graduating with high honors in English Language and Literature and completing a second major in physics.



Eric Popkin

Associate Professor of Sociology, Director of Global Social Innovation Programs, Colorado College

Eric is Associate Professor of Sociology and Director of Global Social Innovation Programs at Colorado College. He recently completed eight years as Associate Dean of Global, Community and Summer Programs, Dean of Summer Programs, and Founding Director of the Colorado College Partnership for Civic Engagement. In his current administrative position, Popkin co-developed a nine week, summer global sustainability internship program in collaboration with the Foundation for Sustainable Development and Social Entrepreneur Corps (Ecuador, Bolivia, India) tied to a course that critically examines community-based international development efforts within a broader analysis of development paradigms and explores the role of outsiders engaged in this work. He served as campus change leader for the college's successful effort to obtain the Ashoka Changemaker campus designation (third liberal arts college in the country to obtain this designation). Over the course of his 17 year academic career, Popkin has designed international community based learning programs tied to academic courses in Cuba, Mexico, Bolivia, Peru, Ecuador and along the U.S-Mexican border and worked extensively with immigrant communities in New York and Colorado. This work included his establishment of the first U.S. liberal arts college semester program at the University of Havana, Cuba. Prior to entering academia, he engaged in human rights work in Central America during the civil wars of the 1980s including the coordination of high level delegations to conflicted regions of El Salvador.



Tom Schnaubelt

Assistant Vice Provost and Executive Director, Haas Center for Public Service, Stanford University

Thomas (Tom) Schnaubelt began his tenure at the Haas Center for Public Service at Stanford University in April 2009 and has been actively involved in developing innovative community engagement programs in higher education settings for nearly two decades. In 2013 Tom also assumed an academic affairs appointment in the office of the Vice Provost for Undergraduate Education, where he coordinates community engaged learning initiatives stemming from the 2012 Study of Undergraduate Education at Stanford, which reinvented the institution's approach to general education. Tom also serves Resident Fellow in Branner Hall, Stanford's public service-themed dorm for upper-class students.

Prior to Stanford University, Tom served as Dean for Community Engagement and Civic Learning at the University of Wisconsin-Parkside and was the founding Executive Director of Wisconsin Campus Compact, where he provided leadership for a coalition of thirty-four college and university presidents and chancellors committed to the civic purposes of higher education. He was the founding director of the Mississippi Center for Community and Civic Engagement, directed Academic Service Initiatives at Mississippi's State Board of Trustees of Institutions of Higher Learning, and began his career in higher education as a service-learning coordinator at the University of Southern Mississippi.



Paul Schadewald

Associate Director, Civic Engagement Center, Institute for Global Citizenship, Macalester College

Paul Schadewald is the Associate Director of the Civic Engagement Center in the Institute for Global Citizenship at Macalester College. He has research interests in urban studies, public history, and religious studies. He serves on the National Advisory Board of the Imagining America consortium and is co-coordinator of Imagining America's Engaged Undergraduate Education Research Group with a focus on "civic professionalism." He also co-coordinates three working groups examining the relationships between social entrepreneurship initiatives and civic engagement programs through the Project Pericles consortium. He has published in the area of faculty development and civic engagement and coordinated a multidisciplinary research team investigating faith-based mentoring communities and young adult development. He earned his Ph.D. in History from Indiana University, Bloomington.



Jacqueline Smith

Executive Director and Advisor to the President for Social Embeddedness, Arizona State University

Jacqueline provides operational and strategic leadership in support of Arizona State University's charter and design aspirations. She designs and launches initiatives that support institutional priorities such as social embeddedness and social entrepreneurship. Since her arrival to ASU in 2009, Jacqueline has led efforts to embed changemaking into the student identity. Recent projects to support this objective include The MasterCard Foundation Scholars Program at ASU, a leadership-scholarship program for talented, yet underprivileged young people from Sub-Saharan Africa; the Public Service Academy, an undergraduate leadership development initiative that prepares students for high-impact careers that will span sectors (social, government, business, civilian, military); and Changemaker Central, a co-working and collaboration space with locations on all of ASU's campuses that makes direct service, service learning, entrepreneurship, and high-impact careers more accessible and inviting to students. She also cultivates early-career higher education professionals through a one-year university innovation fellowship.

Outside of ASU, Jacqueline is a 2015 Cross Sector Leadership Fellow with the Presidio Institute and serves on the Tempe Youth Leadership committee (provides teens monthly opportunities to learn about and serve the community) and the Manifesto Project board (provides early career professionals with one-year apprenticeship opportunities on local boards to build social cohesion and retain talent in Arizona). She earned her bachelor's degree in mathematics and economics and law degree from Georgetown University.



Emre Toker

Managing Director, Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship, Washington University in St. Louis

After studying Physics at Reed College and Electrical Engineering at the California Institute of Technology and the University of Arizona, Emre founded two biomedical technology companies in Tucson, MedOptics and Bioptics Corporations, and co-founded one in Santa Clara, California, Radicon Imaging Corporation. Each company was acquired by larger firms within seven years of founding. Emre is currently a member of the Desert Angels and Desert Tech, two Tucson-based angel investment groups; a member of Lab-X, an angel investment group based in Istanbul, Turkey; and a partner in Arch Partners, a Tucson, Arizona, based micro-seed fund. He joined the Skandalaris Center in August 2014.



John Tyler

General Counsel and Secretary, Ewing Marion Kauffman Foundation

John Tyler is general counsel, secretary, and chief ethics officer for the Ewing Marion Kauffman Foundation, a private foundation dedicated to fostering economic independence by advancing education and entrepreneurship. In managing legal, governance, and compliance aspects throughout the Foundation's programmatic and administrative operations, John operates across the spectrum of theory and practical implementation. In addition, he has published and spoken on university issues relating to advancing innovation specifically and conflicts of interest and public-private partnerships more generally. He also regularly speaks and publishes on topics relating to social enterprise, impact investing, hybrid business forms, the role of private foundations in society, and U.S. policy on high-skilled immigration.



Greg Van Kirk

*Co-Founder and President, Social Entrepreneur Corps and
Co-Founder and Executive Director, Community Enterprise Solutions*

Greg Van Kirk is the Co-Founder and President of Social Entrepreneur Corps and Co-Founder and Executive Director of Community Enterprise Solutions. Greg is an Ashoka Lemelson Fellow, Ashoka Globalizer and was recently recognized as Schwab Foundation “Social Entrepreneur of the Year for 2012 (Latin America)” at the World Economic Forum. Greg is the innovator who designed the MicroConsignment Model. He has served as a consultant for organizations such as USAID, Chemonics, VisionSpring, Soros Foundation, Church World Service, Inter-American Development Bank, IFC, Water For People and Fundacion Paraguaya in the US, Latin America and Africa. Greg also contributes time as “Social Entrepreneur in Residence” and has recently worked with Columbia University, NYU, Marquette University, Indiana University, University of San Diego and Arizona State University. He is a senior advisor for AshokaU. He has taught social entrepreneurship at Columbia University and NYU. Greg began working in rural small business development as a Guatemala Peace Corps volunteer in 2001. He worked in investment banking for five years before arriving in Guatemala. Two deals he led at UBS during this time won “Deal of the Year” honors from Structured Finance International magazine. Greg is a graduate of Miami University and currently lives with his family in New York City.

Additional Information

Campus Compact Webinar

As a co-sponsor of the Think Tank, Campus Compact is live-streaming the proceedings from the Think Tank. We encourage those who cannot participate in person to join the webinar proceedings at the following link: compact.org/event/a-think-tank-on-social-innovation-and-civic-engagement-live-stream/

Campus Compact 30th Anniversary *Accelerating Change: Engagement for Impact*

*Sheraton Boston Hotel
March 21-23, 2016*

A central aim of the conference is to enable an informed critical dialogue among a wide range of participants about the extent to which Campus Compact and partner organizations have achieved our shared goals and how we can move higher education to more fully embrace its public purposes. Learn more at conference.compact.org

About Ashoka U Exchange *Fueling Innovation to Ignite Higher Education*

*Tulane University
February 25-27, 2016*

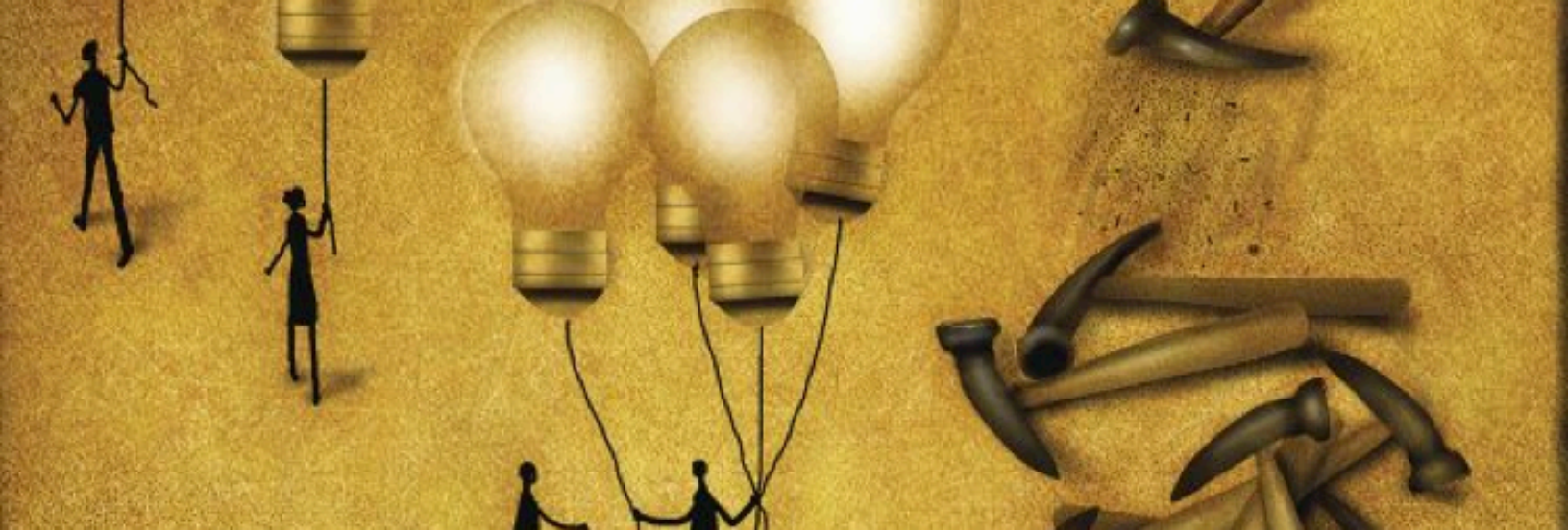
At the Ashoka U Exchange hundreds of innovators in higher education will gather to reimagine how to utilize colleges and universities as platforms to catalyze long-term change and social impact. Learn more at ashokau.org/exchange

George Warren Brown School of Social Work

The George Warren Brown School of Social Work at Washington University in St. Louis is conducting a search for the newly endowed, Michael Kaufman Professor of Practice in Social Entrepreneurship. Nominations of potential candidates and applicant interest should be directed to Professor Amanda Moore McBride (ammcbride@wustl.edu), chair of the search.

Civic Creatives

Civic Creatives is a social enterprise founded by social entrepreneur, De Andrea Nichols, a graduate of Arts & Sciences and the George Warren Brown School of Social Work at Washington University in St. Louis. In its initial years, support was provided by multiple entities at Washington University and the Clinton Global Initiative University. Civic Creatives is host of several social change, art-in-practice ventures—all of which work to bring forward citizen voice and perspectives, especially those that are marginalized, and does so through art. Civic Creatives is live capturing the think tank on October 26 through artist representation by De Andrea Nichols. For more information about Civic Creatives, please visit <http://civiccreatives.com>.



The Chronicle of Higher Education

February 2, 2015

Innovation Alone Won't Fix Social Problems

By Amanda Moore McBride and Eric Mlyn

Innovation as a cure for societal ills is overrated. This is a controversial claim, but one we encourage our colleagues in higher education to ponder as our institutions seek to solve some of the world's most pressing social problems through research, teaching, and service. The emphasis on social innovation in higher education and the social sector is ascendant; however, this current collective obsession can be an obstacle to real social change and should not be treated as a substitute for it.

We define social innovation as the development and introduction of something new, be it an idea, device, or approach, with the intent of improving the human condition and responding to crises in urban education, poverty, and public health. Across our campuses, among the most important foundation and corporate investors, and even in the government, the emphasis is on the development of the new, the novel, and not the tried and proven; the pilot is emphasized over the adaptation of an existing successful practice. The supposition is that we have not found the idea that will solve the social problem.

Examples of this flood our email inboxes daily. This past summer, the Corporation for National and Community Service announced its "Social Innovation Fund." At one of our campuses, an experiential certificate in "Innovation and Entrepreneurship" has attracted great interest from undergraduates. Small liberal-arts colleges like Middlebury have centers for social entrepreneurship, and larger state institutions like the University of Virginia have pan-university social-entrepreneurship efforts. Ashoka, one of the leading social-enterprise organizations, now designates more than 20 campuses as "Changemakers." Tulane University, where civic engagement and service learning have been deeply entrenched in the curriculum since Hurricane Katrina, has a new president, Michael A. Fitts, who suggests that it is through social innovation that societal ills will be remedied:

My goals are straightforward: to deepen Tulane's commitment to excellence in teaching, research, and public service. This effort will not only strengthen Tulane's position as a leading institution of higher education, but also enhance its reputation as a place where the best minds meet to seek solutions to the world's most pressing problems through social innovation."

For the better part of the last decade, we have been telling our students that they are social, entrepreneurial agents who hold the next big idea for solving social problems. We tell them that the seed of the next cure is just buried within them. With those messages, we are creating a generation of students who view social change as synonymous with innovation, yet who are not learning the fundamental civic skills necessary for social change.

While modern civilization, the advance of society, and longevity of the human species surely rest on innovation, research, and development, social change fundamentally rests on social cooperation, political negotiation, and persistence. The real challenge is in the doing, not in the thinking up. Consider the legions of people needed to institutionalize public education; start the March of Dimes; make blood donation commonplace; and spread the Race for the Cure. Social change occurs through the ability of people to work together, rally others, compromise, and adapt. Large-scale change also undoubtedly depends on policy and financial investment, as well as on organizational leadership—and the ability to leverage and engage them all.

Related to the emphasis institutions place on social innovation is the emphasis on leadership. Often leadership” is used to describe the entrepreneur or the one who generates the idea. Leadership in the arena of social change, however, demands much more than the idea. For example, how much innovation does it take to fund early-childhood education, something we have known for decades can make a huge difference in educational and social outcomes? Doing so is a question of political will, reordering of privilege and hierarchies, and reallocation of resources—but not necessarily of innovation.

Creating a generation of citizens capable of mobilizing a civic response is what is truly needed. As David Brooks put it in *The New York Times*, “When the boring tasks of governance are not performed, infrastructures don’t get built. Then, when epidemics strike, people die.”

In fact, it is government funding—which requires political activity—that is often what is needed to bring successful pilots to scale. To be sure, higher education embraces its role in developing citizens, but often at the margins; that role is encompassed under our “service” mission and perhaps is considered more of a nicety than a necessity. We want students to know the world beyond their own, embody empathy, and be active citizens. But are we teaching them how to do so?

A careful examination of our curricular and cocurricular activities is warranted. Where are we teaching our students to assess community needs, as well as community assets and ideas? Where are we teaching our students (not just encouraging them) to work in groups, debate issues, compromise, use the tools of political action, and commit to a cause for the long term? Where are we teaching our students about the political and social processes and infrastructures that are necessary to make an idea a reality?

Engaged citizens know the roles of the public, private, and nonprofit sectors and the tools that leverage their work together. They know how to research issues, consume the research on what works, exercise their voice to advance a solution, and apply their skills on boards and commissions and as volunteers. Imagine if we developed courses on teamwork and organizing at the rate that we have developed social-entrepreneurship courses. Imagine pedagogy where students learn how to organize movements, advocate, and lobby as well as model decision making for groups under conditions of resource scarcity. Imagine programs that involve students in helping communities research existing effective practices and plan to adopt them.

Research on the Millennial generation suggests that its members have a hard time submitting their egos to another’s, yet that is exactly what is needed. We need people willing to commit to spreading and carrying out the good ideas that exist as well as the good ideas that are yet to come. Committing comes easier when you have the civic motivation, knowledge, and skills you need.

We in higher education would do far better by our students—and by society—if we were to join, within and across our institutions, the social innovation-and-entrepreneurship movement with the values, methods, and tools of civic and political engagement.

Our Mission

The Gephardt Institute for Civic and Community Engagement cultivates informed and actively engaged citizens.

Our Goals

Catalyze civic engagement among students, staff, faculty, and alumni

Foster student learning, engagement, and leadership in civic life

Support faculty excellence and impact through community-based teaching and engaged scholarship

Serve as the university's convener for campus and community groups in St. Louis, facilitating partnerships, dialogue, and volunteer assistance

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