Leadership in Social Innovation Graduate Certificate

University of Delaware

Program Policy Statement

Fall 2022

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Graduate Certificate in Leadership in Social Innovation

University of Delaware

Program Policy Statement

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Part I. Program Purpose

The proposed Certificate in Leadership in Social Innovation prepares students to lead themselves and others in conceptualizing, developing and implementing novel solutions to social problems for the sole purpose of improving individual and community quality of life. It gives students the knowledge, skills and tools to answer the following question: What is the process of social innovation and how does one lead that process with others to conceptualize and actualize ideas that result in measurably improved societal well-being?

The 12-credit curriculum is designed to promote interdisciplinary and collaborative approaches to creatively address pressing societal challenges at the local, national and global levels, recognizing the need for collaboration among organizations in the public, non-profit and private sectors. While this academic preparation can benefit students across disciplines, some direct applications can be found for those aspiring to become social entrepreneurs, social enterprise or nonprofit leaders, public servants, and corporate social responsibility and innovation (CSR and CSI) leaders.

A. Definitions

This proposed Certificate centers on two fields of academic study and practice: Social Innovation and Leadership. Social innovation is "a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals."[1] Social innovation involves tackling societal and environmental challenges as defined by the United Nations Sustainable Development Goals. These efforts can be accomplished through public or private sector means, in either for-profit and non-for-profit channels. Therefore, the Certificate's approach to leadership is non-positional and sector-neutral, and we define leadership as a process of influencing others to collaboratively work towards a common goal that promotes and serves the common good.

B. Student competencies

A student who earns the Leadership in Social Innovation Certificate will be able to:

- Analyze effective leadership and communication strategies across a variety of organizational models to foster collaboration in developing and implementing social innovations.

- Engage in questions of ethics and recognize the responsibilities of leaders and entrepreneurs to act responsibly towards themselves, their followers, and the larger community.

- Recognize and communicate the significance of differentiating between social innovation/social entrepreneurship and commercial entrepreneurship and between

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[1] Phills Jr., J. A., Deiglmeier, K., & Miller, D. T. (2008). Rediscovering Social Innovation. *Stanford Social Innovation Review*, *6*(4), 34–43. https://doi.org/10.48558/GBJY-GJ47

leadership and management.

Students who earn this Certificate, in tandem with their discipline, will have the knowledge, skills and abilities to expand their outlets for professional development, engagement, and social impact. As examples, through interdisciplinary exploration of social innovation and leadership, engineers can support the social good through an application of models and techniques that increase access to scarce natural resources, educators can develop ideas to scale impact of processes that address inequities in learning opportunities, fashion designers can incorporate AI technology to design clothing that promotes independent living, business leaders can leverage their company's assets and resources to implement social justice change efforts, and public servants and non-profit leaders can develop private sector partnerships to advance their public service agendas.

C. Integration with UD Strategic Plan

Administered by the Graduate College, this certificate is a collaborative venture between Horn Entrepreneurship ("Horn") in the Alfred Lerner College of Business and Economic ("Lerner") and the Joseph R. Biden, Jr. School of Public Policy & Administration ("Biden School"). There are existing stand-alone graduate certificates in Lerner and in the Biden School. For example, the graduate certificate program in entrepreneurship at UD's Lerner College allows working professionals to develop the entrepreneurial mindset, influence, skills and understanding needed to bring new ideas to the marketplace. The Nonprofit and Voluntary Action graduate certificate in the Biden School provides students with an understanding of management in the nonprofit, civil society, and non-governmental organization (NGO) sectors. While related to these existing certificates, the Leadership in Social Innovation Certificate is fundamentally different in its collaborative approach to problem-solving, its emphasis on non-market innovation for the common good to progress toward a more just society, and in its emphasis on leadership, as opposed to management, practices.

Given the above, the Certificate in Leadership in Social Innovation directly supports a number of aspects of the University of Delaware Strategic Plan, inasmuch as it "rigorously challenges students to be excellent scholars, promotes interdisciplinary thinking and collaborations, and meets the needs of students and society." More specifically, the Certificate supports the following three strategic pillars:

1. Expanding Interdisciplinary Opportunities (collaborative program between two colleges/schools;
2. Building a Social Justice Foundation (emphasis on collaborative leadership to advance a more just society); and
3. Redefining Creativity, Innovation & Entrepreneurship (emphasis on non-market innovations in which all benefits flow to promote the common good.)

D. Current status or date of permanent status

N/A. This proposal is under review during AY2022-23 as a new program.

E. Degrees offered (include brief description of concentrations, fields, etc.)

Graduate Certificate. Those who complete all requirements will be awarded a Graduate Certificate in Leadership in Social Innovation from the University of Delaware.

F. Term when first students may enroll

Students may begin to enroll for the Fall 2023 term.

G. Factors that identify the student demand for the program

This certificate is designed to be a value-added academic credential primarily aimed at graduate students and advanced undergraduates, enrolled in academic programs across the University of Delaware.

There is demonstrated interest among UD students who are acting upon their desire to directly address societal challenges at the local and global levels, many of them through registered student organizations. Examples include:

- Leaders in Equity, Access and Diversity in Public Health in which graduate students work to address the health-related challenges faced by historically marginalized populations (racial/ethnic minorities, LGBTQIA+, religious minorities, people with disabilities, neurodiverse populations, immigrant populations);
- Project Brain Light, which engages graduate students to ignite interest in STEM for middle and high school students from minority groups historically underrepresented in STEM;
- Engineers without Borders UD Chapter whose mission it is to work closely with an international community and professional engineers to develop and implement a sustainable solution to providing access to adequate sanitation, safe drinking water and resources to meet everyone's basic needs;
- The University of Delaware Alternative Break (UDaB) organization immerses student-led teams in direct service and experiential learning with community organizations to increase knowledge of social justice issues and encourage life-long active citizenship.

The students in these and other UD graduate student organizations already demonstrate a commitment to societal advancement and leadership. This certificate would give them an additional academic credential, along with new knowledge and skills, to further their professional and voluntary endeavors. This Certificate would develop our students' abilities to not just "do", but to gain the skills and knowledge necessary to lead others in a collaborative creative process that results in new "products, production processes, principles, ideas, legislation, movements, and/or interventions"[2] that are more novel, sustainable and socially beneficial than present approaches. In this sense, they become value-added leaders in private, non-profit, public, and hybrid organizations that seek to increase their societal impact.

Although primarily designed as a value-added credential to a UD graduate degree, this Certificate may also be of interest to professionals who are employed in private, non-profit, public, and hybrid organizations that seek to increase their societal impact and who also wish to develop their leadership skills and capacities. Successful completion can serve as a gateway to full or part-time enrollment in other related graduate programs. Graduate credits earned in the Certificate may apply to the appropriate Lerner or Biden School MA, MPA, MPP, MS program degree requirements.

1. Similar Graduate Certificate Programs

Compared to social entrepreneurship certificate programs, there are fewer social innovation certificates. However, the latter are becoming more prominent as universities recognize the need

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[2] Stanford Social Innovation Review, Phills Jr., J. A., Deiglmeier, K., & Miller, D. T. (2008). Rediscovering Social Innovation. *Stanford Social Innovation Review*, *6*(4), 34–43. https://doi.org/10.48558/GBJY-GJ47

to equip students to focus more creatively on social innovations that address societal challenges. The UD Leadership in Social Innovation Certificate program (12 graduate credits) is similar in required number of credits to other social innovation certificate graduate programs requiring 9-15 credits and a defined set of courses. However, the proposed UD program is unique with a focus on leadership development as a necessary component of social impact effectiveness.

- American University offers a Graduate Certificate in Social Innovation for Global Impact. Offered by the School of International Service, the Social Innovation for Global Impact Graduate Certificate equips students with the knowledge and skills to apply techniques of innovation to social change and activism in a global context, with a special emphasis on human rights, peacekeeping, governance and international development.
- Georgetown University offers a Social Impact Design Certificate offered through their professional studies program. Aimed at professionals, this is an intensive short program focused on how to apply human-centered design thinking, powered by empathy, to create and sustain partnerships.
- USC Price offers a graduate Social Innovation Certificate designed to prepare future social innovators to design innovative policy solutions, create social enterprises, and develop new financial tools to speed the pace of social innovation. Similar to our proposal, this program involves a partnership between their College of Business and their Public Affairs college.
- Stanford Business School has a Public Management and Social Innovation Certificate, which is available to its MBA and MS students.

The above is a small representation of a growing academic area that is appealing to students. While these programs are becoming increasingly common in graduate offerings, UD would have an opportunity to present a unique intersection (social innovation and leadership) and to start the program during a time where it still helps to differentiate the university from other competitive and local universities through offering this innovative and interdisciplinary certificate program.

H. Identify the College and Department/School in which the program will reside

The Certificate program will be administered by the Graduate College. It is a joint academic venture between the Horn Entrepreneurship ("Horn") in the Alfred Lerner College of Business and Economic ("Lerner") and the Joseph R. Biden, Jr. School of Public Policy & Administration ("Biden School").

The Certificate will have two co-directors. One co-director will have a primary appointment in the Biden School and one co-director will have a primary appointment in Lerner.

Part II. Admission

The admissions criteria will identify those applicants who are likely to be successful leaders in designing and implementing social innovations through policies, programs, or advocacy. Specifically, the program seeks to attract applicants who have: (1) a demonstrated commitment to social change and betterment; and (2) an academic and/or professional background that indicates the ability to successfully complete the program.

Applications will be reviewed and decisions made by the Certificate Co-Directors from the Biden School and Lerner. The Co-Directors may involve faculty from both academic units in the admissions process, depending upon need and faculty interest. Admission is selective and competitive based on the number of well-qualified applicants and the limits of available faculty

and facilities.

A. Admission Requirements for External Applicants

External applicants (non-UD students) must submit the following:

1. A transcript showing awarding of a bachelor's degree from a four-year accredited U.S. college or university;
2. One letter of recommendation from an employer or a faculty member attesting to the candidate's ability to succeed in a graduate certificate program;
3. Current resume; and
4. Personal statement of the candidate's commitment to social change and betterment, including how participating in the Leadership in Social Innovation certificate program will assist them in their professional practice or voluntary endeavors.

An interview may be required. Relevant work experience may also be taken into consideration.

B. Admission Requirements for University of Delaware Students Who Are Currently Enrolled in Either an Undergraduate or Graduate Degree Program

Current University of Delaware students may apply to the Leadership in Social Innovation Certificate program by completing the appropriate application form listed below:

Certificate application for undergraduate students already enrolled at UD who want to add the graduate certificate:
https://www.udel.edu/content/dam/udelImages/grad-college/graduate-college-pdfs/undergrad-cert-approval-form.pdf

Certificate application for graduate students already enrolled at UD in a graduate program:
https://www.udel.edu/content/dam/udelImages/grad-college/graduate-college-pdfs/gradcertificate-enrollment.pdf

Current undergraduate students may apply for the certificate during their junior or senior year but prior to graduating with a bachelor's degree. All dual listed 400/600 courses must be completed at the 600 level. In addition to completing the application form, current undergraduate students must also submit a letter of recommendation from a UD faculty member, attesting to their ability to successfully complete work at the graduate level.

1. Application deadlines

University of Delaware graduate students may apply at any time, as applications will be considered on a rolling basis. University of Delaware undergraduates, with exceptional academic records and/or relevant experiences, may apply to the program in their junior or senior year. External applicants seeking must apply no later than August 1 for Fall admission consideration and December 15 for Spring admission consideration.

2. Special competencies needed

Applicants may come from any undergraduate/graduate major.

3. Admission categories (explain other than regular such as provisional)

No categories other than regular admission. Students may be full-time or part-time.

4. University statement:

Admission to the graduate certificate program is competitive. Those who meet stated requirements are not guaranteed admission, nor are those who fail to meet all of those requirements necessarily precluded from admission if they offer other appropriate strengths.

Part III. Academic

A. Degree Requirements

1. Course requirements

This Certificate requires 12 course credits as listed below. There are six credits of required courses and six credits of restricted elective courses.

REQUIRED COURSES (6 credits)

- ENTR 620 Social Entrepreneurship (3 credits)
- LEAD 600 Leadership for the Common Good (3 credits)

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LEADERSHIP RESTRICTED ELECTIVE(S) (3 credits)

Students must choose three credits from the following restricted elective list:

- UAPP 697 Leading Organizations in the Public and Non-Profit Sectors (3 credits) or LEAD 604 Leadership in Organizations (3 credits)
- UAPP 650 Values and Ethics of Leadership (3 credits)
- UAPP 684 Performance Management and Program Evaluation (3 credits)
- SPPA 600 Biden Seminar (1 credit) Can be repeated 3 times for credit

ENTREPRENEURSHIP RESTRICTED ELECTIVE (3 credits)

Students must choose three credits from the following restricted elective list:

The following three credit course is recommended for the graduate certificate program:

- ENTR 664 Social Entrepreneurship Practicum (3 credits)

However, if a student is unable to take ENTR 664, the following courses are approved substitutions:

- ENTR 617 Design Thinking and Innovation (3 credits)
- ENTR 654 Introduction to Entrepreneurship (3 credits)

2. Procedure for course substitutions

It is possible that students may need to alter approved programs of study, particularly if there are new courses that directly relate to the students' goals and further enhance their understanding of social innovation and leadership. Students who wish to make changes to their program of study must request a substitution from the designated area Certificate Director and then must complete the Course Substitution form (https://www.udel.edu/content/dam/udelImages/grad-college/graduate-college-pdfs/course_substitution.pdf):

- Students must take the substitution with the same unit designation as the course they need to substitute (e.g., LEAD 6xx or UAPP 6XX for LEAD 600, ENTR 6xx for ENTR 620) and discuss all possible substitutions with the designated Certificate Director.
- A substitution for a LEAD or Biden course must be approved by the Certificate Director within the Biden School, and an ENTR substitution must be approved by the Certificate Director in Horn Entrepreneurship/Lerner.

Requests must be made in writing explaining why the variance is sought. The designated area Certificate Director reviews the request and issues a written determination for the student's record.

B. Committees for exams, thesis, or dissertations

This certificate does not have a culminating exam, thesis or dissertation requirement

C. Timetable and definition of satisfactory progress towards the degree

We anticipate most students will be enrolled in UD undergraduate and graduate programs across the University. Nonetheless, the certificate will also be open to those with a bachelor's degree who are not currently enrolled at UD. Time to completion will vary by student and by their ability to schedule the courses into their existing program of study. Although it may be possible for a student to complete the certificate in one year (depending on course scheduling and the use of winter/summer session), it is anticipated that most students will take 1.5-2 years to complete the certificate. Depending on individual circumstances, students may take up to three years for program completion. There are no full-time residency requirements.

Students will be assigned an advisor upon entering the program. Although students may meet with their advisor at any time, they will be required to meet with their advisor after completing or in progress of 6 credits to assess progress and remaining time to completion. If it is determined that satisfactory progress is not being made (i.e. an average GPA below 3.0 or more than 3 regular semesters between taking the first 3 credits and the second 3 credits), the advisor, after discussion with the student, may advise the Certificate Director to terminate the student's enrollment in the program. The student may follow the grievance procedures for the Graduate College if terminated.

D. Eligibility for completion

Students must have a minimum overall grade point average of 3.0 and complete all coursework to receive the Leadership in Social Innovation Certificate.

Candidates should see that all final grades have been submitted. Students must complete the "Completion Application Form for Graduate Certificate". https://www.udel.edu/content/dam/udelImages/grad-college/graduatecollege-

pdfs/Graduate_Certificate_Completion.pdf

Part IV. Program Educational Goals and Assessment Plan

The Graduate Certificate in Leadership in Social Innovation has the following program learning outcomes and assessment measures:

Learning Outcome	Measure 1 - Direct	Measure 2 -Indirect
● Analyze effective leadership and communication strategies across a variety of organizational models to foster collaboration in developing and implementing social innovations.	● Exams, papers, and/or projects in courses	● Exit Survey in last semester of coursework. This survey, consisting of short essay-type responses, may be a written document or may be conducted as an interview.
● Engage in questions of ethics and recognize the responsibilities of leaders and entrepreneurs to act responsibly towards themselves, their followers, and the larger community.	● Exams, papers, and/or projects in courses	● Exit Survey in last semester of coursework. This survey, consisting of short essay-type responses, may be a written document or may be conducted as an interview.
● Recognize and communicate the significance of differentiating between social innovation/social entrepreneurship and commercial entrepreneurship and between leadership and management.	● Exams, papers, and/or projects in courses	● Exit Survey in last semester of coursework. This survey, consisting of short essay-type responses, may be a written document or may be conducted as an interview.

Part VI. Financial Aid

   A. Financial awards

There are no financial awards for students in the Certificate program.

Part VII. Departmental Operations

A. General student responsibilities

It is the student's responsibility to satisfy all the Certificate requirements. Students must also follow all University policies that pertain to students. to student life policies set by the University. Students in the Certificate program will not have office space nor office keys. They must have access to their own computers and printers, or use those provided in general University spaces for student use.

B. Travel for professional meetings or presentations

Students in the certificate program will not be provided travel funds for professional meetings or presentations, except for those that may be provided through the Graduate College upon appropriate application.