

EXECUTIVE SUMMARY

Social entrepreneurship is creating avenues for innovation and rapid change in the social sector. With greater flexibility of funding models and organizational structure, changemakers have the freedom to tackle long-standing problems in new ways and to take risks in order to achieve results. However, the American social sector is overwhelmingly white. Despite doing interesting and exciting work, women of color social entrepreneurs are not connecting with established support structures and institutions.

Research on women of color in the social sector is scant. While the role of people of color in for-profit business is receiving increased attention, there is little research into the diversification of the social sector. While it is possible to extrapolate certain assumptions and conclusions from the existing body of work—which mainly focuses on the growth of the social entrepreneurship sector as a whole, the experiences of female business owners, and the prominent role women of color are beginning to play in the for-profit sector—there is a need for deeper research into the role of women of color in the social sector and the first-hand experience of those women breaking new ground in the sector. Our research aims to contribute to this literature by focusing on the experiences of eleven women of color working in the social sector across the USA.

The identity of women of color provides them with insight into communities of color and the lives of those they seek to help through their organizations and programs. This insight is used to create the mission, structure and pattern of growth of organizations in a way that is relevant, flexible and appropriate to the communities they are working with and the social issues they are tackling. However, their identity also acts as a barrier—lack of racial privilege, and the de facto whiteness of the social sector prevent women of color from accessing traditional leadership positions, powerful networks and lucrative funding sources.

In seeking to overcome the norms of the social sector, women of color are modelling new styles of leadership and organization which give them greater freedom and enable them to approach social issues in innovative ways. Women of color social entrepreneurs are shifting toward sustainable funding models, decreasing their reliance on grants and investors, and encouraging self-sufficiency. They are building strong networks of peers, mentors and supporters, who recognise their unique position to effect change in the social sector and in underserved communities. Beyond traditional mentoring relationships, women of color are deriving strength and encouragement from the communities in which they work, from peers facing similar challenges, and from pioneers in the social sector. Finally, they are centering the needs and wishes of their beneficiaries when creating the missions of their organizations. Women of color entrepreneurs are ensuring that their work is community-driven and focused on long-term growth through listening and feedback processes, a cultural understanding of communities of color, and an awareness of the disconnect between the traditional social sector and underserved communities.

In seeking to support more of the work being done by women of color, Ashoka and organizations like it must be purposeful in reaching out to interesting changeleaders and underrepresented communities. Many of these individuals and communities are hesitant to

reach out to established institutions and networks, and thus Ashoka will need to actively build trust in new areas of the country and seek out innovative people and organizations. Many women of color changemakers do not identify with the traditional image of the social entrepreneur—represented in media most often as a white man—and so the language and narratives Ashoka deploys must bear this in mind. It will be vital for Ashoka to demonstrate the connection between its work and the work of women of color changemakers, particularly with regard to how Ashoka can support the development of their organizations.

	Key Aspect	Normative Leadership	Women of Color Leadership	Example	Implications for Selection Criteria	Implications for Support Systems	Implications for Narrative
The Way We Think	Does the sector (and women of color themselves) see themselves as social entrepreneurs? What does the social sector / social entrepreneurship sector value relative to what women of color value?	A major aspect of success in social entrepreneurship is having access to networks and funding sources which are often guarded by educational, class and racial privilege. Women of color do not see people like themselves in these social and professional circles	Women of color are modelling success in social entrepreneurship and opening up possibilities for those people of color coming up behind them. They are creating new sources of revenue, building expansive networks and enabling others to access the spaces their relative privilege has opened up	Ann Le leveraged her connections from working in the business community when setting up her organization . She took advantage of her relative class privilege and now enables others to access those same networks of supporters and funders	Diversify selection panels, in order to ensure that selectors are representative of the whole range of social entrepreneurs and changemakers	Encourage the formation of networks, both among women of color changemakers and between women of color and more 'traditional' social entrepreneurs, investors and funding organisations	Emphasise the representation of women of color in promotional materials and the public face of Ashoka. More women of color will continue to work toward their socially impactful goals if they can see the success of those who have come before them, and see a place for themselves within the social sector
The Way We Act	Organization Mission	A disconnect between organizations and beneficiaries	Women of color are building organizations based on the stated	Springboard to Opportunities is 'radically resident	Recruit with purpose - reach out to interesting people, analyse the	Create a detailed feedback process for program participants,	Use accessible language in recruitment materials, de-mystify

		leads to services which provide relief but not long-term change	needs of beneficiaries , focused on paradigm-shifting over serving acute need	driven' - every program they create is based directly on feedback from clients regarding their long-term needs and aspirations	demographics of new target cities and specifically seek out communities of color	centre their experiences and needs	the language of the sector
	Organizational Structure	The growth, expansion, and wealth creation of any small business is constrained primarily by lack of capital.	WoC are shifting towards less reliance on grants and more self-sufficiency or diversification.	Recognize constraints imposed by grants. Select appropriate investors.	Leverage diverse experiences in addressing broader social problems.	Adapt community-specific indicators of success. Promote innovation and hybridization of business frameworks.	
	Organization Growth	The sector tends to recognize and incentivize only growth that is based on business and strategic plans.	WoC rely heavily on their support networks that tend to guide, support and inspire them to do their best work.	Build sustainable peer networks - Aisha Nyandoro Heed guidance and support from those who have experience in the sector - Sonya Passi	Consult with fellows (WoC or otherwise) in a given region about their networks and find a way to tap into it.	Encourage network - building activities within the org.	Encourage collaboration with other fellows/ employees within the org on initiatives/ programs.

INTRODUCTION

For more than 35 years, Ashoka has been at the forefront of the social impact sector. They identify and support social entrepreneurs who are creating positive social change with their vision and ideas through the Ashoka Fellowship program. This program provides fellows with primary stage financial support and, most importantly, entry into an expansive global network of Ashoka peers and fellows around the world. The application process for this program is long and thorough. Ashoka fellows are selected on the basis of 5 criteria¹: the newness of an idea or approach to social impact, creativity, entrepreneurial quality, social impact of the idea, and the ethical fiber. Further, Ashoka fellows are put through a selection process which involves nominations and several rounds of review by an Ashoka venture team and senior Ashoka fellows, a panel and, finally, a board review.

They now have an impressive network of more than 3000 fellows across 92 countries, with more than 200 people working in the United States. Ashoka envisions a world where everyone is a changemaker. They believe in “a world where all citizens are powerful and contribute to change in positive ways”². Recently, Ashoka conducted an internal analysis of their fellows in the United States, and realized that these fellows were primarily focused in 4 cities: Boston, New York City, Washington D.C. and the Bay Area. Moreover, these fellows also possessed very similar demographic characteristics. Realizing the need for a network that is geographically, racially and ethnically diverse, the All America initiative was born.

The SAIS Women Lead Practicum team has been working with Ashoka on understanding the barriers faced particularly by women of color changemakers across the United States. Our research project has been framed around answering the following problem questions:

- Why are women of color not connecting with existing networks and organizations like Ashoka? Do specific barriers have a hand in the current situation?
- How can Ashoka help surface women of color change leaders across the United States?
- Why are women of color essential in the field of social change? What will be the positive social impact of increasing representation of women of color in this sector?

Our background research has revealed a major gap in literature on the experiences of women of color social entrepreneurs in the United States. Existing literature points out difficulty in accessing financial resources for small businesses. However, what is missing is how the intersectionality of race and gender barriers play out in the world of funding and business. Ashoka hopes to use our findings to inform internal company policies and materials, and, in doing so, include more women of color social entrepreneurs in their network.

LITERATURE REVIEW

Our team performed extensive background research in order to understand the existing research on women of color social entrepreneurs. Our research aimed at understanding the role of women of color in the field of social change, the positive social impact of increasing representation in the social entrepreneurship sector, understanding how intersectionalities play

¹ <https://www.ashoka.org/en/program/venture-selecting-our-ashoka-fellows>

² <https://www.ashoka.org/en/about-ashoka>

out as barriers for women of color, and specific barriers that were identified in literature. Our annotated bibliography can be found in full in the Appendix.

We focused our research on the following themes:

- Race
- Geography
- Immigration
- Age
- Socio-Economic Background

I. Race

A great deal of research has been done on the success of women of color and women of color-owned businesses in the United States. All the articles and papers we found focused on barriers faced by women as well as women of color who own businesses. A common barrier identified was difficulty sourcing financial support and investment. However, there was no literature on the specific experiences of these women in the social entrepreneurship sector. In addition, while there was a substantial amount of information on experiences of African-American women in the business world, research on other racial groups was rare.

II. Geography

Research on the role of geographic location revealed that a large minority community in a city or town is more likely to be home to an enclave of ethnic entrepreneurship. Further, there was also research done on the limitations of expanding businesses further than the local community level due to stakeholder interests. We also found experiences and barriers faced by women in specific locations like Detroit.³ This could be extrapolated to cities that are similar to Detroit in terms of demographics and socio-economy. Again, there was research on women of color-owned businesses, but the social entrepreneurship sector was not looked at specifically.

III. Immigration

As we were looking at the United States, immigration status seemed to be an important factor to consider. Barriers are different and, sometimes, more complex for immigrant women. We found that strong immigrant and minority communities play an important role in encouraging women of color to start their own ventures. Furthermore, the research explores the importance of community networks and value systems in these communities.⁴ Difficulty accessing funding sources and investment was identified as a key barrier for immigrant woman business owners.

IV. Age

Women of color need to have many more academic credentials as compared to white men to receive funding for a venture. This means that the women of of color that own

³ <http://www.ips-dc.org/wp-content/uploads/2017/10/IDDDbookFinal.pdf>

⁴ Salaff, J.W., & Greve, A. (2004). Can women's social networks migrate? *Women's Studies International Forum*, 27(2), 149-162.

businesses tend to be significantly older, unless the business is related to social media.⁵ Student debt can act as a major barrier, prohibiting them from starting their own business. There was also research on the impact of the demographic makeup of employees in venture capital firms. They tend to invest in businesses run by people who look, talk, think like they do themselves.⁶ Again, the research did not extend specifically to the social entrepreneurship sector.

V. Socio-Economic Background

The research did not delve into the effect of racial identity on socio-economic background, and how this intersectionality plays out as a barrier. Existing literature tends to examine the effects of race, gender, socio-economic background, etc., separately but fails to examine the effects of these factors on each other. Intersectional barriers and how they play out are not well-examined.

Women of Color are the fastest growing group of social entrepreneurs. However, women of color also face numerous barriers that limit the impact of their social ventures. Secondary research has helped to identify some of the barriers faced by women of color social entrepreneurs, including:

- Psychological blocks, insecurity
- Absence of networks
- Lack of funding
- Lack of access to social services (e.g., childcare, language training)
- Educational attainment
- Access to information

We noticed a significant gap in the existing research regarding the effect of intersectionalities (of race, age, migrant status, and socio-economic background) on the degree to which these barriers affect these women.

RESEARCH METHODOLOGY

The material for this report was derived from both primary source interviews with women of color changemakers and secondary research from online sources. Respondents come from cities with high concentrations of each racial category as determined using the 2010 U.S. census. The interviews were open-ended but centered around the framing question, which defined the purpose and scope of this research. The material was then analyzed to identify common patterns across the experiences and work of these women, and the patterns were synthesized and organized to reflect their implications on the identity of social entrepreneurs, the mission of their organization, the organizational structure, and the organizational growth. To elaborate on this process:

⁵ <http://www.babson.edu/Academics/centers/blank-center/global-research/diana/Documents/diana-project-executive-summary-2014.pdf>

⁶ <https://www.theinformation.com/bros-funding-bros-whats-wrong-with-venture-capital>

I. Framing Question

This social innovation mapping aimed to develop solutions to the question:

How can the existing system of change leadership support be improved to increase the visibility, recognition, impact, and influence of women of color changemakers in the United States?

This question implies the lack of diversity in the existing system of change leadership support and a recognition of the unique challenges faced by women of color social entrepreneurs. It is the hope of the researchers and the women we interviewed that, in answering this question, concrete measures can be taken to address identified gaps in the social sector of the United States.

Several important elements of the question are highlighted below:

“How can the existing system of change leadership support be improved” acknowledges the existence of support systems that already contribute to the work of women of color social entrepreneurs, but at the same time recognizes that there is room to develop more effective and efficient processes for supporting their respective missions.

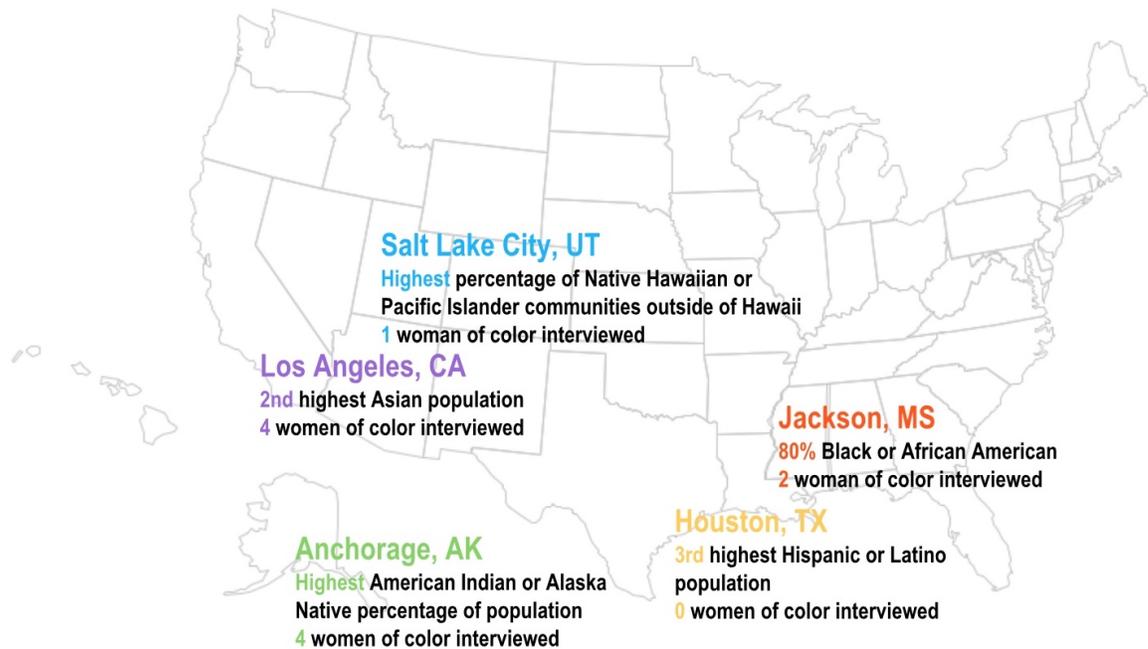
“to increase the visibility, recognition... of women of color changemakers” implies the lack of diversity in the available research and support systems.

“to increase the... impact, and influence” refers to the structural change in support organizations that is the goal of this project.

“women of color changemakers in the United States” defines the boundaries of our study, that is social entrepreneurs and changemakers belonging to one of the five (5) minority racial / ethnic groups in select cities within the United States.

II. Interviews

We identified cities across the United States which simultaneously have a high concentration of each racial / ethnic group and a non-white majority, based on the 2010 U.S. census. It is important to note that census data requires individuals to self-identify into particular racial categories; for this study, we have used the following: Non-Hispanic White; Black or African-American; Non-White Hispanic; American Indian or Alaska Native; Asian; and Native Hawaiian or Pacific Islander. In addition, other factors were considered in the identification, including a total population size of at least 1000, proximity to a major city as defined by Google Maps QuickFacts, median income, and the percentage population of aged 0-18. Cities where Ashoka has already invested significant time (e.g., Miami, Detroit) and where the current political situation made it difficult to obtain adequate responses (e.g., cities along the U.S.-Mexico border, such as Laredo, El Paso, etc.) have been excluded. After an initial search of potential organizations for outreach, the list of cities were narrowed down to the following five:



From these five cities, we reached out to social entrepreneur networking and support organizations and to women of color change leaders, requesting recommendations or interviews respectively. We conducted in-depth interviews (one hour each) over phone of a total of eleven women of color change leaders across these cities, with the exception of Houston, Texas. We asked open-ended questions on how these women perceive themselves in relation to their community as well as the social entrepreneurship sector at large, and the evolution of their work, in order to draw out insights on the challenges, innovations, and opportunities for the social sector.

III. Analysis and Pattern Recognition

After completing the interviews, we used ATLAS.ti, a quantitative research tool, to pull out broader themes from their responses and determine whether these themes highlighted challenges or solutions within the sector. We then translated these patterns into cross-cutting principles that can be used to develop concrete plans of action for improving change leadership support systems. These principles highlight the identity of social entrepreneurs, and explain how their experiences as women of color changemakers shift the mission of their organization, inform their organizational structure, and influence their organizational growth. For example, the principle, “Women of color mediate between ‘in-group’ and ‘out-group’ to establish the mission of their organizations,” emphasizes the methods by which women of color changemakers are able to navigate both white and non-white social entrepreneurship spaces in pursuit of their mission. The success of these methods implies an opportunity for support organizations to assist other women of color social entrepreneurs by creating training programs that develop these necessary skills.

THEMES OF ANALYSIS

I. Identity

A. **Headline:** Women of color face systemic and institutional barriers that severely limit their access to the field at every level and this shapes their identity, while maintaining white womanhood as the norm.

B. Normative Leadership

Representation matters, and the lack thereof has rippling, cumulative effects on the person, and ultimately on the sector, as a whole. On an individual level, it affects perception and prevents them from pursuing possible opportunities simply because they aren't aware that such options were ever available to them. Stereotypes arise, and misperceptions abound. This not only shapes their identities, but it affects how they interact with their communities, and in turn, how their communities interact with the sector and the system. Lack of representation leads to a continuation of patterns and the established hierarchy. Where corporate America is a white man's world, social entrepreneurship is the white woman's realm. Oftentimes, this is a world where mobility is dependent on relationships and social networks. Who you know serves as the gatekeeper to having access to funding, investors, resources, mentors, connections, etc... Gaining access often means going to the right schools, making the right friends, and receiving invitations into an exclusive, elusive social club dependent on socioeconomic status. And for many, especially those with intersectional identities, simply going to an elite school does not mean that they'll truly be included and welcomed into the higher echelons of society. In this way, by restricting power only to those in certain networks, women of color are excluded from the conversation. Limiting who has a seat at the table determines what issues will be presented, and what agenda will be set forth.

C. WoC Leadership

The issue of representation- or the lack thereof- is a multifaceted one, with far reaching effects and consequences. It is an indication of a much larger problem. When women of color are not included in the conversation, when their voices are not centered, the communities which they represent tend to be overlooked. However well intentioned the outreach efforts of organizations may be, too often, it lacks an understanding of the nuances and the intersectional struggles inherent in the struggles faced by persons of color. There are no people better equipped to speak on their issues as the people who have experienced it. But too often, they are denied the access that might grant them the platform to enact those changes. The significance of this has far reaching implications for social entrepreneurs. In a field where funding is already hard to come by, they have a much more difficult time finding investors and raising capital. Though these barriers are limiting them, women of color have adapted and are finding ways to work around this. Women looking to break into the sector have turned to their families and friends to contribute small donations. More importantly, they have leveraged the power of technology and social media. Through websites like gofundme and kickstarter, they have been able to tap into

a larger market and raise capital through crowdsourcing. Another adaptation has been through leveraging mentors. Women of color look to others in the field for guidance, for direction, and most importantly, to serve as their means of accessing people, places, and things they cannot attain on their own.

D. Examples:

One of the women interviewed, who wished to remain anonymous, emphasized the role of having a network. In explaining why access is so important, she elaborated on the linkages between networks, access, and access to funding. As she elaborated, *“Non-profit world, there's no investors. So the biggest challenge of everything in my opinion is access to capital. And this where being a woman of color, even though, I think I'm very privileged and I went to a very good school, if you don't have wealthy, I guess, patrons or benefactors, I think they're called benefactors, a lot of the new nonprofits, like the one that Spark, you know, they may have been around for 30 years. Usually it's a wealthy patron that partners. Like she's probably the head of the board. She's probably also on the board of some museum and married to a multi multimillionaire.”*

Ann Le (LOOM; Impact Hub Los Angeles; Los Angeles, California) had very similar experiences when she was first embarking in the social sector. She credits having gone to University of California for her MBA, and her time working in Wall Street for connections that she was later able to leverage into investors. As she recounts, *“I knew the founder. So, I just connected with her, she had reached out. So, like I mentioned, I was at a business school and so there's just a network of people that know each other. I think once you're in your 30s, I feel like a lot of jobs right now it's really just who you know, right?”*

Representation is a symptom of a larger issue. Women of color face obstacles that work to limit their presence. That limited representation becomes cyclical: when individuals cannot - and do not - see people resembling them, it becomes that much harder to believe to know that it is within their realm of possibility. As one of the women we interviewed articulated, *“How do these kids aspire to careers they've never heard of?” And I really feel like that's where we believe we can contribute to the diversity problem in a variety of industry, namely tech, media and entertainment, politics”*

II. Organizational Mission

A. Headline: Women of color mediate between 'in-group' and 'out-group' to establish the mission of their organizations

- By listening to service users' needs, concerns, and long-term goals
- By identifying and seeking to fill gaps between the existing social sector and target communities
- By shifting the paradigm of the social sector from relief to independence

B. Normative Leadership

People of color are still largely absent from the leadership of social sector organizations, meaning that the world is viewed through a lens of whiteness. These organizations go into communities with a fixed predetermined idea of what the problems and solutions are, without consulting with the people they are trying to help. Programmes and missions are therefore largely divorced from the day-to-day lives of the people they are seeking to serve, and often unrelatable use language and narratives. The services and solutions offered are often not appropriate to the community in question, or organizations find it hard to reach out to beneficiaries as a result of exclusionary language and opaque regulations. As a result, communities of color receive services which provide relief but not long-term change or independence. For example, charities and government programmes aiming to combat domestic violence provide relief services like shelters or restraining orders, but rarely address the underlying reasons why women return to abusive partners, such as financial pressure.

C. Women of Color Leadership

Women of color are able to move between the largely white 'in-group' of social sector organizations and the communities of color these organizations seek to support. Our interviewees build trust with potential beneficiaries, listen to their needs and their feedback on existing programmes, and thus gain insight into their needs and values. They ensure that the mission of the organization is not divorced from the context of their beneficiaries' lives - they work within the community, recruit staff with similar lived experiences, or from similar communities, and they listen to their service users in order to learn what they need and the best way to deliver it. These conversations allow our interviewees to delve deeper into the underlying causes of various social and health problems, and identify solutions which provide long-term change and independence. This enables them to build organizations with relevant and sustainable missions, craft programmes to be suitable and accessible, and adapt existing schemes to reflect the needs of the community. Our interviewees decode opaque government regulations, and social sector jargon; they translate the benefits of their work into values their communities respect and adhere to; they facilitate greater learning and communication between the social sector and communities in need, through mentorship schemes, advisory roles and modeling successful, impactful missions.

D. Examples

Facilitate learning and communication between social sector and communities of color

"I want you to listen to them, take what they tell you is their passion and their goals and work with that and [don't make it] your path, but work within their path."

Susi Feltch-Malohifo'ou (Pacific Island Knowledge 2 Action Resources; SLC Pacific Island Business Alliance; Salt Lake City, Utah) has developed a mentorship programme which pairs established businesses and social impact organizations with those just starting out, providing a space for mutual learning

and skill-sharing. organizations which have typically lacked leadership of color and viewed social issues through a lens of whiteness are encouraged to expand their worldview by working with Salt Lake City's new business owners, many of whom are PoC, specifically Pacific Islanders. They gain an insight into the language and values which motivate rather than alienate, and expand their understanding of the social issues facing communities of color. New entrepreneurs gain access to institutional knowledge and established networks, but through a format that is not one-sided or patronising. Both the 'in-group' and the 'out-group' learn more about each other and how best to reach out to each other, acting as 'cultural translators' between their communities.

Build trust and listen to service users' needs and concerns

"In a lot of instances families are not listened to. They're told what it is that they need. They're never affirmed."

Aisha Nyandoro (Springboard to Opportunities; Jackson, Mississippi) describes her organization as 'radically resident driven' - at each stage of its life she has made certain to foreground the experiences and feedback of her clientele, in order to create programmes which directly respond to the needs and wishes of the community she is targeting. Before setting up her organization, Aisha spent months building trust and speaking with potential clients about what services they were already receiving, what they felt was lacking, and how they would want to be approached. Through these conversations, Aisha formed an organizational mission that focused on long-term quality of life, aimed at breaking the cycle of generational poverty and supporting residents as they moved out of affordable housing and into their own homes. Springboard only creates new programmes when residents are clear that there is an immediate or a long-term need, in order to avoid duplicating the work already being done, and to maintain their policy of being resident-driven. At conferences and other social sector spaces, Aisha pushes for organizations and panels to interview the people they are trying to help, instead of assuming that someone with class, educational or racial privilege can represent the opinions of those they are trying to support.

III. Organizational Structure

- A. **Headline: Women of color pursue self-sufficiency to give them greater project independence**
 - By lessening their reliance on grants
 - By diversifying their funding sources
 - By selecting investors that match their mission
- B. **Normative Leadership**

A major constraint limiting the growth, expansion and wealth creation of any small business is the lack of capital. The size of the business limits its access to external funds from public markets, implies little to no collateral, and lacks an extensive history from which the firm or management performance can be

evaluated by lending institutions.⁷ Conventional approaches to fundraising tend to depend on the type of organization—for-profit social enterprises raised capital from private investors, while nonprofits relied on grants and donations.⁸ However, the recent growth of the impact investing space and shrinking government budgets⁹ has pushed both models to diversify their funding sources—e.g., for-profits apply for grants, nonprofits adopt hybrid business models—and there is even more competition for a smaller pool of funds. Furthermore, studies have shown a shift by social investors into funding for-profit companies (62%) more than nonprofits (6%).

C. WoC Leadership

In a similar manner, women of color changemakers are lessening their reliance on government grants. On the one hand, hybridizing their model allows them to access greater sources of funding. On the other hand, the primary objective for increasing their organization’s self-sufficiency goes beyond financial needs. Their aim is self-determination. It is important for women of color changemakers to themselves decide the metrics for success of their projects according to the specific needs of their communities. This means being selective of their investors and their business model, such that they best match both the organization’s structure and mission. For example, a technology business that intends to be sold in the future is not appropriate for a nonprofit, let alone one aiming towards long-term sustainable social impact in their community.

D. Examples

Recognize Constraints Imposed by Grants

“[T]he reason why we got into social enterprise is because we felt like we’re being boxed in.”

Amy Fredeen (Cook Inlet Tribal Council; Anchorage, Alaska) noted that standard government social programs failed to consider the distinct experiences of racial/ethnic communities. The Cook Inlet Tribal Council (CITC) is a government-funded tribal organization and operates as an arm of the federal government. In a partnership with the Department of Education to launch a statewide initiative creating youth opportunity centers throughout Alaska, Amy found that the Department of Education measured success very rigidly—that is, by children doing certain things. While some metrics such as “kids staying engaged in schools” are universally applicable, others do not take into account community-specific realities. For example, the tundras of Alaska do not leave space for “students who went went and mowed their family’s lawn.” It took two years out of a five-year project to convince the Department to change this metric to something more applicable to the community, such as kids helping with subsistence fishing and giving the fish to their elders. Amy believes that grants provide constraints to the effective and efficient programming of organizations; hence, CITC is working towards at least 50% self-sufficiency. From 12 years ago

⁷ <https://www.sba.gov/content/access-capital-among-young-firms-minority-owned-firms-women-owned-firms-and-high-tech-firms>

⁸ <https://www.devex.com/news/making-sense-of-funding-opportunities-for-social-enterprises-86632>

⁹ <https://www.tandfonline.com/doi/full/10.1080/23303131.2016.1165047>

to today, CITC has shifted from 95% government-funded to 35% self-generated funding.

Select Appropriate Investors

“[Y]ou would have to be very specific in terms of not comparing yourself with the same metrics.”

Ann Le (LOOM; Impact Hub Los Angeles; Los Angeles, California) highlights the importance of being specific about the organization’s mission and structuring the funding model to match that mission. On the one hand, all startups face challenges in trying to run a business, building a team, and garnering investment. But in looking for investors, Ann cautions against applying the same metrics used by a traditional technology startup, for example, with a social impact-focused organization. As the CFO of Impact Hub LA, Ann admitted there was a time when their focus was less on the social impact of their organization and more on the growth of their business. Although they were often compared to other startup exits, they made sure to emphasize their social impact focus and they looked specifically to social impact funds and venture capital models that prioritized socially-conscious companies. While technology investors may offer large funds in a shortened time frame, the goal of these investors is to build an app like Facebook or Snapchat and sell it one day. On the other hand, Impact Hub LA aims for slower, more sustained growth and needs an investor that better understands that mission and can work with their organization. Thus, it is important to them that the metrics they use to determine their growth as a social impact organization matches the metrics of their investors.

IV. Organizational Growth

A. Headline: Women of color rely largely on their peer networks and communities for support

- WoC rely on their peers and mentors for guidance and collaboration on new ideas
- WoC rely on community and volunteer networks to increase capacity
- WoC rely on family and community for support
- WoC rely on their beneficiaries for feedback, in order to make their process more efficient and impactful
- Importance of connecting with other like-minded individuals

B. Normative Leadership

The social entrepreneurship sector tends to recognize and incentivize only the growth that is based on business and strategic plans, and tends to focus less on a growth plan that is organic, decentralized and rooted in people and relationships. Not enough importance is placed on building networks and relationships. Building and investing in professional networks and relationships would lead to even more innovation and creativity at the organizational level. Unfortunately, women of color social entrepreneurs who lived in the same city, sometimes did not know about each other. This was a trend we saw in Jackson, Mississippi. The two women we interviewed for the project did not know about each other. Whereas, in Anchorage, the network tended to be much stronger,

and the women tended to benefit professionally from this network they'd formed.

C. WoC Leadership

An important aspect that stood out when we spoke to these incredible women, was the importance of support networks, of relationships & of people in their lives. They relied on their peers, their colleagues, their mentors, and also the beneficiaries of their work. These relationships and networks provided them with guidance, support, inspiration, and even collaboration on new ideas. Women of color social entrepreneurs spoke highly of their experiences with other like-minded individuals who inspired them to do their best work and who they have also collaborated with, on certain projects. The women also received guidance and mentorship from others who had more experience in the sector.

When talking about growth at the organizational level, organizations need to understand the potential and power of the network, and use these networks as capacity building tools. The women we spoke to loved collaborating and connecting with others who thought like them, those who wanted to make impact, and those who inspired them to do their best.

D. Examples

Build sustainable peer networks

"We all are in the same work of social change and social justice but we all come at it very differently."

Aisha Nyandoro (Springboard to Opportunities; Jackson, Mississippi) runs a non-profit organization in Jackson that connects populations living in affordable housing with opportunities for school, work and life. Growing up, Aisha recognized she was privileged, and further inspired by strong women in the family, decided to work for the upliftment of her community. Springboard is a resident-driven organization that believes in the power of community networks and relationships¹⁰. Aisha spoke about listening to the opinions and needs of the beneficiaries of her organization in Jackson, Mississippi. She spoke about how her organization then changes its processes to match with the needs of its target population. The input she receives from them is invaluable to her.

She also spoke about informal social meet-ups with other women who are doing impactful work. She found these meetings to be very helpful, and felt a kinship with women who were like her.

Heed guidance and support from those who have experience in the sector.

"But I've been very lucky to find like mentors within the movement, and I consider them to be very much like the grandmothers of the movement."

Sonya Passi (FreeFrom; Los Angeles, California) leads an organization in California that aids domestic abuse victims through economic empowerment. Sonya started FreeFrom once she realized that domestic abuse victims tend to return to their homes, since they weren't financially independent. FreeFrom has several programs that help them get the necessary and appropriate compensation for the harm they've suffered, helps them improve their financial profiles, and also provides them with resources and skills to start their own businesses¹¹. Sonya spoke highly of the help she's received from mentors and peers who have worked in the same space for decades. Their support helped her start her own organization, as they would vouch for her to people who could help.

¹⁰ <http://www.jacksonfreepress.com/news/2015/jul/15/aisha-nyandoro/>

¹¹ <http://www.freefrom.org/about/>

RECOMMENDATIONS

I. Fellowship Selection: How can women of color better be invited into different spaces of the social sector?

A. *Leverage diverse experiences in addressing broader social problems*

Various communities in the United States undergo familiar social problems in different ways. Education, for example, is tackled much differently among native American tribes in Alaska compared to low-income communities in Los Angeles. Hence, when looking at how organizations scale their impact, their methods inevitably depend on their target beneficiaries and cannot be universally applied as they are across the United States. Nevertheless, it is important to recognize how these organizations add value or fill in the community gaps to existing social programs, and how their processes can be adapted to address similar issues in other communities.

B. *Expand the selection process to be more inclusive*

In order to ensure greater diversity in the social sector, there is a need to evaluate the processes by which support organizations select those who receive their support. Specifically, organizations must be purposeful in reaching out to potential applicants. What cities are these organizations recruiting in? What is the racial makeup of these communities and how aware are people of color in these places of the existence and work of support organizations in their area? It is necessary to reach out directly to changemakers doing interesting and impactful work in order to create a suitable application process. This should include consultations with previous and current fellows on implicit biases in the selection process, as well as networking with women of color social entrepreneurs through these fellows. The latter especially allows organizations to expand on their existing networks, increase both their visibility and reach, and encourage more women of color to apply for fellowships that can benefit them and their work.

II. Fellowship Programming: How are women of color supported once they are in these spaces?

A. *Adapt community-specific indicators of success*

The purpose of grants is to aid in organizational growth and increase the impact of these organizations on their target communities. Thus, efforts must be made to lessen the constraints imposed by these grants on the objectives of a project. Similarly to how entrepreneurs are shifting their mission to reflect the specific needs of their beneficiaries, donors and support organizations must adapt their measures of success to the particular communities these organizations are targeting. It is crucial that the metrics match the mission, for both grant donors and recipients.

B. *Promote innovation and hybridization of business frameworks*

The type of organization (e.g., for-profit or nonprofit) has become less relevant in today's growing entrepreneurship space, where each model has been diversifying their funding sources. Nevertheless, nonprofit organizations face handicaps compared to for-profit businesses, one example being the skills and capacity to assess and manage risk. The social sector, and the community, is

advantaged by promoting a balance of for-profit and nonprofit organizations, as well as encouraging the sharing and implementation of best practices cross-model and cross-sector regardless of organization type.

C. *Develop a detailed feedback process*

Providing the space for people of color within the organization to guide the content and planning of programs will create best practices for the organization as a whole, and encourage behaviour and culture change. Specifically, it is important to actively seek out the opinions of women of color and to look at their presence and experience in the organization as the target of the organization's programming. Hence, there is a need for a feedback process that allows fellows and program participants to provide constructive criticism of the organization's processes and events, and make suggestions for their improvement.

D. *Encourage network-building*

Organizations should encourage fellows to engage with other employees and fellows within the organization. This could be done by organizing several networking events, both formal and informal, for the fellows to meet everybody. The WoC we interviewed enjoyed meeting like-minded individuals who had done similar work, had similar interests and/ or had similar journeys as them. Moreover continue doing meet-ups and networking happy hours to encourage long-lasting network relations within the org. This could be done by having informal happy hour sessions, or lunch meetings.

III. Narratives: What are the narratives that make women of color feel included both before and after they join these spaces?

A. *Increase representation in the social sector*

Representation matters. At every level, women of color report feeling as if they're not seeing themselves reflected in the sector. Women of color must be included in the advertising and recruitment processes of organizations, but not as tokens rather as critical members of the team. In addition, there is a need for more connection among women of color in the sector and building communities where they feel welcome and encouraged. Having people who think like them, are doing similar work as them and in some cases look like them, helps existing women of color social entrepreneurs do their best work. They could collaborate with the other women, and come up with innovative ideas and work in the sector. Internally publicizing new initiatives within the organization would be a great way to attract interested parties who would want to collaborate and make the project better.

B. *Demystify the language*

Language can be exclusionary and off-putting for those who do not feel comfortable utilising sector- or organization-specific words. 70% of our interviewees preferred not to use the term 'social entrepreneur', because they found it meaningless and because their clients did not understand what it meant. Hence, it is beneficial to the organization to make use of more easily-understandable language in its recruitment materials and its programming, so

that the organization becomes more accessible to a wider and more diverse pool of social entrepreneurs.

APPENDIX

I. Annotated Bibliography

A. On Race

1. **Title:** Soil for your Soul: African American Women & Social Entrepreneurship
Author: Markova Casseus
Citation: Casseus, M. (2016). Soil for your soul: African American women & social entrepreneurship (Syracuse University Honors Program Capstone Project, Paper No. 965). Retrieved from https://surface.syr.edu/honors_capstone/965
Summary: A report on African-American representation in the social enterprise sector. In this report, the author conducted interviews with 7 women who identify as women of color and social entrepreneurs. Black women are currently the fastest growing group of entrepreneurs in the United States according to Forbes, owning up to 1.5 billion businesses among them. This number has increased by 300% since 1997. This report is in the form of a discourse analysis where the statements of the interviewees are analyzed for their importance. A few common themes which stood out to the author were the women's personal stakes in these projects due to necessity. Moreover, these women quoted their inability to advance to higher positions in business jobs due to an absence of networks. This study highlighted the barriers faced by this group of women due to the intersectionality of gender and race.
Value Added: This study is successful in understanding some of the common barriers faced by African-American women in the social enterprise sector. It could effectively be applied to other women of color communities in the United States as well. The Team aims to further explore the barriers faced by other groups like the Latino and Asian women in the social enterprise sector.
2. **Title:** How Women of Color are Driving Entrepreneurship
Author: Farrah Z. Ahmad
Citation: Ahmad, F.Z. (2014). How women of color are driving entrepreneurship. *Center for American Progress*. Retrieved from <https://www.americanprogress.org/issues/race/reports/2014/06/10/91241/how-women-of-color-are-driving-entrepreneurship/>
Summary: A Center for American Progress report on the role of women of color entrepreneurs in the United States. The report also mentions the importance of African-American women who are the fastest growing group in the category of women-owned businesses in the United States. The author further highlights the need for further support to women of color entrepreneurs. From 1997-2013, women-owned businesses grew by 59% and women of color play a major part in this growth. The research for this report notes the importance of breaking down barriers to

entrepreneurship and thereby increasing the equity in this sector. Breaking these barriers would lead to higher economic prosperity.

Value Added: This report is a great summary of the success of women of color and women of color owned businesses in the United States. This report gives the reader a great idea on the barriers faced by women of color and the need to break these barriers down in the entrepreneurial sector in general. Our research would focus on the specific barriers faced by different women of color groups in the social enterprise sector in the United States.

3. **Title:** Transforming Inequality into Opportunity

Author: Nakeisha M. Cody

Citation: Cody, N.M. (2017). *Transforming Inequality into Opportunity: Race, Gender, and the Making of Women Entrepreneurs* (Dissertation). Retrieved from

<https://repository.library.northeastern.edu/files/neu:cj82qd184>

Summary: This study looks at the major and minor subtleties in barriers for women of color entrepreneurs in the United States. It highlights the major barriers, like lack of financial capital and occasional sexism and racism. It also looks at difficulty in finding good social partners, lack of mentors and networks and indifference from business networks. This points to a general lack of social capital for these women entrepreneurs.

Value Added: While this report efficiently summarizes the barriers faced by women of color entrepreneurs in the United States, it overlooks the social enterprise sector and the particularities in terms of barriers for women of color groups in this sector.

4. **Title:** Fifty Years Later: Mid-Career Women of Color against the Glass Ceiling in Communications Organizations

Author: Donnalyn Pompper

Citation: Pompper, D. (2011). Fifty years later. *Journal of Organizational Change Management*, 24 (4), 464-486.

Summary: This report focuses on the effect of identity intersectionalities like age, gender and ethnicity among a group of US professional women of color in the United States. It highlights the complexities within these ethnic groups of women. The report includes the narratives of 36 middle-aged professional women of color who speak about their career advancement in their work spheres. This report looks at the important facet of identity within these intersectionalities.

Value Added: There has not been enough research on the importance of identity in the social enterprise sector. This article is a great way to look at the different barriers arising due to the differing intersectionalities among a group of women.

5. **Title:** Female Entrepreneurs of Color have a Hard Time Getting the Money Men to Open Their Wallet

Author: T.J. Raphael

Citation: Raphael, T.J. (2016). Female entrepreneurs of color have a hard time getting the money men to open their wallets. *PRI*. Retrieved from <https://www.pri.org/stories/2016-02-26/female-entrepreneurs-color-have-hard-time-getting-money-men-open-their-wallets>

Summary: This is an article based off a radio interview conducted by PRI that notes the low venture funding numbers for African-American women entrepreneurs despite them being the fastest growing group of entrepreneurs in the United States. Although this article focuses on women of color business owners in general, it puts forth possible common barriers faced by women of color while receiving funding for their ventures in the United States.

Value Added: It would be beneficial to verify whether these “common barriers” faced by WOC social entrepreneurs are faced by all ethnic groups unilaterally, or whether there are nuances to the barriers faced by particular groups.

6. **Title:** Opportunities and Challenges for Women / Latino / African American Social Entrepreneurs

Author: Echoing Green

Citation: Echoing Green. (2012, November 15). Opportunities and challenges for {Women / Latino / African American} social entrepreneurs [Video file]. Retrieved from

https://www.youtube.com/watch?v=m_uYOdPHiiM

<https://www.youtube.com/watch?v=pBoKgNMRyf4>

<https://www.youtube.com/watch?v=suhe1zW8ABM&t=12s>

Summary: Echoing Green, a possible stakeholder to our project, did webinar videos on opportunities and challenges faced by their current group of fellows. Included are the links to a few videos on their YouTube channel. These look at opportunities and challenges faced by three groups, namely women, Latino, and African American. Common running themes for barriers involve psychological blocks and insecurities, absence of networks, lack of funding.

Value Added: The Team aims to examine more closely the degree and nuances between barriers faced by different ethnic groups.

B. On Geography

1. **Title:** Applying Theories of Entrepreneurship to a Comparative Analysis of White and Minority Women Business Owners

Authors: Andrea E. Smith-Hunter, Robert L. Boyd

Citation: Smith-Hunter, A.E., & Boyd, R.L. (2004). Applying theories of entrepreneurship to a comparative analysis of white and minority women business owners. *Women in Management Review*, 19(1), 18-28.

Summary: Smith-Hunter and Boyd’s analysis identifies a key factor in increasing the chances of success for a minority woman-owned business: its location within the owner’s ethnic community. Enterprises which have been the most successful tend to cater to the specific ethnic or minority

community in question, identifying a gap in the market or a need to be filled, and sourcing the bulk of their capital funding, workforce and customer base from their local ethnic community.

Value Added: A large minority community in a particular city or town is therefore likely to be home to an enclave of ethnic entrepreneurship.

2. **Title:** I Dream Detroit Report

Author: Institute for Policy Studies (IPS)

Citation: Institute for Policy Studies. (2017). *I Dream Detroit Report*.

Retrieved from <http://www.ips-dc.org/wp-content/uploads/2017/10/IDDbookFinal.pdf>

Summary: Despite the high prevalence of WOC in the population of Detroit (91% of women, 47% of all residents), they account for only 2% of the city's business owners. WOC changemakers report feeling left out of the economic development process, and say that the city is focused on attracting entrepreneurs and social innovators who are young, white and new to the area. WOC are held back by their lack of access to capital funding, affordable childcare and language classes. Immigrants in Detroit report feeling a high level of insecurity—they are often not able to translate their educational qualifications and so are forced into less lucrative work, and they constantly live in fear of deportation and detention due to the city's proximity to the Canadian border and consequent high levels of policing by ICE.

Value Added: This overview of the role of women in Detroit's economic revitalization provides an insight into the barriers facing WOC in one specific location, which we can extrapolate from in order to better understand the structural barriers facing WOC changemakers.

3. **Title:** Social Entrepreneurship Among Women and Men in the United States

Author: Siri Terjesen

Citation: Terjesen, S. (2017). *Social Entrepreneurship Among Women and Men in the United States*. Retrieved from

https://www.nwbc.gov/sites/default/files/Social%20entrepreneurship%20amongst%20women%20and%20men%20in%20the%20United%20States_021617.pdf.

Summary: Terjesen's study is useful for breaking down the differences in prevalence, working life and access to funding between men and women.

Value Added: This report demonstrates a gap in research specific to social entrepreneurship in that it ignores race and location as important demographic factors.

4. **Title:** National Minority Supplier Development Council

Author: National Minority Supplier Development Council

Citation: National Minority Supplier Development Council. (2017). Our network [Web page]. Retrieved from <http://www.nmsdc.org/our-network/>

Summary: The National Minority Supplier Development Council connects minority-owned businesses with companies wishing to purchase their goods and services—it is primarily for for-profit enterprises, so it does not provide information about social enterprises in the US. Despite the fact that NMSDC has offices which serve all regions of the US, they are concentrated along the coasts and the southern border of the country, meaning that it may be harder for business owners in certain states to access the support of this service, although it is available.

Value Added: We can extrapolate that social enterprises in the same regions are likely to have similar problems accessing programs and support that is largely concentrated on the east and west coasts.

5. **Title:** Different Types of Social Entrepreneurship: The Role of Geography and Embeddedness on the Measurement and Scaling of Social Value

Authors: Brett R. Smith, Christopher E. Stevens

Citation: Smith, B. R., & Stevens, C. E. (2010). Different types of social entrepreneurship: The role of geography and embeddedness on the measurement and scaling of social value. *Entrepreneurship & Regional Development*, 22(6), 575-598.

Summary: Smith and Stevens' examination of the impact of structural embeddedness—the level of social and economic ties a business has within a given community—on the ability of social entrepreneurs to act independently, create impact and scale their work. While the authors are clear that this is an area that needs more research and empirical studies, their conclusions point to the fact that while a high level of embeddedness—as is often found in ethnically homogenous communities—is beneficial for a new social enterprise seeking staff, customers and beneficiaries, it may limit the future growth of the organization. Strong social ties increase the number of people with a stake in the trajectory of a social enterprise, meaning that more opinions and feelings must be taken into account when a social entrepreneur is making the decision whether to scale up or scale deep their business.

Value Added: WOC entrepreneurs may therefore be limited in their ability to expand their work beyond the boundaries of their own ethnic community due to the fact that community stakeholders place more emphasis on the need to scale deep and improve delivery within the community.

6. **Title:** Gender and Entrepreneurial Networks

Authors: Susan Hanson, Megan Blake

Citation: Hanson, S., & Blake, M. (2009). Gender and entrepreneurial networks. *Regional Studies*, 43(1), 135-149.

Summary: Women are more likely to get involved in entrepreneurship when they have friends and family who have already taken that path. The access to a support group, mentors, and role models encourages them to take the necessary risk.

Value Added: It is therefore likely that communities with a critical mass of female entrepreneurs and changemakers will witness the development of even more woman-owned businesses and social initiatives.

7. **Title:** Evolving Patterns in Diversity

Author: Urban Institute

Citation: Urban Institute. (2015). *Evolving Patterns in Diversity*. Retrieved from https://www.urban.org/research/publication/evolving-patterns-diversity/view/full_report

Summary: The Urban Institute has done a series of projections on how the racial makeup of the US will change between now and 2030, starting from the widely accepted premise that the US will soon be a 'majority minority' country, where ethnic minorities outnumber Caucasians. While they provide little insight into the methodology used to conduct these projections, they raise an interesting point regarding how helpful prior census data is in analyzing the racial makeup of the country. Non-Hispanic minorities are grouped as one demographic, as the census does not provide enough detail on populations of non-Hispanic minorities in most cities.

Value Added: This indicates that we may find it hard to identify cities with a diverse ethnic makeup to target when conduct our primary source interviews. However, as our research seeks to identify and fill gaps that have thus far been neglected, this may be a chance for us to contribute to a greater understanding of the ethnic makeup of the 10 cities on which we're focusing.

C. On Immigration

1. **Title:** Immigrant Entrepreneurs in Israel, Canada and California

Author: Ezra Razin

Citation: Razin, E. (2017). Immigrant entrepreneurs in Israel, Canada and California. In I. Light, P. Bhachu (Eds.), *Immigration and Entrepreneurship: Culture, Capital and Ethnic Networks*, 97-124.

Summary: A theoretical analysis of how location impacts the ability of immigrants to start and achieve success in their own businesses. Razin pinpoints the fact that immigrants are likely to settle in areas which already have a high prevalence of their fellow countrymen, and that these areas see a higher level of self-employment and entrepreneurship due to the ready-made ethnic network which can provide clients, workers and capital assistance. However, immigrants in multiethnic neighborhoods or cities may struggle more as there is more competition among different ethnic entrepreneurs to capture the market, and business-owners will be less able to capitalize on the economies of scale which come from serving the whole ethnic market of an area.

Value Added: Razin's work does not touch on social entrepreneurship specifically, but does indicate that we are likely to find more self-starters

and changemakers in areas with a high level of single nationality or ethnicity immigration.

2. **Title:** Can Women's Social Networks Migrate?

Authors: Janet W. Salaff, Arent Greve

Citation: Salaff, J.W., & Greve, A. (2004). Can women's social networks migrate? *Women's Studies International Forum*, 27(2), 149-162.

Summary: Migrant women—particularly those from cultures where cohabitation of three generations is common—rely primarily on kinship networks and the help of close neighbors to enable their access to work, skills training and ESL classes, particularly via the provision of childcare.

Value Added: It is likely that migrant women will have a better chance of success in work or entrepreneurship when they live in a community of migrants from their native country, who share the same values and expectations regarding kinship and social networks.

3. **Title:** Today's Immigrant Woman Entrepreneur

Author: Susan C. Pearce

Citation: Pearce, S.C. (2005). Today's immigrant woman entrepreneur. *Diversity Factor*, 13(3), 23-29.

Summary: Pearce notes that when trying to improve the access of women and minorities to capital funding, the most successful programs have been those that award a quota of government contracts to female and minority-owned enterprises. By contrast, loan programs aimed specifically at women and minorities have been less successful.

Value Added: Our research aims to analyze existing funding mechanisms and the implicit structural barriers that face women of color in accessing these financial sources.

D. On Age

1. **Title:** Women Entrepreneurs 2014: Bridging the Gender Gap in Venture Capital

Authors: Professors Candida G. Brush, Patricia G. Greene, Lakshmi Balachandra, Amy E. Davis

Citation: Brush, C. G., et al. (2014). Women entrepreneurs 2014: Bridging the gender gap in venture capital. *Diana Report*. Retrieved from <http://www.babson.edu/Academics/centers/blank-center/global-research/diana/Documents/diana-project-executive-summary-2014.pdf>

Summary: In certain sectors of enterprise (e.g., health care), women entrepreneurs need a high level of academic credentials (e.g., MD, PhD, or engineering degree), unless their enterprises rely largely on social media. In the former case—that is, sectors that require more specialized skills—the average age of a CEO is between 50-60 years old; thus, less working women are able to attain this position. At the same time, the companies that have women on their executive team and that receive funding tend to be older, larger, and focused on specific sectors; yet they still receive only a small proportion of these venture capital investments.

Value Added: It would be interesting to look at women of color in the age group wherein they have completed certain levels of education, either pre- or post-college degrees for example.

2. **Title:** 3 Ways Student Debt Can Affect Millennial Entrepreneurs

Author: Arnobio Morelix

Citation: Morelix, A. (2015). 3 ways student debt can affect millennial entrepreneurs. *Growthology: Exploring Entrepreneurship Research*. Retrieved from <http://www.kauffman.org/blogs/growthology/2015/05/3-ways-student-debt-can-affect-millennial-entrepreneurs>

Summary: Tens of millions of Americans owe \$1.2 trillion dollars in outstanding student debt, and this student debt is negatively correlated with small business formation. According to the results of Kauffman's research, the share of new entrepreneurs in the 20-34 year old age group has declined from 34.8% in 1996 to 22.7% in 2013.

Value Added: It should be noted that student debt may also serve as a specific barrier for women of color social entrepreneurs, especially of the younger (i.e., before mid-life / mid-career) age range.

3. **Title:** Bros Funding Bros: What's Wrong with Venture Capital

Author: Chamath Palihapitiya

Citation: Palihapitiya, C. (2015). Bros funding bros: What's wrong with venture capital. *The Information*. Retrieved from <https://www.theinformation.com/bros-funding-bros-whats-wrong-with-venture-capital>

Summary: Research conducted by The Information examines the makeup of venture capital firms in terms of ethnicity, age, and gender¹². The significance of this report is based on the observation that these venture capital firms tend to invest in entrepreneurs sharing similar experiences as afforded by their identity (i.e., ethnicity, age, gender). The problem with this method of investment distribution is that there is a bias towards "product-market fit" capital that is largely risk averse and conformist. In terms of age specifically, The Information refers to a "power alley" age when venture capital investors are most effective, and this is between 35-46 years old.

Value Added: From this information, the Team can also examine women of color in funder organizations as a means towards the identification of social entrepreneurs who receive these funds.

4. **Title:** Fifty Years Later: Mid-Career Women of Color against the Glass Ceiling in Communications Organizations

Author: Donnalyn Pompper

Citation: Pompper, D. (2011). Fifty years later. *Journal of Organizational Change Management*, 24 (4), 464-486.

¹² See The Information's *Future List* for an interactive view of their analysis on the ethnicity, age, and gender makeup of venture capital firms.

Summary: Midlife is a critical point in the life of women. The gap of income disparities between genders increases by age 45, and a woman's financial security in old age is determined by her financial situation at midlife. Women receive lower social security benefits and pension than men, and they are more likely to be single, chronically ill, or poor. Women at midlife also struggle to balance the care of their children and their elders, while at the same time, planning for their own retirement.

There is a narrative of age as a matter of "decline and loss of cumulative selfhood", which is a dominant ideology begun in the 1970s. Further, menopause places women in categories of "hormonal" or "diseased". Midlife-aged women working in competitive environments face anxiety, loss of self-esteem, and hopelessness as a result of these ideologies. In addition, older employees tend to be perceived as "difficult to train, technologically incompetent, computerphobic, and expensive to keep due to rising health costs".

Value Added: While the article looks at midlife women in career jobs, the arguments for the barriers faced by women of this age range may be examined in the sphere of social entrepreneurship and changemaking.

5. **Title:** Meet the 30 Under 30 Social Entrepreneurs Bringing Change in 2017

Author: Michela Tindera

Citation: Tindera, M. (2017). Meet the 30 under 30 social entrepreneurs bringing change in 2017. *Forbes*. Retrieved from <https://www.forbes.com/sites/michelatindera/2017/01/03/meet-the-30-under-30-social-entrepreneurs-bringing-change-to-your-doorstep-in-2017/#75689ba74607>

Summary: Forbes honors 30 different young people under the age of 30 that have created enterprises aimed at addressing social issues. Among these social entrepreneurs, the median age is 26, and the mode is 24. The youngest nominees are aged 23, while six of the list are 29 years old.

Value Added: Although social entrepreneurship is not limited to a particular age range, different groups face different barriers.

E. On Socio-Economic Background

1. **Title:** All Credit to Men? Entrepreneurship, Finance, & Gender

Authors: Susan Marlow, Dean Patton

Citation: Marlow, S. & Patton, D. (2005). All credit to men? Entrepreneurship, finance, and gender. *Entrepreneurship Theory and Practice*, 29, 717–735. doi:10.1111/j.1540-6520.2005.00105.x

Summary: One of the biggest predictors of entrepreneurial success is an enterprise's ability to secure funding. Therefore, any factor that prevents or poses a difficulty in this endeavor will have long-term negative consequences on performance, longevity, and growth. Research has been inconsistent in explaining the underlying reasons why, but

consensus is that women seeking self-employment and launching businesses are disadvantaged by their gender. It is generally accepted that women do not experience gender subordination in a uniform fashion. Rather, gender acts in concert with other characterizations—race, age, disability, etc.—to dictate the manner in which gender subordination is articulated. This article bases their findings on a theoretical analysis of gender through an example of accessing both formal and informal sources of business funding. The study concluded that women experience enterprise in a context shaped largely by male norms and values, and as a result, will see barriers that impeded their ability to realize the full potential of their businesses.

Value Added: Research has isolated and studied the variables of financing, gender and socioeconomic, but this does not speak on how race intersects—and therefore influences—the socioeconomic barriers of accessing financing and support.

2. **Title:** Constructing & Reconstructing Gender: Reference Group Effects & Women's Demand for Entrepreneurial Capital

Authors: Diana Fletschner, Michael R. Carter

Citation: Fletschner, D. & Carter, M.R. (2008). *Constructing and Reconstructing Gender: Reference Group Effects and Women's Demand for Entrepreneurial Capital*. Retrieved from

<http://www.sciencedirect.com/science/article/pii/S1053535707000996>

Summary: Demand side identity constraints hinder women's acquisition of capital, especially those who attempt to do so in pursuance of non-traditional entrepreneurial pursuits at odds with activity-regulating social norms. In essence, social factors limit women's demand for capital. We cannot look at one without looking at the other. The most effective way to change women's demand is through their social reference group. By changing the social factors, research shows a social multiplier effect relaxing supply constraints and reconstructing gender norms. Through time, these multiplier effect shifted an entire group or community to a higher-income equilibrium¹³.

Value Added: This research proves the existence and importance of reference groups, but does not address how race or other factors will influence social norms and limit the social constructs under which women must function.

3. **Title:** Gender and Entrepreneurship: A Review and Process Model

Authors: Diane M. Sullivan, William R. Meek

Citation: Sullivan, D.M., & Meek, W.R. (2012). Gender and entrepreneurship: A review and process model. *Journal of Managerial Psychology*, 27(5), 428-458. <https://doi.org/10.1108/02683941211235373>

¹³ Based on the experimental study conducted in rural Paraguay.

Summary: Building on the previous body of work done in this field, Sullivan and Meek looked at the broad picture of women entrepreneurs. They examined them in stages, from motivation, to acquiring resources, to longevity. Stage 3¹⁴ dealt with examining factors relating to behaviors, skills, and actions of individuals vis a vis the acquisition of entrepreneurial resources. They conclude that the biggest determinants of securing funding were use of social networks and the nature of managerial and human resource management practices. Their literature found evidence of the following three trends in women's access to tangible resources: women's networks are really important, and when men were included on the founding teams, the enterprises gained increasing access to novel information, and financial resources; women with networks comprising mainly of their families—whereby said family possessed entrepreneurial experience—had better access to information and fared better with the initial business launch and operational tasks; and women who engaged in face-to-face meetings with weak tie networks were able to gain access to accounting information. Moreover, there were some observed differences between the sexes. For example, men were better able to attract and incentivize a diverse work force, perhaps owing to their pursuit of high growth/revenue firms. Women, on the other hand, tended to stick to lower growth sectors like retail and service industries. Women were at another disadvantage with funding. Unlike men, women relied on their personal savings to fund their ventures. When they did seek out loans, university degrees were more important for them—in comparison to men—in receiving positive loan or grant decisions. Furthermore, in order to receive a loan, women were required to provide more collateral and pay higher interest rates than men.

Value Added: This paper does an excellent job of analytically dissecting and putting forth a methodology through which we can examine the current literature on women entrepreneurs. However, it does not address race, cultural, or geography. Isolating these variables would provide a clearer, more complex narrative about the socioeconomics of women in the entrepreneurial field.

4. **Title:** Portrait of the Social Entrepreneur: Statistical Evidence from a US Panel

Authors: Gregg G. Van Ryzin, Seth Grossman, Laurie DiPadova-Stocks, Erick Bergrud

Citation: Van Ryzin, G.G., Grossman, S., DiPadova-Stocks, L., & Bergrud, E. (2009). Portrait of the social entrepreneur: Statistical evidence from a US panel. *Voluntas*, 20, 129-140. doi:10.1007/s11266-009-9081-4

¹⁴ Baron and Henry's Model (2011)

Summary: This article identifies, describe, and explain who in society is likely to be—or to become—a social entrepreneur. With data from a United States online panel¹⁵, the study concluded that social entrepreneurs are likely to be female, non-white, younger, college-educated individuals with some business experience and who live in big cities. Additionally, they tend to have more social capital as measured by their involvement in clubs and organizations unrelated to their work, and there are likely to be happy, interested in politics, extroverted, giving (to charities), and ideologically liberal.

Value Added: This research isolated variables and the associated probability that someone with those qualities would be likely to be a social entrepreneur. It identified what the “average” social entrepreneur looks like, without explaining the “why” behind the “who” or expounding on why those characteristics dominate the population of social entrepreneurs.

5. **Title:** Social Resources and Socioeconomic Status

Authors: Karen E. Campbell, Peter V. Marsden, Jeanne S. Hurlbert

Citation: Campbell, K.E., Marsden, P.V., & Hurlbert, J.S. (1986). Social resources and socioeconomic status. *Social Networks*, 8, 97-117.

Summary: This article addresses the central premises of the “network as resources” argument and expounds on the relationship between social resources and socioeconomic status. Networks function as resources to the extent that they provide access to a multitude of information.

Secondly, networks are a resource in that they are a means through which one can gain access to potentially influential actors. The evidence presented supports a positive relationship between network range/composition and one’s socioeconomic status. Persons high in socioeconomic status will thus have greater access to social resources through networks, both vis a vis information, monetary funding, and securing powerful investors.

Value Added: This article spoke at length about the quality of one’s network (range/diversity) without addressing the gaps in the “network argument”. That is, that certain factors work to keep marginalized populations in lower socioeconomic statuses, and that networks function differently—though they may arrive at the same outcome—depending on culture, geography, race, etc.

¹⁵ Data for analysis came from an online survey conducted in January 2007 of participants in the CivicPanel project (formerly eTownPanel project), an Internet access panel of approximately 8,056 participants (at the time of the study).

II. Interview Guide

INTRODUCTION + ABOUT ME (Interviewer) (5 mins)

Hi [xxx], my name is [xxx], and I am a graduate student at Johns Hopkins University School of Advanced International Studies (SAIS) working with [Ashoka: Innovators for the Public](#) to better understand how social entrepreneurship organizations can best support women of color changemakers in the United States. Ashoka will be using the findings of our research to inform its strategy for supporting local changemaking ecosystems, the distinct experiences of women of color, and the support systems needed to advance them along their journey.

I wanted to speak with you because I learned about the [xxx] work you have done with [xxx]. Some ways the interview will be utilized include:

- Sharing insights with the Johns Hopkins University SAIS community via a research paper and a presentation at the 2018 Global Women in Leadership Conference in Washington, DC; and
- Informing how to improve Ashoka's Fellowship Program.

[The interviewer should here introduce themselves personally—we are asking interviewees to share very personal details about themselves, how they identify, what their goals/hopes are. It might be useful to frame your introduction around the opening questions we're asking our subjects:

- How do you identify? How do these identities play out in your life and interact with each other?
- What are you most proud of?
- Who is your community?
- Why did you want to conduct this research specifically?

ABOUT YOU (10 mins)

- **This project is focused on women of color in the United States. How do you identify? How do these identities play out in your life? How do the different aspects of your identity interact with each other in your life?**
 - How do you relate to the term "woman of color"? Do you relate to it?
- What are you most proud of?

YOUR COMMUNITY (10 mins)

- **Who is your community?**
 - Who do they identify with?
 - What is "in", and what is "out"? (e.g., geographic area—local, regional, national, global—or socioeconomic status, etc.)
- **What social issues do your community find most important?** What are the priorities for social change in your community?
 - What are the biggest/most interesting ideas that are coming from your community? From the women of color around you?

- Where is the most energy coming from? Where is the most energy being concentrated?
- How do you feel your community's concerns are being reflected in the local/statewide/national conversation?
- What social issues/needs/focus within the broader social enterprise sector do local communities find important?

YOUR WORK (15 mins)

- **How did you come to be involved in your work?**
 - What are you trying to do/solve/influence? What problem are you trying to solve? What is the solution? Who will benefit from your solution?
 - Who/what was the motivation to begin this specific project?
 - What is your vision for this work? What does success look like to you (how do you define success)? Is it on a local/regional/national level?
- **Who/what inspired you to become a changemaker?**
 - Who are your role models (in general and in relation to this project specifically)? Who are your peers?
- **What challenges did you face when getting started?**
 - How have you overcome them? For example, challenges with financing, skills development, capacity building, etc.
- **Who have been your biggest champions? Who have been your biggest adversaries?**
 - Who are the people helping you to hone your vision, clarify your strategy, see the bigger picture, and achieve success?
 - Who do you call when you need a hand?
 - Who do you call when you need moral/emotional support?
 - Internal: Keep an eye out for the distinction between peers and mentors.
 - Internal: What (if any) support is coming from your local community specifically?
- What are your next steps/what do the next 1-3 years look like?

REFLECTIONS ON SOCIAL ENTREPRENEURSHIP/CHANGEMAKING (15 mins)

- **Have you heard the term “social entrepreneur”? Do you identify as a “social entrepreneur”? What does this term mean to you?**
 - How does (or doesn't) the term resonate with you? Is it a term you're familiar with?
 - How does the term “social entrepreneur” relate/resonate with the work you are doing?
 - Internal: Not an outright question (unless you feel very comfortable with interviewee) but look for ideas/chat around the “American Dream” narrative and the idea of being self-made vs. seeking help/helping others.

- Is there a particular term that you prefer to use, or that you have heard used in your peer group, etc.?
- **Choose which advice question to go with!**
 - What advice would you give to other women of color seeking to take action within their communities?
 - What advice would you give those seeking to scale their current projects?
 - What advice would you give to communities seeking to support changemakers from within?
 - What people/organizations/governmental support would help to increase the impact of your work (in the community, on a regional/national level)? The visibility?
 - What would help to amplify the work that you're doing?
What would help to amplify your voice?
 - How has your community supported you best in your work?
 - How has your community enabled you to increase your impact? To reach out to those you are seeking to support through your work?
 - How can other communities encourage changemaking and social entrepreneurship?

THANK YOU + CONCLUDE (5 mins)

- We will be sharing the results of our research by [xxx] date - would you be interested in attending/watching via live stream?
- Can you think of anyone else we should be speaking with within your community?
- Are you happy for us to use your name in connection to the content of this interview or would you prefer to be kept anonymous?
- We've been talking to [these other people] in your area—we can make connections if you'd like.