

2020- 2021 ANNUAL REPORT

TURNER FAMILY CENTER
FOR SOCIAL VENTURES



VANDERBILT



UNIVERSITY®

OUR MISSION

The Turner Family Center for Social Ventures is an interdisciplinary, graduate student-led organization committed to developing socially and environmentally conscious leaders and doers.

ABOUT US

The Turner Family Center for Social Ventures (TFC) is a hub for graduate student resources, fellowship, collaboration, and partnership—across all graduate schools—to promote responsible business practices and shape future leaders of our domestic and international communities.

The Center prepares students to drive systemic, impactful change through market-driven forces and enterprise by providing resources and opportunities to leverage and combine the individual strengths of Vanderbilt University graduate students, faculty, and business partners.

Established in 2015 through a generous gift from the Cal Turner Family Foundation, the TFC and the Owen Graduate School of Management are grateful to steward a renewed five-year gift from the Foundation for Vanderbilt students to grow and contribute as moral and ethical leaders in their professions and lives.

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TURNER FAMILY
CENTER FOR SOCIAL VENTURES

OUTGOING CHAIR LETTER: REFLECTIONS ON 2020-21



Dear TFC Community,

Writing this letter is an impossible task. The summary of this last year could be a novel in and of itself: filled with such immense loss, grief, uncertainty, stress, anger, and exhaustion, but also joy, celebration, creativity, optimism, and empathy; portraying the constant battle between worry and hope, the need to put on a brave face or tell people how you're really feeling; where there are only beginnings and nothing gets tied up with a nice little bow. It's hard to write and hard to swallow. A year none of us will soon forget, nor should we. So, I'd like to share with you a vision statement I put together a little over a year ago when I became Executive Chair of the TFC, before we knew what the 2020-2021 academic year would look like:

To position The Turner Family Center for Social Ventures as a reputable and recognizable entity in the realm of social impact throughout Vanderbilt, Nashville, and beyond; utilizing partnerships, focusing on brand, and identifying professional learning opportunities as we engage further with our communities and stabilize the foundation that has been built over the last five years, remembering our purpose is to create moral and ethical leaders.

When I revisited this statement throughout the year, I became increasingly frustrated. We had a vision, we had goals, we had planned out activities to reach those goals that would contribute back to this stated vision and make it happen. I often felt like we weren't making it happen, and in that way, that I had failed as a leader. But then, I'd meet with a TFC alum, a student, a fellow Board member, and think, "If they're still here, and willing to engage, maybe it's okay." As long as we kept the conversation alive, and made each other feel heard and seen, then it was okay that we weren't accomplishing all of those other things.

It wasn't until recently that I realized how true to our purpose we remained - and how much we have accomplished. The moral and ethical leaders that we graduate this year will be prepared above and beyond to take on the world's most challenging problems. They - we - will lead with empathy and put our people first, searching first for the root problem rather than the surface-level problems. These learnings would not have been possible without the experiential learning opportunities provided by our student-led center. I have grown a tremendous amount over this last year, and while there were days that I felt the enormity of this leadership position, I could not have spent my time in a more fulfilling and educational way. I leave you with my two biggest learnings: Go outside even if you think you don't have the time, and - It's always about the people.

With gratitude,

A handwritten signature in black ink that reads "Hannah Turnbull". The signature is fluid and cursive, written in a professional but personal style.

Hannah Turnbull (MBA '21), TFC Executive Chair 2020-2021

TFC CENTER STAFF LETTER

TFC Family,

Our world changed - and individual lives and communities along with it - in 2020. As our center marked its fifth year at Vanderbilt, we celebrated with our students the space, more figurative than physical, that they have created and shared to ask questions of why and how leaders must prepare to take on the world's challenges. We were all students this year, learning about how to respond to and grow through change.

For years, the TFC has gathered students to discuss how the dynamics between local and global, rural and urban, rich and poor impact communities and business. Our TFC ethos and education are based deeply upon experience - generally reliant on travel, gathering, and breaking bread together. In the absence of those things, this year still provided us with formative experiences. The context of coronavirus and racial reckoning accompanied the ever-present call for moral and ethical leadership. This year renewed our commitment to pursue inclusive and innovative solutions - with a deeper understanding of the call for connection and collaboration, the call to listen and lead. This report is a testament to students answering that call.

Together, we crafted social enterprise consulting projects, launched nonprofit partnerships, and created virtual student programming centered on empathy and equity. We continue to be in awe of the students who arrived bright-eyed in Nashville to commence their graduate education in 2020. To the first years - we are thankful the road with you will extend another year/s!

To the class of 2021, congratulations! May you continue to ask "now what" with greater clarity of purpose, as you have been required to in this year. You'll be better equipped for problem-solving, truth-telling, and justice-seeking - and we can't wait to see where your roads lead.

Among this graduating class, we honor Bart Victor, our founding faculty director and source of light and inspiration for all of the years of the TFC and Project Pyramid. Upon his retirement, we thank Bart for his profound and challenging questions, his warmly worded wake-up calls, and discerning power-sharing leadership that daily moves students to the center of the TFC and to the problems of poverty and the hope of its alleviation.

We will long look to this time for the innovations and changes that emerged - and know we were better for our time together at the TFC.

With deep gratitude,

Mario Avila, Founding Director

Kathleen Fuchs Hritz, Assistant Director

Jax Collins, Program Development Specialist

Student Staff: Megan Skaggs '21, Niccolo Roditti '22, Esther Yoon '21



TFC ENGAGEMENT 2020-2021

The 2020-2021 academic year was unprecedented for Vanderbilt students, as it was for the rest of the world. TFC students - led by the 2020-2021 Executive Board - pivoted to CONNECT, ENGAGE, LEARN, and LEAD in new ways. Given university protocols, the Center operated fully virtually, relying on Zoom and limited campus engagements to create the programming and community that is central to the Center's mission. Highlights of the year and board's leadership include:

- Launch of the Social Impact Certificate
- Development of a new collaboration with WeFunder
- First fully-virtual Project Pyramid course & Social Ventures Summit

2020-2021 EXECUTIVE BOARD

Hannah Turnbull (MBA '21), Executive Chair

Daniel Cortez (MBA '21), Academics & Experience Co-Chair

Harry Smith (MBA '21), Academics & Experience Co-Chair

Anna Linn Currie (M.Ed. Leadership & Organizational Performance (LOP) '21), Branding & Marketing Chair

Katie Foster (M.Ed. LOP '21), Summit Chair

Sambit Kar (MBA '21), Project Pyramid Chair

Ryan Lojo (MBA '21), Social Startups Chair

Lauren Mitchell (MPH '21), Special Projects & Consulting Chair

Brittnie Cannon (MBA '22), Alumni Engagement Chair

Caitlin Chin (MBA '22), Campus & Community Engagement Co-Chair

Caroline Erickson (MD/MBA '22), Campus & Community Engagement Co-Chair



"The skills I have developed in consulting work and leadership - and in navigating aspects of our work as a team have been invaluable to my development as a professional in the field. I have gained a deeper understanding of social enterprise and poverty alleviation as it relates to business. This understanding has blossomed from the interaction and growth of my professional network."

- 2020-2021 TFC & Project Pyramid Participant (M.Ed.)



50+

**Student
Committee Members**



3

Pitch Competitions



30+

**Workshops & Projects
with 60+
Partners**



EDUCATION & EXPERIENCES

SOCIAL IMPACT TOOLKIT

TFC leadership deconstructed the traditional Social Enterprise Consulting (SEC) program to offer workshops on the highlights of the “SEC” curriculum. Students engaged in conversations that included: an introduction to social enterprise, understanding the social business model canvas, consulting through an impact lens, and impact evaluation. Designed to equip students as leaders and consultants in social businesses and nonprofits, the program connected students with campus and community virtually.

HULT PRIZE PITCH COMPETITION

The Hult Prize Foundation is a not-for-profit organization dedicated to launching the world’s next wave of social entrepreneurs. Hult encourages the world’s brightest business minds to compete in teams to solve the planet’s biggest challenges with innovative ideas for sustainable start-up enterprises, competing for \$1M in seed funding for their ideas. The TFC hosts the Hult Prize Competition at Vanderbilt as a preliminary for regionals.

This year’s fully virtual Hult experience engaged students in the 2021 Challenge: “Build viable food enterprises that will impact the lives of 10 million people in the next decade while strengthening communities, increasing incomes, feeding the hungry, and creating jobs.”



Graduate and undergraduate student teams came together virtually to envision, build, and pitch an idea to unlock the potential within food ecosystems and value chains for local and global impact. Six teams learned from workshops and experts in cross-sector work and gained experience pitching - and three teams advanced to Hult Prize regionals.

PROJECT PYRAMID

Initiated in 2006, Project Pyramid is a Vanderbilt University interdisciplinary, student-led program that uses in-classroom and hands-on learning experiences to meaningfully engage with socially conscious organizations across the globe, seeking to establish market-driven solutions that help fulfill their missions. This year, our teams worked as consultants with partners in Hong Kong, Honduras, Guatemala, and Mexico.

In the first all-virtual Project Pyramid course, students made the most of zoom engagements with partner organizations:

Partners | Projects:

- Coffee Equity Lab** (US) | Internship Redesign & Structure
- La Cana** (Mexico) | Operations & Marketing Strategy
- MassChallenge** (Mexico) | Marketing Analysis
- Carbonbase** (Hong Kong) | Primary Data Report
- Soles4Souls** (US & Honduras) | Customer Profile Index

Prof. Bart Victor and Mario Avila co-taught the course with unprecedented shifts that provided one last special twist for Bart's final year leading the Project Pyramid course.

"The course was an excellent, eye-opening primer to the world of social impact... It forever changed the way I think about these organizations and their impact on the world."

2021 Project Pyramid Participant, MBA



2020-2021 PARTNERS:

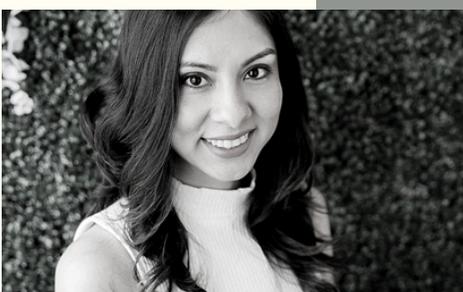


Description								
Org/Team Chart	Examine current org chart (if any), teams and responsibilities to identify any existing task redundancies, misalignment in team structure, propose structure based on Ind. duties if none in place							
Forecast Projection	Work up a forecast projection model to use for future peak season planning							
Marketing Campaign	Strengthen company vision, Examine branding, Examine online presence							
Timeline subject to change/dependent on partner								
No. Task	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
1. Org/Team Chart								
2. Forecast Projection								
3. Marketing Campaign								

5 TEAMS
5 CLIENTS
20 STUDENTS
12 VU DEGREE PROGRAMS

6TH ANNUAL TFC SOCIAL VENTURES SUMMIT *IMPACT THROUGH ACTION*

The 6th Annual TFC Social Ventures Summit theme of “Impact through Action” called together innovative and ambitious students and practitioners to learn together. Sessions included dynamic speakers and students from across the campus and the world from corporate innovation to startup hubs, from grassroots problems solvers to scaling global supply chain disrupters - all centered on ways that leaders can achieve the impact they seek from within their sectors, industries, and communities.



Becca Stevens, 6th Annual Summit Keynote Speaker

This fully virtual Summit featured keynote speaker Becca Stevens, Founder and President of Nashville-based global social enterprise Thistle Farms and Vanderbilt Divinity alumna, who shared the importance of building enduring solutions based on listening, relationships, and a commitment to good work.

This year, the TFC partnered with Vanderbilt’s Coffee Equity Lab to host a track for participants to specifically learn about impact in the coffee industry and supply chain.

IMPACT INVESTING

MIINT PROGRAM

TFC students continue to focus on the power and potential of finance to bring about positive change and to help scale innovative business models.

For the third year, a Vanderbilt TFC student team competed in the Turner MIINT (MBA Impact Investing Network & Training) program through the Bridges Impact Foundation and Wharton's Social Impact Initiative. Equipped with impact investing curriculum and tools, interdisciplinary students walked the path of impact investors, sourcing companies and pitching for funding for a mission-driven company called Purple, which focuses on financial inclusion for individuals with disabilities.

WEFUNDER PARTNERSHIP

This spring, the TFC announced a partnership with WeFunder, the crowdfunding investment platform where entrepreneurs offer equity to fund their growth. Students are designing an experiential program that will put students in the seat of investor, specifically seeking out social entrepreneurs and business models with social impact in the Southeast - while learning about the process of funding a startup and developing skills to source, evaluate, and pitch an impact investment. The initiative is being developed in partnership with Jonny Price, Director of Fundraising for WeFunder, which is a public benefit corporation and Certified B-Corporation experiencing tremendous growth as they seek to diversify and democratize investing.

TURNER | MIINT

2020-2021 VU MIINT TEAM

HUNTER BINGHAM, MBA '22
KATE KIRBY, MBA '22
SAM STEELE, MBA '22
KEVIN LIU, MPH '22
SADIA MUBARIK, MA '22



WEFUNDER

SOCIAL IMPACT CERTIFICATE

The Center launched the Social Impact Certificate this year, building on years of students successfully crafting learning pathways within the TFC and Vanderbilt. Designed by students, launched by students, and supported by staff and faculty, the Certificate is an academic and experiential learning credential that recognizes students' pursuit of leadership skills and an



understanding of social enterprise during their time at Vanderbilt. The certificate is open to Vanderbilt graduate students of all disciplines with the goal of focusing individual student's engagement with TFC and social impact programming through hands-on learning.

The TFC's Academics and Experience leadership team looks forward to continuing to shape the certificate pathway and experience for students to

fully leverage their time at Vanderbilt to embrace and launch learning, experiences, and careers in social impact.

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CERTIFICATE REQUIREMENTS

1. Attend the Social Impact Certificate Orientation.
2. Conduct introductory and final coffee chats with assigned TFC Mentor.
3. Attend at least one Social Impact Certificate Learner's Day.
4. Collect 10 credits as described below.
5. Present accomplishments at the TFC's Social Impact Certificate Symposium.

	Connect	Engage	Learn	Lead
Description	Educational and networking opportunities that connect students with peers, professionals, and ideas in social impact.	In-depth experiences that allow students to get involved and apply their learning to real-world social problems.	Formal academic and experiential learning opportunities that ask students to learn about social enterprise and engage in projects with partner organizations.	Leadership opportunities for students to campus. This opportunity is for students with leadership experience.
Examples of Qualifying Activities*	<ul style="list-style-type: none"> • Lunch and Learns • Guest Lectures • Coffee Chats 	<ul style="list-style-type: none"> • TFC Summit • TFC Committee Membership • Pitch Competitions • SIC Learner Day • Treks • Other Engage Opportunities 	<ul style="list-style-type: none"> • Project Pyramid • Social Enterprise Consulting • Board Fellows • Internships • MIINT • Other learning opportunities 	<ul style="list-style-type: none"> • TFC Board • Trek Coordinator • Project Pyramid Lead • Other leadership opportunities
Credits Needed	4	3	2	1

STUDENT HIGHLIGHT: MEGAN SKAGGS

M.ED. INTERNATIONAL EDUCATION POLICY & MANAGEMENT
& M.A. LATIN AMERICAN STUDIES '21
TFC GRADUATE ASSOCIATE (2018-2021)

October 2018
Attended Net Impact Conference in Arizona with Net Impact leadership

March 2018
Learned about TFC at Peabody Welcome Weekend

July 2018
Joined the TFC as the Graduate Associate

January 2019
Attended 4th Annual TFC Social Ventures Summit

September 2018
Joined TFC Emerging Impact Leaders Fellowship & Attended Nashville Trek about Gentrification

March 2021
Accepted job with Financial Health Network

January-May 2021
Participated in the first ever virtual Project Pyramid, working with the La Cana team

May 2021
Graduation!

May 2020-July 2020
Completed internship with consulting arm of the global nonprofit, Accion

February 2021
Attend 6th Annual TFC Social Ventures Summit (virtually!)

March 2020
Guided Project Pyramid groups in Antigua, Guatemala

January 2020
Attended 5th Annual TFC Social Ventures Summit



December 2019
Helped lead undergraduate Accelerator trip to Antigua, Guatemala

October 2019
Attended Nashville Trek about Immigration

September 2019
Started designing Social Impact Certificate with TFC Marketing Chair Lauren Schmidt (M.Ed. '20)

March 2019
Helped lead PP teams to Guatemala & conducted Social Enterprise Mapping in Antigua

May 2019
Attended Innovation Summit in Antigua, Guatemala

"I AM DEEPLY GRATEFUL TO ALL OF THE PEOPLE I MET, THE EXPERIENCES I HAD, AND THE THINGS I LEARNED AS A STUDENT LEADER WITH THE TFC. ALTHOUGH MY JOURNEY IN GRADUATE SCHOOL DID NOT FEEL LINEAR IN THE MOMENT, WHEN I GRADUATED, I REALIZED I WAS FLEXING ALL THE SKILLS I GAINED IN THE TFC - EVERY EVENT, INTERACTION, AND EXPERIENCE CONTRIBUTED TO WHERE I AM NOW."



December 2018

Decided to attend Owen, and TFC was the major factor that drew me to Vanderbilt

August 2019

Attended TFC info sessions & connected with students + staff. Began thinking about how I could make an impact, beyond Owen and in the community

September 2019

Began TFC first-year board member role in Alumni Engagement, a new position

STUDENT HIGHLIGHT: RYAN LOJO

MBA '21

TFC SOCIAL STARTUPS CHAIR 2020-2021,
TFC ALUMNI ENGAGEMENT CHAIR 2019-2020

October/November 2019

Launched and completed first broad TFC alumni engagement effort. Collected feedback, stories, and suggested goals from alumni.

Spring 2020

Became Social Startups Chair, another new position, figuring out how to plan the 2020 Hult Prize competition in the time of COVID

**January-May 2020**

Project Pyramid - partnered with client designing a co-working entrepreneurship hub in Nashville, with exploratory travel in Guatemala. Learned a lot about leading a team made up of interdisciplinary students, not just MBAs

**September 2020**

Selected and began work with Social Startups student committee; Began recruiting for Hult Prize pitch competition participants

October – November 2020

Organized the 2021 Hult Prize at Vanderbilt competition, themed "Food for Good". Co-led workshops with TFC staff and guest speakers, coached teams, worked with committee to lead virtual, multi-round pitch competition with 6 teams, 25+ students, and 9 judges from across industries and sectors

**January 2021**

Three teams from Vanderbilt (the winner and two runners up) selected for regional competitions

February 2021

Proudly onboarded new Social Startups chair and welcomed two of my former committee members onto the 2021-22 TFC Executive Board (among proudest accomplishments during my two years at Vanderbilt!)

May 2021
Graduation!

SOCIAL IMPACT AT OWEN

The TFC supports Owen's Net Impact chapter and the 100% Owen service and philanthropy club under the Center's social impact initiatives. Net Impact's focus on sustainability and corporate social responsibility and 100% Owen's focus on engaging students with the Nashville nonprofit community expand the TFC's network and reach for students pursuing social impact.

"BOARD FELLOWS ENABLES ME TO CONTRIBUTE TO OWEN'S REPUTATION OF PRODUCING STRONG, COMMUNITY-ORIENTED BUSINESS LEADERS WHILE MAKING A POSITIVE IMPACT IN THE NASHVILLE AREA."

- FRANKLIN POPEK (MBA '22)
BOARD FELLOW AT PENCIL

"OUR OWEN BOARD FELLOW ADDED IMMENSE VALUE TO OUR ORGANIZATION IN THIS YEAR OF UNCERTAINTY AND CHANGE... A GIFT FOR US!"

"A TRUE AND RARE "WIN, WIN, WIN" SCENARIO"

- 2021 PARTNER ORGANIZATIONS

OWEN BOARD FELLOWS | 100% OWEN

The Board Fellows Program places Owen MBA students as non-voting board members on Nashville area nonprofit boards. The experience equips students to learn and engage as community leaders as well as business leaders, prepared for board service in their careers and communities.

First Cohort (2020)

25 Board Fellows, 24 Nonprofit Partners

Second Cohort (2021)

30 Board Fellows, 28 Nonprofit Partners

The first cohort (MBA Class of 2021), launched in spring 2020, successfully completed their year of learning and contribution to their partner organizations during a time of tremendous change in the nonprofit sector. The second cohort (MBA Class of 2022) launched in January 2021, growing the program and expanding partnerships. Dedicated nonprofit partners share a board seat and meaningful project work to invest in students' development as both professionals and community leaders.

ALUMNI ENGAGEMENT & ADVISORY BOARD

Virtual engagements helped current students feel closer to TFC alumni, who hosted conversations and workshops throughout the year. Students valued the opportunity to learn from Vanderbilt graduates and other professionals across industries and sectors about ways they continue to ask big questions of personal impact and harness business for good in their careers, particularly in such volatile times.

This year, the TFC welcomed two new members to the Center's Advisory Board:

Shani Dowell, Founder & CEO, Possip

Courtney Watson, Co-Founder Chestnut Catalyst Group (Owen '04)

Current members: Matt Inbusch (Chair, Owen MBA '16), Rachel Taplinger (Owen MBA '14), and Pete Lavorini (outgoing, Owen MBA '16)

ENGAGING STUDENT-ATHLETES IN IMPACT

SUMMER INTERNSHIP EXPERIENCE

“We wanted to offer student-athletes a space, despite the uncertain externalities, where they felt engaged and able to dream about their futures after sport. Our team believes that this is part of our mission as we work to affect change in our communities.” - Mario Avila, TFC Director

For the past four years, the Turner Family Center has hosted undergraduate and rising graduate student-athletes as interns to work on key projects. Adjusting to the drastic shift in the internship landscape in 2020, the TFC developed a virtual educational and consulting experience called the Summer Internship Experience (SIE) for 30+ Vanderbilt student-athletes. Student-athletes learned from guest speakers pursuing impact in their careers, engaged in educational curriculum, and applied learnings to their hands-on consulting projects with Nashville partners.

This experience allowed student-athletes to pivot and take advantage of their summer, enhancing their foundations of business curriculum and growing their network. Consulting projects focused on integrating community impact and revenue generation into partner organizations' business models.



Educational Tracks Offered:

- Social Innovation
- Entrepreneurship
- Impact
- Consulting

Participating Partners:

- End Slavery Tennessee
- Jersey Exchange
- Persist Nashville
- Vanderbilt University Credit Union

HONORING BART VICTOR

It is with deepest gratitude – and some bittersweet sadness – that we share the announcement of the retirement of Dr. Bart Victor, Faculty Director of the Turner Family Center for Social Ventures (TFC) and former Cal Turner Professor of Moral Leadership at Vanderbilt's Owen Graduate School of Management.

If students are the heart of the TFC, Bart has been the Center's backbone – promoting student development and growth, and charting a path in higher education where students can connect, seek shared understanding of our world's most pressing problems and opportunities, and resolve together to find lasting solutions. Bart has served with great conviction as the Faculty Director of the TFC since its founding in 2015, and since its origins in the Project Pyramid interdisciplinary international consulting course beginning in 2007, which he has taught for the past sixteen years.

Bart's research focuses on the practical and moral dimensions of enterprise approaches to the alleviation of poverty, the ethical foundations of business, as well as the social and moral consequences of new organizational forms and the process of strategy making. Thus, it

was natural that Bart was the faculty member that Vanderbilt graduate students approached when they learned of social enterprise and wanted a space to further explore how business might pursue higher social purpose. Bart cares deeply for the students who dare to ask bigger questions of themselves and their professions. With his support and leadership, students received initial funding from Cal Turner, Jr. in 2007 to launch Project Pyramid, and again in 2015 to create the Turner Family Center for Social Ventures – building opportunities for students to grow as leaders, thinkers, and doers.





Bart reminds us that leaders must know that poverty is about a lack of freedom, and must thus undertake steps to not only alleviate suffering, but to create opportunities for mutual and shared strength for true progress. Bart's lasting influence will be firmly rooted in all of the students who find their way to the TFC. Through programming, experiences, and opportunities for growth, students from all disciplines have had the chance to learn more about what it takes to lead positive, lasting change in their fields due to Bart's leadership and encouragement. As Bart famously repeats, the work of social enterprise and poverty alleviation is hard, and it rests in our commitment to: Remember Why. Support Each Other. Learn from Experience.

Though Bart often reminds all who listen that the TFC is a student-led center, it was Bart who first opened his door to those students interested in doing and being more, thus enabling them the chance to be just that.



We are so fortunate to have had Bart's partnership with us as students, alumni, staff, and partners in this work – to remind us that for true impact, our compassion must be matched with our competence and our commitment must match the challenges we see ahead of us. Bart faithfully calls us into lives of purpose and meaning, and we are all better for our time with him as our mentor, teacher, fellow student, and friend. Please join us in heartfelt gratitude for Bart's leadership and lessons.

Thank you, Bart.

INCOMING CHAIR LETTER: TO THE ROAD AHEAD



Dear TFC Community,

As I re-engage with the world outside of my living room this summer, I am pausing to reflect on how this organization braved the waves of this past year. In the Fall of 2020, I served as a member of the Social Startups committee, and we (somehow) kept entrepreneurial students inspired to compete for the Hult Prize, an international pitch competition whose 2021 challenges is to “create jobs, stimulate economies, reimagine supply chains, and improve outcomes for 10 million people by 2030”. Providing feedback and guidance as students worked through innovative business ideas and pitched their startups, I felt that quiet fire that is the spirit of the TFC: to not merely accept broken systems as they are, but to empower those who wish to reimagine them. After working for international startups and diplomacy organizations in Central Europe and Southeast Asia for the last few years, I can attest firsthand to the impact of slight shifts in the opportunity needle for those from areas of fewer advantages and freedoms than some of us experience.

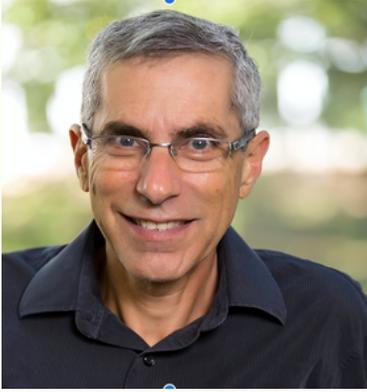
Speaking for our incoming board, the 2020-21 Executive Board has left us in awe of their endurance, creativity, and self-preserving humor in the face of global madness and tragedy. What a legacy to carry forward! It speaks to the interdisciplinary power unique to the Center that these humans preserved the flame of this community and the motivation to serve a higher good in competitive economic systems. During our service to the Center, our Board’s work will be rooted in two ideas: reinvigorating a connection with Nashville-based social entrepreneurship and harnessing the post-pandemic energy on campus to recruit enthusiastic students across all Vanderbilt graduate schools.

It is an honor to have been given the task of serving this incoming Executive Board and the TFC community. We are a rebellious, fiercely kind powerhouse of workers and advocates; my mission is to elevate the voices of my peers and centralize our ideas so that we create incremental, meaningful change in the Vanderbilt college of learners, further propelling us as students who lead by example in the Nashville community and global economy.

Yours truly,

Ariane Willson,
M.Ed. Leadership & Organizational
Performance (LOP) '22
TFC Executive Chair 2021-2022

Ariane Willson (Peabody LOP M.Ed '22), Executive Chair
Hunter Bingham (Owen MBA '22), Impact Investing Chair
Caitlin Chin (Owen MBA '22), Summit Chair
Read Ezell (Owen MBA '22), Special Projects & Consulting Chair
Taryn McCoy (Divinity & Nursing MTS/MSN '22), Project Pyramid Chair
Tim Satterthwaite (Peabody LOP M.Ed. '22), Academics & Experience Chair
Vedanti Shah (Owen MBA '22), Social Start-Up Chair
Maria Sheridan (Medicine MPH '22), Branding & Marketing Chair



FAREWELL LETTER: BART VICTOR, FOUNDING FACULTY DIRECTOR

I found writing this year's letter unexpectedly difficult. It is my last as I am stepping up and out to emeritus status. My usual approach has been to try to capture something that struck me as both relevant and hopefully useful that we might learn from the work that year. I was never at a loss as each year has been so rich in experience. The reality of poverty in our world undermines and delimits our values and value. There is no exhaustion possible in the questions raised. So, for this year again I decided to fall back to that habit.

This last year, for all the uniqueness, was in a crucial way no different than all the others. For me, the disruptions in process and social distances highlighted the depth of motivation the students brought to the ambition to do something and then learn many things about alleviating poverty. In this sense, my last year as faculty for the Turner Center was in continuity with the first. Stripped of the routines and trappings of the usual academic year, it was so clear that what the Turner Center is and has been from the beginning: what the students make to serve their purpose.

My years with Project Pyramid and now the TFC have taught and retaught me the truth I find in Amartya Sen's description of poverty as unfreedom; a profound deficit in a person or community's substantive capability to live the life they would choose. The understanding of the moral cost of such deficits both draws us to work to alleviate them and offers of each of us the opportunity to become more capable to live the life we would choose. The mutuality of this need and purpose to be freedom-generative for we and others just makes moral sense to me. It has also been the best thing I have ever been part of.

This reminder of the substance of the Turner Center has helped me put my own choices in perspective. I am retiring as a challenge to myself to find my own purpose anew. I don't know exactly what I will do next, and that is the essence of the method for this challenge to myself. I am really looking forward to it.

But to take on my new challenge, I have to leave. I can do this without much, if any, concern about the future of the TFC. The staff are amongst the finest and most competent professionals with whom I have ever worked. The new faculty director is deeply talented and a truly good person. And most importantly what makes the Turner Center what it is will continue to be created and recreated by the students who bring themselves to the work.

What comes to mind for this letter then and what strikes me most just now is simply to say thank you. To Cal Turner, who shared not only his resources but his inspiring guidance and touching humor, thank you. To all the faculty and staff across the university who not only allowed but also co-conspired to make room for our students to lead themselves to do more and better than we could ever direct or imagine, thank you. To the former students who are willing to continue to be a memory and example and mentors, thank you. To Mario and Kathleen, who are willing and so able to be what each class and every individual student might need, thank you. To all the leaders and founders and members at work in social enterprise who let us learn about ourselves and the world by asking the complicated and difficult question, what could I do to actually help?, thank you. To everyone who knowingly or accidentally reached through our confident preconceptions, well-meaning ignorance, and impatient ambitions and set us back to reconsider, thank you. And most importantly, to those students who chose me to help them learn, thank you.

While I have both retired and relocated (to the central coast of California), I am not detached and disinterested in your continuing work. I will continue to obsessively check my Vanderbilt email (I am not trying to quit everything at once!). If I come to mind as a possible useful resource, please contact me. What I might be able to add to your efforts would very likely be of extraordinary value to me in finding my way anew.

All the best,

Bart Victor

A handwritten signature in dark ink that reads "Bart Victor". The signature is written in a cursive, slightly slanted style.

Cal Turner Chair in Moral Leadership, Emeritus & Founding Faculty Director, Turner Family Center for Social Ventures

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