



Executive Program *for* Social Innovation Design



STUART WEITZMAN SCHOOL OF DESIGN +
SCHOOL OF SOCIAL POLICY & PRACTICE

2024

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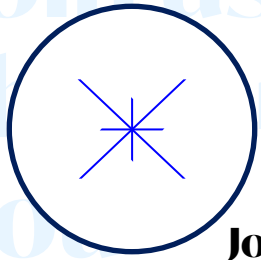
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Join us to imagine and design a better future for the community you care most about.

Whether you're looking for a place to start, a place to continue learning, a new direction or to launch a new project, the Executive Program for Social Innovation Design will start you on the road towards a more creative and purposeful life.

This unique 7-month online executive program is a collaboration between the *University of Pennsylvania Stuart Weitzman School of Design* and the Center for Social Impact Strategy (CSIS) at the *School of Social Policy & Practice (SP2)*.

This innovative program provides a mix of experiences through our core courses, a range of electives, a synchronous community convening, and an independent studio project. Discover the nuts and bolts of human-centered design, community needs assessment, performance measurement and mobilization strategy.

Few programs combine training in design with strategy tools for social impact. This program integrates these two distinct yet complementary subjects—and offers both independent and collaborative learning.

Who is this program for?

It is for design professionals who want to utilize their skill set for positive change but aren't sure where to start.

DESIGNERS,
ARCHITECTS,
URBAN PLANNERS,
OR LANDSCAPE
ARCHITECTS

It is for professionals working in mission-driven organizations but who need design tools to achieve their goals.

BUSINESS,
NONPROFIT,
OR GOVERNMENT
AGENCY
PROFESSIONALS

It is for those seeking purpose and meaning at the intersection of work and values.

program goals

- › **Learn** to move effectively between defining problems, designing solutions and piloting new approaches.
- › **Connect** with a fascinating and diverse community of creative problem solvers poised to make a difference.
- › **Explore** and test your ideas and move them towards reality.
- › **Discover** new frameworks and business models.
- › **Build** creativity and purpose into your daily work.



“XSD is a family that makes you shed any fear of failure and just enjoy the process of design. The lessons we learn apply to any aspect of your career—but also challenge how you look at the world.”



Jenn Morrison
XSD Student, 2019-2020
XSD Teaching Fellow

A person with glasses is shown in profile, pointing with their right hand towards a whiteboard. The scene is set in a meeting room with a whiteboard and a door in the background. The entire image has a blue color overlay.

The XSD program is a place for creative optimists to find their purpose at the powerful intersection of social impact and design.

It is for budding social innovators who want to take the first steps to identify a social problem, imagine innovative and sustainable solutions and learn the tools to prototype and implement their ideas.

program overview

Aug. 29	Orientation — (ONLINE EVENT)
Sept. 9–Sept. 29	Self & Society — (3-WEEK ONLINE FOUNDATION COURSE)
Sept. 30–Dec. 8	Design Thinking for Social Innovation — (8-WEEK ONLINE CORE COURSE)
Oct. 24–26	XSD Summit — (3-DAY ON-CAMPUS CONVENING)
Jan. 6–Jan. 26	Engagement for Impact — (3-WEEK ONLINE CORE COURSE)
Feb. 7	Vision Day — (1-DAY OPTIONAL ONLINE EVENT)
Feb. 10–March 2	Electives — (3-WEEK ONLINE ELECTIVES—1 REQUIRED) <ul style="list-style-type: none">› Business Models› Mobilizing People› Performance Management› Digital Media for Social Impact› Inclusive Technology & Ethical Design
Nov. 27–March 30	Independent Studio Project — (ONGOING ONLINE PROJECT)
April 24	Certificate Celebration — (OPTIONAL ONLINE EVENT)

COURSES + CONVENINGS

To earn the Executive Certificate, learners complete:

3 REQUIRED ONLINE COURSES

- › **Foundation: Self & Society** (3 weeks)
- › **Core: Design Thinking for Social Innovation** (8 weeks)
- › **Core: Engagement for Impact** (3 weeks)

1 REQUIRED ONLINE ELECTIVE

- › **Business Models** (3-week course)
- › **Mobilizing People** (3-week course)
- › **Performance Management** (3-week course)
- › **Digital Media for Social Impact** (3-week course)
- › **Inclusive Technology & Ethical Design** (3-week course)

1 REQUIRED IN-PERSON LEARNING EXPERIENCE

- › **XSD Summit** (Oct. 24-26)
This required summit will meet for over three days with a series of sessions and activities. The third day is optional and features local tours and social events.

Optional:

- › **Vision Day:** optional convening of cohort community online on Feb. 7, 2025 to share design briefs
 - › **Elective audit:** Students have the option to audit additional electives until May 31, 2025
-

ONGOING STUDIO

In addition to the coursework, students will complete an independent studio project in which they will **define a problem, develop a solution and plan to pilot that solution** on a topic of their own choosing. Through this experience, students will reflect upon their application of design thinking tools in the process.

This component is the final certificate requirement.

ADDITIONAL REQUIREMENTS

This program is for budding social innovators who want help to take the first steps to

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The program features a summit event that connects the group and provides the foundation for the studio project.

A certificate of completion will be awarded to those who successfully complete the program.

Design Thinking for Social Innovation

SARAH ROTTENBERG

This course will help you move from someone who dreams of change to someone who can design and implement change. You will learn the tools and techniques of human-centered design, enabling you to understand people's needs, identify authentic demand in the community and design products, programs and interventions that meet people's needs. Students will co-create with the community, prioritize, evaluate and refine their ideas so that they can be successfully implemented and drive social change. Develop a process for creative problem solving and acquire tools that you can use in your everyday work whenever you are designing for complex contexts and seemingly intractable social issues.

CORE COURSE, 8 WEEKS ONLINE

Engagement for Impact

JULIE DONOFRIO

Communities have histories that shape how they approach the world and we changemakers who might lack similar experience need to be able to meet them there. You will unpack why the urban issues we deal with are so intense and learn about the psychological effects of displacement, power dynamics around control of funding and getting people to think critically. This course goes beyond the typical understanding of community context and gives tools and case studies for digging deeper into why we care about social change and how to better prepare yourself for talking to communities with empathy. You will take the tools of design out of the classroom and into the world, interpreting the lived reality of communities.

CORE COURSE, 3 WEEKS ONLINE

Self & Society

KAVEH SADEGHIAN

This course will lead you through a journey of discovery about your deepest passions and the world's most pressing needs. Our goal is to help you find that powerful point of intersection between your identity and the problems that weigh most heavily on your community; setting intentions so you can leverage your time in the program most effectively, to take the course with purpose and with clarity; gaining greater insight about yourself and the impact you can create on the world. This course serves as a foundation leading into the design thinking course, providing a framework for our program approach.

FOUNDATION COURSE, 3 WEEKS ONLINE

Independent Studio Project

The studio is the opportunity for students to put what they've learned in the program into practice. Students will complete an independent project in which they will define a problem, develop a solution and plan to pilot that solution on a topic of their own choosing. This component is the final certificate requirement; students will reflect upon their application of design thinking tools in their process.

“I was most surprised at the speed and implementation of learning—how quickly I interacted with a new skill set, and the program support to experiment in the real world. XSD was a rigorous, valuable program, which is to be expected at Penn. But I didn’t expect the joy of interacting with teachers and colleagues who want to change the world. I found community here.”



Allison Augustyn

XSD Student, 2021–2022

XSD Teaching Fellow

Business Models for Social Enterprise

SUZI SOZA

To be successful at scale, any great intervention needs a business model behind it. This course explores the differences between nonprofit, for-profit and hybrid enterprises, all of which can be marshalled for social impact. Having a strong financial base will accelerate your ideas for social innovation and allow you to reach the impact you design.

ELECTIVE COURSE, 3 WEEKS ONLINE

Mobilizing People

JOE McCANNON

How do ideas and visions of change spread and reach millions of people? This course explores the dynamics of social movements and the mobilization of people behind causes. Building powerful and effective social movements requires not just good strategy but a set of well-defined skills in maximizing the commitment of others. In this course you will learn how to get large-scale impact from the power of people.

ELECTIVE COURSE, 3 WEEKS ONLINE

Performance Management

JED EMERSON,
PETER FRUMPKIN
& SARA OLSEN

What you measure determines what you do. Good performance measurement is the key to operational improvement, stakeholder support and clear understanding of mission value. In this course we explore the tools of performance measurement that can be deployed in depth in service of tracking your social innovation and organizational health. Measuring impact is no longer a luxury but an operational necessity in today's world.

ELECTIVE COURSE, 3 WEEKS ONLINE



Inclusive Technology & Ethical Design

JESSA LINGEL

Information and communication technologies (ICT) are powerful tools of connectivity and social change, but they also contain embedded ideological tensions that can produce inequalities and deepen inter-group disparities. At the core of this class is a sustained analysis of how race, gender, class and sexuality shape the development and use of ICT. Drawing on a range of theories for communication, information, media, race, gender, sexuality and technology, this course helps students understand ethical critiques of science and technology; develop critical analyses of public policies that have consequences; identify barriers to the recruitment and retention of historically marginalized groups in the technology industry; and understand frameworks for thinking about communication technologies as shaping everyday life.

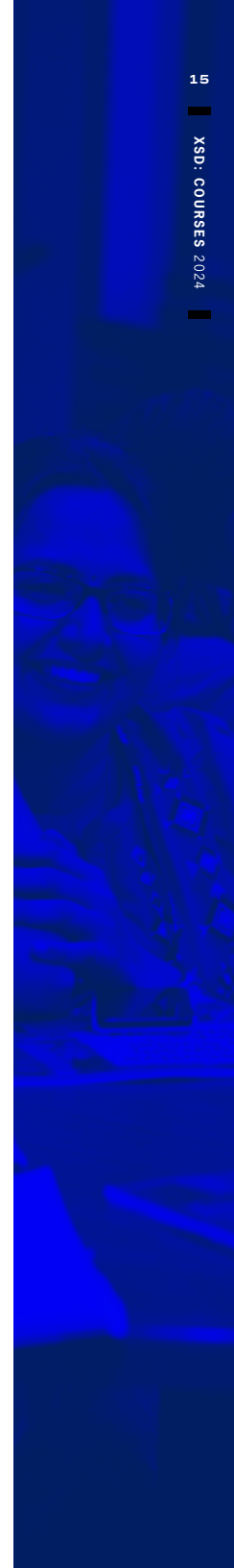
ELECTIVE COURSE, 3 WEEKS ONLINE

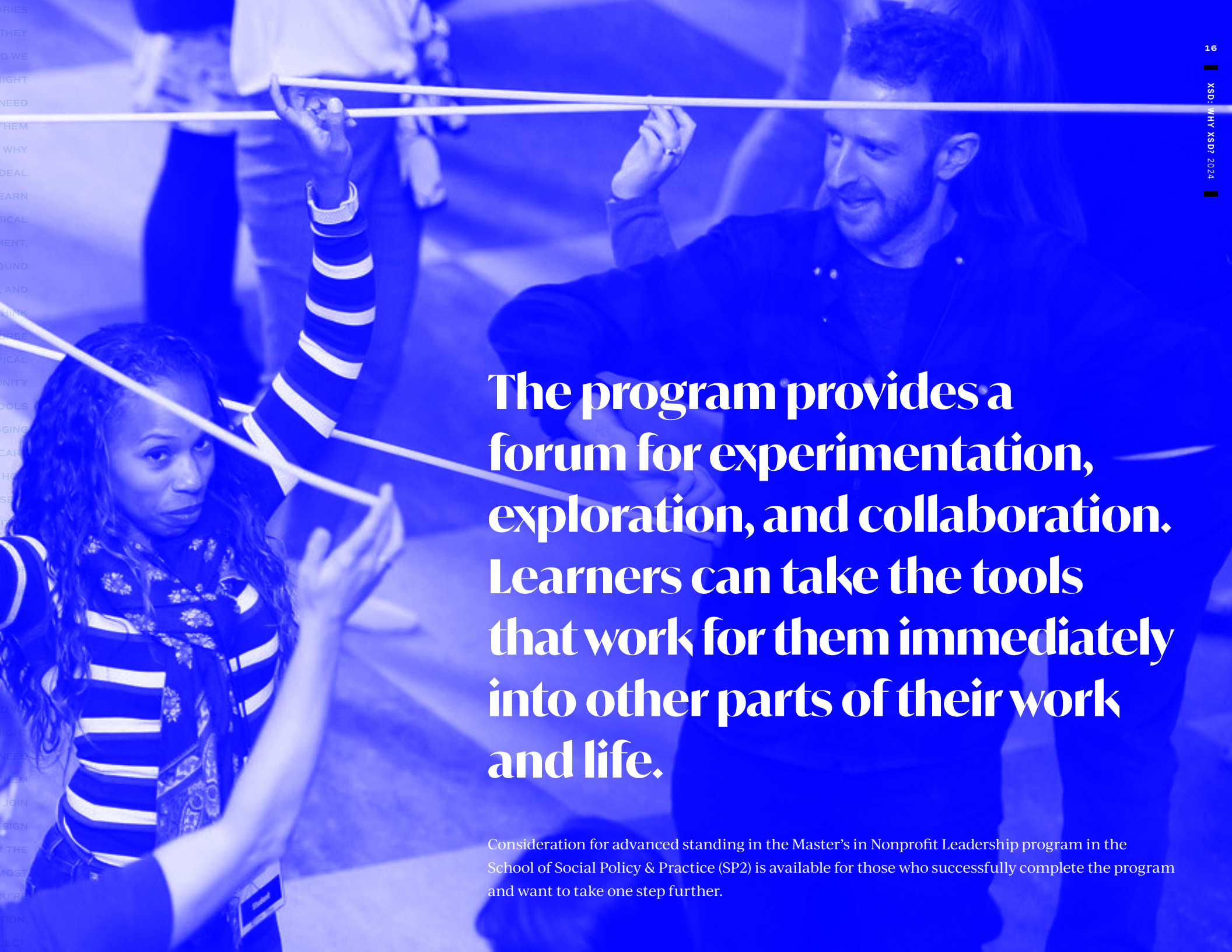
Digital Media for Social Impact

ROSEMARY CLARK
PARSONS

Digital media platforms and their users are changing the way social movements mobilize. Building successful movements in the digital age requires a thorough understanding of digital media and their affordances and limitations as organizing resources. Drawing on case studies of movements from around the world and cutting-edge social science research, this course will equip you with an actionable toolkit for strengthening your digital media practices.

ELECTIVE COURSE, 3 WEEKS ONLINE





The program provides a forum for experimentation, exploration, and collaboration. Learners can take the tools that work for them immediately into other parts of their work and life.

Consideration for advanced standing in the Master's in Nonprofit Leadership program in the School of Social Policy & Practice (SP2) is available for those who successfully complete the program and want to take one step further.

XSD offers:

- ✳ Spend *3 days live* on campus with Penn faculty
- ✳ Longer duration and richer content than most similar programs
- ✳ Unique approach of *design + social impact*
- ✳ Online courses with weekly content plus *synchronous events and discussions to connect with others*
- ✳ Ability to *connect and network with likeminded colleagues*
- ✳ Certificate from *the University of Pennsylvania*
- ✳ Offers advance standing consideration in the *SP2 Nonprofit Leadership Masters*
- ✳ 7 months to *learn new skills and frameworks*
- ✳ Community of *learners and practitioners*

a program like no other



Sarah Rottenberg,
Faculty Director

Sarah Rottenberg is an Adjunct Assistant Professor at the University of Pennsylvania Stuart Weitzman School of Design and the Executive Director of the Integrated Product Design Program, a master's program that bridges design, business, and engineering. Sarah specializes in bringing people together to design products and experiences that are desirable, meaningful, feasible, and viable. She is adept at articulating design processes and methods, teaching Design Thinking and Design Process to students across the university and for Wharton Executive Education. Sarah is a cofounder of Lia Diagnostics, a company that has developed a flushable pregnancy test—a sustainable product that puts women in control of their own experience. Sarah began her career as a design strategist at Doblin, Inc. and was a Directing Associate at Jump Associates. She has an MA in Social Sciences from the University of Chicago and a BS from Georgetown University.



Ariel Schwartz,
Faculty Director

Ariel is the Managing Director and Director of Distance Learning at the Center for Social Impact Strategy at the University of Pennsylvania. Previously at Penn, Ariel was a post-doctoral fellow and Director of Distance Learning, doing curriculum development and overseeing the educational experiences of participants in the Center's Executive Program. Ariel also serves as an instructor in Penn's Nonprofit Leadership master's program. As a social researcher, she studies how grassroots social sector organizations can make good use of donor-funded computing technology. During her dissertation data collection, Ariel was based at the Technology for Emerging Markets Group at Microsoft Research, India, to study female community health workers' use of mobile phones. Previously, Ariel was Research Development Specialist at the Institute for Social and Economic Research and Policy, and Program Manager at the Initiative for Policy Dialogue, both at Columbia University. Ariel received her BA and MPA from Cornell University, and her PhD from the University of Texas.

core faculty



Julie Donofrio,
Founding Faculty

Julie most recently served as the Managing Director of PennPraxis, the center for applied research, engagement, and practice at the University of Pennsylvania Stuart Weitzman School of Design, where she lead projects focused on community engagement, capacity building, evaluation, and neighborhood planning. Julie joined PennPraxis after working as a planner and urban designer with leading design firms including EDAW (now part of the multinational engineering firm, AECOM), and Wallace, Roberts & Todd (WRT). Julie was responsible for leading large-scale, community-engaged, planning and urban design plans for a wide range of communities. Julie earned her Master's in City & Regional Planning and Historic Preservation from Penn and a Bachelor of Arts in History and Spanish from Wake Forest University.



Kaveh Sadeghian,
Founding Faculty

Kaveh develops transformative educational experiences for mission-driven leaders using trauma-informed, anti-oppressive, and equity-centered pedagogies. Kaveh has trained over 6,000 academic and industry innovators, and the online programs he's designed have reached over 150,000 learners to date.

Currently, Kaveh is a Lead Strategist at 2U, where he directs the company's learning strategy for undergraduate programs. Prior to 2U, Kaveh helped create Penn's Center for Social Impact Strategy and served as its Creative Director. Today, he continues his work at Penn as an Adjunct Professor, where he teaches courses on design-thinking, social innovation, and social impact strategy. As an independent consultant, Kaveh facilitates leadership programming for high-impact organizations, including the Obama Foundation, the Aspen Institute, and the World Bank. He is a regular speaker at mission-driven conferences and has a BBA in Marketing from the College of William & Mary.

core faculty



Karyn Tufarolo,
Co-Program Manager

Karyn Tufarolo is the Director for Faculty Affairs and the Coordinator of the Executive Program for Social Innovation Design. Karyn served on the team to lead the launch of our first cohort of the Executive Program for Social Innovation Design. She coordinates XSD program needs such as marketing, student support, convening events, and more. She works with teams across campus to guide new initiatives for online learning at the Weitzman School. At the Weitzman School, she also guides the recruitment, promotion, and retention of a distinguished faculty, coordinating with the Dean and the Provost's Office. She manages faculty appointments and tenure reviews, and provides guidance for standing committees and Chairs. Karyn joined Penn in 2015 and has over 20 years of experience in higher education administration, with a focus in art and design. She holds a BA in English with Fine Arts and an MA in Museum Studies: Communication.

meet people's needs. Students will co-crea
the community, prioritize, evaluate and ref

key dates

2024 APPLICATION, PROGRAM & PAYMENTS

APPLICATION DATES

Applications open	May 1
Early application deadline	June 21
Early enrollment deposit deadline	July 29
Regular application deadline	Aug. 1
Regular enrollment deposit deadline	Aug. 26

Non-refundable deposit of \$950 is required to reserve your space.

The program takes place from September 9, 2024–March 31, 2025. Students will attend a summit in October to work on problem definition. Students will use online electives and independent project time to refine their work and develop their vision.

A non-refundable enrollment deposit of \$950, payable by credit card only, is required to confirm your spot; **all balances are due by Sept. 9, 2024 unless enrolled in a payment plan.**

Limited payment plan options are available. After submitting deposit, balances will be split into two staggered payments. Participants are responsible for their own home computing needs.

PROGRAM DATES

Orientation/Community Welcome	Aug. 29
Coursework	Sept. 9–March 30
XSD Summit event—on campus	Oct. 24, 25, 26
Vision Day event	Feb. 7
Independent studio project	Nov. 27–March 30

COSTS & PAYMENT SCHEDULE

No application fee

Early enrollment, full program fee	\$4,600
Regular enrollment, full program fee	\$5,750
Final payment deadline	Sept. 9

If you wish to discuss your payment arrangements via your employer, please contact us at xsd@design.upenn.edu.

“XSD was tough, but extremely fulfilling. It taught me that I can make social impact in the world today and brought me together with a group of people who share the same goal!”



Andrew Tolentino
2019 XSD Cohort

How will my application be evaluated?

We want to hear your story, your hopes and dreams and what you want to accomplish in your career. We are looking to learn about you, what you're passionate about, what you want to learn and why. Whether you're looking to grow your current organization, want to transition into a new role, or you're trying to have the time and space to reboot and consider what's next, be honest about where you are in your journey. We hope that the application process might serve as a reflective practice for you to step back and articulate what you're hoping to accomplish. If you have questions about admissions, please don't hesitate to reach out to xsd@design.upenn.edu so we can discuss.

Are there any prerequisites to apply?

No, there are no educational prerequisites to apply for this program—we are looking for leaders across all industries with a variety of perspectives.

If you have questions, please don't hesitate to reach out to xsd@design.upenn.edu so we can discuss your questions.

What are the faculty members looking for in my application?

There are no application fees and the application itself should not take you longer than 30 minutes to complete. The application requests some basic background information about yourself, a resume upload, and responses to three very short (<250 words each) essay questions. Just be yourself as you compose your application. Our faculty are looking forward to reading your story.

FAQ

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FAQ

What is the summit event?

Our program features an event that is critical to our educational model. Our three-day summit takes place each fall on our campus in Philadelphia. During this time you will complete critical coursework in design thinking and leadership and make progress in problem definition for your studio project. You will also solidify relationships with other members of the cohort to share ideas and build connections that facilitate learning throughout the program. The summit is a required component of the certificate.

Our optional Vision Day event in February is an opportunity to reconnect as a group to share progress and gather feedback.

Are financial aid or scholarships available?

Our program is designed to have the lowest tuition possible without losing the integrity of the educational experience. We're proud to say it's one of the most affordable executive programs available today. Since the program tuition is already being offered at a discounted rate relative to other similar programs, we're unfortunately unable to offer any scholarships. Previous students have gotten partial or full tuition covered from their employers as well, and we also encourage students to crowdfund if possible. If you have questions about finances, please don't hesitate to reach out to xsd@design.upenn.edu so we can discuss.

Is there a payment plan option?

Limited payment plan options are available. After submitting the deposit, the remaining balance may be split into two staggered automated payments. Contact us at xsd@design.upenn.edu for further details.

What is the refund policy for the XSD Program?

The \$950 tuition deposit is not refundable. Refunds on balances paid will be made according to the policy of the School of Social Policy & Practice OpenSP2 refund policy.

OpenSP2 supports requests for refunds to non-credit programs in writing only to the appropriate program leadership. On-demand programs require that refunds requests occur within 14 days of the start of the program, and only if less than 25% of course materials have been engaged with (based on course data analytics).

Individual programs and programs from affiliated PennSP2 centers each set final program cancellation and refund policies; participants should check program policies before registration and payment. OpenSP2 is a division of the University of Pennsylvania's School of Social Policy & Practice which reserves the right to change, alter or adjust this policy. OpenSP2 reserves the right to cancel any program for low enrollment or other extenuating circumstances at any time, before the start of the program. If SP2 cancels a program, all participants will receive a full refund.

Official communications may be sent to xsd@design.upenn.edu

FAQ

How much time will the work take?

We anticipate that most students will spend about 6–10 hours per week on the program, but of course this will vary. The program is a part-time program that is designed to be taken alongside, and complementary to, your existing professional responsibilities.

What types of projects will we do?

This curriculum was created as a collaboration between the Weitzman School and the School of Social Policy & Practice (SP2). As a result, students are expected to take courses that focus on design thinking, as well as social impact, and will apply their learning from each discipline to one studio project for the duration of the curriculum. Cohort members have the flexibility to choose a topic of their interest for a studio project, while faculty members and fellow cohort members will help each individual hone their problem statement and project during the in-person convening on campus.

How often are online course materials released?

We release materials on a weekly basis. Once released, material will remain available for the duration of the program. All assignment submission due dates are in eastern time zone. We also host weekly discussion groups for students.

Do I need to know my exact studio project idea before I begin?

While many cohort members choose to focus on subject areas relevant to their professional jobs or current roles, it is not crucial to have an exact idea before you begin. Coursework will help you reflect on values that are important to you, how you can apply your belief system, and guide you through the steps of the design process. The first phase of the process will be your chance to define your studio project before turning it into a viable product or experience.

Have more questions? [Check out our FAQ page](#)

FAQ

create positive change.



You have the power to create new solutions that matter to people. So—what's next?

VISIT US:

xsd.design.upenn.edu/xsd

EMAIL US:

xsd@design.upenn.edu

