

Center for Entrepreneurial Leadership and Transformational Change

CELTC Newsletter • Winter 2024



evergreen

CELTC

Center for Entrepreneurial Leadership
and Transformational Change

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Dear Evergreen community,

Happy winter! As the trees settle and the weather continues to change, so too does the Center for Entrepreneurial Leadership and Transformational Change! This past summer, we were honored to have Page Archer, Evergreen alum and MPA 2023 graduate, join the CELTC as our new assistant director. We are so lucky to have Page as part of our team as we continue to grow the CELTC's network and offerings.

With Page coming on board, the CELTC is currently going through a new strategic planning phase with new and exciting projects coming down the pipeline, from prison education programming to start-up incubation services for under-served communities and more! In the midst of our strategic planning, we are looking for students, staff, faculty, and community members to serve on the CELTC advisory board and support the work of our center. If you are interested in joining the board, please email Page at pagea@evergreen.edu.

In this newsletter, you will find a student perspective article from an Evergreen undergraduate student who has been working closely with the Northwest Cooperative Development Center here in Olympia over the fall 2023 quarter. In addition to our student perspective piece, you will also find information on our new 8-credit spring quarter CELTC Business, Entrepreneurship, and Management Internships program as well as our current 16-credit Sustainable Cooperative Development certificate.

The Center for Entrepreneurial Leadership and Transformational Change is also excited to announce a new 2-credit course that is offered in the Winter 2024 quarter: Intermediate Professional Skills. This course is available as stand-alone course for all Evergreen students and as a series of 2-credit synchronous modules for faculty to include in their Winter 2024 programs. Please see "Course Offerings" for more information.

The CELTC also continues to offer our "Sustainability, Business, and Entrepreneurship Academy" and cross-campus lecture series throughout the 2023/2024 academic year. This lecture series focuses on a variety of topics in sustainability, business, and entrepreneurship from our very own Evergreen alumni and community members. Students can also choose to take the 2-credit course which will allow students to explore these topics in greater detail.

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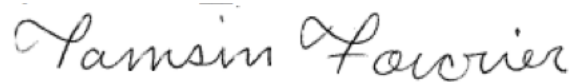
This lecture series and 2-credit course is also available for faculty to include in their fall, winter, and spring quarter programs for the 2023/2024 academic year. The lecture series is available to all students, staff, faculty, and community members to attend online. In addition, you can find previous lectures on our website at <https://sites.evergreen.edu/celtc/>. Here you can find lectures on a variety of topics, from permaculture to sustainable marketing to cooperatives to environmental journalism and more!

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Finally, the CELTC hosts a series of events throughout the year including a variety of documentary screening and roundtable events. This fall quarter, in collaboration with Kay Tita (<https://www.kaytita.org/>), the CELTC hosted a screening of Madan Sara, a documentary exploring the lives of Haitian women entrepreneurs and their pivotal role in the Haitian economy (<https://www.madansarafilm.com/>), followed by a roundtable discussion with the co-executive producer of the film and the founder of Kay Tita. This quarter, we are hosting a screening of [Expedition Reclamation](#) coming up on Tuesday, February 13th at 7pm at Capitol Theater in Downtown Olympia. This event is completely free – for more information, check out the OFS website at: <https://olympiafilmsociety.org/expedition-reclamation/>

We look forward to welcoming you to our 2024 programming. If you are interested in joining our mailing list for future communications and announcements, please visit: <https://mailchi.mp/evergreen/subscribe-to-our-e-mail-list>

May this season bring you warmth, comfort, and the opportunity to compost all that has grown for you last year,



Tamsin Foucier, Ph.D.
CELTC Director and Evergreen Faculty

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Welcome New Assistant Director, Page Archer, MPA!



Page Archer (she/they) received their BA in cultural studies from Evergreen in 2018, and her MPA from Evergreen this past spring of 2023. After starting as a student employee in 2017, Page was first hired as an Early Childhood Program Specialist for the college in 2019. In 2021, she became the Children's Center's Administrative Assistant. In her tenure as the Children's Center Administrative Assistant, Page worked as a fierce advocate for equity and justice and provided continued support for students employed at the center. Page worked hard to remove barriers to success for students, including revising how student hiring and training occurs in the Center, connecting students to needed resources, and serving as

support and creative problem solving for anyone in need. In addition, Page worked closely with other divisions across campus, including gaining support through the WSAC Supporting Students funds and the USDA Farm to School grant to bring Washington grown food to the center. After graduating with her MPA, Page stepped into her current position as the Assistant Director for the Center for Entrepreneurial Leadership and Transformational Change. In this role, Page works to support a collaborative environment where students, Evergreen alumni and community members can actively engage with complex social and environmental challenges through applied entrepreneurial, business, and leadership learning opportunities in the curriculum, certificate programs, and co-/extra-curricular opportunities.

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Madison Principles

Written By: Griffin Kingmann

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For the first time in almost two decades, co-op development network CooperationWorks! is revising the Madison Principles. Principles are important tools and guidelines for both individual cooperatives and the co-op movement. They help to establish what cooperatives are, building on the core cooperative values, and to advise best practices in relation to that. Arguably the most important principles are the Cooperative Principles, which the International Cooperative Alliance is in charge of stewarding and revising; these are associated with the Rochdale Society of Equitable Pioneers, which functioned as the model for other cooperatives since the 19th century, although the ICA sees the Cooperative Principles as international and coming from many founts, observing that the Rochdale Pioneers themselves shared this view.¹ The Cooperative Principles are part of the Statement on the Cooperative Identity, originally adopted (like the Madison Principles) in 1995² and revised since (for instance amending the 7th Principles in 2011³). This, as its name suggests, was designed to help define what co-ops are and their core values, serving as the latest revision to previous statements for this purpose which the ICA had produced. The Cooperative Principles flesh out concretely what this looks like.

The Madison Principles are a second important and influential set of cooperative principles, particularly designed for co-op developers⁴. They were first formulated in Madison, Wisconsin in 1995 (hence the name). CooperationWorks! was formed in 1999 as a branch of the Cooperative Development Foundation⁵, and is a nationwide network of cooperative developers aimed at sharing resources and collaborating for co-op advocacy. They have since been in charge of revisions to the Madison Principles. The first revision was in 2005, and that version remained until this year. CooperationWorks! describes on their website their role in the 2005 revision: "In December 2005 the members of CW held a meeting in Madison, Wis., to celebrate the 10- year anniversary of the drafting of the Madison Principles. The members made some changes to the Madison Principles, incorporating the lessons learned in the field in the last 10 years."⁶ 2005 was also the year they were incorporated as an organization distinct from the CDF.

Currently, the Madison Principles are undergoing another revision, and the latest iteration seems to indicate a significant change. It may also shed light on changes in the broader values and priorities of the cooperative movement, and will likely in turn influence these things going forwards.

There is not a great deal of public documentation of the Madison Principles' revision history. However, I have been able to locate two separate versions in addition to the latest revision. I have assumed that these represent the 1995 and 2005 versions, respectively, based on circumstantial evidence. I have placed these in the Appendix to this newsletter, but to

¹ ICA, 2015, 1

² MacPherson, 1996, 1

³ ICA, 2015, ix

⁴ "These principles are meant to guide both the steering committee and the professional developer." NWCDC, 2019. "There is not yet a recognized body of knowledge that defines the standards for co-op development practitioners to follow. CooperationWorks! (a national training network for co-op developers) has published the Madison Principles...to guide cooperative developers, but there is no enforcement mechanism for those who violate them. Federal agencies that provide financial support for cooperative developers should agree on something like a 'best practices' statement." Patrie, 2009, 26.

⁵ CooperationWorks!, 2023a

⁶ CooperationWorks!, 2023b

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summarize, the first (from 1995) has thirteen Principles: that "individuals providing technical assistance" declare conflicts of interest, that cooperatives have both social and economic goals, that cooperatives can have value for all groups and organizations (including both public and private sector), that cooperatives vary depending on their particular social context, that there are "essential steps" for success, that local leadership of each project is important, that cooperatives need to be "market driven" and assess market projections before anything else, the importance of democratic decisionmaking, that co-ops require commitment from members, that there must be "tangible economic benefits," that the co-op must be "financially self-sustaining," that co-ops should take advantage of "market opportunities" across the world, and that successful co-ops should assist emerging ones. The second version gave titles to its Principles: "Declare Conflicts of Interest," "Develop Co-ops Using Proven Models," "Facilitate the Goals of the Steering Committee," "Use a Market-Driven Approach," "Acknowledge the Importance of Member Involvement," "Seek Tangible Benefits," "Steer Toward Revenue Generation," "Honor Diversity," "Make Co-op to Co-op Connections," "Promote Social and Economic Empowerment," "Understand that Cooperatives Work Everywhere," and "Our Vision of the Cooperative Community is Global."

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Compared to the first version, the second edition of the Principles appears to be written much more for co-op developers rather than co-ops themselves. For instance, the first version refers "individuals providing technical assistance" rather than "Co-operative Developers," though it does refer to "Cooperative Development Practitioners" when discussing local leadership. This might reflect how far the cooperative movement had come and the emergence of the role of cooperative developers in the decade since the Principles' creation. "Tangible economic benefits" (Principle 10) was shortened in the second version to simply "tangible benefits" (Principle 6). The provisions relating to international work and solidarity have also evolved in a quite significant way: from a focus on "market opportunities" across borders to "opportunities for human cooperation." These changes might indicate a broadening of the understanding of the value of cooperatives.

The present revision, as it currently stands, has changed the Principles to the following:

1. **Commit to the Co-op:** Co-op developers are committed to forming socially, environmentally and economically sustainable enterprises that are focused on meeting the needs of member-owners. Co-op developers recognize their own power in the development process, and are open about any potential conflicts of interest of which the member-owners should be aware.
2. **Iterate on Co-op Development Models:** Co-op developers are committed to their professional development through ongoing education, networking, and learning. Co-ops benefit from repurposing and innovating upon development models that have been proven in multiple contexts, and also recognize that there are no immutable development models.
3. **Achieve resiliency:** Co-op developers help co-ops identify markets in which the co-op will meet members' needs, in a way that is economically, environmentally, and socially sustainable.
4. **Foster Member Involvement:** Co-op developers emphasize that member control through a democratic process is essential for success. Success depends on the commitment of the members' time, financial resources and loyalty to the cooperative.
5. **Commit to anti-oppression and anti-extinction:** Co-op Developers challenge co-op leaders to use their cooperative enterprise model to challenge the normalization of racism, sexism, ableism, transphobia, and all forms of oppression, as well as human-caused climate change, to the maximally feasible extent.

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- Co-op developers recognize that some co-ops work in industries which at present depend on nonrenewable resources (e.g., electricity, cab companies, etc.), and apply this principle by advocating for the least harmful approach to our shared ecology which still meets member-owner needs.

6. **Commit to the Co-op Identity:** Co-op developers are stewards of the cooperative identity. They educate and remind co-op leaders of the importance of operationalizing and living these values and principles.
7. **Help Build the Movement:** Co-op developers are the connective tissue in the cooperative movement. They link co-ops to one another by the sharing of knowledge, resources and referrals, and encourage co-ops to connect to, and where necessary and feasible form, regional, national, and international networks. Co-op developers notice opportunities within supply chains for more co-ops to form, and support startups and conversions to facilitate cooperative value chains and the movement.
8. **Recognize that Development Never Ends:** Co-op developers are instrumental for co-ops across their life cycle, pushing co-op leaders to find new and better ways to meet member needs: economic, environmental, and social.
9. **Honor our History:** Co-op developers recognize that co-ops belong to a global and ingrained human tradition of mutualism, beyond the Rochdale Pioneers, and co-ops may practice in ways that are or were informal, and essential to the survival of oppressed people.
10. **Encourage Workers' Dignity:** Co-op developers encourage systems that promote human dignity in the workplace and support the collective action of workers regardless of the ownership type or sector.
11. **Uphold confidentiality:** Co-op developers respect the confidentiality of cooperative members and stakeholders, and do not disclose any personally identifiable information to any third party without the explicit consent of the individuals whose information will be shared.

This revision seems to reflect further evolution not only in the experience of the cooperative movement, but in the perception of co-ops and their function. Although the earlier versions stressed the importance of “social empowerment” and democratic decisionmaking in addition to economic functions, they still seemed to perceive co-ops as businesses first and foremost and their primary concern was to ensure their viability as such. By contrast, the new Principles place a much greater emphasis on social value and commitments as well as environmental sustainability, and sections insisting on a “market-driven” approach have been removed, with any relevant aspects presumably subsumed under “economic sustainability” in the third Principle. Additionally, the old versions of the Principles called for relying on proven models and beaten paths to ensure viability. By contrast, the new version actively calls for innovation and experimentation in regards to co-op models. At the very least, this appears to indicate that the cooperative movement has grown in confidence.

Director’s Note	<p>One particularly notable new addition is Principle 10, which emphasizes workers’ rights, including the right to “collective action.” Some cooperatives, particularly consumer co-ops such as PCC, have struggled with such issues in the past⁷. This clause led to some controversy at the October 2nd CooperationWorks! meeting, where some members expressed concern that this clause would obligate developers to force their own visions onto co-ops; other members pointed to the history of union-busting and undermining of labor rights, arguing that it is important for developers to support and solidarize with workers, regardless of the type of cooperative⁸. This indicates a growing concern for workers’ rights within the cooperative movement, and may also reflect broader aspirations to bring the cooperative and organized labor movements closer together, as alliances between unions and co-ops have begun to develop⁹.</p> <p>One way to interpret these changes is in relation to the historical context which would have shaped the cooperative movement at each of these points in time. In the 1990s, with the apparent triumph of neoliberalism after the Cold War, co-ops would have been under considerable pressure due to anti-socialist sentiment. They would have dealt with this by confining themselves to certain niches, such as filling in market failures. Additionally, cooperators at that time came to believe that the increased market pressures they were experiencing could only be dealt with by emulating capitalist business practices¹⁰. Therefore, it is not entirely surprising that the priority for the cooperative movement at that time would have been to survive and operate as businesses through tried and tested means. However, there has been a considerable cultural shift over the last three decades. Today, words that were dirty in the 1990s are no longer quite so unacceptable, and co-ops no longer have to emphasize their speciality to things like market failures or their credentials as businesses quite so much in order to appear respectable. They are being reinvisioned from their previous niche role to a focal point of broader emancipatory projects. There has been growing interest in worker and union cooperatives and in stronger ties between co-ops and the labor movement.¹¹</p>
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⁷ See, for instance, Roberts, 2021.

⁸ In-person communication (I attended part of the meeting)

⁹ See for instance Ranis, 2016, 149 on the Mondragon-U.S. Steel alliance, or Hauser 2023 on unionized workers trying to convert Anchor Brewing into a co-op. Gordon-Nembhard, 2014, 216-217 discusses this issue more generally and attests to the importance of “worker sovereignty”: “While the focus of cooperatives in all communities is often on consumers, concern for workers and increasing the quality of both the work and the product have also been issues, especially for Black cooperators, and have become increasingly important,” as well as having important historical relevance.

¹⁰ See Cote, 2021 for more on this topic.

¹¹ For instance, Stuenkel, 2022, remarks: the “number [of worker co-ops] has risen significantly in recent years. Interest in worker cooperatives is also rising among businesses and workers, as well as investors, policymakers, and researchers. Those newly interested in cooperatives are coming to the movement at a time of deep economic inequality, wage stagnation, and job precarity. Against this backdrop, it is no surprise that a model for democratic workplaces where workers benefit more directly from the profits of their labor is enjoying increased attention and support.” Further, Gordon-Nembhard, 2012, 14 claims “more recently worker cooperatives are becoming increasingly common.” And Co-op Cincy: “In 2009, the United Steelworkers and Mondragon International signed an historic agreement to combine the power of collective bargaining and the Mondragon cooperative model with the intention of creating more family-sustaining jobs in the United States.”

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Spotlight

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New Internship Program Coming Spring 2024!

Student
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Looking for a **spring** quarter internship in business and entrepreneurship? Please contact Tamsin Foucrier at tamsin.foucrier@evergreen.edu for support in connecting you with available opportunities.

Internships

Certificates

[Business, Management, and Entrepreneurship Internships](#)

Lecture Series

QUARTERS

CRN: 30132 (Sr), 30133 (Jr), 30134 (So)

Spring

Course
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LOCATION

This 8-credit internship program is intended for students with a general foundation and interest in entrepreneurship, business, social/sustainability entrepreneurship, leadership, and management. It is offered for students who are interested in an internship experience with a business or enterprise involved in the private sector. Students are required to make solid arrangements with an enterprise to shape an internship. This program offers a variety of internship opportunities with enterprises: **You must be matched with a specific internship opportunity in the private sector before the program begins.** This may require an interview process with an enterprise partner prior to the start of the program. Contact Tamsin Foucrier (tamsin.foucrier@evergreen.edu) to explore opportunities or go to <https://www.evergreen.edu/studentemployment/find-job-0>. Through this program, students will develop strong links to enterprises involved in the private sector who will host and guide student work.

Olympia

Events

TIME OFFERED

Day

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CLASS

STANDING

Sophomore

Junior

Senior

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The program will be taught remotely, with students meeting synchronously for 2.5 hours on Thursday mornings each week. Students will also be expected to complete weekly asynchronous work on Canvas.

Students are encouraged to take the following courses in fall and winter quarter in preparation for this internship programs: Introduction to Professional Skills in fall quarter, and Intermediate Professional Skills in winter quarter. These courses will help prepare students to engage in collaborative teamwork, responsive project management, conflict resolution, effective teamwork, stakeholder facilitation, and other skills during their internship experiences.

Technology required for successful engagement includes high speed internet and a computer (not just cell phone) for Canvas; Online Research; Zoom (including breakout rooms with audio and video); Film streaming services through the Evergreen Library, Netflix and Amazon Prime; and MS Office 365 including One-Drive. If students find themselves unable to participate due to technology, caregiving obligations, economic disruption, health risk, or illness, they should be pro-active in working with faculty to pursue alternate options to earn related or reduced credit. Students can expect remote teaching to be around 3-4 hours of synchronous (scheduled) coursework every week, using Canvas.

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Certificate Spotlight: Sustainable Cooperative Development

[Sustainable Cooperative Development](#)

Build sustainable, community-invested cooperatives

CREDITS & DURATION
16 credits 3 quarters
FORMAT
Online - synchronous
START TERM
Fall
SCHEDULE
Saturdays from 9am to noon

This three-course certificate will introduce you to the history of the cooperative movement and will provide foundational skills required to build a successful socially and environmentally sustainable, community-invested cooperative.

In this certificate you’ll learn how to:

- Develop a business plan for a sustainable cooperative enterprise that prioritizes people, planet and profit
- Be a partner and ally for an inclusive, equitable economy
- Start a cooperative enterprise, including recruiting members
- Work and communicate effectively in a democratically structured team

This certificate is offered in partnership by Evergreen’s Center for Entrepreneurial Leadership and Transformational Change and the Northwest Cooperative Development Center.

This certificate consists of 16 undergraduate credits.

[Introduction to Sustainability and Business](#) - Fall quarter, 4 credits

[Introduction and History of Cooperatives](#) - Winter quarter, 4 credits

[Cooperative Development Lab](#) - Spring quarter, 8 credits

Spring quarter will require additional 1 hour weekly evening meetings at a date and time to be determined by the cohort.

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Sustainability, Business, and Entrepreneurship

Remote / Zoom Lecture Series • Winter 2024



- 01/19 **Elise Krohn • Wild Foods and Medicines**
Winter Tree Teachings for Building Sustainable Communities • 1–2 p.m. PST
- 01/26 **Vicki Jovanovic • Sawston Wealth Management**
Personal Finance & Investing 101 • 1–2 p.m. PST
- 02/02 **Elise Landry • Chicory**
Sustainability in Restaurant Management & Sourcing • 1–2 p.m. PST
- 02/09 **Katherine McBride • Wonderland Design Studio NW**
Implementing Design Strategies for Social Sustainability • 1–2 p.m. PST
- 02/16 **Michelle Pope • Lacey Makerspace**
Empowering Innovation: The Role of Maker spaces in Entrepreneurship and a Creative Economy • 1–2 p.m. PST
- 02/23 **Melinda Lupe Johnson • Lilith Moon Farm Agricultural Organization**
Safe, Equitable, and Culturally Accessible Food Systems in Washington State • 1–2 p.m. PST
- 03/01 **Jhoana Avante • Hybrid Architecture**
Empowerment in Our Resiliency: Income Without DACA as a 1099 Contractor • 1–2 p.m. PST
- 03/08 **Amanda Snell • Madre's Espresso**
Building a 501c(3) Dog Rescue While Scaling a Successful Coffee Business • 1–2 p.m. PST

All lectures are free and open to the public.



evergreen.zoom.us/j/84939134465

Sponsored by The Center for Entrepreneurial Leadership and Transformational Change (CELTC) in partnership with Thurston Green Business.



Director’s Note

Upcoming Course Offerings

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**** 2-credit CELTC module available for faculty to include in spring 2024 programs**

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The Center for Entrepreneurial Leadership and Transformational Change (CELTC) is excited to announce a 2-credit course that will be offered in the Spring 2024 quarter. This course is available as stand-alone course for all Evergreen students and as a 2-credit synchronous module for faculty to include in their Spring 2024 programs. Please see below for more information. If you have any questions or are interested in integrating these offerings into your programs, please contact Tamsin Foucrier (tamsin.foucrier@evergreen.edu).

Sustainability, Business, and Entrepreneurship Academy (CRN 30050)

***For Faculty: This 2-credit course will focus a variety of topics in sustainability, business, and entrepreneurship from our very own Evergreen alumni and other community members. Topics covered in this course may include cooperatives, alternative business models, renewable energy, food systems, economic development, and more. Speakers have not been announced yet. This 2-credit class will occur in conjunction with a cross-campus lecture series that may be integrated with other programs.*

QUARTERS Spring
LOCATION Online
TIME OFFERED Day, Fridays 1-3PM
CLASS STANDING Freshman-Senior
CREDITS 2
ACADEMIC YEAR 2023 – 2024

Course Description: Join the Sustainability, Business, and Entrepreneurship Academy to learn about a variety of topics in sustainability, business, and entrepreneurship from our very own Evergreen alumni. While the business-as-usual growth ideology dominates today’s global economy and has contributed to many of our current social and environmental challenges worldwide, this course focuses on business activities and systems that do not exceed critical thresholds while supporting recovery and regeneration in environmental and social systems. Structures such as employee-owned businesses, benefit corporations, and local living economies and business practices such as sourcing ingredients and materials locally, producing goods in low or zero-waste facilities powered by renewable energy, and offering robust employee benefits and well-being programs counter business-as-usual practices, among many others. These practices are examples

Director's Note	of transformational sustainability business and entrepreneurship, driven by the vision of empowering the workforce and community, as well as developing products and services that not only minimize the impacts on the social and ecological systems we depend on, but improve them.
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Certificates	Topics covered in this course may include cooperatives, alternative business models, renewable energy, food systems, economic development, and more. Students will view speakers and events synchronously or asynchronously, complete related weekly reading assignments, and contribute to asynchronous discussions through Canvas. We will meet weekly and students will write two short reflection papers during the quarter. This course may be taken repeatedly, and you do not need to have taken the fall course to participate in the winter or spring iterations.
Lecture Series	
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Community Events



Funded by the Evergreen Clean Energy Committee in partnership with the Center for Entrepreneurial Leadership and Transformational Change, Center for Climate Action and Sustainability, and House of Welcome.



EXPEDITION RECLAMATION

Film screening & panel discussion

Tuesday, February 13th • 7–8:30 p.m.

Capitol Theater, Olympia • Free event

Expedition Reclamation is a documentary seeking to redefine “outdoorsy” and reclaim belonging in the outdoors for Black, Indigenous, and Women of Color by highlighting their joyful, resilient, & transformative relationships to outdoor recreation. This documentary is produced by Brave Space Media.

For more information about the film and the project, please visit:
bravespaceproject.org

**BRAVE
SPACE
MEDIA**



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Small Business Resources at the Timberland Regional Library

Did you know?

The Timberland Regional Library (TRL) provides community members access to computers, printing, and online resources for small business owners. Library staff can connect you to business support at WorkSource in Grays Harbor, Lewis, Mason, Pacific, and Thurston Counties. You can find links to essential resources for WA state small businesses, economic development councils, chambers of commerce, and more on TRL's website. TRL also offers a host of online resources for nonprofits to assist organizations dedicated to making a positive impact in our community.

Community members with a library card can access the following online resources for free:

- Small Business Reference Center: Browse Business Basics, Start-up Kit & Business Plans, Every Nonprofit's Tax Guide, Complete Guide to Buying a Business, and more
- Value Line On-line Investment Research: An online database that gives investors and market researchers access to professional quality data and research tools
- Gale Business Entrepreneurship: Learn how to start, finance, or manage your small business. Includes sample business plans, how to guides, articles, and more.
- Gale Business Insights: Provides an extensive collection of business intelligence- access company profiles, financial data, and industry profiles
- Gale Legal Forms: Thousands of legal forms including wills, bankruptcy, divorce, landlord tenant, and many others
- GrantSelect: Find funding opportunities such as grants, awards, and fellowships
- Business Plan Handbook (Gale eBooks): Business plans compiled by, and aimed at, entrepreneurs seeking funding for small businesses

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- Data Axle Reference Solutions: Premiere source of business information to locate businesses, conduct consumer research, create marketing plans, and search for jobs
- Legal Information Reference Center: An online database designed to assist the general public in legal matters of all kinds
- Morningstar Investment: Read expert analysis from 100+ global researchers on securities, funds, markets, and portfolios
- Reference USA: Source of business and residential information

Visit <https://trl.org/small-business/> for more information!

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Check out our CELTC website for past guest lectures, upcoming events, available courses and certificates, and more!

<https://sites.evergreen.edu/celtc/>

Latest CELTC Annual Report is now available here:

<https://sites.evergreen.edu/celtc/newsletters/>

Looking for students, faculty, staff, and community members to serve on the CELTC Advisory Board!

The Center for Entrepreneurial Leadership and Transformational Change (CELTC) advisory board provides feedback and advisory support for activities, projects, and programs within the CELTC. These include: certificate development, internship and community partnerships and projects, course/program/pathway development, and co-/extra-curricular structures. More information on the CELTC can be found at sites.evergreen.edu/celtc. Advisory board time commitment includes one quarterly meeting (3-4 hours) + 3-6 hours of sub-committee work per quarter with a total of 6-10 hours of expected committee contribution per quarter. Please contact Page Archer at pagea@evergreen.edu if you are interested in joining us!