

Social Enterprise Reporter

Innovative Business Solutions for Nonprofit Entrepreneurs

Welcome to “Generation And” Campuses See a New Kind of Student Involvement

by Roger Hahn

This is the second in a series of three reports on *Campus/Community Catalysts*—examining the emergence of campus-based teaching, research, and outreach programs now training a new generation of socially-conscious citizens. This series explores ways that non-profit entrepreneurs can collaborate with educators, students, and campus-sponsored enterprise activities to further the business of social change.

The past decade of dynamic growth in the non-profit sector and its increasing acceptance and validation of the for-profit business culture have spurred a new student generation that enthusiastically embraces the cause of widespread social change through organizational innovation. Student-based activity on university campuses has skyrocketed in the past five years, acquiring a momentum that even close observers consider remarkable.

Expanding Social Consciousness

Net Impact, a networking organization for socially conscious MBA students, was founded in 1993 as Students for Responsible Business. With more than 10,000 members worldwide, membership has grown from 60 chapters in 2002 to more than 100 chapters in 2004. Net Impact Executive Director Liz Maw says, “We hear fairly often now about students who won’t apply to a business school unless it has a Net Impact chapter.”

INNOVATIVE SOLUTIONS

While the social enterprise movement is still young, it is already having a large effect. Nora Silver, Director of the **Nonprofit and Public Management**

Program at the University of California, Berkeley, Haas School of Business, estimates that 12 percent of all MBA students take part in her program. But, she says, they are fiercely committed. Asked if she believes many of her students will actually initiate social enterprise-building in the nonprofit world, Silver responds, “It’s not a question of if, but more a question of when.”

Practical Idealism: Integrating Values

If the desire to bring about change accounts for one part of the equation that motivates this new student generation, the other part entails a marked shift in values or, more precisely, an integration of values.

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“It’s not a question of if Haas graduates will initiate social enterprises, it’s more a question of when.”

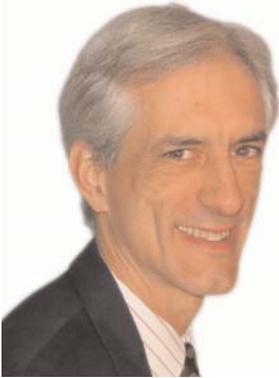
— Nora Silver, Director of the **Nonprofit and Public Management Program at the Haas School of Business**

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Letter to Readers



Dear Reader,

On the plane to Milwaukee for the 6th Gathering of the **Social Enterprise Alliance**, I took a refresher course from Peter Drucker. Re-reading his 1985 book, *Innovation and Entrepreneurship*, I came across two passages that seemed very apt for the Gathering. In the first passage he describes the social responsibility of businesses to manage themselves for entrepreneurship:

“Today’s businesses...simply will not survive this period of rapid change and innovation unless they acquire entrepreneurial competence...Rapid destruction of existing businesses...by innovation, the ‘creative destruction’ by the innovator...poses a genuine social threat today to employment, to financial stability, to social order, and to governmental responsibility.”

In the second passage Drucker states:

“Public service institutions...need to be entrepreneurial and innovative fully as much as any business does. Indeed they may need it more. The rapid changes in today’s society...are simultaneously an even greater threat to them and an even greater opportunity...*To build entrepreneurial management into the existing public service institution may thus be the foremost political task of this generation.* [Editor’s emphasis]”

The first passage presciently describes our current threatened business and social situation, and the second passage is an impassioned call for nonprofit leaders to step to the fore and respond to these social threats with a renewed commitment to entrepreneurial innovation.

As you’ll read in this issue of *SER*, examples of innovation and entrepreneurship were in abundance at the 6th Gathering of the Social Enterprise Alliance. In his address to the G6, Ed Skloot stated that to build the social enterprise movement, we must willingly share our winning ideas, help others find sources of money, and tell the truly unvarnished stories of our successes and failures. “This is the big, exciting, daunting challenge ahead of us today and it’s the next big task of the SEA and for its members.”

SER is committed to telling the truth of social enterprise, without hype or puffery. I invite you to share your successes and failures in these pages so that you may contribute to the collective success of the field.

Best wishes,

Tom White

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Editorial and Business Offices:

2644 Fulton Street, Suite A
Berkeley CA 94704
510-384-2336
Fax: 510-217-4065
E-mail: ser@sereporter.com

Subscriber Services:

service@sereporter.com

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E-mail submissions to ser@sereporter.com.

Women Expand Economic Impact With Women and Social Enterprise Network

by Kalyn Culler Cohen, PhD and Cindy Arnold

The most successful women's economic development initiatives—micro-enterprise networks and larger, mid-sized businesses or “social enterprises”—are successful, in part, because they are intensely local. Yet the very key to their success—their localness—also limits the breadth of their impact.

Working to grow their economic impact, women from nearly thirty organizations in the U.S., Canada, and Mexico convened in Montreal in 2004, to launch the **Women and Social Enterprise Network**. The Network emerged from a series of convenings over the past three years, including the **Ms. Foundation Collaborative on Women and Economic Development**, and the 5th Gathering of the **Social Enterprise Alliance**. Members have built social-purpose businesses or micro-enterprise networks, and will collaborate on national and international policy that promotes progressive social change.

The Network is committed to advancing women's social enterprise models, and building alliances that strengthen the credibility of this approach to women's economic empowerment.

Model of Effective Enterprises

The Network has begun to articulate a model of effective enterprises that unite the struggle for economic justice with economic development with and for low-income women. The enterprises have three simultaneous “bottom lines”:

- 1) Business viability - Successful enterprises offer flexible work structures, where low-income women earn a living wage while meeting care-giving responsibilities.
- 2) Women's empowerment - Through skill and leadership development, women become future leaders in businesses and social justice.
- 3) Social change - Women are meaningfully engaged in change efforts, including neighborhood revitalization, regional economic development, or improvements in working conditions across a low-wage sector.

International Focus

Because internationalization is directly and significantly affecting the work available to women with little formal education, the Network has focused on U.S.-Mexico-Canadian policy. By understanding the larger forces behind NAFTA and other trade agreements that export U.S. jobs to lower-wage venues, the Network aims to address the negative effects, and strengthen the few but critical positive effects of these agreements.

For example, three of the Network's founding social purpose businesses are addressing the consequences of the same job-exporting policies: **Appalachian By Design** (ABD) in West Virginia, **El Puente** in Texas, where job losses are significant, and **WAGES**, which serves immigrants escaping poverty in “job importing” countries like Mexico.

As in the U.S., women's organizations in Canada and Mexico have also turned to social enterprise to respond to the economic restructuring, reduced government support for human needs, and the disproportionate impact of changes on women.

Network Goals

The Women and Social Enterprise Network brings women together to talk about the ways social purpose businesses contribute to broader efforts to lift low-income women out of poverty, and gives them tools to influence their own destiny and public policy.

Through an intensive multi-lingual dialogue, the Network has established long-term goals: to expand the impact and capacity of grassroots women and organizations pioneering social enterprise, and to contribute to the growth of the movement for economic security for low-income women in the midst of globalization. ■

Women and Social Enterprise Network Co-Coordinators:
Dr. Kalyn Culler Cohen ✉ Kalyn@alum.mit.edu
Cindy Arnold at ✉ cazelpaso@aol.com
To join the Women and Social Enterprise Network's free list-serv, contact Dr. Kalyn Culler Cohen at
✉ Kalyn@alum.mit.edu.

When Two Equals Three:

Earned Revenues in the Context of a Faith-Based Organization

by Kelli Zenn and Philip Arca

Founded in 1833 by French students challenged to “practice what they preach,” the Society of St. Vincent de Paul brought bread, clothes, and friendship to the poor of Paris. They took as their patron the great French priest, St. Vincent de Paul, “the Apostle of Charity.” The Council of Alameda County was established in 1938.

A lot of people talk about “double bottom lines,” “social entrepreneurship,” and “blended value”—but for the Society of St. Vincent de Paul of Alameda County, CA (SVdP), these concepts all involve three simple things: People, principles, and action. People shape an organization; principles guide it; and the art of leadership manifests itself in acting upon those principles.

At SVdP, our mission is to serve those in need, to encourage fellowship for all involved, and to create spiritual opportunities for those interested. We work in thirty-seven parishes in Alameda County, and run a Dining Room that serves 400,000 meals annually, along with a Women’s Center that hosts ESL classes, a Men’s Center that manages a growing temp work program, and several thrift stores—including a major warehouse site in San Leandro, CA.

We at the Society have struggled with the notion of balancing our mission and values with a need to earn revenue. In the mid-1990’s, the financial performance of our thrift stores began to decline, and between 2000 and 2003 revenues declined significantly, thus amplifying this tension. We were losing money, but we were reluctant to make changes because we knew that this would involve cutting staff.

We hope that other faith-based organizations can benefit from what we learned from this challenge.

The Situation: Bleeding Money

- Thrift Store Revenues remained relatively flat from \$2,277,648 in 2000 to \$2,407,545 in 2003.
- Thrift Store Expenses increased dramatically from \$2.5 million in 2000 to over \$3.2 million in 2003.
- Net Income declined from a small loss of \$160,019 in 2000 to a greater loss of \$777,449 in 2003.
- During this time, the Society sold two of the seven

thrift stores in an attempt to decrease expenses. However, revenues from the sale of the locations only masked the financial situation.

Key Questions for Financial Triage

We quickly asked ourselves the following questions in an attempt to determine how to proceed:

- What is the core of our mission?
- What is the connection between our mission and our primary earned revenue venture, thrift stores?
- Why are we losing money?
- How can we improve the situation right now?
- And then, what do we do next?

We have learned that the answers to these questions continue to evolve.

We aren’t always sure about how the thrift stores fit with our mission of providing service, fellowship, and support. We recognize that the stores help us to earn revenue and provide low-cost shopping alternatives; but, in running them, the Society also incurs large employee-related expenses. Because it isn’t always clear whether to attribute the poor financial performance to employee factors or to product quality, store location, or competition, we ultimately determined that we needed to make changes rapidly and to focus on new ways to generate revenue.

In order to be comfortable with these evolving answers, we have returned again and again to the following principles:

- Be honest
- Be fair
- Act

Some Solutions: Lessons Learned

Such thinking enabled us to take concrete action to correct the problems we were facing. We decided to do the following:

- **Orient, train, and support personnel.** Given that employees are our largest expense, we grappled with

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Positioning for Success

by Jerr Boschee

The first rule of marketing can be expressed in a single word—“Listen”—and it is never more important than during the process of new business development.

Sifting through dozens of ideas for products and services can be frustrating and time-consuming, and we are all impatient. But trying to guess what customers want is a certain recipe for disaster. Here are some of the questions you might want to ask when you are testing the feasibility of a product or service:

- **“Do you understand what we are selling—and what we are not selling?”** It’s amazing how frequently we fool ourselves: We’re so close to the product or service we’re often blind to the fact we haven’t made it simple and accessible enough for the everyday customer.

- **“Does our product or service meet a genuine need?”** Too often we find ourselves building something customers might want but do not really need. When that happens, and their pocketbooks are pinched, sales disappear. You need to provide something customers can’t do without.

- **“What are your expectations in terms of quality?”** Most people in the nonprofit sector assume their clients (or customers) need and desire the highest level of quality in everything they provide. Wrong. Clients (and customers) desire the level of quality they actually need. We spend too much time and money building Cadillacs, when many of our customers would gladly settle for a Yugo. So, don’t tell people what level of quality you plan to provide: Ask them what they need.



Jerr Boschee has spent the past 25 years as an advisor to social entrepreneurs in the U.S. and abroad. To date he has delivered seminars or taught master classes in 41 states and 12 foreign countries and has long been recognized as one of the founders of the social enterprise movement worldwide. He is currently Executive Director of The Institute for Social Entrepreneurs, which he created in 1999, and Chairman and CEO of Peace Corps Encore!, a nonprofit that re-deploys former Peace Corps volunteers and staff members on short-term assignments in their areas of professional expertise. Please direct your comments to

✉ jerr@orbis.net.

Jerr Boschee's column is a regular monthly feature of the Social Enterprise Reporter

- **“Who is involved in making your ‘buy’ decision?”** Why is the answer important? Because unless you know who needs to say “yes,” you can’t create an effective marketing plan. And, in today’s world, there are always more than one or two people involved. Even when somebody walks alone into a retail store to buy a pair of jeans, there are at least two or three other voices reverberating through his or her brain (peers, parents, siblings, celebrities)—and if you are selling to an institution, it will often take three or four internal yes votes before you can make a sale.

- **“What would you be willing to pay?”** Here, again, it is important not to give away the farm. Don’t tell your prospects how much you intend to charge. If you do, their responses will usually fall within a relatively small range on either side of the amount you’ve chosen. But, if you don’t tell them, you might learn something useful. For example, if you know it will cost you \$10 to provide a particular product, and everybody in your focus group says they’d be willing to pay \$40, you know you have a winner (if they say \$4, you probably don’t!)—but if you’d started by telling them the price would be \$10, they’d never have said they’d be willing to pay \$40.

- **“What competitors come to mind?”** What you are looking for here is not a list or even a ranking. What you are trying to discover are the most appealing characteristics of each competitor’s product or service. Why? Because those are the critical success factors: When you design and develop your product or service, you must either match or better your competitors in these key areas or you will lose.

- Finally, **“Would you buy our product or service?”** Once you have finished the focus group or the individual interview and the participant(s) fully understand what you are trying to sell, it’s time to discover whether they would actually become customers. Have them answer in one of the following four ways: “Definitely,” “probably,” “probably not” or “definitely not.” If the responses all cluster at either end of that continuum, you have your answer. If they are somewhere in the middle, you will either have to improve the product or kill it.

6th Annual Gathering Highlights

Almost 600 social enterprisers attended the recent 6th Gathering of the **Social Enterprise Alliance** in Milwaukee, Wisconsin. “There is a great willingness at SEA Gatherings to share successes and failures,” said Dick Barnard, a Senior VP at Maryland-based **Melwood Horticultural Training Center**. Dick was there to share his experiences and to find new ideas to take back to Melwood—a 40 year-old leader in rehabilitation and employment for people with developmental disabilities.

A Social Enterprise Sampler

The Gathering opened the first night with a Social Enterprise Marketplace and Mixer. A wide variety of entrepreneurs were represented, from Hawaiian nature centers, to Costume Rentals (subject of a case study in SER105). Five winners were selected on criteria including creativity, market demand, social impact, and income potential of the projects. Each of the five winning projects received a \$1,000 award provided by **The Case Foundation**. Winners included **Bodanna** (New York, NY), **Project Open Hand** (Atlanta, GA), **The Enterprising Kitchen** (Chicago, IL) and two local teams, **Coffee With A Conscience** (Milwaukee, WI), and **HomeBoyz Interactive** (Milwaukee, WI).

Networking for Growth

Kicking off the Opening Plenary, SEA President and CEO Beth Bubis, set the theme of the Gathering by emphasizing SEA’s role as a network for growth, both for the social enterprises represented by those in attendance and for the field. This concept of a national network of regional social enterprise networks came up repeatedly throughout the conference as speakers described their efforts, in cities like Milwaukee, El Paso, Pittsburgh and St. Louis, to bring together the requisite financial and intellectual capital required to catalyze social enterprise with-

in their region. ➔ (See the article in this issue on the [Women and Social Enterprise Network](#).)

Battling for ‘Silver Rights’

John Bryant, Founder and CEO of Los Angeles, CA-based **Operation HOPE** provided a broad national perspective for social enterprise in his opening keynote presentation. Decrying the current wealth disparity in the US as “unethical and lacking integrity”, he reminded attendees, in the words and style of Martin Luther King Jr., “Where there is no vision the people will perish!”

While some of the major domestic battles of the 20th

century were fought over civil rights, Bryant foresees a major fight in the 21st century for “silver rights”—financial literacy and economic empowerment. “Young people aged 18-24 are the largest group of bankruptcy filers today and they’re cynical, not skeptical—and cynicism lacks hope. Young people need to know the difference between being poor and being broke.”

To help restore dignity and financial literacy among today’s urban youth, Bryant has set high goals for Operation HOPE: recruiting 25,000 HOPECorps volun-

teers, teaching 5 million urban children financial literacy, and funding \$1 billion in home loans.

“What You Have is What the World Needs”

Craig Steltenpohl, Executive Director of the **Interra Project**, and founder and former CEO of **Owalla**, brought back into focus the possibility of networking local buying power for social enterprise. “People want to understand where their money goes and have an emotional connection to what happens to it.”

The Interra Project network will use a payment card and transaction platform that rewards customers for purchasing from locally owned and sustainable businesses, and donates automatically to community organizations. Dollars going to local businesses cycle three to five times



Social Enterprise Marketplace Award Winners (L-R):

David Pippin, *Project Open Hand* (Atlanta, GA)
Margo Wright, *Bodanna* (New York, NY)
Lauri Alpern, *The Enterprising Kitchen* (Chicago, IL)
Kevin Kirkland, *HomeBoyz Interactive* (Milwaukee, WI)
Beth Bubis, *Social Enterprise Alliance*
Not pictured, *Coffee With A Conscience* (Milwaukee, WI)

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6th Annual Gathering

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through the community, compared to once or twice for outside firms.

Craig has also started another juice company and recently started a new round of sales calls to juice retailers and distributors. “I actually like having to pitch to merchants, making clear what’s in it for them. I like that you have to make a very clear value proposition that makes sense to somebody else—it doesn’t work until they get it!”

While he felt strongly that social enterprises produce what the world needs, Craig counseled attendees to find out people’s concerns and needs before trying to provide a solution. “First establish conversation and reciprocity, secondly, deliver on that, and lastly, create a network out of that reciprocal conversation.” It sounds like the Interra Project will help create a network that social enterprises can use to earn income from that ‘conversation’.

The Man Who Wrote the Book

In 1988 **The Foundation Center** published the original leading text in the social enterprise field

“*The Nonprofit Entrepreneur: Creating Ventures to Earn Income*” edited and principally authored by Ed Skloot. Skloot, now Executive Director of the **Surdna Foundation**, received the SEA Award for Leadership in Financing.

In his luncheon address Ed reflected on lessons from his experience with **New Ventures**, the non-profit social enterprise consulting firm that he founded and directed for nine years.

1. Any enterprise is tough to do and nonprofit enterprise is certainly tougher to do, and when you try to take it to scale it’s tougher still. It’s not the first or the second sale that’s important, it’s the third and the fourth and the fifth. That’s what makes a business.
2. Cultural values are often the biggest long term obstacle to success in your organization and in the marketplace, a close second is money.
3. You have to know when to hold ‘em and when to fold ‘em.

Swing for the Fences

Steve Case, Co-founder and CEO of **America Online**, was the closing plenary presenter. Steve delivered a strong speech in support of social

“The real strength of organizations in this sector-blending space is that they don’t just balance competing goals, they try to maximize both.

Purpose and profit aren’t zero-sum, to the contrary they’re mutually reinforcing.” —Steve Case

enterprise, stating that **The Case Foundation**, the private family foundation based in Hawaii that he and his wife Jean established in 1997, is actively promoting the new hybrid social-business spectrum.

For Steve, and I believe most of the attendees, “the most dynamic innovative zone is somewhere in the middle, with businesses that are not only for-profit, and social service organizations with their own earned income.”

Steve urged attendees to swing for the fences, by bringing the same passion for our causes to earning the

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Four suggestions to increase the possibility that SE will survive and even grow:

1. Dampen the puffery and exaggeration about social enterprise and nonprofit venturing. Nothing is going to drag us down like hype and hypocrisy. Social Enterprise is very close to losing its meaning in the outside world. Sharpen the meaning of what it is we do and why we do it.
2. Look for first cousins—organizations with whom you can share experiences and projects. It is very important that you build alliances, go across boundaries, and above all that you do all this as open source as possible.
3. Don’t expect a great deal from foundations. Talk back to your funders when you think you’re right, after all you guys are their deal flow.
4. Try to figure out the toughest question of all: how much time do you want to spend building your enterprise and how much time can you spend building the field of social entrepreneurship. It’s hard enough to do one of them—both are essential.

—Ed Skloot, Surdna Foundation

A Student Abroad: Business Models & Social Innovation at the Skoll Forum

By Keely Stevenson

My decision to join the **University of Oxford's** MBA program was rooted in the hope of being surrounded by trailblazers from around the globe who were innovating to make the world a better place through the **Skoll Centre for Social Entrepreneurship**. Through research and education, the Skoll Centre helps catalyze and support global social ventures that can bring about real and enduring change for communities in need. This was evident at this year's **Skoll World Forum on Social Entrepreneurship**, where a kaleidoscope of practitioners, academics, and funders gathered to the sound of beating drums to discuss the theme "Networks and Social Change." Opened this year by actor Sir Ben Kingsley, the Forum is an annual conference in Oxford hosted by the Skoll Centre, and is open to anyone interested in attending the workshops and plenary sessions.

Careers in Social Change

At the Forum, the MBA students held sessions to discuss careers in social entrepreneurship. We discovered that landing good jobs in the field directly after graduating was not going to be easy. The recruiting functions are not as formal as those in the private sector, especially for my MBA colleagues planning to return to home countries such as China, Peru, and the like. The importance of designing an informal network of like-minded change-makers became even more evident. We also noted the significant cultural differences between civil society and the private sector—and the opportunity to create new cultures as hybrid organizations emerge.

During this career session, I learned about the business model of **Belu Spring Water**. Belu is a new UK brand of bottled spring water and uses 100% of the profits to fund clean water projects both in the UK and around the globe. The brand is becoming recognized for quality and its classy bottle rather than solely for its charitable traits, soon landing it on the tables of some of the UK's hottest restaurants.

Waste no Waste

The MBA students also put together themed dinners for informal networking after the conference activities. At dinner, I had the pleasure of learning about a Nigerian social enterprise with the tagline, "Shit business is serious business." **DMT Mobile Toilets** started out supplying



University of Oxford, home to the Skoll Centre for Social Entrepreneurship at the Said Business School

toilets at bus stops with the aim to improve health and dignity in these densely populated areas. The company also began to sell advertising space in the toilets and then hired troubled street kids to manage the toilets by collecting small fees from users to keep them clean. My favorite part of this story is that DMT is pursuing a major bio-gas initiative which would use the waste collected to generate bio-gas, electricity, and fertilizers for farmers, making sure no waste is wasted.

Networks Shaping Community Values

On academic side, Professor Joel Podolny of **Harvard University** shared his thesis that if networks of people are to achieve social change, they must be seen as ends and not means. From this perspective, the community itself shapes and molds its members' individual identity, resulting in social change as those members plan their lives and make personal decisions to reflect the values of the community.

While this idea has many implications, it is particularly interesting when one is thinking in the context of social enterprise earned-income models. The network of consumers or producers of social enterprise products and services is creating social change beyond the direct economic impact. It is indeed shaping the fabric of a movement and community value system. Where conventional businesses award loyalty points after the fact of purchase with programs like the Safeway Club Card, social enterprises build loyalty in advance.

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Profitable Ideals: Global Social Venture Competition Finals

A Partnership of the Haas School of Business, Columbia Business School, London Business School, and The Goldman Sachs Foundation

The University of California at Berkeley Haas School of Business hosted the 2005 presentation of nine Global Social Venture Competition (GSVC) Finalists to a panel of judges and the interested public on April 14, 2005. SER sat in on two presentations, and spoke with representatives of two of the nonprofit finalists, as well as **The Goldman Sachs Foundation**, the event's chief financial supporter.

World of Good - Fair Trade Handcrafts

The first place GSVC award of \$25,000 went to **World of Good (WG)**, a "home team" fair trade gifts and handcrafts distributor, which creates first-world sales opportunities for artisans around the world. WG products are manufactured in over thirty different countries by seventy fair trade artisan cooperatives. They have been successful in both source and retail partnerships, including over \$400,000 in sales at sixty-nine retail locations.

WG is a unique hybrid venture that combines the WG for-profit ventures with a nonprofit arm, the **World of Good Development Organization (WGDO)**. WG contributes 20% of its profits to the nonprofit WGDO, which works on economic development projects in the communities where the handcrafted goods originate, and contributes to developing fair trade standards.

The founders of World of Good aimed to "develop a vehicle that could empower women artisans but was sustainable, scalable, and supported by market forces, and fair trade products seemed to be the ideal solution," explained WG Co-Founder and Marketing Director Sanghvi.

"We have built into the fiber of our company that a certain percentage goes back to supporting more than just fair trade," says Priya Haji, WG President and Co-Founder, in a recent **Echoing Green** profile. "Underlying World of Good's entire business model is a social principle, the idea that trade and economic opportunity should be linked to principles of social and economic justice so

that the total benefit is not only captured by the buying corporations in the United States, but rather is distributed in a more just manner to the product producers."

Green Scene - Transitional Employment

The second GSVC finalist was **Green Scene**, a project of the New York City-based **Center for Enterprise Opportunity**. One of Green Scene's unique marketing advantages is that they have identified neighborhoods with a high percentage of home-owners who had yards that weren't being served by traditional landscapers or gardeners because they were perceived to be high-crime or high-risk. They plan to offer structured employment opportunities to ex-offenders who will be trained in landscaping and are not afraid to work in these neighborhoods.

Green Scene clearly spelled out the social returns of their transitional employment programs—recidivism rates were just over 13 percent after six months on the job. Green Scene also put together a strong team of partners, including **Edna McConnell Clark Foundation** on the funding side; the **Horticultural Society of New York** in training; and city and state agencies, local churches, for-profits, and community-based organiza-

tions, in service delivery.

Oldest Student-Run Competition

The GSVC began in 1999 as a student-led initiative at UC Berkeley's Haas School of Business, and is the oldest student-run social venture competition. By 2003, **Columbia Business School** and the **London Business School** had partnered with Haas, and with the support of The Goldman Sachs Foundation, the competition has been extended to a world-wide arena. This year 96 business plans were submitted from teams that included 186 MBA students at 55 business schools in 10 countries.

This is the last year that the GSVC will receive support from The Goldman Sachs Foundation. Goldman

Follow the 10-20-30 Rule

Watching the Finalist presentations, I was reminded of Guy Kawasaki's 10-20-30 rule: 10 slides, 20 minutes, 30 point type. (SER102)

Slides packed with small type and numbers were impossible to read. And while the presenters had helpful timekeepers, those with too many slides or too much information had to talk so fast that they became unintelligible.

Lastly, if you have a team member who is running the PowerPoint slideshow, be sure they are familiar with the technology!

-T.W.

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When Two Equals Three

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the idea of cutting hours back to part-time, laying off staff, instituting pay cuts, or using volunteers. And, in fact, we did a bit of all that.

However, because employment is part of our mission, and access to health insurance is part of our value system, we have also focused on planning ahead and involving managers to develop a better trained work force, so the stores can become more productive.

- **Cut insurance costs.** We increased deductibles and focused on risk management. Although the risk management payoff is not immediate, it is well worth the effort because creating a culture of awareness and responsibility is an added benefit to reduced premiums in the future.

- **Focus on financial revenues with the fastest and easiest returns.** We cashed in quickly on obvious revenue options like raising some prices, but also invested, in order to create long-term revenues. And we are aware that it is essential to pursue only those revenues that are in alignment with our organization's mission.

- **Understand the Bottom Line.** We worked hard to have everyone understand the bottom line. So—set goals, monitor, evaluate, and be realistic.

Guiding Principles: Going Forward

Our principles continue to guide us and enable us to act. Because we can often be paralyzed about what to do next, we have learned to rely on a very simple management maxim: To move forward—keep, lose, and create. To us, this means:

- **Keep your best resource, people, by bringing as many people along as you can.** Cleaning house can sweep out the good with the not so good. Often it is initially unclear why people are not performing well. Take the time to understand their context, their performance, and their willingness to improve.

- **Accept mistakes**—but lose what does not work.

- **Make teams, push ownership down, and allow people to create a bright new future.**

Look for opportunities and ask where your organization fits on the social entrepreneurship spectrum. Recognize that, as a faith-based organization, with values discussions ever present, it may take a bit longer to sort out the earned revenue puzzle. But know that basing your actions on solid principles and on your organization's mission will help guide you through these swirling and ebbing waters. ■

➔ <http://svdp-alameda.org/>

Kelli Zenn is the Communications Director of St. Vincent de Paul of Alameda County. She has worked in the nonprofit sector for the past seven years, and has a background in human resources management. She will begin working on her MBA in the summer of 2005.

Philip Arca has been the Executive Director of St. Vincent de Paul of Alameda County for the past 18 months. He has taught courses on nonprofit management and published several articles on fundraising and marketing. He has an MPA from the University of Southern California.

A Student Abroad

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Themes for 2006

The theme of Skoll World Forum 2006 will be about leveraging assets, so I am particularly interested in some of the funding mechanisms which are bridging philanthropic capital markets and commercial capital markets to impact social change. For example, there are many lessons from the U.S. social enterprises' use of equity-like financing that could be shared globally as similar practices emerge. At this year's World Forum, we already had an interesting glimpse into the future of financing social entrepreneurship. John Kingston of Venturesome speculated that in ten years there could be a shift in the market power from the supply side to the demand side. Imagine that: funders will be chasing social entrepreneurs for deals. ■

➔ www.sbs.ox.ac.uk/html/faculty_skoll_world_forum_2005.asp

Keely Stevenson is currently an MBA student and Skoll Scholar at Oxford University, England. She also serves as the co-chair of the Oxford Business



Network for Social Entrepreneurs. Prior to her studies, she worked in nonprofit management, philanthropy and public policy.

Welcome to Generation “And”

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Because either/or propositions don't seem to register with this generation, Mark Albion, one of Net Impact's co-founders and author of the best-selling *Making a Life, Making a Living*, has dubbed them “Generation And.”

David Rendall, Assistant Professor of Business at **Mt. Olive College** in North Carolina and a recent business-school graduate, agrees with this assessment. Rendall, who leads a one-day workshop in social enterprise for the nonprofit-management certificate program in **Duke University's Continuing Studies** division, recently completed a study that compared the key values of for-profit, nonprofit, and social enterprise leaders.

Among non-profit and social enterprise leaders, Rendall found a high correlation between concern for others and a high desire for personal power. “Some people might call that a paradox,” Rendall says, “but I prefer to view it as an integration of traditional nonprofit and traditional business values. I think of it as ‘practical idealism.’ I don't see any conflict in having healthy concerns about my own well-being while wanting to help others.”

Increasing Interest in Social Entrepreneurship

Student surveys also bear out Rendall's findings. The Social Impact Club at **Northwestern University's Kellogg School of Management** recently surveyed its 300+ members, and found that 76 percent of respondents expected to be holding corporate “social responsibility” jobs within five-to-ten years, while 66 percent planned to be employed in the nonprofit sector.

Additionally, although only 13

percent of students in the Kellogg poll said they expected to be working full-time for a nonprofit within five years of graduation, 25 percent indicated that they would like to volunteer at nonprofits, and 33 percent

How MBAs Can Help Nonprofit Entrepreneurs

- A growing generational shift in values towards “practical idealism” means high concern for others AND a desire for personal power.
- Business students who are “practical idealists” can assist NPs in developing more viable Social Enterprises.
- Local MBA schools or programs, like the Boston-based Community Consulting Teams (CCT) which match students and nonprofit organizations, can be resources for nonprofits seeking interns, skilled non-voting board members, or temporary consultants.
- Students and nonprofits gain expertise from entering Social Venture business plan competitions.

hoped to serve on nonprofit boards.

A Growing Movement

If one counts the influence of alumni and recent graduates, student impact on the corporate social responsibility movement is immense. For example, a group of MBA students at the **University of Toronto's Rotman School of Management** recently launched a consulting agency—**Rotman Nexus**— that only serves nonprofit clients. The venture emerged from an MBA entrepreneurship class project.

A similar venture is Boston-based **Community Consulting Teams**

(CCT), which was created in 1990 by a **Stanford University** graduate. The program matches MBA graduates in the Boston area with medium-sized nonprofits, for which they complete specific consulting projects on a year-long schedule.

Although anyone may volunteer, CCT-Boston has attracted MBAs from many of the top business schools, including **Yale, Stanford, Dartmouth, Northwestern, Virginia**, and the **University of Pennsylvania**. The organization advertises primarily through word-of-mouth, and turns down more volunteers and nonprofit applicants than it can accommodate in a year. CCT has completed more than 60 projects in the metro Boston area, and is now expanding to Atlanta and Denver.

In a job environment where many MBA alumni would rather work in the nonprofit sector but feel compelled to pay off student loans, organizations like CCT provide an unparalleled opportunity to do good works while networking with like-minded peers. Says CCT-Boston Executive Director Shelly Ward, “The projects where we think we can really make a difference right now involve management and strategic issues—that is the juncture where the business community and nonprofits can easily get together.”

Global Impacts

Sara Olsen is one high-profile example of this new generation of MBA students and graduates. In 2001, Olsen graduated from the Haas School of Business at the University of California at Berkeley and launched **SVT Consulting**, which is now recognized internationally for its expertise in a new kind of business accounting known as the Social Return on Investment (SROI). SVT is

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Welcome to Generation “And”

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a pioneer in the valuation of environmental and social impact that makes it possible to facilitate ongoing management of double bottom line goals, and provides essential information to socially conscious funders and investors.

When the student-oriented publication *MBA Jungle* asked Olsen about her socially responsible activities, she stated, “It made immediate sense. Capitalism, where the only thing you pay attention to is financial performance, isn’t quite right.”

Olsen was instrumental in adapting the traditional business plan com-

petition to socially conscious ends. In 1999, she and other Berkeley MBA students created the National Social Venture Competition—now called the **Global Social Venture Competition**—an annual event sponsored by **Haas School of Business, Columbia Business School, London Business School, and The Goldman Sachs Foundation**. The contest requires entrants to measure the social and environmental impacts of their proposed ventures. Contest coordinators note that more than 30 start-ups have been launched based on business plan ideas that were submitted to the competition.

In addition to spreading the mes-

sage worldwide—more than 50 percent of this year’s entries came from business schools outside the US—the Global Social Venture Competition has played a major role in popularizing the notion of the “blended bottom line.” On April 15, 2005, the organizers announced its four grand-prize winners, three for financial and social excellence and one for social impact. ■

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Working with MBA’s PowerPoint Presentation by Christine Kawakami Edmunds, Enterprise Development Manager, REDF
Available for free download at
➔ sereporter.com/Resources/WorkingwithMBAs.ppt

6th Annual Gathering

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income to fund them. “The place to begin is challenging yourself to think like business executives!”

Sharing Opportunity

In addition to tours of local social enterprises, such as **Evoco** and **Coffee with a Conscience** (profiled in SER101), the Gathering featured several sessions on interesting venture opportunities, including the **Ideal Auto** used-car dealership, an integrated pest control business, and thrift store operations.

These and other connections to learnings, resources, and people helped to make the Gathering a success for all, and helped to bring SEA membership to the 1,000 milestone, up from 550 at the 5th Gathering. Ed Skloot had stated in his address that social enterprisers are compulsive non-sharers, but at least this Gathering proved him wrong.

It’s urgent that your enterprises succeed, but it’s also urgent that you not exist in an isolated, poorly understood environment.

—Ed Skoot, **Surdna Foundation**

Let’s Go for It!

Ed Skloot was right when he emphasized that the SEA is really you, the individual social enterpriser. You and other SEA members will help make and propel SEA, together.

“So you need to build the field, a space that willingly shares its winning ideas, that helps others find sources of money, that tells the truly unvarnished stories of your successes and failures. Doing this demands candor, truth telling and a commitment to the collective success of the field.

This is the big, exciting, daunting challenge ahead of us today and it’s the next big task of the SEA and for its members. 25 years ago it was simply impossible to even conceive that opportunity, but now we’re on the threshold, so let’s go for it!”

See you in 2006. ■

- ➔ sereporter.com/Resources/G6Marketplace.PDF
- ➔ operationhope.org
- ➔ www.se-alliance.org/events_gathering6_marketplace.cfm
- ➔ interraproject.org/
- ➔ fdncenter.org/learn/bookshelf/skloot/quiz.html
- ➔ www.surdna.org/speeches.html
- ➔ www.se-alliance.org/news_purpose_profit.cfm

Speaking of Speaking

Tips and tools for effective advocacy speaking

by Melinda Henning

find that social enterprise events always have more great speakers than any other kinds of business events. Passion for their mission drives these presenters, so they are often extremely compelling. The **Social Venture Institute** conference, held in San Francisco in March, was no exception. Below are some examples from those stellar speakers and some tips to help you perfect your persuasive power.

Tip #1: Be Persuasive

"Persuasion is the key challenge for social entrepreneurs," said David Bornstein, author of *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, a year ago at a book signing. I cornered him at a **Social Fusion** cocktail party to ask him if he still believes that.

"Absolutely," he said. "In the corporate sector, you have coercion; in the government sector, you have regulation; in the social entrepreneurial sector, you have persuasion. The more you can change people's minds, the more you can succeed."

How you talk about your work impacts the pace and magnitude of your successes. Because social entrepreneurs are creating hybrid enterprise models that traditional business people have not previously seen, you can expect to be met with skepticism, lack of knowledge, and misunderstanding. You need to be skilled at defining and explaining the values, principles, and methods of social enterprise.

Tip #2: Don't Be Boring

As Pamela Hartigan, Managing

Director of the **Schwab Foundation for Social Entrepreneurship**, noted during her interview with Reverend Nic Francis, Founder of **Easy Being Green**, "The exciting thing about being around social entrepreneurs is they are willing to speak their minds!" Most are inherently so clever and smart that they relish finding creative ways to get their messages out.

Audience attention continually fades in and out, no matter how relevant the information. Presenters are always competing with whatever else is on listeners' minds. You can lose your audience quickly if your voice becomes monotonous, your pace stays constant, or if you stay hidden behind a lectern. A little entertainment value is essential. Think in terms of vocal emphasis, appropriate humor, well-told anecdotes, interaction with the group, and bold body language and movement on the platform.

Tip #3: Have a Structure for Your Talk and Don't Ramble

Chip Conley, Founder and CEO of **Joie de Vivre Hospitality**, opened the Social Venture Institute conference by telling the story of his company in a talk that showcased his irrepressible charm and was especially well-structured. It contained four parts; each part included a quote, a diagram, and a true confession. This structure provided an aid to understanding and memory.

Often, speakers use up all their preparation time thinking of what they'll say, not how to package it in a memorable way. Don't stop crafting

your speech just because you have (finally) gotten your ideas clear in your mind. Figure out how to divide your material into logical sections and try to incorporate some repetition devices. You'll find it easier to stay on track, and so will your audience.

Tip #4: Use Language, Props, and Stories that Create Visual Images

Martha Jimenez, Vice President for Policy and Development of **TransFair USA**, opened her program by donning her "fair trade rebozo." She explained that in Latin America, this shawl contains symbolic decorations that show one's memberships—tribe, family connections—"which, for me," she said, "is all about fair trade." She could more easily have just announced, "I'm devoted to fair trade." Instead, she made the effort to create something more visual, and therefore more memorable.

Humans are highly evolved visual processors: people tend to remember the pictures you create in their minds, one reason why stories are so effective. John Sage, founder of **Pura Vida Coffee**, peppered his case presentation with personal vignettes, including a story about the way his father—who, for years, carried around his own metal coffee filter wherever he went—introduced him to coffee. The picture John created in my mind was, "What a legacy of commitment to coffee!"

If you don't have vignettes, you can use colorful (and quotable) language. Paul Rice, President and CEO

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Speaking of Speaking

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of TransFair USA, spoke of the transformative power of fair trade by using catchy, image-laden sound bites, including, “We can find our power at the point of purchase,” and, “With your daily cup of coffee, you can reach across the world to help a family keep their kids in school.”

Tip #5: Use Humor

I’m not suggesting joke-telling, but sometimes exaggeration or a hint of self-deprecation is just what’s needed to make a serious point. David Green, founder of **The Hearing Company**, quipped, “Some people ask me, what’s my exit strategy? Well, my exit strategy is when I die!” This convincingly expressed that he is never going to give up on his life’s calling, and that his enterprise is not being “built to flip.”

Tip #6: State Your Central Message and Repeat, Repeat, Repeat

Amber Nystrom, Director of Social Fusion, was masterful in referring back to her main message: “You can do business as the person you want to be.” And I’m still repeating her mantra: “Capital, Capital, Capital!”

Cognitive scientists have shown that repetition creates memory. Audiences remember longest what they hear first and last. If there is a concept you want to stick, repeat it verbatim at the beginning and end of your speech, and reinforce it with repetition in the middle. A simple message, repeated strategically, will be remembered.

Becoming a skilled communicator is a lifelong project, but social entrepreneurs have much to gain from the effort. To paraphrase David

Bornstein, it takes more than knowledge, passion, and capital to solve entrenched, large-scale social problems. It takes persuasion. ■

Melinda Henning is a consultant, trainer, and coach specializing in High Stakes Business Presentations and Speaking for Social Change. EMail her at ✉ Melinda@MelindaHenning.com

Profitable Ideals

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Spokesperson Christopher Williams stated that, “The Foundation has helped to set the bar high for social entrepreneurs. The Goldman-supported social business plan competitions have helped us to achieve our goal of building basic intellectual capital that was lacking in the field of social enterprise. The competitions aren’t just about winning prizes and earning income, they help strengthen organizations to provide long lasting social impacts.”

The Goldman Sachs Foundation will continue to invest in youth serving and educational organizations, including the **National Foundation for Teaching Entrepreneurship**, and the **Johns Hopkins University Center for Talented Youth**. ■

- ➔ www.net-impact.org/index.php?id=1264
- ➔ www.socialvc.net/
- ➔ www.worldofgood.com
- ➔ www.ceoworks.org
- ➔ www.echoinggreen.org/index.cfm?fuseaction=Page.viewPage&pageID=304

Welcome to Generation “And”

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Part 3 of this series will look at funder-initiated social enterprise activities that connect communities and campuses. We’ll report on storefront campuses in rustbelt cities, like Rochester, NY, and communities like Pittsburgh, PA, where funders are promoting social enterprise through a regionally-coordinated approach that involves both practitioners and academia.

- ➔ www.svtconsulting.com
- ➔ www.net-impact.org
- ➔ groups.haas.berkeley.edu/nonprofit
- ➔ www.socialvc.net
- ➔ www.drendall.com
- ➔ www.kellogg.northwestern.edu/student/club/social/home.htm
- ➔ www.cctboston.org
- ➔ redf.org/about-fellows.htm

Cashing in on Church?

Reviewed by David Rendall

Book Review:
Entrepreneurial Faith: Launching Bold Initiatives to Expand God's Kingdom
 by Kirbyjon Caldwell and Walt Kallestad, with Paul Sorensen
Hardcover July 2004
Random House/Water Brook Press
\$19.99

If you are part of a faith community, either as a paid staff member, volunteer, or participant, you can likely imagine the problems that may arise when combining business and church. However, Kirbyjon Caldwell and Walt Kallestad, the

authors of *Entrepreneurial Faith*, believe that these barriers can be overcome. In fact, they see no inherent conflict between church and commerce. They state, "In the Kingdom of God there is justice, including economic justice and the creation of jobs so people can support their families."

Caldwell and Kallestad use case studies, personal reflections, and advice from social enterprise and business authors to enlighten readers about the unique challenges of managing faith-based enterprises. Additionally, they attempt to clarify the role of the faith-based entrepreneur by proposing that he or she is an individual who, "marries a challenge with a vision to create a blessing for others." However, for all its advice, the most useful element of the book is its appendices, which offer complete sample business/strategic plans, operations plans, and funding proposals. This section also includes instructions for conducting feasibility studies.

Both Caldwell and Kallestad have developed social enterprises. Caldwell has an MBA from the **Wharton Graduate School of Management** and is the pastor of the largest United Methodist church in America. In 1982, when he assumed leadership, the church had only twenty-five members and was planning to sell its land in order to cover its expenses. At that time, the community had few businesses, jobs, or other necessary services. Today, the church runs several enterprises. Most of these are in the real estate development arena, and include the "largest residential subdivision ever built by a nonprofit organization." This neighborhood provides housing for many people who were homeless.

David Rendall is Assistant Professor of Business for Mount Olive College and principal of Rendall & Associates, a consulting firm that specializes in social enterprise development and leadership training for nonprofit organizations.

➔ www.drendall.com. ✉ dave@drendall.com

Kallestad pastors **Community Church of Joy** in Phoenix, which sits on a 200-acre campus that includes a retirement center. He also began with a small congregation and ten acres of land that were in danger of being sold. However, before he experienced success, his "entrepreneurial faith" helped the church to decline in membership from 200 to 100 members in his first year. He attributes this rapid drop in membership to his own mistakes and to the fact that many people are uncomfortable with the integration of church and commerce.

Readers will find it valuable to hear about the authors' successes and failures. However, although Caldwell and Kallestad seamlessly integrate different perspectives and leave readers with the idea that faith and enterprise are perfectly compatible, they do not specifically address the unique difficulties that arise in faith-based enterprises, nor do they extensively discuss the unique qualities of faith-based entrepreneurs. Thus, those looking for a comparative analysis will be disappointed.

Nonetheless, because it is one of only a few books on this subject, *Entrepreneurial Faith* breaks new ground. Those seeking to implement social enterprises within communities of faith will find it most useful, given that the book clearly addresses the unique needs of ministries and churches.

On the whole, the message one receives from this book is that social enterprise within a faith community is more difficult, not in kind, but by degree. Leaders often encounter stronger resistance that comes from a deep foundation. However, faith-based entrepreneurs do not significantly differ from their secular counterparts: they are equally motivated and their purposes are similarly strong and profoundly rooted. ■

➔ randomhouse.com/waterbrook/catalog/display.pperl?isbn=1-57856-837-4#praise

Rating = 5 (for church or ministry leaders and volunteers)
= 3 (for other readers)

Rating System Key

- 1 – Don't read this book, even if you get it for free
- 2 – Reading this book review gives you everything you need to know
- 3 – Check out the book from your local library
- 4 – Buy the book for your personal library
- 5 – Buy the book and get a couple for your friends and associates

Earned Income: Assessing Your Nonprofit's Revenue Options

**Foundation Center Locations, June 3, 2005: Atlanta, GA;
June 15, 2005: New York, NY; June 22, 2005: Cleveland, OH;
June 24, 2005: Washington, DC**

Course developed by SER Editorial Advisors, Cynthia Massarsky and Samantha Beinhacker, co-directors of the National Business Plan Competition for Nonprofit Organizations, a program of the Yale School of Management—The Goldman Sachs Foundation Partnership on Nonprofit Ventures. ➔ fdncenter.org/marketplace/catalog/subcategory_training.jhtml?id=cat250001

Social Fusion Conversations in Social Enterprise: Best Practices Lunch Series 2005

June 24, 2005, Social Change - for Profit? I: Capital Shakers and Market Makers, San Francisco, CA

➔ socialfusion.org/se_pr_speakers_series.html

The Grantsmanship Center

New Business Ventures for Nonprofits Workshop

June 6-8: Columbus, OH; August 8-10: Charleston, WV, 15-17: Indianapolis, IN

An entirely new and up-to-date curriculum has been developed in cooperation with two SER contributors who also share the actual training: Rolfe Larson, and Andy Horsnell. ➔ www.tgci.com/training/nbv/nbv.asp

Third National Business Plan Competition for Nonprofit Organizations

Annual Conference and Awards Ceremony

June 9-10, 2005, Hyatt on the Hudson, Jersey City, New Jersey

Master classes and workshop sessions will run throughout the Conference to help advance your understanding of business enterprise, led by experts in the field of nonprofit entrepreneurship and business management. ➔ ventures.yale.edu/aboutconference.asp

Georgia Micro Enterprise Network 2005 Annual Conference

June 10, 2005, Atlanta, GA

➔ www.georgiamicroenterprise.org/calendar.html

Canadian Social Investment Conference

June 12-14 2005, Toronto

➔ www.socialinvestment.ca/event.htm

45th ACCRA Annual Conference

Diversifying Your Economic Base: What is Possible For Your Region?

June 14-18, 2005

San Diego, CA

➔ www.accra.org/

3rd Annual Cause Marketing Forum

June 16, 2005, Crowne Plaza Times Square, New York

➔ causemarketingforum.com/conference.asp

Community Development Society 37th Annual Conference Linking Community Development Practice to Public Policy: Does Practice Inform Public Policy? Does Public Policy Promote Creative Practice?

June 26-29, 2005

Baltimore, MD

➔ www.comm-dev.org/

The Communities We Serve: Building Capacity for Impact Alliance for Nonprofit Management and National Council of Nonprofit Associations Joint Conference

July 13-17, 2005, Chicago, Illinois

➔ ncna.org/index.cfm?fuseaction=Page.viewPage&pagelid=457

Building Communities From The Inside Out: Putting ABCD Into Action

July 28-30, 2005, Chicago, IL

➔ www.abcdtraininggroup.org/info/chicago/Chicago_2005.htm

International Economic Development Council 2005 Annual Conference: "The Global Economy is Here...Now What?"

Sept. 25-28, 2005, Chicago IL

➔ www.iedconline.org/AnnualConference/index.html
