

Mission ONE: Integrating Nonprofit Right & Left Brains Exercises for Generating Alignment

by Peter S. Crosby

An established nonprofit was offering consulting services which required half of its highly-qualified staff time. But during the last two years, the service lost twice as much money as it was bringing in. These consistent losses ate up the organization's financial reserves, so no funding was available to alter services or improve the marketing. Yet the Executive Director, staff and Board didn't decide what to do until it was too late. The Result: 80% layoffs, and a forced merger.

We have all witnessed similar management log jams which allowed foreseeable costs, staffing or market factors to overwhelm passive nonprofit organizations. But nonprofits are now under more pressure than ever to adapt quickly because of the accelerating rate of change in technologies, government policies and globalization.

Unfortunately, when forced to change, many organizations become roiled in endless meetings, gossip and indecision. As emotionally-packed values, integrity and mission issues come face-to-face with fact-based reality checks, accounting and governance, debilitating stalemates can ensue.

Recognizing Cognitive Dissonance

Call it denial or culture clash or the ostrich dance, but it is akin to what psychologists call: "Cognitive Dissonance."

This theory states that holding two conflicting options in our minds at the same time can cause unbearable tensions. For instance, the right side of our brain—the generally more intuitive, holistic, subjective side—may want to serve society at all costs. Yet the left side—generally more

logical, analytical and objective—knows tough decisions are needed for survival now. These unresolved personal and organizational conflicts can cause a kind of group brain freeze leading to deadlock.

But change—especially rapid change—requires deep alignment of mission, planning and implementation. So recognizing discord in our individual right and left brains can be instrumental. Most critical, however, is fully understanding our team's differing points of view so we can generate common language and agreements for action. Without this fundamental clarity up front, many planning, monitoring and evaluation methods will be ineffective because of single-minded ideals, hidden agendas and subtle sabotage.

Appreciating Left and Right

Before we get started on the integration exercise to follow, let's look a bit more at basic neuroscience to appreciate both halves of the same whole and to see where you fit in. We know that right or

INNOVATIVE
SOLUTIONS

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Letter to Readers

Dear Reader,

This issue of the *Reporter* looks closely at fostering entrepreneurial culture in social enterprise—what are some of key organizational and leadership qualities that encourage a culture of innovation and entrepreneurship?

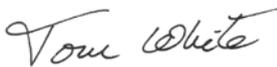
Peter Crosby's lead feature provides you with an important leadership tool to help facilitate cultural change. In times of rapid change, nonprofit leaders and staff need a common lexicon for decision-making. Using the study of neuroscience, this interactive group exercise will help you understand differing points of view and generate a common language to improve the alignment of your organization's mission, planning and implementation.

As **Jerr Boschee** point out in his monthly column, nonprofits have an extraordinary heritage of being focused on *client* services.. Now social entrepreneurs like **Kathleen Buescher** and Kevin McDonald are using this mission-driven marketing energy and determination to foster extraordinary customer service as well.

In this issue's *SER Toolkit*, nonprofit consultant and social enterpriser **Jan Cohen**, and Project HIRED CEO **George Archambeau** provide details on how their organization successfully developed and fostered entrepreneurship in a competitive, recession-plagued marketplace.

I look forward to featuring inspiring examples like these in *SER* and encourage you to submit your stories for publication. Go to the Contribute to SER page on the About SER section of the SEReporter.com website for more information. Also, look for an online subscriber survey soon—I want to hear from you about the stories you want to read!

Best wishes,



Tom White

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Extraordinary Nonprofit Heritage: Providing People-oriented Customer Service

by Jerr Boschee

The customer may not always be right, but the customer is *always* the customer. Once a social enterprise makes a sale, customer service is critical for ongoing success, as four successful social entrepreneurs have discovered.

Kathleen Buescher's St. Louis company (Provident Counseling) provides Employee Assistance Programs to corporations, and one of her biggest surprises has been discovering that "when you're working with the corporate sector, *everything* is negotiable, unlike government contracts where it's 'thou shalt and thou shalt not.' So it's very important to stay in tune with your corporate customers, stay very attentive and sensitive to their needs. We don't want to be just a short-term contractor. We want to be an ongoing resource to supervisors and to management."

"We will never forget our customers are the ones who keep us in business," says **Kevin McDonald**, who operates a hugely successful nonprofit trucking business out of Durham, North Carolina (TROSA Moving), "so you have to treat 'em right. They are *always* right. If we do something wrong, we respond immediately and take care of the problem. That's just so important . . . but people forget that. When customers appreciate what you've done it's the best form of advertising you can get. It's like buying cars: You go back to somebody you're comfortable with."



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 about entrepreneurial marketing is a regular monthly feature of the Social Enterprise Reporter

Almost by accident, **Bobbie Lenz** discovered customer focus gave her Duluth, Minnesota, bulk mailing business (UDAC Mailing) a unique selling proposition. "Right from the beginning," she says, "as a nonprofit, we were always mission driven, always centered on what was best for our clients. But very early in our existence as a business we realized running it successfully meant we had to use the same approach with customers. 'Here we are,' we said. 'What do you need? We'll do *everything* to meet your needs.'"

That determination to do what is best for its clients *and* for its customers emerged from what Lenz calls one of her organization's core values: The importance of choice for people who are developmentally disabled. "That's what our business venture has been all about," she says. "These days, customer service is hard to find, but we've bent over *backwards* to provide *extraordinary* customer service. We're definitely people-oriented, and that's part of our heritage as a nonprofit."

She also discovered a practical reason to emphasize customer service. "Initially," she says, "here we were, this human service agency with severely disabled people doing mailings, and a lot of people had a problem with that. So we never used the heart on the sleeve, 'Oh, please put these poor people to work,' approach. Right from the beginning we said, 'Use us. You need to. It's good business.' That's why referrals and word of mouth have worked so well for us. You need to act like a business, not a human service agency."

Finally, **Rich Gilmartin** predicts that if his Pensacola, FL-based social enterprise (Gulf Coast Enterprises) "is not accessible to the customer, we probably won't be their vendor very long." Gilmartin's \$30 million company offers custodial, shelf-stocking and other services delivered by people who are developmentally disabled. "Customers often tell us that the management for previous vendors stayed at a great distance, never came to talk with them – and if decisions had to be made, the local person was not empowered to make them. So we mount a concerted effort to empower the person on

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Staying On The Path Of Financial Sustainability

A Retrospective on 19 years with Project HIRED

by Jan Cohen and George Archambeau

Project HIRED launched its first social business venture, HIRED Temps temporary staffing services, in 1986. Since then, California's Silicon Valley has gone through several recessions. The most recent was particularly severe with hundreds of companies going out of business and the loss of 200,000 (or 15%) of total jobs. 19 years later, HIRED Temps continues to be a highly successful business venture, annually providing employment to over 100 individuals with significant disabilities, with \$1.3+ million in gross sales and contributing over \$100,000 annually to fund other programs and services.

HIRED Teams call center services, launched in 1994 with just one switchboard outsourcing contract with the Veterans Administration Medical Center in San Francisco, has grown to provide switchboard and staffing services to all of the VA hospitals and clinics in the greater San Francisco Bay Area, Sacramento and Fresno, serving over 450,000 veterans and their families. The call centers employ 52 operators, 95% of whom have a significant disability, and annually generate a net contribution of \$225,000 on total sales of \$2 million.



Janet S. Cohen has been a consultant and trainer working with nonprofit organizations for more than 18 years. Her focus is customized work sessions and consulting services for nonprofit organizations on diversification of revenue, earned income, marketing planning, and strategic planning processes. In addition to her own training/consulting business, Ms. Cohen is the Director of New Business Ventures at HOPE Services. She was an affiliate consultant with CompassPoint Nonprofit Services in the Bay Area for 6 years, a senior consultant with the National Center for Social Entrepreneurs for 5 years, and Chief Executive Officer of Project HIRED for 10 years. Under her leadership, Project HIRED grew from a staff of 2 and budget of \$50,000 to a staff of 15 and revenues of \$ 2.3 million. She has degrees from the University of Massachusetts, the University of Maryland, and a Certificate in Marketing: New Products and Services from the University of California at Santa Cruz. ✉ jcohenca@aol.com



Mr. Archambeau has over 25 years of experience in the field of health and human services. Since 1999, in his role as CEO, George Archambeau has expanded Project HIRED's call center business from the Bay Area to satellite locations throughout much of the state of CA. He holds a B.A. Degree in Psychology from the University of California, Los Angeles; an MSW from the University of Southern California, an MBA from Georgia State University, and is a Licensed Clinical Social Worker.

Since 1985, Project HIRED has changed Executive Directors 3 times, turned over Board members and staff several times, and struggled with multiple cash flow, infrastructure, and operational challenges. Its business ventures, through all of these external and internal challenges, remain an integral part of the organization's business model and a vital strategy for delivering on its mission of assisting individuals with disabilities to gain competitive employment. This article focuses on the factors that have made Project HIRED ventures successful.

An Entrepreneurial Culture Permeates the Organization!

Being entrepreneurial is not an attitude or belief that can be held by just one or even a few people within the organization, no matter how influential their role. Everyone that is closely involved with the organization from the Board of Directors, to the CEO, to the staff, to key constituents must buy into an entrepreneurial way of doing business. At Project HIRED everyone associated with the company "gets it".

An entrepreneurial culture, characterized by a pre-determined amount of risk tolerance, guides decision making in evaluating new opportunities. At Project HIRED this culture is manifested in a "bias for action" as the entrepreneurial spirit defines new entrepreneurial opportunities. Project HIRED has always been open to pursuing new business ventures. Over the past 19 years, Project HIRED has started and exited 4 other businesses and is currently 1 year into its latest venture, in addition to growing its temporary staffing and call center services.

"Running Like a Business" is an Integral Part of the Culture

When a nonprofit runs a business venture, it means competing with both nonprofit and for profit businesses. Not only must the enterprise be a well run business, but the entire organization must utilize sound business practices. Business thinking at Project HIRED applies equally to core services and to earned income activities and is premised on sound planning, diversification of

Staying on the path

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revenue streams, sufficient resources and effective information systems. Services, sales and marketing are focused on what matters to the customer, while business activities chosen are within the organization's core competencies.

Having a vital mission won't make up for a bad business plan, failing to meet customer needs, cash deficiencies, or an inadequate infrastructure. At Project HIRED, two of the 4 business ventures that we started and exited failed because we did not fully understand the demand for the services. The other two succeeded because the research was complete and it was understood that they were "time limited" opportunities, we delivered according to customer expectations, and we had benchmarks that told us when to get out.

HIRED Temps and HIRED Teams have both succeeded year after year because they meet and exceed customer expectations, understand and conform to standard industry practices, conduct on-going market research, and maintain information systems that help us identify and track key business variables (such as unit costing, contribution margins, and receivables days outstanding) that can make or break the business.

Thorough Market Research: We Always Check It Out!

Project HIRED has a culture and practice of scanning and giving serious consideration to trends that might, or will, affect the employment sector for all individuals, not just those with disabilities. Staff, Board, and Business Advisory Committee members talk to their colleagues for feedback on our current services,

as well as opportunities and ideas for Project HIRED. We follow up on what looks interesting by doing preliminary probes and investigations.

If something looks like a true opportunity, the next step is to conduct rigorous market research to assure that we:

- Understand the difference between need and demand and focus efforts on demonstrating demand.
- Take the time to research trends and crunch the numbers.
- Get out there and talk to customers (current satisfied and dissatisfied, never bought, and potential) as well as to competitors. At Project HIRED, we have found that competitors are often willing to talk to us because we do not pose a threat, there is the potential of a mutually beneficial partnership, or they buy into our mission and do not want to see us waste precious resources.
- Always have a designated "devil's advocate" whose job it is to bring up every possible angle and potential issue. At each stage, the go ahead-keep pursuing decision is made on research, not intuition.
- Continue the market research even after the decision is made and we begin offering this service. This is so important, as critical success factors and expectations are always changing. We have to be planning and changing all the time.

We Never Get Complacent Or Too Comfortable With Success!

Project HIRED's Business Advisory Committee, made up of professionals in similar businesses, continues to meet quarterly with staff to keep us informed about trends. Because these people are in this business for profit, they have access to information about industry trends that we may not have access to. They help

us to keep the business successful.

Important Things We've Learned:

- Don't assume the model doesn't need to change! We engage customers for feedback, through focus groups, surveys, and the advisory committee to find out what they will be wanting and what other vendors are giving them or projecting to be offering. This enables us to have a great "heads up" opportunity to change "in time" to keep the business viable. HIRED TEMPS has had to change dramatically several times in its 19 year history.
- It is critical to stay updated on industry trends to see what will be necessary to the business in 2-3 years. Act on this information!
- Put the "ING" in Plan. The planning is never done. You always need to be investigating and pursuing how the business will need to evolve. You should not be surprised to find out that what is becoming "expected" in the industry is something you do not offer or cannot implement in time to keep the business viable.

We diversify!

- Never rely on one customer, or type of business, for most of your business. The strategy should be a mix of businesses (large and small, with different products or services), so that you can achieve your overall business objectives. If you are overly dependent on one customer or industry segment, your business depends on their business climate, decisions, ...all factors beyond your control. ■

Next Month: Tips for the long haul that allow Project HIRED to keep creating earned income ventures in times of change.

➔ www.projecthired.org

Mission One

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left-handedness indicates that the inverse side of your brain usually dominates. So left-handers typically find their academic proficiencies in aesthetics, feeling, and creativity—i.e. right-brained. On the other hand, left-brainers, concentrate more on literal thinking, evaluation and accuracy. Most people have a distinct tendency for one of these thinking patterns. Some folks, we suspect many in nonprofits, are equally adept at both modes—more “whole-brained.” (Further details on right-left brain dominance and online tests are in ‘Resources’ at the end.)

Alignment—Finding the Middle Ground

First, we’ll use the discussion framework below to illustrate seemingly divergent nonprofit operating viewpoints—from both right & left brain positions. Its purpose is to demonstrate how polarized points of view may not be so different after all: Middle ground is within reach. The M-I-S-S-I-O-N acronym is only to remind us of the end goal for this exercise: alignment.

To begin, work your way down the list on page 7 one RIGHT LEFT pair at a time. Each twosome is an operating principle to be considered from the “other” brain’s point of view. See which side is a more natural prism for you and your team. Then put yourself into the other, less-comfortable side. You’ll see how both are valid and contribute to the whole. Later, you’ll work to see eye to eye on “middle brain” words that illustrate your teams’ particular alignment needs. The entire interactive process takes less than two-hours and can be

customized by facilitators for their teams.

Creating ‘Middle’ Brain Agreements

Having talked through the range of these seven operating horizons, listened carefully and documented the most relevant comments about your team’s views of each, some disagreement is more than likely. Honest excavation of these attitudes is healthy and downright necessary. For this exercise urge participation and consider that silence equals acquiescence. Clearing the air creates fresh underpinnings for rebuilding common goals for action.

The next step for tangible integration is to revisit the seven polar pairs to agree on shared ‘middle brain’ words that can bridge your team’s known cognitive gaps. Facilitate agreement around terms by incorporating characteristics of the right-left poles, the team’s concerns and a clear vision for future commitments. Move the conversation forward not by consensus per se, but by compromising on target words to which people can agree to act on.

For example, the heartfelt ‘Mission’ to segmented ‘Markets’ range has ‘constituents’ or ‘stakeholders’ in common. ‘Customer-focused’ or ‘client-oriented’ might also fit your situation as the cooperative essence marrying the subjective and objective poles. The “Integrity—ICTech” pair could also be bridged with words like standards, benchmarking or scalability. One organization recognized that taking things ‘step-by-step’ was their workable path for making Support - Sustainable.

A Common Lexicon for Decision-Making

This exercise is not just semantics. You are constructing a glossary for action. The leadership purpose is to make clear decisions on a lexicon that all will sign up for using. These agreed words then become common ground rules for communications, responsibility and authority to act—before strategic and tactical plans are structured.

Use the graphic resource Nonprofit Middle Brain listed in the Resource section as a template for framing your critical operating principles and generating “Middle Brain” words.

Align For Action

Now that your team better understands its context for organizational decision-making—and agrees to work with common terminology—planning can be accomplished more forthrightly. To encourage usage, check in occasionally on the level of clarity and comfort with the “whole brain” words. Then use any number of continuous monitoring methods—such as Balanced Scorecard, Performance Pyramids or Matrix Management—to ongoingly plan, tweak and evaluate strategies and results.

This training is not about the words. It’s about open communications, living agreements and mission / team alignment for rapid change. Organizations that can span right & left lobes, staff factions and political parties, afford themselves more opportunities. Balanced nonprofits generate additional social enterprise

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Nonprofit Brains

LEFT

RIGHT

Market ⇔ ⇐

Personal “meaning” depends on one’s point of view. Segments of populations—such as clients, staff, funders, partners, boards—each have differing needs and wants. Nonprofits must understand what’s of value to each. And most critical now: who will pay for what?

Meaning

For many in the nonprofit sector, choosing to work with a mission of more “significance” is essential. Often it’s a reflection of one’s personal priorities, values, even life purpose: Why am I here? What contributions can we make?

Intelligence ⇔ ⇐

Info and brains—both are key. Gather accurate current research for skilled reasoning and fact-based decision-making. Know your customers, industry trends, the law. Do it consistently and your team will master your playing field.

Insight

The Vision Thing—seeing into the future. Understanding the nature of people, organizations, society. Envisioning and communicating new models or paradigms. Often based on a combination of experience, intuition and courage.

Strategy ⇔ ⇐

Mission alignment & performance are even more challenging in fluid markets. Consistent focus on current needs, core competencies and proactive planning provide regular successes. So say NO to fads, whims and mission creep.

Satisfaction

‘Making a Difference’ may be cliché, but community service, greater good and social change are hard goals to actualize. Staff retention, repeat contributors, and organization growth indicate our actions are matching our words.

Sustainability ⇔ ⇐

Long-term thinking, swift actions and diverse revenue streams provide options for any organization. Also allows for independence to take advantage of opportunities while staying on-mission. Partners, profits and value propositions are vital.

Support

Compassion is heartfelt for many nonprofiters. Our work, our team, our communities take precedence. We want the kindred support of volunteers, contributors, lawmakers and respect for our advocacy.

Information and Communications Technology ⇔ ⇐

Productivity gains from ICT are well known. Data generated by systematic accounting, surveys, statistics, sector benchmarks demonstrate progress. As Galileo Galilei said: “Measure what is measurable, and make measurable what is not so.”

Integrity

Unity, coalitions and consensus are traditional nonprofit watchwords. Yet walking our talk, delivering what we promise, and accountability are critical now. Public scrutiny now demands more transparency, yet it’s healthy for internal alignment too.

Operations ⇔ ⇐

Where plans happen—or not. All those goals, timelines, logistics, personnel skills come together for performance—especially if metrics can illustrate them.

Ownership

Having a real say in any-sized organization’s planning is personally motivating for most. When authority goes with responsibility, then we can ‘own’ our results. Recognition and rewards for those efforts and outcomes reinforces accountability and teamwork.

Numbers ⇔ ⇐

Financials, the life blood of any organization. Accurate real-time accounting, regularly compared to projections and cost/benefit/risk analysis, provide for internal reality checks and timely reporting. Organizations should never wait 6 months to finish year-end financials or 990s.

Now

Responsiveness to emergencies, political contingencies and prospective funding is central to many nonprofits. Yet this organizational capacity to react quickly can be worlds apart from its ability to change proactively, evolve and lead. Capabilities in both demonstrate integration of Right & Left.

Mission One

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revenues, private-public partnerships and “blended-value” capital for sustainable and scalable models. And a lot less headaches from brain freeze—or layoffs. ■



Peter S. Crosby is a social entrepreneur in profit and nonprofit environments with 20-years international experience specializing in strategic planning, operations, media and internet technologies. As Founding

Partner of AllTogetherNow Consulting, he advises clients such as James Irvine Foundation, Glide Foundation, CompuMentor, Women’s Technology Cluster, TechSoup.org, Groundspring.org, SeniorNet.org, TechRocks.org, GirlGeeks.com/org, Interra Project and Anglican Malaria Project. In 2004, he also Chaired Social Enterprise Alliance’s 5th Gathering. Contact Peter at

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Resources:

Social Enterprise Alliance:

➔ www.se-alliance.org/resources_lexicon.cfm

Social Enterprise Typology:

➔ www.virtueventures.com/setypology.pdf

Blended Value Capital:

➔ www.BlendedValue.org

Balanced Scorecard:

➔ www.BalancedScorecard.org

Agreement Methods:

➔ www.ResolutionWorks.org

Right-Left Brain Tests

➔ www.similarminds.com/personality_tests.html

➔ www.brain.web-us.com/brain/braindominance.htm

➔ www.blogthings.com/rightorleftbrainedquiz/

Mission ONE Implementation Tool:

Nonprofit “Middle Brain” Graphic Template

➔ www.sereporter.com/Resources/npmiddlebrain.jpg

Extraordinary Nonprofit Heritage

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the site to make the greatest scope of decisions possible.”

One of the obstacles Gilmartin and his staff have managed to overcome has been “not hearing a message early enough. So we also have people from our headquarters office traveling to each site on a regular basis, in part to spot problems before the customer sees them and they become big problems.”

Gilmartin also believes his company takes customer service a lot farther than most. “If you just do what people expect, and that’s it,” he says, “they almost don’t know you’re there—and when it comes time for

contract renewal or adding contracts there’s no substantial advantage. On the other hand, it makes a difference if you do something a little out of the ordinary—like leave behind your business card with a handwritten note, or leave a Hershey’s Kiss on someone’s desk, or if you find a \$2 bill on the floor and call it to the attention of the ownership instead of shoving it into your pocket and walking away. It can be any number of things.” In many situations, for example, the previous vendor’s employees didn’t wear uniforms. Gilmartin’s employees not only wear them, “but we put our name on them and we let customers pick the color. It all sets a tone immediately that is different than what the customers expect.” ■

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

Sept. 23, 2005 Generation Next: Empowering the Youth of Today

➔ socialfusion.org/se_pr_speakers_series.html

Earned Income: Assessing Your Nonprofit's Revenue Options

Foundation Center Locations, Washington, DC September 19, 2005,

New York, NY September 30, 2005, San Francisco, CA November 1

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

The Grantsmanship Center

New Business Ventures for Nonprofits Workshop

Oct. 3–5, Kansas City, MO; Nov. 7–9, Dayton, OH

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

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

September 25–28, 2005, Chicago IL

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

What Works! Rural Entrepreneurship & Community Development in the Northeast

September 28-30, 2005 Burlington, Vermont

➔ www.cas.nercrd.psu.edu/entrepreneur2005wksp.htm

National Association of Seed and Venture Funds Conference: Fostering Innovation Capital

September 28-30, Philadelphia, PA

➔ www.nasvf.org

Columbia Business School Social Enterprise Conference Business and Society: Building A Sustainable Future

October 7, 2005, New York, NY

➔ www0.gsb.columbia.edu/students/organizations/sec/conference2005/index.html

Craigslist Foundation Second Annual Nonprofit Boot Camp

October 8, 2005, San Francisco CA

➔ www.craigslistfoundation.org/bootcamp.html

William Davidson Institute at the University of Michigan Social Enterprise Speaker Series: Robert Grove

co-executive producer of the PBS special New Heroes

October 12, 2005, Ann Arbor, MI

➔ www.wdi.umich.edu/ResearchInitiatives/SocialEnterprise/Events

S-DEV Geneva 05: International Platform on Sustainable Urban Development

October 11–13, 2005 Geneva - SWITZERLAND

➔ www.s-dev.org/

The Nonprofit Congress

October 15–18, 2006, Washington, DC

➔ www.nonprofitcongress.org/

National Community Capital Association

Annual Conference: On the Road to Scale:

What's NOW? What's NEW? What's NEXT?

October 19–22, 2005, Los Angeles, CA

➔ www.communitycapital.org/training/atc_2005.html

Social Venture Network 2005 Fall Invitational Conference Reinventing the Game: The Role of Socially

Responsible Business

October 20–23, 2005

➔ svn.org/Initiatives/fall%202005/fall2005.htm

It's So Easy Funding Green:

The First National Green Building Conference for Funders (A Funders' Network Event)

October 24–26, 2005 Cleveland, Ohio

➔ www.fundersnetwork.org/calendar_sponsor2791/calendar_sponsor_show.htm?doc_id=272522

National Network of Sector Partners Biennial National

Conference: Bridges to Prosperity: Building the Economy Through Partnerships and Innovation

November 2-5, 2005 Chicago, Illinois

➔ www.nedlc.org/nnspevents.htm

Co-op America's Third Annual Green Business Conference

November 2-4, 2005 San Francisco CA

➔ www.coopamerica.org/cabr/conference/

23rd Annual Entrepreneurship Education FORUM

November 5 - 8, 2005, Orlando FL

➔ www.entre-ed.org/_network/forum.htm

The First Andean Congress on Mobilizing Resources for Social Change

Opening plenary by Mal Warwick: “Mobilizing Local Resources for Social Change,” plus several workshops

November 9-10, 2005 Lima, Peru

✉ solidar@speedy.com.pe

Net Impact 2005 Conference

Bridging the Gap: Leading Social Innovation Across Sectors

November 10- 13, 2005

Stanford Graduate School of Business, Stanford, CA

➔ www.netimpactconference.org/