

Social Enterprise Reporter

Innovative Business Solutions for Nonprofit Entrepreneurs

Management Support Organizations: Building Capacity for Social Enterprise

by Carol Brzozowski

In this two-part series, SER looks at the role of Management Support Organizations (MSOs) as they assist their nonprofit clients in launching and building social enterprises. Part Two will explore the best practices of MSOs that have worked with social enterprises on their double bottom line initiatives.

Amy Casavina Hall is Director of Civic Engagement and Outreach for the **Institute for Nonprofit Development at Mount Wachusett Community College in Central Massachusetts**. The Institute is a membership-driven MSO that operates in an area that houses an isolated mix of rural and urban non-profits with budgets of less than \$200,000. In her role as Institute Director, Casavina Hall has helped design a new certificate program for entrepreneurs and created the curriculum for both a grant-writing course and a course on social entrepreneurship.

Many of the Institute's members do "typical kind of service work," states **Social enterprise is putting creative spirit back into the nonprofit sector. This is desperately needed right now!**— Amy Casavina Hall

INNOVATIVE SOLUTIONS

Casavina Hall, "but now the entrepreneurial people who founded these organizations are looking for social enterprise opportunities. Other groups are looking for alternate ways to deal with the really scary funding situation. There are a lot of motivations and cross-over. It's a great movement that's going to really boost the image of nonprofits all over. Anytime there is innovation, I think people will look at the nonprofit sector differently, which would be a wonderful development."

Although a challenging funding environment has spurred many nonprofits to explore social enterprise as an option, whether through job training or another mission-related enterprise approach, it is far from a quick fix. Given the confusion and difficulties that the field of social enterprise presents to nonprofits, organizations are increasingly looking to Management Support Organizations (MSOs) for assistance in enterprise building. However, because social enterprise represents a new area of support for many MSOs, they, too, require resources and advice in order to best serve their clients and communities.

Soon after attending the 2004 Gathering of the **Social Enterprise Alliance (SEA)**, Carol Stone, past-CEO of the **Volunteer Center of Orange County (CA)** was working with the SEA

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Letter to Readers:

Dear Reader,

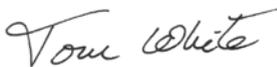
As reported in the Alliance for Nonprofit Management study, *The Expanding Universe: New Directions in Nonprofit Capacity Building*, "connecting community building and capacity building is a trend in the field that will have increasing impact in the coming years." In this issue of SER we look closely at the role of nonprofit management support organizations in creating a training infrastructure for social enterprise in their communities. This trend points to a growing role for MSOs in developing both the field of social enterprise and their communities through their capacity building efforts with local social entrepreneurs.

The same ANM study finds that results from capacity-building interventions need to be integrated into the whole organization for maximum impact. Jerr Boschee's article on a Twin Cities-based MSO, MAP for Nonprofits, shows how a nonprofit uses both an integrated approach and a community-wide perspective to develop a new framework for success. The MAP team asked what is MAP's role in building healthy and vibrant communities and as part of their new mission statement shifted the focus of its management consulting from an impact on the consulting client to improving their clients' impact on the community.

In the third in a series of articles compiled by Rolfe Larson and Andy Horsnell, members of the npEnterprise Forum (official listserv of the Social Enterprise Alliance) speak to this question of impact and offer tools and techniques to measure it.

These articles show how MSOs and other social enterprises are looking at innovative ways to measure and improve the impact they have on their communities. If your organization has grown as far as it can with its existing business model, perhaps it's time to look at how social enterprise is improving the quality of life for your community and use the examples provided in *SER* to integrate enterprise into your organization's mission, vision, core values and principal business strategies.

Best wishes,



Tom White
Editor & Publisher

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MAP for Nonprofits: a new framework for success

by Jerr Boschee

How does a successful nonprofit avoid stagnation? How does it renew and re-position itself as the world moves on?

I served for five years on the Board of Directors for one of the country's leading nonprofit management consulting groups, MAP for Nonprofits, which is based in the Twin Cities of Minneapolis and St. Paul. During the years leading up to its 25th anniversary in 2004, MAP established a national reputation for excellence by focusing on a singular mission: To help nonprofits achieve mission-driven results by building their capacity.

During that time it deployed more than 11,000 volunteers from the business community and assisted more than 8,000 nonprofits. It provided accounting, financial, technology and legal services; and it helped nonprofits with Board development, business plans, fundraising, leadership development, marketing, strategic planning, and other challenges. Gradually, earned income became an increasingly important part of the mix, and by 2002 it represented 47% of MAP's annual operating budget.

But by 2003 MAP's earned income growth had flattened, net income was declining and financial reserves were limited. Those realities, along with changes in the nonprofit marketplace, led Executive Director Judy Alnes, her staff and the Board to take a fresh look at MAP's strategic framework, starting with a multi-phase market research study. The results were startling: MAP had grown as far as it could with its existing business model.

During the next year, the MAP team zeroed in on six key areas:

- What **DRIVING FORCES** are changing the rules of engagement? What demographic, economic, sociological, technological, political and regulatory shifts are taking place? What threats and opportunities are emerging – and what should we do about them?

- How do we want the world to change? What is our **VISION** for the community we serve?

- What will we do to bring about that change? What is our basic purpose? In short, what is our **MISSION**?

- What do we stand for? How will we conduct ourselves in the face of a constantly changing landscape strewn with temptations? What **CORE VALUES** will guide us?

- What outcomes do we expect? What are our **LONG-TERM GOALS**?

- What **PRINCIPAL STRATEGIES** should we use to reach our goals?

The Board and staff worked for more than a year to answer those questions, then celebrated its 25th anniversary by announcing a new framework:

- **VISION:** “MAP envisions healthy and vibrant communities in which effective and sustainable nonprofit organizations achieve their mission-driven results”

- ▶ The MAP team asked itself a fundamental question: Yes, building capacity for nonprofits is valuable. But to what end? The new vision statement made it clear MAP's ultimate role went well beyond its original mission.

- **MISSION:** “MAP provides critical management consulting services that significantly enhance the abilities of nonprofit organizations to increase their community impact”

- ▶ Next the team asked itself what MAP's role could be in building those “healthy and vibrant communities.” For 25 years, it had been providing tools for nonprofits to build their capacity – but now it would shift its focus from an impact on the nonprofits to an impact on the community.

- **CORE VALUES:** MAP identified five bedrock values that would underlie its work for the next quarter century, in the areas of client success, integrity, excellence, diversity and leadership

- ▶ MAP's choices were based on a set of guidelines taught by veteran consultant Ronnie Brooks, who emphasizes that a core value must give the organization pride; be freely chosen from genuine alternatives; be acted upon as a regular pattern of action; apply everywhere in the work; and last over time. Equally important, the organization must be willing

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

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MAP For Nonprofits

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to accept the consequences, because core values do not always square with short-term exigencies.

• **LONG-TERM GOALS:** “To be the *provider of choice* for small and medium-sized nonprofits. To be a *trusted advisor* to larger nonprofits. To be a *trusted partner* for the philanthropic community. To be *financially sustainable*.”

▶ A subtle but important distinction is the difference between “provider of choice” and “trusted advisor.” Market research told MAP it had the opportunity to maintain its position as the leading provider for small and medium-sized nonprofits. But it also revealed that larger nonprofits and the philanthropic community had a number of other resources to draw upon (commercial sector consultants, national associations, and so on) — which meant MAP would not be their automatic go-to resource.

• **PRINCIPAL STRATEGIES:** In addition to taking steps to strengthen its internal systems and processes, MAP’s new business model consisted of three basic strategies. The first honored its historical roots by providing basic services to small nonprofits through a core of volunteers, but the second and third staked out new territory: Creating a Strategic Services Group to grow earned income; and dramatically altering its approach to pricing. The new group would concentrate on marketing to larger nonprofits in search of larger contracts, and would use a mix of direct sales, partnerships and other marketing strategies. Pricing would be adjusted to more accurately reflect MAP’s annualized expenses rather than the unit

costs involved in delivering a specific service.

Since making the changes, MAP has thrived. Its 2005 annual operating budget surpassed \$1.44 million, with 54% coming from earned income (a 15% boost over 2004). Thirty-eight contracts were for more than \$5,000, 47 nonprofits purchased multiple services, and more than 600 received assistance. ■



Jerr Boschee has spent the past 25 years as an advisor to social entrepreneurs in the United States and abroad. To date he has delivered seminars or taught master classes in 41 states and 14 countries and has long been recognized as one of the founders of the social enterprise movement worldwide. Mr. Boschee is Executive Director of The Institute for Social Entrepreneurs, which he created in 1999, and Chairman and CEO of Peace Corps Encore!, a nonprofit that sends former Peace Corps volunteers and staff members back into service on short-term assignments that match their professional expertise with specific social needs. Please direct your comments to [✉ jerr@orbis.net](mailto:jerr@orbis.net).

Measuring Social Enterprise Impact

by Rolfe Larson and Andy Horsnell

In the npEnterprise Forum, the official listserv of the Social Enterprise Alliance, our 3000+ subscribers discuss practical ways that nonprofits can enhance their organizational capacity, mission impact and financial sustainability by developing business activities that generate earned income. Subscribers include experienced nonprofit enterprise leaders, funders, academics, consultants, and others, who post questions and answers on various social enterprise topics. Since it's a moderated listserv, there's no spam and a maximum of two to three messages per day.

This article draws upon the many excellent comments that our subscribers have posted regarding measuring the financial and social impact of social enterprise. (Note: postings have been edited for clarity and space.)

Web Resources on Measuring Outcomes

REDF (formerly The Roberts Enterprise Development Fund) is recognized as a pioneer in the field of measuring the impact of social enterprises. For that reason, we begin with a few postings about their work:

Joanna Messing: For the last decade, REDF has been measuring the impact of employment. Our findings and information on our methodologies are available on our website. We encourage you to check out what we have posted at: www.redf.org/results-intro.htm.

Kate Spahr: The REDF has developed an outcome tracking system called OASIS that it uses with its funded organizations to help them follow through on the SROI (Social Return on Investment) model, which is why it can seem overwhelming when one person is trying to implement it. It could be really hairy to attempt to keep track of it all on your own! For a simpler explanation of SROI/evaluation measurement tools and set of more manageable steps for creating one, you might consider reviewing the material put out by the **Global Social Venture Competition** for use by their contestants. This material is available at the Resource Library on their website at www.socialvc.net.

The third in a series of articles compiled by Rolfe Larson and Andy Horsnell

Cynthia Gair: We're always glad to hear that REDF materials are motivating others to engage in social enterprise and measurement, and we're also aware of the challenges involved! We came up with our SROI model a number of years ago, and in the process we recognized that it has both strengths and shortcomings (one of which is that it can be complex to implement). In our own work since then, we've migrated to looking at financial/business and social results separately, even though we consider them equally important. We've zeroed in on the key information underlying our SROI analysis—the measurement of social outcomes—and we are eager to find ways of doing this in a more streamlined way.

Rolfe Larson: "Measurement, Why Bother?" is the title of a recent newsletter article by Melinda Tuan, managing director of REDF. She points out that there are things that nonprofits can and should measure, in order to evaluate progress in accomplishing their missions and achieving the full potential of their social enterprises. Visit: www.redf.org/publications-newsletter.htm.

Vicki Scully: **Social Capital Partners** has produced a document on Social Reporting that is available through their website at www.socialcapitalpartners.ca/ideas.asp.

[Moderator's Note: She's referring to the document at the bottom of that web page entitled "9/28/05 — SROI Reporting Companion Piece." Here's the description that accompanies that title: "We have been doing SROI reporting with our portfolio for the past three years and have now learned a thing or two about the benefits and challenges of measuring social returns. For a detailed look into our methodology, how we do the calculations and our learnings along the way, please take a look."]

Laurance Allen: There is great online help for free, which is well worth exploring [including a 24-page "Evaluation Plan Workbook"] at: www.innonet.org.

Roland Burkert: Check out my website at www.rolandconsulting.org for samples of economic impact analysis that includes social enterprises.

[Moderator's Note: The samples to which he

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refers can be found at the following location: ➔ www.rolandconsulting.org/modules.php?name=DEMO_Start]

Kelly Marie Weiler: The Ansell Casey Life Skills assessments, activities and resources available for free at ➔ www.caseylifeskills.org/ are exceptional. Even though they were conceived for “youth”, they are developmentally appropriate for adults with barriers to employability.

Software for Measuring Outcomes

Technology is a necessary part of any strategy for measuring and reporting social impacts. Here are several postings on that topic:

Annie Betancourt’s request for links to software that helps measure outcomes and impact triggered a number of useful responses. In her request, she referenced Efforts to Outcomes ➔ www.socialsolutionsonline.com, Foothold ➔ www.foohold-technology.com, and Evolve.

Sri Sridharan: I am an IT professional. Before looking for a software solution, it is really imperative to figure out what you are going to assess, what the data is and how you are going to collect it. If there is clarity in purpose and means, the software needed to impart some efficiency to all that can be configured. It is ok to start with simple spreadsheets, and then mature to databases (Filemaker Pro being one), or to look for some packaged solution. When moving to the latter, be very careful to retain control of your data and don’t let it be stashed in proprietary formats without the ability to export or migrate it out. I have seen many a time the baneful cries of organizations which could not migrate from one software package to another because they could not carry their past data forward. A database should be transparent. It is your data. Don’t let someone else “own” it.

The Moderators suggest the following general outcome evaluation resources:

a) The **United Way of America’s** “Outcome Measurement Resource Network” at ➔ <http://national.unitedway.org/outcomes>.

b) The “Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations with Very Limited Resources” at **Authenticity Consulting’s** Free Management Library at ➔ www.managementhelp.org/evaluatn/outcomes.htm.

c) The “Evaluation & Outcomes” section of the Resource Library at the **Social Venture Partners Seattle** website at ➔ www.svpseattle.org/resource_libraries/Outcomes/Outcomes.htm. ■

Resources:

➔ www.npEnterprise.net
➔ www.se-alliance.org

Rolfe Larson and Andy Horsnell are principal consultants at Rolfe Larson Associates, a marketing, finance and venture consulting firm that specializes in helping nonprofits develop successful earned income strategies. Rolfe Larson is the author of *Venture Forth! The Essential Guide to Starting A Moneymaking Business in Your Nonprofit Organization*, published by the Fieldstone Alliance. ➔ www.RolfeLarson.com
➔ www.fieldstonealliance.org

Management Support

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on planning for a local "Learning to Fish" social enterprise conference the following January 2005. SEA helped the VCOC to plan their event, including consulting on content, keynote speakers, and connections to local social enterprises and web-based resources.

Beth Bubis, SEA President & CEO states, "We're here to help MSOs

tie into existing resources, for example, the customized Business Plan Pro - Social Enterprise Edition software that SEA developed in partnership with Palo Alto Software, and the many online resources through SEA's website. We train local trainers, consult on workshop curriculum or conduct train-

ings for the MSOs, and offer special registration rates for MSO staff attending the SEA Gatherings. Our goal is to help advance the field, connecting MSOs to business resources for social entrepreneurs." SEA's most recent 7th Gathering featured a special track targeting consultants who wanted to improve their skills in social enterprise development.

Building Capacity for Social Enterprise

Karen Beavor, President of the **Georgia Center for Nonprofits** remembers a time when providing business planning to groups contemplating social enterprise was con-

sidered a "special project". Now, it's become a large part of her organization's consulting practice.

Linda Schotthoefer, Executive Director of the **Center on Nonprofit Effectiveness (C-ONE)** in Miami/Dade County, Florida notes, "Social enterprise is no longer new. Although it is not widespread here, there are plenty of examples nationally. An important role for our organization to play is making that kind of information readily accessible



Amy Casavina Hall, Director of Civic Engagement and Outreach, Mount Wachusett Community College
Left: Pamela Kimball-Smith, Mount Grace Land Trust

to nonprofits. You really want them to be prepared; you don't want any surprises."

MSO leaders say that, in regard to social enterprise, many nonprofits are still very much in the conceptual stage, and are currently wrestling with funding and board support issues. These orga-

nizations therefore look to MSOs for assistance in improving performance, managing resources, determining whether social enterprise will help them accomplish their missions, assessing whether they have the internal competencies to launch an enterprise, and weathering the internal and external changes that may occur as a result of their decisions.

Dave McDonough, past-Director of the **VCOC Nonprofit Resource Center**, notes a trend among nonprofits interested in social enterprise: Organizations in his region were generating earned income, but never called it social enterprise. They pulled operations together with existing

Alliance for Building Capacity (ABC)

(ABC) at the George Warren Brown School of Social Work at Washington University in St. Louis, Missouri is a campus-based program that includes a social entrepreneurship component collaboratively implemented by the university's social work and business schools. ABC provides MSO services to local nonprofits, and links them the School of Social Work's resources.

➔ <http://abcinfo.wustl.edu/>

Center on Nonprofit Effectiveness (C-ONE)

in Miami/Dade County, Florida, runs a walk-in resource center for nonprofits, provides free and low-cost workshops, partners with other groups to offer management training, and contracts with government organizations and foundations to provide customized capacity building. The organization relies heavily on its cadre of 30 consultants in organizational development, who help clients work on organizational cultural change issues related to enterprise work.

➔ www.c-one-miami.org/

Georgia Center for Nonprofits

acts as both a nonprofit association and an MSO. The center offers consulting and training and is moving toward a corporate university model that will offer certifications in social enterprise areas, such as marketing.

➔ www.gcn.org/

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resources and without using business planning or other tools. Now he's hearing nonprofit leaders say that with the appropriate assistance they can more effectively grow their enterprises.

MSOs provide concrete support in this regard by offering legal help, strategic planning, organizational development, entrepreneurial planning, board development, capacity building, and business planning. Part Two of this series will look at examples of social enterprise training services MSOs provide to their nonprofit clients.

Surveying the State of Local Entrepreneurship

Like many of their nonprofit clients, MSOs are only just beginning to learn what they can do to help organizations launching social enterprises. **The Alliance for Building Capacity (ABC) at the George Warren Brown School of Social Work at Washington University** in St. Louis and Pittsburgh-based **Olszak Management Consulting** are conducting studies in order to gain a better understanding of what is going on in their regions with respect to social enterprise. "We've been doing some assessment of the agents of the community and we hope to implement more of an organized survey assessment of all of our nonprofits to see the state of entrepreneurship for the region," says Barbara Levin, ABC Program Coordinator. "We are hoping to use part of a **Kauffman Foundation** grant to survey what kind of nonprofit does social enterprise, their characteristics, and likeli-

hood of success."

Partnerships for Community-Building

Many MSOs throughout the United States work with other organizations in order to make a broader and deeper impact on their communities and regions. These partnerships take a variety of forms. Linda Schotthoefer, Executive Director of C-ONE, hopes to adapt the **Pittsburgh Social Enterprise Accelerator's** tool kit in order to assist clients in more fully measuring business performance.

Some MSOs, such as C-ONE, the Institute for Nonprofit Development, and the ABC are allied with universities and institutes of higher learning. This allows them to leverage the expertise of business and social work schools to assist clients, and also enables their sponsoring organizations to develop new ties with their communities.

C-ONE partners with **Florida International University (FIU)** to sponsor an annual event that focuses on teaching management skills to nonprofits. The organization's goal is to engage for-profit business leaders, who are serving on nonprofit boards, in social enterprise efforts. In 2003, FIU was awarded a Kauffman Foundation grant to start a global entrepreneurship center. The University aims to strengthen nonprofit social enterprises through its **Institute for Community Innovation**.

ABC has also partnered with the St. Louis, MO-based **Alliance for Social Entrepreneurship**—with the support of local champion Kathleen Buescher, CEO of **Provident Counseling** and Social Enterprise Alliance Board and staff members Beth Bubis, Jim McClurg,

Institute for Nonprofit Development at Mount Wachusett Community College

works to build the capacity of organizations that operate in North Central Massachusetts.

➔ www.volunteersolutions.org/uwcm/org/6884508.html

Olszak Management Consulting

in Pittsburgh, Pennsylvania specializes in business planning, strategic planning, market research, and financial analysis for nonprofits that are developing earned revenue streams.

➔ www.olszak.com/solutions/nmc/default.aspx

Volunteer Center Orange County — Center for Social Enterprise

➔ www.volunteercenter.org/se/

Andrew Wolk, Tim Zak—and with other social enterprises such as **Chicago Children's Choir's** Nancy Carstedt. Grants, such as those provided by the Kauffman Foundation, also help ABC promote entrepreneurship education and nonprofit capacity building through teaching social work students about social entrepreneurship, working with them to design projects that serve the community, and helping to implement them in concert with local nonprofits.

Pittsburgh-based Olszak Management Consulting has paired with the **Pittsburgh Social Enterprise Committee** and **Duquesne University** to create an expanded curriculum dedicated to social enterprise training, in an effort to provide support to nonprofits throughout the region. The cur-

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riculum includes introductory workshops, field trips to social enterprises in the area, a six-week “beginners” course, and an intensive 10-month advanced program.

C-ONE partners with other groups to offer management training and contracts with government organizations and foundations to provide customized capacity building. And the Volunteer Center Orange County’s Center for Social Enterprise helps connect individuals with a variety of volunteer and paid opportunities in their communities.

Challenges for MSOs and Their Clients

“Some nonprofits think that the trend toward earned income is a passing fad”, says ABC’s Barbara Levin. “Many nonprofits have spent the last five years learning about program evaluation, outcome measurements and building capacity to show funders they are successful,” she notes. “Now, we’re telling them you’ve got to learn how to write a business plan. That’s another burden to lay on people who are trying to feed and clothe people and educate children.”

On the other hand, Kate Sphar, Director of Nonprofit Services for Olszak Management Consulting says she is seeing people who want to start nonprofits based around social enterprises, rather than on social change missions. “It’s really interest-

ing and so recent I don’t know what success they’re going to have.”

Given that social enterprise remains an emerging field, many MSOs are concerned about locating a sufficient enough number of consultants to assist their clients. Although many consultants work with nonprofits, few are trained in helping them develop social enterprises, and, “It’s very difficult to find people who have the appropriate skills,” notes Cassavina Hall.

Additionally, MSO leaders express concern about the fact that there are few funding sources for social enterprise. They also highlight their own challenges in gathering the appropriate resources to help non-profits start enterprises, and convincing non-profits eager to build their bottom lines that social enterprise done correctly takes time.

In Next Month’s Issue

The next article in this two-part series will look at some of the challenges that nonprofits face when launching social enterprises. We will also explore the best practices of some MSOs that have worked with social enterprises on developing their double bottom line initiatives. ■

Freelance writer Carol Brzozowski resides with her two sons in Coral Springs, Florida. She has written for more than 200 trade journals, consumer publications, newspapers, newsletters, and websites. Contact Carol at

✉ Brzozowski@aol.com.

Additional Resources

Alliance for Nonprofit

Management has published an article in its member newsletter, *Enhance*, entitled “Business Planning for Nonprofits: Why, When — and How It Compares to Strategic Planning.” The Alliance will offer a half-day workshop on Social Enterprise Consulting at its upcoming annual conference in Los Angeles, August 2 - 5, 2006. For more information, visit www.allianceonline.org.

National Center for Social

Entrepreneurs has worked with MSOs for many years and believes MSO-type organizations to be critical participants in helping community NPOs embrace and effectively practice social entrepreneurship. The NCSE also helps MSOs discover and optimize their own earned income potential.

➔ www.missionmoneymatters.org

Social Enterprise Alliance

➔ www.se-alliance.org/

The *Social Enterprise*

Reporter featured a three part series on Campus-Community Catalysts for Social Enterprise. Part One of the series, “Social Enterprise Goes to School: Campus-Based Programs Advance the Field,” in the Apr. 2005 issue, includes a list of higher-education institutions that currently promote education in social entrepreneurship.

The Grantsmanship Center

New Business Ventures for Nonprofits Workshop

May 1–3, Erie, PA; July 17–19, Baton Rouge, LA; August 21–23: Charleston, WV

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

Earned Income: Assessing Your Nonprofit's Revenue

Options: Foundation Center Training Centers

May 4, Atlanta, GA; May 9, New York NY

http://fdncenter.org/marketplace/catalog/subcategory_training.jhtml?id=cat250001

United Nations Commission on Sustainable Development (CSD-14) Plus CSD Partnerships Fair

May 1–12, UN HQ, NY

www.un.org/esa/sustdev/partnerships/partnerships_fair.htm

Mountain-Midwest States Economic Development Peer Learning Conference

May 3–5 Kansas City, MO

National Association Of Development Organizations

www.nado.org/conferences/other.php?con_id=20

Resource Alliance International Workshop on Resource Mobilisation

May 5–7, Bangkok, Thailand

www.resource-alliance.org

Business and NGO Partnerships

May 9–10, New York City

www.ethicalcorp.com/nycpartnership

Investors' Circle Spring Conference and Venture Fair

May 10–12, San Francisco, CA

www.investorscircle.net/index.php?tg=articles&topics=99

Association for Enterprise Opportunity Annual Conference Microenterprise Development: From Dreams to Reality

May 16–19, 2006 Atlanta, Georgia

microenterpriseworks.org

Sustainable World Symposium & Festival

May 13–14, San Francisco CA

www.swcoalition.org

State Venture Capital Symposium

May 18, Washington, DC

www.nasvf.org/web/nasvfinf.nsf/pages/2006svcagenda.html

National Coalition for Asian Pacific American Community Development Annual Convention

May 18–20, Houston, TX

www.nationalcapacd.org/convention2006

Achieving Sustainability, Scale, and Impact in Community Development Finance

May 22, New York City

www.ny.frb.org/regional/commdev.html

Community College National Center for Community Engagement Annual Conference

May 24–26, Scottsdale AZ

www.mc.maricopa.edu/other/engagement/2006Conf/ConfInfo.jsp

Business Alliance for Local Living Economies Conference: Creating Sustainable Communities

June 8–10, Burlington, VT

www.livingeconomies.org/events/conference06

Cause Marketing Forum Conference

June 12–14, New York City

www.causemarketingforum.com

Microenterprise and Development Institute

June 12–30, Manchester NH

www.snhu.edu/746.asp

California Community Economic Development Association Annual Teaching and Learning Conference

June 20–21, Sacramento CA

www.cceda.com/conference.htm

Community Development Society Annual Conference

Communities That Click: Individuals, Families, and Organizations

Working Together

June 25–June 28, St. Louis, MO

www.comm-dev.org

AMA Nonprofit Marketing Conference

July 10–12, Washington DC

The Business of Growth – Mission, Message and Measures

www.marketingpower.com/aevent_event24809.php

Alliance for Nonprofit Management Annual Conference

August 2–5, Los Angeles, CA

Collaborative Leadership... Teaming Up to Strengthen the Sector

www.allianceonline.org/annual_conference/1a06.page

National Association Of Development Organizations Annual Training Conference

August 26–29, Reno NV

www.nado.org/conferences/annual.php

Risk Management and Finance Summit for Nonprofits

Sept. 18–20, Pasadena, CA

<http://nonprofitrisk.org/training/2006/summit/summit.htm>

Inaugural Conference of Center for Social Profit

Leadership: Transforming the Helping Industry from Co-Dependency to Co-Creation

October 6th, San Diego, CA

<http://socialprofitleadership.org>

2006 Transitional Jobs Conference

October 12–13, Atlanta, GA

www.transitionaljobs.net/Events.htm

The Nonprofit Congress

October 15th - 18th, 2006, Washington, DC

www.nonprofitcongress.org/