



# State Policy Toolkit

(as of March 19, 2011)

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## Purpose of this Guide

This guide is a toolkit for those involved in state policy, such as governors, legislators, legislative aides, and state government officials, as well as advocates, nonprofit organizations, foundations, lobbyists, and others. It is designed to provide the best available and current information, including policy suggestions, successes to date, policy trends, and resources to anyone interested in promoting social innovation, social entrepreneurship, social enterprise, and cross-sector collaboration in their state.

### The guide will prove particularly useful for those who want to:

- Propose or further develop state social innovation, social entrepreneurship, and social enterprise initiatives;
- Encourage state agencies or entities to support and fund innovative social solutions, including social enterprise;
- Remove barriers to social innovation, social entrepreneurship, and social enterprise; and/or
- Simply learn more about social innovation, social entrepreneurship, social enterprise, and cross-sector collaboration.

This guide may be used to learn about or further consider policy and program options and assess what other states have accomplished or proposed in these areas. Information about federal social innovation efforts is also included. To provide this information, we have condensed a considerable amount of knowledge about social innovation, social entrepreneurship, and social enterprise and hope to facilitate sharing of lessons to date.

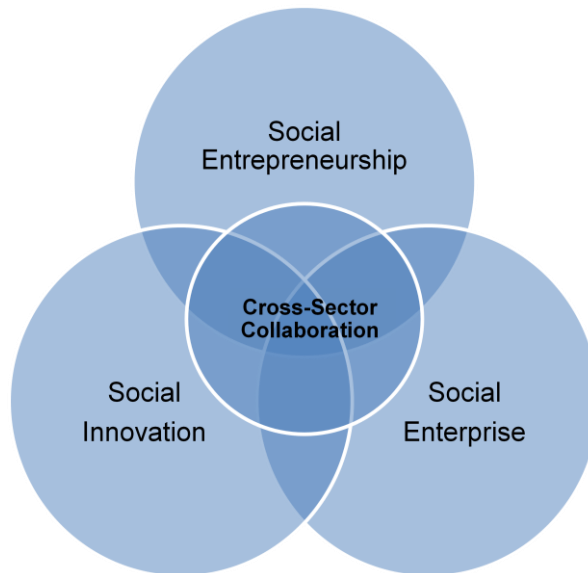
There is no one formula for success in achieving greater social innovation, social entrepreneurship and social enterprise in your state. We suggest starting a task force as the most expedient way to begin the conversation in your state. However, as you will see in the pages that follow, the final decisions about strategy in any particular state will ultimately rest upon the political, cultural, and fiscal consideration in each state. There is more than one route that leads to success.

The social innovation, entrepreneurship and enterprise field is constantly changing and evolving. The information contained in this guide is current as of March 2011; for the most up-to-date details on the field, please visit [www.se-alliance.org/policy](http://www.se-alliance.org/policy). To help us keep this toolkit up-to-date, please send any advances you make in your state to: [policy@se-alliance.org](mailto:policy@se-alliance.org).

# Social Innovation, Social Entrepreneurship and Social Enterprise in the New Economy

## Overview

In states and communities throughout the United States, individuals, organizations, and collaborations are developing to find innovative and entrepreneurial approaches to society’s most pressing social issues. They are creating new ways of thinking about and impacting social objectives and breaking past paradigms of what constitutes charity in the social sector. However, these approaches, because they are outside the norm, never receive the support that would enable them to start, grow, and thrive in order to achieve widespread social impact. These practices make up a field, which includes a constellation of practices, including **social innovation, social entrepreneurship, social enterprise, and cross-sector collaboration.**



For nonprofit organizations, **social innovation and entrepreneurship** provides a way to make greater progress on tough social issues, by systematically testing and honing more effective approaches, while demonstrating a commitment to performance measurement, knowledge sharing, and **cross-sector collaboration**. **Social enterprise** allows nonprofits to reduce their dependence on charitable donations and grants and continue important social programs while others view the business itself as the vehicle for social change. They help transform hard-to-employ individuals into productive citizens and simultaneously deliver a significant economic stimulus to American economy.

For business, **social innovation, entrepreneurship and enterprise** is a way to contribute to important social issues using the talent, ingenuity, and resources of the private sector. For philanthropy, it is an excellent investment in building the capacity for communities to be innovative and self-sustaining. For government,

## Key Terms

### Social Innovation

According to the language adopted by the Social Innovation Fund, administered by the Corporation for National and Community Service, social innovation is the development and eventual scaling of promising and potentially transformative community-based approaches that solve critical problems. An approach is “transformative” if it not only produces strong impact, but also (1) has the potential to affect how the same challenge is addressed in other communities, (2) addresses more than one critical community challenge concurrently, or (3) produces significant cost savings through gains in efficiency.

### Social entrepreneurship

Social entrepreneurship describes the work of social entrepreneurs, individuals who recognize a social problem and use entrepreneurial principles to organize, create and manage a venture to achieve social change.

### Social enterprise

Social enterprises are nonprofits and social mission businesses using earned revenue strategies to directly address social needs through goods and services and/or by employing people who are disabled or disadvantaged.

**social innovation, entrepreneurship and enterprise** harnesses the power of collective impact to solve problems as a community. It leverages a diverse set of stakeholders to find innovative solutions that will create meaningful change.

## Why Should States Play a Role?

Promoting social innovation, social entrepreneurship and social enterprise will help state governments benefit society in two main ways:

- **Leveraging public and private resources:** Because of their focus on financial sustainability, organizations dedicated to social innovation, entrepreneurship and enterprise identify and utilize new and existing resources, both financial and non-financial, to help them address social problems. Often this means that these organizations are able to implement solutions to social problems on a wider scale than has previously been possible. At times, they also end up shifting costs from public budgets to private resources, thus freeing up government tax revenue to address other needs.
- **Testing and developing solutions:** Despite the best efforts of government, nonprofits, and individual citizens, solutions for social problems can be hard to find. Organizations dedicated to social innovation, entrepreneurship, and enterprise can play the role of testing new solutions for government. According to Jeffrey Robinson, assistant professor of management and entrepreneurship at New York University's Stern School of Business, "Experimentation is the value of social entrepreneurship to government. How do you break a logjam? Social entrepreneurs are often successful in figuring it out."<sup>1</sup>

## What Are States Doing?

In state legislatures throughout the country, a new generation of government leaders is working with the nonprofit and business sectors and philanthropy to create what Stephen Goldsmith aptly describes as "an environment that enables continual innovation while demanding real impact and performance."<sup>2</sup> These efforts include seeking public funding for research and development, using public dollars as growth capital to spread best approaches to new locales, collecting and analyzing data to better understand social problems and the impact (or lack thereof) of strategies currently being employed, brokering partnerships between the nonprofit and business sectors to leverage resources, and using government's bully pulpit to raise the profile of problems and approaches and to convene diverse stakeholders.

<sup>1</sup> Andrew Wolk, "Social Entrepreneurship and Government: A New Breed of Entrepreneurs Developing Solutions to Social Problems," *The Small Business Economy: A Report to the President* (Washington DC, Small Business Administration Office of Advocacy, 2007), 32.

<sup>2</sup> Stephen Goldsmith, *The Power of Social Innovation*. (San Francisco: Jossey Bass, 2010), xiv.

## Key Terms continued

### Cross-sector collaboration

Cross-sector collaboration describes the work of bringing stakeholders from nonprofits, government, philanthropy, and business together to target social issues and coordinate existing resources and programming. This work is essential because individual organizations cannot achieve wide-scale social impact on their own.

\* Portions of this backgrounder have been adapted from Andrew Wolk and Colleen Gross Ebinger's "Government and Social Innovation: Current State and Local Models," which appeared in the Fall 2010 issue of MIT's *Innovations* journal.

## How Do You Measure the ROI?

The Women's Bean Project in Colorado is a social enterprise that offers a transitional job in gourmet food manufacturing designed to provide immediate income, arrange support services to overcome barriers to employment, and teach the job readiness skills needed to get and keep a job. The Women's Bean Project does not hire women to make and sell bean products. As a social enterprise, they make and sell bean products to hire women.

Economists from Control Data Corporation in 1981 estimated that the net value of that job generated through social enterprise to the American economy is \$52,000 per year, which is closer to \$80,000 today. The Women's Bean Project employs 60 women who otherwise would have a difficult time getting and keeping a job. This contribution to the economy is \$4.8M in stimulus to the economy each year.

# Federal Efforts to Support Social Innovation, Social Entrepreneurship and Social Enterprise

At the federal level, the White House Office of Social Innovation and Civic Participation is working alongside other departments, such as the Departments of Education and Commerce, to serve as a catalyst for federal efforts to encourage innovation and impact in the social sector. This is being accomplished through competitive efforts, such as request for proposals and prize competitions. In addition, the Office is providing support for local and state efforts and wants to coordinate all levels of government and other stakeholders to support social innovation, social entrepreneurship, and social innovation.

As Sonal Shah, director of the White House Office of Social Innovation and Civic Participation and former head of Global Development Initiatives at Google, explains, “This is so critical to who we are as a country. We have such a decentralized infrastructure, and it’s in connecting that infrastructure that we find and understand the solutions. We already do that in the economic space, but we also need to on social issues because social and economic are two parts of the same point . . . Creating an environment where that can happen is important; it’s an important part of what the government has to do.”<sup>3</sup>

## White House Office of Social Innovation and Civic Participation

<http://www.whitehouse.gov/administration/eop/sicp>

**Established by the Obama Administration, this office is housed in the White House’s Domestic Policy Council and has three main goals:**

- To use new communications technology, hold meetings, and start discussions to find out “what are the innovations that are taking place, how are people solving problems, what types of problems are they solving, and where are they” working
- To provide money to innovative nonprofit projects working with state and local governments and grant makers. For example, the president is interested in improving math and science education and assisting states like Ohio, Michigan, and Indiana where local industries need to be revitalized
- To promote national service and volunteerism.<sup>4</sup>

<sup>3</sup> Andrew Wolk and Colleen Ebinger, “Government and Social Innovation,” *Innovations* (Fall 2011) 137.

<sup>4</sup> <http://philanthropy.com/news/conference/7957/white-house-social-innovation-office-to-have-three-goals>

## i3 (Investing in Innovation) Fund, Department of Education

<http://www.ed.gov/programs/innovation/factsheet.html>

### The Investing in Innovation Fund has two main goals:

- To provide competitive grants that expand the implementation of, and investment in, innovative and evidence-based practices, programs and strategies in order to significantly:
  - improve K-12 achievement and close achievement gaps
  - decrease dropout rates
  - increase high school graduation rates
  - improve teacher and school leader effectiveness
- To accelerate the creation of an education sector that supports the rapid development and adoption of effective solutions

Local education agencies (LEAs) and nonprofit organizations working in collaboration with LEA(s) or a consortium of schools, are eligible to compete for i3 funding. To be eligible for an award, an LEA applicant must be located within one of the 50 States, the District of Columbia, or Puerto Rico.

In order eligible to apply, applicants must:

- Have significantly closed the achievement gaps between groups of students
- Have demonstrated success in significantly increasing student academic achievement for all groups of students
- Have made significant improvement in other areas (graduation rates, high-quality teachers and school leaders)
- Demonstrate that they have partnerships with the private sector that will provide matching funds

Applicants will submit proposals to one of three categories: "Scale-up", "Validation"; or "Development." The level of evidence supporting the idea will determine which category is most appropriate.

## Social Innovation Fund, Corporation for National and Community Service

<http://www.nationalservice.gov/about/serveamerica/innovation.asp>

The Social Innovation Fund was authorized by the Edward M. Kennedy Serve America Act, signed by President Obama in April 2009, and the full amount of \$50 million was appropriated by Congress on December 13, 2009. It is designed to increase public and private investment in the replication and expansion of effective approaches to addressing social problems. Specifically, it will create a network of social innovation



funds around the country to grow and replicate innovative, promising community organizations with strong evidence, organizational effectiveness, and impact potential.

The corporation will award grants in the amount of \$1 to \$10 million on a competitive basis to intermediary grantmaking organizations. Grants to intermediary organizations must be matched dollar-for-dollar in cash with additional funding.

Community organizations (sub-grantees) will receive financial support from intermediaries on the order of no less than \$100,000 per year for three to five years, as well as strategic guidance to help them evaluate and multiply their impact. These community organizations must provide an additional one-to-one cash match for the total amount they receive from the intermediaries.

## Start-Up America

<http://www.whitehouse.gov/issues/startup-america>

This coordinated public/private effort led by the White House brings together an alliance of the country's most innovative entrepreneurs, corporations, universities, foundations, and other leaders, working in concert with a wide range of federal agencies to dramatically increase the prevalence and success of America's entrepreneurs – including those working within the nonprofit sector. The core goals of Startup America are to increase the number of new high-growth firms that are creating economic growth, innovation, and quality jobs; celebrate and honor entrepreneurship as a core American value and source of competitive advantage; and inspire and empower an ever-greater diversity of communities and individuals to build great American companies.

### Startup America Will:

- Expand access to capital for high-growth startups throughout the country;
- Expand entrepreneurship education and mentorship programs that empower more Americans not just to get a job, but to create jobs;
- Strengthen commercialization of the about \$148 billion in annual federally-funded research and development, which can generate innovative startups and entirely new industries;
- Identify and remove unnecessary barriers to high growth startups and entirely new industries;
- Identify and remove unnecessary barriers to high-growth startups; and
- Expand collaborations between large companies and startups.

# Model Legislation – Task Force on Social Innovation, Entrepreneurship, and Enterprise

## Bill Summary

Directs the Governor to establish and maintain a Task Force on Social Innovation, Entrepreneurship and Enterprise (“task force”). The board will be appointed by the Governor with recommendations and assistance from designated entities and organizations. Makes an appropriation.

## Legislation

Be it enacted by the General Assembly of the State of \_\_\_\_\_:

ARTICLE \_\_\_\_\_ Task Force on Social Innovation, Entrepreneurship and Enterprise.

**Short Title.** This article shall be known and may be cited as the “\_\_\_\_\_ Task Force on Social Innovation, Entrepreneurship and Enterprise Act.”

**Legislative Declaration.** The general assembly hereby finds, determines, and declares that citizens are urgently seeking solutions to social issues, such as education, health care, unemployment, and poverty, which continue to plague STATES at alarming rates. The general assembly further finds that the establishment of a Task Force on Social Innovation, Entrepreneurship, and Enterprise will ensure that STATE stays on the cutting edge of finding innovative and sustainable solutions to these social issues and encourages nonprofits, government, and the private sector to partner on effective solutions and bring dollars to STATE to support these efforts.

**Definitions.** As used in this article, unless the context otherwise requires:

- 1) “Task Force” means the task force established under this Act to research and establish a plan for Social Innovation, Entrepreneurship, and Enterprise.
- 2) “Nonprofit organizations” means an organization that is described in section 501(c)(3) of the Internal Revenue Code of 1986 and is exempt from taxation under section 501(a) of such Code, including religious organizations and philanthropic organizations that meet such requirements.
- 3) “Social Innovation” means the multi-disciplinary field that contains the practices of social entrepreneurship, social enterprise, and cross-sector collaboration. According to the language adopted by the Social Innovation Fund, administered by the Corporation for National and Community Service, social innovation is the development and eventual scaling of promising and potentially transformative community-based approaches that solve critical problems. An approach is “transformative” if it not only produces strong impact, but also (1)

- has the potential to affect how the same challenge is addressed in other communities, (2) addresses more than one critical community challenge concurrently, or (3) produces significant cost savings through gains in efficiency.
- 4) “Social Entrepreneurship” means the work of social entrepreneurs, individuals who recognize a social problem and use entrepreneurial principles to organize, create and manage a venture to achieve social change.
  - 5) “Social Enterprise” means nonprofits and social mission businesses using earned revenue strategies to directly address social needs through goods and services and/or by employing people who are disabled or disadvantaged.

### **Task Force on Social Innovation, Entrepreneurship and Enterprise.**

- 1) The Governor shall appoint a task force to make recommendations on how to strengthen the capacity of STATE to work cooperatively to create, scale, and sustain innovative social programs; build the capacity of the nonprofit organizations and government to pursue entrepreneurial ventures; and attract funding to STATE to support these ventures. The Governor shall assign staff to assist the task force.
- 2) Members appointed to the task force must represent the diversity of the STATE and shall include:
  - a) One nonprofit organization executive that has a budget over \$35M in revenue and operates at least one social enterprise;
  - b) One nonprofit organization executive that has a budget under \$15M in revenue and operates at least one social enterprise;
  - c) One representative from statewide or regional nonprofit management support organization or the Social Enterprise Alliance;
  - d) One University representative who has an established track record either through education and/or experience in social innovation, entrepreneurship and enterprise;
  - e) One University representative who has an established track record with tracking the economic impact of social sector issues;
  - f) One government department head from Health & Human Service agency;
  - g) One government department head from Education agency;
  - h) One representative from government or private organization that represents the faith-based community;
  - i) One representative from government or private organization that supports small business growth;
  - j) Two representatives from the private sector whose companies have a strong commitment to the community and have a track record of support for social innovation, entrepreneurship and enterprise;
  - k) One elected official from a City or Country with a track record of supporting social innovation, entrepreneurship and enterprise;
  - l) One state representative;
  - m) One state senator;

- n) Two representatives from a foundation or venture philanthropy who has an established track record in funding social innovation, entrepreneurs and enterprise;
  - o) Other individuals who have expertise that would be valuable to the task force.
- 3) The task force shall advise the general assembly, the governor and agency heads have the following duties:
- a) Gather information on social innovation, entrepreneurship, and enterprise;
  - b) Undertake a statistical and qualitative examination of social innovation, entrepreneurship, and enterprise within the state and its contribution to the social and economic development of the state;
  - c) Develop a purchasing directory of social enterprises within the state that can be supported by citizens, businesses, and government;
  - d) Identify existing public purchasing preference rules and identify promising strategies for extending such benefits to the social innovation, social entrepreneurship and social enterprise sectors;
  - e) Receive and consider reports and testimony from individuals, government departments, community-based organizations, nonprofit organizations, faith-based organizations, foundations, and other public and private organization statewide and of national significance about how social innovation, entrepreneurship and enterprise can accelerate progress on social issues, work cross-sector, and advance social and economic development goals;
  - f) Identify promising strategies that have been used in other communities and states to support, scale, and sustain innovative social projects;
  - g) Identify promising strategies that have been used in other communities and state to encourage cross-sector collaboration on social issues;
  - h) Identify promising strategies to educate and train citizens, nonprofit organizations, government, students, and business on entrepreneurial concepts as applied in the social sector.
  - i) Complete a statewide comprehensive strategic plan to the general public, state and local officials, various public and private organizations and associations, business and industries, agencies, potential funders, and other community resources;
  - j) Research and obtain any public or private funding available to support the plan;
  - k) Identify and facilitate specific commitments to help implements the plan from the entities listed in (2); and
  - l) Launch plan at a statewide press conference.
- 4) The task force shall submit a preliminary report to the general assembly and the governor within 6 months of the first meeting, within 1 year of the first meeting, and a final report within 2 years of the first meeting. The reports shall include an accounting of funds expended, funds received from grants, and anticipated funding needs and related cost savings for full implementation of recommended plans and programs. The task force will continue to submit reports every six months on their progress toward the implementation of the state plan.

# State by State Analysis

Social Enterprise Alliance considers a state’s policy efforts strong if it meets the following criteria

- Does the effort bring together a diverse group of stakeholders, including nonprofits, philanthropy, business, and government?
- Will the efforts live beyond the current administration and be promoted by a wide array of state agencies working on social issues?
- Will the effort be required to show impact by quantifying its success?
- Does the state provide support for educating private and public groups on social innovation principles?

State	Name	Year	Number	Details
Kentucky	Commission on Philanthropy	2008		Kentucky’s Commission on Philanthropy was launched by Governor Steve Beshear to better align Kentucky’s public and private financial resources for work on social issues. The commission will ask private and public funders to identify common goals, adopt shared strategies, and collaborate on projects of common interest. The commission’s first area of focus will be early childhood education and health. The commission convened a Summit on Philanthropy in June 2009 as an initial means of engaging potential partners.
Louisiana	Office of Social Entrepreneurship	2006	N/A	Founded by then-Lieutenant Governor Mitch Landrieu, the Office of Social Entrepreneurship was formed to advance social innovation by supporting the creation and growth of the most innovative, measurable, and sustainable solutions to the social problems affecting Louisiana’s citizens. Following Landrieu’s departure to become Mayor of New Orleans, the office has ceased operation.
Ohio	Social Entrepreneurship Initiative	2009	N/A	The Ohio Social Entrepreneurship Initiative was launched in partnership with the Ohio Department of Development’s Entrepreneurship and Small Business Division and the Governor’s Office of Faith-Based and Community Initiatives to provide access to financing and funding information, training resources, and several current examples for organizations working to establish social enterprises.

Massachusetts	Dropout Prevention Initiative	2008		The Massachusetts Executive Office of Education, partnering with New Profit Inc. and Root Cause, launched the Dropout Prevention Initiative to help broker partnerships between community-based dropout prevention programs and school districts with low graduation rates. Once districts have established partnerships, they may then apply to a state innovation fund to support them in implementing new approaches to reducing the dropout rate.
Massachusetts	Social Innovation Compact	2010		Along with 41 organizations committed to social innovation, Massachusetts Governor Deval Patrick signed a Social Innovation Compact designed to bring the nonprofit, philanthropic, business, and government sectors together. The goal of the compact is to maximize the state's ability to establish creative problem-solving relationships, and to better utilize the state's resources to increase the efficiency and effectiveness of government services. The compact ensures a commitment by all parties to advance cross-sector partnerships and establish a lasting dialogue. With government as the catalyst, the commonwealth and social innovators will work together to identify and implement proven, innovative solutions to persistent social challenges facing the state.
Minnesota	Innovation and Research Council	2010	H.F. No. 2227	This council would have identified high-level champions of innovation in each of the state agencies and brought them together with nonprofits, community foundations, and business leaders to focus on coordinating efforts for better results, with an Innovation Challenge Grant Fund serving as an incentive. Passed by the House and Senate, the bill was later vetoed.
Texas		2003/2008	E.O. RP-30	The OneStar Foundation was formed in 2003 originally to administer volunteerism and community service for the state. In 2008, the mission expanded through the formation of the Texas Center for Social Impact, which included training and resources to nonprofits on social innovation.

# Local Government Analysis

Social Enterprise Alliance considers a local government’s policy efforts strong if it meets the following criteria;

- Does the effort bring together a diverse group of stakeholders, including nonprofits, philanthropy, business, and government?
- Will the efforts live beyond the current administration and be promoted by a wide array of state agencies working on social issues?
- Will the effort be required to show impact by quantifying its success?

City	Name	Year	Number	Details
Denver, CO	Office of Strategic Partnerships	2004		The Denver Office of Strategic Partnerships was created in 2004 to serve as a liaison between the city of Denver and the nonprofit and philanthropic sectors. The office works with individuals, foundations, corporations, and nonprofit partners to increase funding for cooperative initiatives, foster partnerships to support nonprofits, and engage the entire community in volunteer efforts.
Los Angeles, CA	Office of Strategic Partnerships			The Los Angeles Office of Strategic Partnerships is a public-private partnership that serves as the liaison between the city’s executive branch and the nonprofit community. The office works to facilitate and support partnerships between sectors in an effort to develop creative solutions to common problems. Current projects include facilitating the work of nonprofits through a nonprofit advisory group and improving low-performing schools by assisting the mayor’s Partnership for LA Schools.

## States in Action – Massachusetts

Deval L. Patrick                      GOVERNOR  
Timothy P. Murray                  LIEUTENANT GOVERNOR  
Paul Reville                          SECRETARY OF EDUCATION

April 16, 2010 - For immediate release:

**Governor announces social innovation compact. Partnership will expand on existing partnerships to improve lives of residents.**



From Left to Right: Education Secretary Paul Reville, James Cleveland of Jumpstart, Casey Recupero of Year Up, Governor Patrick, Andrew Wolk of Root Cause, Vanessa Kirsch of New Profit, Lt. Governor Murray at the signing of the Social Innovation Compact.

**BOSTON** - Building on his commitment to maximize existing resources and think more creatively about how to address persistent issues facing the residents of the Commonwealth, Governor Deval Patrick today signed a Social Innovation Compact with representatives of the social innovator community in Massachusetts representing 41 organizations.



The Commonwealth of Massachusetts is home to many cutting edge organizations with deep roots in social innovation and whose core missions focus on improving the lives of residents throughout the state and the nation. The Governor and the administration have forged a new partnership with social innovators to help apply innovative solutions to highly challenging problems that persist despite the best efforts of many who are committed to ensuring the state's residents have access to the highest quality of life.

"Some of the best thinking on building a better, stronger Commonwealth happens outside of state government," said Governor Patrick. "We are fortunate to have such a strong partnership with social entrepreneurs working with us on innovative, results-oriented solutions."

Organizations with rich ties to the social innovation community at the local and national level signed an agreement with the Governor to work to expand the existing reach of social innovators into the state's communities. These innovative organizations will partner with the state toward the shared goal of a well educated, healthy, highly engaged and fully productive citizenry. Through this compact, the state is maximizing its ability to establish fresh, creative problem solving relationships to address persistent challenges in education, workforce development, public safety, finance, health and human services, and housing and economic development. The Social Innovation Compact provides the vehicle for new, highly effective partnerships between the Commonwealth and the social innovation community.

"In today's economic climate, there is nothing more important than forging partnerships between government and the social innovation community to address the critical challenges facing the Commonwealth," said Andrew Wolk, Founder and CEO of Root Cause.

"With government as a catalyst for new partnerships with citizens, philanthropists and nonprofits, we believe the power of our state's innovation and entrepreneurship can be harnessed," said Kim Syman, Managing Director of New Profit Inc. "We're deeply inspired by the opportunity to bring our community into a closer relationship with government to fund and grow great solutions to some of our most pressing challenges."

Both New Profit Inc. and Root Cause and many other Massachusetts organizations have served as partners in the national conversation spearheaded by the Obama administration to identify opportunities to spread social innovation partnerships nationwide.

The Governor today committed to broadening and deepening relationships with the social innovation community by signing with several of its members a Social Innovation Compact. The list of committed organizations numbers 41 and has the potential to grow further.

## The Commonwealth has agreed to:

- Welcome social innovation organizations with vision and experience in improving the lives of citizens
- Initiate a conversation with providers on the potential for unprecedented action and new approaches on infrastructure and government operations
- Commit to exploring the application of new, results-driven solutions to persistent problems that have gone unsolved despite repeated efforts and partnerships
- Explore new opportunities to take better advantage of locally cultivated talent directed at educating and caring for residents
- Provide new supports to promote the work of social innovation partners to reach a larger group of residents in need of assistance

## The Social Innovators have agreed to:

- Engage in an active problem-solving dialogue with the leaders of state government
- Provide consulting services to government agencies to build the Commonwealth's portfolio of social innovation initiatives and reach more residents
- Supply support, guidance and management for select projects based on the needs of residents
- Serve as a central point of contact for all potential national and local social innovation initiatives
- Channel information to the Governor and his cabinet regarding opportunities for Massachusetts on these opportunities as appropriate

Casey Recuperero, Executive Director for Year Up in Greater Boston praised the Social Innovation Compact, noting that these types of public/private partnerships can “simultaneously address the pressing need for skilled talent among the Commonwealth’s top employers and the Opportunity Divide facing so many urban young adults working to launch their careers.”

The Social Innovation Compact intends to build upon existing partnerships, including one in the state’s education sector that focuses on a new set of supports to efforts to reduce the dropout rate. Governor Patrick’s Education Secretary Paul Reville has been working with Root Cause and New Profit Inc. to develop a project to solidify strong partnerships that can demonstrate early, measurable progress in helping to reduce the

dropout rate by pairing school districts with select innovative, results-driven nonprofit organizations.

Building on the work of the Governor’s Dropout Prevention and Recovery Commission which outlined strategies for the state and school districts, the social innovators will help identify and disseminate best practices to local school partners who want to move aggressively to prevent students from dropping out of school.

“While we had very good news this year with the first dip in the dropout rate in over a decade, we must continue to intensify our efforts to prevent students from leaving school,” said Secretary Reville. “We are resource challenged and have to continue to find innovative solutions to help us tackle the drop out challenge. These social innovators have committed to helping us find lasting solutions.”

The federal government has several competitive grant programs available to promote social innovation, including the Social Innovation Fund, which will support effective nonprofit organizations to evaluate, replicate, and expand successful programs; identify effective approaches to solve social problems and disseminate knowledge; and develop grant-making strategies to promote social innovation in communities nationwide.

These new partnerships are a first step in better utilizing existing resources to increase the effectiveness and efficiency of government services for the benefit of all the citizens of the Commonwealth.

## Social Innovation Success Stories:

### Organizations and Initiatives Practicing Social Enterprise, Social Entrepreneurship and/or Cross-Sector Collaboration



For many communities across America, building quality playgrounds competes with a variety of other pressing needs for limited public funds—often leaving children in poorer communities without access to great places to play. To address this need, KaBOOM! leverages private resources by identifying an alternative revenue stream that would provide the organization with the funds to build quality playgrounds in underserved communities—thus adopting a no-market approach that channels new resources for playgrounds into these communities where the beneficiaries have no ability to pay. By working with major companies, including Home Depot, Sprint, and PepsiCo, KaBOOM! has been able to offer two products—corporate team-building and social marketing—that capture resources for playground building via donations, service fees, and employee volunteer time.



Imagine what the world would be like if every time you were inspired to help someone or something, you could -- with just a few clicks of a mouse, anywhere online. That's the mission of Network for Good. They make it as easy to donate and volunteer online as it is to shop online, and also make it simple and affordable for all nonprofits, of any size, to recruit donors and volunteers via the Internet. Through this approach, they have returned \$23.50 to the sector for every \$1 invested and raised over \$472 million in online donations to more than 60,000 different nonprofit organizations.



Talbert House (Cincinnati, OH) is a community-wide nonprofit network of social services that help men, women and children overcome adversity to become healthy and productive citizens with over 30 proven programs in community corrections, mental health, substance abuse and welfare-to-work. As part of the continuum of care, Talbert House also offers a document imaging and destruction service, known as DocuPro, to local businesses. This social enterprise balances business with mission to provide a quality product that is competitively priced and delivered with excellent customer service while employing successful clients to provide purposeful work that enhances their personal recovery and growth.



Active duty, veterans and their families often experience difficulty coping with the physical, psychological, and emotional effects of war, and frequently have problems transitioning or accessing community supports in the civilian world. Colorado's Aspenpointe is uniquely positioned to help America's wounded warriors and their families heal from these wounds of war. Aspenpointe's Peer Navigator Model is innovative and portable. It can be implemented whenever an active duty, veteran or family needs help. Moreover, the navigator coordinates and individualized array of community services for each person served, thus creating a seamless service continuum to meet their unique need. While there are many crises programs available, the Peer Navigator Model is a proactive prevention approach. Furthermore, this model promotes solid collaboration between the often fragmented community programs aimed at aiding active duty, veterans and families. This exciting Peer Navigator Model is not site-specific, but rather can be replicated in other cities and states throughout our nation. Research has shown that this comprehensive approach leads to a substantially higher quality of life for participants.

## Resources and Publications

**Greg Dees, “The Meaning of Social Entrepreneurship,” (1998)**

[http://www.caseatduke.org/documents/dees\\_sedef.pdf](http://www.caseatduke.org/documents/dees_sedef.pdf)

An influential definition of social entrepreneurship, which draws on the history of private-sector entrepreneurship.

**John Kania & Mark Kramer, “Collective Impact,” *Stanford Social Innovation Review* (2010)**

[http://www.ssireview.org/articles/entry/collective\\_impact/](http://www.ssireview.org/articles/entry/collective_impact/)

A study of recent trends in collaboration to tackle social issues.

**Geoff Mulgan, “The Process of Social Innovation,” *Innovations* (2006)**

[http://www.policyinnovations.org/ideas/policy\\_library/data/TheProcessofSocialInnovation/\\_res/id=sa\\_File1/INNOV0102\\_p145-162\\_mulgan.pdf](http://www.policyinnovations.org/ideas/policy_library/data/TheProcessofSocialInnovation/_res/id=sa_File1/INNOV0102_p145-162_mulgan.pdf)

A comprehensive look at social innovation around the globe and what frameworks can be used to accelerate social change written by the former director of Strategy and head of policy in the Prime Minister’s office in the U.K.

**Social Enterprise Alliance, Duke University, and Community Wealth Ventures, “Social Enterprise: A Portrait of the Field” (2010)**

<http://www.communitywealth.com/pdf-doc/Field%20Study%20FINAL%207.14.2010.pdf>

A groundbreaking survey of 740 organizations with social enterprises across the United States.

**Social Enterprise Alliance, “Social Enterprise: A Powerful Engine for Economic and Social Development” (2010)**

<http://bit.ly/seawhwp>

A white paper prepared for the White House Office of Social Innovation to brief the White House on the social enterprise sector and social enterprise’s impact as a driver of economic and social change

**Andrew Wolk and Colleen Gross Ebinger, “Government and Social Innovation: Current State and Local Models,” *Innovations* (2010)**

[http://www.rootcause.org/sites/rootcause.org/files/uploads/INNOVATIONS\\_New-Orleans-Five-Years-After-Katrina\\_Wolk-Ebinger.pdf](http://www.rootcause.org/sites/rootcause.org/files/uploads/INNOVATIONS_New-Orleans-Five-Years-After-Katrina_Wolk-Ebinger.pdf)

A comprehensive survey of existing state and local government efforts to support social innovation.

**Andrew Wolk, “Social Entrepreneurship and Government: A New Breed of Entrepreneurs Developing Solutions to Social Problems,” *The Small Business Economy: A Report to the President, 2007*, by The Small Business Administration, Office of Advocacy.**

[http://www.rootcause.org/sites/rootcause.org/files/SE\\_and\\_Gov.pdf](http://www.rootcause.org/sites/rootcause.org/files/SE_and_Gov.pdf)

An analysis of the benefits of government involvement in advancing social innovation and entrepreneurship.

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**Mission & Vision**

Established in 2002, Social Enterprise Alliance (SEA) is the only member organization in North America that brings together the diverse and rapidly growing field of social enterprise. Social enterprises are engines of simultaneous social and economic development and are critical for the development of sustainable communities. SEA serves as champion for the field, hub of information and education, partner to policymakers, and builder of a vibrant and growing community of social enterprises.

**Social Enterprise Definition**

Social enterprises are nonprofits and social mission businesses using earned revenue strategies to directly address social needs through goods and services or by employing people who are disabled or disadvantaged.

**SEA Network**

SEA is dedicated to building a vibrant network of social enterprises through its Membership Programs, Chapter events, Strategic Alliances, University Partners, National Councils and its annual Summit conference. SEA represents over 30,000 North American social enterprises, social investors, field thought-leaders, experts, educators, and social entrepreneurs. SEA's global Social Enterprise World Forum network broadens this reach globally. Annual dues range from \$50 for Students to \$5,000 for Partners.

**Field-Building Activities**

SEA provides social enterprises with the tools and resources they need for success plus helps build an optimal environment in which social enterprises can thrive through:

<p><b>Communities of Practice:</b> With its regional chapters across the U.S. as the front lines, SEA convenes the largest peer network on social enterprise and promotes networking, storytelling, and marketing through various gatherings; its searchable member database and directory; and by fostering sharing of best practices, business to business connections, and peer referrals.</p>	<p><b>Education &amp; Training:</b> SEA members receive current field information, tools, education, and professional development offerings. Since 1998, SEA has hosted the Social Enterprise Summit, an annual learning and networking conference where social enterprise stakeholders and practitioners convene. SEA's national Councils produce White Papers as well as collect and disseminate impact data and case studies on the field.</p>	<p><b>Capacity Building:</b> Through SEA's Strategic Alliances, members build capacity, increase access to capital, mentors, referrals to experts and professional services support. Capacity building tools and education include best practice templates and support in replication and scaling.</p>	<p><b>Public Awareness &amp; Advocacy:</b> SEA's national Government Relations and Capital Access Councils convene field leaders specializing in policy and social capital and work to create a fertile ecosystem within which social enterprise can flourish. Recognizing the burgeoning growth of social enterprise focus in the academic arena, SEA has developed a network of University Partners. SEA's national and regional marketing initiatives, including a new certification program for "Accredited Social Enterprises", aim to build awareness of the value and impact of social enterprises and the sector.</p>
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**National & Regional Presence**

SEA has a DC based staff of three, led by President & CEO, Lisa Nitze; a national Board of Directors representing stakeholders in the field, Chaired by Bill Strathmann of Network for Good; and National Councils and committees. SEA's ten regional Chapters represent local field leaders and champions. Chapters, each with its own Board of Trustees, are currently located in Los Angeles, San Francisco, Twin Cities, North Texas, Chicago, Colorado, Maryland, Massachusetts, Middle Tennessee and Tampa Bay with a number of other Chapters currently in formation. Chapters host an annual calendar of education, training and networking opportunities for members.