



An Introduction to Social Enterprise: Opportunities for Nonprofit Leaders to Develop New, Sustainable Revenue Streams

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Goals of Today's Workshop

- Understand what is a social enterprise and be able to evaluate if it is potentially relevant to your organization now or in the future
- Gain an understanding of the opportunities and positive impact of creating new, sustainable revenue streams through social enterprise
- Learn about the benefits and challenges of aligning social and financial objectives in a hybrid social enterprise model

What is a Social Enterprise?

“Organizations that address a basic unmet need or solve a social or environmental problem through a market-driven approach.”



Source: Social Enterprise Alliance:

What is a Social Enterprise?

DEFINITION OF A NON-PROFIT SOCIAL ENTERPRISE *from Social Enterprise Alliance*

- It directly addresses an intractable social need and serves the common good, either through its products and services or through the number of disadvantaged people it employs.
- Its commercial activity is a strong revenue driver, whether a significant earned income stream within a nonprofit's mixed revenue portfolio, or a for profit enterprise.
- The common good is its primary purpose, literally “baked into” the organization's DNA, and trumping all others.

What is Entrepreneurship?

Define Entrepreneurship and Entrepreneurship

Definition of entrepreneur:

one who organizes, manages, and assumes the risks of a business or enterprise.

Definition of entrepreneurship:

The activity of organizing, managing and assuming the risk of a business or enterprise

From Webster dictionary

noun, plural **entrepreneurs**

a person who organizes and manages any enterprise, especially a business, usually with considerable initiative and risk.

(dictionary.com)

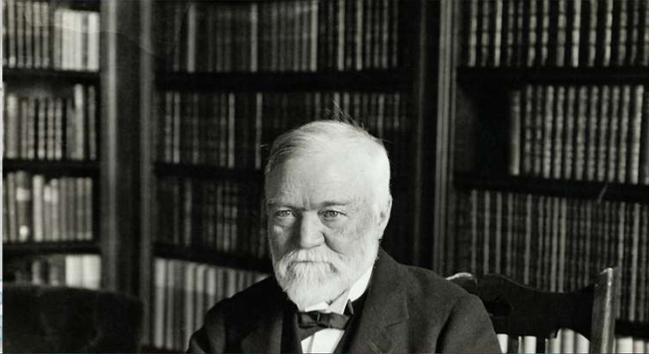
Origin from French word *entreprendre: to undertake*



When You Think of Entrepreneurs....

Who comes to mind?

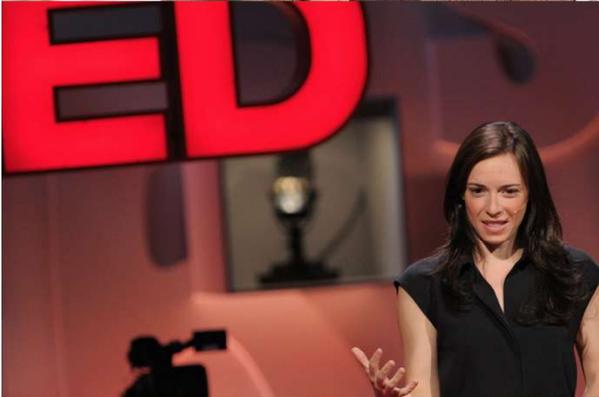
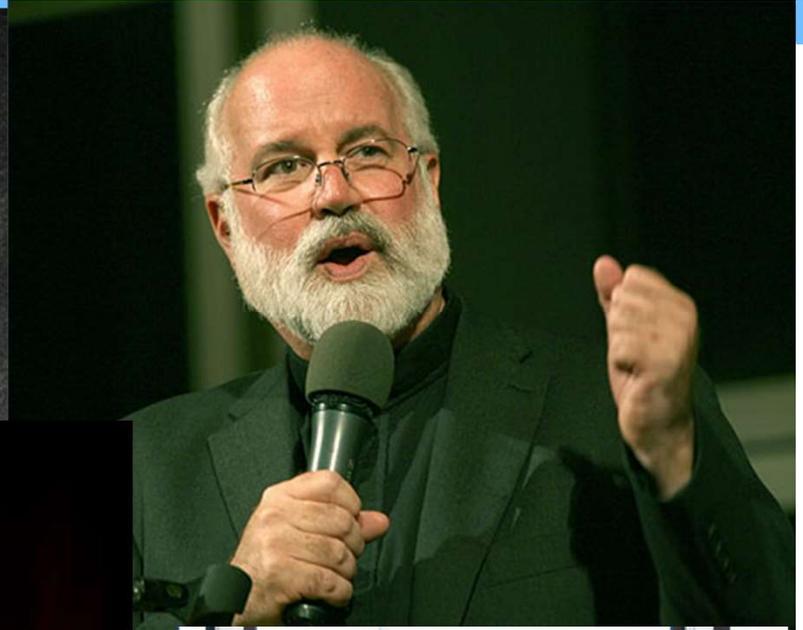




Entrepreneurs are.....

Persistent	Creative	Responsible
Inquisitive	Goal-Oriented	Independent
Self-Demanding	Self-Confident	Risk-Taking
Restless	Action-Ordered	Enthusiastic

Social Entrepreneurs... who comes to mind?



And long before the term Social Enterprise was created...



GoodWill Industries established 1902

\$5.7 Billion in revenue FY 2016 in the US

116 offices in US + 13 countries

86% of its income is generated through retail sales and earned income streams



What is A Social Entrepreneur?

What is a Social Entrepreneur? Social entrepreneurs drive social innovation and transformation in various fields including education, health, environment and enterprise development. They pursue poverty alleviation goals with entrepreneurial zeal, business methods and the courage to innovate and overcome traditional practices. **A social entrepreneur, similar to a business entrepreneur, builds strong and sustainable organizations, which are either set up as not-for-profits or companies.**

Source: Schwab Foundation



Origins of Social Entrepreneurship

The pioneer.... [Muhammad Yunus](#) and Grameen Bank

- Why did microfinance have such a great impact on the world's poor?
- On the global economy?
- Why is Muhammad Yunus' role in establishing social entrepreneurship so important?



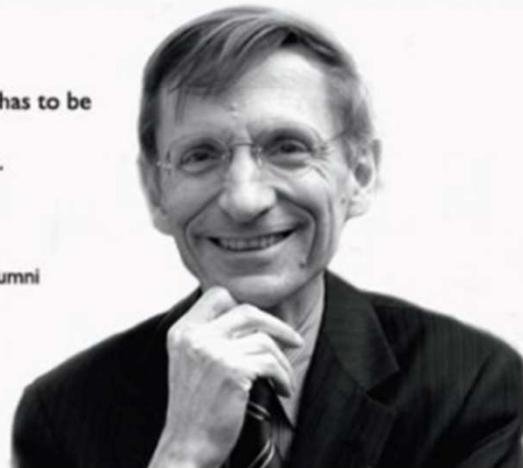
The Creation of A New Field:
Bill Drayton and Ashoka



ASHOKA

A LITTLE EMPATHY CAN GO A LONG WAY: THE BILL DRAYTON STORY

"We want the world to see that it has to be
a changemaker world.
Everyone is a changemaker.
That's very radical."
- Bill Drayton,
Ashoka CEO and
one of Harvard's 100 Influential Alumni



What factors drove growth of social entrepreneurship as a field?

- Growth in # NGOs and nonprofits
- Rise of civil society
- Recognition that dependence on philanthropic dollars insufficient to address global needs
- Globalization
 - Recognition that the world's poor are key players in the global economy
- Increasing commitment of corporate sector to support social impact (rise of CSR)
- Drive towards cross sector collaboration
- Millennials
- Increasing demand for producing measurable impact and results— whether it's philanthropic or for profit investments

The Growth of the Global Citizen Sector

- The number of NGOs worldwide is estimated to be 10 million.^[15] [Russia](#) had about 277,000 NGOs in 2008.^[16] [India](#) is estimated to have had around 2 million NGOs in 2009, just over one NGO per 600 Indians, and many times the number of primary schools and primary health centres in India.^{[17][18]} [China](#) is estimated to have approximately 440,000 officially registered NGOs.^[19] About 1.5 million domestic and foreign NGOs operated in the United States in 2017.^[11]

Guidestar 2018

Nonprofit Organizations In the United States

2,201,946

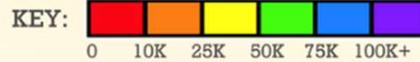
Total Nonprofit Universe*

1,800,000+

Active Nonprofit Organizations

Top 5 Over 100K

- #1: California
- #2: Texas
- #3: New York
- #4: Florida
- #5: Pennsylvania

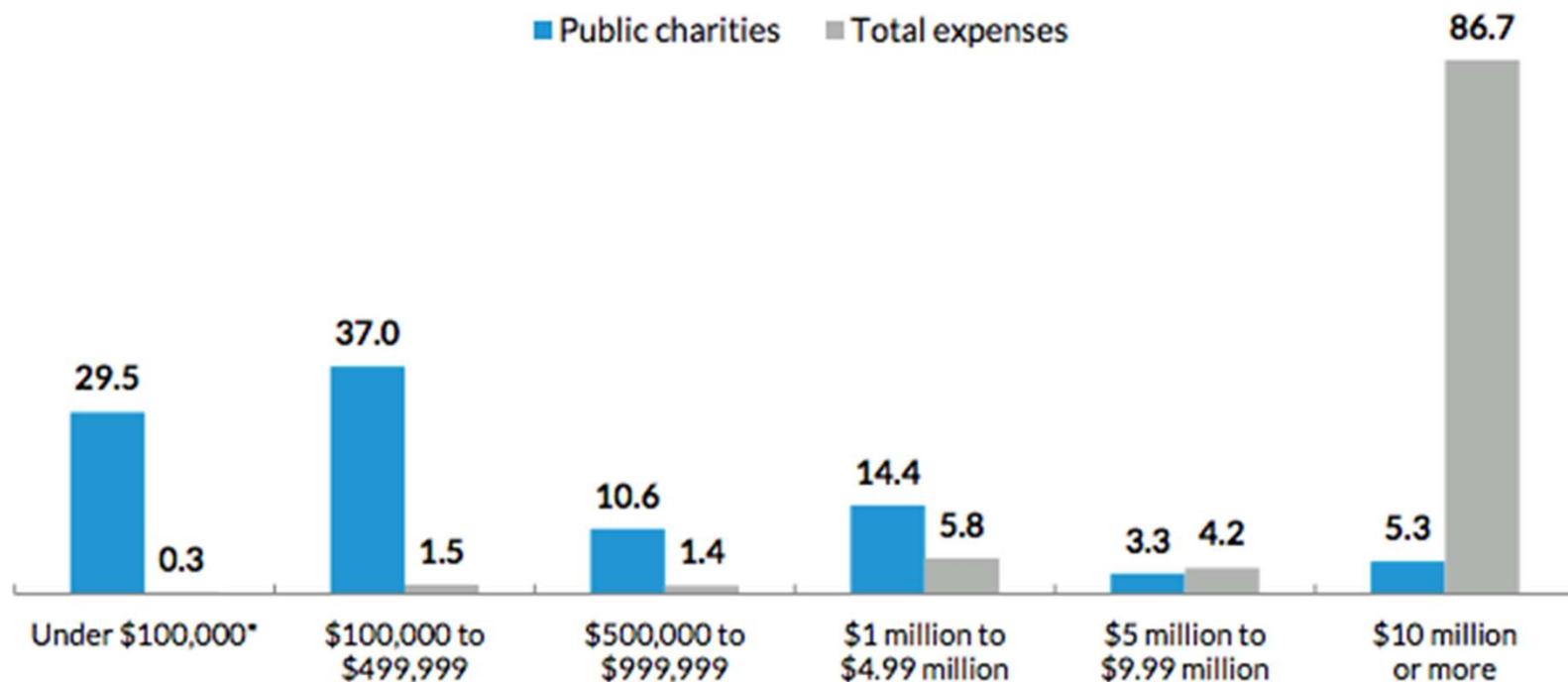


* Represents the number of nonprofit organizations you can research on www.guidestar.org.
U.S. Territories NOT INCLUDED: Northern Mariana Islands, American Samoa, Guam, Virgin Islands, and Puerto Rico.



The vast majority of these organizations are less than 30 years old

Number and Expenses of Reporting Public Charities as a Percentage of All Reporting Public Charities and Expenses, 2013



Source: Urban Institute, National Center for Charitable Statistics, Core Files (Public Charities, 2013).

The Unique Challenges of the San Diego Nonprofit Sector

Caster Family Center for Nonprofit and Philanthropic Research: Annual Reports

Large and growing number of nonprofits in San Diego region- more than 11,000 in 2018
Total revenue of \$18B+

This number has doubled over last 20 years

From [Times of San Diego July 11, 2016 article](#):

On average, San Diego nonprofits have only 1.7 months of liquid operating funds on hand, limiting their ability to withstand an unexpected revenue shortfall.

“Nonprofits appear to operate ‘hand to mouth’ with enough liquidity to operate for less than two months if any disruption in revenue occurs,” the authors wrote (2016 report)

There’s also a big divide between the many smaller, often all-volunteer nonprofits, and a limited number of large ones. Sixty-two percent of the non-profits in the county have annual revenue of \$50,000 or less....

while just 8 percent have revenue over \$1 million.



THE CHALLENGE

HOW CAN A SMALL TO MEDIUM SIZE
SAN DIEGO NON-PROFIT BECOME BOTH:

**MORE FINANCIALLY SUSTAINABLE
AND
INCREASE ITS IMPACT?**

CAN SOCIAL ENTERPRISE BE A SOLUTION?



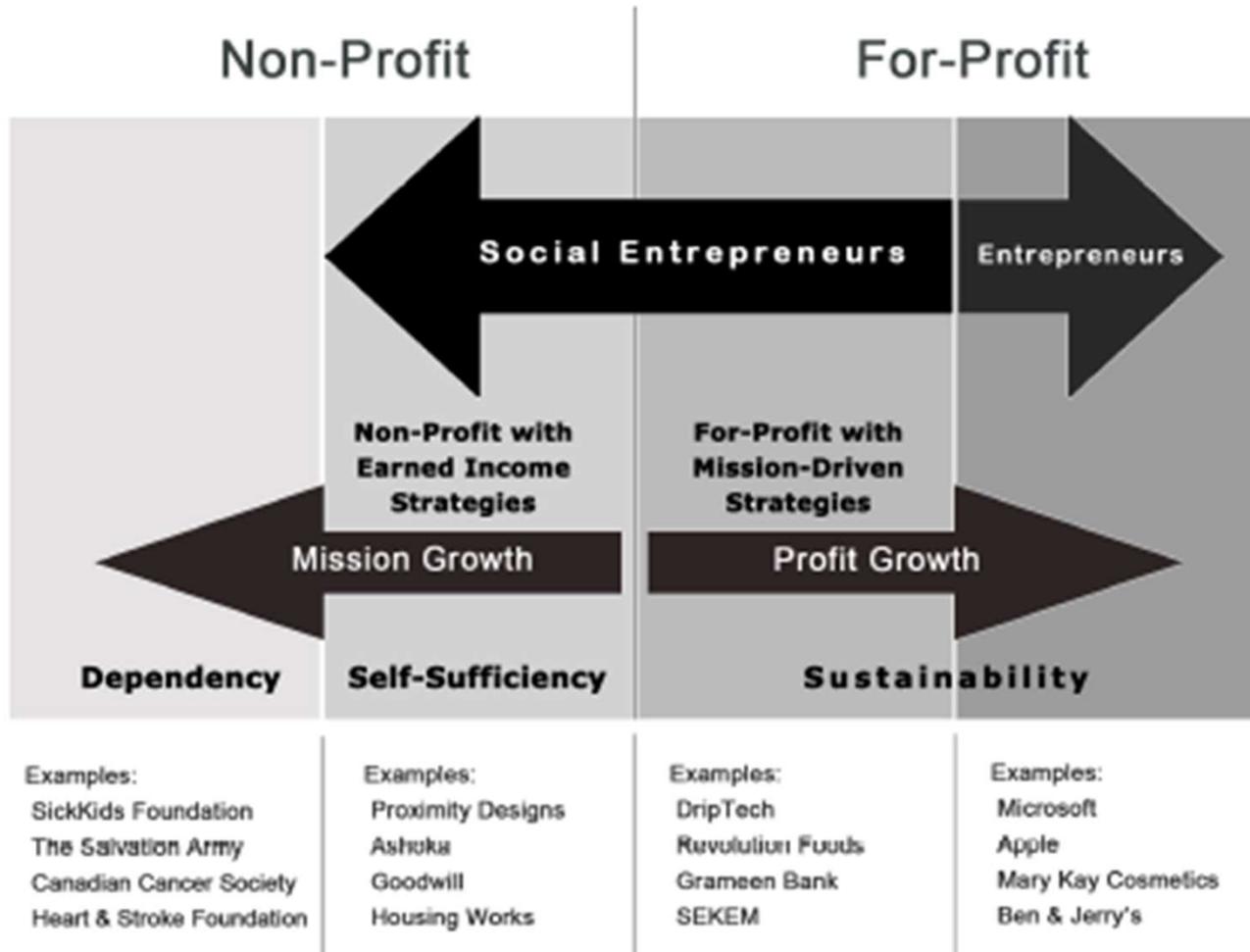
Social Entrepreneurship

- *Social entrepreneurship is the process by which effective, innovative and sustainable solutions are pioneered to meet social and environmental challenges.*
- *A social entrepreneur is someone who designs and implements an intervention, product or service that improves the well-being of marginalized individuals and populations.*
- *A social enterprise is an organization (either non-profit or for profit) that is formed to meet a social or environmental challenge, that streamlines its operations and supply chain to maximize social impact and minimize the use of resources and that uses a **sustainable, replicable and potentially scalable business model.***

Source: Teresa Chahine, *Introduction to Social Entrepreneurship*, 2016

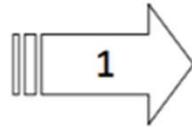


The Social Entrepreneurship Spectrum



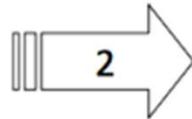
Characteristics of a Successful Social Entrepreneur

From Ashoka



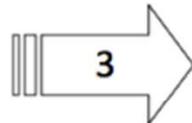
A Knock-out Initial Test: A New Idea

Is the person possessed by a truly new idea for solving a public need? Is it a truly transformational innovation, or just a tweaking of how things are now done? How is it different from what others do in this field?



Creativity

Is the person creative—both in vision/goal-setting and in problem solving? How creatively does the person approach opportunities and obstacles—be they organizational or political? Does he/she create original solutions?



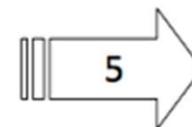
Entrepreneurial Quality

Is the person so committed to his/her vision that it is impossible for him/her to rest until the vision becomes the new pattern across society? Is the person willing to spend years relentlessly grappling with myriad, practical “how to” challenges (how to get to national scale, how to make the pieces fit together, etc.)?



Social Impact of the Idea

Is the idea likely to solve an important social problem at the national level or beyond? Is the idea itself sufficiently new, practical, and useful that people working in the field will adopt it once it has been demonstrated? If it is, how many people will be affected? How much will they benefit?



Ethical Fiber

Is the person totally honest? Would you instinctively trust him/her? (A quick intuitive test: Imagine yourself in danger and ask if you would feel fully comfortable if the candidate were with you.) Is his/her motivation deeply and firmly rooted in a commitment to serve others?



Models of Social Entrepreneurship

1. Leveraged Non-profit
2. Hybrid Non-profit(i.e. Nonprofit with Earned Income Strategies
3. For Profit with Mission Driven Strategies
(or Social Business or Social Venture Business)

The Hybrid Social Enterprise Model

What is a Hybrid Social Enterprise?

Most typically structured as a 501C3 with a for-profit commercial offering / earned income stream of products or services providing an additional revenue source beyond grants and donations

A hybrid model provides an outstanding opportunity to deeply extend and expand the mission and impact of a nonprofit- while creating sustainable revenue streams



If you are thinking about social enterprise you are not alone

Examples of Successful San Diego hybrid model social enterprises

Larger organizations:

- Kitchens for Good
- KIT (Kids Included Together)
- Mission Edge
- La Maestra Foundation
- Solutions for Change
- Dreams for Change

Newer additions to social enterprise in San Diego

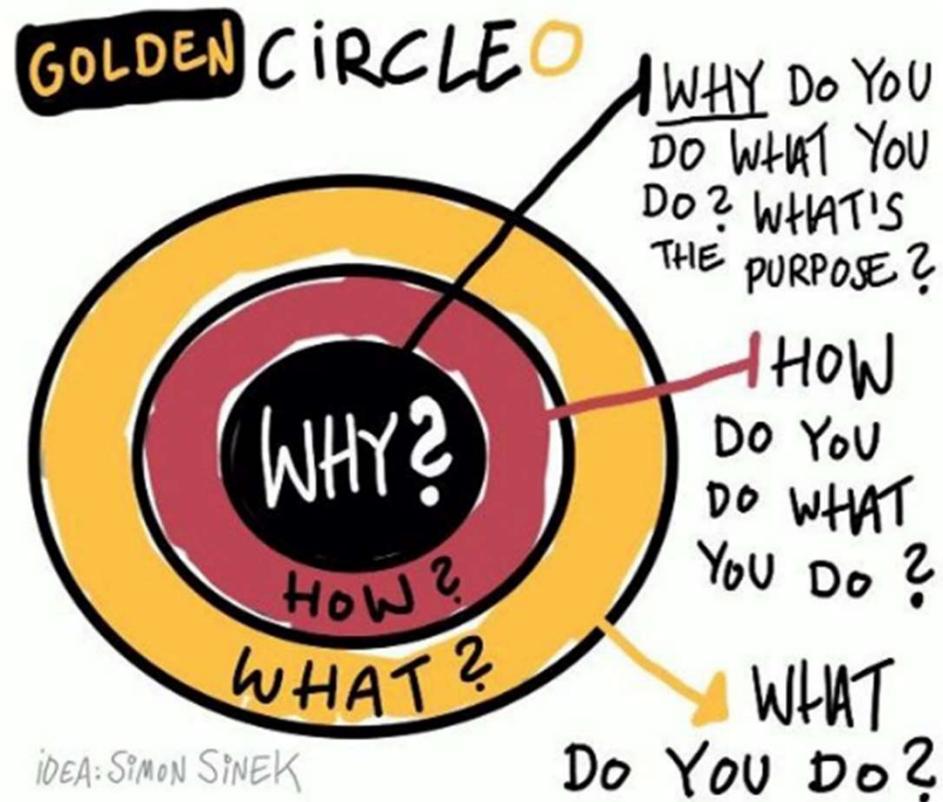
- RiseUp Industries
- UWEAST
- Project Chop at IRC
- UPAC's Neighborhood Enterprise Center
- City Heights Coffee House
- WIT/ Whatever It Takes

Learn about these and their best practices.



You Must Start with the WHY

- Why are you creating this product or service?
- Why and how does it tie to your mission?
- Why would anyone buy it?



Connect Your Why to Your Product or Service

Greyston Bakery Makes Brownies That Change Lives

By Chris Malone | May 11, 2015

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Image Credit: Ben & Jerry's

- » **Greyston** provides the homeless employment in a bakery that makes brownies for Ben & Jerry's ice cream. As Greyston says, "we don't hire people to bake brownies, we bake brownies to hire people."

Ben & Jerry's

Connect Your Why to Your Product or Service



Solutions for Change & Solutions Farms

Job training and income generation to solve homelessness for families



Solutions for Change
Solutions Farms

Solutions Farms

Produce that tastes good...and does good!



HOME

ABOUT US

WHERE
TO BUY

LEARN &
VOLUNTEER

PHOTO
GALLERY

FAQ'S

CONTACT AND
TOURS



How Does Your Product or Service Empower Your WHY?

- In Social Enterprise- the revenue stream you develop must be tied to your mission
 - The service or product you sell must align with the outcomes and impact you seek to advance-
 - * *This is also how you ensure you comply with tax reporting requirements*
- Identify a product or service that leverages the strengths and capabilities of your organization
- Identify a product or service that the market wants- and customers will pay for!
 - ❖ *NOTE: The people you impact / benefit through your organization may not necessarily be the same people who will buy your product or service!*
- Determine how you can differentiate that product or service in the market
 - * *You are likely to be competing for your customers often with for-profit organizations!*



Kitchen's for Good- Their "Why"



Kitchens for Good- Aligning Product and Mission

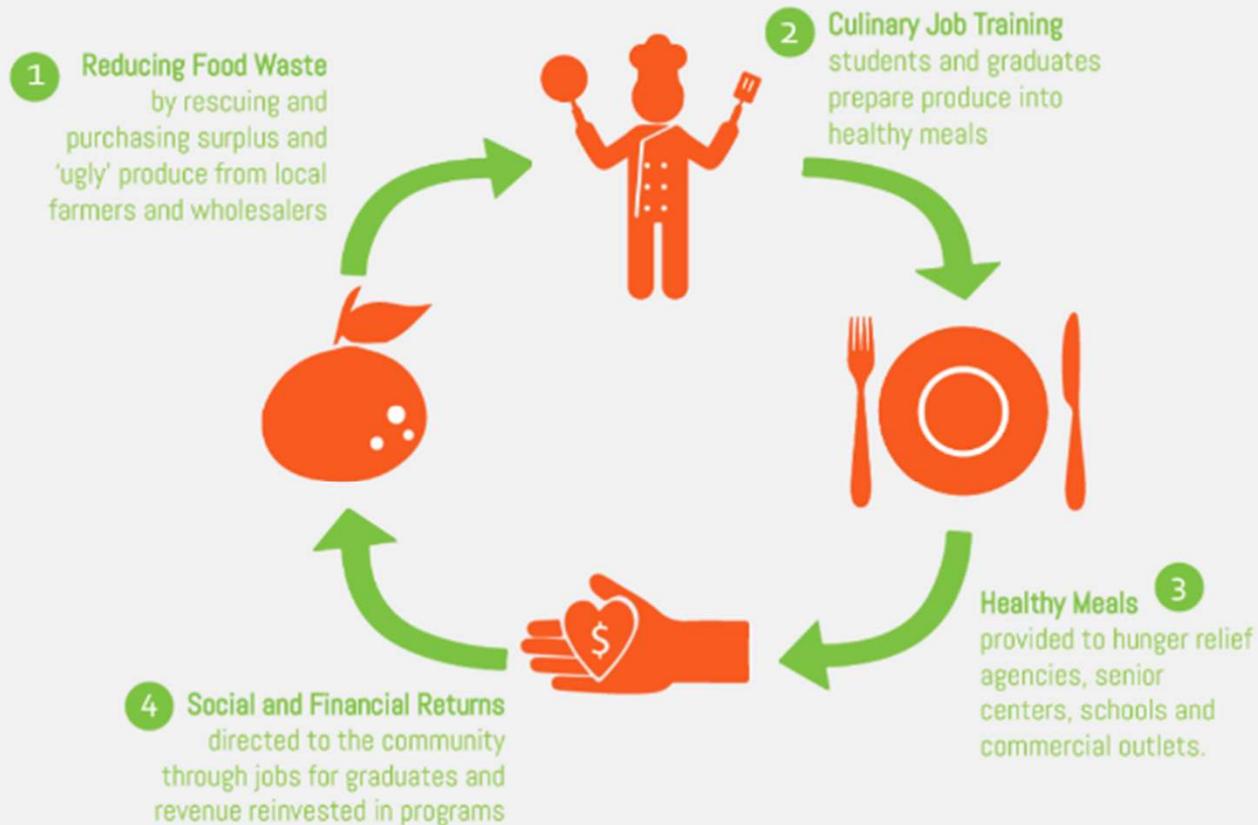


OUR SOLUTION



Kitchens for Good- Aligning Product and Mission

Our Approach



KITCHENS FOR GOOD HYBRID MODEL

OUR SOCIAL ENTERPRISE MODEL

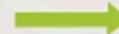
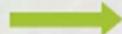
What is a social enterprise?

A social enterprise is a mission driven business that improves the community well being while using commercial business practices to create financial sustainability.



PROJECT KITCHEN

social enterprise food services, including catering and contract meals, generates revenue to reinvest in programs, and creates good jobs and learning opportunities for culinary students.



PROJECT RECLAIM:

reducing food waste by rescuing and purchasing surplus and 'ugly' produce from local farmers and wholesalers

PROJECT LAUNCH:

culinary job training students learning job skills- prepare produce into healthy meals

PROJECT NOURISH:

healthy meals provided to hunger relief agencies, that serve seniors, youth and the homeless

Social Enterprise Benefits



67%
of budget is generated through earned revenue

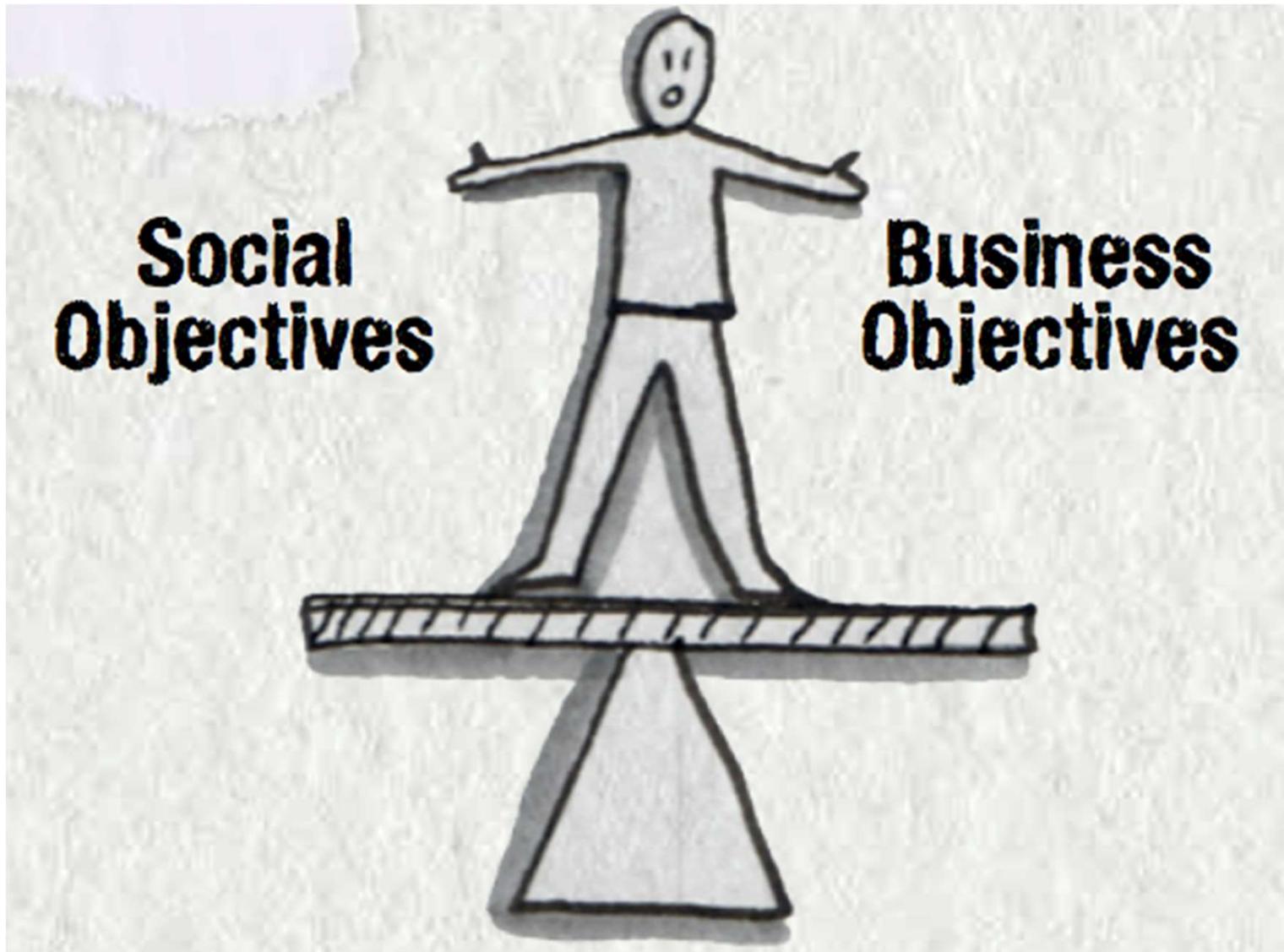


Earned revenue reduces the burden on government and philanthropy to pay for social programs



40 newly employed graduates are contributing to the economy

The Challenge of The Hybrid Model



The Challenge- Balancing Social vs. Financial

- Where to invest – in social programs or growing and supporting your new business line- whether a product or service?
- How do you balance those decision?

KFG's challenge- Balancing Social vs. Financial

- Where to invest – in social programs or growing and supporting catering business?
- How to turn around a money losing catering business at the beginning of KFG launch?

- Business vs. social investment decisions:

How does the CEO justify the need to replace lost silverware, broken dishware, poor quality audio video and buy the best salmon for catering events vs. spend all the money you have on training programs for culinary students?

Balancing Social and Financial Objectives

- Requires a cultural and mindset shift
 - Need to make tough decisions to balance both social and financial
 - Need willingness to experiment, try and fail
 - Selling products and services is now part of the job for the entire organization
 - Your products must be EXCELLENT as you are now competing- *often in a commercial market*
 - Need your board members to be aligned with this need to balance and weigh these

New Skills and Mindset Needed

- New skill sets? Mindsets?
- You will need to understand cost of goods, market pricing, your competition, ROI for your products or services
- You need to tie this to the impact you seek to make with your social enterprise
- You and your staff need to learn how to sell!
- You will need to constantly iterate, adapt and adjust- can you be comfortable with that?

Earned Income Model= Lots of Experimentation and Lots of Failure



KFG example and lessons learned:

#1 People don't use a lot of jelly and it lasts a really long time- means you can't sell much

#2 Fail fast and try not to use too many resources and \$ in the process



KIT- Mindset Shift Needed for Growth



[Why Inclusion?](#) [What We Do](#) [Who We Are](#) [Blog](#) [Contact](#) [Sign In](#) | [Q](#)

Together,
kids are
better.

Inclusion benefits every child

[LEARN MORE ABOUT INCLUSION](#)



Helping organizations meaningfully include kids
with disabilities

How We Support Inclusion



Online Training



On-site Training



Coaching & Consulting



Policies & Standards



Speaking Engagements

[SEE THE ABILITY IN EVERY CHILD](#)

KIT: Mindset Shift Led to Exponential Growth

- Per Torrie Dunlap, KIT CEO, selling services is not a typical role for a nonprofit professional
- Her staff resisted "selling"- saying that was not their job
- Today 96% of KIT revenue is from sales of training program materials, services, coaching, consulting and support
- Customers- school districts, US military, corporations, etc.

Return of Organization Exempt From Income TaxUnder section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code
(except black lung benefit trust or private foundation)

OMB No. 1545-0047

2011Open to Public
InspectionDepartment of the Treasury
Internal Revenue Service

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2011 calendar year, or tax year beginning 7/01, 2011, and ending 6/30, 2012	
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name and address of principal officer: KIDS INCLUDED TOGETHER SAN DIEGO, INC. 2820 ROOSEVELT ROAD #202 SAN DIEGO, CA 92106
D Employer Identification Number 33-0731368	E Telephone number 858-225-5680
G Gross receipts \$ 2,022,584.	
F Name and address of principal officer: SAME AS C ABOVE	
I Tax exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(s) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If No, attach a list. (see instructions)
J Website: WWW.KITONLINE.ORG	
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other	L Year of formation: 1996 M State of legal domicile: CA

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>KIT'S MISSION IS TO PROVIDE LEARNING OPPORTUNITIES THAT SUPPORT RECREATION, CHILD DEVELOPMENT AND YOUTH ENRICHMENT PROGRAMS TO INCLUDE CHILDREN WITH AND WITHOUT DISABILITIES.</u>
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) 3 14
	4 Number of independent voting members of the governing body (Part VI, line 1b) 4 14
Revenue	5 Total number of individuals employed in calendar year 2011 (Part V, line 2a) 5 21
	6 Total number of volunteers (estimate if necessary) 6 55
	7a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0.
	7b Net unrelated business taxable income from Form 990-T, line 34 7b 0.
Expenses	8 Contributions and grants (Part VIII, line 1h) 8 183,197. 254,194.
	9 Program service revenue (Part VIII, line 2g) 9 1,123,101. 1,641,713.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 10 569. 616.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 11 58,962. -22,828.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 12 1,365,829. 1,873,695.
	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 13 831,905. 915,506.
	14 Benefits paid to or for members (Part IX, column (A), line 4) 14 831,905. 915,506.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 15 831,905. 915,506.
	16a Professional fundraising fees (Part IX, column (A), line 11e) 16a 137,774.
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 17 452,503. 645,066.
Net Assets or Fund Balances	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 18 1,284,408. 1,560,572.
	19 Revenue less expenses. Subtract line 18 from line 12 19 81,421. 313,123.
	20 Total assets (Part X, line 16) 20 642,151. 981,002.
	21 Total liabilities (Part X, line 26) 21 154,834. 180,562.
22 Net assets or fund balances. Subtract line 21 from line 20 22 487,317. 800,440.	

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer VICTORIA L DUNLAP	Date	Date	
	Type or print name and title CEO			
Paid Preparer Use Only	Print/type preparer's name JULIE A. FIRL	Preparer's signature JULIE A. FIRL	Date	Check <input checked="" type="checkbox"/> if P/T/N self-employed P00085551
	Firm's name LEAF & COLE, LLP	Firm's EIN 95-2076568		
	Firm's address 2810 CAMINO DEL RIO SOUTH, SUITE 200 SAN DIEGO, CA 92108-3820	Phone no. 619.294.7200		

May the IRS discuss this return with the preparer shown above? (see instructions)

 Yes No

BAA For Paperwork Reduction Act Notice, see the separate instructions.

TEEA0113L 08/18/11

Form 990 (2011)



Form **990****Return of Organization Exempt From Income Tax**Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code
(except black lung benefit trust or private foundation)

OMB No. 1545-0047

2011

Open to Public Inspection

Department of the Treasury
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6 Total number of volunteers (estimate if necessary)	55		
7a Total unrelated business revenue from Part VIII, column (C), line 12	0.		
7b Net unrelated business taxable income from Form 990-T, line 34	0.		
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	183,197.	254,194.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,123,101.	1,641,713.
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	16a Professional fundraising fees (Part IX, column (A), line 11e)		
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	137,774.	
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19 Revenue less expenses. Subtract line 18 from line 12	81,421.	313,123.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	642,151.	981,002.
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Part II Signature Block

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Sign Here	Signature of officer	Date			
	VICTORIA L DUNLAP Type or print name and title.	CEO			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input checked="" type="checkbox"/> if self-employed	PTIN
	JULIE A. FIRL	JULIE A. FIRL			P00085551
	Firm's name	Firm's EIN			
	LEAF & COLE, LLP	95-2076568			
Firm's address	Phone no.				
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TEEA0113L 09/18/11

Form 990 (2011)



How has KIT's success as a social enterprise enhanced their impact?



IMPACT MEASUREMENT IS KEY

***MEASURE WHAT MATTERS!!
Be sure to incorporate that in ALL your
messaging and branding***



Best Practice: Since KFG Started: Measure What Matters--- Impact Measures

Tie to your value proposition!

What metrics and measurement matter most- to beneficiaries, customers, stakeholders?

Kitchens for Good ->

This is also what funders will care about!

This was from early 2017 for fundraising campaign to buy 2nd kitchens



Form **990**Department of the Treasury
Internal Revenue Service**Return of Organization Exempt From Income Tax**Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2017Open to Public
Inspection

A For the 2017 calendar year, or tax year beginning 7/01, 2017, and ending 6/30, 2018	
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C KITCHENS FOR GOOD 404 EUCLID AVENUE SAN DIEGO, CA 92114
D Employer identification number 46-3278605	E Telephone number 619-450-4040
F Name and address of principal officer:	G Gross receipts \$ 3,558,033.
H(a) Is this a group return for subordinates? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	H(b) Are all subordinates included? Yes <input type="checkbox"/> No <input type="checkbox"/> If "No," attach a list. (See instructions)
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () * (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	H(c) Group exemption number ▶
J Website: ▶ KITCHENSPORGOD.ORG	
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶	L Year of formation: 2014 M State of legal domicile: CA

Part I Summary

1 Briefly describe the organization's mission or most significant activities: <u>THE ORGANIZATION'S MISSION IS TO BREAK THE CYCLES OF FOOD WASTE, HUNGER, AND POVERTY THROUGH INNOVATIVE SOLUTIONS IN WORKFORCE TRAINING, HEALTHY FOOD PRODUCTION AND SOCIAL ENTERPRISE.</u>	
2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
3 Number of voting members of the governing body (Part VI, line 1a)	3
4 Number of independent voting members of the governing body (Part VI, line 1b)	10
5 Total number of individuals employed in calendar year 2017 (Part V, line 2a)	149
6 Total number of volunteers (estimate if necessary)	670
7a Total unrelated business revenue from Part VIII, column (C), line 12	0.
7b Net unrelated business taxable income from Form 990-T, line 34	0.
8 Contributions and grants (Part VIII, line 1h)	Prior Year 968,440. Current Year 1,853,496.
9 Program service revenue (Part VIII, line 2g)	1,488,071. 1,702,383.
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	6. 9.
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	2,922. 2,145.
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,459,439. 3,558,033.
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	
14 Benefits paid to or for members (Part IX, column (A), line 4)	
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	1,131,609. 1,610,392.
16a Professional fundraising fees (Part IX, column (A), line 11e)	
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 127,435.	
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	1,290,919. 1,501,756.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	2,422,528. 3,112,148.
19 Revenue less expenses. Subtract line 18 from line 12	36,911. 445,885.
20 Total assets (Part X, line 16)	Beginning of Current Year 548,866. End of Year 1,204,537.
21 Total liabilities (Part X, line 26)	530,720. 740,506.
22 Net assets or fund balances. Subtract line 21 from line 20	18,146. 464,031.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer JENNIFER GILMORE	Date CEO
Paid Preparer Use Only	Print/Type preparer's name MICHAEL J. ZIZZI	Preparer's signature MICHAEL J. ZIZZI
	Firm's name ▶ LEAF & COLE, LLP	Date 10/30/18
	Firm's address ▶ 2810 CAMINO DEL RIO SOUTH, SUITE 200 SAN DIEGO, CA 92108-3820	Check <input checked="" type="checkbox"/> if self-employed PTIN P00085553
		Firm's EIN ▶ 95-2076568
		Phone no. 619.294.7200

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

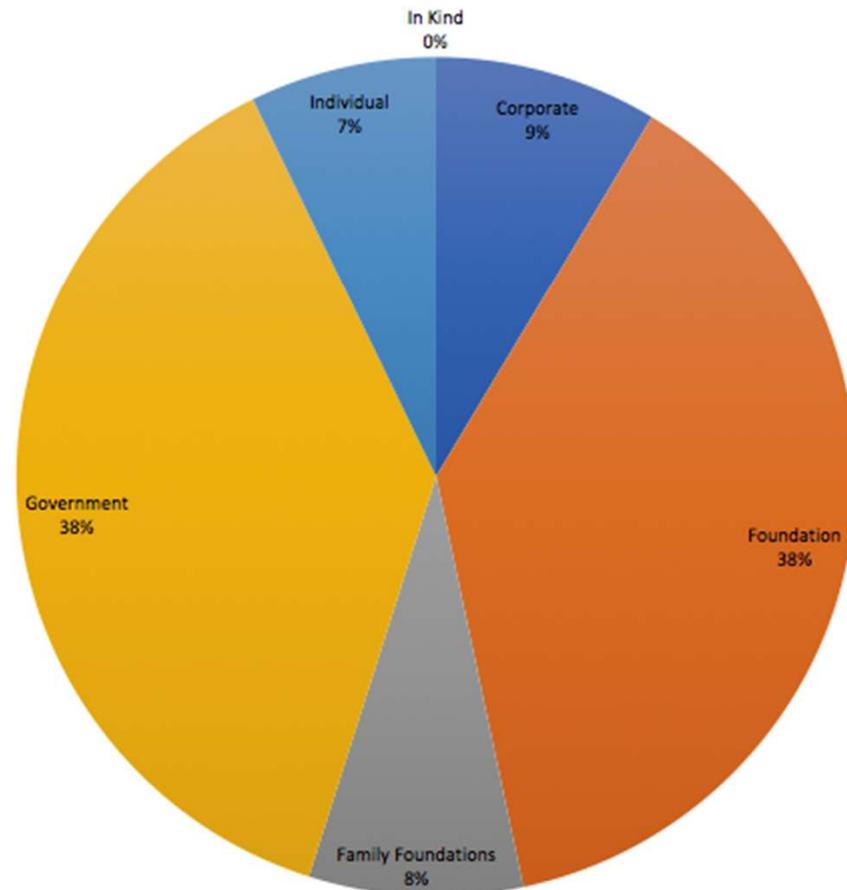
BAA For Paperwork Reduction Act Notice, see the separate instructions.

TEEA0113L 08/08/17

Form **990** (2017)

		17/18 Actual	18/19 Goal
Corporate	125,607.10	9%	12%
Foundation	555,790.00	38%	42%
Family Found.	120,409.87	8%	12%
Government	553,498.04	38%	25%
Individual	105,034.77	7%	9%
In Kind	0.00		
Grand Total	1,472,832.22		

Philanthropic Breakdown 2017/18



Successful social enterprise focus and impact measurement driving growth of KFG philanthropic funding – which in turn supports revenue generation opportunities:

*California Wellness Foundation
\$250,000 for program related expenses

*San Diego Workforce Partnership
\$100,000 for workforce development/
Project Kitchen.

*County of SD : \$25,000 – program expenses

State of CA: Baking Apprenticeship
\$350,000



Food Rescue

PROJECT RECLAIM

Hover over images to learn more.

We believe that food is simply too good to go to waste.

Project Reclaim prevents thousands of pounds of food from going to waste by redistributing it in the form of scratch-cooked meals to food-insecure San Diegans.

In Fiscal year 17-18, Kitchens for Good grew its food rescue program by 40%, rescuing a total of 49,581 lbs of surplus and cosmetically imperfect product from local wholesalers and gleaning organizations such as Specialty Produce, Catalina Offshore and ProduceGood.

Students, chefs and volunteers sort, glean and transform this unwanted food into healthy meals for social services agencies across San Diego.

This year, Kitchens for Good expanded its food diversion program by enrolling in the City of San Diego's composting program. All food scraps from our kitchen will be recycled into compost for use on farms and gardens.

Our Impact This Year

OUR GOAL FOR NEXT YEAR

OUR PARTNERS

Addressing Food Insecurity

9,742

MEALS FOR AT RISK YOUTH

27,487

MEALS FOR CLIENTS AT PARTNER AGENCIES

34,451

SENIOR MEALS

PROJECT NOURISH

Hover over images to learn more.

Providing more than just food - a nutritious meal.

One in five San Diegans struggles to put food on their table and must make difficult choices between paying for food, or paying for medicine, or rent. Through Project Nourish, students, chefs and volunteers prepared 87,516 nutritious and delicious meals to feed approximately 4,200 food insecure children, seniors and families across San Diego. Kitchens for Good distributes these meals in partnership with other social service agencies and community programs including senior centers, after-school programs, low-income housing facilities, and homeless shelters.

In fiscal year 17-18, Kitchens for Good deepened its commitment to fighting childhood hunger by expanding its youth meals programs and serving more than 25,000 meals to youth in afterschool and summer meal programs.

Project Nourish provides much needed meals while giving students an opportunity to hone their culinary skills, give back to the community, and feel an immediate sense of accomplishment in the kitchen.

*"Getting this meal is survival being homeless. Because most people like me have food stamps. But, right now, I don't have food stamps, because I have to wait until next month. These meals keep me going."
- Project Nourish Meal Recipient*

Our Impact This Year

OUR GOAL FOR NEXT YEAR

WHERE OUR MEALS GO

Workforce Development

98

STUDENTS
ENROLLED

86%

EMPLOYED POST
GRADUATION

80%

RECEIVE
RAISES DURING
EMPLOYMENT

PROJECT LAUNCH

Hover over images to learn more.

From knife skills to life skills.

Kitchens for Good provides more than just job training. We provide hope for a better future. Through a 12-week certified culinary apprenticeship program, Kitchens for Good helps its students overcome histories of incarceration, homelessness and foster care - equipping them with a renewed self-confidence and skill set to become employed and self-sufficient in the culinary and hospitality industry. The successful model combines hands-on training with classroom instruction, individual case management, life-skills coaching and job placement services.

In fiscal year 17-18, Kitchens for Good enrolled 98 students, and achieved an 86% employment rate of graduates (tracked monthly for 18 months). Students not only remained employed, but advanced in their career path, with 80% of employed graduates receiving a raise or promotion within 18 months. Another notable success is that less than 6% of KFG students and graduates with criminal records returned to prison. On average, 60% of all felons in California return to prison within 24 months of being released.

The program has continued to grow and evolve to meet the needs of students and graduates. In August 2017, Kitchens for Good launched an alumni program to ensure that all 166 graduates of Project Launch receive consistent support and guidance post-graduation. The alumni program includes a monthly meeting centered on the Alumni Program's three tenets of community: service, professional development, and community. In addition to the monthly meetings, Kitchens for Good has hired two Alumni Ambassadors, who will work part-time to check in with Project Launch alumni regularly and help organize monthly alumni

Our Impact This Year

OUR GOAL FOR NEXT YEAR

OUR EMPLOYEE PARTNERS

\$1,682,487

EARNED THROUGH SOCIAL
ENTERPRISE

98
STUDENTS
EMPLOYED

560
EVENTS

Catering Revenue

PROJECT KITCHEN

Hover over images to learn more.

Giving back has never tasted so good.

Out of our kitchen come several profitable endeavors including catering and events services and contract meal services. These enterprises provide more than just delicious food - they provide culinary students with essential on-the-job training needed to excel in the culinary field.

Through Kitchens for Good's catering enterprise, students hone their skills by spending 10 hours a week earning a paycheck. In fiscal year 2017-2018, Kitchens for Good employed all 98 students and provided them with more than 8028 hours of on-the-job training and \$108,802 in wages.

These enterprises also make Kitchens for Good more sustainable, by earning revenue to support its own programs. Kitchens for Good breaks the mold of typical non-profits by generating over 50% of its budget through social enterprise revenue, reducing its reliance on philanthropy.

Our Impact This Year

OUR GOAL FOR NEXT YEAR

MAJOR HIGHLIGHT

Best practices mean you are always learning, evolving, pivoting and measuring as you grow and learn more. You see what works and doesn't work and adapt your models. Do this and the results can be awesome!



Kitchens for Good

May 23

We are unbelievably excited and honored that Kitchens for Good has been voted Best Caterer of 2018 by San Diego Magazine! Thank you to all our clients and fans who voted for us- we couldn't have done it without your support. Here's to another year of creating delicious events that empower, nourish, and uplift!

Check out the other winners at <http://www.sandiegomagazine.com/.../San-Diegos-Best-Restaura.../>

Book your next event at <https://kitchensforgood.org/catering/>



157

11 Comments 17 Shares

Like

Comment

Share



Smarter Growth Strategies

Growth comes from leverage:

Where / how can you source materials, curriculum, resources to get you to your goals faster and more efficiently including:

- Outsourced or open source curriculum?
- Existing or already developed materials, resources you can incorporate in your solutions?
- Partnerships?
- Don't duplicate -replicate, learn from others
- Partnerships

Partners + Key Stakeholders



Partnerships

- You do NOT need to provide all parts of the solution
- Look for organizations who already have resources / capacity that enhance what you do
- How can you work with others to be faster to market and more resource efficient?
- Do NOT reinvent – instead **LEVERAGE** through collaboration and partnership

Partnerships = Leverage for Growth and Impact

- A critical vehicle for differentiation and “looking bigger than you are”
 - By teaming up with other organizations that enhance or augment your solution you will:
 - Look bigger than you are
 - Appeal to a broader customer base
 - Leverage resources when you are resource constrained
 - Appeal to funders and investors

Principals of Partnership

The new math:

$$1+1=5$$

Best Practice: Develop & nurture a robust partner ecosystem

Kitchens for Good Partner Ecosystem

*Referring agencies for potential
students-*

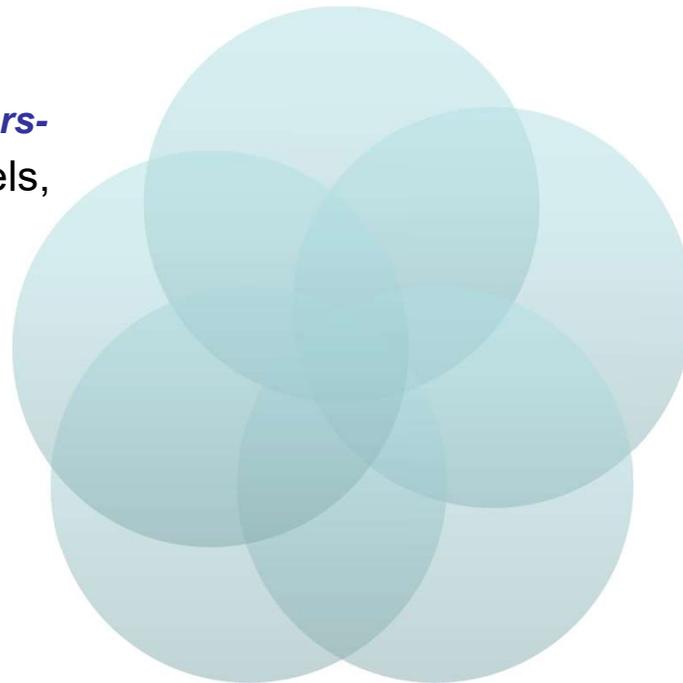
Prison parole boards, drug treatment
centers, foster programs

Employment partners-
Restaurants, hotels,
hospitals

*Food source
partners-* farmers
with “ugly fruits and
vegetables”

*Agencies serving
the food insecure
and workforce
development*

*Catering
customers
Fundors*



Going Forward

- Is a hybrid social enterprise a possible fit for your organization now or in the future? Why or why not? How can you evaluate the possibilities?
- Can you envision the opportunities and positive impact of creating new, sustainable revenue streams through social enterprise?
- Are you more aware of the importance and challenges of aligning social and financial objectives in a hybrid social enterprise model?

THANK YOU!

Karen Henken

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764 views | Jun 28, 2018, 08:00am

Three Considerations To Make Before Choosing To Strengthen Your Nonprofit With Social Enterprise



Kila Englebrook Forbes Councils
Forbes Nonprofit Council CommunityVoice ⓘ

POST WRITTEN BY

Kila Englebrook

CEO of [Social Enterprise Alliance](#), the nation's leading network of social enterprises.



Shutterstock

Oftentimes, nonprofit leaders are intrigued by social enterprise because of its potential to diversify funding sources and drive sustainable revenue to their organizations. While both of these outcomes may be true, there can be an even more powerful effect: Social enterprise can impact your mission.

As CEO of Social Enterprise Alliance, the national network of social enterprises, I have seen hundreds of nonprofits leverage the social enterprise model and elevate their missions. By selling a product or service, these nonprofits use a market-driven approach to address basic, unmet needs or solve social and environmental problems.

With [over 35 percent of U.S. nonprofits focused on human services](#), social enterprise can be an innovative way to produce new, life-changing programs that deepen your organization's impact. For example, a nonprofit working with people experiencing homelessness may take on the mission of ending homelessness in its community. It may deliver on this mission by providing beds in a shelter. While this intervention is crucial, a nonprofit leader may think beyond the shelter and start to explore how to empower those experiencing homelessness to become self-sufficient. To this end, social enterprise can become a powerful complement to the nonprofit's current operations.

To illustrate this idea, consider Seattle-based FareStart -- a member of Social Enterprise Alliance. The organization seeks to transform lives by empowering people who are experiencing homelessness, who are in recovery or who were previously incarcerated to achieve self-sufficiency through life skills, job training and employment in the food service industry. As a nonprofit social enterprise, FareStart provides jobs for people experiencing significant barriers to employment. Through food-service training and on-the-job experience gained at FareStart's restaurants and cafés, participants gain the skills and stability they need to make progress and begin a career. Through this social enterprise, the organization innovatively tackles the issues of homelessness, poverty and hunger, while achieving even more for its mission.

Think Before You Launch

If you are interested in launching a social enterprise to strengthen the mission of your nonprofit, there are several things you and your staff must consider. First, is your nonprofit committed to strengthening its work through this new endeavor? If so, can the market be leveraged to achieve the desired outcomes?

Once you have validated those two considerations, I encourage you to follow the same path you do with other initiatives your nonprofit has launched. Evaluate the problem, identify the solution through stakeholder engagement, map the resources needed to deliver that solution and build a plan of action to move toward the solution.

Based on my experience, however, there are also a few unique considerations to make when launching a social enterprise:

Culture Change: Be mindful that, quite often, culture change is among the greatest hurdles of introducing social enterprise to an existing nonprofit. Market-driven entities require staff and boards to be comfortable with risk and appreciate the upfront investment of resources (i.e., human and financial capital) that are needed to be successful. Be sure your team is prepared for what's ahead. Take your time bringing everyone on board with this new idea by inviting open conversations, educating staff and board members about social enterprise, sharing insights from your nonprofit's stakeholders and celebrating the small wins along the way.

Quality Product/Service: Aim for the highest-quality product or service possible. Whatever solution you bring to the market, be sure to prioritize the quality of what you offer. Consumers will care that your solution creates impact, but only to the extent that it is a product or service on which they want to spend their personal resources. Ensure your social enterprise's success by offering a product or service that stands up against other options in the market.

Peer Networks: Don't travel alone. Engage peers who have traveled the same path before you. Connect with leaders who have faced similar challenges, and learn from their experiences. These colleagues may become your advisors,

champions and sounding boards -- crucial supporters who will enable you to successfully run a social enterprise.

Using social enterprise to bring to market a new idea that empowers people can truly change the world, but there is so much to consider before you embark upon that journey. Take these tips to your team, and be thoughtful in your approach. Social enterprise is often touted as a solution for nonprofits that are struggling to raise funds, but with thought and care, it can bring more to your nonprofit than just an added revenue stream -- it can elevate your mission and impact.

Forbes Nonprofit Council is an invitation-only organization for chief executives in successful nonprofit organizations. *Do I qualify?*



Kila Englebrook Forbes Councils

CEO of [Social Enterprise Alliance](#), the nation's leading network of social enterprises.



Forbes Nonprofit Council CommunityVoice

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HOME » ABOUT » SOCIAL ENTERPRISE

Social Enterprise

What is Social Enterprise?

Social enterprise can be challenging to define, in large part because the concept has been evolving rapidly in recent years and increasingly blurs the lines of the traditional business, government and non-profit sectors.

Social Enterprise Alliance suggests the following basic working definition:

“Organizations that address a basic unmet need or solve a social or environmental problem through a market-driven approach.”



Social enterprises span the spectrum of nonprofit to for-profit entities. SEA recognizes three general social enterprise models:

- » **Opportunity Employment:** organizations that employ people who have significant barriers to mainstream employment.
 - » Examples include **Goodwill Industries**, **Greyston Bakery** & **Nisolo**.
- » **Transformative Products or Services:** organizations that create social or environmental impact through innovative products and services.

» Examples include **Everly, The Thx Co. & Songs Against Slavery.**

Social enterprise is not a silver bullet, but it is a promising approach to fulfilling unmet needs and fostering genuinely “triple-bottom-line” organizations – those simultaneously seeking profits, social impact, and environmental sustainability. It’s certainly not the *only* solution, but it is most definitely *a* solution.

- » For traditional non-profits, social enterprise can be a powerful complement to other activities when it advances the social mission and the financial sustainability of the organization.
- » For new start-ups – non-profits and for-profits – social enterprise gives entrepreneurs the ability to bake social impact and financial sustainability into the organization’s DNA from its outset.
- » For traditional businesses, social enterprise initiatives enable a company to integrate social impact into business operations and prioritize social goals alongside financial returns. To learn more about for-profit social enterprise, check out our [article](#) on B corps and public benefit corporations.

Is Social Enterprise New?

Yes and no. There are examples of social enterprise that are more than 100 years old, but social enterprise is relatively new as a growing sector of activity in the U.S. and beyond.

For example, **Goodwill Industries** pioneered the notion of “a hand up, not a handout” in 1902 when they began employing the poor to mend and repair used goods that could then be resold to the general public or provided for free back to the poor. Still today, Goodwill aims to provide economic self-sufficiency and in 2014 created employment and job training opportunities for more than 2 million people while generating more than \$4.6 billion in revenue – 86% of its total budget – through retail sales and other earned income sources.

In recent years, social enterprise has become more prominent, with growing interest and attention from investors, consumers, universities, media and policymakers. The rise of “impact investing” and “conscious consumerism” are reflective of social enterprise’s development as a field, as are the growing number of university courses, the attention from **Forbes** and other mainstream media, and government support through the White House’s **Office of Social Innovation** and **Social Innovation Fund**.

One of the most interesting and exciting aspects of social enterprise's evolution is the growing variety of issues being addressed by social enterprises. Today, social enterprises are correcting market failures across every industry and tackling social challenges throughout every corner of the world. A few representative examples include:

- » **Grameen Bank**, which makes small loans to the poor for small business development and other uses. Since its inception in the 1970s, Grameen has provided \$10 billion in loans to more than 10 million people, and has proven the need and viability for financial services to the poor. Grameen received the Nobel Peace Prize in 2006 as a reflection of its efforts and success.
- » **Greyston** provides the homeless employment in a bakery that makes brownies for Ben & Jerry's ice cream. As Greyston says, "we don't hire people to bake brownies, we bake brownies to hire people."
- » **D.Light** designs affordable solar-powered devices that provide an option to people that lack access to reliable energy sources. In its eight-year history, D.Light has sold more than 10 million solar lamps, improving the lives of 50 million people.
- » **Dispensary of Hope** aggregates prescription medications that are nearing their expiration date and redistributes these drugs to free clinics in low-income communities. Clinics pay Dispensary of Hope a monthly subscription fee that covers basic expenses, and drug manufacturers save money by avoiding costs associated with destroying expired products.
- » **TerraCycle** upcycles packaging and other non-recyclable consumer waste, keeping it out of landfills and turning it into new products. Today, Terracycle has established a recycling network of more than 31 million consumers and 100 major corporate brand partnerships, resulting in more than 3 billion units of garbage averted from landfills and transformed into new, 100% recycled products.
- » **Benetech** develops and uses technology to create positive social change. One of Benetech's signature programs is Bookshare, the largest literacy resource for people with disabilities. Before Bookshare, only 5% of printed materials were accessible to people with disabilities. Today, Bookshare's more than 330,000 subscribers have access to more than 300,000 titles in a variety of accessible formats.
- » **Warby Parker** partners with **VisionSpring** to enable access to affordable prescription glasses to people in developing countries who are otherwise functionally blind. They do this by selling fashionable eyewear to customers in developed markets, and making a contribution for each pair sold. So far, this partnership has distributed nearly 2.5 million pairs of glasses to those in need.

What is a Social Entrepreneur?

Social entrepreneurs work to solve critical social problems and address basic unmet needs through innovation. Their entrepreneurial endeavors create system change, improving the lives of underserved or marginalized groups.

Despite the increased attention that social entrepreneurship has received in recent years, there is no precise definition. Various organizations describe social entrepreneurship differently:

- » **Ashoka** defines social entrepreneurs as “individuals with innovative solutions to society’s most pressing social problems” who “find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to move in different directions.”
- » The **Skoll Foundation** calls social entrepreneurs “society’s change agents, creators of innovations that disrupt the status quo and transform our world.”
- » In the **Stanford Social Innovation Review**, Roger L. Martin and Sally Osberg offer a more rigorous definition. A social entrepreneur is “someone who targets an unfortunate but stable equilibrium that causes the neglect, marginalization, or suffering of a segment of humanity; who brings to bear on this situation his or her inspiration, direct action, creativity, courage, and fortitude; and who aims for and ultimately affects the establishment of a new stable equilibrium that secures permanent benefit for the targeted group and society at large.”

Who are Some Examples of Social Entrepreneurs?

There are social entrepreneurs all across the world, creating impact in areas as diverse as education, health, technology and more. Examples of social entrepreneurs include:

- » **Muhammad Yunus**, who founded Grameen Bank in 1983 to provide micro-loans to the poor in his native Bangladesh and beyond.
- » **Becca Stevens**, the founder of **Thistle Farms**, a social enterprise that treats, supports and employs women who have survived prostitution, trafficking and addiction.
- » **Jim Fruchterman**, CEO of **Benetech**, who uses technology to address unmet social needs frequently overlooked by Silicon Valley.

Enterprise and Social Entrepreneurship.

Social Enterprise Alliance is the national membership organization for social enterprise in the U.S., serving as the voice and key catalyst for the social enterprise movement. To learn more about our organization, [click here](#). Get involved in our efforts to support and advance social enterprise by accessing:

- » Hundreds of articles and studies about social enterprise in our online [knowledge center](#).
- » Monthly updates on social enterprise sector news, stories, events and more by subscribing to our [newsletter](#).
- » Connections to hundreds of individuals and organizations involved in the social enterprise ecosystem in our online [organization](#) and [member directory](#).
- » A growing network of local, grassroots [chapters](#).
- » Local, regional and national social enterprise opportunities posted in our online [events portal](#) and [job board](#).
- » A national platform highlighting social enterprise products and services in our [online marketplace](#).

To learn more about becoming part of our national social enterprise community, review our [membership page](#). Social enterprise is an idea whose time has come. Are you interested in staying on the forefront of our growing field? [Join the movement!](#)

RECENT ARTICLES

- [Summit '19 – The National Conference for Social Entrepreneurs](#)
- [Socially Conscious Snacks Create Economic Empowerment](#)
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- [Buy the Change You Wish to See](#)
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BECOME A MEMBER

SEA is the national membership organization for social enterprise in the U.S. Are you ready to join the movement?



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SUBMIT



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