The social enterprise industry is rapidly evolving

This chronology is an attempt to collect in one place some of the key events that have helped shape the industry thus far, before they are lost to time.

PLEASE HELP!

- This is a draft -- although numerous people have helped compile this chronology, many key events obviously have been overlooked – and it may contain egregious errors.

- PLEASE BRING THE MISSING EVENTS AND THE MISTAKES TO OUR ATTENTION by sending a detailed e-mail to institute@orbis.net.

- A revised chronology, with expanded annotations, will be posted online this summer and continuously updated.
DEFINITION

- For the purposes of this chronology, a “social enterprise” is any entity that uses earned income strategies to pursue a double or triple bottom line
  - Either alone *(in a for-profit or nonprofit business)*
  - Or as a significant part of a nonprofit’s revenue stream

CAVEATS

- This is not meant to be a chronology of social enterprises themselves *(that will be developed later)*

- Rather, it is an attempt to *begin* identifying key events in the surrounding eco-system that have led to the emergence of an industry replete with investors, academics, consultants, media watchdogs and others
HISTORICAL ANTECEDENTS (courtesy Jim McClurg)

- Monasteries: Wine/cheese sales
- Theatre groups: Admission fees
- Painters/sculptors: Patrons and sponsorships
- Prisons: Community work projects
- Higher education: Tuition
- Hospitals: Fees to underwrite aid to the poor

PRIVATE SECTOR SOCIAL ENTERPRISE: FORERUNNERS

1890s: THE CARNEGIE MODEL

“Arm’s length philanthropy”
(make your fortune first, then give it away)

“Scientific” philanthropy: Help those willing to help themselves (“the swimming tenth” -- industrious workers who keep their heads above water)

Preferred fields of giving:
Universities, free libraries, hospitals, parks, concert halls, swimming pools, church buildings

Andrew Carnegie viewed his expenses as “good works”

1910s-1920s:
THE ROSENWALD MODEL
(Sears Roebuck and Co.)

“Long-term market development”

Inventing and investing in organizations that benefit agricultural communities (e.g., the rural extension agent, the 4H Club) to make sure there would be a market for the company 20 years down the line

Julius Rosenwald viewed his expenses as “sunk costs”
1960s – 1980s:
THE NORRIS MODEL
(Control Data Corporation)

“Direct engagement”

“Addressing the major unmet needs of society as profitable business opportunities”

William C. Norris viewed his expenses as “investments”

SOME OF CONTROL DATA’S SOCIAL ENTERPRISES

- Developing an array of computer-based learning programs for colleges, universities and self-paced learners
- Revitalizing entire urban neighborhoods and rural communities (City Venture and Rural Venture)
- Working with Chief Justice Warren Burger to create businesses and training opportunities in prisons
- Launching the first small business incubator in the country
- Developing some of the nation’s first corporate wind farms
- Operating mobile medical vans on a Native American reservation
- Using computer technology to herd Caribou beyond the Arctic Circle

PRIVATE SECTOR SOCIAL ENTERPRISES
STARTED DURING THE 1970s (SELECTED LIST)

- Adult day care centers
- Early childhood learning centers
- Low-income housing
- Vocational training and placement centers
- Home modification services
- Hospice care
- Outpatient mental health and rehab services
- Computer-based education programs for self-paced learners
- Alternative schools for potential high school dropouts
- Tutoring centers
- Private sector prisons
- Private sector universities
- Wind farms
- Psychiatric and substance abuse rehab centers
- Home care for the elderly
NONPROFIT SECTOR SOCIAL ENTERPRISE: FORERUNNERS

1844: Rochdale, England

Suffering at the hands of exploitative factory owners and shopkeepers who charged extortionate prices, 28 working men scraped together a total of £28 to open their own shop.

It was the beginning of the modern co-op movement.

1884: Chicago

Jane Addams Hull House

Jane Addams and Helen Gates Starr

Night school for adults, kindergarten classes, clubs for older children, public kitchen (selling soups and stews), art gallery, coffeehouse, gymnasium, coal cooperative, girls club, swimming pool, book bindery, music school, drama group, library.

1895: Boston

Goodwill Industries

Rev. Edgar J. Helms

First thrift store: Collecting unwanted household goods and employing impoverished immigrants to repair and refurbish the items for resale -- revenue from the sales paid the workers' wages.
THE NONPROFIT SECTOR PRIOR TO THE 1980s

A few individual social entrepreneurs, generally unknown to each other

Top row: Edna Ruth Byler (Ten Thousand Villages), John DuRand (Minnesota Diversified Industries), Mimi Silbert (Delancey Street Foundation).
Second row: Hugh Westbrook and Esther Colliflower (Vitas Innovative Hospice Care), Bill Strickland (Manchester Bidwell Corporation), Jim McClurg (Northwest Center), Bill Kling (Minnesota Public Radio).
Third row: Richard Steckel (Denver Children’s Museum), Earl Copus, Jr. (Melwood), Fazle Hasan Abed (BRAC), Ashoka Khosla (Development Alternatives Group), Margaret Cossette (Missouri Home Care).
Bottom row: Rev. William Lindner (left).

Almost everything “under the radar”
. . . no books, no courses, no seminars
Evolution of the social enterprise industry: 1980

ASHOKA: INNOVATORS FOR THE PUBLIC

Founded by Bill Drayton

Ashoka currently has programs in more than 60 countries and supports the work of more than 1,800 Fellows who have systemic changing ideas that are potentially sustainable and replicable, both nationally and globally. A total of 160 staff members serve in 25 regional offices throughout Africa, the Americas, Asia, Europe, the Middle East and North Africa. Financed by individuals, foundations and business entrepreneurs from around the world, Ashoka does not accept funding from government entities. A $50,000 annual budget in 1981 has grown today to more than $30 million.

Important note: The definition of “social entrepreneurship” pioneered by Ashoka and later adopted by Prof. J. Gregory Dees, the Skoll Foundation and others does not necessarily entail earned income – but does not exclude social enterprises.

NEW VENTURES, INC.

Edward Skloot and Cynthia Massarsky

First consulting firm in the field (1980-1989)

FIRST INTERNATIONAL CONFERENCE

Convened by Richard Steckel

After converting the Denver Children’s Museum into a thriving social enterprise, Steckel invited a group of entrepreneurial colleagues from around the world to gather for peer support and to share lessons learned.
Evolution of the social enterprise industry: 1982

PRIVATE SECTOR SOCIAL ENTERPRISE INTERNATIONAL CONFERENCE: “SOCIAL NEEDS AND BUSINESS OPPORTUNITIES”

Co-sponsored by Control Data Corporation and the American Academy of Arts and Sciences in conjunction with Control Data’s 25th anniversary

Conference coordinator: Jerr Boschee

A three-day conference attended by more than 250 CEOs from around the world

Enterprise in the Nonprofit Sector

By James C. Crimmins and Mary Keil

First book to contain profiles of social enterprises in the nonprofit sector
Evolution of the social enterprise industry: 1983

New Frontiers for Business Leadership

By William C. Norris

A collection of essays by the founder of the private sector social enterprise movement

“Should Not-for-Profits Go into Business?”

Harvard Business Review

By Edward Skloot

The first article submitted over the transom ever accepted by the Harvard Business Review

Evolution of the social enterprise industry: 1984

Nonprofit Piggy Goes to Market

By Robin Simons, Lisa Farber Miller and Peter Lengsfelder

Describing the experiences of Richard Steckel and the Denver Children’s Museum
Evolution of the social enterprise industry: 1984 (continued)

THE NATIONAL CENTER FOR SOCIAL ENTREPRENEURS

Founded by Control Data Corporation (Bob Price, Sandy Bemis, James C. Worthy, Jerr Boschee), Illinois Bell (Jack Koten), Hospital Corporation of America (Gov. Winfield Dunn), Goldman Sachs (John C. Whitehead), Chemical Bank (Waite Rawls), Reader’s Digest (George Gruen) and Venture Technologies (Bobby Ginn)

Founding Chair: Judson (Sandy) Bemis
President and CEO: C. Douglas Ades
Vice-President and COO: Jerr Boschee (became President and CEO in 1991)

The first nonprofit consulting firm in the field

Additional information about National Center activities appears throughout this document

Public-Private Partnerships: New Opportunities for Meeting Social Needs

American Academy of Arts and Sciences

Edited by Harvey Brooks, Lance Liebman and Corinne Schelling

The first academic anthology devoted to social enterprise; among others, contributors included Peter Drucker, Robert Reich, Orlando Patterson and William C. Norris
Evolution of the social enterprise industry: 1986


By Peter C. Brown

The first business planning guide for social enterprises

Managing for Profit in the Nonprofit World

By Paul Firstenberg

Published by The Foundation Center

The first extensive review of social enterprise strategies published by a Foundation
Evolution of the social enterprise industry: 1987

THE BEACON FUND

Bob Faris, Charlie Lea, Doug Ades, Jerr Boschee

(National Center for Social Entrepreneurs)

First attempt to create a social enterprise venture capital fund: Secured $12.5 million in commitments from major institutional investors (Chemical Bank, the Rockefeller family, Rupert Murdoch/News America Corporation, Reader’s Digest, Control Data, Goldman Sachs and others) toward a $20 million goal, but collapsed during the stock market crash during the fall of 1987

CHICAGO CONFERENCE

Coordinators: Doug Ades and Jerr Boschee, (National Center for Social Entrepreneurs)

First formal gathering of social enterprises, convened to help the National Center develop services for others in the field

Something Ventured, Something Gained: A Business Development Guide for Non-Profit Organizations

By Laura Landy

Comprehensive business planning guide for social enterprises
Evolution of the social enterprise industry: 1988

The Nonprofit Entrepreneur: Creating Ventures to Earn Income

Edited by Edward Skloot

Published by The Foundation Center

First anthology for practitioners:
Contained nine chapters,
each focusing on a specific aspect
of starting a social enterprise

Evolution of the social enterprise industry: 1989

THE AFFIRMATIVE BUSINESS ALLIANCE OF NORTH AMERICA

Co-founded by John DuRand and Jerr Boschee

First membership organization for social entrepreneurs;
DuRand served as Chair,
Boschee as President and CEO

The Alliance today is known as The Americas Group of Workability International,
which has members in more than 30 countries and collectively employs
more than 500,000 people who are disabled or disadvantaged

Filthy Rich & Other Nonprofit Fantasies: Changing the way nonprofits do business in the 90’s

By Richard Steckel, with Robin Simons & Peter Lengsfelder

2nd edition published in 2000 as
Filthy Rich: How to Turn Your Nonprofit Fantasies into Cold, Hard Cash
Evolution of the social enterprise industry: 1990

HOMELESS ECONOMIC DEVELOPMENT FUND

George Roberts (Roberts Foundation):
$6 million donation

Executive Director: Jed Emerson

Eventually developed a portfolio of eight nonprofits that planned, launched and managed 23 business ventures employing formerly homeless men and women in the San Francisco Bay Area (also included a micro-enterprise program); later morphed into The Roberts Enterprise Development Fund in 1996; additional information about both Funds and their activities appears throughout this document.

Evolution of the social enterprise industry: 1992

CHICAGO CONFERENCE

Gathering of social entrepreneurs organized by Jed Emerson of the Homeless Economic Development Fund and Gary Mulhair of Pioneer Human Services

Evolution of the social enterprise industry: 1993

THE HARVARD BUSINESS SCHOOL SOCIAL ENTERPRISE INITIATIVE

John C. Whitehead: $10 million donation
Lead scholar: J. Gregory Dees

First formal academic program in the field
Evolution of the social enterprise industry: 1995

Revolution of the Heart

By Bill Shore

Best-selling book by the founder of Share Our Strength brought significant national attention to the field and introduced the concept of “community wealth ventures” to the general public.

ENTREPRENEURIAL STRATEGIC PLANNING DEMONSTRATION PROJECTS

Conducted by The National Center for Social Entrepreneurs (Jerr Boschee, Jim Thalhuber, Mary Leonard)

First large-scale, multi-year social enterprise consulting project (a four-year effort concluding in 1999): Nine communities and more than 60 nonprofits -- St. Louis, Milwaukee, Atlanta, New York, Orlando, Columbus, Memphis, Minneapolis/St. Paul and Seattle -- plus 11 state chapters of the National Endowment for the Humanities.

Evolution of the social enterprise industry: 1996

THE ROBERTS ENTERPRISE DEVELOPMENT FUND (REDF)

Successor to the Homeless Economic Development Fund launched in 1990 by the Roberts Foundation

George Roberts: Additional $12 million donation
Executive Director: Jed Emerson

Focused on helping eight nonprofits in the San Francisco Bay Area launch businesses to employ people who were homeless or had other barriers to employment.
Evolution of the social enterprise industry: 1996 (continued)

New Social Entrepreneurs: The Success, Challenge and Lessons of Non-Profit Enterprise Creation

Edited by Jed Emerson and Fay Twersky

A 400-page report documenting the experience of the Homeless Economic Development Fund and offering initial thoughts about the nonprofit capital market, “social return on investment” (SROI) and related areas of interest. Also included five case studies and 17 case summaries of the social enterprises started from 1990-1996 by portfolio organizations supported by the Homeless Economic Development Fund.

BILL STRICKLAND RECEIVES MCARTHUR FOUNDATION “GENIUS AWARD”

Founder of Manchester Bidwell Corporation in Pittsburgh is the first social enterprise practitioner recognized by the McArthur Foundation

Evolution of the social enterprise industry: 1996-7

CREATING COMMUNITY WEALTH SYMPOSIUMS: “Redefining Civic Responsibility in the New Millenium”

Share Our Strength founder and CEO Bill Shore twice brings together more than 50 leaders in the field to imagine the future of social enterprise
Evolution of the social enterprise industry: 1997


Harvard Business Review

By Christine W. Letts, William Ryan and Allen Grossman

Influential essay helps spawn the “venture philanthropy” movement

SOCIAL VENTURE PARTNERS (SVP)

Founded by Paul Brainerd

Retired MicroSoft executive creates first SVP chapter in Seattle

COMMUNITY WEALTH VENTURES

Founder: Bill Shore
Executive Director: Gary Mulhair

Share Our Strength for-profit consulting subsidiary advising nonprofits, Foundations and corporations
Evolution of the social enterprise industry: 1997 (continued)

NONPROFIT ENTERPRISE SELF-SUSTAINABILITY TEAM (NESsT)

Founders: Lee Davis and Nicole Etchart

First consulting firm to focus on social enterprises in Central Europe and South America

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SOCIAL ENTERPRISE DIALOGUE

Organized and hosted by Richard Steckel

Second international gathering convened by Steckel (Colorado Springs)

Evolution of the social enterprise industry: 1998

Merging Mission and Money: A Board Member’s Guide to Social Entrepreneurship

Publisher: National Center for Nonprofit Boards (known today as BoardSource)

Author: Jerr Boschee

First introduction to the field written expressly for Board members; included “The Mission/Money Matrix”®
Evolution of the social enterprise industry: 1998 (continued)

THE NATIONAL GATHERING FOR SOCIAL ENTREPRENEURS (Colorado Springs)

Co-founded by Jerr Boschee, Jed Emerson, Gary Mulhair, John Riggan, Bill Shore and Richard Steckel

Lead funders: Roberts Enterprise Development Fund, Annie E. Casey Foundation

Staffed by The National Center for Social Entrepreneurs (Jerr Boschee, Jim Thalhuber, Mary Lenard, Rolfe Larson, Jan Cohen, Andy Horsnell, Carol Olin)

Theme: “Strategies for Creating Community Wealth: A National Gathering”

Participants: A total of 182 people (92 nonprofit representatives, 19 grantmakers, 16 investors, 47 management assistance providers, six academics, one for-profit company and one public sector representative)

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STERLING COLLEGE UNDERGRADUATE DEGREE PROGRAM

Sterling, Kansas

First undergraduate degree program in social enterprise

President: Dr. Ed Johnston

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STANFORD UNIVERSITY

J. Gregory Dees leaves Harvard to become Miriam and Peter Haas Centennial Professor in Public Service and formally introduce social enterprise to the West Coast academic community
“ENTERPRISING NONPROFITS: What do you do when traditional sources of funding fall short?”

*Harvard Business Review*

*By J. Gregory Dees*

In this article, Prof. Dees introduced the five precepts that have defined the larger field of social entrepreneurship ever since:

“Adopting a mission to create and sustain social value, not just private value; recognizing and relentlessly pursuing new opportunities to serve that mission; engaging in a process of continuous innovation, adaptation and learning; acting boldly without being limited by resources currently in hand; and exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created.”

He did not include earned revenue or earned income as a necessary prerequisite (please see 2003 response by Jerr Boschee and Jim McClurg).

**Evolution of the social enterprise industry: 1999**

**THE DENALI INITIATIVE**

*Conceived by Bill Strickland*  
*Designed by Greg Dees and Donnie Day Pomeroy*  
*Executive Director: Donnie Day Pomeroy*  
*Funded by The Ewing Marion Kauffman Foundation and the Ford Foundation*

A national series of 18-month projects over a five-year period that took more than 50 nonprofits through an intensive business planning process

**SOCIAL FIRMS UK**

*Executive Director: Gerry Higgins*

First membership group for affirmative businesses in the United Kingdom
SEA-CHANGE
(Social Entrepreneurs Allied for Change)

Executive Director: Jim Pitofsky

National social enterprise consulting firm funded primarily by dot.com companies (please see 2003 Kellogg Foundation report)

The Cathedral Within:
Transforming Your Life by Giving Something Back

Second national bestseller by Bill Shore

Includes case studies of social enterprises and other pathfinding organizations

FIRST TBLI CONFERENCE (“Triple Bottom Line Investing”)

Organized by Brooklyn Bridge

Executive Director: Robert Rubinstein

Today TBLI conferences take place twice each year, during May in Asia and during November in Europe

Most participants are investors seeking to place value on a company’s environmental, social and governance practices; in recent years, they have also begun looking at the investment potential of social enterprises
Evolution of the social enterprise industry: 1999 (continued)

PROFITS for NONPROFITS: An Assessment of the Challenges in NGO Self-Financing

By Lee Davis and Nicole Etchart

First of many subsequent publications produced and distributed by NESsT

Unleashing New Resources and Entrepreneurship for the Common Good: A Scan, Synthesis and Scenario for Action

Published by The W. K. Kellogg Foundation

Written by Thomas K. Reis and Stephanie J. Clohesy

A seminal study of the field as it neared the new millennium
Evolution of the social enterprise industry: 1999 (continued)

“The new landscape for nonprofits: The entry of for-profits into social services raises fundamental questions about the mission and future of nonprofits”

Harvard Business Review

By William P. Ryan

A wake-up call for the sector

THE INSTITUTE FOR SOCIAL ENTREPRENEURS

Founded by Jerr Boschee

First international consulting firm in the field of social enterprise

REDF Box Set:
Social Purpose Enterprises and Venture Philanthropy in the New Millennium

The Roberts Enterprise Development Fund and its portfolio members produced a three-volume set to answer three questions. First, practitioners within social purpose enterprises were asked, “If you were starting out again, what would you be interested in learning about and what do you wish you had known?” (Volume 1: Practitioner Perspectives). Then, REDF staff and partners provided candid answers to the question, “What is REDF’s approach to venture philanthropy?” (Volume 2: Investor Perspectives). Lastly, Teresa Moore tackled the question, “Who is the successful social entrepreneur?” (Volume 3: Practitioner Profiles).
Evolution of the social enterprise industry: 2000

npEnterprise.org

*Founded by Rolfe Larson and Andy Horsnell*

First listserv in the field; by 2008, more than 5,000 members

2nd NATIONAL GATHERING FOR SOCIAL ENTREPRENEURS
(followed by formal incorporation of the National Gathering)

*Planning team: Kelvin Sealey, Jerr Boschee, Charles King*
*Founding Chair: Charles King*

A Reader in Social Enterprise

*Editors: Kelvin Shawn Sealey, Jerr Boschee, Jed Emerson, Wendy A. Sealey*

Distributed at the 2nd National Gathering, this anthology assembled 20 previously published articles and essays about social enterprise
Evolution of the social enterprise industry: 2000 (continued)

VIRTUE VENTURES

New international consulting firm founded by Kim Alter


Published by Save the Children

Written by Kim Alter

The Nature of Returns: A Social Capital Markets Inquiry into Elements of Investment and the Blended Value Proposition

Written by Jed Emerson

Preliminary analysis of the nature and need for “social capital markets”

SROI REPORTS

Prepared and published by the Roberts Enterprise Development Fund (REDF)

A set of publications calculating the “social” return on investment (SROI) for each of its portfolio enterprises
Evolution of the social enterprise industry: 2001

U.K. DEPARTMENT OF TRADE AND INDUSTRY SOCIAL ENTERPRISE UNIT

Prime Minister Tony Blair creates a Social Enterprise Unit within the U.K.’s Department of Trade and Industry, which is headed by Patricia Hewitt

Barbara Phillips is named first director of the Social Enterprise Unit

Jerr Boschee becomes an advisor to the unit and during the next four years delivers seminars, workshops and consulting sessions in all nine regions of England plus Wales, Scotland and Northern Ireland
Evolution of the social enterprise industry: 2001 (continued)

SOCIAL CAPITAL PARTNERS (Canada)

Founded by Bill Young

Provides financing and technical assistance to Canadian social enterprises

Enterprising Nonprofits: A Toolkit for Social Entrepreneurs

Edited by J. Gregory Dees, Jed Emerson and Peter Economy

Followed in 2002 by Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit

The Social Enterprise Sourcebook

Published by The Northland Institute

Written by Jerr Boschee

Journalistic profiles of 14 nonprofits that successfully started social enterprises
Evolution of the social enterprise industry: 2001 (continued)

SOCIAL ENTERPRISE COALITION

Founding Chair: Baroness Glenys Thornton
Chief Executive: Jonathan Bland

First membership organization for social entrepreneurs in the United Kingdom

THE SOCIAL ENTERPRISE FUND

Co-founders: Jerr Boschee, Frank Bennett, Jim McClurg

Second attempt to start a venture capital firm serving social enterprises
Scuttled by 9/11 and collapse of the dot.com boom

Evolution of the social enterprise industry: 2002

PITTSBURGH SOCIAL ENTERPRISE ACCELERATOR

Founder: Tim Zak

Providing technical assistance and links to financing for social enterprises in the Greater Pittsburgh Area
By 2008, the Accelerator portfolio had grown to 45 enterprises
Evolution of the social enterprise industry: 2002 (continued)

Venture Forth: The Essential Guide to Starting a Moneymaking Business in Your Nonprofit Organization

Publisher: Wilder Books
Written by Rolfe Larson

Selling Social Change (Without Selling Out)

Published by Chardon Press
Written by Andy Robinson

STUDENTS FOR THE ADVANCEMENT OF GLOBAL ENTREPRENEURSHIP (SAGE)

Founder: Curt DeBerg

“A global community of teenage entrepreneurs sharing a common purpose – to make the world a better place”

By 2008, more than 20 countries had become members

2007 WORLD CUP WINNERS FROM NIGERIA
Social Enterprise Alliance

Created by a merger between
The National Gathering for Social Entrepreneurs
and Sea-CHANGE

Chair: Charles King

Executive Director: Beth Bubis

Senior Staff: Jim McClurg and Jim Pitofsky

Social Enterprise (U.K.)

Editor: Tim West

First magazine devoted entirely to social enterprise

Evolution of the Social Enterprise Industry: 2003

The Partnership on Nonprofit Ventures

Coordinated by Cynthia Massarsky and Samantha Beinhacker

Sponsored by The Goldman Sachs Foundation,
The Pew Charitable Trusts and The Yale School of Management

A national social enterprise business planning competition that for three years running brought 20 finalists to New York and distributed more than $500,000 in prizes. Graduates of the Yale School of Management provided pro bono consulting services to each of the 20 finalists.
Evolution of the social enterprise industry: 2003 (continued)

FIRST GRANTSMANSHIP CENTER WORKSHOPS

Instructors: Rolfe Larson, Andy Horsnell

An ongoing series of social enterprise workshops across the country that have continued to this day (taught by the founders of npEnterprise.org)

The Blended Value Map: Tracking the Intersects and Opportunities of Economic, Social and Environmental Value Creation

Written by Jed Emerson

A seminal essay attempting to blend social and financial returns into a single “value” to help investors better compare one social enterprise to another

FUNDING THEM TO FISH

Co-sponsored by the Social Enterprise Alliance, Grantmakers for Effective Organizations, UPS Foundation and Sundance Village

First national gathering devoted exclusively to Foundations and other funders interested in social enterprise – more than 50 participated
Evolution of the social enterprise industry: 2003 (continued)

THE NATIONAL URBAN LEAGUE  
ECONOMIC OPPORTUNITY INSTITUTE

_Milton Little, Chief Operating Office, National Urban League_  
_Maria Black, Founding Director of the Institute_  
_Lead consultants/trainers: Jerr Boschee, Jim McClurg_  
_Lead funder: Prudential_

First national nonprofit association to create a division specifically focused on helping its members develop social enterprises

The initial week-long training session took place in 2003 at George Mason University for the CEOs of 25 NUL affiliates (see photo), with a second session in 2006 at Clark Atlanta University for the CEOs of 18 affiliates. Each training session has been followed by three years of additional support services for the participating affiliates.

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**socialedge.org**

*Created by the Skoll Foundation*

Second major listserv developed for the field

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**Building an Organization to Last:**  
*Reflections and Lessons Learned from SEA-Change*

_Prepared by The W. K. Kellogg Foundation*

A candid look at the reasons for the failure of SEA-Change and its subsequent absorption into the Social Enterprise Alliance
**Evolution of the social enterprise industry: 2003 (continued)**

**Social Enterprise: A Typology of the Field Contextualized in Latin America**

*Written by Kim Alter*

*Sponsored by the Inter-American Development Bank*

A seminal look at the field of social enterprise, with an international perspective

“**Toward a Better Understanding of Social Entrepreneurship**”

*By Jerr Boschee and Jim McClurg*

*Published online*

A response from two leaders in the field of social enterprise to J. Gregory Dees’s 1998 essay that defined “social entrepreneurship” without including any mention of earned revenue or earned income.

**Evolution of the social enterprise industry: 2004**

**How to Change the World: Social Entrepreneurs and the Power of New Ideas**

*By David Bornstein*

International bestseller that put the concept of “social entrepreneurs” on the map. Although Bornstein’s definition of “social entrepreneur” is much broader than those who start social enterprises, his book changed the tenor and direction of the discussion and was re-issued in 2008.
Evolution of the social enterprise industry: 2004 (continued)

THE SKOLL WORLD FORUM ON SOCIAL ENTREPRENEURSHIP

Funded by Jeff Skoll

Organized by Alex Nicholls and Rowena Young

E-Bay co-founder Jeffrey Skoll endows a Chair in social entrepreneurship at Oxford and funds a World Forum attended by people from more than 20 countries. The 5th World Forum in March 2008 had more than 700 attendees. The Skoll Forum focuses on the broader definition of social entrepreneurship but does not exclude social enterprises. Among the keynote speakers during the first five years of the Forum were President Jimmy Carter, Vice President Al Gore and Nobel Peace Prize winner Dr. Muhammad Yunus.

“SOCIAL CAPITALIST” AWARDS

First annual awards presented by Fast Co. magazine

Lead editor: Cheryl Dahle

Since 2004, the magazine has presented the awards to at least 20 organizations each year
Evolution of the social enterprise industry: 2004 (continued)

The Social Enterprise Reporter

Editor and publisher: Tom White

First online magazine devoted exclusively to social enterprise

VANCOUVER SOCIAL ENTERPRISE FORUM

Monthly gatherings of business and nonprofit leaders discussing social enterprise strategies, metrics and stakeholder engagement (plus a global weblog)


Edited by Sharon Oster, Cynthia W. Massarsky and Samantha L. Beinhacker

Lessons learned from the social enterprises competing in the Goldman Sachs/Pew Charitable Trusts/Yale School of Management national business planning competitions


Written by: Catherine Clark, Columbia Business School
William Rosenzweig, Haas School of Business
David Long, Abt Associates
Sara Olsen, SVT Consulting

With support from The Rockefeller Foundation

A comprehensive analysis of nine different approaches to measuring SROI (“social return on investment”), with concrete examples (http://www.riseproject.org/DBL_Methods_Catalog.pdf)
Evolution of the social enterprise industry: 2005

COMMUNITY INTEREST COMPANIES (CICs)

British legislation creating a new form of corporate entity that enables social enterprises to play in the capital markets and allows social investors to receive a financial return from their investments in voluntary and community organizations; 1,400 social enterprises had filed for CIC status by 2008

JIM FRUCHTERMAN RECEIVES McARTHUR FOUNDATION “GENIUS AWARD”

Pioneer in using technology to benefit people who are disabled is the second social enterprise practitioner to receive the annual McArthur Foundation grant, following Bill Strickland’s selection in 1996

SOCIAL ENTERPRISE DAY

Organized by the Social Enterprise Coalition

First annual gathering of social enterprises in the United Kingdom
Evolution of the social enterprise industry: 2005 (continued)

BUSINESS PLAN PRO:
The Social Enterprise Edition

Producer: Jim McClurg

Publisher: Social Enterprise Alliance

First interactive, digital business planning guide designed specifically for social enterprises

Evolution of the social enterprise industry: 2006

NOBEL PEACE PRIZE:
DR. MUHAMMAD YUNUS

Founder of Grameen Bank, the first micro-finance organization

LOUISIANA OFFICE
OF SOCIAL ENTREPRENEURSHIP

Prime movers: Lt. Gov. Mitch Landrieu and social enterprise consultant Andrew Wolk

First state to establish an office dedicated to social entrepreneurship
Evolution of the social enterprise industry: 2006 (continued)

Social Entrepreneurship: New Models of Social Change

Editor: Alex Nicholls
Publisher: Oxford University Press

First anthology concentrating exclusively on social enterprise; dedicated primarily to the academic market

Migrating from Innovation to Entrepreneurship: How Nonprofits are Moving toward Sustainability and Self-Sufficiency

By Jerr Boschee

Axiom Awards Bronze Medal winning book describes the basic principles and critical success factors associated with social entrepreneurship. Also includes A Practical Lexicon for Social Entrepreneurs that defines more than 80 key terms, many in the form of mini-tutorials; a bibliography of print publications; and a list of annotated links to online resources.

SOCIAL ENTERPRISE INSTITUTE

Founded by Mark Van Ness
Executive Director: Dave McDonough

First “CEO Clubs” for social enterprises; by 2008 had grown to include ten sites in California involving more than 115 members
Evolution of the social enterprise industry: 2006 (continued)

SOCIAL ENTERPRISE LOAN FUND

Founder: Mark Van Ness

First comprehensive loan fund dedicated to social enterprises

Research on Social Entrepreneurship:
Understanding and Contributing to an Emerging Field

Publisher: ARNOVA
(Association for Research on Nonprofit Organizations and Voluntary Action)

Editor: Rachel Mosher-Williams

Comprehensive scan of past and recommended research in the field

“THE GREAT DEBATE” RESOLVED

The historical confusion about the definition of “social entrepreneurship” has been called “The Great Debate” by faculty members at the University of Oxford. Prof. J. Gregory Dees defined the term in his 1998 Harvard Business Review essay without including earned revenue or earned income as a prerequisite; Jer Boschee and Jim McClurg responded in 2003 by labeling them a necessity.

An essay by Dees and Beth Battle Anderson in 2006 called for a resolution of the issue by suggesting that the competing definitions be referred to as the “social innovation school” and the “social enterprise school.” Boschee endorsed the suggestion in a subsequent essay and further recommended that henceforth “social entrepreneurship” be used as an umbrella term encompassing both schools.
Evolution of the social enterprise industry: 2006 (continued)

VICE-PRESIDENT
AL Gore PREMIERES
An Inconvenient Truth
AT THE SKOLL WORLD FORUM

Producer: Participant Productions (Jeff Skoll)

Vice-President Gore’s dramatic film later wins the Academy Award and is used by thousands of volunteers worldwide to spread the message of global warming.

Evolution of the social enterprise industry: 2007

GOOD CAPITAL

Co-founders: Kevin Jones, Tim Freundlich, Joy Anderson

Third attempt to create a venture capital fund devoted exclusively to social enterprises (following failed efforts in 1987 and 2001 by the Beacon Fund and the Social Enterprise Investment Fund); first closing ($7.5 million) and initial investment announced in March 2008; ultimate goal is $30 million

Creating a World Without Poverty

By Muhammad Yunus

Booklist: “The influential economist and winner of the 2006 Nobel Peace Prize outlines his vision for a new business model that combines the power of free markets with the quest for a more humane world.”
Evolution of the social enterprise industry: 2007 (continued)

Melwood

By Earl Copus, Jr.

An autobiographical history of one of the country’s leading social enterprises: During a 40-year career, Copus built Melwood into a $71 million nonprofit business empowering people with developmental disabilities.

SOCIAL ENTERPRISE INVESTMENT FUND (U.K.)

$100 million fund established by the U.K. government for investment in social enterprises


Published by Said Business School (Oxford University)

Written by Jed Emerson, Tim Freundlich and Jim Fruchterman (with Loren Berlin and Keely Stevenson)

An overview and analysis of funding gaps within the social enterprise arena, with recommendations
Evolution of the social enterprise industry: 2007 (continued)

THE ARTHUR BOSCHEE AND EVELYN BALL INTERNATIONAL AWARDS FOR SOCIAL ENTERPRISE

Funded by Jerr Boschee, Linda Ball, Ken Boschee, Jean Boschee, Christopher Klose and Claudine Klose

A new set of awards to be presented annually at the World Cup competition sponsored by SAGE ("Students for the Advancement of Global Entrepreneurship") to the businesses started by high school students that best integrate social and financial objectives.

The 2007 Gold Medal winning team (pictured here with Jerr Boschee) came from the Philippines, the Silver Medal winners from China and the Bronze Medal winners from Russia.

“Social Entrepreneurship and Government: A New Breed of Entrepreneurs Developing Solutions to Social Problems”

By Andrew Wolk

Wolk’s chapter in the Small Business Administration’s annual report to the President of the United States offers a comprehensive introduction for city, state, and federal government officials to the field of social entrepreneurship and the work to date. It incorporates insights from experts in the field and case studies of eight successful social-entrepreneurial initiatives to address three questions: (1) What is social entrepreneurship? (2) How does social entrepreneurship help government benefit Americans? (3) How is government currently supporting social-entrepreneurial initiatives?
Evolution of the social enterprise industry: 2008

SOCIAL ENTERPRISE WORLD FORUM

Co-sponsors: Scottish Enterprise, Social Enterprise Alliance (U.S.), Social Enterprise Coalition (U.K.), Social Ventures Australia

Coordinators: CEIS (Chief Executive: Gerry Higgins)

First formal international conference exclusively for social enterprises

THE INNOVATION EXCHANGE

Chair: Baroness Glenys Thornton

The U.K. government’s new program is charged with bringing innovators from the public and voluntary sectors together with social investors to solve social problems. The three-year, $2.4 million pilot program will promote collaboration and provide tailored support for organizations with the most promising ideas.

SOCIAL STOCK EXCHANGE

Feasibility study seeded by The Rockefeller Foundation

Rockefeller contributes $500,000 to studying the viability of a “social stock exchange” in the United Kingdom. The market would allow investors to trade shares in projects that seek to preserve the environment, such as clean technology, and that promote health care, aid for the poor, or other social goals. If there is sufficient demand, the market will be launched in 2009.

LOW-PROFIT LIMITED LIABILITY COMPANY (L3C)

Sponsors: Mary Elizabeth and Gordon B. Mannweiler Foundation, Council on Foundations, and the legal firm of Caplin & Drysdale

The North Carolina state legislature has been asked to approve a new type of limited liability corporation called an L3C that will allow Foundations, individuals, government agencies, nonprofits and private sector companies to invest in social enterprises, with Foundations taking the bulk of the risk (feasibility studies are also underway in several other states).