



October 15, 2014

Welcome to our 11th Annual Social Enterprise Conference, *Managing Impact in the Social Sector*. We are very pleased to have Professor Alnoor Ebrahim from the Harvard Business School leading the program. Alnoor is an Associate Professor in the Social Enterprise Initiative at HBS and is also affiliated with the Hauser Institute for Civil Society at the Center for Public Leadership of Harvard University.

The program comprises an afternoon case study for nonprofit leaders in the Philadelphia community. This is followed by a reception, talk, and dinner that is open to both our nonprofit attendees as well as the HBS community.

The Place: Four Seasons Hotel, One Logan Square (18th St. and Benjamin Franklin Parkway)
The agenda is as follows:

Afternoon Session – Nonprofit Leaders

1:15 Registration
2:00 Case Study and Summary Discussion (short break scheduled at 3:30 pm)

Evening Session – HBS Alumni and Nonprofit Leaders

5:00 Reception with Professor Ebrahim
6:00 Talk on Performance Management with Q & A
6:45 Dinner at the Fountain Restaurant

This booklet contains the following information: a short background on the history of the Social Enterprise Initiative with a list of SPNM scholars, information on this year's speaker, Alnoor Ebrahim, and a list of our funders without whose support this and our other SEI activities could not be possible.

On behalf of the entire HBSCP Social Enterprise Initiative Committee, we are very excited about this opportunity to work together to build great nonprofit organizations in the Greater Delaware Valley area.

See you on Monday, October 20th!

Diane Cutler DMD MBA
Sheila O'Shaughnessy MBA
David Othmer MBA
HBSCP 2014 SEI Co-Chairs



About Harvard Business School

Founded in 1908, Harvard Business School is nearly as old as the concept of management education itself. For more than a century, the School has produced leaders and ideas that have shaped the practice of management in vital organizations of every kind around the globe.

Its faculty has drawn on their passion for teaching, their experience in working with organizations worldwide, and the insights gained from their research to educate generations of leaders who have shaped the practice of business in every industry and in every country around the world.

HBS has a long tradition of ground-breaking research that has had far-reaching impact on business practice as well as on teaching at business schools worldwide:

- Contributions range from the creation and development of the field of organizational behavior and marketing to key advances in understanding the nature of leadership, strategy, and decision making.
- The School's research budget of over \$70 million is entirely self-funded to ensure objectivity and to provide faculty with the freedom and flexibility to pursue novel and innovative lines of investigation.
- Each academic year, the faculty authors or co-authors about thirty-five books, produces more than 300 academic papers, and writes a broad array of articles for general business publications.



About the Social Enterprise Initiative at HBS

The Social Enterprise Initiative at HBS applies innovative business practices and managerial disciplines to drive sustained, high-impact social change. The Initiative engages with the nonprofit, for-profit, and public sectors to generate and share resources, tools, and knowledge.

- Since 1993, HBS faculty have researched and published over 800 cases and books on social enterprise
- More than 95 faculty members engage in research projects, course development, and other activities
- Alumni-led consulting programs provide approximately \$10 million worth of pro-bono management consulting services each year to nonprofit organizations in communities across the U.S and internationally
- Nonprofit executives in the "Strategic Perspectives in Non Profit Management (SPNM) program oversee \$5.6 billion in revenue and represent nearly 20 countries.



From its humble beginnings in 1980 as a student led Nonprofit Management Club, the focus on Social Enterprise has become a pervasive element throughout the school. Courses that focus on social enterprise are now embedded into the MBA curriculum. The myriad opportunities for student involvement in social enterprise at HBS include elective courses and field-based learning experiences; internships and career development programs; and student clubs and organizations. Beyond the classroom, HBS offers career development programs designed to support students and alumni who are engaged professionally in the social sector. And HBS additionally offers six focused Social Enterprise Executive Education programs each year, three targeted toward nonprofit leaders, two for corporate leaders, and one for teams of education leaders within urban public school districts. These Executive Education programs are taught by a team of faculty members from HBS and other graduate schools depending on the particular focus of the course.

The Social Enterprise Initiative at HBS is grounded in the mission of Harvard Business School and aims to inspire, educate, and support leaders who make a difference in the world.



About the Harvard Business School Club of Philadelphia



The Harvard Business School Club of Philadelphia is one of the oldest HBS alumni clubs in the world. Founded in the early 1920s, the Club serves over 1,000 alumni in the Delaware Valley, including the metropolitan areas of Philadelphia, PA, Camden, NJ and Wilmington, DE. The club provides educational, social and business networking events for alumni and also maintains and enhances communication between local alumni and the Harvard Business School.

An overarching goal of the Club is to contribute to the well being of the community. To fulfill this goal, in 1992 the Club launched the Social Enterprise Initiative (SEI) to help the nonprofit organizations of our area. The Club recognizes that nonprofit organizations and their management greatly enhance the quality of life and vibrancy of the Delaware Valley, and increase the value of our communities and environment. But too often, these organizations lack the resources to develop their management talent, and many nonprofit executives come from backgrounds other than business. There is also growing realization that changing operating environments and mounting financial pressures are testing the skills of our nonprofit leaders. To address these challenges, the Social Enterprise Initiative focuses on providing executive education opportunities in the areas of finance, operations, marketing and strategy for nonprofit leaders in the Greater Philadelphia Region.

About the Social Enterprise Initiative (SEI) in Philadelphia

Since 2001, the Social Enterprise Initiative has awarded scholarships to local nonprofit executives to attend the executive education program offered by the Harvard Business School, Strategic Perspectives in Nonprofit Management (SPNM). To date, 29 nonprofit leaders have attended this intensive six-day program designed to strengthen the ability of nonprofit CEOs and executive directors to lead their organizations effectively. Our recipients are listed on the following page.

The Club's Social Enterprise Initiative also offers other local continuing education opportunities for nonprofit leaders. We organize an annual conference which features Harvard Business School and other leading university faculty to provide educational sessions aimed to addressing critical challenges and needs facing nonprofit organizations. Select club programs during the year are also of interest to the nonprofit community and participants of both SPNM and the SEI conferences are invited to attend as guests of the Club.



The Club's direct tie into the Harvard Business School – one of the world's top business programs – and its alumni, many of whom hold senior positions in major corporations, makes the Initiative a compelling offering for our region's nonprofits and an excellent opportunity for synergy between the for-profit and nonprofit sectors.



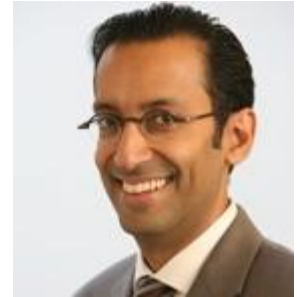
SPNM Fellowship Recipients (2001- 2014)

- 2001 Jim Balfanz, City Year Greater Philadelphia
- 2002 Janice Price, Kimmel Center
- 2003 Miguel Angel Corzo, University of the Arts
- 2003 Gail Harranty, Philadelphia Museum of Arts
- 2004 Derek Gillman, Pennsylvania Academy of Fine Arts
- 2005 Alba Martinez, United Way of Southeastern Pennsylvania
- 2005 Sharmain Matlock-Turner, Greater Philadelphia Urban Affairs Coalition
- 2005 Jane Pepper, Pennsylvania Horticultural Society
- 2006 Laura Shubilla, Philadelphia Youth Network
- 2006 Patricia Coulter, Urban League of Philadelphia
- 2007 Yael Lehmann, The Food Trust
- 2007 Nicholas Torres, Congreso de Latinos Unidos
- 2008 William Clark, Philabundance
- 2008 JoAnne Fischer, Maternity Care Coalition
- 2009 Gwendolyn Bailey, Youth Services Inc.
- 2009 Jay Spector, JEVS Human Services
- 2010 Jane Golden, City of Philadelphia Mural Arts Program
- 2010 Linda Katz, Children's Literacy Initiative
- 2011 Sarah Martinez-Helfman, Eagles Youth Partnership
- 2011 Kim Sajet, Pennsylvania Historical Society
- 2012 Natalye Paquin, Girl Scouts of Eastern Pennsylvania
- 2012 Tracey Lavallis, Northern Home for Children
- 2013 Farah Jimenez, People's Emergency Center of Philadelphia
- 2013 Katherine Pastuszek, Philadelphia Outward Bound
- 2013 Paul Redman, Longwood Gardens
- 2013 John Rowe, Utility Emergency Services Fund
- 2014 Casey Sclar, American Public Gardens Association
- 2014 Cynthia Figuerosa, Congreso de Latinos Unidos
- 2014 Steven Wray, Economy League of Philadelphia



About Alnoor Ebrahim

Alnoor Ebrahim is an Associate Professor in the Social Enterprise Initiative at the Harvard Business School. His research and teaching focus on the challenges of performance management, accountability, and governance facing organizations with a social purpose. He is also affiliated with the Hauser Institute for Civil Society at the Center for Public Leadership, Harvard University.



Professor Ebrahim is author of the award-winning book, *NGOs and Organizational Change: Discourse, Reporting, and Learning*, and is co-editor, with Edward Weisband, of *Global Accountabilities: Participation, Pluralism, and Public Ethics* (both with Cambridge University Press), which compares accountability dilemmas in nonprofits, business, and government. He has been the recipient of awards for best article in the journals *Nonprofit Management and Leadership*, and the *Nonprofit and Voluntary Sector Quarterly*.

He teaches the MBA required course, "FIELD 3" and an elective course "Managing Social Enterprise." He has previously taught "Leadership and Organizational Behavior" (LEAD), and "Leading and Governing High-Performing Nonprofit Organizations." In the HBS executive education portfolio, Professor Ebrahim serves as faculty chair of "Governing for Nonprofit Excellence" and co-chair of "Performance Measurement for Effective Management of Nonprofit Organizations" while also teaching in "Strategic Perspectives in Nonprofit Management."

Professor Ebrahim's research is closely integrated with practice. He serves on a working group of the Social Impact Investing Taskforce established by the G8, and on an advisory board of the Global Impact Investing Network. He has authored commissioned reports on civil society relations with the World Bank and the Inter-American Development Bank, and he consults to international NGOs on their challenges of global governance and accountability. Over the past two decades, he has worked on projects with a number of nongovernmental organizations including ActionAid International, CIVICUS: The World Alliance for Citizen Participation, the World Resources Institute in Washington, D.C., the Tata Energy Research Institute in New Delhi, and the Aga Khan Rural Support Programme in western India.

Prior to joining the faculty at Harvard, Alnoor taught at Virginia Tech for several years, where he was a founding co-director of the Institute for Governance and Accountabilities. He holds a BSc degree from MIT (1991) in civil and environmental engineering, and a PhD from Stanford University (1999), where he studied environmental planning and management.



We would like to thank the following major supporters
of this year's HBSCP Social Enterprise Initiative



2014 Conference Funders



Comcast Corporation is a global media and technology company with two primary businesses, Comcast Cable and NBCUniversal. Comcast Cable is the nation's largest video, high-speed Internet and phone provider to residential customers under the XFINITY brand and also provides these services to businesses. NBCUniversal operates 30 news, entertainment and sports cable networks, the NBC and Telemundo broadcast networks, television production operations, television station groups, Universal Pictures and Universal Parks and Resorts.

The Comcast Foundation was founded by the Comcast Corporation in June 1999 to provide charitable support to qualified nonprofit organizations. The foundation primarily invests in programs intended to have a positive, sustainable impact on their communities. The foundation has three community investment priorities – promoting service, expanding digital literacy, and building tomorrow's leaders. Since its inception, the Comcast Foundation has donated more than \$143 million to organizations in the communities nationwide that Comcast serves.



FOUR SEASONS HOTEL *Philadelphia*

Located steps away from Philadelphia's most prestigious arts and cultural institutions, Four Seasons is the city's premier luxury hotel for business or pleasure. Celebrated for its five diamond service and amenities, Four Seasons offers world-class dining options including the renowned Fountain Restaurant, with unparalleled views of Logan Square and the beautiful Swann Fountain.

With over 360 guest rooms and several suites, Four Seasons is the city's first choice for business or pleasure - close to the financial and commercial districts yet surrounded by museums, shopping and history along the Parkway Museums District. The hotel offers 15,000 square-feet of meetings space, adaptable facilities range from sunlit boardrooms just steps from the guest rooms, to breakouts on the Ballroom level, to Center City's only outdoor courtyard.

The Spa at Four Seasons is a boutique-style urban escape, providing an array of body treatments and European skin therapies alongside an indoor heated pool and gym.

One of only a select few recipients in the country of both the Forbes Five Star and AAA Five Diamond awards, Fountain Restaurant has earned national acclaim and a strong following. Imaginative and impeccable cuisine is served in a warm atmosphere that features a view of the stunning bronzes that comprise Alexander Stirling Calder's Swann Memorial Fountain. Fountain Restaurant is considered one of the city's – and the country's – best restaurants, having been rated the number one restaurant in Philadelphia by Zagat Survey, and receiving top honors from the Philadelphia Inquirer, Robb Report, and Bon Appétit.



THE PHILADELPHIA FOUNDATION

The Power of Endless Possibilities.

The Philadelphia Foundation has been committed to improving the quality of life in Bucks, Chester, Delaware, Montgomery, and Philadelphia counties for 90 years, through funds established by our donors.

As a public charity community foundation, we manage more than 900 charitable funds, maximizing the strategic impact of charitable contributions.

The Philadelphia Foundation's first obligation is to support the intentions of donors who have created funds. Individuals, families, businesses and organizations establish permanent charitable funds that help our region meet the challenges of changing times. We invest and administer these funds and award the distributions as grants and scholarships.

Our work is overseen by a volunteer board of leading citizens and run by professionals with expertise in the region's needs.

LIVE UNITED



**United Way
of Greater Philadelphia
and Southern New Jersey
Community Partner**

United Way of Greater Philadelphia and Southern New Jersey has, for nearly a century, responded to the needs of our local community while simultaneously addressing the root causes of key issues. We do this by inspiring and uniting the power of individuals, the business community, and the public and nonprofit sectors around common goals. Together, we're able to drive real community impact in our neighborhoods, our communities, and our region. Together, we're working to ensure that every individual and family is able to achieve educational success, financial stability and good health.

As originally conceived, United Way still ensures resources are collectively used in the most powerful way to solve the region's most pressing issues. We are committed to engaging entire communities and providing the tools, services, and expertise that can enable individuals and families to become stronger and more independent.

... making our communities better



This year's speaker's gift is graciously provided by the Levenson Company.

Established in 1987, Levenson designs and sells high-quality, function-driven products that marry the sophistication of high technology with the tactile pleasure of heritage technologies such as paper, pens and leather. Steve Levenson, Chairman and co-founder with his wife Lori Granger Levenson, is also the publisher of Levenson Press, a micropublisher of specialty books that include high-quality facsimiles of historical manuscripts from the Library of Congress, the Morgan Library & Museum, The New York Public Library, and other institutions.

Social Enterprise Initiative Past Supporters

We would also like to thank the terrific institutions that have provided financial support and advice over the history of this initiative:

Citizens Bank
Drinker Biddle & Reath
Liberty Property Trust
Mellon Bank
Pitney Bowes
SEI Investments
William Penn Foundation
Tiffany & Company
TL Ventures

Many thanks as well to the HBS alums who have contributed to the success of the Social Enterprise Initiative with their time and funds over the years. It makes a difference!