FIRST GLOBAL CONFERENCE ON SOCIAL IMPACT: A PRACTACADEMIC SYMPOSIUM

SPONSORED BY:
NONPROFIT PROFESSIONAL DEVELOPMENT AND
THE CENTER FOR ETHICS
AT THE MENDOZA COLLEGE OF BUSINESS
UNIVERSITY OF NOTRE DAME

JUNE 17-18, 2013

University of Notre Dame
Mendoza College of Business
Giovanini Commons
MONDAY, JUNE 17, 2013
All sessions will be in the Giovanini Commons on the lower level of the Mendoza College of Business Building

7:30 - 8:30 AM  BREAKFAST IN THE GIOVANINI COMMONS

8:30 - 9:30 AM  WELCOME TO NOTRE DAME

Presenters: Thomas Harvey and Ann Tenbrunsel, University of Notre Dame

DEFINING AND ACHIEVING SOCIAL IMPACT

Presenter: Roxanne Spillett, Former President Emeritus of Boys & Girls Clubs of America, Fellow in Residence, University of Notre Dame

Simply put, impact can be defined as what we aim to effect, or more specifically, the results that can be directly attributed to the outcomes of a program or collection of programs. The kind of social impact we are talking about does not happen on its own. It takes a new way of leading and managing; a new way of thinking and planning. At its core, it is about changing a mindset from outcome intended to outcome driven; from meeting needs to making a difference. With budgets under pressure, limited resources will go to those organizations that can prove their ability to achieve impact. And doing so will require amassing best practices, teaching and training front line professionals and most important, a sea change in the way we lead and manage today’s non profit organizations.

Roxanne Spillett is the former President Emeritus of Boys & Girls Clubs of America and Fellow in Residence at the University of Notre Dame. In her 16 year tenure as President & CEO she led the Boys & Girls Club Movement through a growth period that doubled its size from 1800 Clubs to 4000 Clubs, doubled its reach from 2 million to 4 million young people, and simultaneously tripled its revenues from $500 million to $1.5 billion. Under her leadership the organization implemented a major new emphasis on building the brand, dramatically lengthening the public profile of Boys & Girls Clubs, which today ranks as one of the top ten non-profit brands in America. She also built one of the most prestigious and engaged boards in America. As President Emeritus, Spillett created and launched the largest fundraising campaign in the history of the Boys & Girls Club Movement. Among other national recognition, Newsweek named Spillett and BGCA as one of the “15 People Who Make America Great.” She was appointed by President George W. Bush to serve on his President’s Council on Service and Civic Participation. She served as Chair of Leadership 18, an alliance of executives from the most influential non profits in America. For more than a decade Spillett has been adjunct faculty at the University of Notre Dame teaching in the Non Profit Management Program at Mendoza College. She has five honorary degrees, including one in law from the University of Notre Dame.
9:30 - 10:30 AM  SPARKS: The Language of Human Thriving

Presenter: Patti Phillips, The Salvation Army Kroc Center

Thriving begins with the idea of the human spark, or the animating engine within. What gives you joy and energy? What is it that gives your life hope and direction and purpose? In her current role at The Salvation Army Kroc Center, this is what the Kroc team look for celebrate with their constituents. The Kroc Center partners with Search Institute, which has been developing the science of human thriving for 30+ years. Sparks is a framework which is used in conjunction with the 40 Developmental Assets to help kids identify their inner light. We will discuss, from the practitioner’s perspective, how the drive to thrive (as opposed to problem solve) increases the quality of our action and the ultimate impact on the people and communities being served. We will discuss blind spots, awareness, vulnerability and choosing as the conditions from which social action/impact arises moment by moment.

Patricia Phillips has 25 years of not-for-profit and higher education experience, helping organizations increase their impact in their direct communities. As a practitioner, Patti has focused on development, strategy and impact. With Bachelors and Master degrees in Fine Art and a Master of Non-Profit Administration degree from The Mendoza College of Business at The University of Notre Dame, Patri’s passion is to help others transform their worlds by going beyond limitations to achieve breakthrough results.
Volunteer labor is an important contributor to the successful operation of many nonprofit organizations. In this paper, a strategic human resource management perspective is used to explore why organizations adopt different approaches to volunteer management, as well as how different volunteer management strategies influence volunteer and organizational outcomes. Structural equation modeling was used to analyze original survey data collected from 107 hospitals in five U.S. states, and patient satisfaction data obtained from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. Results indicate that a hospital's approach to volunteer management reflects its larger organizational strategy along a cost-minimization-quality-maximization continuum. Hospitals primarily focused on delivering high quality services are more likely to implement high-commitment work practices – a configuration of volunteer management practices that reflect a high level of organizational commitment to, and investment in, volunteer workers – than hospitals primarily focused on minimizing operational expenses. A high-commitment volunteer management approach is, in turn, antecedent to increased volunteer human capital (knowledge, skills, and abilities), collective motivation, and autonomy, which partially mediate the relationship between volunteer management practices and HCAHPS patient satisfaction ratings.

Sean E. Rogers is a Ph.D. candidate at the Rutgers University School of Management and Labor Relations. His research interests include volunteerism and volunteer management, organizational diversity, and employment and labor relations, and his work has been published or is forthcoming in such journals as Industrial and Labor Relations Review, Industrial and Organizational Psychology, and Hospital Topics.
10:30 - 10:45 AM  BREAK

10:45 AM - 12:00 PM  WAYS TO WORK: Experience Around Evaluation

Presenter: Jeffrey E. Faulkner, President, Ways to Work, Inc.

This presentation will examine the evolution of evaluation work at Ways to Work, a unique financial empowerment and economic development program that is scaling nationally. We will discuss the transition from internal to external evaluation and lessons learned along the pathway. In addition, a high level look at the cost and value associated with this work.

Jeff Faulkner was appointed as the third President of Ways to Work, Inc. in 2004. During his tenure, WtW has completed a dramatic shift in its business model by centralizing its consumer lending operations, including the design and implementation of a comprehensive technology infrastructure. Prior to joining WtW, Jeff was the Executive Vice President of Durkin Associates, a Milwaukee-based consulting firm which serves a diverse group of nonprofit organizations who are intent on building their organizational and philanthropic capacity. Jeff earned a bachelor’s degree in business from Baker University, Baldwin City, Kansas (1981) and an MBA from Harvard Business School (1987).

PROGRAM RETURN ON INVESTMENT: Monetizing the Value of Social Services

Presenter: Bernice Sanders Smoot, Saint Wall Street LLC

This presentation will briefly explore Program Return On Investment (PROI), the impact valuation approach that enhances social research and nonprofit evaluation as it helps nonprofits assign real-dollar value to the difference they make. Also shared will be lessons learned over the past four years from nonprofits using the PROI approach.

Ms. Smoot has 30 years’ experience in virtually every area of nonprofit development and management. A former corporate marketing executive, she launched SAINT WALL STREET in 1998. The company helps nonprofit social-services providers prove investment-worthy, using proprietary impact analytics that convert program outcomes into economic impacts. Clients include grant-making federal and state agencies, national organizations, and individual nonprofits across America. Ms. Smoot is also a facilitator of value-driven strategic planning, a keynote speaker on change leadership, and co-author of the article, Demonstrating the Value of Social Service Programs: A Simplified Approach to Calculating Return on Investment, published in Foundation Review, a peer-reviewed journal of philanthropy.
12:00 - 1:30 PM  LUNCH

1:30 - 2:30 PM  NEW DIRECTIONS IN RESEARCH: PhD Student Research

Perceived Internal Coalition Functioning, External Coalition Impact and External Community-Level Change Indicators in DFC Communities

Presenter: Elizabeth Eckley, Doctoral Candidate, Indiana University of Pennsylvania

Substance use and abuse, including alcohol, tobacco, and other drugs (ATOD), among youth is a concern at both the national and local level. Community coalitions, generally formed with educators, human service, and nonprofit professionals, parents, community members, and youth, have become popular vehicles for the promotion of health, at the local level, with regards to ATOD. In 1997, the federal Drug Free Communities Act (DFC) was implemented as a response to youth substance use and abuse. It was projected to reduce ATOD use and abuse and relied heavily on funding local community coalitions. The prevalent underlying assumption of the DFC program is that the cross-sector involvement inherent in the coalition model is suggestive of decreased, local youth substance use and abuse. This paper seeks to explore the multiple theoretical perspectives located in the literature and suggests an evaluation methodology to examine the underlying assumptions of coalition impact.

Elizabeth Eckley is a doctoral candidate in the Administration and Leadership: Nonprofit and Private Sectors program at Indiana University of Pennsylvania, which is housed in the Department of Sociology. She received her B.A. in Sociology as a member of the Global Honors Program from Lock Haven University of Pennsylvania in 2007. Her M.A. in Applied Sociology from Lehigh University was received in 2008 after serving as both a department Teaching and Research Assistant. Her current research interests include the Drug Free Communities Support Program, program and impact evaluation, and international development practices.

Presenter: Noah Isserman, PhD Candidate and Gates Cambridge Scholar, University of Cambridge

This presentation considers a novel national model for funding and supporting nonprofit organizations. In this model of government-supported venture philanthropy, the Scottish Government transfers significant public money (£20m annually) to a private foundation that in turn creates, funds, and supports portfolios of charities in order to meet national social development targets. Improving social impact measurement is a central goal of government, and also of charity leaders: a nearly-completed survey of CEOs receiving this package of funding and support services indicates that guidance in developing and implementing systems to measure social impact was the most-valued and often-provided service. This presentation of ongoing research examines the operations and political economy of state-supported venture philanthropy, focusing on design, implementation, and the monitoring of social impact.

Noah is a strategist, entrepreneur, and academic focused on the financing and future of social goods. He has worked with dozens of organizations on strategy, sustainability, process, and marketing, generally at the board level. This work, undertaken both independently and as a consultant with Washington, DC-based Common Ground Consulting, has taken place on five continents. As an entrepreneur and CEO, Noah has helped build and sell two profitable enterprises, WholeData LLC and MAStorage, Inc, both of which deliberately generated social as well as commercial value.

2:30 - 3:30 PM

GOVERNANCE: How Boards Can Develop Impactful Strategy

Roxanne Spillett, Former President Emeritus of Boys & Girls Clubs of America, Fellow in Residence, University of Notre Dame
Thomas J. Harvey is an internationally recognized leader in social welfare. Over the course of Mr. Harvey’s 40 year career, he has led local and national organizations committed to confronting the challenges of poverty, discrimination, health care, and human services. In October 2003, he was chosen by the Council on Social Work Education as one of 50 pioneers within the field of social work during the past 50 years to be highlighted in its published work, *Celebrating Social Work: Faces and Voices of the Formative Years*. From 1998 until 2005, Mr. Harvey served as the Senior Vice President of at the Alliance for Children and Families, a Milwaukee-based international association of more than 300 private, nonprofit child-and family-serving agencies which strengthen the lives of over 5 million disadvantaged families annually. Earlier in his career, he served as President and CEO of Catholic Charities USA, one of the nation’s largest networks of social service organizations. Currently he is the Director of a special master degree program for nonprofit leaders at the University of Notre Dame’s Mendoza College of Business. Mr. Harvey received a M.S. from Columbia University School of Social Work; a master’s degree and B.A in Theology from the Gregorian University in Rome, Italy; and a B.A. in Philosophy from St. Charles Borromeo College in Philadelphia. In 1977, he also earned a Certificate in Nonprofit Management from the Wharton School of Business at the University of Pennsylvania.

3:30 - 4:45 PM

**THE CHALLENGES OF MEASURING IMPACT**

**Presenter: Dr. Sal Alaimo, Grand Valley State University**

Sal Alaimo is an Assistant Professor in the School of Public, Nonprofit and Health Administration at Grand Valley State University. He has a Ph.D. in Philanthropic Studies from Indiana University and a Master’s degree in Urban Studies/Nonprofit Management from Georgia State University. Dr. Alaimo has worked for nonprofit organizations for 9 years and has consulted with nonprofits for 10 years, specializing in evaluation, strategic planning and volunteer management. His most recent publications include the book chapters “Nonprofits and Evaluation: Managing Expectations from the Leader’s Perspective” in the *Jossey-Bass Reader on Nonprofit and Public Leadership*, and "Contracting out" in *Handbook of Research on Nonprofit Economics and Management*. 
CONCEPTUALIZING CHANGE: The Quest for Value in the Social and Health Sectors

Presenter: Dr. Rajeeva Sinha, Associate Professor, Finance, Odette School of Business

Recent innovations on the financial services sector in the form of social impact bonds clearly demonstrate the need to develop a framework for valuation for the nonprofit sector. Given the absence of price information, the valuation framework has to incorporate the unique position of health and social services in the economy and also benchmark it to conventionally understood valuation practices in the for profit sectors. The paper attempts to identify such a framework in the continuum of discussions on value in the literature and takes a critical view of concepts like ‘blended value’ or the ‘triple’ or ‘double’ bottom line. We also address the question of ‘soft’ data and the alleged inapplicability of valuation techniques in the non-profit world in the absence of objective quantifiable price information. The paper is drawn from a larger study on the Market for Impact Investments and is supported by a grant from the CMA (http://www.cma-ontario.org).

Dr. Sinha began his academic career at the University of Windsor as an Assistant Professor in Business in August 2000. He has also taught at Loughborough University (Leicestershire, UK) and Delhi University. He has published in various refereed scholarly journals, Dr. Sinha has taught undergraduate and MBA courses on Introductory Finance Pension Finance, Enterprise Valuation and Investment Management. He has directed a number of student research projects and supervises PhD students. Dr. Sinha is also an AIFA designee from the Centre for Fiduciary Studies. He also serves on the Board of the Windsor Essex Community Health Centre and is also the interim President of the Board.

5:00 - 7:30 PM

RECEPTION AND DINNER AT THE PRESS BOX
University of Notre Dame Football Stadium

Speaker: Dean Roger Huang, Ph.D., Mendoza College of Business
In recent years, the third sector has begun to gain the know-how, tools and models that have conventionally belonged to the business world. The field of study of social entrepreneurship has become increasingly relevant, and new forms of businesses defined as "integrated" or "hybrid" have emerged. These new forms of organisations blur the boundaries between the profit and not-for-profit worlds and in this context, the need for assessing generated social value has become significant, especially for public institutions that rely on these firms to address social issues, while simultaneously providing financial support to this sector and requiring assurances of the generated social value. Starting from these premises, this work aims to develop a taxonomy system for the main social impact measurement models. This system could act as a relevant tool for organisations that want to assess the social impact that they have created on the surrounding area. Indeed, the practice of social impact assessment is not widely spread among organisations, mostly because knowledge of social impact assessment models is lacking and rather confusing. This limitation can be overcome by helping organisations to better understand the existing models; to this end, a classification system could be a first step in supporting these organisations by providing navigation in this highly complex landscape.

Cecilia Grieco (Rome, 21/01/1987) started a PhD in Communication, Interculturality and Organizations (2012) at LUMSA University of Rome. She holds a master’s degree in Corporate Communication (2010), with a dissertation entitled “The evolution of Corporate Social Responsibility through certification systems: ethical commitment, environmental management and the ISO guide on social responsibility”, and a post graduation in Marketing and Event Management (2011) that she attended as classroom tutor at LUMSA University. In June 2011 she started working as Marketing Assistant for Beauty Point S.p.A., an Italian company that operates in the field of perfumery and cosmetics, but she left this job after one year for concentrating on her career as PhD student. Her research focuses on Social Impact Assessment within the field of Social Entrepreneurship. The main objective is to understand the needs and purposes social enterprises have in assessing their social impact and if existing models are actually useful in fulfill them. The first step of this research was the development of a taxonomy of existing social impact assessment models. Her first work will be published in an Italian Journal (Sinergie Journal).
FOR GOOD MEASURE: Social Return on Investment in the US and UK

Presenter: Emily Barman, Associate Professor, Department of Sociology, Boston University

Nonprofits increasingly are asked to measure their social impact. One method to do so is Social Return on Investment - an attempt to quantify value using the technique of monetization and the expression of value as a ratio of benefits to investments, which has gained popularity over the last 10 years. We trace the evolution of SROI as it moved from the US nonprofit sector in the 1990s to the UK in the 2000s. We find that variation in the material, technological, and professional conditions of the two settings contributed to disparate interactions between the proponents of SROI and the valuation methodology itself, resulting in two different conceptions of how to define and measure social impact.

Emily Barman is an associate professor of sociology at Boston University. Her book, Contesting Communities: The Transformation of Workplace Charity (Stanford University Press) was the recipient of the Association of Fundraising Professionals’ 2007 best research award. Her work has appeared in American Journal of Sociology, Social Forces, and Nonprofit and Voluntary Sector Quarterly. Her current research focuses on the valuation of social goods in the nonprofit sector and the market.

THE PATH LESS RECOGNIZED: Making Your Case for the Social Impact of Your Programs

Presenter: Naomi Penney, Center for Social Concerns, University of Notre Dame

This presentation explores the complexities of the ways in which long-term impact can be tracked and attributed to specific program efforts. One case study, currently underway, will be shared to demonstrate how impact is often non-linear in occurrence, highlighting the need for meticulous record keeping and strong evaluation planning. This is an interactive session and discussion is encouraged.

Naomi Penney, Ph.D., M.P.H., is the Center for Social Concerns’ liaison with community organizations interested in pursuing research collaborations with Notre Dame faculty and students. She also helps coordinate and maintain the Rodney F. Ganey, Ph.D., Collaborative Community-Based Research Mini-Grant Program. Naomi is also a guest lecturer on participatory and qualitative research methods for the Eck Institute for Global Health, Master’s Program. Naomi earned her Ph.D. in Evaluation and Research Design from Cornell University and has been a consultant to the Agency for Toxic Substances’ Division of Health Assessment and Consultation; and to the Centers for Disease Control and Prevention’s (CDC) Global AIDS Program as well as CDC’s affiliate in Botswana. Previous to her doctoral studies Naomi received her Master’s of Public Health in Health Behavior/Health Education from the University of Michigan’s School of Public Health. She has worked at local, state, and federal level health agencies for over 10 years.
TUESDAY, JUNE 18, 2013 (Continued)

11:30 AM - 12:00 PM  EVALUATING PERCEPTIONS OF RISK IN SOCIAL ENGAGEMENT

Presenter: Eva Witesman, Romney Institute of Public Management, Marriott School of Management, Brigham Young University

This presentation focuses on the ways in which we may expect social actors to consider risk when planning to engage in a social endeavor, and how perceived risk may underestimate actual risk, particularly in the areas of public value and affective assets. An analytic approach to assessing risk profiles for social engagement is discussed, as well as its implications for research and practice.

Professor Witesman is an assistant professor of public management at Brigham Young University where she teaches courses in public program evaluation, statistical analysis, and nonprofit management. Her research interests include cross-sector comparisons, public service values, and evaluative methodology.

THE ROLE OF RISK IN SOCIAL ENGAGEMENT

Presenter: Aaron Miller, Romney Institute of Public Management, Marriott School of Management, Brigham Young University

This presentation focuses on the role of risk in engaging the social sphere—whether as a nonprofit, a corporation, or a social entrepreneur. The importance of risk in making decisions about engagement in social endeavors and the potential implications of underestimating risk are examined.

Professor Miller is an assistant teaching professor at Brigham Young University where he serves as the Program Chair of the Social Venture Academy and the Social Venture Competition. Professor Miller is also the Program Chair for the Grantwell program, a student laboratory for philanthropic consulting. Professor Miller teaches courses in nonprofit management and business ethics.
TUESDAY, JUNE 18, 2013 (Continued)

THE ROLE OF CAPITAL, AFFECTIVE, AND PUBLIC VALUE ASSETS IN SOCIAL ENGAGEMENT

Presenter: Curtis Child, Department of Sociology, College of Family, Home and Social Sciences, Brigham Young University

This presentation focuses on three different types of assets that are involved in social engagement. These assets include capital assets like financial and human capital resources, affective assets such as reputation, trust, loyalty and “warm glow,” and public value. The creation, risk, and conversion between the asset types that may result from social engagement are discussed.

Professor Child is an assistant professor of sociology at Brigham Young University. His research interests include economic sociology, civil society, and the nonprofit sector. Professor Child is particularly interested in how organizations—in both the private for-profit and non-profit sectors—facilitate the pursuit of social benefit and public value.

12:00 PM  BOX LUNCH

12:00 - 1:00 PM  SPEAKERS AND ROUND TABLE TOPICS

Facilitators: Thomas Harvey and Marc Hardy, University of Notre Dame

1:00 - 3:00 PM  THINKING FORWARD: Open Forum on the Future of Social Impact Research

Facilitator: Marc Hardy, University of Notre Dame