
Worksheets to Get Your School Prepared to Pursue Social Enterprise

1. NEQ Scorecard
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Tools developed by CauseImpact, LLC

<http://causeimpact.com>

NEQ Scorecard - *What's your 'Nonprofit Entrepreneurial Quotient'?*

How ready is your school to be successful with entrepreneurial strategies? What is your school's "NEQ" -- "nonprofit entrepreneurial quotient"? Answer each of the following 22 questions as honestly as possible, based on what you believe to be true for your entire organization.

1. CANDOR – Can we be brutally honest about our services, our capabilities, our resources, the market, the competition, etc.?

Yes ____ No ____ Not Sure ____
2. PASSION -- Are we ignited by the prospect of becoming more entrepreneurial? Is this something that almost the whole organization can believe in?

Yes ____ No ____ Not Sure ____
3. TIMING -- Are we convinced this is the right time for our school to pursue entrepreneurial activities, or are there other over-riding priorities?

Yes ____ No ____ Not Sure ____
4. CLARITY -- Can we list the reasons why we want to pursue entrepreneurial strategies? Can we articulate what our organization wants to accomplish?

Yes ____ No ____ Not Sure ____
5. RISK -- Are we willing to take (reasonable) risks?

Yes ____ No ____ Not Sure ____
6. COMMITMENT -- Are we willing to stick with it for the next several years?

Yes ____ No ____ Not Sure ____
7. COURAGE -- Are we ready to make the tough decisions? Are we ready to face the doubters and the critics?

Yes ____ No ____ Not Sure ____
8. BOARD INVOLVEMENT – Will the Board get involved from the start?

Yes ____ No ____ Not Sure ____
9. STAFF RESOURCES -- Are we willing/able to allocate adequate staff time?

Yes ____ No ____ Not Sure ____
10. ACTION ORIENTATION – Do we believe that a 'pretty good' plan today is better than a 'perfect' plan tomorrow?

Yes ____ No ____ Not Sure ____
11. CORE VALUES -- Do we have a written set of core values?

Yes ____ No ____ Not Sure ____
12. CUSTOMER FOCUS -- Is our organization willing to 'always start with them'?

Yes ____ No ____ Not Sure ____
13. CORE COMPETENCIES -- Have we defined our core competencies?

Yes ____ No ____ Not Sure ____

14. PROGRAM ATTACHMENT -- Are we willing to kill programs that are no longer working or truly needed?

Yes ____ No ____ Not Sure ____

15. WILLINGNESS TO PLAN -- Do we have effective strategic and tactical planning processes in place?

Yes ____ No ____ Not Sure ____

16. MARKET MATTERS -- Do we understand market forces and how they affect our organization?

Yes ____ No ____ Not Sure ____

17. BUSINESS ORIENTATION – Can we think and act like a business?

Yes ____ No ____ Not Sure ____

18. FINANCIAL FACTORS -- Is our organization fiscally well-managed?

Yes ____ No ____ Not Sure ____

19. DOUBLE VISION -- Can we keep ourselves focused on a double bottom line?

Yes ____ No ____ Not Sure ____

20. PROFIT ATTITUDE -- Are we willing to make money?

Yes ____ No ____ Not Sure ____

21. MISSION FOCUS – Are we clearly focused on/driven by our mission?

Yes ____ No ____ Not Sure ____

22. FLEXIBILITY – Are we willing and able to improvise?

Yes ____ No ____ Not Sure ____

SCORECARD INSTRUCTIONS – Assign 3 pts for every ‘Yes’ answer and 1 pt for every “Not Sure”.

- [60 - 66] Very high likelihood of success
(Get going! What are you waiting for? You should be leading the pack!)
- [51 - 59] Above average likelihood of success
(You have a few problems to solve, but nothing that should hold you back)
- [39 - 50] Average likelihood of success
(You have some real issues to address; resolve them before going ahead)
- [27 - 38] Below average likelihood of success
(Weaknesses far outweigh strengths; don't proceed without fundamental change)
- [0 – 27] Well below average likelihood of success
(Don't even think about it right now; do something else to generate revenues)

(Used with permission. Based on “The Entrepreneurial RiskAssessor”[®] audit, created in by the National Center for Social Entrepreneurs and revised under a grant from The W. K. Kellogg Foundation)

Innovation Readiness Self-Assessment

Take a few moments to rate your organization in the following areas. If you are with a group from your organization, fill it out individually and, upon completion, compare your ratings.

Please use the following scale:
1 – strongly disagree 2 –disagree 3 – neutral 4 – agree 5 – strongly agree

Culture

1. We've engaged our stakeholders in a discussion about the need to be creative and innovative in resourcing the work of the school. _____
 2. The stakeholders of our school are prepared to be creative and innovate in pursuit of entrepreneurial or innovative opportunity. _____
 3. Being creative and innovative in our work is a priority across the school . _____
-

Capacity

4. We have the human resource capacity to investigate new opportunities and to pursue the right opportunity. _____
 5. We're willing to free up human resource capacity to investigate new opportunity and to pursue the right opportunity. _____
 6. We're willing to invest in human resource capacity to investigate new opportunity and to pursue the right opportunity. _____
-

Capability

7. We are clear and aligned around the core competencies which enable our school to deliver value. _____
8. We are clear and aligned around the school's physical assets. _____
9. We are clear and aligned around the school's relationship assets. _____
10. We are clear and aligned around the school's technical and intellectual property. _____

Subtotal Page 1: _____

Please use the following scale:
1 – strongly disagree 2 –disagree 3 – neutral 4 – agree 5 – strongly agree

Objectives

- 11. We are clear about why we are pursuing entrepreneurial opportunities. _____
 - 12. We have specific mission objectives that will help us determine which opportunity to pursue and to measure success. _____
 - 13. We have specific financial objectives that will help us determine which opportunity to pursue and to measure success. _____
-

Team

- 14. We have created a team made up of different backgrounds, talents and opinions that will guide the investigation and planning work. _____
-

Decisions

- 15. We have a system for sifting through many ideas to identify the ones that make the most sense for us. _____
- 16. We have a methodology to determine whether something is worth pursuing. _____

Subtotal Page 2: _____

Grand Total (Overall Score): _____

Understanding your score:
80-90 – *Excellent! What are you waiting for?*
60-79 – *Very good, you have a few gaps but nothing to keep you from getting started.*
< 60 – *Take some time to consider the lower rated areas prior to moving forward.*

Mission-Money Outcomes

What are the outcomes - or **RESULTS** – that you expect from becoming more innovative and entrepreneurial? Determine your objectives for entrepreneurship by asking the following questions:

- What will you achieve to further your mission?
- What will you achieve to increase your financial self-reliance? By when?
- What will success look like and how will you measure it?

Expected outcomes should be stated like objectives. They should be statements about where you want to go, what you want to accomplish and where you should focus.

Expected outcomes should be:

- Specific (What? Clear, to the point, not fuzzy)
- Measurable (How much? How many?)
- Achievable (yet challenging, “desire and inspire”)
- Relevant (to the objective)
- Time-bound (When?)

An example of one organization’s expected outcomes:

GOALS

- Build the endowment
- Increase funded scholarships to build or maintain diversity
- Hold the line on tuition increases

SUCCESS

- Tuition increases diminish each year
- Percentage of scholarships that are endowment-funded is 100%
- Expenses are covered with endowment draw below 4%

For Discussion:

- Identify at least 3 “mission”-driven outcomes that conform to the SMART criteria.
- Identify at least 3 “money”-driven outcomes that conform to the SMART criteria.
- Are there other outcomes that you desire that fall outside of the mission-money categories?

Assets Inventory

Instructions: Using this worksheet, brainstorm your organization's assets. Be creative and think beyond your mission and what you currently do. Keep in mind that you do not have to conceive of a viable commercial opportunity for any of your assets at this point. Let's get all of your assets "on the table" and we'll work later to look for opportunities.

People/Reputation

Key questions: What people do you have that are particularly valuable to your organization? (e.g., name recognition, skill sets, and the like). What does your name mean in the community? To whom is it valuable?

Core Competencies: Underlying capabilities that enable you to provide products and services to your clients that are as good - or better - than your *clients'* alternatives. They are what your stakeholders would list if you asked them what you are known for, or what value you deliver to them. They are a difficult to duplicate collection of capabilities that work together to create a competitive advantage.

Key questions: What makes us unique? What do our customers, clients, partners say about us? What are the key benefits do we provide? What kinds of skills and expertise do our staff have?

Physical Assets: Things that you have such as facilities with excess capacity, land, vehicles, computers, software, intellectual property (copyrights, trademarks, patents), and the like.

Key questions: What do we have or have access (ideally exclusive) to? To whom might this be of value? And why?

Technical/knowledge assets: Intangible assets such as your knowledge and expertise in particular areas, access to desired resources, process expertise, market expertise, and the like.

Key questions: What processes have we perfected that provide value to our clients/customers? What processes have we perfected that enable us to operate more efficiently/smoothly? What kinds of skills and expertise do your staff have? Internal or External processes? What about your advisory board? Volunteers?

Relationships: People you know, organizations you know and/or have relations, your reputation (locally, regionally, nationally), members, suppliers, and the like.

Key questions: Who/what organization(s) play the following roles? A) the user of our product/service? B) the decision-maker(s)? C) the buyer/payer? D) the influencer/influential? E) supplier of raw materials necessary to deliver/produce our products and service?. What are the key strengths of your target audience? (e.g., size, demographics, psychographics, loyalty, etc.) What other key relationships do you have with charismatic or well-known leaders?

After utilizing your Asset Inventory Ranking worksheet, please list your top 10 most valuable assets.

1	6
2	7
3	8
4	9
5	10

The Impact Team™

The Impact Team is responsible for guiding the process of program review, organized abandonment, and new venture development. Functionally, the team makes recommendations to the Executive Director and Board. The Team is recruited by the Executive Director, with help from the Board Chair and/or an Internal Champion. In most cases, the Internal Champion organizes and facilitates the Enterprise Team meetings, with assistance from outside counsel.

Composition

Impact Teams should consist of 6-10 members, including:

- The Internal Champion
- The Head of School
- Select members of management staff (two to three)
- Members from Board of Trustees (two to three)
- "Wild cards" -- people somewhat unfamiliar with agency but experienced in areas that may be increasingly important in the community. Ask them to bring a fresh perspective to your organization (no more than two).
- Serial entrepreneurs -- individuals who have successfully built more than one small or medium-sized businesses.

Team Role and Responsibilities

- Offer advice and guidance based on experience in entrepreneurial business, marketing and/or strategic planning.
- Challenge assumptions and ask questions, acting as skeptics when necessary in order to keep plans firmly grounded in reality.
- Assist in establishing evaluation criteria, reviewing program analysis results, and making recommendations regarding re-balancing of resources.
- Serve as a sounding board for the project management team as information and research findings are presented.
- Assist in the opportunity research or feasibility study phase by offering ideas on resources for information and community connections.
- Take an active and vocal role in providing the organization with a fresh perspective.
- Assist in analyzing the results of the planning process and formulating recommendations to the Board of Directors regarding next action steps.
- Share business expertise in various aspects of organizational management — human resource development, marketing, financial systems, cost/benefit analysis, and the like.
- Help the organization develop market positioning and strategies for key products and services or develop business plan outline for new high potential ideas.
- Serve as a guide to action plan implementation and provide feedback from general community stakeholders.

Concept QuickScreen™

1. Fits with our vision, mission and core values			_____
	Yes	5	
	Somewhat	3	
	No	0	
2. We have the necessary assets			_____
	Yes	5	
	Somewhat	3	
	No	0	
3. There is evidence this concept is viable			_____
	Yes	5	
	Somewhat	3	
	No	0	
4. This concept will help us realize our money objective*			_____
	Yes	5	
	Partially/Significantly	3	
	No	0	
5. We would be willing to invest our own funds in launching this idea			_____
	Yes	10	
	No	0	
6. There is a champion who will refine the concept and own the project			_____
	Yes	10	
	No	0	
	Total Score		_____

* - Our money objective: \$_____ annual net revenue within x years