unleashing the promise of business for social impact
“Our work is that of the radical center, bridging historical chasms between business and nonprofit, shared value and shareholder value. Through collaboration and empathy, we work to create the conditions that empower choices for good.”

— Carolyn McKnight, Executive Director, Impact Entrepreneurs at Portland State University
Impact Entrepreneurs unleashes the promise of business for social impact. We do this by inspiring, incubating, and accelerating social entrepreneurs of all ages, across sectors, and from around the world, with a vision of creating a more just world where all life flourishes.

A program of Portland State University's (PSU) School of Business Administration, with support from PSU's Institute for Sustainable Solutions, Impact Entrepreneurs has been recognized in Fast Company and Forbes and led PSU’s successful bid to become a designated Ashoka U Changemaker Campus.

This report is part of an ongoing effort to track the impact of our programs. Wherever possible, we use existing frameworks such as the National Business Incubation Association's measurement tools. Our goal is the continuous improvement of our programs and outcomes for the sake of a more just world.

*Thank you for working with us to achieve our shared goals and helping empower individual action for good.*
Who is a social entrepreneur?

The late Professor J. Gregory Dees, co-founder of the Center for the Advancement of Social Entrepreneurship at Duke University and a member of the Impact Entrepreneurs advisory board, wrote the pioneering definition of social entrepreneurship:

Social entrepreneurs are characterized by:
• 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
• exhibiting heightened accountability to the constituencies served and for the outcomes created
We meet social entrepreneurs where they are, sometimes even before they have discovered social entrepreneurship themselves. Revealing innovative approaches to social impact through events, courses, and field studies is often the first step.

A flagship program that has inspired students and community members alike, our Social Enterprise Field Studies offer life-changing journeys to work with, learn from, and exchange experiences with social entrepreneurs in India, Cambodia and Nicaragua.

In 2013, Impact Entrepreneurs held the inaugural Elevating Impact Summit, a celebration of social innovation that attracted more than 330 entrepreneurs and founders, business and nonprofit professionals, students, academics, government officials and investors for a day of inspiring keynotes, panels, conversations and awards.

When a social entrepreneur or intrapreneur (an entrepreneur working within an established organization) has a new idea for changing the world, we partner with them to help build stronger solutions more quickly and to amplify their impact.

An incubator drawing on human expertise and focused on building connections, the Social Innovation Incubator provides expert consulting, a peer community, and tailored workshops to help social entrepreneurs build the skills, strategies and networks they need to succeed. In 2011, Fast Company selected the Incubator as one of America’s 51 brilliant urban ideas.
ACCELERATION

For organizations that already excel and are poised to increase their impact, our Entrepreneurial Leadership Program delivers tailored training in social innovation, leadership effectiveness and business fundamentals. More than 150 staff from Mercy Corps, Digital Divide Data, and other mission-driven organizations have graduated from the program since its inception.

Our Replication School is another approach to Acceleration. In 2012, we gathered five social entrepreneurs from around the world at the headquarters of award-winning social enterprise Digital Divide Data (DDD) in a pilot project designed to help spread DDD’s innovative model.

NEW PROGRAMS

In 2014, Impact Entrepreneurs launched the Business of Social Innovation program, a combined academic and professional online certificate open to students and community members of all ages.

The first course in the program welcomed 29 students from as far away as Venezuela.
Elevating Impact Summit

The Elevating Impact Summit exposes attendees to powerful entrepreneurial approaches to creating change locally and globally, and celebrates social entrepreneurship and social innovation across a diverse set of stakeholders. Attendees carry new knowledge, connections, and energy into the broader social business ecosystem as they interact with individuals and groups who are unleashing the promise of business for social impact.

“The Elevating Impact Summit [...] electrified the sustainable business community last June.”

- Sustainable Business Oregon
2013 Summit Attendees

330 total registrants
27 speakers
23 community partners
Social Enterprise Field Studies

These rigorous experiential journeys in changemaking introduce students and community members to social enterprise through a combination of site visits to social enterprises, applied fieldwork and research, and meetings with subject matter experts. As part of the program, participants have performed pro bono research and consulting projects for partner nonprofits and social enterprises. To date, field studies have taken place in India, Nicaragua, and Cambodia.

“This is how social entrepreneurship begins: with the realization that your presence could create change, no matter how small the scale.”

- Melissa Loney, PSU MBA Candidate
2013 Field Study in Cambodia

11 participants
3 NGO and social enterprise clients

Since 2009

46 participants
14 NGO and social enterprise clients
Social Innovation Incubator (SII)

The SII assists student and community social entrepreneurs and intrapreneurs to evaluate and launch environmentally and socially beneficial ventures. The SII provides social venture startups with the “4 Cs:” Capacity gained through training in business best practices; a Community of peers; Connections to advisors, funders, volunteers and customers; and Credibility from participation and exposure. Members may join at the concept or startup phase.

2013 SII Member and Graduate Success Stories

**My Street Grocery**, a mobile grocer founded by Amelia Pape — PSU MBA alumna and Impact Entrepreneurs field study and incubator participant — was integrated into Whole Foods Market as a new business unit to provide better food access for low-income communities.

**EcoZoom**, designer and distributor of healthy, efficient, and ecofriendly cookstoves around the world, signed a $21MM contract to provide their stoves to families throughout Rwanda.

**Central City Concern**, a Portland-area nonprofit that provides comprehensive solutions to ending homelessness, successfully launched **Central City Coffee**. The venture diversifies the organization’s revenue stream and provides employment through the roasting and sale of a new brand of high-quality coffee.
Basic Info

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<thead>
<tr>
<th>Metric</th>
<th>Value</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>SII Graduates</td>
<td>20</td>
<td></td>
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<tr>
<td>Still active</td>
<td>13</td>
<td>65%</td>
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<tr>
<td>Post-revenue</td>
<td>10</td>
<td>50%</td>
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<tr>
<td>Received outside funding</td>
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<td>45%</td>
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<td>Press mentions</td>
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Leadership

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<tr>
<td>Led by women</td>
<td>13</td>
<td>65%</td>
</tr>
<tr>
<td>Led by PSU students/alumni</td>
<td>3</td>
<td>15%</td>
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Photo courtesy of Central City Concern
**Revenue & Funding**

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<tr>
<th></th>
<th>All Ventures</th>
<th>New Ventures</th>
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<tr>
<td>Sales revenue</td>
<td>$56,421,707</td>
<td>$1,421,707</td>
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<tr>
<td>Fundraising</td>
<td>$3,666,750</td>
<td>$666,750</td>
</tr>
<tr>
<td>of which Grants</td>
<td>$3,066,750</td>
<td>$66,750</td>
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<tr>
<td>of which Debt</td>
<td>$70,000</td>
<td>$70,000</td>
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<tr>
<td>of which Equity</td>
<td>$530,000</td>
<td>$2,088,457</td>
</tr>
<tr>
<td><strong>Total sales + funding</strong></td>
<td><strong>$60,088,457</strong></td>
<td><strong>$2,088,457</strong></td>
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<tr>
<td>Funding partners</td>
<td>28</td>
<td>8</td>
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</table>

**Funding partners**

- 28
- 8

**Staff**

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<tr>
<th></th>
<th>All Ventures</th>
<th>New Ventures</th>
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<tbody>
<tr>
<td><strong>Total paid staff</strong></td>
<td>53</td>
<td>17</td>
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<tr>
<td>Volunteers</td>
<td>29</td>
<td>7</td>
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<td><strong>Total staff</strong></td>
<td>82</td>
<td>24</td>
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<tr>
<td>Monthly payroll</td>
<td>$15,8250</td>
<td>$23,250</td>
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**Member Outcomes**

- **92% of respondents agree or strongly agree**
- “Being in the Social Innovation Incubator (including workshops, connections and coaching) contributed to my personal development.”

- **88% of respondents agree or strongly agree**
- “Being in the Social Innovation Incubator (including workshops, connections and coaching) contributed to the success of my venture.”
Entrepreneurial Leadership Program (ELP)

In partnership with global and domestic mission-driven organizations, the ELP builds leadership capacity and accelerates impact. The ELP offers highly customized programs in business fundamentals, social innovation, and leadership effectiveness, teaching managers the skills they need to grow as leaders and improve their organization’s financial, social and environmental performance. Case studies and applied readings reflecting leading-edge concepts and practices are used to foster group discussion and shared learning.

“The concept of being entrepreneurial in my approach, of not being afraid of new ideas, context and challenges [has opened] a whole new door for me in becoming a global member of the Mercy Corps team.”

— ELP Graduate
2013 ELP Participants

21 total 15 nationalities
12 women (57%)

Since 2009

150 total 9 participating organizations
61 women (41%) 35 nationalities

Participating Organizations

Mercy Corps, Save the Children, ddd International, care International, World Vision, Kompanion Bank, Ministry of Foreign Affairs, Republic of China (Taiwan)
Mail:
Portland State University
School of Business Administration
Impact Entrepreneurs
c/o Cindy Cooper
P.O. Box 751
Portland, Oregon 97207

Learn how you can unleash the promise of business for social impact:

✉️ impactentrepreneurs@pdx.edu
🌐 www.pdx.edu/impactentrepreneurs
➡️ PSUImpactEntrepreneurs
🐦 @PSUImpact
👩‍💻 impactentrepreneurs.wordpress.com
LinkedIn Impact Entrepreneurs at Portland State University