



Reimagining Service

A Service Enterprise is an organization that fundamentally leverages volunteers as a core strategic function to achieve the mission. The Reimagining Service Principles include:

- Make volunteering a core strategic function, not an add-on.
- Focus volunteer engagement on true community needs.
- In order to get a return, you have to invest.

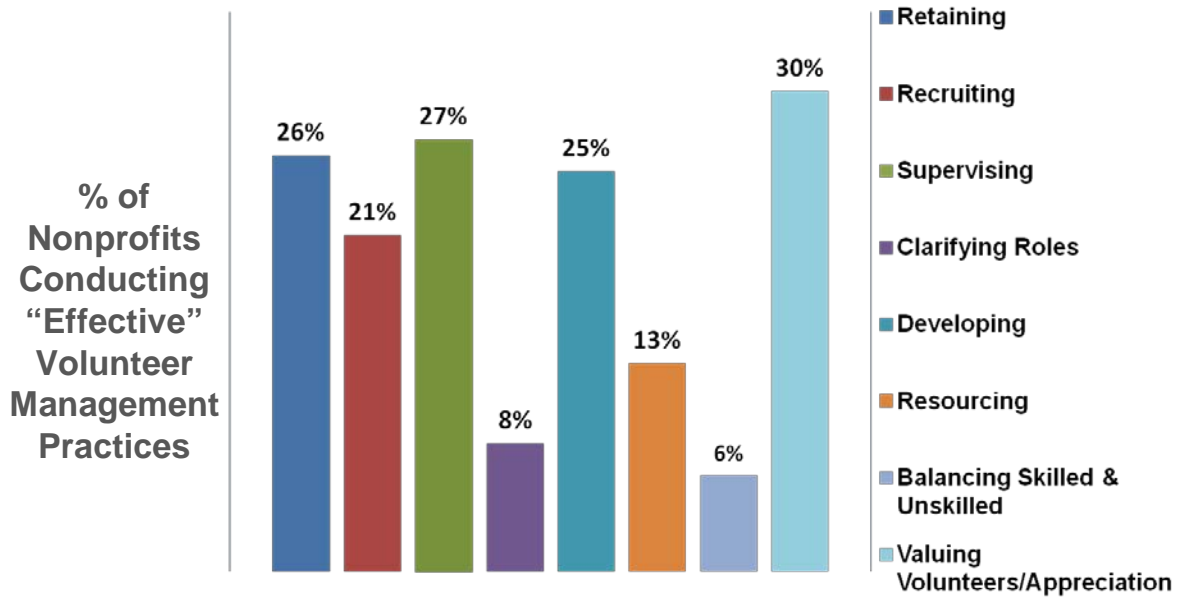
Service Enterprise Research Overview

Research conducted by TCC Group, a national evaluation firm, surfaced the concept of a Service Enterprise. Their analysis led to the following findings:

1. Nonprofits that engaged 50+ volunteers per year AND strong volunteer management practices outperformed peer organizations in every measure of organizational capacity.
2. When an organization reaches 50 volunteers AND achieves an effective volunteer management model,
 - a. they lead and manage their organization better,
 - b. they are also significantly more adaptable (i.e., reflect the capacity to be a learning organization), sustainable and better resourced (i.e., have skills, knowledge, experience, tools and other resources to do their work).
3. To achieve the level of effective volunteer management necessary to engage 50 or more volunteers (which is needed to create a significant and “scalable” change) requires strong human resource management practices.
4. Organizations with 10 to 50 volunteers, regardless of whether they are managed well, are statistically equally as effective as their counterparts without volunteers on all measures of organizational effectiveness, yet their average (median) annual budgets are almost half.

Yet, despite these compelling findings, less than 15% of nonprofits nationwide are operating as Service Enterprises.

NONPROFIT LEADERS' RATINGS OF VOLUNTEER MANAGEMENT PRACTICE



Source: TCC Group's CCAT Study for Reimagining Service, April 2009