

ANSER-ARES

Association for
Nonprofit and
Social Economy
Research (ANSER)
l'Association de
recherche sur les
organismes sans
but lucratif (ARES)

*Organizing for our
Future: An On-going
Four Year Forecast
Framework*

First release: September 2011

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Summary of Recommendations

It is recommended that the following be the strategic priorities for ANSER for the period 2011-2013:

1. Improve the governance of the organization by formalizing board and committee roles and expectations and attracting high quality members to the board. (Governance Committee)

2. Improve sustainability by:
 - a. Developing a fund-raising plan which would include the following components
 - Obtain charitable status in order to offer tax benefits to donors (Governance Committee)
 - Seek grants and donors for named awards and prizes (Fund-raising Committee)
 - Ensure the continuation of the student awards through Mt. Royal or alternative providers (Fund-raising Committee)
 - Seek subsidization for the journal from SSHRC at the next opportunity or some other funding source (Fund-raising Committee)
 - b. Expanding membership and conference participation by increasing and improving methods of building awareness among the following target groups: graduate students; faculty in traditional disciplines with an interest in nonprofit and social economy research; practitioners and consultants in our fields. (Administration Committee)

3. Improve the value of the organization to its members by increasing and improving the services we offer (e.g., the newsletter and conference, potential application of social media, etc.). (Newsletter and Conference Committees)

Background

ANSER was initiated by an activist organizing group in the fall of 2007, enlarged into an executive committee in the summer of 2008, and now has a functioning board of directors and more than 150 members. The organization has been able to move ahead because of the energy of the organizers and board and because of the commitment of its members.

A number of successful annual conferences have been organized and well attended, a website has been established, a graduate student award and theses awards have been developed, an on-line, open-access, peer-reviewed, dual language journal (Canadian Journal of Nonprofit and Social Economy Research or ANSERJ) has been launched, and on-line association membership is available to those who don't attend the annual conference.

There are also important subsidies that have helped in addition to the tremendous volunteer effort by ANSER board members: the generous donation of a portion of Peter Elson's time through the Institute for Nonprofit Studies, Mt Royal University; the financial support from Mt Royal; and support through various social economy grants such as the Social Economy Centre, University of Toronto, and the Social Economy Hub. The social economy grants are coming to an end and it is unclear whether anything similar will kick in. Mt Royal's support, it appears, will continue.

It is essential to establish the norms of a working board and to make it clear that membership on the board should involve people taking on helping roles: conference, journal, newsletter, bylaws, treasurer, minutes, etc. ANSER has moved ahead because of board energy and will continue to grow because of it. We have to establish that norm.

ANSER is working to provide opportunities for members to share their knowledge and expertise, including an annual conference normally held with the Congress of the Humanities and Social Sciences. We have come together to promote the development and application of our knowledge for the benefit of Canadians and the international community in collaboration with those working in the nonprofit sector and the social economy.

ANSER Board of Directors (2012-2013)

Elizabeth Hicks	Mount St. Vincent University	(Treasurer)
Shirley Thompson	University of Manitoba	
Vic Murray	University of Victoria	
Denyse Côté	université du Québec en Outaouais	
Rachel Laforest	Queen's University	
Sébastien Savard	University of Ottawa	
Laurie Mook	Arizona State University	(Secretary)
Olakunle Akingbola	Lakehead University	
Lucie Dumais	université du Québec à Montréal	
Lynne Siemens	University of Victoria	
Edward (Ted) Jackson	Carleton University	
Jack Quarter	University of Toronto	(President)
Sherida Ryan	University of Toronto	
Luc Theriault	University of New Brunswick	(Vice President)
Gloria DeSantis	University of Regina	
Peter Elson	Mount Royal University	(ex-officio)
Francois Brouard	Carleton University	(ex-officio)

Strategic Plan Framework: A Working Document

Please also refer to Appendix A.

Mission

ANSER provides a Canadian forum for the active and collective exchange of nonprofit and social economy research.

ANSER is a Canadian association for those who have an interest in research that pertains broadly to nonprofit organizations and the social economy and which seeks to promote the development and application of our knowledge for the benefit of Canadians and others in collaboration with those working in the nonprofit organizations and the social economy.

Vision

ANSER strives to be a leading Canadian voice and forum for promoting the value and exchange of nonprofit and social economy research.

Values

ANSER is guided by values that inform the way we act and the decisions we make:

- collaboration
- respect
- inclusiveness
- quality
- transparency

Goals

ANSER is working to:

- build a collaborative community of scholars and researchers; and
- develop a Canadian body of knowledge that encompasses such fields as social enterprise and entrepreneurship, community economic development and organizing, nonprofit management, volunteering, philanthropy, co-operatives, social and environmental accounting, government/voluntary sector relationships, social movements, citizen engagement, and civil society.
- build a membership that embraces a variety of scholarly fields including economics, history, law, business and management, education, psychology, political science, public administration and sociology.
- work collaboratively with other associations with complementary interests and goals.

Governance

Incorporation

Vic Murray and the governance committee have made bylaws and incorporation their focus and we are federally incorporated as a nonprofit organization. We will have to decide whether to apply for a charitable registration. It is a pragmatic question: will it help with fundraising without leading to extra costs such as reporting?

Recruitment

As existing board members have moved on, we have had to recruit new people who will maintain a good regional, gender and cultural mix, and even more so to put energy into the tasks at hand. At the same time, this process provides an opportunity to build the transparency and democratic activities of the association.

ANSER Conference

The conference presentations make it clear that ANSER is a coalition of interests – for example, social enterprises, community economic development/organizing, co-operatives, policy, and from many disciplines. Although these interests relate to the overarching theme of nonprofits and the social economy, ANSER is a broad coalition. The Carleton, Concordia and Fredericton conferences each have had registration of about 150. A challenge that may affect subsequent registrations is that the Social Economy grants from SSHRC are ending in 2011. Given the current configuration of the organization, 150 may be a realistic goal, but we will have to work hard to achieve it. We feel that we have to continue to give out signals that we want ANSER to be a broad coalition and make researchers who are related feel welcome. Areas for possible expansion are the social economy network in Québec and researchers in community organizations.

We are currently attempting to build a membership base which goes beyond conference attendance. We should know within the next year whether we will succeed with this goal and to what extent. Although some people may want to join for solidarity reasons, most will want services in exchange for the fee – journal, newsletter, access to research grants from Mt Royal, student awards. We have to work at trying to build those services.

Conference: We feel that we should stay with the Congress, even though it may take us to places that would be less likely to draw our maximum participants. There are practical advantages to the Congress in organizing that would be challenging for a group of our scale and without paid staff. Although we have had assistance from paid

students, the bulk of the labour is from board members, and it appears that we will rely on this type of arrangement over the coming years.

Communication

Journal

The journal has gotten off the ground due the generous time commitment from Peter and François, and to a lesser extent Luc and JJ McMurtry, and financial support from Mt Royal and SSHRC social economy funding, and a preferred price from the Online Publishing Program at Simon Fraser. We are set up to produce two issues for about five years. We hope that we can be successful with SSHRC funding in three years hence and expand the journal to a quarterly. We should also consider applying for foundation funding, if we can identify suitable organizations.

Newsletter

The newsletter has published semi-annually for two years, thanks to Gloria, and previously Sherida and Jean Marc. We have agreed to continue with this activity, and it would be ideal if it could be in English and French, meaning that we need editors for both languages.

Listserv

The ANSER listserv has been established. Notification of such items as events and books are to be sent to anserlist@gmail.com. Announcement of use of the list by members needs to be circulated. Screening criteria for inclusion are: a) relevance to members; b) timeliness; c) accuracy.

Membership Recruitment Plan

At its Nov. 4, 2010 meeting, members of the Administration Committee discussed a number of marketing/outreach strategies to grow the ANSER-ARES membership base. The plan (see Appendix 2) contains the key audiences, strategies, etc. based on the Committee's analysis of the membership profile and was adopted by the board.

In general, the membership recruitment plan should be seen as a work-in-progress that will unfold and change over the next 5 years, as we respond to changes in our environment. For this first recruitment year, there are 2 main strategies to the plan:

1. A list of audience groups that we should target using ANSER-ARES Board members' contacts with existing networks across Canada (see next page)
2. Paying particular attention to recruiting members within the region where the Annual Conference is held (e.g., Atlantic).

The following recommendations were made by the Administration Committee and adopted by the Board:

1. a) That the ANSER-ARES board adopts in principle the "ANSER-ARES Membership Recruitment Plan" as a work-in-progress and uses it as a guide over the next year to grow and diversify the ANSER-ARES membership base.
b) That the board commit to sending the letter/invitation (see Appendix 3) and our most current newsletter out to relevant organizations/networks on their contact lists as well as send the Administrative Committee head this contact information so a master list of all contacts made can be maintained ... so we're not bumping into each other.
2. That the Administration Committee report back to the board following the conference on the assessment of the membership recruitment strategy.

Grants and Awards

Research Grants

Mount Royal University generously funds modest semi-annual research grants for nonprofit and social economy researchers.

Student Awards

At the U of New Brunswick conference in 2011, we have started granting a best thesis award, both for Master's and Doctoral. This will be continued annually.

Distinguished Service Award

At the Concordia conference, ANSER granted a Distinguished Service Award for the first time, and will likely grant this award in the future.

Other Awards

The board should consider other awards that it wants to grant in the future, for example, a Best Book Award, best paper in ANSERJ.

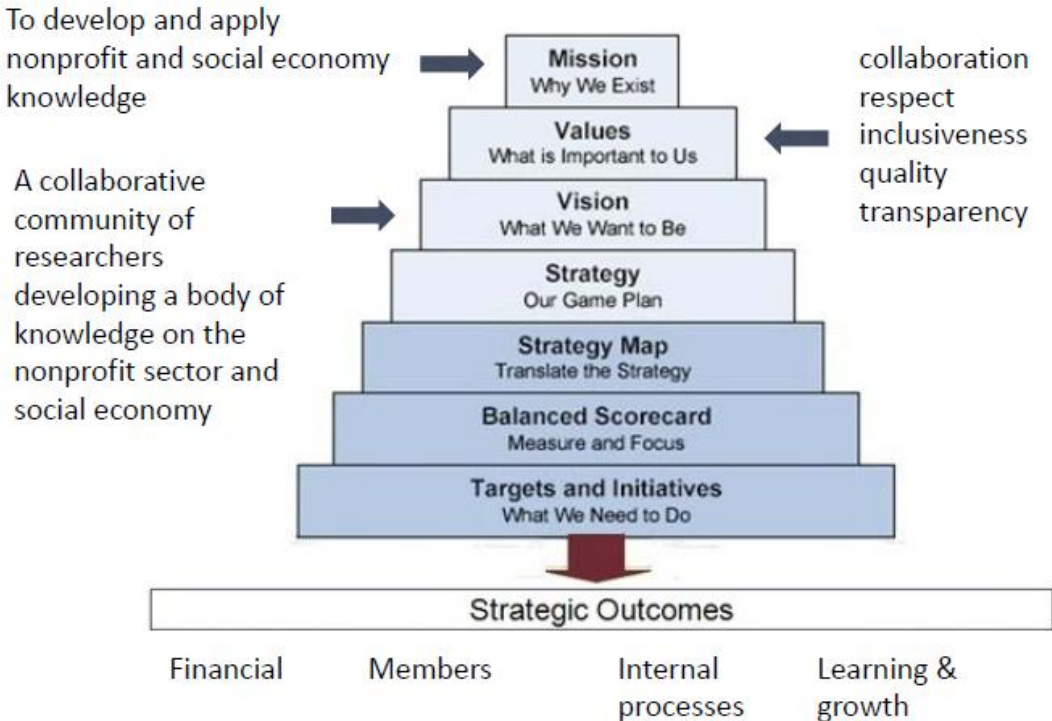
Resources

We are moving ahead but also facing uncertainties. That's true of all organizations and even more so for organizations that aspire to take on new challenges. We have been able to net about \$10,000 on average from our past three conferences. It is still premature to know whether significant additional income can be raised from memberships. In addition to expenses directly related to the conference, we also have a predictable set of expenditures: membership in the Congress, website administration at Mt Royal. At present, there are separate expense accounts for the journal and student research awards that draw upon grants from Mt Royal and social economy organizations (see Appendix 4, courtesy Elizabeth Hicks, ANSER Treasurer). However, unless we can obtain grants for the journal, we will probably have to utilize general revenue, so there is a need to be cautious and continue to build our balance. We should also be aware that in addition to the labour contributions from board members, there are expenses that are absorbed by other organizations (for example, conference calls, assistance with conference communication). **Therefore, we should consider a fund-raising strategy and to that end create a committee with a set of priorities.** The following are assumptions and recommendations that may guide that plan:

- The board will continue as an operational board, thereby absorbing a portion of the labour cost
- Greater effort will be made to engage non-board members in committees and operational tasks
- Conference registration and membership will vary with conference location and other circumstances
- At minimum, the current level of conference administration support funds will be required
- Web/Membership admin funds will be required, at minimum at the current level
- ANSERJ will produce two issues a year and will require additional funding beyond 2013
- Regular website updates will be required
- The List serve and newsletter will continue, but reflect production capacity
- As we approach completion of current funding agreement for student awards, every attempt will be made to either renew the funding or obtain additional funding

APPENDICES

Appendix 1



(Adapted from Kaplan & Norton, 2004)

Appendix 2

GOAL: to expand the number and diversity of members involved in ANSER-ARES

This is a draft blueprint brainstormed by the Admin Committee. The practitioner category is more developed because we used it as an example at our meeting. Please note this is a fluid plan that will change over time as we take advantage of strategic moments and events.

Objectives (in order of priority)	Audiences	Key messages – what should we tell our audiences?	External opportunities & threats	Outreach strategies and activities	Date to be done	Who make initial contact & who follow-up?
1. Practitioners: to distribute ANSER-ARES material to nonprofit social planning councils across Canada by Jan. 15, 2011 and invite them to become members	social planning councils, then expand circulation to foundations, united ways, national & provincial nonprofit organizations in 2011 (e.g., CCSD, CEDNET, etc.)	We are here to serve your research needs, let's create a two-way street, tell others in your networks about ANSER-ARES	Opportunities: - these orgs believe in value of research Threats: - Organizations have few \$ to put toward membership fees	a) It was agreed that we should use the location of our annual conference to define a regional focus for our outreach efforts. For example, for 2011, we will concentrate on Atlantic Canada, thus, - send out email letter (see draft) and October 2010 newsletter to practitioner networks, academics not yet a member, governments, students, funders and consultants; ask them to join - ask each of these audiences to forward our email message to people in their networks (Luc already provided the following Atlantic Canada government links http://www.qnb.ca/cnb/promos/CNP/index-e.asp http://www.gov.nl.ca/vnps/index.html) b) ANSER board members to do the same for their networks/links across Canada. Depending on the impact of this network-based strategy, we may want to look at Associations Canada, Charities Listings, etc. in the future	Send out invitation to join ANSER & newsletter before Jan. 15, 2011.	Each ANSER board member who sends out invitations to organizations &/or networks will forward person's name, organization, city/town, & email address to Gloria who will maintain an up-to-date master list of all contacts made. For example: - Kathy to connect with Penelope R (Nfid) - Jack to connect with SSHRC - Gloria to contact Robin at HRSDC
2. Academics: to distribute ANSER-ARES material to academic institutions not currently represented by Jan. 15, 2011 and invite them to become members	Think about strategy re institutions with no membership in ANSER-ARES yet (i.e., PEI), then expand to current academic members asking them to share ANSER-ARES info with their colleagues (e.g., Ryerson Training Program, etc.)	Position ANSER membership in context of upcoming Conference in Fredericton – focus on the Atlantic region				
3. Governments:	Fed (e.g., HRSDC, PHAC) & prov/territorial, municipal?					
4. Students:	Undergrads, grads					
5. Funders:	SSHRC, etc.					
6. Consultants						
7. Publishers						

ANSER-ARES

Association for Nonprofit and Social Economy Research

ANSER Board Members

Jack Quarter, University of
Toronto (President)

Luc Thériault, University of
New Brunswick (Vice-
President)

Michael Hall, Social Impact
Strategies (Secretary)

Elizabeth Hicks, Mount St.
Vincent University
(Treasurer)

Louise Briand, l'université
du Québec en Outaouais

Kathy Brock,
Queen's University

Francois Brouard, Carleton

Gloria DeSantis, University
of Regina

Lucie Dumais, l'université
du Québec à Montréal

Peter Elson,
Mount Royal University

Jean-Marc Fontan, UQAMI

Laurie Mook,
Arizona State University

Vic Murray, University of
Victoria

Sherida Ryan,
University of Toronto

Jorge Sousa, University of
Alberta

Lynne Siemen, University
of Victoria

Shirley Thompson,
University of Manitoba

July, 2011

Dear Colleagues,

You are warmly invited to join the Association for Nonprofit and Social Economy Research – L'Association de recherche des organismes sans but lucratif et de l'économie sociale – a young, cutting edge organization!

We offer our members:

- reduced registration fee for our annual conference - **our fourth annual ANSER-ARES conference is being held in Fredericton, New Brunswick June 1-3, 2011**
- information about recent book releases and cutting edge research in Canada
- opportunity to network with researchers and find answers to your research questions
- free access to the Canadian Journal of Nonprofit and Social Economy Research
- e-alerts about upcoming conferences and seminars
- our biannual newsletter
- links to other research sites

We are a registered Canadian association for those who have an interest in research that pertains broadly to nonprofit organizations and the social economy. ANSER is working to:

- build a collaborative community of scholars and researchers; and
- develop a Canadian body of knowledge that encompasses such fields as community economic development, philanthropy, nonprofit management, volunteering, social and environmental accounting, government/voluntary sector relationships, co-operatives, social movements, citizen engagement, and civil society.

Our interests range from the theoretical to the applied. We have come together to promote the development and application of our knowledge for the benefit of Canadians and others in collaboration with those working in the nonprofit sector and the social economy.

Please visit our website, <http://anser-ares.ca/index.html>, to learn more about our annual conference, our new online Canadian Journal, and our student awards. If you have any questions, please send us an email at anser.ares@gmail.com. Don't hesitate to pass this information along to others in your networks. We look forward to having you join us!

Sincerely,



Jack Quarter, President

Gloria DeSantis, Membership

ANSER-ARES

c/o Institute for Nonprofit Studies, Mount Royal University,
4825 Mount Royal Gate SW, Calgary, Alberta, Canada T3E 6K6

Appendix 4

ANSER / ARES Budget – General Fund 2011 - 2015

ANSER <i>Congress location</i>	2010	2011	2012	2013	2014	2015
	<i>Montreal</i> Actual	<i>Fredericton</i> Projected	<i>Waterloo</i> Projected	<i>Victoria</i> Projected	<i>St.Catherines</i> Projected	Projected
REVENUES AND CONTRIBUTIONS:						
Membership fees paid outside of Congress: (see notes 2, 3 and 4)						
Regular members not attending the conference (\$75)	575	450	450	450	450	450
Students members not attending the conference (\$35)	<u>35</u>	<u>175</u>	<u>175</u>	<u>175</u>	<u>175</u>	<u>175</u>
Subtotal membership fees	<u>610</u>	<u>625</u>	<u>625</u>	<u>625</u>	<u>625</u>	<u>625</u>
Conference including membership fees (net of expenses) (see notes 3 and 4)						
	11,738	11,814	9,664	9,664	9,664	9,664
Total revenues	<u>12,348</u>	<u>12,439</u>	<u>10,289</u>	<u>10,289</u>	<u>10,289</u>	<u>10,289</u>
EXPENSE						
Administration						
Website upgrades and updates (note 5)	840	500	500	500	500	1,500
Membership processing (note 6)	6	25	25	25	25	25
Translation (note 5)	201	500	500	500	500	500
Support staff- Student wages (note 5)		3,500	3,500	3,500	3,500	3,500
Printing and office supplies (in kind support) (note 1)						
Contingency subject to board approval (note 7)		<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>
Administration Subtotal	<u>1,047</u>	<u>5,025</u>	<u>5,025</u>	<u>5,025</u>	<u>5,025</u>	<u>6,025</u>
Governance						
Committee Meetings - teleconference (in kind support) (note 1)						2,500
Not for profit regulatory fees		30	30	30	30	30
Financial statement review / audit (note 8)		<u>230</u>	<u>575</u>	<u>575</u>	<u>575</u>	<u>575</u>
Governance Subtotal	<u>0</u>	<u>260</u>	<u>605</u>	<u>605</u>	<u>605</u>	<u>3,105</u>
Journal (note 10)						
Journal production - transfer to Journal Fund (from Schedule 1 below)					4,500	10,000
Journal promotion - transfer to Journal Fund	42	50	50	50	50	50

Journal translation - transfer to Journal Fund (note 11)	<u>825</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>
Journal Subtotal	<u>867</u>	<u>550</u>	<u>550</u>	<u>550</u>	<u>5,050</u>	<u>10,550</u>

Scholarship (note 10)

Transfer to scholarship fund

Award recognition (certificates, framing etc.)		<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>
Scholarship Subtotal	<u>0</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>	<u>250</u>

Total expenses	<u>1,914</u>	<u>6,085</u>	<u>6,430</u>	<u>6,430</u>	<u>10,930</u>	<u>19,930</u>
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Excess of revenues over expenses	<u>10,434</u>	<u>6,354</u>	<u>3,859</u>	<u>3,859</u>	<u>-641</u>	<u>-9,641</u>
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Cash on hand at beginning of year - General fund

	17,943	24,297	28,156	32,015	31,375
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Excess of revenues over expenses	<u>6,354</u>	<u>3,859</u>	<u>3,859</u>	<u>-641</u>	<u>-9,641</u>
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Cash on hand at end of year - General fund	<u>24,297</u>	<u>28,156</u>	<u>32,015</u>	<u>31,375</u>	<u>21,734</u>
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Schedule 1: Transfers from general fund to Journal fund to cover issuing 2 editions per year

open balance	23,500	19,500	15,500	5,500	0
Add: Mt Royal contribution	6,000	6,000			
			=	=	
Deduct: Production of 2 issues per year	<u>-10,000</u>	<u>-10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>-10,000</u>
end balance	19,500	15,500	5,500	-4,500	-10,000
transfer from general fund				<u>4,500</u>	<u>10,000</u>
end balance				<u>0</u>	<u>0</u>

Notes and assumptions:

1. ANSER benefits from in-kind contributions for teleconferencing and printing in the amount of approximately \$3,000. We assume in kind contributions for teleconferencing will end in 2015
- 2: The student member category includes students, retired members and non-salaried members.
3. Assumes that membership and attendance at the conference will be 115 for 2011 (see conference budget) and in relation to the 2010 conference in Montreal for ensuing years: 133 (90%) for 2012 - 2015 less estimated CFHSS membership fees of \$900.
4. Assumes membership fees will not change over the 5 years.
5. On September 15, 2010 the Board approved \$3,500 per annum for student support (web, journal and membership); \$500 per annum for translation; and \$500 per annum for website updates. A major update to the website is anticipated in 2015.
6. PayPal charges approximately 3.5% for memberships collected through PayPal. This is based on approximately 10 memberships being paid for using PayPal.
7. \$500 has been reserved for unexpected expenditures beginning in 2012. Such expenditures are subject to approval by the Board.
8. The Board has approved an audit fee for reviewing the financial statements for 2011 of \$575 (\$500 plus HST). This is assumed to be constant until 2015.
9. Beginning in 2011, the Journal fund has \$23,500 available for issue # 2 and subsequent issues. For the next 9 issues Simon Fraser has agreed to produce the journal for \$5,000 per issue (\$10,000 per year). Assuming no additional funding is secured by 2014, the journal will require funding from general revenues of \$4,500 in 2014 and \$10,000 in 2015. In addition general revenues will be needed to cover translation and promotion of the journal.
10. Unless outside funding is secured to support the scholarships, the scholarships will not be awarded in their present form.
11. Per Board of Directors minutes February 11, 2011