



## Participant & Organizational Outcomes Report

### Introduction

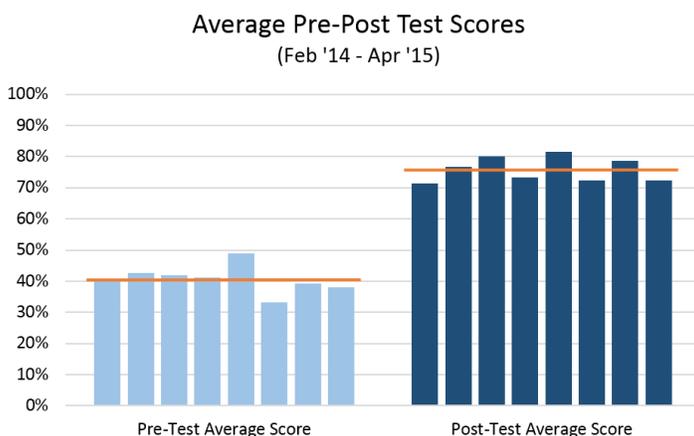
This report details the impact that the Wells Foundation's three day Social Impact Investing executive education course has had on participants and their respective organizations.

As we developed the course, we hired outside consultants to create a set of measureable outcomes that could be tracked at the participant level and the organizational level.

The outcomes in this report are based upon participants of Columbus-based programs that were conducted between February of 2014 and April of 2015.

### Individual Outcomes

We measure the immediate increase in knowledge as a result of participating in the course by using a pre-test and a post-test. The chart below shows the average pre- and post-test scores by class for the eight classes held between February of 2014 and April of 2015.



As you can see, the test scores are remarkably consistent, both before and after completing the program. On average, there is an 88% improvement in the test scores after participating in the three day course. The average scores when graduating from the program have all been above 70%.

In addition to tracking the total scores of the pre-tests and post-tests, we also analyze the increase in knowledge by topic. The test assesses participants' knowledge on five primary topics that are addressed in the course:

1. Impact Investing
2. Types of Funding
3. Legal Structures
4. Tax Issues
5. Partnerships

The results by topic are shown in the chart at the top of the following page.

The topics with the most pre-existing knowledge are Types of Funding and Partnerships. For these topics, the average pre-test scores are 56% and 53%, respectively.

While the entire course is about Impact Investing, there are a several questions that specifically compare impact investing to traditional investing. The average increase in knowledge on the topic of Impact Investing was 171% from the pre-test to the post-test.

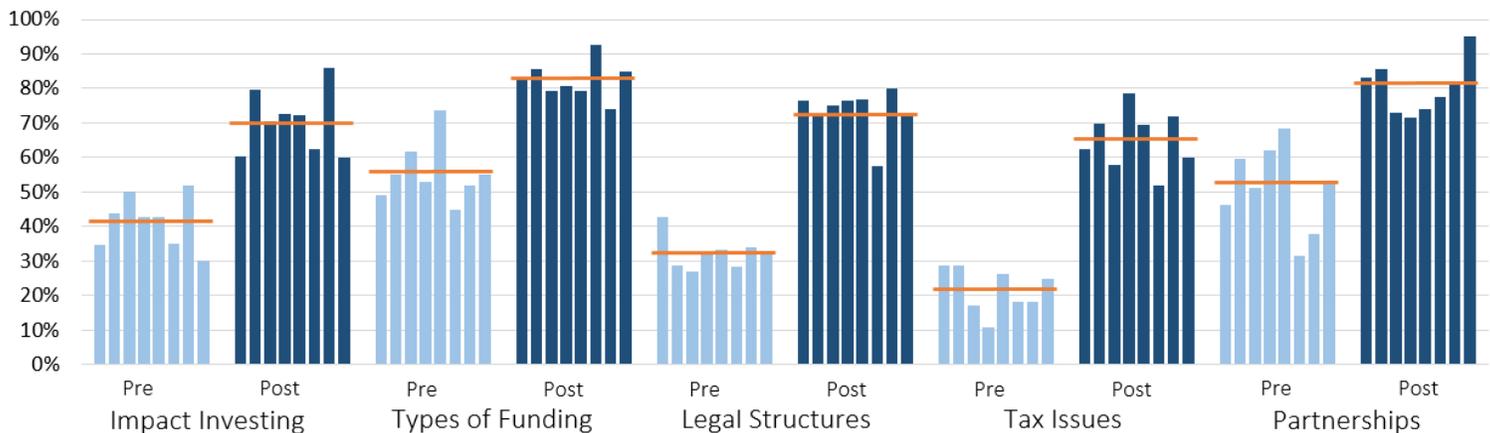


# SOCIAL IMPACT INVESTING

## Executive Education Program



### Pre- & Post-Test Scores by Topic



The topics where we see the most improvement are Legal Structures and Tax Issues. This is primarily because these topics have very low pre-test scores, indicating these topics are largely unfamiliar to participants prior to the course.

Despite the limited background knowledge, after participating in the course the test scores on these topics consistently increase from answering 25-35% of questions correctly to answering 65-75% correctly, on average. This represents an improvement of 135% and 259%, respectively, on the topics of Legal Structures and Tax Issues.

### Organizational Outcomes

The organizational outcomes we track were selected as indicators that an organization is making changes that will allow it to pursue the generation of earned income or the

development of a social enterprise. Participants were surveyed at 3 month, 6 month, 12 month, and 18 month time intervals.

For example, the first step might be to add earned income or social enterprise to the organization's strategic plan. This is a critical step because it creates a common goal that aligns the board with the leadership and staff.

**71% of organizations have added the pursuit of earned income or social enterprise to their strategic plan within 18 months of graduating from the course.**

The next step an organization might take would be to assess its "readiness" to pursue earned income or social enterprise. This may be an evaluation of its financial position, cultural readiness, required competencies, etc.

**56% of organizations have assessed their "readiness" to pursue earned income or social enterprise within 18 months of graduating from the course.**

## CONTACT:

Patrick Westerlund – Course Instructor  
614-335-5009 Ext. 3  
pwesterlund@trwellsfoundation.org

Tony Wells – Course Instructor  
twells@trwellsfoundation.org



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Once an organization determines it is ready,, the next step is to brainstorm new earned income or social enterprise ideas and then evaluate them until one is identified that the organization is willing to pursue.

**56% of organizations have held one or more brainstorming sessions within 18 months from graduating from the course.**

**45% of organizations have created a team, appointed a committee or hired a consultant to guide the ideation and screening process for new earned income or social enterprise ideas.**

One of the final steps is to hire or designate an individual to lead the pursuit of the new earned income or social enterprise initiative. This individual may be responsible for business planning, preparing to launch, or actually launching the new enterprise.

**38% of organizations have hired or appointed an individual specifically to advance their organization's earned income or social enterprise ideas within 18 months of graduating from the course.**

### **New Ventures & Investment Requests**

We keep in contact with participants after they graduate beyond just measuring these organizational outcomes. This allows us to build a closer relationship with each organization and gives us the opportunity to offer support such as presenting to their board, coaching their executive team, serving as a sounding board for

a new idea, or providing business plan feedback. It also gives us the opportunity to stay informed of which organizations are progressing towards a new earned income or social enterprise idea.

29 organizations that participated in the course between February of 2014 and April of 2015 (41%) are now developing either a new earned income venture or a mission-aligned social enterprise. Of these 29 organizations, 21 of them have either already launched or plan to launch within the next 6-9 months.

12 organizations (17%) that participated in the course during that same time period have since approached the Wells Foundation about an impact investment for operational support, growth or a new venture. 7 organizations (10%) have made a specific impact investing request.

In our observation, it takes most participants 12-18 months to go from brainstorming a new earned income or social enterprise idea to seeking an impact investment or other funding.

### **Conclusion**

We believe that the Wells Foundation's investment into executive education has significantly impacted the development of individual nonprofit executives and their respective organizations and fulfills our mission to "Create value for the community by developing stronger nonprofit leaders and investing in the next generation of social innovations."

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