
Institute for Nonprofit Studies Charter

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Institute for Nonprofit Studies

Charter

Preamble and History

This section provides a summary of the Institute for Nonprofit Studies activities and structure since its founding.

In 1999, Mount Royal College (MRC) was given a \$1 million dollar donation by an anonymous donor to start work on an institute that would focus on both education and research. A community and college needs assessment was conducted to evaluate both the need and support for an institute focusing on the nonprofit sector.

Findings from the needs assessment demonstrated that there was strong institutional, community and funder support for the development of an institute focused on the nonprofit sector.

The needs assessment made significant recommendations including:

1. **Governance** – The institute should employ a staff director and administrative support. The institute should have a community-based advisory committee to guide the development and activities of the institute.
2. **Finances** – The institute should secure a large (\$5 million) endowment base and use interest revenue to fund base costs. Cost recovery or institutional support models were found to be questionable in terms of providing long term sustainability to the proposed institute.
3. **Educational Programs** – Develop and offer credit courses within an undergraduate degree program. Link credit courses with non-credit courses offered through the Faculty of Continuing Education and Extension. Field study or workplace learning options should be an important part of the educational programs offered by the Institute. Distance education options including on-line or video-conferencing, should be considered early on in the Institute's development.
4. **Instructors** – For a full program offering (credit and non-credit options) both full-time and part-time faculty will be required. Full-time faculty should be those instructors already with the College who offer courses in topic areas relevant to the areas the institute decides to address. Part-time faculty would be made up of contracted instructors who are recognized as being professional practitioners in the nonprofit sector.
5. **Markets and Stakeholders** – Calgary should be the market of choice for the first few years the institute operates – though research or distance education opportunities may be found to extend the Institute's reach beyond Calgary. The Institute can expect that the highest

potential market consists of practitioners already employed in Calgary's nonprofit sector. Emphasizing the "practical and hands-on" over the "theoretical" will be crucial to attracting students.

In Fall of 2000 the Institute for Nonprofit Studies was established within MRC. It was formed within the Vice President, Academic's office where it was to be incubated until a planned \$5 million endowment could be established. Keith Seel was hired as a part-time Director. Part-time administrative support was also allocated.

Initial work focused on developing and getting provincial government approval for a four-year Bachelor of Applied Nonprofit Studies degree. The degree received approval in 2001 and the first students entered the program in September of that year.

Early research projects focused on curriculum development. The federal government supported the development of a statistics course for nonprofit degree students. The Alberta Bar through their foundation arm funded development of course addressing legal issues. The provincial government funded the curriculum development and course package for 11 on-line versions of classroom courses within the degree.

Other research that helped to build the capacity of the institute included an examination of how at risk street people access technology for purposes such as resume writing or education, job quality and job satisfaction of executive directors, and an in depth examination of volunteer motivation for projects with 10-20 year time frames.

In 2001 the Institute for Nonprofit Studies became founding members of two national initiatives:

- ***The National Learning Initiative*** – this steering committee was a partnership of the Coalition of National Voluntary Organizations (now Imagine Canada), the Association of Canadian Community Colleges, major nonprofit organizations, and selected universities and colleges. This committee worked to develop national centres of excellence for educational programming specific to the nonprofit sector and to create a forum that could ensure that a national "standard" is set and carried forth. The vision for this committee was "Foster dynamic leadership in the voluntary sector – effective, responsive, and accountable – for a vibrant democracy and caring, inclusive communities, by enhancing human resource development, through accessible, relevant education and training opportunities."
- ***Linking Research to Practice*** - this steering committee emerged from an initiative undertaken by Coalition of National Voluntary Organizations and the Canadian Centre of Philanthropy (now Imagine Canada) to identify existing research on the nonprofit sector and to establish a national research agenda.

The Institute has taken a lead role in these initiatives as they have evolved in the intervening six years. The National Learning Initiative split to become the Human Resources Council for the Voluntary/Non-Profit Sector funded by the federal government and the Association of Community Colleges of Canada Affinity group of post-secondary institutions having nonprofit educational programs.

Over 2003 and 2004 discussions were undertaken to identify the best home for the INS within the College. After some initial tests with the Faculty of Arts, the INS moved to become part of the Bissett

School of Business and reported to the Dean. In 2004 the first of two full time faculty members were hired into the degree program.

With the hiring of faculty, the responsibility for the academic program – the Bachelor of Applied Nonprofit Studies – moved to faculty as required by the Collective Agreement. The Institute focused on developing research strengths. Faculty and students have been involved in a variety of research projects, detailed later in this application. On an annual basis the INS hires one or two senior students to assist with research.

What is the Institute?

The INS was founded in 2000 with the dual mandate to:

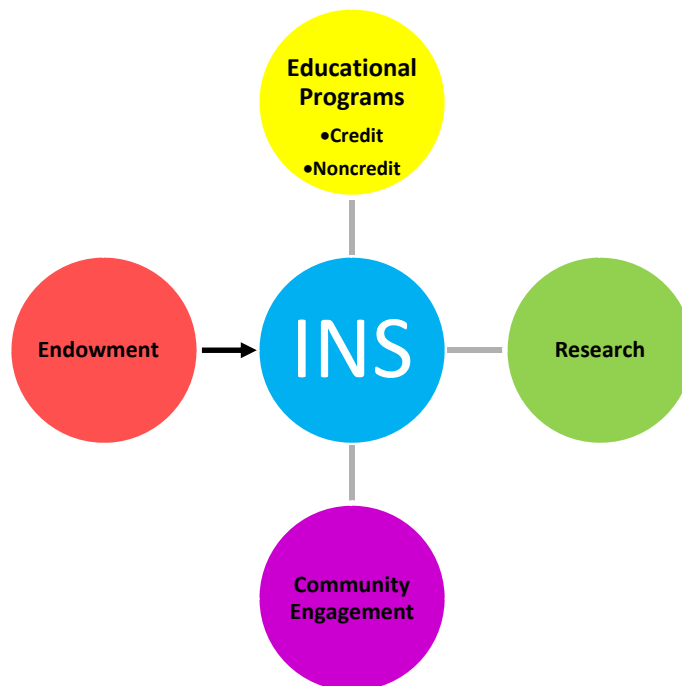
- Develop and deliver educational programs, and
- Carry out applied research on and for the nonprofit sector.

The INS is unique in Canada by combining a progressive applied research program with educational program delivery.

Supported by an endowment in excess of \$5 million, the INS is able to carry out activities within its mandate. Three major components make up the INS as shown in Figure 1 below.

1. Research
2. Educational Programs – credit and non-credit.
3. Community Engagement

Figure 1. Core Elements of the Institute for Nonprofit Studies



Each of these areas of activity will be described separately in the sections that follow.

Research at the Institutional Level

In January 2007, Mount Royal College presented its Academic Plan addressing the transformation of the College into an under-graduate university. The academic plan can be found at http://www.mtroyal.ca/provost/pdf/Academic_Plan.pdf.

Section 4. Scholarship and Research states that,

... as a community of scholars and learners, Mount Royal will engage in scholarship that above all will contribute to student learning and the student experience, while, at the same time, generating new knowledge, strengthening inter-disciplinary connections, and building external partnerships. (p. 15)

Recommendations arising from the strategic plan and particularly relevant to the Institute for Nonprofit Studies include:

- Encourage inter- and multi-disciplinary research among faculty and research partnerships with the external community.
- Affirm that appropriate peer-review is the touchstone by which we assess scholarship and this principle will be central to our evaluation process.
- Develop a policy on research centres and institutes and establish new centres of interdisciplinary research.

Endorsed in the Academic Plan are the work and findings of the Task Force on Research. The Director of the Institute for Nonprofit Studies was a member of the Task Force¹. The Task Force identified three principles underlying Mount Royal's characterization of the role and nature of scholarly activity:

1. The characterization must be inclusive;
2. Processes and practices supporting research and scholarly activity must be formative and developmental; and
3. Those engaged in such activity must be accountable. (p. 2)

Within the section addressing processes and practices supporting research and scholarly activity are statements that reflect the current status and future aspirations for research at Mount Royal College.

Until very recently, faculty members at Mount Royal have been employed to teach. Few opportunities for making scholarly activity part of faculty members' work have been available; consequently, the culture of scholarly activity and research at Mount Royal needs to be encouraged to grow. Mount Royal has been very successful in fostering the development of its faculty members as teachers. The task force believes that much of that success is attributable to the formative approach that has been taken and we believe that a similar approach to

¹ The findings of the Task Force on Research can be found at http://www.mtroyal.ca/research_services/pdf/ReportoftheTaskForceonResearchRevisedFinalPDF.pdf.

fostering the development of scholars will have similar good results. (p. 3)

Further, the Task Force made the following statement regarding the role of research :

For Mount Royal as an undergraduate institution, research will have a role similar to that at most Canadian primarily undergraduate universities. It will result in the generation of new knowledge, in the professional development of faculty members, in strengthened inter-institutional partnerships, in community outreach and development, and in an enhanced academic reputation. Above all, it will result in improved student learning by engaging students in research. (p. 5)

Research Within the Institute for Nonprofit Studies

As the preceding section lays out, the research culture at Mount Royal is evolving. The Institute of Nonprofit Studies (one of three institutes at the College) is seen as a hub around which elements of the transformation outlined in the Academic Plan will take place.

The Institute for Nonprofit Studies has been engaged in research from its first full year of operation in 2000-2001. Because the INS did not have faculty associated with it at that time, the research plan was left open. The initial goal was to build the interest of researchers across the different faculties at the College for issues concerning the nonprofit sector. Work with the Vice President, Academic, other senior administrators and Deans across the College introduced the idea of the INS into faculty meetings and curriculum development initiatives.

The relationships built over that time led to a first research being undertaken by two faculty members from the Faculty of Health and Community Studies, Department of Youth and Child Studies in 2001.

A private research contract supporting a federal government initiative to expand access to technology and the internet to at risk individuals was undertaken concurrently.

The effort to grow an institutional interest in scholarly activity focused on the nonprofit sector has been slow. Research proposals were developed and awarded to the Institute from community, provincial and federal funders. Researchers from the following Faculties and Departments have been involved to date:

- Bissett School of Business: Quantitative Methods; Nonprofit Studies
- Faculty of Arts: Department of Policy Studies
- Faculty of Health and Community Studies, Department of Social Work and Disability Studies.

Academic Plan

The Institute for Nonprofit Studies participated in the College Research Transition Task Force that was established to examine scholarly activities as part of the transition of the College to university status. The report generated by the Task Force positions each of the College's three institutes as hubs of research activity and as such the INS will play a central role in the development of a culture of research at the institution.

Student Involvement

From its start, the INS has involved students in research activities. Students from the Faculty of Health and Community Studies Departments of Justice Studies and Youth and Child Studies; Centre for Communications Studies, and the Bissett School of Business have had four-month research terms with the INS.

Mount Royal College is transitioning to an undergraduate university and therefore we do not anticipate having graduate students within our student population. However, efforts are being made to engage graduate students from the University of Calgary and other universities outside of the province.

Educational Activities

The first work of the INS was to develop the four-year Bachelor of Applied Nonprofit Studies degree and to have the degree program approved for delivery by the provincial government. The degree was envisioned to be interdisciplinary. This meant involving course offerings related to the activities of the nonprofit sector and the management of nonprofit organizations from multiple faculties. Focused work with Deans across the College resulted in a mix of courses from representing business, policy studies, social work, communications studies, and recreation.

Course Development and Delivery

Eight specific courses were developed offering new content. These focused on the nonprofit sector and addressed:

- Canada's nonprofit sector – a foundations course
- Statistical applications for the nonprofit sector
- Volunteer management
- Operational planning and evaluation
- Ethics
- Legal aspects of the nonprofit sector
- Board governance
- Strategic planning (a capstone course)
- Two courses supporting each of the two directed field studies (4 month work terms in the sector).

With the hiring of two dedicated faculty into the degree program, the responsibility for the courses and the degree transferred from the INS to the Bissett School of Business where the degree now resides. A Chair was named for the degree who has responsibility for the curriculum updates, delivery, faculty evaluations, advising and so forth.

Over 2004-2005, the INS developed on-line versions of each of the nonprofit-specific courses.

Currently, the Bachelor of Applied Nonprofit Studies degree is undergoing a substantial revision to become one specialization within of a suite of university-level Bachelor of Business Administration degrees. (Other specializations include: Supply Chain Management, Accounting, and Human Resources Management.)

Nonprofit degree admission requirements are provided in Appendix B. The outline of the current degree is attached in Appendix C and nonprofit course descriptions are to be found in Appendix D. Director and faculty CVs are attached in Appendix G.

Community Engagement

Calgary is a community which has the second highest concentration of head offices in the country. It has a well educated population whose median age is somewhat below the national average. The community has a higher than average disposable income even though the current boom economy has generated the country's highest inflation rate. With volunteer participation rates nearly 70% and a high level of per capita giving, Calgary is a natural place for an institute providing research and educational programs address the nonprofit sector.

An initial anonymous donation of \$1 million to kick start the INS demonstrates the level of commitment to developing centres of excellence within the community. While more will be said about the endowment in the next section, the INS has built and drawn on its relationships within the community to secure an additional \$4 million.

Nonprofit leaders are ready participants on required advisory committees and are engaged in the renewal of curriculum. As well, community input has guided the development of the three research strands of the Institute.

The needs assessment leading to the development of the INS built relationships with key community stakeholders including major nonprofit employers, funders and businesses. To ensure that the role of the Institute was clearly defined and an atmosphere of cooperation established, Memoranda of Understanding were signed with the Calgary Centre for Non-Profit Management (now CentrePoint) and Volunteer Calgary – two well established nonprofits engaged in community education and grassroots research. Early clarification of roles and shared responsibilities have generated several cooperative projects, an ongoing information exchange and effectively dispelled any concerns regarding competition between the INS and those agencies.

Relationships have been expanded over time and now extend beyond Calgary to provincial and national levels.

Current community engagement is best evidenced by the following examples:

- The Burnett Duckworth & Palmer Seminar Series. This five year funded series provides for an annual event with a major speaker bringing ideas to Calgary's nonprofit sector which are future oriented and challenging. The 2006 session examining radical transformation of the nonprofit sector was over sold with 120 in attendance and more on a waiting list. The 2007 session examined international trends in the nonprofit sector and was at capacity with 110 in attendance and more on a waiting list.
- Invitations for the INS to be represented on significant initiatives including, provincially with the Government of Alberta and other nonprofit organizations for form the Alberta Nonprofit/Voluntary Sector Initiative, nationally with the Government of Canada on the Human Resources Council for the Voluntary/Non-Profit Sector, and municipally with the Calgary Foundation and various other task groups addressing sector issues.

- Work with the Minister of Seniors and Community Supports to examine the contract funding relationship with 45 agencies in Calgary providing supports for adults with developmental disabilities. As a convener, the INS has taken lead roles in starting discussions between the governors of the 45 agencies and the Ministry, hosting forums to examine issues of collective concern to agencies, and providing information supporting a better understanding of the issues.
- Work with the Minister of Health to examine policy development at the community level through innovative community health initiatives.
- Work with the Minister of Education to examine policy options for K-12 education in the province and in particular, approaches to increasing the openness of the system to community groups and other government programs also supporting children.
- Invitations to participate on sector and sub-sector working groups addressing human resource issues at the local and provincial level.
- Convening nonprofit organizations to participate in a *Career Expo* highlighting careers in the nonprofit sector in 2006 and 2007. In 2008 a group of nonprofit organizations contributed career information for the new *Careers in the Nonprofit Sector* booklet.

Article 1: Name

The name of the institute is the *Institute for Nonprofit Studies*. It is abbreviated as “INS”.

Article 2: Description and Justification

Mission and Objectives

The INS was developed to meet a research and educational needs in the city, province and country².

The mission of the INS is: *To be a leader in applied research and innovative education focused on Canada’s nonprofit sector.*

The general objectives (mandate) can be stated specifically as:

1. **Research:** Contributing to the research on Canada’s nonprofit sector through an applied research program.
 - Rationale: There are two research centres in Canada: the INS and the Centre for Voluntary Sector Research and Development (a partnership between the University of Ottawa and Carlton University). Only the INS meets the criteria to be a member of the Nonprofit Academic Centres Council (NACC)³. To date there are less than 500 pieces of research on Canada’s nonprofit sector.
2. **Education:** Contributing to the formal education of potential employees of nonprofit sector organizations.
 - Rationale: There are 161,000 nonprofit organizations employing over 2 million Canadians in the country. There are significant human resource shortages facing the nonprofit sector. The Association of Canadian Community Colleges received funding from the federal government to convene colleges and universities to address the training/educational needs.

Scope of Activities

As the INS has been operating since 2000, it has engaged in a variety of activities and has developed positive working relationships with faculty, staff and other organizational units. With its home in the Bissett School of Business, the INS has strong faculty ties and is actively part of the Dean’s Advisory Group, the Faculty Council, and the Faculty Research Committee.

² The majority of educational offerings take place through a variety of credit and credit-free offerings by colleges within faculties of continuing education. Some universities (e.g., York, Ryerson) offer graduate-level courses as part of a Master of Business Administration degree. Other universities (e.g., Victoria, Queen’s) offer graduate-level courses as part of public administration programs.

³ NACC has approximately 50 university members with most being from the United States. York University is a member though it has no formal centre structure.

Under Policy 586 – Institutes at Mount Royal College – the INS is accountable to the Associate Vice-President Research. To that end the INS has worked to establish a mechanism for funding transfers supporting research and worked with other institutes to advise the AVP Research on institutional matters effecting institute operations.

Because the INS addresses one of three economic sectors in Canada, its activities have a broad reach. This is also true within Mount Royal. In addition to the areas mentioned above the INS has built its College presence through:

- working collaboratively with Career Services to post employment and DFS opportunities for students, to run a nonprofit career fair, on a United Way sponsored human resources committee, and to recruit students for INS research projects.
- working with the Learning Skills Centre to develop a Mount Royal student leadership program.
- working with the Integrative Health Institute and the Institute for Applied Scientific Research to review policy and operational issues with the goal of improving the outcomes of institutes at Mount Royal.
- consulting with faculties interested in developing either an institute or a centre.
- engaging faculty from across the College in research.

There are more specific activities associated with each of the two primary objectives of the INS. The following tables describe the scope of activities under each of the objectives.

Research (approximately 85% of time allocation)	
1. Developing research priorities	<ul style="list-style-type: none"> • Three research priorities have been developed to guide how funding proposals are reviewed and accepted: <ul style="list-style-type: none"> ○ Governance models, practices, and processes. ○ Policy – nonprofit/government relations and the impact of government policy initiatives on the nonprofit sector. ○ Sustainability –how organizations and the nonprofit sector can be more sustainable. • The Senior Research Associate is responsible for refining the research priority areas, developing funding guidelines for faculty and other researchers.
2. Encouraging a culture of research	<ul style="list-style-type: none"> • Working across Mount Royal to encourage those faculty and staff with research interests to join an INS research project or to work with the INS in drafting a proposal. • Hiring student researchers from across the College to contribute to INS research projects as part of their DFS requirements. • Working with the AVP Research to encourage research activity across the College, address research funding issues, and establish a consistent financial tracking system related to

	funding research.
3. Funding research	<ul style="list-style-type: none"> • The INS has funded research projects of faculty for three years. These research grants have ranged from approximately \$6,500 to \$23,000. Approximately \$40,000 is built into the annual operating budget of the INS for course-releases open to Mount Royal staff and faculty. • The INS has committed to funding approximately \$250,000 of research within the three research priorities over the next three years. The funding for this initiative is in place. • Recently, a cooperative relationship with the AVP Research has resulted in developing protocol for the transfer of funds from the INS to the Research Office. The Senior Research Associate is working with the AVP Research to ensure that there is consistency in procedures and communication between INS and the College.
4. Conducting research	<ul style="list-style-type: none"> • The INS conducts its own research within the three research priorities. A multi-year project involving faculty and students is examining the governance of nonprofit organizations, for example. • The INS conducts research for external groups on a contracted basis. Projects for Canada Revenue Agency, Developmental Disabilities Resource Centre and Alberta's Promise are examples. • The INS will submit applications to external research granting agencies such as the Social Sciences and Humanities Research Council to extend its research capacity. • The INS will continue to foster a national and international research network and explore collaborative research opportunities. • The Senior Research Associate is responsible for conducting his own research within the policy focus area.
5. Disseminating research	<ul style="list-style-type: none"> • The INS has produced and disseminated research-related working papers for use by the nonprofit sector and the general public. These working papers are available in limited print edition and in PDF format off the INS website. • The INS requests that applicants for funding include in the budget adequate expenses to cover costs to attend and present research findings at one conference. • The INS requests that all funded researcher generate a summary paper for the INS that may be used to form the basis of a public working paper. • The INS regularly presents research results to nonprofit sector conferences and organizations. On an annual basis approximately 15 such presentations are made. • The Senior Research Associate establishes links with a number of departments, including Policy Studies, with the intent of profiling research initiatives and fostering a

	collaborative research climate.
6. Research and teaching	<ul style="list-style-type: none"> The INS works closely with the faculty responsible for the Bachelor Degree in Applied Nonprofit Studies. Research from INS funded projects is made available to faculty for inclusion in the course content of degree courses. The INS was engaged in the creation of the Bachelor of Business Administration Degree and had opportunities to provide input into its design a process that continues as the degree rolls out. The INS has produced materials including curriculum content that is still part of degree courses.
7. Research and the community	<ul style="list-style-type: none"> The INS works with collectives of nonprofit organizations wishing to take advantage of the research expertise within the INS to learn or make changes. For example, the INS is working with a group of aboriginal executive directors of aboriginal service agencies using the Peer Learning Circle methodology refined by the INS.
8. Developing a national scholarly community	<ul style="list-style-type: none"> The INS has been instrumental in the development of the Association for Nonprofit and Social Economy Research (ANSER). The INS will fund an ANSER Graduate Student Award to promote and reward excellence in nonprofit and social economy research.

<p style="text-align: center;">Education (approximately 15% of time allocation)</p>	
1. Course content development	<ul style="list-style-type: none"> The INS contributes to content development by faculty as requested. The INS encourages faculty who receive funding to apply research findings to course content refinement or development
2. Community seminar series	<ul style="list-style-type: none"> The INS runs an annual community seminar series funded by Burnett, Duckworth & Palmer. Topics are intended to be of an advanced nature and designed to engage participants in peer-to-peer dialogue on the content being presented.
3. Publications	<ul style="list-style-type: none"> Production of working papers presenting research findings in an accessible format for community groups to read and use. Production of reports and documents on topics other than research such as <i>La Releve</i> and <i>Careers in the Nonprofit Sector</i>.
4. Association of Canadian Community Colleges Voluntary & Nonprofit Sector Affinity Group	<ul style="list-style-type: none"> The INS participates on the steering committee of this affinity group representing over 50 universities and colleges with nonprofit programs. Currently the Director of the INS chairs the steering committee. Activities are focussed on the pedagogical concerns of moving content from the post-

5. Contracts for the production of educational content	<p>secondary institution to the nonprofit sector.</p> <ul style="list-style-type: none"> The INS bids on contracts to supply educational content. For example, currently (2007-2009) the INS is working with the Academic Development Centre to deliver modularized content on how to complete the Canada Revenue Agency T3010A form.
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Benefits and Opportunities

In its eight years of operations the INS has demonstrated the benefits of having such an institute at Mount Royal to the College and the community – municipally, regionally, and nationally.

Benefits

Specific benefits to date include:

- Development of the Bachelor of Applied Nonprofit Studies degree.** Without the INS, this degree would not exist and the courses, some of which are included in the General Education portion of a student’s course load, would not be available in Mount Royal or the country.
- Funding research.** Research on Canada’s nonprofit sector is notoriously difficult to fund and to find academic scholars with the background to carry it out. The INS is unique in the country for its ability to fund research, primarily conducted by Mount Royal faculty.
- Attracting research funding.** The INS has attracted research money to Mount Royal every year since it was founded. Contracts ranged between \$20,000 and approximately \$105,000 for projects ranging from researching course content, peer learning circles for executive directors, technology utilization by at risk individuals using social services, and career pathways in the nonprofit sector.
- Winning contract work.** The INS has been successful bidding on work related to its mission and mandate. For example, we currently hold a \$100,000 contract for work to develop on-line modules to help small charities complete their annual filings with Canada Revenue Agency. Contract revenues for this project will be split with the Academic Development Centre thus creating a spin off benefit within the College.
- Development of a research culture at Mount Royal.** By funding research and encouraging scholarly activity at Mount Royal, the INS is contributing directly to the achievement of the academic plan.
- Engagement of the community.** The INS operates with a 10 person Advisory Committee made up of high profile individuals from foundations, corporations, the nonprofit sector, post-secondary institutions and government. While the composition changes slightly from year to year, the Advisory Committee has national breadth and provides access to additional networks related to the nonprofit sector.
- Community Requests for INS engagement.** The INS is frequently asked to participate on significant community initiatives and provide expert advice, guidance and on occasion, research capacity. Examples include: the United Ways of Calgary and Edmonton initiative to create a government relations strategy for the nonprofit sector; the Calgary and area working group on human resources issues; the working group of executive directors of

aboriginal service organizations; Persons with Developmental Disabilities Calgary Region Community Board systemic change discussions; and uncounted numbers of consultations with nonprofit boards of directors.

8. **Enhancing the profile of Mount Royal with government.** The INS is working closely with both federal and provincial governments both of which are now more familiar with the College's activities related to the nonprofit sector. With the federal government, the Director is the Chair of the national Human Resources Council for the Voluntary/Non-profit Sector – a federally funded initiative through Human Resources and Social Development Canada. Meetings with federal Assistant Deputy Ministers and Ministers as well as senior officials responsible for funding into the nonprofit sector take place on a regular basis. Provincially, the Director has been appointed by Minister Danyluk to the Alberta Nonprofit & Voluntary Sector Initiative – a working group of nine Ministries represented by Deputy Ministers, Assistant Deputy Ministers and representatives from Alberta's nonprofit sector. In addition, the Director has been invited by Minister Hancock, former Minister of Alberta Health and Wellness and currently Minister of Education, to participate as a contributor to policy development initiatives. As well, the Director participates on the External Advisory Committee for the Alberta Human Capital Plan within Alberta Employment and Immigration.
9. **Enhancing the profile of Mount Royal with ACCC.** The Director works closely with ACCC as the Chair of the Voluntary & Nonprofit Sector Affinity group represent approximately 70 colleges and universities in Canada offering some level of nonprofit programming. The Director made a presentation to Vice Presidents of Colleges in October in Ottawa outlining the importance of Colleges and their nonprofit programming in meeting a significant labor force need in Canada.
10. **Institutionalization of Institutes at Mount Royal.** Raised as a significant goal for all nonprofit academic centres/institutes, the Nonprofit Academic Centre's Council requires as a condition of membership that institutes work towards becoming part of the core operations of their home institution. The INS efforts to this end have had the following benefits to Mount Royal:
 - a. Establishing the basic framework for a successful institute at Mount Royal, including the need for a threshold amount of endowed capital, linkage to a faculty, autonomy, and a full time director.
 - b. Advancing the revisions to Policy 586. Many of the changes reflect College-wide learning arising from having the INS operate successfully for eight years.
 - c. Piloting protocols for research funding transfers between institutes and the Research Office.
 - d. Piloting cross-faculty research projects and related activities.
 - e. Piloting contract bidding process for institutes.
 - f. Establishing a physical presence for institutes.
 - g. Working with the library to secure materials vital to research activity.
 - h. Working with the library as a research partner.
 - i. Supporting and participating in college community activity such as the Research Task Force and the Student Leadership Program initiative.

The successes of the INS have provided Mount Royal with the opportunity to learn how to support centres and institutes, how to think about the range of activity an institute can and should have, and the policy framework necessary to ensure the effective and efficient operations of institutes.

Future Benefits

Anticipated benefits moving forward include:

1. **Funding research.** The INS has committed approximately \$250,000 of one-time funding to support longer term and/or larger research efforts. In addition, the INS is committed to fund approximately \$40,000 per annum in small research grants, typically for course releases. Moving forward, the INS will accept research proposals from scholars outside of Mount Royal. The INS remains unique in Canada in its capacity as an academic unit to fund nonprofit sector research.
2. **Attracting research funding.** With the Senior Research Associate - Dr. Peter Elson - joining the INS, we have an expanded capacity to complete funding proposals including proposals to SSHRC. (Dr. Elson received SSHRC funding as a doctoral student.) With Max Bell Foundation interested in our policy work, we believe that can be successful in attracting two research grants per year to the INS.
3. **Winning contract work.** As the research products of the INS grow in number and in their dissemination into the nonprofit sector, we anticipate more contract work coming to the INS through request for proposal calls. Building on previous contracts, such as with Alberta's Promise, is a revenue strategy for the INS.
4. **Development of a research culture at Mount Royal.** As more faculty members come to Mount Royal with active research programs and more faculty members select the scholarship stream within their MRFA agreement, the INS is ideally situated to support a broad research culture. Assistance in research design, funding, proposal writing, data analysis, creating of research teams etc., are all supports the INS can provide to researchers active in the area of nonprofit studies.
5. **Engagement of the community.** Growing in the breadth of research and dissemination of information, the INS will create regular annual opportunities to directly engage the nonprofit sector in public sessions. As a convenor, the INS will play an important role in transferring research into practice and learning from practitioners the areas that would be worthy of future research.
6. **Enhancing the profile of Mount Royal with government.** Both the Director and the Senior Research Associate are active in government-nonprofit sector policy research. Across Canada, provinces are looking at establishing new working relationships with the nonprofit sector and are building policy frameworks to guide how that relationship will operate. We anticipate that the INS can be a strong contributor to those discussions across the country.
7. **Expanding the scope of the INS to include social entrepreneurship.** In leading post-secondary institutions in North America, social entrepreneurship is a growing line of course delivery and research. While currently focused on nonprofit organizations as a legal entity, an expanded scope of activity would have the following benefits:
 - a. drawing additional endowment revenues to the College;
 - b. supporting existing entrepreneurial practices already taking place in Alberta's nonprofit sector through research and education;
 - c. further establishing the uniqueness and profile of the Bissett School of Business with peer institutions also making this changed including Stanford and Arizona State University.

Opportunities

Over that time it has also identified and taken advantage of unique opportunities – many of which were identified by the Advisory Committee of INS. The Advisory Committee’s role has been to observe for trends and needs three to five years forward and to build a strategy for positioning the INS so that it can take advantages of opportunities when those trends become reality.

Examples of past opportunities that the INS has taken advantage of

- Offering the first undergraduate degree in nonprofit studies in North America
- Seeking and receiving research funding for curriculum development
- Developing an endowment raising team comprised of the Executive Director of the Foundation, the Chair of the Mount Royal Foundation Board, and the Director of the INS
- Finding opportunities to work with government in policy review and development processes
- Constituting groups of community agency representatives to address specific research topics and educational needs
- Creating an Advisory Committee with national, regional, and local representation ensuring the INS was linked into key national networks
- Identifying and utilizing College units such as the library and then investing in those areas to enhance their capacity with INS funds
- Utilizing contract researchers and staff to expand the capacity of the INS as needed

Moving forward, some obvious opportunities exist for the INS, including:

1. **Leveraging past successes to create a growing but sustainable institute.** The relationships and reputation developed over eight years of operations puts the INS in the enviable position of soliciting new projects and/or responding to requests to carry out contract work. The INS has proven its capacity to deliver on federal, provincial and foundation funded projects on a range of topics. This places the INS in a competitive advantage to other initiatives in planning stages both in the nonprofit sector and in some post-secondary institutions (e.g., University of Victoria’s Centre for Non Profit Management Partnership).
2. **Expanding the scope of the INS to include social entrepreneurship.** The trend within leading business schools (e.g., Harvard, Stanford) to address social entrepreneurship as both research and course content has been noted by the INS and Bissett School of Business. By expanding the scope of the INS to include social entrepreneurship several opportunities present themselves, including,
 - a. doubling the endowment currently held by the INS through private and corporate donations targeted to supporting social entrepreneurship and social capital initiatives.
 - b. building on already existing linkages between the nonprofit degree program and the entrepreneurship degree program within the Bissett School of Business thereby creating new opportunities for teaching and research.
 - c. drawing researchers from a broader pool to contribute to the research activities of the INS.
3. **Hosting the Association for Nonprofit and Social Economy Research (ANSER).** The steering committee of ANSER has requested that the INS host the website and activities of this newly formed (June, 2008) society within the Canadian Federation for the Humanities and Social Sciences. As of September 2008, the administrative responsibilities for ANSER reside with

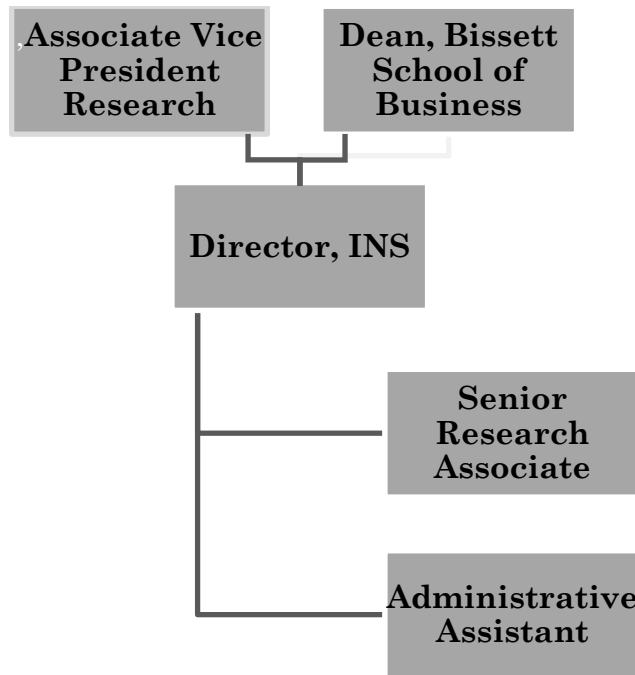
the INS. Hosting ANSER will give the INS the central coordinating role for researchers working on the nonprofit sector, and in Quebec, the social economy. Such positioning will also give the INS national prominence as an academic centre.

4. **Developing three funded lines of research.** The commitment of hiring a Senior Research Associate and of funding approximately \$250,000 in new research over the next three years, presents enormous opportunities for the INS including:
 - a. securing prominence as *the* Canadian centre for nonprofit research.
 - b. being the main source for information, outside of Statistics Canada, on Canada's nonprofit sector.
 - c. attracting investments into research to be carried out by the INS.
 - d. increased numbers of publications and presentations by the INS and by individual researchers.
 - e. expansion of the number of permanent staff within the INS.
 - f. seeking funding for an endowed research Chair within the INS.
5. **Research Outreach.** The INS can bring research and a research orientation to nonprofit sector groups who gather for various purposes such as addressing human resources issues, developing social policy proposals, or developing government relations strategies. By participating in these groups the INS builds its reputation and its legitimacy as a national centre.
6. **Convening Researchers.** Given the comparatively low number of scholars in the field (estimated at about 150 in Canada), there is a need to find opportunities to bring academics together for scholarly exchange. With the Association for Nonprofit and Social Economy Research locating to the INS, the Institute is the central hub for scholars in the field in Canada.
7. **Mapping.** The INS is developing prototypes of maps which better portray vast data sets available through Statistics Canada and others. The capacity to overlay data sets in a visual format will allow for better analysis and planning by the nonprofit sector.

Article 3: Organization

As originally conceived, the INS was structured around a full-time Director and a full-time Administrative Assistant. As needed, contract positions were added and included students, researchers, and different kinds of administrative support.

Organizational Structure



Roles and Responsibilities

Associate Vice President, Research – Policy 586 – *Institutes at Mount Royal College*, is administered by the AVP Research. Policy 586 states that institutes report to the AVP Research (Sec. E(5) and Sec. F(1)f) and that the “Financial responsibility for institutes is vested in the Associate Vice President, Research” (Sec. E(7)). The INS ultimately reports to the AVP Research regarding its activities, annual budget, revenues and expenses. Current practice, which is preferred as we move forward, is to work closely with the AVP Research on all research matters associated with the INS.

Dean, Bissett School of Business – Policy 586 refers to Schedule A, a list of institutes that report to the AVP Research through a Dean. As of yet this list has not been prepared and so it is unclear if the INS will be on List A or not. Current practice, which is preferred as we move forward, is to report on day-to-day operational matters to the Dean, Bissett School of Business. The Dean also has supervisory responsibilities for the Director.

Director, Institute for Nonprofit Studies – Policy 586 states that, “The Director of an institute is administratively responsible for the institute. The Director should be a regular employee of Mount Royal and would normally hold an appointment in an academic department.”

The Director is responsible for the overall planning and operations of the Institute for Nonprofit Studies. Responsibilities fall under the two mandates of the Institute:

1. Research including developing three identified research streams, funding research and disseminating research.
2. Education including community educational offerings for senior managers addressing significant sectoral issues.

Time allocation on issues and activities is approximately 50% internal and 50% external.

Major decision areas for the Director are:

Operations

- allocation of endowment revenues to operations
- implementation and development/revision of policies related to Institute operations
- contribution of the Institute to Mount Royal Academic Plan in conjunction with the Dean, Bissett School of Business and the Associate Vice-President Research

Research

- identification and oversight of focus areas of research activity
- selection and funding of research proposals
- dissemination of Institute-generated research results

Education

- identification and delivery of major educational opportunities for the nonprofit sector
- active liaison with the Bissett School of Business and faculties across Mount Royal when there has been identification of post-secondary education opportunities that may be appropriate for individuals are areas to pursue

Nonprofit Sector Leadership

- involvement of the Institute in federal and provincial government initiatives affecting the nonprofit sector
- participation on municipal, provincial and national bodies representing or impacting the nonprofit sector

The Director has eight major responsibilities:

1. Operation of the Institute for Nonprofit Studies.
The Institute is supported by a \$4.8 million endowment generating interest income that covers the costs of the Institute. Annual budgeting and priority setting is critical. Currently, achieving compliance with Policy 586 is set as a goal to be achieved by January 2009. Compliance will require the development of all procedures to ensure a strong alignment between the Institute, the Bissett School of Business, and the office of the AVP Research. Also included in the operational aspects of the Institute is the responsibility for staff (full time and contract).
2. Development, Implementation and Evaluation of a Research Plan.

Working with the advisory committee for the Institute and the Dean of the Bissett School of Business, three research streams have been identified: Governance, Sustainability and Policy.

The implementation of a three year research program is underway including the hiring of a senior research associate to develop the research program to a national scale. Included in this area is the participation of the Institute in the formation of the Association for Nonprofit and Social Economy Research within the Canadian Federation for the Humanities and Social Sciences.

3. Growth of the Institute.

The long term goal of the Institute is to achieve national recognition of its work evidenced by a request by provincial and federal governments to guide policy development affecting the nonprofit sector. To do this a series of provincial and national commitments have been made that need to be advanced.

These include Institute participation in the following: Alberta Nonprofit and Voluntary Sector Initiative (provincial government), The Human Resources Council for the Voluntary/Non-Profit Sector (federal government), the Voluntary and Nonprofit Sector affinity group (post-secondary affinity group), Association for Nonprofit and Social Economy Research (scholarly community), Credentialing Council for Volunteer Administration (professional association), and a variety of ministerial working groups within the Alberta government.

4. College Climate.

As the largest institute at Mount Royal, the Director, Institute for Nonprofit Studies has a responsibility to work with the AVP Research to develop procedural guidelines to ensure a seamless working relationship between faculty and administration. As well, the Institute was intentionally designed to work across the faculty structure meaning that ongoing communication with faculty leadership is important. Through the transition process, the Institute is a lead contributor to the advancement of research at Mount Royal. Approaches building a research culture at Mount Royal need to be varied and variable as faculty engage the Institute to undertake funded research projects. Student participation through DFS positions is another dimension to building the College climate. The Institute hires between two and three students per year for research projects and encourages students to build research skills.

5. Staff Supervision.

The Institute has two full time staff and multiple part time contract staff (including DFS students). All aspects of human resource management are a responsibility of the Director including performance appraisals, necessary approvals (expense, travel, timesheet etc.) and team building.

6. Reporting and Evaluation.

The Director is responsible for quarterly reporting to the Provost and VP Academic, the AVP Research and the Dean, Bissett School of Business. Annual reporting on the Institute in compliance with Policy 586 is a developing responsibility with major requirements for January 2009. Bi-weekly reporting with the Dean, Bissett School of Business and participation in bi-weekly Dean's Advisory Group, and participation in the Faculty Council

are also responsibilities. Additionally, reporting to external funders on any grants made to the Institute or contracts with the Institute is necessary.

7. Research.

Participate in nonprofit sector research as the principal investigator and/or supporting investigator roles. The Director's ability to conduct research and advance a program of research is necessary to establish the Institute as a Canadian research hub. Associated with this responsibility is acting as a coach/mentor to faculty who may be interested in research but who may lack the background experience or confidence to embark on research activities of their own. This responsibility directly supports the transition process of the College by advancing research as an institutional priority.

8. Funding Opportunities.

Identify and pursue funding opportunities in line with the educational and research mandates of the Institute. The Director ability to write funding proposals and submit timely reports to funders is necessary to both supplement the interest income from the endowment and to further the interests of the Institute. Associated with this responsibility is the ability to work collaboratively with the Mount Royal Foundation and a variety of funding bodies. This responsibility ensures the financial sustainability of the Institute.

Senior Research AssociateThe Senior Research Associate is responsible for the development and implementation of the INS Research Program. This program is designed to build community, engage the nonprofit community in the application of research, and fund and conduct applicable community-based research. Specifically, the Senior Research Associate is responsible for:

1. Developing each of the three research focus areas (sustainability, governance, policy) including the development of proposal calls; the implementation of funding criteria; guiding and overseeing research activities; and implementing a research dissemination strategy.
2. Managing and supervising funded research activities.
3. Applying for research funds and actively conducting nonprofit policy research.
4. Representing the INS in research matters.
5. Fostering a national and international research network.
6. Assisting the Director in producing high-quality, credible, and applied research projects or activities within each of the three research focus areas.
7. Developing and delivering public education events related to research activities.
8. Producing research reports for use by nonprofit sector, government, funding bodies and the media.

Administrative Assistant - This position provides administrative and secretarial support to the Director, Institute for Nonprofit Studies. This position carries overall responsibility for assuring that the administrative and secretarial support needs of the office are met in a timely, effective and efficient manner with little or no supervision. This also includes responsibilities of general office management, preparing correspondence, preparing for meetings and taking minutes, processing contracts and payments, keeping financial records, responding to information requests and organizing the Director's schedule and daily e-mail correspondence.

Major responsibilities include:

1. Provide administrative and secretarial support for the Director
2. Provide research project and special project support
3. Special Projects and Other
4. Liaise with Bissett School of Business

Categories of Membership

There is one category of membership within the INS – Advisory Committee Member.

Criteria for Membership

Criteria for membership are largely defined by Policy 415 – Program Advisory Committees. It should be noted though that since 2001 and approved by Vice President Academic at that time, the INS modified elements of Policy 415 because the purpose of the advisory committee for the INS is different than program advisory committees. While program advisory committees provide input to courses, degrees and curriculum, the institute advisory committee provides input into research activity and institute development. A separate brochure was printed called, *Institute for Nonprofit Studies Advisory Committee*.

External members come from the broad community, representing local, regional and national perspectives helpful in guiding the work of the INS.

Internal members come from the Bissett School of Business, the INS, and the Faculty of Continuing Education and Extension.

Membership of the INS Advisory Committee is:

- 5-15 external members with interest and experience related to the INS mandate.
- Ex-officio members: Dean, Bissett School of Business; Director, INS; Senior Research Associate, INS; Representative from Continuing Education.

Exceptions to the composition of the INS Advisory Committee may be made by the Director, INS and the Dean, Bissett School of Business in consultation with, and with the approval of, the Provost and Vice-President Academic.

Procedures for Appointments, Privileges and Responsibilities

Nominations for appointments or reappointments to the INS Advisory Committee are made by the Director, INS and submitted to the Provost & Vice-President Academic for forwarding to the President no later than April 30.

Letters of Appreciation for advisory committee members whose terms are concluding are submitted by the Director to the Provost & Vice-President Academic for forwarding to the President no later than April 30 or as necessitated by the circumstance.

TERM

The maximum term of appointment of a member shall be three years and is normally renewable once. A member's initial appointment may be for a one, two or three-year term.

Appointments normally commence on July 1 and terminate on June 30 of the relevant year.

ELECTION OF A CHAIR

The INS Advisory Committee elects an external member to be Chair for the upcoming year. No committee member should serve as Chair for three consecutive terms.

VOTING PRIVILEGES

All committee members are voting members except those who are ex-officio

FREQUENCY OF MEETINGS

There will be a minimum of two meetings per academic year.

MEETING AGENDAS

The agendas for INS Advisory Committee meetings are determined by the Chair and the Director. The Board of Governors, the President and/or the Provost & Vice-President Academic may also request that an item be added to the agenda.

MINUTES OF MEETINGS

The Chair has the responsibility to ensure that minutes are taken and distributed to all committee members. The INS provides administrative support for this function. The Director will maintain a master file of all advisory committee meetings.

ANNUAL REPORTS

The Chair is responsible for preparing an annual report containing the summary of the committee's work, a list of recommendations arising, and other comments germane to the development of the INS. The INS provides administrative support for this function. The report is submitted to the Director who forwards it to the Dean, Bissett School of Business, and the Provost & Vice-President Academic.

RECOMMENDATIONS FROM THE ADVISORY COMMITTEE

The advisory committee may make recommendations which they wish to have brought to the attention of Mount Royal's administrative officers. Such recommendations will be communicated by the committee chair, in writing, to the Director for further action. The ultimate responsibility for action with regard to these recommendations rests with the Vice-President Academic.

ADVISORY COMMITTEE BUDGET

Advisory committee budgets are coordinated through the Director, INS.

Article 4: Management

The INS works across boundaries both within the College and within the broader community. As such, its management orientation is on finding points of opportunity for collective action. Inside Mount Royal, this means exploring how scholars from different traditions and faculties can work together on research projects supported by the INS. In the broader world, the means working to position the INS in boundary spanning opportunities such as policy development work with the government and the nonprofit sector.

While the Institute for Nonprofit Studies has a clear mandate, the Director has the responsibility to interpret what the mandate means in particular situations and to find opportunities - both financial and academic – for the INS to play a meaningful role.

Consistent with the organizational structure the management of the INS is straightforward:

- **Director** – reporting to the Dean, Bissett School of Business and to the Vice President Research.
 - Responsibilities for the operation and leadership of the INS including: budget, staff, research priorities, positioning and reputation.
- **Administrative Assistant** – reporting to the Director.
 - Administrative support to the INS with responsibilities including: completion of internal financial requirements, document handling, project support and scheduling.
- **Contract Positions** – reporting to the Director.
 - **Senior Research Associate (3 year)** – development of research funding guidelines, dissemination of research results, active research.
 - **Student Project Coordinators (4 month)** – focused time-defined work within an established and funded research or community project.
 - **Technical support (variable)** – project funded specialty skills such as editor, graphic design, data entry.

The Director and Administrative Assistant are paid for through core operational funding that comes from the interest revenue from the two endowments established for the INS. Other positions are funded through securing projects or through funds held in reserve by the INS. No positions are contracted unless the funding has been secured.

Article 5: Engagement

The INS is committed to the engagement of stakeholders who are internal and external to Mount Royal. By engagement, the INS refers to the inclusion of individuals and organizations/operational units in the work of the INS primarily through research or educational activities.

An additional area of engagement, brought forward by the INS Advisory Committee is engagement for the purpose of developing working relationships that will be important in the future work of the Institute. For example, developing a close relationship with provincial Ministers and Ministries will be of benefit to the INS as it pursues its policy research agenda more thoroughly in the future.

Faculty, Students and Staff

PAST and PRESENT

The INS has engaged faculty and students in nearly every research and community project held over the past eight years of operations.

Faculty from the Bissett School of Business, Faculty of Health and Community Studies, and the Faculty of Arts, has contributed directly to the completion of a variety of research projects covering such topics as

understanding motivation of long term volunteers, financial profiles of small and rural charities, governance, and comparative studies of other nonprofit programs.

Students from the Bissett School of Business, Faculty of Health and Community Studies, and the Centre for Communication Studies have held four-month Directed Field Studies (DFS) placements with the INS. In a normal year the INS has employed two DFS students but we have employed three and worked with a two teams of four students for other projects.

Staff from Information and Technology and the Library have also been engaged in research projects.

MOVING FORWARD

The pattern of working with faculty, staff and students will continue and be expanded. Increased engagement will be possible through:

1. Encouraging INS funded research projects to include faculty, students, or staff beyond the principal investigator. Working with the Associate Vice President Research, the INS will be able to more clearly communicate with faculty regarding research opportunities within the INS or funded by the INS.
2. Embarking on a sustained policy research agenda and governance research agenda driven by the Senior Research Associate's and the Director's own research interests. These two sustained research initiatives will allow for longer term planning regarding the engagement of student research assistants and co-investigators.
3. The finalization of the Teaching-Scholarship-Service Pattern within the MRFA collective agreement. This will identify faculty across the College who express a research interest and who may be interested in working with the INS.
4. Development of research projects designed to include the unique skill sets of staff. Currently we hold, for example, a project with the Academic Development Centre using their unique abilities to develop educational modules to help charities complete their annual filings with the Canada Revenue Agency. Another example is a project that is being developed with the library that will utilize their GIS mapping and statistical analysis expertise.

Community

PAST and PRESENT

The INS has created several different ways of engaging individuals and organizations in the community including:

1. Formal Partnership Agreements. Taking the form of a Memorandum of Understanding, the INS holds this kind of partnership with Volunteer Calgary and with CentrePoint. The President of Mount Royal signed both agreements.
2. Formal appointments to various boards, committees, working groups and networks. By formally becoming part of the groups of organizations and people working to improve the nonprofit sector in Calgary, in Alberta and in Canada, the INS is able to bring its expertise to the table. Examples include the participation nationally on the Human Resources Council for the Voluntary and Non-Profit Sector and provincially with the Alberta Nonprofit and Voluntary Sector Initiative.
3. Informal participation in ad hoc working groups. The INS is invited to work with nonprofit organizations on a regular basis. Those initiatives that are closely related the mandate of the INS are accepted. Examples where the INS is involved include the Alberta Council of Disability

Services Workforce initiative, the United Way of Calgary and area's government relations initiative, and consultations held by various funding bodies.

4. Research. The INS has greatly expanded on the practical use of Peer Learning Circles (PLCs) as a qualitative research methodology. PLCs have both a research outcome and a participant outcome. For participants, the opportunity to engage in depth with their peers on specific issues is unique and offers a chance for learning unparalleled in the workplace. PLC research offers the INS a unique way of engaging with key individuals in the community and building strong relationships with them.
5. Education. The INS uses its capacity to convene groups as another way of engaging people and organizations from the community. The Burnett, Duckworth & Palmer Seminar Series, for example, brings together approximately 100 people from the nonprofit, private and government sectors to discuss topical and future-oriented issues.

MOVING FORWARD

All of the engagement strategies indicated above would continue into the future and where possible would be expanded given new staff resources and additional research activity. Additionally the INS will build on its capacity to convene various groups to discuss, explore, and/or resolve topical issues related to the nonprofit sector. The Lodestar Centre for Philanthropy & Nonprofit Innovation, for example, highlights "convening" as one of its primary engagement activities. The return to the Lodestar Centre has been significant – dissemination of research information that is being used to build the nonprofit sector, closer university ties to the community, and a \$5 million donation to expand the work of the Centre.

Description of Physical Resources

The INS requires relatively modest physical resources including:

OFFICE SPACE

The INS currently has the following office allocations (includes a computer workstation, phone, and access to a printer/copier):

1. EB 3121 – a three person open office space. This is the office of the Director and Administrative Assistant. A student position occupies the third space.
2. E201S and E231G – two single offices. One is assigned to a visiting scholar and the other to the Senior Research Associate.
3. E231 one modular workspace – used for student researchers or project research assistants.

This space is allocated within the Bissett School of Business space allocation.

LIBRARY HOLDINGS

The INS has worked with the Mount Royal library to secure the needed electronic journal subscriptions. The INS has also worked with the library to secure the full Canada Revenue Agency, T3010 filings database complete to 2007 and will continue to do so in coming years. In partial subsidy of these materials, the INS transferred \$19,000 to the library in the 2007-2008 budget year.

Description of Financial Resources

Institute for Nonprofit Studies, Projected Budgets					
Title	Actual 2007-2008	Annual 2008-09	Annual 2009-10	Annual 2010-11	Annual 2011-12
Revenues					
Interest from Endowment	166,000	170,000	170,000	170,000	170,000
Other Revenue	7,000	45,000	50,000	55,000	60,000
Subtotal	173,000	215,000	220,000	225,000	230,000
Accrued Interest Supplement⁴	25,881	143,050	150,050	150,050	47,050
Total Revenues	198,881	358,050	370,050	375,050	277,050
Salaries and Benefits					
Salaries and Benefits	172,500	328,000	340,000	345,000	247,000
Subtotal	172,500	328,000	340,000	345,000	247,000
Non-salary Expense					
Supplies-Office	750	1,000	1,000	1,000	1,000
Subscriptions	148	750	750	750	750
Memberships	2,530	2,500	2,500	2,500	2,500
Text and Books for Internal Use	462	1,500	1,500	1,500	1,500
Printing	5,000	8,000	8,000	8,000	8,000
Photocopying	65	1,000	1,000	1,000	1,000
Postage		1,000	1,000	1,000	1,000
Advertising and Promotion		5,000	5,000	5,000	5,000
Photocopying - Meter reads	166	1,000	1,000	1,000	1,000
Telephone	64	300	300	300	300
Cellular Charges	1,182	1,500	1,500	1,500	1,500
Telecommunications		500	500	500	500
Conference - Attended	5,784	7,500	7,500	7,500	7,500
Department Meeting / Activity	199	1,000	1,000	1,000	1,000
External Meeting - Business	2,349	7,000	7,000	7,000	7,000
External Meeting - Government	6,182	1,750	1,750	1,750	1,750
Capital Expenditures-Computer Equip		2,500	2,500	2,500	2,500
other misc.	1,500				
Subtotal	26,381	30,050	30,050	30,050	30,050
Total Expenses	198,881	358,050	370,050	375,050	277,050

⁴ Accrued interest supplement refers to a draw on endowment interest accumulated up to 2007-2008 and not expended on INS operations. This is a financial resource available to the INS in addition to the annual endowment interest payment.