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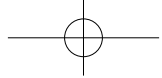
An Analysis of Newhomeland Foundation's Experiences and Issues in Transforming towards a Social Enterprise

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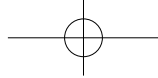
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摘要

在私人捐款與政府捐贈日漸萎縮的時代中，社會企業被視為是一種社會創新的模式，據以回應非營利組織所遭遇的募款不足危機的適當途徑。此外，社會企業也是一種提升組織自主能力的途徑之一。值此，新故鄉文教基金會於2005年開始修改組織章程、調整組織結構並重定組織目標，轉型為社會企業。新故鄉希望藉由見學網絡的行動策略，結合附近區域資源與社群團體，形成跨域性的社區見學網絡，藉以振興在地經濟並改善在地公共福祉。歷經六年努力，雖已獲得初步成效，但未來在持續運作上，仍面臨許多內外部環境挑戰，例如：「國內缺乏支援性法令規範、在地社會支持性網絡擴張與鞏固、財務透明化提升外部責信」與「建構團隊領導鞏固願景、非典型商業營運、見學園區場址私有化」等問題，這些都值得再加以思考改善。

關鍵字：非營利組織、社會企業、社區見學、新故鄉文教基金會、
揉轉效應



Abstract

In the age when private donation and government funding are shrinking, social enterprise is regarded as a social innovation model in response to the fundraising problems of nonprofit organizations. Moreover, social enterprise is also a critical approach to improve the financial autonomy and self-capacity of nonprofit organizations. In 2005, Newhomeland Foundation has started altering its organization statutes, adjusting its organizational structure, and resetting organization goals to transform towards a social enterprise. In the past six years, Newhomeland Foundation has used the strategy of community experience learning to connect regional resources and community organizations to revitalize local economy and promote local public welfare.

As nonprofit organizations transform towards social enterprises, there are many external and internal challenges that must be dealt with. These challenges include: 1.lack of legal institutions, 2.building supportive local society networks, 3.making finance transparent, 4.building team leadership, 5.marketing non-classical commercial models, and 6. privatization of land.

Keywords : Nonprofit organization, Social enterprises, Community experience learning, Newhomeland