

Welcome to the 5th Annual Social Capitalist Awards

Below please find a list of helpful hints and definitions that will help you navigate and populate this Excel template.

Helpful Hints

1. There are 6 tabs in this workbook: one for Operational Data and one for each of the 5 core components.
2. Short answers can be cut from another document (e.g., Microsoft Word) and pasted into the response fields.
3. A number of questions have drop-down menus that appear when you click on the appropriate cells.
4. If you have questions or need additional help populating this template, please e-mail "SCA2007@monitor.com".

| Section | Field | Instructions | | |
|------------------------|--|--|--|--|
| Background Information | Organization Type (primary activities) | Please classify your organization based on its primary activities. We recognize that many organizations have activities that span multiple categories -- please feel free to provide any comments or concerns in the "Comments" box. | | |
| | Advocacy | Organizations that seek to change public policy by educating and / or influencing public opinion and / or behaviors, or educating and / or influencing lawmakers and legislation | | |
| | Service Oriented | Organizations that seek to directly impact specific individuals or groups by providing needed programs, services or products | | |
| | Field Builder | Organizations whose work amplifies or assists other organizations in the field (i.e., venture philanthropy funds, back-office systems support) | | |
| | Foundation - Grant Making | Entities primarily occupied with distributing grant money to qualifying organizations | | |
| | Foundation - Operating | A foundation that directly and exclusively funds the work of a single social sector organization (e.g., a foundation dedicated to running a homeless shelter) | | |
| | Social Need Addressed | Human Rights Environment Supportive Housing Community Development Education - Primary Education - Reform Housing International Development - Health International Development - General Venture Philanthropy Civic Engagement Please classify your organization based on the social need that it addresses. We recognize that some organizations may have activities that span multiple social needs - please feel free to provide any comments or concerns in the "Comments" box | | |
| Legal Filing Status | Please classify your organization based on its legal filing status. For instance: 501(c)(3), 501(c)(6), etc. | | | |
| Financials | Income | Total Income & Funding (excluding capital campaign contributions) | Please provide a specific dollar amount representing all income (i.e., government funds, foundation grants, corporate donations, individual donations, fee for service / product) of all types (cash, in-kind, stock) to be used for normal operating expenses | |
| | | Total Capital Campaign Contributions | Please provide a specific dollar amount representing all income raised as part of a one-time fundraising initiative for one or more specific investment purposes | |
| | | Number of In-Kind Partnerships | Please provide the total number of in-kind partnerships, regardless of size | |
| | Source of Income - by percentage | \$ value of In-Kind Contributions | Please provide an estimated dollar amount, representing the sum of all in-kind contributions; this value is a subset of your total income & funding | |
| | | Foundation Grants Corporate Donations and Partnerships Individual Donors Government Funds Grants by Multilateral or Intergovernmental Organizations Fee for Service / Product Revenue Membership Dues Other (please specify) | Please specify the percentage (%) that each source represents of your overall income. Percentages should total 100% | |
| | | Largest Foundation Grant Largest Corporate Donation Largest Government Grant Largest Grant from a Multilateral or Intergovernmental Organization Largest Donation from an Individual Value of Single Largest Customer or Account Other (specify) | Please provide specific dollar amounts and type of income (cash, stock, in-kind). Values should represent the largest single funding amount received by each source of income | |
| | | Expenses | | Please provide specific dollar amounts representing your expenses |
| | | | Fundraising Expenses | Expenses associated with any aspect of securing income for the organization (with the exception of fees for services / products) |
| | Administration Expenses | | Expenses associated with running your organization (payroll, office supplies, telephone, etc.) | |
| | Program Expenses | | Expenses directly related to programs designed to accomplish the organization's social mission and desired social impact | |
| Other Expenses | Any expenses that do fit into any of the above categories | | | |
| Staffing | Employees (FTEs) | # of full-time equivalents (FTE) hired to do organization work | | |
| | Volunteer Hours | Total # of hours logged by unpaid volunteers directly supporting the organization or its activities | | |
| Sites | Total # of sites | Total offices (includes local, national, and international) | | |

Background Information

Organization Name

Year Founded

Organization Type (primary activities)

Social Need Addressed

Legal Filing Status

Financials

| Income | 2005 | 2006 | 2007E | 2010E |
|---|----------------------|------|-------|-------|
| Total Income & Funding (excluding capital campaign contributions) | | | | |
| Total Capital Campaign Contributions (if applicable) | | | | |
| Number of In-Kind Partnerships | | | | |
| \$ value of In-Kind Contributions | | | | |
| Comments or clarifications | <input type="text"/> | | | |

| Sources of Income - As a Percent of Total Income (%) | 2005 | 2006 | 2007E | 2010E |
|--|----------------------|------|-------|-------|
| Foundation Grants (% of total) | | | | |
| Corporate Donations and Partnerships (% of total) | | | | |
| Individual Donors (% of total) | | | | |
| Government Funds (% of total) | | | | |
| Grants by Multilateral or Intergovernmental Organizations (% of total) | | | | |
| Fee for Service / Product Revenue (% of total) | | | | |
| Membership Dues (% of total) | | | | |
| Other (please specify): <input type="text"/> | | | | |
| Total (should total 100%) | | | | |
| Comments or clarifications | <input type="text"/> | | | |

| Sources of Income - Largest single funding amounts (value in dollars and type of income e.g., cash, in-kind, stock) | 2006 | Income Type |
|---|----------------------|-------------|
| Largest Foundation Grant | | |
| Largest Corporate Donation | | |
| Largest Donation from an Individual | | |
| Largest Government Grant | | |
| Largest Grant from a Multilateral or Intergovernmental Organization | | |
| Value of Single Largest Customer or Account | | |
| Largest Funding Amount by Other (specify): <input type="text"/> | | |
| Comments or clarifications | <input type="text"/> | |

| Five Largest Donors (2006) | Donor Name | Donor Amount in 2006 | Likelihood of Renewal in 2007 |
|----------------------------|----------------------|----------------------|-------------------------------|
| | <input type="text"/> | <input type="text"/> | Low |
| | <input type="text"/> | <input type="text"/> | Low |
| | <input type="text"/> | <input type="text"/> | Low |
| | <input type="text"/> | <input type="text"/> | Low |
| | <input type="text"/> | <input type="text"/> | Low |

| Expenses | 2005 | 2006 | 2007E | 2010E |
|----------------------------|----------------------|------|-------|-------|
| Fundraising Expenses | | | | |
| Administration Expenses | | | | |
| Program Expenses | | | | |
| Other Expenses | | | | |
| Total Expenses | | | | |
| Comments or clarifications | <input type="text"/> | | | |

Staffing

| | 2005 | 2006 | 2007E | 2010E |
|-------------------------------|----------------------|------|-------|-------|
| Employees (FTEs) | | | | |
| Volunteer Hours (if relevant) | | | | |
| Comments or clarifications | <input type="text"/> | | | |

Sites (offices)

| | 2005 | 2006 | 2007E | 2010E |
|----------------------------|----------------------|------|-------|-------|
| Total # sites | | | | |
| Comments or clarifications | <input type="text"/> | | | |

Social Impact

1. We are interested in understanding how your organization assesses social impact. To provide a sense of your assessment activities, please, in 250 words or less:

- (a) List the impact assessment projects you have undertaken in the past 2 years;
- (b) List the names, if any, of external evaluators you engaged for the purposes of impact assessment; and
- (c) List any recognized assessment frameworks (e.g. balanced scorecard) you have employed.

2. What resources, considering both internal resources and external assessment providers, do you commit annually to assessing the social impact of your efforts?

Please indicate the dollar range and number of hours or FTEs spent assessing your impact in the past year.

Financial Resources

Human Resources (Hours or FTEs) Hours

3. In addition to the evaluations you do today, what other social impact assessments would you most like to conduct for your organization, and why? What prevents you from undertaking these assessments today? (250 words or less)

4. How often does your organization use the following processes / tools to track its social impact? (never, annually, semi-annually, quarterly, monthly)

| | |
|---|----------------------|
| Review of social impact performance against established goals for specific projects, campaigns or programs | <input type="text"/> |
| Commission of external field surveys to measure organization's impact on its direct beneficiaries | <input type="text"/> |
| Solicitation of general feedback from direct beneficiaries (via informal communications or formal interviews) | <input type="text"/> |
| Third party data describing total population affected by organization's social need | <input type="text"/> |
| Validation of social impact metrics and performance by an outside source | <input type="text"/> |

Social Impact

5. Please provide up to 5 metrics that your organization uses to track its social impact -- and supply the actual corresponding data. In addition, please feel free to include with your application any social impact reports, dashboard metrics, or other impact measurement tools used in your organization.

| Metric | Description of Use | 2005 | 2006 | 2007E | 2010E |
|--------|--------------------|------|------|-------|-------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

6. If you expect any of your current metrics for measuring social impact to change, please provide an explanation for the rationale behind the change and articulate what new metrics, if any, would be relevant in the future. (100 words or less)

7. Please provide the number of individuals and organizations (if appropriate) that benefit from your organization's social impact. In the descriptions field, please describe the unit you have considered (e.g. students, voters, etc.) and a brief description of the benefit, including whether it is a direct or systemic impact, that group receives.

| | 2005 | 2006 | 2007E | 2010E |
|---------------------------------------|------|------|-------|-------|
| Individuals Served (if appropriate) | | | | |
| Description | | | | |
| Organizations Served (if appropriate) | | | | |
| Description | | | | |

Aspiration & Growth

8. Over the next 10 years, what are the primary ways in which you intend to focus your efforts for DEEPENING and / or EXPANDING your organization's impact (e.g., improving upon current services, developing additional services, expanding to new geographic areas)? Please provide a specific example for each and describe any relevant resources for achieving those goals. (250 words or less)

9. In preparing to meet objectives for long-term growth, to what extent has your organization taken each of the following actions? (Does not plan on taking this action, Has not taken this action but plans to, Has taken this action in relation to SOME objectives, Has taken this action in relation to MOST or ALL objectives)

| | |
|--|-------------------------------------|
| Projected the future size of social needs that organization currently addresses | Does not plan on taking this action |
| Established specific growth targets in terms of impact metrics, fundraising, budgets, or other resources (e.g., volunteer hours) | Does not plan on taking this action |
| Developed action plans to meet future growth objectives | Does not plan on taking this action |

10a. Over the next three years, what are the most important challenges your organization faces in achieving its goals? Please allocate 100 points to reflect how challenging these options are for your organization. Note: You do not need to allocate points to every option. For example, if one option does not apply, you may assign it 0 points. Likewise, if one option is your only challenge, you may assign it 100 points.

| | |
|---|---|
| Recruitment, training and management of employees | |
| Ability of leadership team to operate in a changing environment | |
| Brand awareness and reputation | |
| Devising a successful expansion strategy | |
| Executing a successful expansion strategy | |
| Ability to set objectives, meet benchmarks and maximize impact | |
| Other (please list) | |
| Total (should total 100) | 0 |

10b. Please provide a brief rationale for your allocation of points. (100 words or less)

Entrepreneurship

11. An important defining characteristic of social entrepreneurs is the ability to do a lot with a little, specifically in generating more social impact per unit of resource employed (e.g., increase in student mathematics grade-level per dollar input). Please provide one or two examples of how your organization maximizes its available resources, generates impact disproportionate to the resources employed, or has created a dramatic increase in the level of impact created with the same level of resources. (250 words or less)

12. Please describe any systems or processes you have in place (e.g. compensation practices, rewards systems, etc.) that encourage entrepreneurial behavior in your organization, and provide a clear and compelling example from the past 12 months of how this influences your organization's ability to have impact. Please consider "entrepreneurial behavior" broadly, to include such things as taking of calculated risks, comfort with ambiguity, following through from ideas to results, etc. (250 words or less)

13. We would like to get a sense for your organization's strategy for forming and sustaining partnerships. Please use an example from the past year of an attempt to partner with another organization (e.g. non-profit, government, for-profit corporation, etc.) to illustrate your organization's process of choosing partners. (Your example need not have resulted in an actual partnership so long as it effectively illustrates your organizational approach to partnerships.) (250 words or less)

Sustainability

18. Based on the staffing projections you provided under "Operational Data," please describe what roles / positions any incremental FTEs will fill. (100 words or less)

19. In thinking about the future, what are the 3-5 most critical positions in your organization? What succession plans do you have in place to ensure stability for these critical positions? (250 words or less)

20. Please describe the systems, processes and activities, both formal and informal, in place for the evaluation, retention, and development of your staff. (250 words or less)

21. Similarly, what systems, processes and activities, both formal and informal, do you have in place for recruiting needed talent? (250 words or less)

22. In light of your stated aspirations for growth, how do you expect the systems and processes for both staff retention / development and recruitment to change? (250 words)

Sustainability

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Sustainability

23a. The following is a list of potential future events that may impact your organization. How concerned are you that they will have an effect on your organization? (1 - not at all concerned, 4 - very concerned)

| | |
|---|---|
| Regulatory and policy changes | 1 |
| Technology changes | 1 |
| New entrant(s) (e.g., a new organization that offers the same product or service in the same geographies) | 1 |
| Political instability (perhaps brought on by major event or natural disaster) | 1 |
| Economic downturn | 1 |
| Funding constraints | 1 |
| Shift in amount or nature of public attention for your social cause | 1 |
| Other (please specify) _____ | |

23b. For any of the above options where you indicated a "4 - very concerned", please describe your organization's strategic planning to address the effect that could occur. (100 words or less)

24a. In an average week, how much time do you spend addressing each of the following topics? Please allocate 100 points across the following choices. Note: You do not need to allocate points to every option. For example, if one option does not apply, you may assign it 0 points. Likewise, if one option is your only challenge, you may assign it 100 points.

| | |
|--|---|
| Fundraising | |
| Building your external network of individuals and partners | |
| Interacting with beneficiaries or constituents | |
| Promoting your organization's cause or mission | |
| Managing the execution of projects | |
| Solving operational problems | |
| Mentoring staff / staff development | |
| Other (please specify) _____ | |
| Total (should total 100) | 0 |

24b. Please provide a brief rationale for your allocation of points. (100 words or less)

25. Thinking about your financial strategy over the next 3-5 years, what are the biggest risks or issues you perceive? What have you done to prepare for these issues as they relate to your required level of income, compensation of income, and / or capital strategy? (250 words or less)

Sustainability

