

Social Innovation Fellowship Program Guidelines & Application Materials

Introduction

The Social Innovation Fellowship program was created in order to support Stanford Graduate School of Business (GSB) graduates as they apply practical, innovative and sustainable approaches to benefit society, with an emphasis on marginalized populations or other important challenges. We believe that social entrepreneurs drive social innovation and transformation in various fields including education, health, environment and enterprise development, and they pursue poverty alleviation goals with entrepreneurial zeal, proven business methods and the courage to innovate and overcome traditional practices. Central to this approach is the need to be focused, strategic and flexible with the understanding that learning comes from failures as well as success.

This program is for GSB students graduating in 2012 and 2013 as well as GSB alumni who graduated within 3 years of Fellowship application. Any or all of these guidelines are subject to change.

Objectives

- to contribute to the creation of effective social ventures that address pressing challenges of the world.
- to increase the chances for success of the Fellows and their ventures by providing financial support and leveraging the unique resources that CSI/GSB has to offer.

The program is designed to meet these objectives by allowing mission-driven GSB students and recent alumni to devote a full year to building their vision into a viable social enterprise.

Stipend

Up to three twelve-month stipends of \$80,000 for individuals or \$120,000 for a team will be awarded in spring 2012 for Fellowships beginning in the summer 2012 and finishing in the summer 2013. In addition, Summer Research Fellowships may also be awarded to qualified applicants who need more time to develop their venture before a full Fellowship is awarded. Judges reserve the right not to award Fellowships if they do not feel that enough ventures meets the prize criteria.

Fellows are not employees of the university and are responsible for their own taxes, insurance, office, etc.

The stipend will be paid in 5 equal payments: one upon signing the Fellowship Year Plan, and the remaining four upon submission of a quarterly or final report. CSI reserves the right to discontinue Fellowship payments if the Fellowship is not progressing appropriately. Students receiving the Summer Research Fellowship will receive up to one-

fifth of the full year Fellowship stipend. They will present their updated plan to the judging panel in the fall to determine if they will be funded for the remainder of the 12 months.

Judging Criteria

The selection committee will be comprised of Stanford GSB faculty, CSI senior staff, and executives in the venture capital and social innovation field.

Student applications will be evaluated by the committee based on applicant character (e.g. leadership experience, demonstrated work ethic/integrity, record of academic accomplishment) and project viability (e.g. market opportunity/need, relevance of mission, thoroughness of business plan, etc). Judges will be looking for the following criteria in selecting Fellows:

- Focus on and clear understanding of an important social or environmental challenge
- Analysis of the target market, market need, current solutions, market/regulatory/political environment, risks and challenges
- Articulation of a new approach and need for new solution relative to existing solutions
- Feasibility of the solution to address the problem, method for evaluating social impact
- Identification of resources needed, including capital, human resources, partnerships, skills, etc. and plans for obtaining resources
- The applicant(s) “promise” as a social innovator and commitment to the endeavor
- Likelihood of success and vision of the organization after 1, 3, and 5 years.

Individual/Team Eligibility

- Graduating GSB students in good academic standing are eligible to apply either as individuals or on behalf of a team.
- GSB Alumni who graduated within 3 years of Fellowship application are also eligible.
- Applicants must be prepared to work full-time on the initiative for the year after graduation and report on their activities.
- Applicants must submit all application materials by the deadlines as described in these guidelines.
- Teams of two are eligible to apply. The team may consist of two graduating GSB students/alumni or one graduating GSB student/alumnus plus a student graduating from another Stanford University program.*
- Applicant(s) must have appropriate personal legal status for the country in which they will be operating.

*Note: Applicants are, of course, welcome to collaborate with anyone they wish in developing their proposals.

Idea Eligibility

The Applicant’s project should meet the following criteria:

- It is a stand-alone operation independent of existing organizations.

- It will give rise to a new nonprofit organization to be incorporated within the next two years or has been incorporated as a nonprofit in the last two years. Exceptions to this timing will be reviewed by the selection committee.

Faculty Involvement / Class Impact

Applying for this Fellowship should not interfere with an applicant's for-credit courses and should not be a legitimate excuse for missing class or inadequate preparation.

Calendar / Process 2011-2012

October 15	Student BBL	Overview of Social Innovation Fellowship
Early April	Statement of Intent Deadline	See Statement of Intent form . Optional.
Early May	Application Deadline	Applicants to submit the following (included in this document): <ul style="list-style-type: none"> - Application Questionnaire - Business Plan - Personal Statement - 2 References - Quarterly Milestones
Mid-May	Finalists Announced	Applications will be reviewed by CSI staff members and field experts as needed. See Judging Criteria for selection criteria.
Mid-May	Finalist Presentations	Finalists meet individually with the Selection Committee to pitch their proposal and respond to questions.
Late May	Fellows Notified	Winning Fellows will be selected and notified.
Late May	Fellows Announced	
Early June	Fellowship Year Plan Signed	Working with CSI staff, new Fellows will develop and sign a Fellowship Year plan or Summer Research plan.
Summer	Fellowship Begins	First stipend check paid to Fellows.
Fall, Winter, Spring & Summer	Quarterly Reports Submitted, Stipends Paid	Fellows submit quarterly reports and receive quarterly stipends. Summer Research Fellow reports in the fall to determine eligibility for continued Fellowship.
Summer 2013	Final Report Submitted	Fellows submit a final report consistent with the Fellowship Year plan.

Confidentiality

We understand that some students may be concerned about the confidentiality of their planned innovations and ventures. Our policy regarding confidentiality of your submissions is as follows:

- All applicants will be asked to submit a brief description of their proposal which can be published.
- All other materials submitted by applicants not selected as Fellows will be treated as confidential and will not be viewed other than by the judges and GSB staff as needed. Anonymous summaries and demographics of all applicants will be shared with the program funder. Broader dissemination of materials will not be done without the explicit permission of the applicant(s).
- Winning Fellows will be announced publicly, and their application materials may be published, though information specified as confidential by the applicant(s) can be withheld.

Fellowship Year Plan

Upon selection, Fellows will write their Fellowship Year Plan in consultation with the CSI team. This plan will be signed by the Fellow and CSI as an indication of commitment to the objectives. It must be signed before Fellows can be announced and Fellowship can commence.

This plan is the basis for measuring the success of the Fellowship Year. It will:

- identify assistance CSI will provide to the Fellow such as matching of Fellows with mentors, establishing an advisory team, access to information resources, etc.
- include goals/milestones expected at the end of the Fellowship Year (consistent with the submitted business plan)
- determine quarterly goals/metrics consistent with the end goal
- set the dates and methods for reporting these quarterly accomplishments
- provide approved language for press announcement.

Fellowship Year

The Fellowship Year lasts for up to 12 consecutive months, beginning in the summer following selection and ending the following summer. Prior to the start of the Fellowship Year, all legal paperwork will be completed.

Each quarter and at the end of the Fellowship Year, the Fellow will submit his quarterly/annual report consistent with the Plan. In addition, the Fellow will complete a survey giving feedback to CSI on the Fellowship program.

It may happen that a Fellow is not progressing appropriately during their Fellowship Year. In such cases, the Fellowship Team will review the quarterly/annual goals with the Fellows, discuss reasons for the gap in accomplishments, and determine whether these issues require further attention to address them. Consideration factors will include the

reasons for the gap, the severity of the gap, the likelihood of overcoming the gap, and the risk to the overall program for continuing.

If necessary, specific concerns will be brought to the attention of GSB program faculty advisors, and potentially escalated. CSI reserves the right to terminate remaining payment of the quarterly Fellowship stipends if the issues are not adequately addressed.

Summer Research Fellowships will present an updated plan to a judging panel in the fall to determine if they will be funded as a full 12-month Fellow.

CSI plans to keep in touch with each Fellow after the year and will request ongoing progress reports to be used in assessing the long-term impact of the Fellowship. CSI expects that winners will acknowledge the CSI Fellowship in their ongoing press materials.

Social Innovation Fellowship
Application Questionnaire (to accompany Business Plan)

Please answer all of the following questions in 2 pages or less. These answers should summarize some of the detail that is provided in the business plan.

1. What is the social or environmental problem/need you seek to address?
2. Describe the key market and non-market conditions that will help or hurt your organization.
3. How does your idea/organization address the problem in a new and innovative way?
4. What are the financial requirements in the first 3-5 years?
5. How will you evaluate social impact, qualitatively or quantitatively?
6. Why will your venture be successful? What are the biggest risks?
7. What do you hope to accomplish in the first year? After 3-5 years?
8. Please provide us with a brief description of your proposal that we can use publicly.

**Social Innovation Fellowship
Application: Personal Statement**

In 500 words or less (total), please answer all of the following questions.

- What drew you to this issue?
- When and how did you come up with your idea?
- How does this opportunity play into your overall career vision?
- What makes you qualified to start and lead this venture?
- What limitations/gaps need to be addressed?

If a team is applying, please answer these additional questions in 250 words or less.

- How well do the team members know each other?
- How do the team members' different experiences and personalities combine to create a strong entrepreneurial and leadership team?
- What is the role and commitment of each team member?

**Social Innovation Fellowship
Application: Reference Form**

This applicant is applying for a Social Innovation Fellowship from the Center for Social Innovation at the Stanford Graduate School of Business. The Fellowship provides a stipend of \$80,000 to individuals or \$120,000 to a team who spend 12 months full-time developing a startup nonprofit venture to address a significant social or environmental problem.

Reference Name:

Email:

Phone #:

Best time to be reached:

How does the Reference know the applicant and for how long?

Why do you think this applicant is qualified to start an entrepreneurial venture?

How has the applicant shown interest/commitment in the past for addressing this issue or other social or environmental problems?

From your knowledge of the social or environmental problem addressed in this student's application, what do you think are the greatest strengths and weaknesses of their venture's approach?

**Social Innovation Fellowship
Application: Quarterly Milestones**

Please identify the overall objectives for the Fellowship year, and break down these objectives into quarterly milestones.

Objectives for Fellowship Year:

Milestones after one quarter: Fall 2012

Milestones after two quarters: Winter 2012/2013

Milestones after three quarters: Spring 2013

Milestones after four quarters: Summer 2013