



**Social Enterprise and
Innovation Competition
2012**

Welcome Kit



Skandalaris Center
for Entrepreneurial Studies

Welcome to the 2012 Social Enterprise and Innovation Competition

Since 2005 the Skandalaris Center and the YouthBridge® Community Foundation have partnered in the YouthBridge® Social Enterprise and Innovation Competition (SEIC) to expand opportunities for collaboration, innovation and learning. The competition defines social entrepreneurship as "using entrepreneurial skills to craft innovative processes, approaches, and solutions to help resolve social issues." The competition values innovation, creativity, collaboration, and the entrepreneurial spirit. The intent is to help participants move their ideas forward and receive funding in the competition, but we welcome all, including those who may wish to participate in the learning and networking with an eye toward participating in the YouthBridge® SEIC and securing funding at a future date.

In its first six years the competition has awarded over \$730,000 in cash and in-kind prizes to twenty-eight social ventures, including an annual \$5,000 cash prize to the best student-founded or –supported team. Winning teams have also received additional cash awards and in-kind support as a result of their winning awards in the YouthBridge® SEIC. But the competition adds value beyond any funding awards teams may receive; it is an experience that allows ideas to mature, social entrepreneurs to learn, and new intersections to occur leading to social change.

We expect 2012 to be another great year for YouthBridge® SEIC. This Welcome Kit will provide an overview of the Competition, the Skandalaris Seminar Series, deliverables, and other events. We are excited to partner together to bring the YouthBridge® SEIC to Washington University and the St. Louis community, and wish success to all our teams!

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314.935.9134
www.sc.wustl.edu
entrepreneurship@wustl.edu

YouthBridge® Community Foundation
12685 Olive Blvd, Suite 100
Saint Louis, MO 63141
314.985.6777
www.youthbridge.org
rexr@youthbridge.org

Sponsors

The YouthBridge® Social Enterprise and Innovation Competition is possible with the generous support of our judges, volunteers, partners, and sponsors. These organizations allow the competition to continue serving the entrepreneurial community and enriching the learning experience at Washington University.



Washington University in St. Louis, Skandalaris Center for Entrepreneurial Studies,
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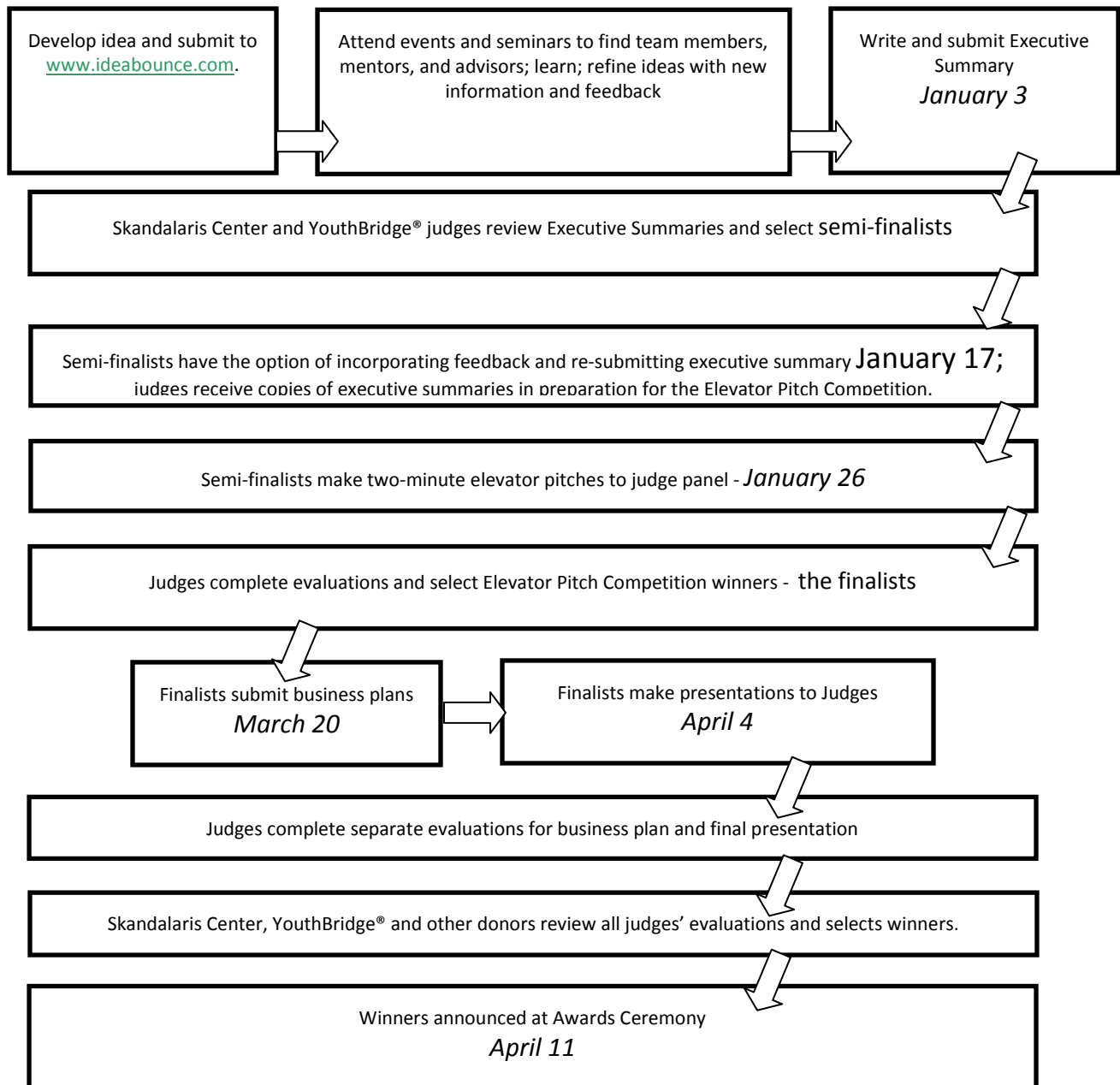
YouthBridge® SEIC Deliverable Due Dates and Events

Date	Time	Event
Thursday, September 8	5:30 registration 6:00 program followed by reception	YOUTHBRIDGE® SOCIAL ENTERPRISE AND INNOVATION COMPETITION AND OLIN CUP KICKOFF May Auditorium/Simon Hall, Keynote Speaker: Nancy Lublin, <i>DoSomething.org</i>
Friday, September 16	1:00 – 4:00PM	SKANDALARIS COMPETITION IDEABOUNCE® Simon Hall, room 103
Tuesday, January 3	NOON	EXECUTIVE SUMMARY / TEAM ROSTER DUE Email to seic@wustl.edu
Wednesday, January 11		SEMI-FINALISTS ANNOUNCED (by email)
Tuesday, January 17	NOON	EXECUTIVE SUMMARY REWRITES DUE Email to seic@wustl.edu (Optional Deliverable)
Thursday, January 26	2:00 - 4:00PM	ELEVATOR PITCH COMPETITIONS (private event closed to public)
Thursday, January 26	5:30 – 7:00PM	ANNOUNCEMENT OF FINALISTS (public event)
Tuesday, March 20	NOON	BUSINESS PLANS DUE
Wednesday, April 4	2:00 – 5:00 PM	FINAL PRESENTATIONS (private event closed to public)
Wednesday, April 11	5:30 – 7:00PM	YOUTHBRIDGE® SEIC AWARDS CEREMONY (public event) Keynote Speaker TBA

Dates are firm, times are approximate and some locations TBD;
please check www.ideabounce.com for updates.

YouthBridge® SEIC Process

The 2012 YouthBridge® Social Enterprise and Innovation Competition (SEIC) officially kicked off on April 14, 2011 with the announcement of winners in the 2011 competition. Posting your idea on the IdeaBounce® website and attending Skandalaris Center events throughout the year provide entrepreneurs the opportunity and resources to develop their ideas. The Skandalaris Seminar Series - *Developing Entrepreneurial Skills, Perspectives and Relationships*- is a free opportunity for commercial and social entrepreneurs from campus and the community to explore possibilities, learn, and connect with each other. It is up to the people with the ideas to take advantage of the available resources as they begin to understand what they don't know.



Submitting an Idea

IdeaBounce® is the Skandalaris Center’s flagship program and the gateway to many other opportunities. Anyone in the world can post his or her idea on the IdeaBounce® website and creators, investors, business people, service providers, customers, mentors, and others can begin to connect. The site is open to the public, with the goal of creating a learning environment where people will collaborate and share ideas openly.

We recommend that you post your idea to the site if you are considering the competition, to start to get connected to the resources you need. When you post your idea, select “YouthBridge® SEIC 2012” in the “program” field. Once the founder submits the idea and the Skandalaris Center approves it, the idea is publicly viewable on www.ideabounce.com. Team Founders must decide what information to include and exclude confidential information. The purpose of submitting the idea is to convey the general concept and capture the attention of people who will want to help. Our goal is to create a collaborative learning environment where people can connect and help each other. Ideas are publicly viewable on the site.

In addition to virtual connections on the website, people meet and begin to help advance ideas at free, fun, fast-paced IdeaBounce® events. The agenda includes two-minute pitches from pre-selected idea “bouncers,” the announcement of campus and community winners, a reception for all, and a private dinner for the winners and judges only. All are welcome to hear ideas, and events typically include an “open mic” portion. Judges represent investors, service providers, incubators, faculty, and other local entrepreneurs. They select winners based on the clarity of the presentation, the passion of the bouncer, and his request for help – as the purpose of the event is to get people to connect and help each other. In addition to the dinner with judges, winners also receive \$100. Dates for 2011 – 12 IdeaBounce® events are:

September 22

October 20 (Medical Campus Ideas)

November 17 (Social Change Ideas)

February 23 (Engineering Ideas)

March 29

Visit the IdeaBounce® website at www.ideabounce.com to post a new idea or browse ideas, read pointers on presenting at an event, or register for an event.

Pitching the Idea and Building a Team

The Skandalaris Center hosts a number of events that provide opportunities to talk about ideas and form collaborative teams. In addition to IdeaBounce® events, consider Coffee with the Experts or the Skandalaris Seminar Series.

Coffee with the Experts provides opportunities for startup social and commercial entrepreneurs to have a 10 minute private conversation (and a free cup of coffee) with panelists with various areas of expertise, including experienced entrepreneurs, investors, and service providers. At these appointments, entrepreneurs may troubleshoot specific challenges, follow-up or prepare for an IdeaBounce®, or review feedback and determine next steps. The only requirement to

make an appointment is to have an idea posted on IdeaBounce®. Contact the Skandalaris Center to schedule an appointment for a Coffee with the Experts. Appointments are available from 8:00—9:30 a.m on the following dates in 2011 – 2012:

September 28	November 17	February 29
October 26	January 25	April 4

Visit the Skandalaris Center website at www.sc.wustl.edu for pointers to prepare for an event.

Skandalaris Seminar Series

The Skandalaris Seminar Series: *Developing Entrepreneurial Skills, Perspectives and Relationships*, is a free opportunity for commercial and social entrepreneurs from the community and campuses of Washington University to explore possibilities, learn, and connect with each other. The seminar series builds on the curriculum taught to Washington University students and reflects the Skandalaris Center's Philosophy for Entrepreneur Development. The seminar series helps student and community entrepreneurs learn and understand their skills, motivations and passion. The non-credit series is four three-hour sessions offered in the fall, and repeated in the spring.

Fall 2011 dates are:

October 7
October 21
November 4
November 18

Spring 2012 dates are:

January 20
February 3
February 17
March 2

See Appendix A for the list of topics and format (included in the YouthBridge® brochure “Strengthen Your Nonprofit”), or visit www.ideabounce.com and click on “Register for Events.”

Submitting Deliverables

The first deliverable is the Executive Summary, due on January 3. After this date, submissions are closed for the 2012 competition. See Appendix B for evaluation criteria for all deliverables. The executive summary will clearly state the idea to address the problem. One of the criteria distinctive to the YouthBridge® SEIC is the determination of social value: the impact the venture is expected to have on the problem being addressed. While teams may use the evaluation sheets to help them create their deliverables, we don't recommend that they use it as a checklist to parrot the criteria without linking them to the idea. Teams will tell their stories in unique and creative ways, and their strategies and approaches will determine the best formats for the executive summaries to persuade the readers.

Executive summaries are limited to three pages including a financial table.

A small group of donors and Skandalaris Center staff evaluate executive summaries and expect to select no more than 24 semi-finalists. The semi-finalist teams will be announced by email on Wednesday, January 11. All teams will receive feedback on the executive summaries by Thursday, January 12. Semi-finalist teams may incorporate the feedback and deliver a new

executive summary by Tuesday, January 17, which the judges will review prior to the next deliverable: the Elevator Pitch.

The Elevator Pitch Competition will be held on Thursday, January 26. The elevator pitch presenter may or may not be the venture's "champion." The champion is the person, whether staff member, board member, or other volunteer, who is committed to moving the venture forward, and has the resources, including time and expertise, to do so. More than one person may deliver the pitch, but the more you "hand off" the more quickly you will use your allotted two minutes. Handing off during the pitch can be awkward unless it's very well-rehearsed. We recommend business casual attire at a minimum.

Pitches are timed and cut off at two minutes by a Skandalaris Center staff member. Your pitch may include no posters or PowerPoints; if you have a product which is small enough to hold in your hand, you may bring it, but you MAY NOT pass it to the judges. After your pitch, the judges will then have five minutes to ask questions of the team. Additional team members may come to the front of the room to be available to answer questions. After the pitches, the judges' evaluations for all teams are immediately tabulated to determine the winners of the Elevator Pitch Competition, who are the competition finalists.

Judges for the Elevator Pitch are NOT the same judges who read your initial executive summary to select semi-finalists. We will send them your re-submitted executive summaries if they wish to read them to prepare for the Elevator Pitch. You may expect up to thirty judges for the private Elevator Pitch Competition. They represent academia, practitioners, funders, and service providers.

At an event later that evening, the semi-finalists will give their elevator pitches again, to audience members who may complete an evaluation sheet similar to the judges. At this public event pitches will be limited to 90 seconds and there will be no Q&A, in order to condense the event and increase the time available for networking at the reception following. After all the pitches, the finalists (no more than 12) will be announced, based on the judges' evaluations of the Elevator Pitch Competition only. Scores from the Executive Summary do not "carry over." After the event, audience members' evaluations will be tabulated, and the audience member(s) who comes closest to the judges will win \$250.

Teams will receive the judges' feedback from the Elevator Pitch Competition by Monday, January 30, and will have the chance to incorporate into their next deliverable: the written Business Plan.

Teams will deliver approximately thirty (depending on the number of judges) printed copies of the plan to the Skandalaris Center by noon on Tuesday, March 20. Teams are reimbursed up to \$500 for printing costs.

The evaluation of the business plan builds upon the evaluation of the previous deliverables, and is the most extensive feedback the teams will receive. For the business plan, judges provide minimal feedback on the idea and the champion, as they expect the teams to have clearly defined them by this point in the competition. Judges provide more feedback on criteria such as the team's market research, the uniqueness of its offering, plans to collaborate, and the use of the start-up funding. The venture's sustainability and impact continue to be important criteria, contributing to the venture's social value. Stories of organizational successes are compelling and add value to the business plan, as do collaborators who add their credibility and reputation to the venture. Technical factors such as the writing and attention to detail are important. Appendices may be included, but are not required, and might include team members' resumes, a list of board members, a list of major donors, and an explanation of the organization's tax-exempt status.

Judges will review and complete evaluations of the plans prior to the next and final deliverable: Final Presentations on April 4. However, feedback on the business plan and final presentation is provided only after the Awards Ceremony, in order to keep the winning teams confidential until the public announcement.

At Final Presentations, the teams will present a 15-minute PowerPoint and then have up to 15 minutes for Q&A from the judges. Judges will receive a black and white "handout" copy of your PowerPoint presentation, and during the presentation you will be able to use the presenter notes and timing tools available with PowerPoint 2007. We recommend business casual attire at a minimum.

Anyone on the team may answer a judge's question, though we recommend that anyone who may answer a question come to the front of the room during this period, rather than answering from a seat in the audience. Total time allowed for the presentation will not exceed 30 minutes. If the team, for example, finishes its PowerPoint in 10 minutes, the team may have up to 20 minutes for the Q&A. Neither period may exceed 15 minutes. Both segments are timed and cut off by a Skandalaris Center staff member. Teams use the final presentation to articulate their business plan and business model, delivering a compelling case for their creative solution, their supportive team, and their impact.

Evaluations and Feedback

Our judges have diverse backgrounds in academia, research, nonprofit management, and entrepreneurial experiences. At each selection point the judges rank a broad range of criteria. At each point teams also receive written feedback from the judges, the detail of which increases as the competition proceeds. The feedback includes the team's score in each of the various criteria, as well as a comparison to how they scored relative to all the other teams. Team names are hidden, but a team will know, for example, that they scored high relative to other teams in "the champion for the idea is clearly identified" but may need to improve in "the plan for sustaining the venture is compelling." Participants often state that this transparent feedback throughout the process can be as valuable as any award received at the conclusion.

The judges' feedback helps teams understand the strengths and weaknesses of their written and oral deliverables, and how they have improved over the course of the competition. . See Appendix C for examples of feedback from past competitions. (Team numbers change throughout, so team #1 at the executive summary stage is not necessarily team #1 at the final presentation stage.)

Awards

In 2012 we expect to award a total of at least \$125,000, including a cash award to the student(s) on the best team that is founded or supported by students. Awards may be in cash or in kind with services provided by sponsors. Award winners may also receive ongoing mentorship through InnovateVMS. Specific awards include:

- YouthBridge® Award: \$35,000 to fund a venture serving youth
- Lutheran Foundation of St. Louis Award: \$30,000 to fund an organization promoting a healthier community
- Daughters of Charity Foundation of St. Louis Award: up to \$30,000 to fund an organization serving the poor and vulnerable (www.daughtersofcharityfdn.org);
- Skandalaris Award: \$25,000 to fund a venture with an innovative solution to effect social change

It is possible for a venture to win more than one award, if its presentation is compelling and its mission overlaps those of multiple donors, but that is not the goal or an intended result.

Awards will be presented on April 11, including a keynote presentation, poster board session, and cocktail reception. We will provide a template for teams for their poster boards, and print them at our cost. At the reception teams will have the opportunity to talk to guests about their idea and venture.

Confidentiality and Collaboration

The goal of the YouthBridge® SEIC is to help social entrepreneurs develop and fund sustainable ventures that impact a social issue. All participants involved in reviewing the executive summaries, sustainability plans, and presentations treat the information as confidential and do not disclose information related to the ventures outside of the competition. However, maintaining a collaborative learning environment where ideas can be discussed openly is crucial to the process. Each team founder is responsible for deciding what information should or should not be included.

Frequently Asked Questions

AM I ELIGIBLE TO COMPETE?

The YouthBridge SEIC is intended for non-profit organizations. Funding for the awards come from four sources: The Daughters of Charity Foundation of St. Louis, The Lutheran Foundation of St. Louis, the YouthBridge Community Foundation, and the Skandalaris Center for Entrepreneurial Studies at Washington University. While all funders enter the competition intending to make an award, the charitable foundations will only do so if a high-performing team in the competition is aligned with their own mission, and if the winner is organized as a 501 (c)(3). Since Washington University is not a foundation, it is possible for the Skandalaris grant to be awarded to another organizational type. While the Center supports the founding of hybrid ventures which both fulfill a social mission and return a profit, the Skandalaris Center operates the Olin Cup Competition for commercial ventures.

For-profit ventures which enter the YouthBridge SEIC will be competing against social ventures which are better suited for the YouthBridge SEIC. Ideally, in the future we would like to provide a third competition for hybrid ventures, including for-profits with a social mission. To further clarify, teams in the YouthBridge SEIC would have to meet the following criteria to be considered for funding by our various donors:

Daughters of Charity Foundation of St. Louis – up to \$30,000 for a 501 (c)(3) which primarily serves persons who are poor;

Lutheran Foundation of St. Louis – up to \$30,000 for a 501 (c)(3) which provides the skill, expertise, and care needed to improve the care of people in the St. Louis metropolitan region;

YouthBridge Community Foundation – up to \$35,000 for a new or existing agency serving children and youth;

Skandalaris Center – up to \$25,000 for a venture with an innovative solution to effect social change.

IS THE YOUTHBRIDGE® SEIC RIGHT FOR MY ORGANIZATION?

Past winning teams have demonstrated not only that they understand the problem they hope to address, but that they have an innovative approach to addressing it. They are not simply looking for a new funder for an existing program, but their own strategy links them to the competition. Winning teams develop an idea into a plan and a vision that will have measurable impact. The Skandalaris Seminars may help team discover an idea that fits their passion and strategy for growth and funding.

HOW DO I ENTER THE COMPETITION?

As of September 8, this process is TBD, but will include submitting three components: posting your idea on IdeaBounce®; submitting your executive summary to seic@wustl.edu; submitting a list of team members. Check for updates and specifics regarding the process on www.sc.wustl.edu, and “like” us on Facebook for additional updates.

WHY DO I HAVE TO POST MY IDEA?

While not a requirement to participate in the competition, posting on the IdeaBounce® website accomplishes the following:

- makes you eligible to register for a Coffee with the Experts
- makes you eligible to bounce your idea at any Skandalaris IdeaBounce® event; if you win an IdeaBounce® you also win \$100 and dinner with judges
- enters you in the Skandalaris Center mailing list to ensure that you are informed of upcoming events, due dates, and opportunities to connect
- allows us to direct others to your posted idea so you can start to receive inputs and feedback from others

WHAT IS THE DEADLINE TO ENTER?

The deadline is the first deliverable due date of January 3. After that date, the 2012 YouthBridge® SEIC is closed to new competitors.

HOW CAN I JOIN A TEAM IF I DO NOT HAVE AN IDEA OF MY OWN?

Browse the ideas posted at www.ideabounce.com. Contact information is included on the website, or the Skandalaris Center sponsors numerous events throughout the year that are an excellent opportunity to meet students, members of the community, social entrepreneurs, and others who are interested in either joining an existing team or recruiting team members.

HOW DO I FIND A MENTOR?

Again, networking events, seminars, and other Skandalaris Center events are excellent opportunities to meet potential mentors or advisors. Winning teams may also receive additional mentor support from *InnovateVMS*. See their website at www.innovatevms.org for additional information about their services.

HOW MUCH DOES IT COST TO APPLY?

Entry to the YouthBridge® SEIC and to all Skandalaris events is free.

WHAT ARE THE BENEFITS IF WE DO NOT WIN?

The YouthBridge® SEIC provides an excellent opportunity for innovators and entrepreneurs to develop and refine their ideas. At a minimum, teams who complete the competition will have assessed the opportunity, had several opportunities to deliver an elevator pitch, formed a team, produced a business plan, and received feedback from an expert panel of judges at every step along the way. As one past competitor commented, the experience helps them answer the question on every grant application – How are you going to sustain your program after our funding runs out? Funders and investors subsequent to the YouthBridge® SEIC are impressed with the teams' business plan and knowledge and more likely to listen. All finalists will have the opportunity to present their ideas to a panel of judges representing leaders in the community, so a team that doesn't win the competition may secure funding from another source. Even in the course of the competition, teams may receive funding from another source. Some past teams have received funding after the Elevator Pitch Competition, even before submitting their sustainability plans.

About the Skandalaris Center for Entrepreneurial Studies

The Skandalaris Center for Entrepreneurial Studies is a campus-wide initiative serving Washington University in St. Louis and the broader community. The Skandalaris Center reports to Chancellor Mark S. Wrighton, who has charged the Center with igniting entrepreneurial interest and learning in all disciplines including business, law, physical sciences, social sciences, art, architecture, engineering, medicine, and social work. The Center is the hub of entrepreneurial activity on campus, working to build an innovation environment in the seven schools of the University where ideas and people can connect and cause action that changes lives.

The Skandalaris Center was founded in 2003 with generous support from Mr. and Mrs. Robert J. Skandalaris and from the Ewing Marion Kauffman Foundation as one of eight initial Kauffman Campuses. Since its establishment, the Center has funded and coordinated a rich set of entrepreneurship courses and programs that span across all schools, degrees, and disciplines. These opportunities create valuable experiences that support student and community interest in commercial, social, global, technology, law, art, and intellectual entrepreneurship.

The University's seven schools all take leadership in curriculum by creating student-interest learning tracks in their discipline area. Washington University offers a total of 55 entrepreneurship courses at both the undergraduate and graduate level. Undergraduate students in any school or college may earn a major in commercial entrepreneurship through the Olin Business School. Additionally, the Skandalaris Center issues a Certificate of Accomplishment in Entrepreneurship to students who exhibit entrepreneurial competence by completing a mixture of academic and co-curricular options. MBA students may select a "concentration" in entrepreneurship to help them understand the entrepreneurial mindset and approach to problem solving. The Hatchery, the capstone entrepreneurial experience, teams students from diverse schools, disciplines, and degree programs together in working groups to create a business plan for a new commercial or social venture.

In 2008, a generous gift from Mr. and Mrs. Robert J. Skandalaris launched the Skandalaris Center Internship Program for undergraduate students in all schools at the University. Interns receive a stipend as well as room and board, or a living allowance for students who choose to live off campus. The internship is ten weeks long and the cost to a first-time sponsoring organization is \$1,000. Both commercial and social ventures are eligible. After three years, the students have contributed significantly to the host organizations, with CEOs commenting that their Skandalaris interns were pivotal in moving their organizations forward. Several companies have offered students extended internships and full-time employment.

Other co-curricular programs mentioned earlier include IdeaBounce[®], Coffee with the Experts, the Skandalaris Seminar Series, and the Olin Cup Competition for commercial ventures. All students and community members are welcomed and encouraged to participate in Skandalaris Center events. Please contact the Center for additional information.

About YouthBridge® Community Foundation (from <http://youthbridge.org/>)

Mission Statement

To build a network of strong, effective and financially sustainable social agencies to support children at risk and to provide extraordinary service to our philanthropic investors and donors.

Brief History

YouthBridge® began in 1877 as the German General Protestant Orphan's Home founded by a group of German Americans who sought a loving home for children orphaned during the cholera epidemic. It began as a rented house on 13th and Chouteau, and moved and grew many times over the century, adding schooling, recreation, sports, counseling and medical and dental care.

The home always had a loving family environment. Children who grew up there return to serve, and some board members are third generation. In 1917, 10-year-old August Moenkhaus moved into the home and grew up there. He later became successful in business and volunteered at the home. He was elected to the board in 1946. His son, Norman Moenkhaus, is an Executive Director today.

In 2001, the name changed to YouthBridge Association and became the YouthBridge Campus. Today, HavenHouse St. Louis, Good Shepherd School for Children and the YouthBridge® Community Foundation reside there. The mission expanded in 2005 to help other children's charities become sustainable organizations, and to help donors set up giving funds.

Six years ago, YouthBridge® started the annual YouthBridge® Social Enterprise and Innovation Competition, in which nonprofits can compete for seed money; and the free Washington University Skandalaris Seminar Series, where nonprofits can gain the business skills to help make their social enterprise ideas a sustainable reality.

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Appendix A

YouthBridge® brochure
“Strengthen Your Nonprofit!”
including
Skandalaris Seminar Series schedule on page 5

Appendix C

Copy of feedback sent to 2011 YouthBridge® SEIC teams



Strengthen Your Nonprofit!

*Compete to Win Your
Share of \$100,000
in Seed Money*

in the 2012 YouthBridge® Social Enterprise
and Innovation Competition (SEIC)

And Learn Entrepreneurial Skills in
Washington University's free
Skandalaris Seminar Series.


YOUTHBRIDGE[®]
COMMUNITY FOUNDATION
Turning PASSION into PHILANTHROPY[®]
FOUNDED 1877

 Washington University in St. Louis
SKANDALARIS CENTER FOR ENTREPRENEURIAL STUDIES



Angel Baked Cookies earns revenue while teaching business skills to youth.



Janji sells running apparel to counter malnutrition in developing nations.

Seventh Annual **YouthBridge® Social Enterprise and Innovation Competition**

Win your share of \$100,000 in Seed Money

This is one of the largest social enterprise business plan contests in the United States. Over the past six years, 28 competitors have been awarded nearly \$750,000 in cash and in-kind services. New and established nonprofits may enter to compete for cash awards, in-kind services and mentoring by InnovateVMS, the Venture Mentoring Service of Innovate St. Louis.* Those who present the best social enterprise business plan are selected as winners by judges from academic, business and nonprofit organizations in the St. Louis Community.

*Innovate VMS offers mentoring for social and commercial entrepreneurs. Find more information at innovatestl.org/IVMS.

Awards are granted from the following community partners. It is possible to win more than one award.

YouthBridge: \$35,000 to fund a venture serving children or youth

Lutheran Foundation of St. Louis: \$30,000 to fund an organization promoting a healthier community

Skandalaris: \$25,000 to fund a venture with an innovative solution to effect social change

With a \$5,000 award to the best student team and in-kind support from Skandalaris sponsors, the total amount awarded will be more than \$100,000.

Skandalaris Seminar Series:

Developing Entrepreneurial Skills, Perspectives and Relationships

Free Skill-Building Sessions and Panel Discussions

You are welcome to attend part or all of the series, selecting the topics that are of interest to you. The seminars provide practical skills, and the panel discussions offer an opportunity to hear accomplished social and commercial entrepreneurs

discuss how they applied those skills in their own venture and personal development. Each day concludes with a networking reception where you can continue the conversation and connect with others.



Consolare makes home goods to fund services for crime victims.



Perennial teaches reuse and restoration workshops to create a better environment.

DeCycleIt! helps the environment recycling electronic media.



Ignite **Your Entrepreneurial Spirit!**

Funding your nonprofit—or your idea to start one—is an on-going challenge. YouthBridge® Community Foundation exists to help nonprofits become financially sustainable, so they can successfully serve their worthy causes. To do that, we believe nonprofit leaders must think like entrepreneurs and manage their organizations much like a for-profit business.

Each year, YouthBridge, in partnership with Washington University's Skandalaris Center for Entrepreneurial Studies, sponsors the YouthBridge *Social Enterprise and Innovation Competition (SEIC)* and the Skandalaris Seminar Series: *Developing Entrepreneurial Skills, Perspectives and Relationships*.

The purpose is to energize the St. Louis region's entrepreneurial spirit through entrepreneurial education and an exciting business plan competition. Winning nonprofits will receive seed money to put their plans into action, and nonprofits that do not win the competition often find other funding through this experience. All walk away more knowledgeable, more connected and better equipped to grow their organization.

Join Us **We're Investing in Your Passion**

The YouthBridge SEIC and the Skandalaris Seminar Series create the cornerstone of the YouthBridge commitment to leadership and investment in social enterprise. If you are a budding social entrepreneur or simply interested in the day's topic, join us this fall. You'll learn new concepts in a supportive and creative environment and have an opportunity to compete for funding. Together, we can turn your ideas and passion into a sustainable reality.

Get Started Now!

You can go online to get all the information you need and to register. You can take the seminars without entering the competition, or enter the competition without taking the seminars. But we recommend both for the most impact on your nonprofit!

Download the Competition Welcome Kit:

Go online to ideabounce.com and select SEIC Welcome Kit at the top of the page to learn more about competition deliverables and due dates. The first deliverable is due in January 2012. Plan to attend the YouthBridge SEIC Kickoff September 8, 2011.

Register for the Seminars:

Go online to ideabounce.com and select Register for Events at the top of the page, then scroll down to select the seminars to attend. Enroll early, space is limited.

YouthBridge® Social Enterprise and Innovation Competition (SEIC)

Fall 2011 – Spring 2012 Schedule

All events are held at Washington University Danforth Campus in St. Louis.

All events are free and open to all, except as noted for judging events.

Kickoff

The YouthBridge SEIC Kickoff is held in conjunction with the Washington University Olin Cup Competition* Kickoff. A keynote speaker with both commercial and social entrepreneurial expertise will energize the audience and highlight the event.

Date: Thursday, September 8

Time: 6:00 p.m.

Location: Simon Hall, May Auditorium

Keynote Speaker: TBA

*The Olin Cup competition is for the commercial sector. More information is available at ideabounce.com.

YouthBridge SEIC/Olin Cup IdeaBounce®

This event is an overview of both competitions, the YouthBridge SEIC and the Olin Cup, and the required deliverables for each. It includes time to pitch your idea and receive feedback from participants. This is a great opportunity to hear nonprofit and commercial venture ideas.

Date: Friday, September 16

Time: 1:00 – 4:00 p.m.

Location: Simon Hall, Room 103

Session Leaders: Skandalaris Center staff

Social Change IdeaBounce®

This session is specially designed for students to pitch ideas for social change. Students may post ideas at ideabounce.com, and the Skandalaris Center will invite 15 – 20 people to make a two-minute pitch to a panel of expert judges, who will select 5 winners to receive \$100 each. After a reception for all, the winners also join the judges for a private dinner for individual advice and mentoring. This is a great opportunity for YouthBridge SEIC participants to hear student ideas for social change.

Date: Thursday, November 17

Time: 6:00 p.m.

Location: TBA

Executive Summaries Due

Participants email their executive summaries to seic@wustl.edu.

Date: Tuesday, January 3

Time: by noon

Semi-finalists Selection

Semi-finalists are selected from the executive summaries.

Date: Wednesday, January 11

Announcement: By email and Skandalaris press release

Elevator Pitch Competition

Private Event: Semi-finalists make their pitches privately to the judges.

Date: Thursday, January 26

Time: 2:00 p.m.

Public Event: Semi-finalists make their pitches to the general public. Spectators evaluate the pitches, and the person whose ratings are closest to those of the judges will win \$250. This provides semi-finalists with valuable public feedback on their ideas. At the conclusion of the event, finalists will be announced.

Time: 6:00 p.m.

Location: TBA

Business Plans Due

Participants deliver 30 printed copies of their business plans to the Skandalaris Center.

Date: Tuesday, March 20

Time: by noon

Final Presentations

Private Event: Finalists present a 15-minute PowerPoint to showcase their creative solution, business model, business plan, and impact with 15 minutes for Q&A from the judges. Final Presentations are open to finalists and judges only.

Date: Wednesday, April 4

Time: 2:00 p.m.

YouthBridge SEIC Awards Ceremony

Winners of the 2012 YouthBridge Social Enterprise and Innovation Competition will be announced and awards presented.

Date: Wednesday, April 11

Time: 6:00 p.m.

Location: TBA

Keynote Speaker: TBA

Times and locations are subject to change. Visit ideabounce.com to register and confirm details.

For questions or additional information about the YouthBridge SEIC, please contact Chris Striker at 314-720-4408 or cstriker@youthbridge.org.

Developing Entrepreneurial Skills, Perspectives and Relationships

Fall 2011 – Spring 2012 Schedule

All events are held at Washington University Danforth Campus in St. Louis.

All events are free and open to all.

Idea Generation and Testing

The first seminar will help early-stage innovators understand their personal motivations and how to develop an idea. At the end of the session, you will be able to answer:

- Are you a founder or team member?
- Where do ideas come from?
- How can you tell if it's a good idea?
- Can you describe your idea in a compelling way?
- Is there a customer need?
- How can you test an idea?

Date: Fall: Friday, October 7 / Spring: Friday, January 20

Time: 1:00 – 2:30 p.m. Seminar

2:30 – 4:00 p.m. Panel Discussion

4:00 – 5:30 p.m. Reception

Location: Fall: Simon Hall, Room 103/ Spring: TBA

The Market and Value Proposition

The second seminar will address steps for testing an idea and evaluating the market need. At the end of the session, you will be able to answer:

- What is your value proposition?
- Who is your customer or constituent?
- Who is the competition?
- Are customers willing to pay for your product or service?
- What is the economic value?
- What is the social value?

Date: Fall: Friday, October 21/ Spring: Friday, February 3

Time: 1:00 – 2:30 p.m. Seminar

2:30 – 4:00 p.m. Panel Discussion

4:00 – 5:30 p.m. Reception

Location: Fall: Simon Hall, Room 103/ Spring: TBA

Finances and the Business Model

The third seminar will address financial projections and defining a business model. At the end of the session, you will be able to answer:

- How do you determine what resources you need?
- How do you find them?
- What are the funding sources?
- What financial statements are important in building a business plan?
- What do investors and donors look for?
- How do you sustain the new enterprise?

Date: Fall: Friday, November 4/ Spring: Friday, February 17

Time: 1:00 – 2:30 p.m. Seminar

2:30 – 4:00 p.m. Panel Discussion

4:00 – 5:30 p.m. Reception

Location: Fall: Simon Hall, Room 103/ Spring: TBA

The Business Plan and Telling Your Story

The fourth and last seminar will summarize all points from previous seminars to help develop the business plan and tell the story. At the end of the session, you will be able to answer:

- Do all parts support the success of the venture?
- How do you stay focused but flexible when implementing your plan?
- How do you address ethical concerns?
- How do you celebrate success and deal with challenges?
- When do you exit?
- What are your community resources?

Date: Fall: Friday, November 18/ Spring: Friday, March 2

Time: 1:00 – 2:30 p.m. Seminar

2:30 – 4:00 p.m. Panel Discussion

4:00 – 5:30 p.m. Reception

Location: Fall: Simon Hall, Room 103/ Spring: TBA

For questions or additional information about the Skandalaris Seminar Series, please contact Aimee Dunne Zander at 314-935-6906 or dunnezander@wustl.edu.

Meet the 2011 YouthBridge SEIC Winners!

These innovative nonprofits were awarded thousands in seed money in the 2011 YouthBridge SEIC. Enter now for your chance to become one of the 2012 SEIC winners!



Won \$42,500

Angelbaked.org

Angel Baked Cookies

empowers youth in North St. Louis by providing employment, training and character development through production of all-natural cookies.



Won \$15,000

[Facebook.com/janjirunning](https://www.facebook.com/janjirunning)

Janji, formerly known as Edele, is a social enterprise selling running apparel, with the proceeds funding organizations addressing malnutrition in developing nations.

CONSOLARE

Won \$25,000

Consolare.org

Consolare makes healing, comforting home goods by community volunteers, including ex-offenders, to provide free services to victims of crime and violence.



Won \$10,000

Perennialstl.org

Perennial is a community workshop and store offering educational programming in creative reuse, and sales of repurposed furnishings and supplies for reuse projects.



Won \$10,000

DeCycleIt! provides ultra-secure disposal and recycling

of highly sensitive paper and electronic media to reduce identity or corporate theft, as well as reduce the amount of poisonous metals entering landfills from fluorescent lamps and related products.

What can YouthBridge do for your nonprofit?

The YouthBridge SEIC and the Skandalaris Seminar Series are two of many services we offer with our community partners to area nonprofits. We are here to help your nonprofit achieve long-term financial stability through education, endowment

building, mentoring and services for your donors. Let us show you what we can do. Call Rex Reed, Executive Director of Agency Services, at 314-985-6777.

Join our Email List

To get email updates on YouthBridge activities and opportunities, please call Chris Striker at 314-720-4408 or email cstriker@youthbridge.org.

Appendix B

Judges' Evaluation Criteria for:
Executive Summary
Elevator Pitch
Business Plan
Final Presentations

Executive Summary	Elevator Pitch
Mission, Purpose, and Approach	Executive Summary Follow-up
1. The problem or unmet need is stated clearly.	1. The problem or unmet need is stated accurately.
2. The solution or idea is stated clearly.	2. The solution or idea is stated persuasively.
3. The idea offers a reasonable solution to the problem.	3. The champion for the idea is clearly identified.
4. The idea aligns with the organization's mission.	4. The exact amount of start-up funding is stated.
5. The idea is creative and innovative when compared to current practice.	5. The social value measurement plan supports sustainability.
Champion, Team, and Organizational Capacity	The Pitch
6. The champion for the idea is clearly identified.	6. The presenter was passionate.
7. The idea has the support of staff, board, and/or volunteers other than the identified champion.	7. The presenter was credible.
8. The champion has sufficient resources, including time, to execute the idea.	8. The elevator pitch covered the most critical aspects of the venture.
9. The organization has plans to collaborate with other organizations to address the need.	9. The elevator pitch addresses weaknesses in the executive summary.
Startup Funding and Sustainability Plan	Summary
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	10. The idea will have high social impact.
11. The financial table is realistic.	11. The idea is creative and innovative when compared to current practice.
12. The organization has identified sources for funding beyond YouthBridge SEIC.	12. The plan for sustaining the venture includes earned revenue.
13. The venture has a plan for sustainability that includes earned revenue.	13. The elevator pitch convinces the listener to want to learn more about the venture.
	14. The team answered the question that the judge asked.
Social Value Measurement Plan	15. Others would be compelled to collaborate on this venture
14. The organization has a plan for measuring social value and outcomes.	16. This idea can grow.
15. The plan for measuring social value is achievable.	17. I recommend that the venture remain in the competition as a finalist.
16. The plan for measuring social value supports sustainability.	
17. The venture will have significant social value.	
Summary	
18. The executive summary convinces the reader to want to learn more about the venture.	
19. The executive summary shows attention to detail – typos, grammar, etc.	
20. The executive summary meets the formatting criteria.	
21. This idea is for an innovative social venture.	
22. The venture's goals align with our (the donor's) mission and we would consider funding it.	
23. I recommend that the venture remain in the YouthBridge SEIC as a semi-finalist.	

Business Plan	Final Presentation
<i>Mission, Purpose, and Approach:</i>	<i>Mission, Purpose, and Approach</i>
1. The problem or unmet need is stated clearly.	1. The problem or unmet need is stated clearly.
2. The solution or idea is stated clearly.	2. The solution or idea is stated clearly.
3. The idea aligns with the organization's mission.	3. The amount of start-up funding is clearly stated in terms of dollars and timeframe.
4. The plan shows a clear understanding of the market and competition.	
5. The plan states the value proposition for its offering.	<i>Champion, Team, and Organizational Capacity</i>
	4. The champion for the idea is clearly identified.
<i>Champion, Team, and Organizational Capacity:</i>	5. The venture has plans to collaborate with other organizations to implement the idea.
6. The champion for the idea is clearly identified.	
7. The idea has the support of the Board of Directors.	<i>The Sustainability Plan and Social Value Measurement Plan</i>
8. The venture has plans to collaborate with other organizations to implement the idea.	6. The team clearly described the use of startup funding.
9. The venture has recruited outside mentor, expert, or volunteer support.	7. The plan for sustaining the venture after the startup timeframe has ended is realistic.
	8. The plan shows potential for earned income success.
<i>Startup Funding and Sustainability Plan:</i>	9. The social venture commits to measurable activities, outcomes, and social value.
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	10. The plan for measuring social value is affordable.
11. The organization has identified sources for funding beyond YouthBridge SEIC.	11. The plan for measuring social value will be used to direct operations.
12. The use of the start-up funding is clearly described.	12. The timeframe and financial case for sustainability are clearly stated.
13. The venture improves the financial health of the agency.	
14. The plan has earned revenue that generates income.	<i>The Presentation</i>
	13. The presenter was passionate.
<i>Social Value Measurement Plan</i>	14. The presenter was credible.
15. The organization plans to measure activities, outcomes, and social value.	15. The presentation was well organized.
16. The measurements are identified and readily available.	16. Members of the team participated in the presentation and/or Q&A.
17. The plan for measuring social value is affordable.	17. The team responded well to questions.
18. The plan for measuring social value will be used to direct operations.	
19. The social value economies are validated by independent research.	<i>Summary</i>
	18. The idea is entrepreneurial and innovative.
<i>Sustainability Plan Appendices:</i>	19. The idea is replicable or scalable.
20. The organization has priced its offering at the correct level.	20. The idea has impact on the social problem being addressed.
21. The plan includes monthly financial statements for the startup period.	21. The venture will be financially sustainable.
22. The plan includes five-year profit/loss statements, balance sheets, and cash flow statements.	22. I recommend that the YouthBridge SEIC fund this venture.
23. The plan identifies milestones where cash flow turns positive.	
24. The costs, expenses, and headcount are reasonable.	
<i>Summary:</i>	
25. The plan is clear and well written.	
26. The plan shows attention to detail and form (no typos, misspellings, bad grammar).	
27. Any appendices add to the venture's case for support.	
28. The plan responds to feedback from the executive summary and elevator pitch.	
29. The plan convinces the reader that the venture will be financially sustainable.	
30. I recommend that the YouthBridge SEIC fund this venture.	

Appendix C

Copy of feedback sent to 2011 YouthBridge® SEIC teams

Each statement is phrased positively. Please indicate your agreement with the positive statement using the following scale: 5 = strongly agree 4 = agree 3 = neither agree nor disagree 2 = disagree 1 = strongly disagree	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Team 8	Team 9
Mission, Purpose, and Approach									
1. The problem or unmet need is stated clearly.	3.60	4.00	4.40	4.40	3.80	3.20	4.80	4.20	4.60
2. The solution or idea is stated clearly.	3.80	4.40	4.40	4.40	3.40	3.40	4.20	4.20	4.00
3. The idea offers a reasonable solution to the problem.	3.40	4.20	4.00	3.80	3.20	3.20	4.00	3.80	4.40
4. The idea aligns with the organization's mission.	4.20	4.40	4.60	5.00	4.40	4.40	3.40	5.00	4.60
5. The idea is creative and innovative when compared to current practice.	4.00	3.80	4.00	3.80	3.20	3.80	4.00	3.80	3.80
Champion, Team, and Organizational Capacity									
6. The champion for the idea is clearly identified.	2.80	4.60	4.40	5.00	2.20	3.80	3.80	5.00	4.00
7. The idea has the support of staff, board, and/or volunteers other than the identified champion.	2.40	3.60	4.00	4.20	3.00	4.40	3.80	4.00	4.00
8. The champion has sufficient resources, including time, to execute the idea.	2.00	3.20	3.20	3.80	2.60	2.80	3.20	4.20	3.60
9. The organization has plans to collaborate with other organizations to address the need.	3.20	4.20	3.60	4.60	3.80	3.20	3.20	4.00	4.20
Startup Funding and Sustainability Plan									
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	3.20	4.00	4.00	4.00	3.40	4.00	3.40	5.00	2.40
11. The financial table is realistic.	1.80	3.20	3.40	2.60	3.00	3.00	1.20	3.60	2.40
12. The organization has identified sources for funding beyond YouthBridge SEIC.	2.20	4.00	3.40	4.40	3.00	3.40	2.00	4.00	3.80
13. The venture has a plan for sustainability that includes earned revenue.	2.80	3.60	3.40	3.80	2.20	3.20	1.80	3.40	2.40
Social Value Measurement Plan									
14. The organization has a plan for measuring social value and outcomes.	2.20	3.20	3.80	4.00	3.00	2.40	1.20	3.80	3.20
15. The plan for measuring social value is achievable.	1.80	3.20	3.60	3.60	3.20	2.20	1.20	4.00	3.40
16. The plan for measuring social value supports sustainability.	2.60	3.40	3.40	3.20	2.40	2.00	1.20	3.40	2.20
17. The venture will have significant social value.	3.20	3.80	3.80	3.40	4.00	3.40	1.80	4.00	4.20
Summary									
18. The executive summary convinces the reader to want to learn more about the venture.	3.40	3.80	3.80	4.20	3.20	3.00	2.00	4.20	4.20
19. The executive summary shows attention to detail – typos, grammar, etc.	2.80	4.20	4.00	4.40	2.80	3.60	3.50	4.60	4.40
20. The executive summary meets the formatting criteria.	4.00	4.20	4.20	4.40	4.20	3.60	3.80	4.60	4.00
21. This idea is for an innovative social venture.	3.60	3.80	4.20	4.20	3.80	3.20	2.00	3.80	3.40
22. The venture's goals align with our (the donor's) mission and we would consider funding it.	3.20	3.60	4.00	3.80	3.40	2.80	1.60	3.80	3.80
23. I recommend that the venture remain in the YouthBridge SEIC as a semi-finalist.	3.20	3.80	3.80	3.90	3.40	3.00	1.80	4.30	3.60
Average criteria points	69.40	88.20	89.40	92.90	74.60	75.00	62.90	94.70	84.60
Place in stack ranking	25	16	9	24	22	32	40	5	15

Each statement is phrased positively. Please indicate your agreement with the positive statement using the following scale: 5 = strongly agree 4 = agree 3 = neither agree nor disagree 2 = disagree 1 = strongly disagree	Team 10	Team 11	Team 12	Team 13	Team 14	Team 15	Team 16	Team 17	Team 18
Mission, Purpose, and Approach									
1. The problem or unmet need is stated clearly.	4.20	3.40	3.80	3.80	4.00	3.80	4.40	4.40	3.80
2. The solution or idea is stated clearly.	3.00	4.40	3.20	4.00	3.40	4.40	3.80	4.40	4.00
3. The idea offers a reasonable solution to the problem.	3.20	3.80	3.20	4.00	3.40	3.80	4.00	3.80	3.40
4. The idea aligns with the organization's mission.	4.60	4.00	4.40	4.00	4.80	4.20	4.20	4.40	4.40
5. The idea is creative and innovative when compared to current practice.	3.40	3.40	3.60	3.00	3.20	3.60	3.60	3.40	3.60
Champion, Team, and Organizational Capacity									
6. The champion for the idea is clearly identified.	2.80	4.80	3.80	3.40	3.00	2.20	4.40	3.40	2.20
7. The idea has the support of staff, board, and/or volunteers other than the identified champion.	3.60	4.60	2.40	3.20	2.40	2.80	3.00	3.60	3.40
8. The champion has sufficient resources, including time, to execute the idea.	2.80	4.00	2.60	2.60	2.40	2.40	3.20	3.40	3.60
9. The organization has plans to collaborate with other organizations to address the need.	3.60	4.00	3.00	2.00	2.60	4.20	3.60	3.00	3.80
Startup Funding and Sustainability Plan									
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	4.40	4.20	2.80	3.40	3.60	3.80	4.00	3.20	3.80
11. The financial table is realistic.	3.40	3.80	1.40	3.00	2.00	2.80	3.60	2.20	3.20
12. The organization has identified sources for funding beyond YouthBridge SEIC.	3.60	4.20	2.40	2.80	3.20	4.00	3.60	3.40	4.20
13. The venture has a plan for sustainability that includes earned revenue.	2.40	4.20	1.40	3.20	1.20	4.00	4.40	2.60	3.20
Social Value Measurement Plan									
14. The organization has a plan for measuring social value and outcomes.	3.40	3.60	1.60	1.40	2.00	2.40	3.20	3.00	3.00
15. The plan for measuring social value is achievable.	2.80	3.40	1.60	1.40	1.80	2.60	3.00	3.20	3.60
16. The plan for measuring social value supports sustainability.	2.60	3.40	1.60	1.40	1.80	2.60	3.00	3.20	3.00
17. The venture will have significant social value.	3.80	3.60	2.80	1.20	3.60	4.00	4.40	3.80	3.60
Summary									
18. The executive summary convinces the reader to want to learn more about the venture.	3.20	4.00	2.20	2.60	2.60	3.80	3.80	3.60	4.00
19. The executive summary shows attention to detail – typos, grammar, etc.	4.00	4.40	3.00	4.20	3.60	4.00	3.80	4.20	4.40
20. The executive summary meets the formatting criteria.	4.60	4.60	4.20	4.20	4.00	4.20	4.60	4.00	3.80
21. This idea is for an innovative social venture.	3.60	3.60	2.80	1.80	2.80	3.60	4.00	3.00	3.20
22. The venture's goals align with our (the donor's) mission and we would consider funding it.	3.80	4.00	2.60	1.60	3.20	4.00	4.20	3.00	3.40
23. I recommend that the venture remain in the YouthBridge SEIC as a semi-finalist.	3.20	4.30	2.20	1.60	2.40	3.90	4.20	3.00	3.60
Average criteria points	80.00	91.70	62.60	63.80	67.00	81.10	88.00	79.20	82.20
Place in stack ranking	20	6	37	44	35	8	10	30	34

Each statement is phrased positively. Please indicate your agreement with the positive statement using the following scale: 5 = strongly agree 4 = agree 3 = neither agree nor disagree 2 = disagree 1 = strongly disagree	Team 19	Team 20	Team 21	Team 22	Team 23	Team 24	Team 25	Team 26	Team 27
Mission, Purpose, and Approach									
1. The problem or unmet need is stated clearly.	4.80	4.40	3.40	4.40	2.40	3.80	4.20	3.80	3.40
2. The solution or idea is stated clearly.	3.60	3.40	3.20	4.80	2.80	3.60	4.00	3.60	2.80
3. The idea offers a reasonable solution to the problem.	3.40	3.60	3.60	4.20	3.00	3.40	3.60	3.20	2.60
4. The idea aligns with the organization's mission.	4.20	4.40	4.80	5.00	3.40	4.40	4.80	4.40	3.40
5. The idea is creative and innovative when compared to current practice.	3.60	3.60	3.20	4.40	3.00	3.40	4.20	3.00	2.80
Champion, Team, and Organizational Capacity									
6. The champion for the idea is clearly identified.	2.40	3.80	2.60	4.80	3.40	2.40	4.60	2.40	2.20
7. The idea has the support of staff, board, and/or volunteers other than the identified champion.	3.00	3.80	2.60	4.40	2.40	2.80	3.80	1.40	1.80
8. The champion has sufficient resources, including time, to execute the idea.	2.80	3.00	2.20	3.60	3.00	3.00	3.00	2.60	1.80
9. The organization has plans to collaborate with other organizations to address the need.	3.80	3.80	3.00	4.20	2.40	4.40	4.00	2.00	2.40
Startup Funding and Sustainability Plan									
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	3.80	4.40	2.80	4.20	1.20	3.40	3.80	2.60	1.00
11. The financial table is realistic.	3.00	2.80	2.60	4.20	1.20	2.80	3.40	1.60	1.40
12. The organization has identified sources for funding beyond YouthBridge SEIC.	3.40	3.40	2.60	4.40	1.60	2.80	3.80	2.20	1.40
13. The venture has a plan for sustainability that includes earned revenue.	2.60	2.40	2.20	4.40	2.40	1.80	2.80	1.80	1.40
Social Value Measurement Plan									
14. The organization has a plan for measuring social value and outcomes.	3.60	1.80	2.00	3.80	1.60	2.40	3.60	1.40	1.40
15. The plan for measuring social value is achievable.	3.40	1.80	2.00	3.80	1.60	2.40	3.40	1.80	1.40
16. The plan for measuring social value supports sustainability.	3.00	1.80	2.20	3.80	1.60	2.20	2.80	1.80	1.20
17. The venture will have significant social value.	3.40	3.00	2.80	4.20	2.40	2.60	3.40	3.20	2.60
Summary									
18. The executive summary convinces the reader to want to learn more about the venture.	3.40	3.40	3.00	4.60	2.00	2.60	3.80	2.00	1.60
19. The executive summary shows attention to detail – typos, grammar, etc.	3.40	3.80	3.40	4.40	2.60	4.20	4.20	2.40	2.60
20. The executive summary meets the formatting criteria.	4.00	4.00	3.60	4.40	3.00	4.00	4.40	3.20	3.60
21. This idea is for an innovative social venture.	3.40	2.80	3.20	4.40	2.40	3.40	3.80	2.60	2.60
22. The venture's goals align with our (the donor's) mission and we would consider funding it.	3.60	3.00	3.20	4.20	2.40	3.60	3.60	2.80	1.80
23. I recommend that the venture remain in the YouthBridge SEIC as a semi-finalist.	3.20	3.00	2.60	4.60	1.60	2.80	3.50	2.20	1.20
Average criteria points	78.80	75.20	66.80	99.20	53.40	72.20	86.50	58.00	48.40
Place in stack ranking	36	31	38	1	41	27	19	42	43

Each statement is phrased positively. Please indicate your agreement with the positive statement using the following scale: 5 = strongly agree 4 = agree 3 = neither agree nor disagree 2 = disagree 1 = strongly disagree	Team 28	Team 29	Team 30	Team 31	Team 32	Team 33	Team 34	Team 35	Team 36
Mission, Purpose, and Approach									
1. The problem or unmet need is stated clearly.	4.80	4.40	3.40	2.60	3.80	4.40	4.40	4.80	4.20
2. The solution or idea is stated clearly.	4.60	4.60	3.60	2.00	4.40	4.20	3.60	4.60	4.00
3. The idea offers a reasonable solution to the problem.	4.20	3.80	3.00	2.00	3.80	4.00	3.60	3.60	4.40
4. The idea aligns with the organization's mission.	4.80	3.40	3.80	2.80	4.80	4.60	4.60	4.40	4.80
5. The idea is creative and innovative when compared to current practice.	4.20	3.40	3.20	1.80	3.80	4.00	3.00	4.00	4.40
Champion, Team, and Organizational Capacity									
6. The champion for the idea is clearly identified.	4.80	3.20	3.40	2.80	4.80	4.60	3.20	3.20	3.80
7. The idea has the support of staff, board, and/or volunteers other than the identified champion.	4.60	3.40	3.00	1.60	4.60	3.60	3.00	3.20	3.20
8. The champion has sufficient resources, including time, to execute the idea.	4.20	2.80	2.40	2.20	3.60	3.20	3.20	2.80	3.80
9. The organization has plans to collaborate with other organizations to address the need.	4.40	3.00	3.80	1.40	4.20	4.20	3.40	3.40	4.40
Startup Funding and Sustainability Plan									
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	4.60	1.80	2.20	2.80	4.40	4.20	2.80	4.00	4.60
11. The financial table is realistic.	4.40	1.80	1.60	1.80	3.60	4.20	2.20	3.40	3.80
12. The organization has identified sources for funding beyond YouthBridge SEIC.	4.40	2.60	3.40	2.40	4.00	4.00	3.20	3.40	3.60
13. The venture has a plan for sustainability that includes earned revenue.	4.40	2.40	2.80	2.40	3.80	4.80	2.60	3.80	4.80
Social Value Measurement Plan									
14. The organization has a plan for measuring social value and outcomes.	3.40	1.80	1.80	1.60	3.20	3.60	2.40	3.60	3.00
15. The plan for measuring social value is achievable.	3.60	1.60	1.80	1.60	3.40	3.60	2.20	3.00	3.00
16. The plan for measuring social value supports sustainability.	3.40	1.60	1.80	2.00	2.80	3.60	2.40	2.60	3.40
17. The venture will have significant social value.	4.40	2.80	2.80	2.00	3.40	4.60	3.80	3.80	4.40
Summary									
18. The executive summary convinces the reader to want to learn more about the venture.	4.80	2.40	3.00	1.40	4.20	4.40	3.00	3.80	4.20
19. The executive summary shows attention to detail – typos, grammar, etc.	4.60	3.60	3.60	3.40	4.20	4.20	4.00	4.60	3.80
20. The executive summary meets the formatting criteria.	4.80	1.40	3.60	3.60	4.40	4.60	3.80	3.60	4.40
21. This idea is for an innovative social venture.	4.00	2.80	3.00	1.20	3.40	4.40	3.40	3.20	4.60
22. The venture's goals align with our (the donor's) mission and we would consider funding it.	4.60	2.20	2.40	1.00	3.80	4.60	3.40	3.60	3.80
23. I recommend that the venture remain in the YouthBridge SEIC as a semi-finalist.	4.60	2.60	2.70	1.20	4.00	4.60	2.80	3.70	4.60
Average criteria points	100.60	63.40	66.10	47.60	90.40	96.20	74.00	84.10	93.00
Place in stack ranking	2	33	39	45	14	3	28	26	7

Each statement is phrased positively. Please indicate your agreement with the positive statement using the following scale: 5 = strongly agree 4 = agree 3 = neither agree nor disagree 2 = disagree 1 = strongly disagree	Team 37	Team 38	Team 39	Team 40	Team 41	Team 42	Team 43	Team 44	Team 45
Mission, Purpose, and Approach									
1. The problem or unmet need is stated clearly.	4.20	3.20	4.40	4.20	4.20	3.80	4.80	4.00	4.20
2. The solution or idea is stated clearly.	3.60	3.20	4.00	4.20	4.40	3.80	4.60	4.40	4.60
3. The idea offers a reasonable solution to the problem.	3.00	3.20	3.80	4.20	4.00	3.60	4.40	3.60	3.40
4. The idea aligns with the organization's mission.	4.20	4.00	4.60	4.40	4.80	4.80	5.00	4.00	4.00
5. The idea is creative and innovative when compared to current practice.	3.40	3.00	4.40	3.80	4.00	4.40	3.60	2.60	3.60
Champion, Team, and Organizational Capacity									
6. The champion for the idea is clearly identified.	3.60	4.20	4.20	4.80	4.20	4.60	4.40	3.00	3.80
7. The idea has the support of staff, board, and/or volunteers other than the identified champion.	3.60	3.80	2.80	4.40	4.20	3.20	4.60	3.40	3.60
8. The champion has sufficient resources, including time, to execute the idea.	3.00	3.40	3.00	4.20	3.80	2.80	4.00	2.80	3.20
9. The organization has plans to collaborate with other organizations to address the need.	4.00	3.40	3.80	4.00	4.20	3.20	4.00	3.00	4.20
Startup Funding and Sustainability Plan									
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	2.60	3.80	3.00	4.40	3.00	2.00	4.40	2.80	3.80
11. The financial table is realistic.	2.80	3.00	3.40	4.60	2.60	1.80	4.00	3.40	2.20
12. The organization has identified sources for funding beyond YouthBridge SEIC.	3.80	3.60	3.00	4.40	3.40	3.00	3.80	3.00	2.40
13. The venture has a plan for sustainability that includes earned revenue.	3.40	2.40	3.20	4.60	3.20	2.20	4.40	4.00	3.20
Social Value Measurement Plan									
14. The organization has a plan for measuring social value and outcomes.	2.40	3.60	3.00	3.40	3.40	2.00	4.20	3.40	2.60
15. The plan for measuring social value is achievable.	2.00	3.20	3.00	3.60	3.40	2.40	4.20	3.20	2.60
16. The plan for measuring social value supports sustainability.	2.00	2.60	2.80	3.80	2.60	2.40	4.40	3.80	2.60
17. The venture will have significant social value.	3.80	2.60	4.40	4.40	4.00	2.80	4.80	3.20	2.80
Summary									
18. The executive summary convinces the reader to want to learn more about the venture.	3.20	2.80	3.60	4.20	3.80	3.20	4.40	2.80	3.80
19. The executive summary shows attention to detail – typos, grammar, etc.	4.00	4.20	3.80	4.40	4.20	4.20	4.80	3.60	4.60
20. The executive summary meets the formatting criteria.	4.20	4.00	3.20	4.80	4.40	4.20	4.60	3.60	3.60
21. This idea is for an innovative social venture.	3.00	3.20	3.80	4.20	4.40	3.80	4.40	3.20	3.60
22. The venture's goals align with our (the donor's) mission and we would consider funding it.	3.60	3.40	3.40	4.40	4.20	3.40	4.60	3.20	3.80
23. I recommend that the venture remain in the YouthBridge SEIC as a semi-finalist.	3.40	3.00	3.50	4.60	4.00	3.10	4.80	3.20	3.30
Average criteria points	76.80	76.80	82.10	98.00	88.40	74.70	101.20	77.20	79.50
Place in stack ranking	21	18	17	11	12	29	4	23	13

	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7	Team 8	Team 9	Team 10	Team 11	Team 12	Team 13	Team 14
Executive Summary Follow-up														
1. The problem or unmet need is stated accurately.	4.18	4.59	3.47	4.27	3.19	4.56	3.69	4.06	3.88	4.25	3.35	3.88	4.13	3.59
2. The solution or idea is stated persuasively.	4.41	4.47	3.53	4.20	2.75	4.63	3.63	3.88	4.00	3.75	3.41	3.35	4.25	3.76
3. The champion for the idea is clearly identified.	4.59	4.24	3.82	4.40	3.94	4.63	4.13	3.82	4.38	4.19	3.47	4.29	4.75	4.00
4. The exact amount of start-up funding is stated.	4.53	3.65	4.06	4.29	4.00	4.20	2.53	3.44	4.44	4.50	4.00	4.24	4.50	3.65
5. The social value measurement plan supports sustainability.	3.67	3.75	3.31	4.29	3.08	4.13	2.80	3.13	3.50	3.60	3.20	3.38	3.93	3.25
The Pitch														
6. The presenter was passionate.	4.76	4.71	3.65	4.50	2.88	4.63	4.44	4.00	4.50	4.56	4.29	3.65	4.81	3.88
7. The presenter was credible.	4.71	4.82	3.65	4.67	2.50	4.44	4.06	4.41	4.56	4.50	3.76	4.29	4.75	4.12
8. The elevator pitch covered the most critical aspects of the venture.	4.00	4.06	3.41	4.36	2.00	4.19	3.00	4.00	4.00	3.88	3.06	3.71	3.94	3.59
9. The elevator pitch addresses weaknesses in the executive summary.	3.67	3.50	3.19	3.85	2.07	3.71	2.80	3.69	3.40	3.33	2.88	3.44	3.60	3.19
Summary														
10. The idea will have high social impact.	3.76	4.53	3.44	4.20	3.25	4.25	3.19	4.06	4.19	3.75	3.12	3.59	3.94	3.71
11. The idea is creative and innovative when compared to current practice.	4.29	4.35	3.88	4.13	3.00	4.25	3.19	4.24	4.19	3.63	3.12	3.65	3.88	3.76
12. The plan for sustaining the venture includes earned revenue.	4.12	3.50	3.82	4.53	3.44	4.63	3.25	3.47	4.31	4.31	3.65	3.76	4.13	3.29
13. The elevator pitch convinces the listener to want to learn more about the venture.	4.29	4.18	3.53	4.33	2.50	4.63	3.44	4.12	4.38	3.88	3.41	3.47	4.31	3.65
14. The team answered the question that the judge asked.	4.47	4.41	4.00	4.47	3.69	4.69	3.81	4.24	4.56	4.69	3.59	4.24	4.44	3.94
15. Others would be compelled to collaborate on this venture	4.18	3.88	4.00	3.73	2.75	4.27	3.19	3.94	4.31	3.63	3.06	3.41	4.13	3.94
16. This idea can grow.	4.18	4.06	3.88	4.33	3.31	4.50	3.75	4.35	4.25	3.94	3.53	3.47	4.00	3.76
17. I recommend that the venture remain in the competition as a finalist.	4.12	4.24	3.31	4.67	2.38	4.56	3.31	3.94	4.25	3.69	2.76	3.24	4.00	3.29
Average criteria points	71.92	70.93	61.96	73.21	50.71	74.88	58.20	66.79	71.09	68.06	57.66	63.05	71.47	62.38
Place in stack ranking	6th	4th	8th	2nd	14th	1st	13th	5th	7th	9th	12th	10th	3rd	11th

Each statement is phrased positively. Please indicate your agreement with the positive statement using the following scale: 5 = strongly agree 4 = agree 3 = neither agree nor disagree 2 = disagree 1 = strongly disagree							
Mission, Purpose, and Approach:	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7
1. The problem or unmet need is stated clearly.	4.06	4.35	4.06	4.12	4.65	4.19	4.00
2. The solution or idea is stated clearly.	4.12	3.94	3.88	4.18	4.76	4.25	4.35
3. The idea aligns with the organization's mission.	4.18	4.12	4.29	4.35	4.65	4.00	4.41
4. The plan shows a clear understanding of the market and competition.	4.06	3.12	3.41	4.00	4.29	4.25	3.94
5. The plan states the value proposition for its offering.	4.12	3.82	3.75	3.94	4.53	4.00	4.18
Champion, Team, and Organizational Capacity:							
6. The champion for the idea is clearly identified.	4.41	4.12	4.41	4.59	4.71	4.44	4.71
7. The idea has the support of the Board of Directors.	4.12	2.82	4.35	4.41	4.47	4.00	4.35
8. The venture has plans to collaborate with other organizations to implement the idea.	4.18	3.29	4.00	4.29	4.41	3.75	4.47
9. The venture has recruited outside mentor, expert, or volunteer support.	4.47	3.35	4.18	4.29	4.53	3.75	4.24
Startup Funding and Sustainability Plan:							
10. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	4.41	3.06	3.94	4.53	4.76	4.06	4.53
11. The organization has identified sources for funding beyond YouthBridge SEIC.	4.00	2.41	4.12	4.18	4.00	4.13	4.00
12. The use of the start-up funding is clearly described.	4.12	2.65	4.12	4.00	4.47	3.63	4.35
13. The venture improves the financial health of the agency.	3.94	2.82	3.47	3.94	4.29	3.88	3.65
14. The plan has earned revenue that generates income.	4.18	2.82	3.24	4.24	4.53	4.31	4.35
Social Value Measurement Plan							
15. The organization plans to measure activities, outcomes, and social value.	4.24	3.06	4.06	4.06	4.35	4.06	4.00
16. The measurements are identified and readily available.	3.82	2.59	4.00	3.82	4.24	3.69	3.76
17. The plan for measuring social value is affordable.	3.65	2.53	3.94	3.82	4.06	3.88	3.47
18. The plan for measuring social value will be used to direct operations.	3.82	2.59	3.47	3.71	4.00	3.63	3.53
19. The social value economies are validated by independent research.	3.59	2.41	3.24	3.41	3.41	3.56	3.47
Sustainability Plan Appendices:							
20. The organization has priced its offering at the correct level.	3.88	2.88	2.94	3.53	4.18	3.81	3.53
21. The plan includes monthly financial statements for the startup period.	4.18	3.12	3.71	4.29	4.53	4.50	4.35
22. The plan includes five-year profit/loss statements, balance sheets, and cash flow statements.	4.35	2.18	3.65	4.18	4.47	4.25	4.29
23. The plan identifies milestones where cash flow turns positive.	4.18	2.71	3.41	4.24	4.53	4.19	4.35
24. The costs, expenses, and headcount are reasonable.	3.88	2.76	3.12	3.71	4.06	3.75	3.53
Summary:							
25. The plan is clear and well written.	4.06	2.71	3.12	4.06	4.71	3.69	4.29
26. The plan shows attention to detail and form (no typos, misspellings, bad grammar).	4.12	3.41	3.53	4.35	4.47	4.19	4.35
27. Any appendices add to the venture's case for support.	3.94	2.94	3.12	4.06	4.41	4.06	4.12
28. The plan responds to feedback from the executive summary and elevator pitch.	3.41	2.88	2.88	3.59	3.71	3.69	3.53
29. The plan convinces the reader that the venture will be financially sustainable.	3.65	2.47	3.00	3.71	4.00	4.00	3.24
30. I recommend that the YouthBridge SEIC fund this venture.	3.65	2.47	3.18	3.59	4.35	3.69	3.53
Average criteria points	120.76	90.41	109.57	121.18	130.53	119.25	120.88
Place in stack ranking	3rd	7th	4th	6th	1st	2nd	5th

Each statement is phrased positively. Please indicate your agreement with the positive statement using the following scale: 5 = strongly agree 4 = agree 3 = neither agree nor disagree 2 = disagree 1 = strongly disagree							
Mission, Purpose, and Approach	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6	Team 7
1. The problem or unmet need is stated clearly.	4.53	4.59	4.35	4.47	4.88	4.47	4.19
2. The solution or idea is stated clearly.	4.53	4.00	4.06	4.71	4.75	4.53	4.19
3. The amount of start-up funding is clearly stated in terms of dollars and timeframe.	4.41	3.88	3.76	4.59	4.88	4.35	4.25
Champion, Team, and Organizational Capacity							
4. The champion for the idea is clearly identified.	4.29	4.41	4.59	4.69	4.88	4.88	4.69
5. The venture has plans to collaborate with other organizations to implement the idea.	4.47	3.35	4.47	4.24	4.44	3.94	4.27
The Sustainability Plan and Social Value Measurement Plan							
6. The team clearly described the use of startup funding.	4.12	3.41	3.82	4.13	4.63	3.63	4.06
7. The plan for sustaining the venture after the startup timeframe has ended is realistic.	3.76	3.06	2.82	3.71	3.94	4.24	3.50
8. The social venture commits to measurable activities, outcomes, and social value.	3.94	3.71	4.24	4.00	4.38	4.29	3.88
9. The plan for measuring social value is affordable.	3.76	3.24	4.12	3.94	4.31	4.12	3.69
10. The plan for measuring social value will be used to direct operations.	3.82	3.35	3.59	3.94	3.81	3.88	3.56
11. The timeframe and financial case for sustainability are clearly stated.	4.06	3.29	3.18	4.18	4.33	4.00	3.81
The Presentation							
12. The presenter was passionate.	4.65	4.18	4.82	4.94	4.75	4.53	4.44
13. The presenter was credible.	4.41	4.24	4.35	4.65	4.81	4.71	4.44
14. The presentation was well organized.	4.59	3.53	3.71	4.71	4.88	4.53	3.69
15. Members of the team participated in the presentation and/or Q&A.	4.40	4.18	4.65	4.07	4.69	4.12	4.38
16. The team responded well to questions.	4.40	4.24	4.00	4.50	4.87	4.06	4.19
Summary							
17. The idea is entrepreneurial and innovative.	4.59	4.41	3.88	4.47	4.44	4.59	4.13
18. The idea is replicable or scalable.	4.29	4.00	3.82	3.59	4.25	4.47	3.69
19. The idea has impact on the social problem being addressed.	4.18	4.24	4.41	3.76	4.63	4.50	3.94
20. The venture will be financially sustainable.	4.41	3.06	2.88	3.71	4.06	4.41	3.31
21. I recommend that the YouthBridge SEIC fund this venture.	3.82	2.59	2.94	3.82	4.72	4.24	3.63
Average criteria points	89.45	78.94	82.47	88.80	95.29	90.48	83.89
Place in stack ranking	2nd	7th	6th	4th	1st	3rd	5th