# 2018 Exchange Cohort Application

**Please see the application’s narrative questions below, and upload your attachments to the online application in PDF format.**

**NOTE:** Please be as succinct as possible while providing complete responses to the following questions.

**Please list and describe the programs and services you provide.**

**Please provide demographic information of the population you serve, including gender, ethnicity, age, and socioeconomic status.**

**The Exchange places a high priority on nonprofits seeking to develop employment-based social ventures. Please share more information about the economic or employment needs of your clients/participants, constituents and/or community in your service area as well as your ideas for how a social enterprise can help meet these needs. (If this questions does not apply to your organization please enter N/A).**

**Participation in the Cohort and developing a social enterprise is resource intensive, and requires organization-wide commitment. Please discuss the reasons why your organization wants to participate in the Cohort to develop a social enterprise and what you hope to accomplish.**

**Discuss the factors indicating your organization is ready to develop a social enterprise? Also talk about areas of weakness that should be addressed prior to participation in the 2018 Cohort.**

**Discuss how social enterprise fits within your organization’s strategic direction and/or plan, and if/how social enterprise has been part of an on-going discussion with your board and staff.**

**Describe the social enterprise idea(s) your organization is considering, if any.  If there is one idea in particular your organization is interested in pursuing, please discuss the reasons why you are interested in pursuing this idea.**

**Participation in the Exchange Cohort requires a significant amount of time and commitment to fully engage and benefit from the process. *(Minimum 15-25 hours per month)* How will your organization and your social enterprise team manage existing commitments and responsibilities with the commitments and responsibilities necessary to participate and successfully complete this program?**

**What resources are you prepared to invest to develop your social enterprise idea? Do you have capital to invest in the enterprise development and/or launch?**

**Organizations must be financially stable to tolerate the time it can take for a social enterprise to achieve the pre-determined financial goals.  Discuss your organization’s current and predicted financial outlook for the next 3-5 years.**

**Participating in the Cohort and developing a social enterprise requires learning entrepreneurial/business concepts and skills and likely shifting organizational culture. Describe any important, relevant or valuable business experience that your board and/or staff can bring to your social enterprise development project.**

**Change can be difficult for any nonprofit, and stakeholders can hinder the process or strengthen the change if they understand and are invested in the change. Are your stakeholders aware of your organization’s interest in social enterprise? (Staff, clients, community members, funders) How do you plan to engage your stakeholders in this process?**

**Stable leadership, and a learning-centered organizational culture are key to successful participation and completion of the Cohort, and to launching a new venture.  Please discuss the strengths, weaknesses, and stability of the Board of Directors and Executive Director, and provide examples of how your organization incorporates learning into your day-to-day work.**

**What other major projects (capital campaigns, etc.) has your organization engaged in recently?  How were the additional responsibilities managed?  How was the board engaged? Did board and staff work as a team on the project, and if so, what were the successes and challenges.**

**The Exchange believes the most effective, efficient, and affordable approach to developing a social enterprise is through Cohorts.  Please describe any previous experience you have with cohort learning and capacity-building programs:**