



The Fred Morgan Kirby Prize for Scaling Social Impact

2022-23 Application Questions

Application Questions for Phase 1, open August 1 – September 5, 2022

Includes Eligibility Questions, Enterprise Demographic Questions, and an Enterprise Overview Deck

[Phase 1] Eligibility Questions:

1. Are you an impact-driven enterprise?
2. If you are an international organization, do you have an established presence in the U.S., whereby you are a United States Taxpayer and hold a federal taxpayer identification number? *(This could include an organization recognized as an organization exempt from federal income tax under IRC section 501(c)3 status, a U.S.-based fiscal sponsorship agreement, or other. Note that this eligibility criterion is because of tax implications for the award.)*
3. Does the enterprise have an anti-discrimination or inclusivity policy that prohibits discrimination based on marginalized identities?
4. Does the enterprise have a minimum operating budget of at least \$250,000 (USD (United States Dollars))?
5. If selected, do you agree to:
 - a. Not redistribute Prize funds to other organizations or individuals.
 - b. Participate in the F. M. Kirby Impact Prize program evaluation
 - c. Allow CASE and Fuqua School of Business to use the enterprise's name, logo, and story in media and marketing efforts.

[Phase 1] Enterprise Demographic Questions:

1. Enterprise Name
2. Primary Contact for Prize communications
3. Email address for primary contact
4. Role of primary contact in enterprise
5. Name(s) (co) Founder/CEO
6. Names and roles of senior leadership team
7. Percent of senior leadership team members that are:
 - a. Women
 - b. People from marginalized identities (please describe)
8. Overall staff size (FTE (Full Time Equivalent))
9. Location of enterprise headquarters
10. What geographic region(s) are you serving?
11. What specific country or countries is your solution currently in operation?
12. If you are operating in the United States, please list the states in which you currently operate.

13. What is the current scale of your operation? [Global, National, Regional, Local]
14. What is your annual operating budget for the most recent fiscal year? [range]
15. How many years has the enterprise been in operation?
16. If you are applying to scale a specific program or product within your enterprise, how many years has that specific program/product been in operation?
17. If applicable, list any major awards or fellowships you have received, and note the year in which awarded.
18. What is your organizational structure? [Nonprofit, For Profit, Hybrid]
19. Is the enterprise incorporated or certified as a mission-driven enterprise?
20. What is the primary impact area in which your organization works? [Choose from list]

[Phase 1] Enterprise Overview Deck

Note: You will be asked to upload an enterprise overview slide deck, ideally leveraging content that you have already created. Be sure that the content in the deck addresses the questions listed below.

1. Provide a brief summary of your enterprise.
Tell us briefly who your organization is and what you do – some call this your "elevator pitch" or the quick overview of your organization, what you do and the value you provide.
2. Describe the problem you are trying to solve.
What is the problem you are addressing and why? What are the root causes of this problem?
3. Describe the target market you aim to serve.
Describe the audience that you are hoping to reach? How many beneficiaries/customers are you currently serving and how large in the potential audience size? Are there competitors?
4. Describe your solution.
Some organizations may find it useful to use a theory of change to describe how your activities lead to the impact you aim to achieve. A theory of change demonstrates how your activities lead to the impacts you aim to achieve, including:
 - *Inputs: money, equipment, people, or other things needed for the enterprise to do its work*
 - *Activities: the things you do to produce social or financial value*
 - *Outputs: quantifiable results of your activities (e.g., business growth indicators, etc.)*
 - *Outcomes: larger changes the enterprise seeks to make- expressed as an increase or decrease*
 - *Impact: change that is statistically attributable to the solution*
5. Summarize your business model.
How is your solution operationalized, including how your product/services flow and how your funding flows (including payers, funders, etc.)?
6. Summarize the evidence that shows your solution is working.
What evidence do you have that shows your solution is effective (is having impact) and is demanded by your target audience?
7. What are your top 3 impact-related key performance indicators (KPIs)?

8. What have been the results of these impact-related metrics each year for the past 3 years?
Please clearly list "KPI: Metric (Year)", e.g., Low-income women trained: 300 (2018); 350 (2019); 400 (2020)
9. How do you hold yourself accountable to your clients and/or beneficiaries?
A strong answer will explain how, and how often, you solicit feedback from or center the voices of your clients or beneficiaries.
10. Describe your scaling plan.
11. How will the F. M. Kirby Impact Prize be transformative for your scaling journey?

Application Questions for Phase 2, by invitation only

Open, to those invited, September 23 - October 28, 2022

[Phase 2] Application Questions

1. Briefly describe your organization and what you do? (250 words max)
2. Briefly describe the problem you are trying to solve and why it matters? (250 words max)
3. Briefly describe your scaling goals and plans over the next 3-5 years? (250 words max)
What impact do you hope to achieve in the next 3-5 years and how will you go about doing it?
4. What scaling strategies will you use to achieve your goal? [dropdown list]
5. What are the biggest barriers or risks to achieving your scaling goals?
6. Describe the process for evaluating your current impact.
7. What was your total funding for the past year?
8. What percent came from the following sources?
Earned Revenue, Foundation Grants, Individual Donations, Government, Corporate, Investment Capital, Loans, Other - please describe
9. How much money do you believe is needed to fund your scaling plan over the next 3-5 years in US dollars?
10. What do you anticipate will be your primary sources of funding for the next 3-5 years? Please explain.