FIRST 5 LA SOCIAL ENTERPRISE ACADEMY
2009-2010

Program Overview
Expanding earned income is a compelling and challenging sustainability strategy. Launching, managing and growing a social enterprise requires a unique set of skills, experience and networks. Social enterprisers often find they are working in isolation, on the edge of both the traditional charitable and market-driven cultures, each with their own set of norms.

The Social Enterprise Academy is a one year program designed to help organizations select and develop viable, mission-related ventures that can be used to expand their income. The program provides training in developing/enhancing an earned income service or product, market research, operational planning, addressing staffing issues, and financial projections. Participants also draw on the assets of other dynamic leaders in a peer-to-peer learning environment that promotes collaborative problem solving and the exchange of resources and contacts.

In the 2008-2009 Social Enterprise Academy, nine First 5 LA grantees built on their organizational assets and existing programming to develop social enterprises with the intent to generate discretionary income and more services for their constituents. Moreover, in most cases, the payback for their initial investment will be realized in less than two years!

Program Components
The Social Enterprise Academy includes professionally facilitated problem solving and business coaching and is conducted in two phases. In Phase I, monthly team work sessions serve to train participants in business planning and market research concepts and practices, offering a step-by-step process for practical and realistic planning. Midway through the program, the Academy will host a Social Enterprise Showcase, where participants will pitch their business ideas to a panel of experts, including potential investors and partners, and receive valuable feedback.

In Phase II of the program, following the Social Enterprise Showcase, one representative from each organization will continue to participate in monthly Forum meetings where participants can learn from each other’s lessons and successes as they grow their businesses.

Phase I – Business Development

1. Monthly Work Sessions
Customized work sessions are structured to teach and support you in starting the process of developing a social enterprise project or enhancing an existing social enterprise, so that you will have a comprehensive and well researched "plan and pitch" for the Social Enterprise Showcase. You will also be given resources to train your in-house team to complete the focused research and planning for a successful venture. Participating teams will need to invest approximately 100 hours collectively to complete assignments. Work sessions are scheduled on:
   - Friday, September 18, 2009 – 9 AM to 3 PM
• Friday, November 6, 2009 – 9 AM to 3 PM
• Friday, December 4, 2009 – 9 AM to 3 PM
• Friday, January 22, 2010 – 9 AM to 3 PM
• Friday, February 12, 2010 – 9 AM to 3 PM

2. Coaching Sessions
Each participating agency is entitled to 5-7 hours of custom coaching assistance between the workshop series sessions.

3. Social Enterprise Showcase
Following completion of the workshop series, each group will be invited to participate in the Social Enterprise Showcase, an opportunity for all participating organizations to refine and “pitch” the key elements of their business plans to a panel of experts, potential investors and other constituents. Each participating agency will be assigned a business mentor to help prepare for the 15 minute presentation.

• Social Enterprise Showcase – March 26, 2010

Phase II – Social Enterprise Leadership Forums
1. Monthly Meetings for Team Leader from each agency
Confidential, focused coaching and specific, practical discussions on business practices, such as pricing, marketing and cash flow management.

• 9 AM to 1 PM, April 2010 – September 2010

Intended Audience
Our intention is to enable all participants to produce a feasible plan for developing a successful earned income service, product, or business (or expanding an existing social enterprise) and are supported in implementing the plan!

Participants for the program are selected through a competitive application process, based on their level of readiness and ability to make a one year commitment of both time and resources. Participating organizations must be willing to have a team of at least three people participate in the series of six monthly work sessions. Each team will need to invest approximately 100 hours (collectively) to complete the assignments between sessions.

Program Leaders
The Social Enterprise Academy will be managed by the Social Enterprise Institute, which has partnered with First 5 LA for two years on selected capacity building programs. The Social Enterprise Institute (www.se-institute.org) is a California based not-for-profit which supports social purpose organizations that are committed to becoming more sustainable and self-sufficient in developing earned income revenue strategies. The Institute fosters convergence across not-for-profit and for profit organizations by finding ways to link the best of business and philanthropy through training, peer to peer learning groups, special events and online knowledge sharing.

The business planning work sessions will be lead by Jan Cohen. Jan Cohen has been a trainer and consultant to nonprofit organizations throughout the U.S. for over 18 years. She has coached many organizations in developing viable earned income ventures that fulfill the double bottom line of more mission and more revenue. Meetings from April through September will be facilitated by experienced business entrepreneurs who are selected and trained by the Institute.