

**NYU**Reynolds Program in
Social Entrepreneurship**NYU****LEONARD N. STERN
SCHOOL OF BUSINESS****Social Entrepreneurship and Sustainable Development**

BSPA-GB 2304

Tuesdays, 6pm – 9pm

February 7 – May 2

Room: TBD – Stern

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1. Course Overview

"Social entrepreneurs play the role of change agents in the social sector, by adopting a mission to create and sustain social value (not just private value), recognizing and relentlessly pursuing new opportunities to serve that mission, engaging in a process of continuous innovation, adaptation, and learning, acting boldly without being limited by resources currently in hand, and exhibiting heightened accountability to the constituencies served and for the outcomes created." (Honoring the late Greg Dees dubbed the father of social entrepreneurship education)

What is the way that societies improve and solve problems? What is the purpose of business in society? Is there a role for markets and business in issues of civic good, justice, equality, education, environment, health or collective action? Current economic principles, which underpin our trust in markets are not value neutral. Therefore, how we design "market solutions" to problems should be the focus of vigorous and open debate. Social entrepreneurship is a concept that has re-focused us on the meaning of the goods and social practices we value as citizens in a global society. The purpose of this course is to provide students with the essential conceptual frameworks and tools for creating successful social entrepreneurial ventures, initiatives, programs or partnerships that seek to tackle global poverty and collective action problems.

Social Entrepreneurship, loosely defined as entrepreneurial activities with an embedded social purpose, is about using entrepreneurial skills to craft innovative responses to address social problems. It aims at social impact, but does not exclude economic wealth creation. Thus, it is not limited to the non-profit or social sectors but seeks to mobilize and align interests of diverse stakeholders in the social, public and private sectors by creating non-financial incentives for collective action. Social Entrepreneurship involves recognizing that social problems are potential opportunities for collaboration, building on existing social networks, harnessing market forces that combine and mobilize resources, inciting positive change in various domains, and designing solutions for sustainable development.

Social enterprise, an organizational subset of social entrepreneurship, is a hybrid model for social value creation that is multidimensional and dynamic, moving across various intersection points in the society. A social enterprise is created to achieve a stated vision and mission aiming to solve a state or market failure, where success is measured by both financial sustainability and social impact. Social entrepreneurship and social enterprise represent a paradigm shift in our thinking about sustainable economic development, one that is beginning to have a profound impact on how products are designed and services delivered to poor and marginalized populations at home and abroad.

The course will cover a broad range of cutting-edge social enterprise and social entrepreneurship strategies from around the world. Students will interact with guest social entrepreneurs, policy makers, thought leaders and investors to ensure they gain a comprehensive understanding of this dynamic field, and challenge themselves as agents of social change working in development. Through individual and group exercises, using case studies and mixed media, students will explore the common strategies and pitfalls in creating community-driven, scalable social

ventures. Students will collaborate and share their learning in the classroom and online using a new social platform, L2O, within a closed community for this course and an open community on social innovation.

The course looks at social entrepreneurship and social ventures through their entire life cycle – from ideation, through start-up to scaling and exit to policy-making – with an emphasis on how market considerations and financial instruments are critical to achieving social and financial goals. The materials we will cover place a strong emphasis on the need for a deeper understanding of the range of human motivations, moving from material self-interest to altruism and gift to duty and obligation to strong reciprocity and cooperation. Students will complete a team project, either their own venture or a project for a social enterprise client, over the term of the course. They will receive constant constructive feedback from their peers and instructor throughout the semester in the classroom and on L2O.

2. Class sessions will be divided into four (4) modules:

1. Becoming a Social Change Agent

- a. Course overview: social economy, social entrepreneurship and global poverty
- b. The social entrepreneurial ecosystem: institutions, markets, communities and environment
- c. Learning from success and failure: BRAC as a learning organization

2. Design thinking toolbox: Discovery and Framing

- d. Know your customer: Empathy mapping, context and local knowledge
- e. Problem framing, design, prototyping, marketing
- f.
- g. Ideation and design workshop

3. Business Modeling; Assessing and Communicating Impact

- h. Cost structure, budgeting and fundraising
- i. Business Modeling and Pitch perfect
- j. Channels, Partners and Support Structures
- k. Measuring and Communicating Impact

4. Putting it all together

- l. Scaling and exit
- m. Leadership, ethics and work/life balance
- n. Reflections and final presentations

3. Key questions we will explore include:

- What are the individual and group characteristics of social entrepreneurship, and how do social entrepreneurs create blended value?
- What are the different mission-driven business models and how do they differ from traditional development projects or commercial enterprises? Is providing links to subsidized business services useful?
- What is design thinking, and are there specific management skills to meet the challenges of developing social enterprises that work directly with poor communities on sustainable development?
- Why does scale matter, what is the role of the public sector and NGOs in replication, scale and exit strategies? Which strategies have worked to achieve social impact? How do we measure social impact?

Expected Learning Outcomes

- Understand yourself as a social change agent: Have a sense of purpose and give yourself permission to think outside the box; Communicate clearly and convincingly; Build coalitions and teams; Think in systems; Define problems, design solutions; Think creatively; Think with a focus on results and impact; Understand the field of social entrepreneurship; Know how to engage the community through sustainable design and communication.
- Critically examine how different theories, concepts, definitions and models of social entrepreneurship and social enterprise apply to low-income country contexts and poverty reduction. Challenge and envision, through evidenced-based research, analysis and experience, what social purpose-driven private sector economic development, financing, partnership and leadership looks like in the 21st century.
- Apply practical tools, frameworks and strategies to develop social ventures, programs or initiatives: notably 1) leadership skills to deal with issues of complexity, political inertia and business ethics, 2) the craft of aligning project development goals with measurable social impact and available resources (NGO, market and public), 3) the craft of sustainable social enterprise design, implementation, scaling and exit.

4. Course Grading and Assignments

1. (20%) Students are expected to be prepared for every class and participate actively in discussions with quality remarks. In addition, students are required to post on the L2O.com course community and build on other student's posts. Students are encouraged to participate in sharing their ideas, reflections and learning with the wider world via L2O and other appropriate social media.
2. (20%) Each student is expected to research and identify one promising social enterprise or social innovation with the potential for scaling to achieve significant impact towards at least one of the 17 Sustainable Development Goals now before the UN. The review is not to exceed 800 words or 4 pages with hyperlinks. It should critically profile a social entrepreneur with an initiative or organization that informs their thinking about social entrepreneurship, social movements, sustainable development, business models, impact and scale, and touches upon the materials in the course. All reviews will be posted on L2O.com within the closed community for this course. The best reviews may be shared with the L2O.com open community on social innovation and other social media.
3. (40%) The course will culminate in an approx. 15 page final strategic plan (an initial business plan) for a new social enterprise or for an existing client-based project. The end product will be conceived and developed in teams of four to five. The plans and the pitches will be presented in 10 minute slots before a public panel, including diverse faculty and your client at the end of the course. Topics and teams are chosen by Week 3.
4. (15%) Draft strategic plan.
5. (5%) Your student judging evaluation form of your peers in your own group, turned in with the draft report.
6. (5%) Your student judging evaluation form, to be turned in after the final presentations.

5. Summary of Due Dates for Course

- 2/21 Top five choices for projects and skill inventory; teams formed by 2/22 with assistance of TA
- 3/10 SE/Innovation Review, due Friday by 5pm, posted on L2O.com course community
- 3/11-19 Spring Break (opportunity for experiential learning & travel)
- 4/20 Draft Social Venture Plans and student judging evaluation form on peers in one's own group, due by 5pm (hard copy to office, soft copy to TA)
- 5/2 Team Presentations made in class before External Judges & Students; Student judging evaluation forms for peer teams, due by 9pm (hard copies turned in at end of class)
- 5/5 Final Social Venture Plans, due by 5pm (hard copy to office, soft copy to TA)

Course Assignments

More information on course assignments is provided below. NOTE: If you are not a native English speaker, you are strongly encouraged to use the TA and available resources to help with the structure, spelling and grammar of assignments.

Class Participation

Attendance in every class is required, and unexcused absences will reduce your class participation grade. If you need to be excused for a good reason (illness, family emergency, etc.) please email the professor, and the TA, before class to get permission. Emailing after class is not recommended. Quality matters more than quantity. You will learn more if you participate, and your peers will learn more as well from diverse points of view. Your responsibilities are to come to class prepared and with notes in front of you with your answers to the discussion questions and your thoughts as to how the readings and cases relate. I will grade your participation based on your speaking regularly with concise and insightful comments and questions that add to our collective knowledge. In addition, I may cold call at times, so be prepared. You are also encouraged to participate online on L2O.com course community before and after each class posting original insights and reflections on the readings, cases and dialogue. You are further encouraged to build on others' posts and extend the dialogue in ways that advance our collective learning, reflections and insights. You may bring in additional readings, personal experience and analysis to enhance collaboration and deepen understanding. Useful conversations and insights should be shared in appropriate ways in the wider world on L2O and other social media.

Social Enterprise/Innovation Review

Students will research, identify and summarize a social enterprise or innovation that has potential to scale and achieve significant impact on at least one of the 17 Sustainable Development Goals now before the UN. The review should not be longer than 800 words, or 4 pages including hyperlinks. It should explain the rationale for selection and address discussion questions that are part of the syllabus and critically examine how the readings and the chosen case relate. These are not opinion pieces but analytical summaries for guiding class dialogue. All reviews should be

posted on www.L2O.com by 5 pm Eastern, Friday, March 10th on the course community. These will be available for all participants to read and comment upon. I will share the best reviews on other social media.

Final Plans and Presentations

Your cumulative and final project for the course is to work with a small team to develop a social venture plan, written in any relevant format that addresses the key strategic and venture issues (to be discussed), and oral pitch presentation to be delivered on the last day. Teams will present their venture to a public panel in addition to course participants. Everyone will submit a rating sheet on all teams. Full details of this assignment will be handed out in class.

Peer Reviews

Students will be required to assess, using an agreed upon rubric which we will develop, the draft and final plan and presentation of your team on the last day of class. These evaluations will count toward each team's final grade. The assignment requires you to listen, take notes, assess and turn in your filled evaluation form to the instructor at the end of class. Additional thoughts and insights may be posted on L2O.com within the course community by 5 pm the following day.

Course Outline and Readings

Module 1: Becoming a Social Change Agent

Session 1 – Introduction to Social Entrepreneurship & Sustainable Development (02/07/17)

Reading: Social Entrepreneurship: What Everyone Needs to Know by David Bornstein and Susan Davis, Oxford University Press, 2010 (available for purchase online [here](#))

Skim: [Http://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals](http://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals)

Optional background viewing:

1. TED Video "Want to Help Someone? Shut up and Listen!" by Ernesto Sirilli
2. http://www.ted.com/talks/ernesto_sirilli_want_to_help_someone_shut_up_and_listen.html
3. Why social entrepreneurship matters - in honor of Greg Dees:
4. http://www.youtube.com/watch?feature=player_embedded&v=j6YonC5l_Ow
[HTTP://WWW.ECONOMIST.COM/BLOGS/SCHUMPETER/2013/12/GREGORY-DEES](http://www.economist.com/blogs/schumpeter/2013/12/gregory-dees)
5. LIVING A LIFE OF IMMERSION (JACQUELINE NOVOGRATZ, FOUNDER OF ACUMEN)
[HTTP://WWW.TED.COM/TALKS/JACQUELINE_NOVOGRATZ_INSPIRING_A_LIFE_OF_IMMERSION.HTML](http://www.ted.com/talks/jacqueline_novogratz_inspiring_a_life_of_immersion.html)

Assignments: Begin course readings.

Session 2 - Social entrepreneurial ecosystem: institutions, markets, communities and environment (02/14/17)

Reading:

Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 1, pages 1-18

Finish:

Bornstein/Davis: Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2010

Ensure you know the 17 UN Sustainable Development Goals assigned last week:

[Http://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals](http://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals)

Assignment: Register on the searchable database, The Story Tracker, developed by the pioneers of the New York Times FIXES column, The Solutions Journalism Network: <http://storytracker.solutionsjournalism.org/>
Select ideas of greatest interest to you from the StoryTracker and related to a UN SDG for further research to possibly develop a social venture with others in a small group. Share stories of interest and your ideas on L2O.com

Additional optional reading (60 pages)

1. "Africa needs an enabling environment" http://www.business-standard.com/article/pti-stories/africa-needs-to-create-enabling-environment-for-investments-114012300736_1.html
2. BLOOM, G. AND DEES, G., "Cultivate Your Eco-System", Stanford Social Innovation Review, Winter 2008.
3. DEES, J. GREGORY, EMERSON, JED, ANDERSON, B., (2002), Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Nonprofit, New York: John Wiley & Sons. Ch. 3 and 7, pp. 45-69 and 141-160.
4. GREEN, D. 2012. From Poverty to Power: How Active Citizens and Effective States Can Change the World. Oxford: Oxfam. Chapter 3, pp. 87-162
5. SANTOS, FILIPE M. 2009. "A Positive Theory of Social Entrepreneurship," INSEAD Working Paper, pp. 1-55.
6. FERRAND, D., GIBSON, A., and SCOTT, H. "Making Markets Work for the Poor: An objective and an Approach for Governments and Development Agencies". July 2004. ComMark Trust/DFID. Pp. 1-28. Available at [Webarchive.nationalarchives.gov.uk/+http://www.dfid.gov.uk/news/files/trade_news/adb-workshop-makingmarkets.pdf](http://www.dfid.gov.uk/news/files/trade_news/adb-workshop-makingmarkets.pdf)

Session 3 - Learning from success and failure: BRAC as a learning organization, (02/21/17)

Reading: Ian Smillie, Freedom From Want: The Remarkable Story of BRAC, a Global Grassroots Group that is Winning the Fight against Poverty, Kumarian Press, 2007, Select Chapters. And current resources on: www.brac.net

Optional:

1. DRAYTON, BILL, "Tipping the world: the power of collaborative social entrepreneurship", McKinsey on Society, Available at <http://voices.mckinseysociety.com/tipping-the-world-the-power-of-collaborative-entrepreneurship/>
2. JOHNSON, S. 2010. Where Good Ideas Come From. New York: Riverhead Books. Pp. 1-40 (pp. 43-63 are optional)
3. KELLEY, T. and KELLEY, D. 2013. Creative Confidence. New York: Crown Books. Pp 37-65.
4. SCHMITZ, PAUL, "Worst Practices of a Social Entrepreneur: You can learn more from your mistakes than from your successes", SSIR Fall 2007, 2 pages.
5. What it Takes to Have Social Impact at Scale, A Collection of Case studies from South Asia, The Doing While Learning Project, Social Innovation Lab, www.BRAC.net

Assignment: Prepare to discuss and post on L2O learning from success and failure using the case of BRAC drawing upon the readings, online video, and other resources you may find in the public domain that offer insights in social innovation, enterprise, scale and sustainability.

DUE: 2/21: Top five choices for SE projects by 9 am shared on L2O.com

Module 2: Design Thinking Toolbox

Session 4 - Know your customer – Empathy mapping (02/28/17)

Reading: Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 2-3, pages 19-62

Optional Reading:

1. IDEO "Empathy on the Edge" http://www.ideo.com/images/uploads/news/pdfs/Empathy_on_the_Edge.pdf
2. BROWN, TIM. 2008. "Design Thinking" Harvard Business Review. Available at hbr.org/2008/06/design-thinking/ar/1
3. BROWN, T. 2013. Change By Design. New York: Harper Collins. Pp. 39-62 and 203-224
4. CHIPCHASE, JAN. 2013. Hidden In Plain Sight: How to Create Extraordinary Products for Tomorrow's Customers. New York: Harper Collins. Chapters 2, 3 and 5 plus the appendix.
5. DEES, G., EMERSON, J., ECONOMY, P. (2001). Enterprising Non-profits: A Toolkit for Social Entrepreneurs. New York: John Wiley & Sons. Chapter 8 (Understanding your customers), pp. 199-250
6. ROAM, D. 2009. The Back of the Napkin. New York: Portfolio/Penguin. Chapters 1-2, pp. 1-31.
7. OSTERWALDER, A., AND PIGNEUR, Y. 2010, Business Model Generation, New York: John Wiley & Sons, Inc. Review pages 1-47 and 128-133 <http://www.businessmodelgeneration.com/>

Assignments: Prepare reading; participate in class, post on L2O and begin work in small group on social venture

Session 5 – Designing Your Solution, Market Strategy, Prototyping and Delivery with Guest: Anurag Gupta, BeMore America (03/07/17)

Reading: Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 4-6, pages 63-130
And www.bemoreamerica.org materials and videos

Optional Readings:

1. Case: COATES and SALONER, "The Profit in Nonprofit", Stanford Social Innovation Review, Summer 2009, pp. 1-5
2. Human-centered design toolkit – www.hcdtoolkit.org
3. OSTERWALDER, A., AND PIGNEUR, Y. 2010, Business Model Generation, New York: John Wiley & Sons, Inc. <http://www.businessmodelgeneration.com/>
4. DEES, J. GREGORY, EMERSON, JED, ECONOMY, P., (2002), Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Nonprofit. New York: John Wiley & Sons. Chapter 9, pp. 191-234
5. MADSEN, SALLY AND COTTER, COLLEEN "Quality Design for the Poor", patterns.ideo.com, 2 pages
6. POLAK, PAUL. 2013. The Business Solutions to Poverty, San Francisco: Berrett-Koehler Publishers, Inc. Chapters 8 and 9, Pp. 109-137 (Design for the market).
7. (For NGO-focused students) JACOBS, A., (2006), "Helping People is Difficult: Growth and Performance in Social Enterprises Working in International Relief and Development", in Nicholls, A. (Eds), Social Entrepreneurship: New paradigms of Sustainable Social Change, Oxford: Oxford University Press. Pp. 247-269
8. DEES, J. GREGORY, EMERSON, JED, ANDERSON, B., (2002), Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Nonprofit. New York: John Wiley & Sons. Ch. 6.
9. KELLEY, T. and KELLEY, D. 2013. Creative Confidence. New York: Crown Books. Chapter 4, "Leap: From Planning to Action"

Assignments: Prepare readings

DUE: SE/Innovation Review by 5 pm Friday March 10 posted on L2O.com

*****No Class Spring Break – 03/14/17**

Session 6 - Human-Centered Design & Ideation - Lessons on Durable Solutions with Guest: David Bornstein, Co-founder & CEO, Solutions Journalism Network (03/21/17)

Reading: Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 4-6, pages 63-130

And materials and videos on www.solutionsjournalismnetwork.org

Optional Reading:

1. Distill lessons from CGAP's Human Centered Design Project on Financial Inclusion, www.CGAP.org
2. Rift off of this: 7 Genius Hacks Improving Lives in Poor Countries by Jessica Dallin, September 30, 2014, www.takepart.com/photos/
3. Human-centered design toolkit – www.hcdtoolkit.org
4. KELLEY, T. and KELLEY, D. 2013. Creative Confidence. New York: Crown Books. Chapter 3 "Spark: From Blank Page to Insight"

Assignments: Prepare readings, post on L2O and work on your group social venture plan and pitch.

Module 3: Business Modeling; Assessing and Communicating Impact

Session 7 - Business Modeling and Pitch Perfect (03/28/17)

Reading: Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 7-9, pages 131-194

Optional Reading:

1. Vision Spring Case and collective impact article
2. MAIR, J. and SCHOEN, M. "Social Entrepreneurial Business Models: An Exploratory Study", IESE Working Paper, October 2005, pp. 1-22
3. FRANDANO, ET AL. (2009) Emerging Markets, Emerging Models. The Monitor Group.
4. OSTERWALDER, A., AND PIGNEUR, Y. 2010, Business Model Generation, New York: John Wiley & Sons, Inc. <http://www.businessmodelgeneration.com/Pages/191-241>
5. NICHOLLS, A. and OPAL, C., Fair Trade: Market-Driven Ethical Consumption, London, Thousand Oaks, CA and New Delhi: Sage Publications, 2007, pp. 79-103.
6. ROAM, D. 2009. The Back of the Napkin. New York: Portfolio/Penguin. Chapter 6, Pp. 89-136.
7. SEELOS, C. and MAIR, J. "Profitable Business Models and Market Creation in the Context of Deep Poverty: A Strategic View", Academy of Management, 2007.
8. Susan Davis, Reaching the Excluded, TEDxWBG, 2015

Assignments: Prepare readings, post on L2O and work on your group social venture plan and pitch.

Session 8 - Start Up, Legal Choices, Capital Raising & Case: Catchafire with Guest Rachael Chong, Founder & CEO, Catchafire (04/04/17)

Readings: Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 10-13, pages 195-275
And select documents on Catchafire, www.catchafire.com

Optional readings:

1. FRUCHTERMAN, J. "For Love or Lucre", SSIR SPRING 2011, http://www.ssireview.org/articles/entry/for_love_or_lucre
2. OSTERWALDER, A., AND PIGNEUR, Y. 2010, Business Model Generation, New York: John Wiley & Sons, Inc. <http://www.businessmodelgeneration.com/>

Assignments: Prepare readings, post on L2O and work on your group social venture plan and pitch.

Session 9 - Sustainability, Innovation & Entrepreneurship: Measuring and Communicating Triple Bottom-line Impact (04/11/17)

Reading Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 7-12, pages 131-252

Optional Reading:

1. BREST, HARVEY and LOW, "Calculated Impact", SSIR Winter 2009
2. IRIS, <http://iris-standards.org/>
3. GIIN "Collecting Impact Data Using Mobile Technology" <http://www.thegiin.org/cgi-bin/iowa/resources/research/528.html>
4. HOFFMAN, K. and LEHMANN, L. "From Proof to Impact", SSIR Dec. 5, 2013, http://www.ssireview.org/blog/entry/from_proof_to_impact?utm_source=Enews&utm_medium=email&utm_content=1&utm_campaign=From_Blog

5. KRAMER, MARK R, (2005), "Measuring Innovation: Evaluation in the field of Social Entrepreneurship," Skoll Foundation, pp. 1-28
6. TRELSTAD, B., "Simple Measures for Social Enterprise", Innovations, Volume 3, Issue 3, Summer 2008
7. Creating the narrative: http://www.nytimes.com/2013/01/13/magazine/once-upon-a-time-there-was-a-person-who-said-once-upon-a-time.html?pagewanted=all&_r=0
8. EBRAHIM, A. "Let's be realistic about measuring impact", The Conference Board Blog, <http://tcbblogs.org/philanthropy/2013/12/05/lets-be-realistic-about-measuring-impact/#sthash.h79h1PZB.1eRmTH6A.dpbs>
9. KYLANDER, N. and STONE, C., "The role of brand in the nonprofit sector" SSIR Spring 2012, http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector?goback=%2Egde_2730249_member_5831041097517785092#%21

Optional Reading on Impact Investing and Social (& Development) Impact Bonds

1. SIMON, J., BARMEIER, J., (2010), "More than Money: Impact Investing for Development", Center for Global Development.
2. O'DONOHUE, N., et al., "Impact Investments: An Emerging Asset Class", J.P. Morgan Global Research, November 2012.
3. UN Global Compact: http://www.unglobalcompact.org/docs/issues_doc/development/Framework_Social_Enterprise_Impact_Investing.pdf
4. <http://www.thirdsectorcap.org/>
5. <http://rocainc.org/what-we-do/pay-for-success/>
6. http://www.ssireview.org/blog/entry/creating_a_future_impact_investing_strategy?goback=%2Egde_2730249_member_5831297499519795204#%21

Assignments: Prepare readings, post on L2O and work on your group social venture plan and pitch.

Module 4: Putting it all together

Session 10 - Philanthropy & Impact Investing: Fundraising & Transformational Scale (04/18/17)

Reading:

1. Teresa Chahine, Introduction to Social Entrepreneurship, CRC Press, 2016, Chapters 10, pages 195-212
2. SSIR Transformational Scale - 16 articles curated by Bridgespan including by Susan Davis www.ssir.org
3. "Making Big Bets for Social Change" by William Foster et al, Winter 2016, www.ssir.org
4. MacArthur Foundation 100 Million & Change competition, www.100andchange.org

Optional Reading:

1. Jennifer McRae and Jeffrey Walker with Karl Weber, The Generosity Network: New Transformational Tools for Successful Fund-raising, 2013
2. Alter, K. Managing the Double Bottom Line. Financial Planning Chapters: www.setoolbelt.org
3. BATTILANA, J. et al, "In Search of the Hybrid Ideal", SSIR Summer 2012, http://www.ssireview.org/articles/entry/in_search_of_the_hybrid_ideal
4. "Mysteries of Social Marketing Revealed": <http://www.nextbillion.net/blogpost.aspx?blogid=3667>
5. Enterprising Nonprofits, available on: <http://www.enterprisingnonprofits.ca/learning-toolkits/marketing>
6. FOSTER, WILLIAM. "Money to Grow On," Stanford Social Innovation Review, Fall 2008, pp: 50 – 55
7. MILDER, BRIAN, (2008), "Closing the gap: Reaching the missing middle and rural poor through value chain finance", Enterprise Development and Microfinance, December 2008, pp. 1-12
8. ALTER, SUTIA KIM, (2002) Social Enterprise Exit Strategies, slides from National Gathering of Social Entrepreneurs, Virtue Ventures.
9. DEES, J.G., BATTLE ANDERSON, B., WEI-SKILLERN, J. (2004), 'Scaling Social Impact', Stanford Social Innovation Review, Spring, pp.24-32
10. POLAK, P. 2013. The Business Solutions to Poverty. San Francisco: Berrett-Koehler Publishers. Chapters 10-12, Pp. 138-151.
11. DEES, G., EMERSON, J., ECONOMY, P., (2002), Strategic Tools for Social Entrepreneurs. New York: John Wiley & Sons. Chapter 10, Questions of Scale

Assignments: Prepare readings, post on L2O and work on your group social venture plan and pitch.

DUE: 4/20 Draft Social Venture Plans and student judging evaluation form on peers in group, due by 5pm (hard copy to office, soft copy to TA)

Session 11 - Leadership, Ethics, Moral Courage and Balance and Final Presentation (04/25/17)

Reading

1. Lori Hanau, "The Paradigm Shift to Shared Leadership: From Round Earth to Flat Hierarchies," in Conscious Company Magazine, Issue 4 Fall 2015

Optional Reading

1. Greg Dees' vision for an open solution society:

[HTTP://WWW.SSIREVIEW.ORG/ARTICLES/ENTRY/TOWARD_AN_OPEN_SOLUTION_SOCIETY](http://WWW.SSIREVIEW.ORG/ARTICLES/ENTRY/TOWARD_AN_OPEN_SOLUTION_SOCIETY)

2. Greenleaf, Robert "Servant Leadership": <http://www.youtube.com/watch?v=OHD7s2OzpVI>

3. McKinsey Quarterly "How Centered Leaders Achieve Extraordinary Results"

http://sevenplus.org/Recently_at_the_Forum_files/Leadershiprevisited.pdf

4. RHODE, DEBORAH, and PACKEL, AMANDA "Ethics and Nonprofits" SSIR Summer 2009,

http://www.ssireview.org/images/articles/2009SU_Feature_Rhode_Packel.pdf

5. Michael Singer, THE UNTETHERED SOUL: THE JOURNEY BEYOND YOURSELF, New Harbinger, 2007.

6. Brene Brown, The Power of Vulnerability, TEDxHouston talk or book.

7. Seth Godin, IT'S YOUR TURN (AND IT'S ALWAYS YOUR TURN), 2014

8. Jacqueline Novogratz, Founder and CEO, Acumen, TED talk

Assignments: Prepare readings, post on L2O and work on your group social venture plan and pitch.

Final Session 12 – Pitching Social Ventures 05/02/17

Team presentations (10 minutes plus Q &A) will be made in class in front of a panel of external judges and all course participants. Each student will also provide constructive feedback to other student teams in addition to the feedback from external judges. Evaluation sheets will be turned in by the end of the class.

Assignments:

Final Social Venture Plans are due by 5 pm Friday, May 5th to my office and via email to the TA.

DUE: 5/5: Final Social Venture Plans due by 5pm

NYU Classes and Course Reading List

All required reading materials are available online on NYU Classes, directly through the links provided.

Adjustments to some of the reading selections may be made during the semester. Additional readings may be assigned to ensure that students are prepared to get the most out of the guest speakers or a particular topic. When materials are added or changed, students will be alerted by e-mail.

Norms of Collaboration

- ♣ No one person, theory or approach has all the answers
- ♣ Use conflict constructively to generate learning
- ♣ Search for common ground, respecting differences of opinion and individual experience
- ♣ Freeze negative assumptions
- ♣ Build trust by asking for feedback at appropriate times from your colleagues and professor
- ♣ Use technology in the classroom only as it is directly relevant to the material being discussed

Academic Integrity Statement

Students are expected to adhere to the Stern School's Honor Code, "I will not lie, cheat or steal to gain an academic advantage, or tolerate those who do."