1. Course Overview

“Social entrepreneurs play the role of change agents in the social sector, by adapting 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 and delivery
      f. Ideation and designing durable solutions
   3. Business Modeling; Assessing and Communicating Impact
      g. Business Modeling and Pitch perfect
      h. Cost structure, budgeting and capital raising
      i. Channels, Partners and Support Structures
      j. Measuring and Communicating Impact
   4. Putting it all together
      k. Philanthropy & Impact Investing
      l. Leadership, ethics and work/life balance
      m. 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 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 the 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

Optional background viewing:
3. LIVING A LIFE OF IMMERSION (JACQUELINE NOVOGRATZ, FOUNDER OF ACUMEN) HTTP://WWW.TED.COM/TALKS/JACQUELINE_NOVOGRATZ_INSPIRING_A_LIFE_OF_IMMERSION.HTLML
4. Trabian Shorters, founder & CEO, BMeCommunity, on Asset Framing, www.bmecommunity.org/
5. Annie Chen & her family office, What is the Purpose of Wealth? https://m.youtube.com/watch?v=H62tv6Q466g&feature=youtu.be

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:

Ensure you know the 17 UN Sustainable Development Goals assigned last week: Http://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals
Read:
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
7. 50 State Solutions, YES! Magazine, Fall 2016

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

Reading: Harvard Business School Cases on BRAC, 2003 and 2013
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:
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.

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:
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:

2. Human-centered design toolkit – www.hcdtoolkit.org
5. MADSEN, SALLY AND COTTER, COLLEEN “Quality Design for the Poor”, patterns.ideo.com, 2 pages

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

3. Human-centered design toolkit – www.hcdtoolkit.org


**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
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)**


**Optional readings:**
1. FRUCHTERMAN, J. “For Love or Lucre”, SSIR SPRING 2011, http://www.ssireview.org/articles/entry/for_love_or_lucre

**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
Optional Reading on Impact Investing and Social (& Development) Impact Bonds
6. http://www.ssireview.org/blog/entry/creating_a_future_impact_investing_strategy?goback=%2Egde_2730249_member_f5d63c0c1975317b5092#%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:
2. SSIR Transformational Scale - 16 articles curated by Bridgespan including by Susan Davis www.ssir.org

Optional Reading:
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 (04/25/17)

Reading

Optional Reading
1. Greg Dees' vision for 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
7. Seth Godin, IT'S YOUR TURN (AND IT'S ALWAYS YOUR TURN), 2014

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 (30 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.”