“Capital Acquisition and Sustainability in Social Entrepreneurship”

PADM-GP 4189
NYU Wagner School: Fall 2012 Course
Time: Mon 4.55 PM - 6.35 PM
Dates: September 10 – October 29
Location: TISC LC11

This class is sponsored by, and developed in conjunction with, the NYU Reynolds Program in Social Entrepreneurship.

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Overview: This class provides an intermediate approach to social entrepreneurship, focusing on two vital aspects of building successful social ventures: scale/sustainability and capital acquisition. Through a combination of readings, case studies, class discussion, and team projects, students will gain deep insight into how social enterprises do (and fail to) achieve scale suitable to sustain their mission, and strategies for raising and allocating the funds necessary to advance their purposive ventures.

Course Requirements: Attendance at all classes is essential: if you must be absent, let me know in advance. Grading is as follows: one short writing assignment (20%); a take-home midterm exam (25%); a final project (35%, divided between a group presentation and final written analysis), and participation (10%). Class-wide discussions will be essential to our learning objectives; please arrive in class prepared to discuss readings and (especially) case studies.

*Team Assignment: Self-selected groups will choose an organization from pre-determined list (can select original organization with instructor’s permission). Each team will develop a comprehensive presentation for Week 7, featuring recommendations to the organization’s board on use of capital, how to scale, and other relevant details to be discussed. Will require review of the organization’s most recent annual reports, Form 990 analysis, and organizational interviews

Course Readings: Three required books are available at the NYU Bookstore: Jim Collins, Good to Great; Jon Krakauer, Three Cups of Deceit; John Wood, Leaving Microsoft to Change the World (author’s proceeds from the latter will be donated to a charity of the class’s choice). Other required readings are available on the course Blackboard site. Copies of the Collins, Krakauer and Wood books will be placed on reserve at Bobst Library, with a 2-hour reserve time.
**Late Assignment Policy:** Extensions will be granted *only in case of emergency*, out of respect to those who abide by deadlines despite equally hectic schedules. Late submissions without extensions will be penalized ½ letter grade per day (B+ to B, e.g.)

**Students with Disabilities:** Any students requiring accommodations should contact the instructor to make proper arrangements. Please be prepared to share your documentation from the NYU disabilities office regarding appropriate accommodations.

**Plagiarism:** All students are required to abide by Wagner’s Academic Code. Any incidence of plagiarism or related violations will result in penalties ranging from course failure to expulsion from NYU. To read the code, see [http://wagner.nyu.edu/current/policies/](http://wagner.nyu.edu/current/policies/).
Session 1: Introduction/Overview

Readings
  - [http://hbswk.hbs.edu/item/6905.html](http://hbswk.hbs.edu/item/6905.html)
- J. Wood, *Leaving Microsoft*, chs. TBA.
  - [http://www.springerlink.com/content/u803173967632151/](http://www.springerlink.com/content/u803173967632151/)

Part I: Scalability and Sustainability of Social Enterprises

Session 2: Scalability 101

Readings
- J. Collins, *Good to Great*, chs. TBA.
- Case Study: ChildFinance (2010).

Session 3: Failing to Scale

Readings
- J. Krakauer, *3 Cups of Deceit*, chs. TBA.
- J. Wood, *Leaving Microsoft*, chs. TBA.

Session 4: Sustainability of Scale/Problems of Success

*Matched pair analysis writing assignment due.*

Readings
Part II: Capital Acquisition in Social Enterprises

Session 5: Capital Acquisition 101

Readings

Session 6: From Minnow to Leviathan.

*Class will meet on alternate evening, as a public event with Anne Maria Burgoyne (Draper Richards Foundation) and Christy Chin (Philanthropy Workshop West), who will provide a ‘mezzanine’ perspective on capital acquisition. A group dinner with class members and speakers will follow.

Readings
TBD by guest speakers.

Session 7: Capstone Class.

Most of class devoted to selected team presentations, with constructive critique from class members and invited experts.

Readings