“Capital Acquisition and Scale in Social Entrepreneurship”  
PADM-GP 4189  
NYU Wagner School: Fall 2012 Course

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

John Wood, Instructor  
john.wood@roomtoread.org  
(please use this rather than my NYU email address, which I rarely check)  
Phone: 415.420.7756 (mobile, only for emergencies)

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: two short writing assignments (20% and 25%); a final project (30%, divided between a group presentation and final written analysis), and participation (15%). 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. Please note Krakauer book is available as a $3.99 download and is a quick and enjoyable read.
**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 $\frac{1}{2}$ 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
Monday, September 10

Readings


Part I: Scalability and Sustainability of Social Enterprises

Session 2: Scalability 101
Monday, September 17

Readings


Session 3: Failing to Scale
Monday, September 24

Readings

- Paul Light, *Searching for Social Entrepreneurship*, Chapter 4: “Exploring the Evidence”

Monday, October 1

*Matched pair analysis writing assignment due.  
First hour of course is a round robin “report out” on key lessons learned from 8 selected groups

Readings


Part II: Capital Acquisition in Social Enterprises

Session 5: Capital Acquisition 101  
Monday, October 8

Readings


Assignment #2 Due October 10

Session 6: From Minnow to Leviathan.  
Monday, October 15

Readings

Jim Collins, *Good to Great*, Flywheel Chapter

John Wood, *The World’s Tallest Fund-raising Thermometer*, sneak preview of chapter from upcoming
Session 7: Capstone Class.
Monday, October 22

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

Guest lecture with Anne Marie Burgoyne (Draper Richards Foundation) and Christy Chin (now with DRK, formerly with Skoll Foundation and Philanthropy Workshop West), who will provide a ‘mezzanine’ perspective on capital acquisition. A group dinner with class members and speakers will follow.

Readings