OVERVIEW

Making Social Entrepreneurship Happen will help you understand the process of social entrepreneurial problem-solving, arm you with some of the practical, nitty-gritty skills required for a value-centered career and empower you, as a change agent, to make a difference starting right now.

Here's the idea: Lofty ideals are not enough. Wanting to do good is one thing. Actually doing good is another. When we hold ourselves to lesser performance standards, it disrespects the impoverished, the disenfranchised and the people whom we seek to help and empower.

Spoiler Alert: Making Social Entrepreneurship Happen is not about surveying or analyzing theories of social action, social venture business models, particular social innovations or your dream solution to the world’s problems. The curriculum is agnostic about competing methodologies and theories of social change. The course is about how you advance your social change agenda, mission and career.

You bring your passion and the cause. The course curriculum provides the actionable tools to get you started and step up your game. The course is about doing stuff. It’s about the practice of social entrepreneurship.

Your personal values, how you perceive those you intend to serve and your personal motivation for seeking a career in the social sector – that is, basically how well you know yourself – will have a powerful impact on your ability to bridge the gap between lofty talk and real social progress.
CURRICULUM ARCHITECTURE

Nine sessions focus on specific skills or topics important to social entrepreneurship, such as Leveraging Networks and Mentors, Determining Your Values-Based Mission, What Makes A Solid Social Entrepreneur?, The Ups and Downs of Elevator Pitches and Raising Money, etc.

The two sessions (on Saturdays) are primarily devoted to developing social enterprise plans and presentation. On the final Saturday, for the final “exam” students present their projects to the entire class.

To augment the instructor’s comments and stimulate class discussion, seven classes will include a guest who is a practicing social entrepreneur. Each guest will discuss their own career path, social change moment of obligation and the basic course theme, namely, the non-negotiable skills needed by a change agent to create a more just world.

See Appendix A for the detailed course curriculum.

See Appendix B for a comprehensive summary of homework readings and videos. Course readings and materials are posted at NYU Classes.

See Appendix C for a listing of supplemental seminars and optional activities which will occur if you or someone else in the course volunteers to organize them.

COURSE METHODOLOGY

The course center of gravity is interactive learning, team problem-solving, sharing resources, entrepreneurial ways of re-thinking problems and concrete professional skills acquisition. The Instructor's approach, tone and style is collegial, relaxed, fun and -- be ready -- rigorous. (In addition to the readings, in-class discussions, lectures and guest speakers, students will also learn from observing the Instructor’s social entrepreneurial methodology in action.)

The classwork embraces team-building and supportive peer-to-peer feedback. In the over-sold mythology about the lone social entrepreneur, the charismatic community leader, the “self-made man,” etc., it is easy to forget that social change is, well, social, i.e., a community-based process -- collaborative and cumulative. The course depends on interactive discussion and strong participant…wait for it…participation. Listening skills are implicitly modeled and taught because listenership, not speakership (or, worse, the canned elevator pitch!), is the critical underpinning for social entrepreneurship. Share your views and listen to others do the same.

Constructive, high-quality participation includes drawing on your own experiences and life story without over-generalizing. Articulate (and fight for) your views backed by logic
and evidence, not merely with provocative statements proffered under the bogus claim of disruptive innovation. 😊

An exceptionally useful framing tool for social sector problem-solving is asking yourself three fundamental, baseline questions: What? So What? What Next? Use these inquiries as THE social action analytical framework to unravel and dissect the Instructor’s remarks, guest speaker commentary, video content, public policy papers, etc.

- What? What is this paper, business plan, report or speaker saying, claiming or asserting?
- So What? Why does this information matter (to me and my mission)? What is the importance of this material and for whom?
- What Next? What, if anything, am I going to do with this information?

**GRADING & ATTENDANCE**

**Grading.** Grades are determined on 100-point scale:

- Maximum of 70 points for the Final Exam/Project. The final exam/project is intended to test your understanding of social entrepreneurship processes and simultaneously be a learning experience in and of itself. In a classic case of mixed signals, the purpose of the final exam/project is to both evaluate you and, even as the class wraps up, facilitate your professional development.

- Maximum of 30 points for in-class and team project (final exam) participation, 15 points of which are assigned by the Instructor/teaching assistant and 15 points of which are determined by your classmates on survey at the end of the course. Participation is about providing topically appropriate insights and conclusions that can illuminate the material and move the discussion forward and it's about your active contribution to helping your student colleagues learn! Participate thoughtfully and with purpose. Be prepared to evaluate your peers.

- Maximum of 10 extra credit points for a coaching appointment which *presumes thoughtful preparation on your part to assure our time together is well spent.* Marshal the course learning points, readings and videos to assemble a verbal agenda for your coaching/mentoring session, including critical background information about your proposed or actual social venture or proposed or actual social sector career. Be organized and demonstrate it. This may well be the most valuable one hour of the course, so make good use of it.

- Maximum of 5 extra credit points can be earned for participating in and/or organizing other social entrepreneurial activities. See Weapons of Time Consumption (Appendix C).
Note: Grade points may be subtracted for tardy work or other negative performance. For example, five (5) grade points are subtracted for each day, or portion thereof, for the late submission of the final exam/project.

**Attendance.** Show up on time and prepared to engage your fellow classmates (and me). Whether class-related or job-related, you insult your colleagues and demean yourself by showing up unprepared. Given our limited time together, punctual attendance at all classes and coaching sessions is essential.

Your Instructor is decidedly disinterested in adjudicating the legitimacy of your absences. Please do not advise me about planned or unplanned absences. If you are absent, your contribution is inescapably irreplaceable. Absences are obviously reflected in your grade because, unavoidably, you have fewer opportunities to participate in class discussion.

**PRE-COURSE PREPARATION & HOMEWORK!**

You are a citizen of the world. You read newspapers or consume news online, you have internet access and a library card. Accordingly, this course assumes that you already know about the size, scope and the intractable pervasiveness of social, environmental and economic injustice. This course presumes you already know the basics about what social entrepreneurship is, etc.

We – your fellow learners and I -- assume you are a pragmatic, hard-working, focused social entrepreneur, change agent or political activist. We assume you are neither a policy ideologue nor a romantic naively idealizing poverty and its denizens. This class is for you, but – more importantly – for the impoverished and powerless whose existence shames us all.

**MANDATORY PRE-COURSE PREPARATION:** Read ALL the readings, watch ALL the videos and do ALL homework assignments before the first session. Because our time together is compressed into two glorious weeks and we convene daily (perhaps more intimate sharing than, gosh, what the NSA knows about you), it's necessary for you to undertake the homework assignments BEFORE the first session. While precious little homework is tagged to individual class sessions, the idea is that the totality of the readings, videos, etc. will inform you and our in-class discussions.

Course readings and materials are posted at NYU Classes. See Weapons of Status Quo Disruption (Appendix B) for a comprehensive summary of homework readings and videos.

**GENERAL INFORMATION**
**Optional Coaching Appointments.** Part and parcel of the course experience is the opportunity to schedule individual coaching sessions for you and/or your social venture’s management team and/or your social change organization’s leadership. All coaching appointments take place at: The Puck Building, 295 Lafayette Street, 3rd Floor. Schedule your coaching appointment immediately: Jonathan@CafeImpact.com. Available appointment times are Monday through Thursday, 9 AM, 10 AM or 11 AM.

**Disclaimers.** Do not expect to learn much about the following:
- Politically-correct jargon. Plan to speak in simple English.
- How to write an award-winning business plan or give a compelling elevator pitch. Both are put in perspective, i.e., put in their place.
- Extensive feedback on your particular social venture concept, including why your idea for a Tom’s Shoes-analog social venture sucks (it does) or financially re-structuring your enterprise. The course is not about critiquing particular social enterprise ideas or companies; it’s about your capacity as a social entrepreneur. That disclaimer noted, your required individual coaching session will provide an excellent opportunity to talk about your social venture concept (assuming you have one which is not a requirement of this class) and/or its challenges.
- Theoretical or abstracted analysis about the various theories of economic development and social change, although robust discussion on these topics inescapably occurs. The Instructor promotes “pragmatic pluralism.”
- Magic tricks to mysteriously marry profit margins and social missions. Sacrifice and trade-offs are talked about.
- Mediocre or substandard hot dog stand recommendations. Instead, see: [http://jonathanclewis.me/hot-doggery/](http://jonathanclewis.me/hot-doggery/).

**About the Instructor.** My resume and current social enterprises are posted at [http://jonathanclewis.me/](http://jonathanclewis.me/). You can follow me on Twitter (@SocentClinic), friend me on Facebook or link at LinkedIn. Subscribe to my e-news at www.CafeImpact.com.

**Colleagues Forever.** Email: Jonathan@CafeImpact.com. Phone: 530-758-8600. As colleagues in the fight for social justice, email and telephonic communications are encouraged. You are welcome to contact me even after the course ends!

Colleagues forever, but... Some of you may be enrolled in the course with the expectation (soon to be dispelled) of securing a letter of recommendation, obtaining social sector job leads or getting introductions/ideas for funding your social enterprise. Given the large numbers of students, colleagues, friends, Opportunity Collaboration delegates, etc., in my database, a few hard rules to respect: 1 – **Before** you ask for a
letter of recommendation, you must earn an A grade in the course. 2 – I don’t ever help with funding or funding sources. Ever.

In-Class Electronics, Etc. Go for it. You are invited to use laptops, stay connected to the internet, tweet comments, multi-task as needed (I do it too!). The course is about changing the world as social change leaders and professionals, not about micromanaging your time. However, to be courteous, please keep laptops closed when guest speakers join us.

Speaking of things electrical, the majority of class time is devoted to actively engaging you in professional development practice exercises. The Café Impact (www.CafeImpact.com) video content is intended to stimulate, not substitute for, your critical thinking and engagement. Also, you have full copyright permission to share and embed these videos anywhere and everywhere that supports social, environmental and economic justice.

Biology Breaks. Take ‘em when you need ‘em. Intermissions are scheduled, but I forget sometimes or we just get too distracted by the work.

Course Guarantees. If you ignore the following guidelines, the course is guaranteed to disappoint you.

- Time is our most precious and irreplaceable asset. “Time is the scarcest resource and, unless it is managed, nothing else can be managed.” -- Peter F. Drucker, American management consultant. Committed change agents are advised to use, perhaps a better word is leverage, time efficiently in the service of their mission. The poor and the powerless are waiting. We have a short time together, so we need to be on time to class and work fast.

- “I used to think I was poor. Then they told me I wasn’t poor. I was needy. They told me it was self-defeating to think of myself as needy. I was deprived. Then they told me underprivileged was overused. I was disadvantaged. I still don’t have a dime. But I now have a great vocabulary.” – Jules Feiffer, American satirist. From time to time, class discussion will employ common words, humor, generalizations, shorthand and politically incorrect examples to describe the poor, poverty and practical approaches to moving your social enterprise agenda. This is not disrespectful. It is efficient communications. The course is about addressing social injustice in all its ugliness, not fretting over what to call it.

- Disagreement is important. If you and I always agree, one of us is unnecessary. The class depends upon robust brainstorming and its corollary, diversity of intelligent opinion. That said, opinions without performance are generally useless and absolutely useless in the social action field.
• Every single participant (or, for that matter, social sector worker) is entitled to ask every dumb question and make every idiotic mistake......once. As colleagues, our responsibility includes helping each other execute smartly to reach our goals. That means, while we expect each other’s best effort, it is better to correct mistakes internally (i.e., in class and among ourselves as professionals) without recrimination. The sin is making the same mistake twice!

• As bad luck has it, I am not a mind reader. Talk to me if you need clarification, have a problem, want to proffer a suggestion or just think that I have lost my mind (which will remain our secret, please). We are colleagues, not psychics. This point is worth remembering as you team-build in real-life for social change.

• Reminder: The course is graded, so laugh at my jokes. 😊

YOU LISTENING VS. ME LECTURING TIPS

A non-negotiable social entrepreneurship skill is the ability to listen. The unswerving, consistent message from every one of the social entrepreneurs interviewed in the Café Impact video leadership series is (a) get real world experience (including on the job, remunerated learning), (b) witness injustice firsthand and (c) be a good listener.

Your ability to listen matters much more than a great elevator pitch, a brilliant business plan or your clever idea. Listenership is the predicate for networking, community organizing, mobilizing political movements and wooing financial backers. Listenership makes it possible to act on client needs and stakeholder concerns. Listenership reverse-engineers the paternalistic instinct to export first world solutions into third world communities.

To operationalize this professional skill, while simultaneously learning the ins and outs of social entrepreneurship, the course utilizes practice drills or role-playing sessions. A few active listening tips I learned while serving as the Café Impact on-camera host:

• Cultivate a relaxed atmosphere. Be conversational. It’s an interview, not an inquisition.

• Listen, listen, listen. Listen for something different you didn't expect. Allow the briefest pause after the subject is done speaking to give yourself a chance to process the answer and ask a follow-up question.

• Don't be afraid of pauses and silences. Resist the temptation to jump in. Let the person think. Often the best comments come after a short, uncomfortable silence when the person you are interviewing feels the need to fill the void and add something better.

• Keep your eyes on your subject. Certain gestures (fidgeting, looking down or away, or lowering their voice) indicate he/she is nervous and perhaps tongue-tied. Other gestures, (sitting forward in the chair, raised eyebrows, using hands) indicate interest or excitement. Follow up these moments with questions that fuel that excitement.
• Use open-ended starter phrases:
  • "Tell me about..."
  • "Did you ever ..."
  • "How did you feel when ..."
  • "How do you see things differently since ..."

• Rambling answers need summation and clarification.
  • "What I hear you saying is..."
  • "In other words, your theory is..."

• Don't try to prove the guest wrong. Instead of direct confrontation:
  • "Suppose a critic were to say..."
  • "How do you answer the criticism that..."

• At the end of the interview, leave a moment for reflection:
  • "Did we get everything you wanted to say?"
  • "Was there anything you wanted to clarify?"
Appendix A – Curriculum Synopsis

Weapons of Career Construction

SESSION #1 (Monday, April 20, 6:30 to 9:30 pm) – Course Overview

Topical Theme:
Course plan, schedule, content and mechanics reviewed, including grading (yuck). Course atmosphere which is collegial and supportive, relaxed and fun discussed in juxtaposition to social justice work which is serious and hard. Tip: Don’t be lulled into thinking that your final exam/project will be easy or, much more dangerous for your final grade, evaluated lightly. We are colleagues in the cause of social justice and serious, top-quality work is expected of you! Bring all your questions!
- Come prepared to introduce yourself. First impressions matter, so see Appendix B, final section.
- Professional development drills/practice and/or small group discussions.

Provocation To Ponder:
“The two most important days in your life are the day you were born, and the day you find out why.” – Mark Twain, 20th Century American author.

SESSION #2 (Tuesday, April 21, 6:30 to 9:30 pm) – What Is Your Values-Based Mission?

Topical Theme:
This session is about uncovering the authentic change agent hidden inside you. What in your life experience informs and motivates your desire to change the world? Why are you taking this course? What plans to change the world do you harbor?
- Guest Speaker. Class discussion and Q&A.
- How-To Stand Up Your Profile In Civic Courage video screened.
- How-To Convert Your Convictions Into A Career video screened.
- Professional development drills/practice and/or small group discussions.

Guest Social Entrepreneur:
Donna Katzin, CEO, Shared Interest. (pending confirmation)

Provocation To Ponder:
“A lot of people [social entrepreneurs], most people, are really scared of failure. In contrast, [social] entrepreneurs are scared of regret.” – Christopher Gergen, Founder/CEO, Forward Ventures.

SESSION #3 (Wednesday, April 22, 6:30 to 9:30 pm) – What Is A Social Enterprise?
Topical Theme:
What are the characteristics of a social enterprise? Is it the process or methodology by which you pursue social goals? Or, is it the importance, nature and size of the social goals you pursue? Or, both? Allowing for the fact that good luck, bad luck and dumb luck play their part, what factors can a social entrepreneur manage or control to enhance the chances of succeeding?
- Guest Speaker. Class discussion and Q&A.
- How-To Make Peace With The Peace Corps video screened.
- How-To Scale Your Impact By Going Small video screened.
- Professional development drills/practice and/or small group discussions.

Guest Social Entrepreneur:
Tony Martignetti, Founder/Host, NonProfit Radio Podcast (pending confirmation)

Provocation To Ponder:
“If you expect to see the final results of your work, you simply have not asked a big enough question.” – I. F. Stone, Sixties muckraking journalist and pre-blog innovator (via his weekly snail mail newsletter)

SESSION #4 (Thursday, April 23, 6:30 to 9:30 pm) – What Educates A Social Entrepreneur?

Topical Theme:
Social entrepreneurship requires that you pursue a single passion with unbridled focus and superior execution. However, the path to professional change agent competency is yours to customize. What specific professional skills are you missing for a career in social entrepreneurship?
- Guest Speaker. Class discussion and Q&A.
- How-To Educate Yourself For An Impact Career video screened.
- How-To Skill Up Expertly For Scale Up video screened.
- Professional development drills/practice and/or small group discussions.

Guest Social Entrepreneur:
Salome Lemma, CEO, Africans in the Diaspora (AiD) (pending confirmation)

Provocation To Ponder:
“Never do things others can and will do if there are things others cannot or will not do.” – Amelia Earhardt, American aviation pioneer, professor, author and feminist leader.

SESSION #5 (Saturday, April 25, 9:00 am to 12:00 pm) – Raising Social Impact Money
Topical Theme:
If you can’t (or won’t) raise money, you aren’t a social entrepreneur. Your social mission deserves it. Your social venture requires it. Nonetheless, fundraising mystifies, if not terrifies, most social enterprise leaders. In truth, fundraising for both for-profit and nonprofit social ventures is a simple, learnable skill. If you can talk, you can raise social impact money. Foundation grant-writing or corporate CSR not covered.
- Instructor overview. Class discussion and Q&A.
- How-To Give Your Inner Fundraiser More Currency video screened.
- How-To Kick It As A Fundraiser For Fun And Profit video screened.
- How-To Reject Rejection When It’s Personal video screened.
- Professional development drills/practice and/or small group discussions.

Provocation To Ponder:
“A wise man should have money in his head, not in his heart.” – 18th Century Irish poet and author Jonathan Swift (of Gulliver’s Travels fame)

SESSION #6 (Saturday, April 25, 1:00 pm to 5:00 pm) – Project: Changing the World

Topical Theme:
Final exam/project explained. You will be given a real-life social entrepreneurial problem to address and then orally present your findings and work product. While the entire class will work on the same topic, issue or social venture, for impact (and for grading) you will work in individual small teams or, if you prefer, alone. In the final session, next Saturday, you will orally present (or pitch) to the entire class.

Bring your questions which should reflect that you have read this syllabus! Read the instructions for next Saturday’s session #11, below, carefully!
- In-class exercise to help identify colleagues with similar project themes or ideas. Opportunity to cross-interview each other and form working groups. A caution: Unavoidably, team projects are graded as a group, so pick your teammates carefully. Selecting senior management team members is a critical social entrepreneurship skill, so be mindful about picking talent, not merely friends.
- Teams begin collaborating. Instructor circulates among groups to provide on-the-spot feedback.
- Teams provide cross-team feedback to each other. Process explained in class. This is your opportunity to strengthen your proposal, not convince classmates of your righteousness or cleverness.
- The core idea is to make the final exam/project a learning exercise as well as a chance to show your competency. Keep asking: What am I learning from working on this exam/project?
SESSION #7 (Monday, April 27, 6:30 to 9:30 pm) – Leveraging Networks and Mentors

Topical Theme:
The key word in social entrepreneurship is social. Change agents do not, contrary to popular Silicon Valley icons and awarded Nobel Prizes, go it alone. Every social entrepreneur needs to know their personal and professional force multipliers. If you are social entrepreneuring alone, you aren’t a social entrepreneur. Building a network is a non-negotiable skill for change agents.

- Guest Speaker. Class discussion and Q&A.
- How-To Network Yourself Like A Pro video screened.
- How-To Make Your Mentor Matter video screened.
- Professional development drills/practice and/or small group discussions.

Guest Social Entrepreneur:
Karen Ansara, Founder, Ansara Family Fund (pending confirmation)

Provocation To Ponder:

SESSION #8 (Tuesday, April 28, 6:30 to 9:30 pm) - Ups and Downs of Elevator Pitches

Topical Theme:
Pitching is a foundational skill for every social change agent. It’s the basis for mobilizing resources, attracting allies, etc. The Non-Pitch Pitch will be perfected.

- Guest Speaker. Class discussion and Q&A.
- How-To Justify Your Economic Justice Agenda video screened.
- How-To Selfishly Listen To Unselfishly Lead video screened.
- Professional development drills/practice and/or small group discussions.

Guest Social Entrepreneur:
Benjamin Stone, Director of Strategy, MCE Social Capital. (pending confirmation)

Provocation To Ponder:
"There is nothing less attractive than the nervous person waiting to jump in to give his/her pitch." - Whitney Smith, ex-CEO, Girls for a Change

SESSION #9 (Wednesday, April 29, 6:30 to 9:30 pm) – Sustainability, Profitability

Topical Theme:
For social causes, money management and grunt work are the taproot of every cause, career and social change organization. Handling cash is a critical component
of how you survive and grow your social enterprise. This is not a role just for the bean counters. It is your responsibility, no matter what your title and narrow focus.

- Guest Speaker. Class discussion and Q&A.
- **How-To Change The World With Finances** video screened.
- **How-To Get Your Social Action Shit Together** video screened.
- Professional development drills/practice and/or small group discussions.

**Guest Social Entrepreneur:**
Natasha Goldstein, Chief Financial Officer, MCE Social Capital. (pending confirmation)

**Provocation To Ponder:**
“Remind people that profit is the difference between revenue and expense. This makes you look smart.” – Scott Adams, Dilbert cartoon creator.

**SESSION #10 (Thursday, April 30, 6:30 to 9:30 pm) – On-The-Job Survival Skills**

**Topical Theme:**
As for any profession, certain non-negotiable skills are required for effective social change work. Some days are scary because we fear that our professional skills are not up to the task of overcoming social, environmental and economic injustice. Social entrepreneurship success depends on knowing our strengths, figuring out our weaknesses and accepting that professional development is a never-ending process. What are the over-arching critical, day-in and day-out skills and attributes which undergird a successful social entrepreneurial career?

- Guest Speaker. Class discussion and Q&A.
- **How-To Instantly Unleash Your Competitive Edge** video screened.
- **How-To Use Ambiguity To Pioneer Change** video screened.
- Professional development drills/practice and/or small group discussions.

**Guest Social Entrepreneur:**
Rosario Perez, CEO, Pro Mujer (pending confirmation)

**Provocation To Ponder:**
“The difference between genius and stupidity is that genius has its limits.” -- Anonymous

**SESSION #11 (Saturday, May 2, 9:00 am to 5:00 pm) – Final Exam: Changing the World**

**Topical Theme:**
Teams orally present work product. Each team has 12 minutes (strictly enforced). Just like in the real world of social entrepreneurship, clarity of presentation and content both matter so you will be graded on both. See also Session #6, above.

Your presentation should include:

- state succinctly the addressable challenge
- your proposed solution with pro and con commentary
- why or what in your life experience informs your concern about this issue
- start up (first year) budget and justification
- explain how your social venture solution will be funded
- your critical path process (very next steps!)
- your identified, pre-existing resources for addressing it
- missing, but required, social sector management skill sets that you or your team need to acquire or outsource (indicating both)
- any other elements you deem relevant

Real life simulation success tips:

- This is not a business plan. It's an idea sketch with talking points to frame the plan with an outline of next steps.
- Use the tools you are learning in this course! Demonstrate your social entrepreneurial competency!
- Start your exam/project any time you like. Work on it as much – or as little – as you want.
- Work alone or in teams, although teamwork usually produces a better outcome. Three-person teams are optimal, more productive and usually produce a more focused outcome (i.e., a better grade).
- Share your exam/project with colleagues/classmates, solicit feedback, make adjustments, refine your final product, etc. The animating vision of this process is to produce your best work, not prove that you can work in a cave.
- Read Art of the Start by Guy Kawasaki or research websites for presentation ideas, approach, clarity and succinctness.
- Powerpoint is permitted, but discouraged. One, most of us are lousy at making powerpoint-assisted presentations. Two, experientially, usually the powerpoint teams do not get the highest grades because the spend time on the powerpoint pictures, instead of the innovative content. Three, remember the course learnings about pitching techniques.

Instructor's concluding remarks. Uproarious applause ensues…standing ovation…professor showered with flowers, offers of lavish hot dog dinners.....
Appendix B – Readings & Resource Documents

Weapons of Status Quo Disruption

Read ALL the readings and resource documents, watch ALL the videos and do ALL homework assignments before the first session. Because our time together at NYU is compressed into two glorious weeks and we convene daily, it's absolutely necessary for you to undertake the homework assignments before the first session. Moreover, the idea is that the totality of the readings, videos, etc. will inform you and our in-class discussions. Course readings are posted at NYU Classes.

Books


Readings

- Syllabus (which contains professional tips as well as critical course information).
- In Defense of Raising Money: a Manifesto for NonProfit CEOs, Sasha Dichter, Chief Innovation Officer, Acumen Fund, October, 2008.
- Guide for the Ambitious Social Entrepreneur (excerpt), Types of Capital, ClearlySo, April, 2012.

Videos/Audios

- The Top 10 Mistakes of Entrepreneurs, Guy Kawasaki, UC Berkeley Startup Competition (Bplan), March 11, 2013. (start at 8 minutes; OK to stop at 40 minutes, but Q&A is awesomely useful too…learn how to ask questions!!)
Viewing tip: Mentally edit out the techie framework; substitute social venture.
(https://www.youtube.com/watch?v=HHjgK6p4nrw&feature=youtu.be&t=23m31s)

• **My Generosity Experiment** video, Sasha Dichter, TedTalk, September, 2011. (http://www.ted.com/talks/sasha_dichter)


• ALL GlobalPOV Project videos. http://blumcenter.berkeley.edu/globalpov/

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**Resource Documents**

- **Social Sector Employment Tips** – Tips on social sector resumes, snagging a job interview, interviewing, etc. These suggestions apply for whatever career path you are pursuing.

- **Fundraising Mastery** - If you can’t (or won’t) raise money, you aren’t a social entrepreneur. Your social mission deserves it. Your social venture requires it. Suggestions are divided into the Pre-Pitch, the Non-Pitch Pitch and the Post-Pitch.

- **Skills Mastery and Resources** – Tips on honing your professional expertise and developing the non-negotiable skills required to make a serious difference in the world.

- **Talking About Your Social Enterprise** – Giving speeches is one of the three most hated change agent skills. The other two are managing people and fundraising. Presenting your social venture idea to an audience is not the same as pitching to a lynch mob. It just feels that way.

- **Venture Startup Tips** – This tip sheet will get your social sector startup jump-started and help you avoid rookie mistakes. It’s harder than you have been told. A business plan is a work of fiction and, like all story-telling, it needs vivid characters and a good plot. Avoid the poison pills and pet peeves that are storyline buzz kills.

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**General Preparation for Class**

- Prepare to introduce yourself verbally in less than 1 minute. State your social mission OR your current/prospective social sector career. Tell us what you want us to remember about you and/or your social justice focus.

- Write a 15-word “first draft” mission statement for YOU, Inc. State without equivocation your competitive advantage as a change agent.

- Prepare in-class questions for the Instructor and each of the guest speakers.

- Update your social sector resume. Prepare specific questions about your career decisions and options.
Appendix C - Optional Seminars and Activities

Weapons of Time Consumption

The following extra topics can be scheduled for organized seminars, guest lectures for other courses, social enterprise briefings, symposia, relaxed evenings of conversation, etc. Note: None of the following learning opportunities are currently scheduled. If a member(s) of the course wants to take responsibility for figuring out a time and place, and make it happen, count me in.

Social Change At The Movies. The instructor’s all-time favorite playwright is George Bernard Shaw. Time, place and popcorn permitting, a screening of Pygmalion (see Recommended Resources) accompanied by a discussion of the movie’s implications for economic development and social change sounds fun to me. I welcome a volunteer to organize this event. I can bring the DVD.

Social Sector Literary Salon. If a group wants to read the satiric novel Last Orders at Harrods before the Clinic starts, let’s organize a book club discussion. To entice you: For the poor life is “fragile, cheap, dangerous and unpredictable.” (Michael Holman, Last Orders at Harrods: An African Tale); then, consider that “the life of man is solitary, poor, nasty, brutish, and short.” (Thomas Hobbes, Leviathan). Refreshments mandatory. Anyone interested? Who wants to organize it?

Change-Maker Hot Dog Research Project. With great relish (or, as you prefer, mustard or other condiment), you are invited to join the instructor for an unstructured, open-ended discussions about any topic – personal or professional – provided the venue includes a tasty hot dog. We could get hot dogs from Crif Dogs or Papaya Dog. If someone brings up the topic, we can discuss details in class.