Course Description
ESM 230 is an introductory course on social entrepreneurship for students interested in launching or managing a mission-driven organization that addresses the needs of society. This course is primarily focused on nonprofit organizations and nonprofits with a mission-related enterprise. As a founder and/or executive director, how do you build a solid foundation for your organization's long-term success? Topics include stakeholder analysis, the mission statement, strategic objectives and goals, board development, fiscal management and fundraising/self-funding.

During this course, students will gain an understanding of what is necessary for success/growth of a nonprofit venture. Working on a team, students will identify and explore a genuine need in society and propose the creation of a new mission-oriented organization that addresses that need. This course examines the impact and imprint of the founder/executive director and the development of a strategy that can sustain the organization’s mission.

Through a weekly speaker series, students will learn through the eyes of several nonprofit founders, executive directors and/or board members. Guest speakers will present the students with "live" case studies in non-profit management. Each week, one speaker will visit the classroom and talk about the (environmental) non-profit organization that they oversee, the organization's mission/program activities and any challenges/opportunities they are currently facing.

Required Software
Zoom – Online Conference System

Required Reading
Harvard Cases
Cases are listed in the schedule below. See course entitled “Strategic Planning for Nonprofit Ventures” (ESM 230, Spring 2020)” on Harvard Business Publishing site at:

https://hbsp.harvard.edu/import/715014

All the cases are listed under the Harvard course entitled “Strategic Planning for Nonprofit Ventures” (ESM 230, Spring 2020)." Each Harvard Case costs $4.25. The total cost for the coursepack is $21.25 (paid directly to Harvard Business Publishing).
All other required reading will be made available via download on GauchoSpace.

**Online Resources**

Students should register for an account with GuideStar (guidestar.org). There is no charge to register and search the GuideStar database for basic nonprofit information, including IRS Form 990 filings.

**Remote Class**

Our class will meet through the Zoom online conference system. We will adopt the same rules and norms as in a physical classroom. For everyone’s benefit, please join the course in a quiet place. Turn on your video. Mute your microphone, unless you are speaking. Close any browser tabs not required for participating in class. This form of learning will be somewhat new to all of us, and success will depend on the same commitment we all bring to the physical classroom.

All live Zoom sessions will be recorded for students who may not be able to attend in real time (due to an excused absence or connectivity problems). Each video will be available to individual students by request. By default, your microphone will be muted when you join the session. If you do not want to be included in the recording, simply turn off your camera and keep your microphone off. You may ask questions in the chat window.

**Attendance and Participation**

Students are expected to attend every class. Attendance and participation represent 20% of your grade (200 points). Participation is evaluated in a number of ways. Obviously, participation is correlated with attendance. It is impossible to earn participation points if a student is not in class. Students remain responsible for submitting work due even if absent. Students should e-mail the instructor prior to any missed class. Students remain responsible for the material covered and assignments given during an absence and are to discern this information from their peers.

Attendance at all class sessions is critical to the learning process and the participation component of the course. Entrepreneurship is a collaborative and interactive process. Entrepreneurs find opportunities, adapt, and improve themselves by listening and learning from others. Please come to class prepared to participate in the day’s activities.

**Guest Speakers**

We will have several guest speakers during this quarter who are founders, executive directors and/or board members of nonprofit organizations. The guest speaker series is one of the most valuable aspects of this course and should not be missed.

To prepare for guest speakers, be sure to visit the websites of their organizations. Students are encouraged to download and review each organization’s latest Form 990, which should be available online through GuideStar.

Students will be evaluated on their interaction with the guest speakers through the participation portion of the class grade.

**Assignments and Grading**

All assignments must be turned in on time. Assignments will be submitted in soft copy format on GauchoSpace, unless otherwise instructed. All assignments submitted on GauchoSpace should use the following file format:

**Team Assignment**

(Assignment Name)_(Team Name)

*Example: Team Project Outline_Green Gauchos*
Individual Assignment
(Assignment Name)_(Last Name)
Example: Reflection Paper_Cotter

The deadline is at the beginning of class (i.e., 12:30 pm), unless otherwise noted, on the due date listed for each assignment. If class is not held on the date an assignment is due, the deadline is still at 12:30 pm (unless otherwise noted). Assignments submitted after the deadline but within 24 hours will lose 5% of the total points; after that, an additional 5% for each day that the assignment is late.

<table>
<thead>
<tr>
<th>Participation</th>
<th>Individual Contribution</th>
<th>Team Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance</td>
<td>200 points (20%)</td>
<td></td>
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<tr>
<td>In-Class Discussions</td>
<td></td>
<td></td>
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<tr>
<td>Q&amp;A Participation with Guest Speakers</td>
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<td></td>
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<tr>
<td>Nonprofit Venture Project:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problem Focus Presentation (1 slide)</td>
<td>100 points (10%)</td>
<td></td>
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<tr>
<td>Proposal Presentation</td>
<td>100 points (10%)</td>
<td></td>
</tr>
<tr>
<td>Progress Update Presentation</td>
<td>100 points (10%)</td>
<td></td>
</tr>
<tr>
<td>Founding Board Presentation</td>
<td>200 points (20%)</td>
<td></td>
</tr>
<tr>
<td>Board Member Participation</td>
<td>100 points (10%)</td>
<td></td>
</tr>
<tr>
<td>Reflection Paper</td>
<td>200 points (20%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>600 points (60%)</td>
<td>400 points (40%)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,000 points (100%)</td>
<td></td>
</tr>
</tbody>
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Description of Course Assignments

Nonprofit Venture Project – Problem Focus Presentation
Each student will prepare one (1) presentation slide that illustrates an environmental or social problem as an area of interest for their class project. A soft copy must be uploaded onto GauchoSpace by 8:00 AM on 4/8/20.

Nonprofit Venture Project – Proposal Presentation
Each team will prepare a presentation introducing the team members and a working team name, describing the objective of the team and what brought the team together. This presentation should include a timeline and methodology for how the team plans to research the need to be addressed by the proposed organization and to develop the required components of the proposed Nonprofit Venture Project. Over the course of the project, each team should perform primary research by interviewing at least 10-15 industry experts or potential stakeholders. A soft copy must be uploaded onto GauchoSpace by 12:00 PM on 4/22/20.

Nonprofit Venture Project – Progress Update Presentation
Each team will prepare a presentation that provides an update on their progress. This presentation should include status of primary research and current direction for each of the required components of the Nonprofit Venture Project. A soft copy must be uploaded onto GauchoSpace by 12:00 PM on 5/6/20.

Nonprofit Venture Project – Founding Board Presentation
This is the major project for the class and will demonstrate the team’s ability to analyze the need to be addressed by the proposed organization, identify a mission/vision, develop a board, create a budget and propose a plan for funding operations. The project will be conducted ideally in teams of three to five students. A separate document regarding the details of the final project, presentation and grading sheet will be posted on GauchoSpace. The Founding Board Presentation will account for 20% of your grade.
(max. 200 points). These points will be the same for each team member. A soft copy of the presentation must be uploaded onto GauchoSpace by 12:00 PM on the day of the team’s Founding Board Presentation (either 6/1/20, 6/3/20 or 6/8/20).

In addition, 10% of your grade (max. 100 points) will depend on your individual participation as a founding Board Member, during the Q&A session of at least one other team’s presentation. Each team will have at least two other students assigned as the founding Board Members (i.e., the audience).

**Inspiration and Reflection Paper**

At the end of the course, students will write a paper that will have two sections: (1) Inspiration and (2) Personal Reflection.

In writing the Inspiration section, think back to one specific topic presented in the course that caught your attention and inspired you to do further research (note: be sure to cite which speaker inspired you and why in your paper). Discuss why this topic interests you and summarize what you learned and how you will apply this new knowledge. Cite at least three (3) secondary sources from your research.

For example:

<table>
<thead>
<tr>
<th>Speaker</th>
<th>Topic</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garrett Ritter Kababik</td>
<td>B Corps</td>
<td><a href="https://www.bcorporation.net/what-are-b-corps">https://www.bcorporation.net/what-are-b-corps</a></td>
</tr>
<tr>
<td>CEO and Co-Founder, Channel Islands Outfitters (Certified B Corporation)</td>
<td></td>
<td><a href="https://www.stanford.edu/group/sir/has-the-b-corp-movement-made-a-difference">Stanford Social Innovation Review: Has the B Corp Movement Made a Difference?</a></td>
</tr>
</tbody>
</table>

According to one of the fathers of management/organization theory, Henry Mintzberg, the primary purpose of the university is to encourage reflection on what you have learned and how that learning might apply to your life and career. In this spirit, the Personal Reflection section should highlight which guest speakers and specific insights impressed or influenced you most. You are encouraged to include quotes from the speakers or references to specific ideas presented by the speakers. In this section, you should also provide self-reflection on questions such as: How have these speakers influenced your personal or career goals? Have your thinking, attitudes, motivations changed? What has surprised you? What have been the most important takeaways for you? Will you become an eco-entrepreneur? Why/why not? Feel free to address any other self-reflective questions as well.

As a rough guideline, the Inspiration and Reflection Paper should be 3-5 pages, single-spaced. Papers will be graded as: “Exceptional; clearly above average; includes deep reflection” – 200 points; “Thoughtfully completed; average” – 170 points; “Not thoughtfully completed” – 140 points.

A soft copy must be uploaded onto GauchoSpace by 12:30 PM on 6/10/20.