



Public Policy 326-001

SOCIAL VENTURES

PROFESSOR JAMES H. JOHNSON, JR.

PAMELA SANTOS

12:30-1:45 PM Tuesday/Thursday

Spring 2016

G201 Murray Hall

ADMINISTRATIVE DETAILS

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COURSE DESCRIPTION

The primary objective of this course is to broaden your knowledge and understanding of social entrepreneurship as an innovative approach to addressing complex social needs. A secondary objective is to afford you the opportunity to engage in a business planning exercise which is designed to assist you in establishing and launching a social purpose entrepreneurial venture.

Toward these ends, the course is organized as follows:

In Part I, we will define social entrepreneurship and discuss the contextual factors influencing the emergence of the field. In Part II, we will review the characteristics and motivations of social entrepreneurs as well as both the challenges and opportunities of launching, leading, and managing a social venture. In Part III, we will discuss case studies of successful social purpose ventures and present typologies of revenue generating options for enterprising nonprofit and government organizations. Throughout the course, we will work with you to develop and/or hone your own ideas for creating and sustaining a social purpose venture.

COURSE REQUIREMENTS

Active participation in class discussions is required. All assigned readings must be completed prior to the class in which they are scheduled to be discussed. In addition, there are five required written assignments. The first is a strategic visioning statement which describes the problem that you think potentially lends itself to a social entrepreneurial solution. The second is a case study analysis of a successful social purpose venture. Ideally, you should select an organization that addresses a social issue similar to the one you are interested in addressing. The third is white paper which outlines the value proposition for your proposed social venture, the novel or innovative solution you are proposing, the expected results, and anticipated return on investment. The fourth is a feasibility plan for your proposed social purpose venture. Building upon assignments one through four, the fifth written requirement is a detailed business plan for your venture. The final assignment is an oral presentation, or elevator pitch, selling your idea to potential investors.

GRADING

Class Participation	20%
Strategic Vision Memo	5%
Case Study Analysis	10%
White Paper	15%
Feasibility Study	15%
Business Plan	25%
Elevator Pitch	10%

OUTLINE

(January 12)	Introduction and Overview
(January 14 through January 19)	Social Ventures at work: Global Scholars Academy
(January 21)	Idea Generation and Team Development
(January 26)	Evidence-Based Venture Development: Research Strategies
(January 28 through February 2)	The Social Entrepreneurship Paradigm
(February 4)	Communications Strategies
February 9)	Strategic Visioning Presentations
(February 11 through March 3)	Launching, Leading & Managing Social Ventures & Case Study Presentations
(March 8 through March 24)	Frameworks, Models, & Typologies & White Paper Presentations
(March 29 through April 5)	Feasibility Plan Development and Presentations
(April 7 through April 26)	Business Plan Development and Presentations
(TBD)	Wrap Up & Elevator Pitches (TBD)

Resource Guide: Advice to Entrepreneurs, available at:

<http://platformsandnetworks.blogspot.com/2009/11/compilation-of-webs-best-advice-for.html>

ASSIGNED READINGS

All of your assigned readings are accessible via the class website.

Introduction and Overview

- Carol Sanford, 2015, 2015 Prediction: Doing the Right Thing becomes Central to Business, Not a Sideline, The Guardian.com, available at <http://www.theguardian.com/sustainable-business/2015/jan/01/2015-predictions-social-entrepreneurs-responsible-business-innovation>
- Don Tapscott, 2014, Big Idea 2015: Make this the Year You Finally Launch Your Own Startup, Time.com, available at <http://time.com/3637883/2015-launch-startup/#3637883/2015-launch-startup/>
- Patricia Doyle Corner & Marcus Ho, 2010, “How Opportunities Develop in Social Entrepreneurship, *Entrepreneurship Theory & Practice*, available at <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6520.2010.00382.x/pdf>
- David Bornstein, 2012, “The Rise of the Social Entrepreneur, The New York Times, November 13, available at <http://opinionator.blogs.nytimes.com/2012/11/13/the-rise-of-social-entrepreneur/?pagewanted=print>
- Devin Thorpe, 2012, “Social Entrepreneurship Predictions for 2013,” December 31, Forbes.com, available at <http://www.forbes.com/sites/devinthorpe/2012/12/31/social-entrepreneurship-predictions-for-2013/>
- Beverly Schwartz, 2013: What’s Ahead for Social Entrepreneurship,” Forbes.com, available at <http://www.forbes.com/sites/ashoka/2012/12/28/2013-whats-ahead-for-social-entrepreneurship/>
- Eli Malinsky, 2012 “Bill Drayton’s Five Trends for Social Entrepreneurs,” Forbes.com, December 12, available at <http://www.forbes.com/sites/ashoka/2012/12/12/bill-draytons-five-advice-for-social-entrepreneurs-what-the-future-holds-and-how-you-should-adjust/>.
- Lara Galinsky, 2012, “Not Everyone Should Be a Social Entrepreneur,” HRB Blog Network, July 19, available at http://blogs.hbr.org/cs/2012/07/not_everyone_should_be_a_socia.html
- Cirilo P. Noel, 2009, “In the Business of Doing Good,” Business World Online, December 20, <http://www.sgv.ph/%E2%80%9Cin-the-business-of-doing-good%E2%80%9D-by-cirilo-p-noel-december-21-2009/>.

- Bill Drayton, 2006, “Everyone a Changemaker: Social Entrepreneurship’s Ultimate Goal,” reprinted from the Winter 2006 edition of innovations, available at www.ashoka.org/files/innovations8.5x11FINAL_0.pdf
- “Doing Well and Doing Good,” Economist.com, July 29, 2004, available at http://www.economist.com/PrinterFriendly.cfm?Story_ID=2963247.
- Clayton M. Christensen, 2009, “The White House office on Social Innovation: A New Paradigm for Solving Social Problems,” Huffington Post, July 1, available at http://www.huffingtonpost.com/clayton-m-christensen/the-white-house-office-on_b_223759.html?view=print
- Dana Goldstein, 2009, “The Innovation Administration,” The American Prospect, November 16, available at <http://prospect.org/article/innovation-administration>
- VOA News, 2009, “President’s Entrepreneurship Summit,” voanews.com, December 20, available at <http://editorials.voa.gov/content/a-41-2009-12-21-voa9-84658252/1481661.html>.
- Gerald F. Seib, 2008, In Crisis, Opportunity for Obama, The Wall Street, Journal, November 21, available at http://online.wsj.com/article/SB122721278056345271.html?mod=googlenews_wsj#printMode
- Emily Eakin, 2003, “How to Save the World? Treat It Like a Business,” The New York Times on the Web, December 10, available at <http://www.nytimes.com/2003/12/20/arts/how-to-save-the-world-treat-it-like-a-business.html?sec=health&fta=y&pagewanted=1> .
- Michael Edwards, 2008, “Philanthrocapitalism: After the Gold Rush,” available at http://www.opendemocracy.net/article/globalisation/visions_reflections/philanthrocapitalism_after_the_goldrush
- Daniel Lubetzky, 2008, “Philanthrocapitalism or “Creative Capitalism”?, available at <http://blog.peaceworks.net/2008/08/philanthrocapitalism-or-creative-capitalism/>
- Michael Edwards, 2008, Just Another Emperor? : The Myths and Realities of Philanthrocapitalism. Demos: A Network for Ideas and Action and The Young Foundation, available http://www.nonprofitquarterly.org/images/fbfiles/files/Just_Another_Emperor.pdf

The Social Entrepreneurship Paradigm

- Ayse Guclu, J. Gregory Dees, and Beth Battle Anderson, 2002, “The Process of Social Entrepreneurship: Creating Opportunities Worthy of Serious Pursuit,” Center for the Advancement of Social Entrepreneurship, Duke University, available at

http://www.impactalliance.org/file_download.php?location=S_U&filename=11763619691Guclu_02_SE_Process.pdf

- Sherri Leronda Wallace, 1999, “Social Entrepreneurship: The Role of Social Purpose Enterprises in Facilitating Community Economic Development,” *Journal of Developmental Entrepreneurship*, Vol. 4, pp. 153. (LEXIS-NEXIS Academic Universe)
- Roger L. Martin and Sall Osberg, 2007, “Social Entrepreneurship: The Case for Definition,” *Stanford Social Innovations Review*,” available at http://www.ssireview.org/site/printer/social_entrepreneurship_the_case_for_definition/
- Pau C. Light, 2009, *Social Entrepreneurship Revisited*,” *Stanford Social Innovation Review*, Summer, available at http://www.ssireview.org/images/articles/2009SU_First_Person_Light.pdf
- J. Gregory Dees and Beth Battle Anderson, 2006, “Framing a Theory of Social Entrepreneurship: Building on Two Schools of Practice and Thought,” REDF, available at <http://www.redf.org/from-the-community/publications/457>.
- James E. Austin, Roberto Gutierrez, Enrique Ogliastri, and Ezwquiel Reficco, 2007, “Capitalizing on Convergence,” *Stanford Social Innovation Review*, Winter, available at http://www.ssireview.org/articles/entry/capitalizing_on_convergence .
- James A. Phills, Jr., Kriss Deiglmeir, & Dale T. Miller, 2008, “Rediscovering Social Innovation,” *Stanford Social Innovation Review*, Fall, available at http://www.ssireview.org/site/printer/rediscovering_social_innovation/
- Jerr Boschee and Jim McClurg, 2003, “Toward a Better Understanding of Social Entrepreneurship: Some Important Distinctions,” <http://www.vizavi-edu.md/uploads/testtrtr.pdf>.
- Community Wealth Ventures, 2001, *Venture Philanthropy 2001: The Changing Landscape*, available at <http://www.vppartners.org/learning/reports/venture-philanthropy-2001-changing-landscape> .
- Community Wealth Ventures, 2000, *Venture Philanthropy 2000: Landscape and Expectations*, available at <http://www.vppartners.org/learning/reports/venture-philanthropy-2000-landscape-and-expectations>
- Jerr Boschee, 2001, “Eight Basic Principles for Nonprofit Entrepreneurs,” *Nonprofit World*, Vol. 19, available at <http://www.socialent.org/pdfs/8BasicPrinciples.pdf> .
- Jerr Boschee, 2002, *Entrepreneurial Strategic Planning and the “Organizational Abandonment” Process*,” available at <http://www.socialent.org/pdfs/StrategicPlanning.pdf>

- Jerr Boschee, 1998, “Merging Mission and Money: A Board Member’s Guide to Social Entrepreneurship,” available at <http://www.socialent.org/pdfs/MergingMission.pdf>.
- Jerr Boschee, 1995, “Some Nonprofits Are not Only Thinking About the Unthinkable, They are Doing It—Running a Profit,” available at <http://www.socialent.org/pdfs/AcrossTheBoard.pdf> .
- Mario Morino, and Bill Shore, 2001, High-Engagement Philanthropy: A Bridge to a More Effective Social Sector, available at <http://www.vppartners.org/sites/default/files/reports/report2004.pdf>

Launching, Leading, and Managing Social Ventures

- Diane Flannery and Kriss Deiglmeier, 1999, “Leading the Social Purpose Enterprise: An Examination of Organizational Culture,” Chapter 1 in Social Purpose Enterprises and Venture Philanthropy in the New Millennium. San Francisco, CA: REDEF, available at <http://www.redf.org/learn-from-redf/publications/118>.
- Diane Flannery and Kriss Deiglmeier, 1999, “Managing the Social Purpose Enterprise,” Chapter 2 in Social Purpose Enterprises and Venture Philanthropy in the New Millennium. San Francisco, CA: REDEF, available at <http://www.redf.org/learn-from-redf/publications/118>.
- Kristin Majeska, 1999, “Growing a Social Purpose Enterprise,” Chapter 3 in Social Purpose Enterprises and Venture Philanthropy in the New Millennium. San Francisco, CA: REDEF, available at <http://www.redf.org/learn-from-redf/publications/118>.
- Emerson, Jay Wachowicz, and Suzi Chun, 1999, “Social Return on Investment: Exploring Aspects of Value Creation in the Nonprofit Sector,” Chapter 8 in Social Purpose Enterprises and Venture Philanthropy in the New Millennium. San Francisco, CA: REDEF, available at <http://www.redf.org/learn-from-redf/publications/118>.
- Boona Cheema, 1999, The Social Purpose Enterprise as a Learning Organization,” Chapter 9 in Social Purpose Enterprises and Venture Philanthropy in the New Millennium. San Francisco, CA: REDEF, available at <http://www.redf.org/learn-from-redf/publications/118>.
- Jed Emerson and Fay Twersky, editors, 1996, New Social Entrepreneurs: The Success, Challenge, and Lessons of Nonprofit Enterprise Creation. San Francisco, CA: The Roberts Foundation, available at <http://www.redf.org/learn-from-redf/publications/117> .

Frameworks, Typologies, Financing Options

- Siefert Rose, Joan, 2015, “What Entrepreneurs Thinking about Crowdfunding Need to Know.” WRAL TechWire, <http://wraltechwire.com/what-entrepreneurs-thinking-about-crowdfunding-need-to-know/15163093/>

- Cynthia W. Massarsky and Samantha L. Beinhacker, 2002, Enterprising Nonprofits: Revenue Generation in the Nonprofit Sector. Yale School of Management-Goldman Sachs Foundation, available at http://www.nationalcne.org/index.cfm?fuseaction=feature.display&feature_id=167&CFID=737&CFTOKEN=90849585 .
- Kim Alter, 2004, Social Enterprise Typology, Virtue Ventures LLC, available at <http://rinovations.edublogs.org/files/2008/07/setypology.pdf> .
- Community Wealth Ventures, Inc., 2003, Powering Social Change: Lessons on Community Wealth Generation for Nonprofit Sustainability, available at <http://www.communitywealth.com/pdf-doc/Powering%20Social%20Change.pdf> .
- McKinsey & Company, 2001, Effective Capacity Building in Nonprofit Organizations, available at http://www.vpppartners.org/sites/default/files/reports/full_rpt.pdf
- Community Wealth Ventures, 2003, Identifying Financing Opportunities for Pittsburgh-Based Social Enterprises, produced for The Forbes Funds and the Pittsburgh Social Enterprise Accelerator, http://forbesfunds.org/files/3FinancSocialEntrpre_TR03.pdf .
- Community Wealth Ventures & IFA Education Foundation, 2004, Nonprofit-Owned Franchises: A Strategic Business Approach, available at www.franchise.org/uploadedfiles/files/nonprofit_owned.pdf
- C. Everett Wallace, 2005, “Financing Successful Social Enterprises: CDCs and Franchising,” Franchising World, Vol. 37, p. 28, <http://connection.ebscohost.com/c/articles/17021196/financing-successful-social-enterprises-cdcs-franchising> .
- Valeria Budinich, 2005, A Framework for Developing Market-Based Strategies that Benefit Low Income Communities,” available at <http://proxied.changemakers.net/journal/300508/framework.pdf> .
- Sarah H. Alvord, David Brown, and Christine W. Letts, 2002, Social Entrepreneurship and Social Transformation, Working Paper #15, The Hauser Center for Nonprofit organizations and The Kennedy School of Government, Harvard University, November, available at <http://eng.fondazionefortes.it/wp-content/uploads/2011/11/Social-entrepreneurship-and-social-transformation.pdf> .
- Gregory Dees, Beth Battle Anderson, and Jane Wei-Skillern, 2004, “Scaling Social Impact: Strategies for Spreading Social Innovations,” Stanford Social Innovation Review, Spring, available at http://www.caseatduke.org/documents/scaling_social_impact.pdf .