

## PPPA 6033: Nonprofit Enterprise

**Semester:** Spring 2024

**CRN:** 97624

**Class Location** MPA Building, Room 309  
Monday 6:10-8:00 PM

**Instructor:** Dr. Jasmine McGinnis Johnson  
jmcginnis@gwu.edu  
Office: 601E – MPA Building  
Office Phone: 202-994-3808

**Student Office Hours:** Tuesday and Thursday  
4:30-7:30 p.m.  
Schedule Office Hours: [jasminejohnson.youcanbook.me/](http://jasminejohnson.youcanbook.me/)

**Course Description (from bulletin):** The use of business methods by nonprofit organizations, commercialization in the nonprofit sector, and the relationship between nonprofit and for-profit entities in pursuing social purposes. Case studies.

### **The focus of the course:**

The course will be structured around three elements:

1. Entrepreneurship
2. The social enterprise ecosystem
3. The mechanics, tensions, and realities of starting and managing a nonprofit or social enterprise.

Social entrepreneurship is a rapidly developing and changing field in which business and nonprofit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, students must understand the opportunities and challenges in this new landscape. This course will explore this emerging field through discussions, lectures, and student presentations by teaching students to be entrepreneurs. A large component of this course is utilizing the lessons from our classroom discussions to inform practice.

**Learning Objectives:** By the end of this course, you'll be able to:

- Identify and assess the viability of new business opportunities.
- Use the Business Model Canvas to define and test your business model assumptions.
- Conduct customer discovery interviews to validate your assumptions.
- Use Design Thinking techniques to develop solutions to the problems discovered during your customer interviews.
- Develop financial models to demonstrate the feasibility of your businesses.
- Create and launch Minimum Viable Products (MVPs).
- Execute business model validation experiments using your MVPs.
- Analyze experiment results to improve your Business Model.

- Learn how to present the insights you've gleaned from your experiments to stakeholders.

### **Course Format:**

Scientific evidence strongly supports the effectiveness of active student participation in learning activities (Ambrose et al., 2010; Armstrong, 2010; Tough, 1971). The quality of our class discussions will depend on how well-prepared you are and how willing you are to share the results of that preparation with the class. Remember that you (your unique insights and thoughts) are a source of learning for the rest of the class. You are not expected to have all the right answers in every class, nor are you expected to dominate every in-class discussion. However, you must be prepared and contribute regularly to our class discussions.

In this class, you will develop skills that will enable you to thrive in your professional life. This is an exciting opportunity to make the most of your collegiate career and set yourself up for your professional career. But the skills you acquire in this class won't come easy, nor will they come in a form you may be used to from other classes. The only way to develop these skills is from: ● Real...hard...work Just like you can't become great at playing an instrument by just reading about it, you can't become an innovative professional by reading about it. You must experience and practice, and practice, and practice before you master new entrepreneurial skills.

### **Civility in the Classroom**

Higher education works best when it becomes a vigorous and lively marketplace of ideas in which all points of view are heard. Free expression in the classroom is an integral part of this process. At the same time, higher education works best when all of us approach the enterprise with empathy and respect for others, irrespective of their ideology, political views, or identity. We value civility because that is the kind of community we want, and we care for it because civility permits intellectual exploration and growth.

### **Time Devoted to Course:**

The university has adopted a policy on contact time and independent work time required for each credit hour earned. The policy requires me to advise you on how the time will be allocated for this course. Over 14 weeks, students will spend 1 hour and 50 minutes (110 minutes) per week in class. Required readings and assignments are expected to take up, on average, 8 hours (480 minutes) per week. Over the semester, students will spend 26 hours in instructional time and 75 hours preparing for class, for a total of 103 hours.

### **Basic Needs Statement:**

Any student who faces challenges affording groceries or accessing sufficient food to eat every day, who lacks a safe and stable place to live, and who believes this may affect their performance in class is encouraged to contact the Dean of Student Affairs for support. Furthermore, please contact your professor if you feel comfortable doing so. This will enable me to provide resources I may know about. Other resources you may find helpful.

- Food Pantry on Campus - [students.gwu.edu/store](https://students.gwu.edu/store)
- Foggy Bottom Food Pantry - [sites.google.com/site/neighborsprojecthhp/the-foggy-bottom-food-pantry](https://sites.google.com/site/neighborsprojecthhp/the-foggy-bottom-food-pantry)
- Emergency Funding - [financialaid.gwu.edu/emergency-funding](https://financialaid.gwu.edu/emergency-funding)
- Mental Health Counseling - [healthcenter.gwu.edu/mental-health](https://healthcenter.gwu.edu/mental-health)

### **Required Resources:**

You must purchase a copy of ExEC, an entrepreneurship toolkit we'll use during this class. You'll get lifetime access to the tools within ExEC, so you can use them anytime in the future if you decide to start a company. The cost of Exec is \$99.00. I know this is expensive so if you need some help purchasing it, please let me know.

You can either purchase ExEC here: <https://bit.ly/ExECJohnson> or if you are using financial aid, please purchase access through the bookstore.

### **GRADING:**

Grades will be based on the following standard percentages.

94-100	A
90-93	A-
87-89	B+
84-86	B
80-83	B-

### **Assignments: All assignments are due on Blackboard on Monday at 6:00 p.m.**

Weight	Due Date	Element	Notes
10%	March 18th	Ecosystem Assignment	Turn in a one-page memo on the ecosystem of a social enterprise that you choose using an organization's website or other reports.
10%	Throughout Class	EXEC weekly assignments	You'll typically turn in multiple assignments each week. These are required to complete the reflections for your midterm and final.
35%	April 8th	Problem Validation Reflection	Like an exam, this will summarize your learning during the first half of the class.
35%	May 8th	Solution Validation Reflection	Like a exam, this will summarize your learning during the second half of the class.
10%	May 1st	Process Pitch	Group presentation (typically completed in teams of 2 - 4).

<b><u>Date</u></b>	<b><u>Topic</u></b>	<b><u>Readings</u></b> (All readings on Blackboard)	<b><u>Assignments/Due Date</u></b>
January 22 <sup>nd</sup>	Intro to Class and Nonprofits	None	
January 29 <sup>th</sup>	Nonprofit Commercialization	<ul style="list-style-type: none"> <li>● “Enterprising Nonprofits”, J. Gregory Dees</li> <li>● “Should Nonprofits Seek Profits”, William Foster and Jeffrey L. Bradach</li> </ul>	
February 5 <sup>th</sup>	What is Nonprofit Enterprise? What is the Ecosystem?	<ul style="list-style-type: none"> <li>● “Social Enterprise in the US and Europe”, Janelle Kerlin</li> <li>● “What is a benefit corporation”, Jen Barnette</li> </ul>	

		<ul style="list-style-type: none"> <li>• “What is an L3C”, Sandra Feldman</li> <li>• “A Deeper Dive”, Soecentcity.org</li> </ul>					
February 12 <sup>th</sup>	Financing of Social Enterprise	<ul style="list-style-type: none"> <li>• “What funding sources for social business and social enterprise”, Social Business Design</li> <li>• “The promise of impact investment”, Harvard Business Review</li> </ul>					
February 26 <sup>th</sup>	Pilot your purpose	<ul style="list-style-type: none"> <li>• None</li> </ul>	<table border="1"> <tr> <td><a href="#">Get Access to ExEC</a></td> <td>Mon - 3/4 6:00 PM</td> </tr> <tr> <td><a href="#">Define Your Class Goals</a></td> <td>Mon - 3/4 6:00 PM</td> </tr> </table>	<a href="#">Get Access to ExEC</a>	Mon - 3/4 6:00 PM	<a href="#">Define Your Class Goals</a>	Mon - 3/4 6:00 PM
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March 4 <sup>th</sup>	Problem Storming and Business Model Breakdown		<table border="1"> <tr> <td><a href="#">Your Ideal Customers</a></td> <td>Mon - 3/18 6:00 PM</td> </tr> <tr> <td><a href="#">Business Model Breakdown (Prep Exercise)</a></td> <td>Mon - 3/18 6:00 PM</td> </tr> <tr> <td><a href="#">Who Are Early Adopters?</a></td> <td>Mon - 3/18 6:00 PM</td> </tr> <tr> <td><a href="#">Ecosystem Paper</a></td> <td>Mon-3/18 6:00 PM</td> </tr> </table>	<a href="#">Your Ideal Customers</a>	Mon - 3/18 6:00 PM	<a href="#">Business Model Breakdown (Prep Exercise)</a>	Mon - 3/18 6:00 PM	<a href="#">Who Are Early Adopters?</a>	Mon - 3/18 6:00 PM	<a href="#">Ecosystem Paper</a>	Mon-3/18 6:00 PM		
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March 18 <sup>th</sup>	Finding your early adopters/Customer Interviews	The limits of social enterprise”, SEEDCO	<table border="1"> <tr> <td><a href="#">Your First Customers</a></td> <td>Mon - 4/1 6:00 PM</td> </tr> <tr> <td><a href="#">Start Your Business Model Canvas</a></td> <td>Mon - 4/1 6:00 PM</td> </tr> <tr> <td><a href="#">Review the Customer Interview Script</a></td> <td>Mon - 4/1 6:00 PM</td> </tr> <tr> <td><a href="#">AI Interviewing Simulator</a></td> <td>Mon - 4/1 6:00 PM</td> </tr> <tr> <td><a href="#">Start Interviewing Your Customers</a></td> <td>Mon - 4/1 6:00 PM</td> </tr> </table>	<a href="#">Your First Customers</a>	Mon - 4/1 6:00 PM	<a href="#">Start Your Business Model Canvas</a>	Mon - 4/1 6:00 PM	<a href="#">Review the Customer Interview Script</a>	Mon - 4/1 6:00 PM	<a href="#">AI Interviewing Simulator</a>	Mon - 4/1 6:00 PM	<a href="#">Start Interviewing Your Customers</a>	Mon - 4/1 6:00 PM
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March 25 <sup>th</sup>	<b>Online or in person class to</b>												

	<b>discuss interview strategies for those who need it</b>																
April 1 <sup>st</sup>	5-Interview Checkpoint/Pivot or Preserve		<table border="1"> <tr> <td><a href="#">Finish Your First Round of Interviews</a></td> <td>Mon - 4/8 6:00 PM</td> </tr> <tr> <td><a href="#">Complete a 5 Interview Checkpoint</a></td> <td>Mon - 4/8 6:00 PM</td> </tr> <tr> <td><a href="#">Iterate Your Business Model Canvas (After 5 Interviews)</a></td> <td>Mon - 4/8 6:00 PM</td> </tr> <tr> <td><a href="#">Prepare Pivot or Preserve Presentation</a></td> <td>Mon - 4/8 6:00 PM</td> </tr> <tr> <td><a href="#">Problem Validation Reflection</a></td> <td>Mon - 4/8 6:00 PM</td> </tr> <tr> <td>Form Teams</td> <td>Mon - 4/8 6:00 PM</td> </tr> <tr> <td><a href="#">Business Plans vs Business Experiments</a></td> <td>Mon - 4/8 6:00 PM</td> </tr> </table>	<a href="#">Finish Your First Round of Interviews</a>	Mon - 4/8 6:00 PM	<a href="#">Complete a 5 Interview Checkpoint</a>	Mon - 4/8 6:00 PM	<a href="#">Iterate Your Business Model Canvas (After 5 Interviews)</a>	Mon - 4/8 6:00 PM	<a href="#">Prepare Pivot or Preserve Presentation</a>	Mon - 4/8 6:00 PM	<a href="#">Problem Validation Reflection</a>	Mon - 4/8 6:00 PM	Form Teams	Mon - 4/8 6:00 PM	<a href="#">Business Plans vs Business Experiments</a>	Mon - 4/8 6:00 PM
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April 15 <sup>th</sup>	Revenue Modeling and Financial Projecting		<table border="1"> <tr> <td><a href="#">Revenue Model Matching</a></td> <td>Mon - 4/22 6:00 PM</td> </tr> <tr> <td><a href="#">Science of Pricing</a></td> <td>Mon - 4/22 6:00 PM</td> </tr> <tr> <td><a href="#">Iterate Your Business Model Canvas (After Revenue Modeling)</a></td> <td>Mon - 4/22 6:00 PM</td> </tr> <tr> <td><a href="#">Financial Projection Simulator</a></td> <td>Mon - 4/22 6:00 PM</td> </tr> <tr> <td><a href="#">What is an MVP?</a></td> <td>Mon - 4/22 6:00 PM</td> </tr> </table>	<a href="#">Revenue Model Matching</a>	Mon - 4/22 6:00 PM	<a href="#">Science of Pricing</a>	Mon - 4/22 6:00 PM	<a href="#">Iterate Your Business Model Canvas (After Revenue Modeling)</a>	Mon - 4/22 6:00 PM	<a href="#">Financial Projection Simulator</a>	Mon - 4/22 6:00 PM	<a href="#">What is an MVP?</a>	Mon - 4/22 6:00 PM				
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April 29 <sup>th</sup>	Extra Time for Experiments/What is a Process Pitch		<table border="1"> <tr> <td><a href="#">Process Pitch</a></td> <td>Fri - 5/3 6:00 PM</td> </tr> </table>	<a href="#">Process Pitch</a>	Fri - 5/3 6:00 PM						
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## Course Policies: Grades

**Late Assignments:** Once a year students can take an extension on any assignment. On Blackboard there is an extension area where students will see the requirements of taking an extension.

**Participation Policy:** This course relies on student participation to function properly. Please understand that I will be calling on students (randomly throughout the semester) to answer questions. The aim of participation is not to determine if you are getting the answers 'right' or 'wrong' but rather for your benefit to comprehend this material.

**Extra Credit Policy:** There is no extra credit.

**Rewrite Policy:** No assignments or exams are eligible for rewrites.

**Grade Dispute:** If students have questions about an assignment or exam grade, they must write a detailed e-mail to the Professor with concerns. The Professor has 1 week to respond and will annotate a student's assignment or exam. If questions remain after that the student and Professor will meet in person.

**Returned Assignments and Exams:** Please be patient as it takes approximately 2 weeks to grade across both classes.

## Course Policies: Technology and Media

**Email:** I will respond to all e-mails within 72 hours.

**Blackboard:** This course exclusively relies on Blackboard for all assignment uploads, grading, readings, and other classroom information. Please expect to log onto Blackboard at least once a week.

**Laptop and Cellphone Usage:** This class requires a laptop, phone, or other device that can access the internet during class. If you don't have access to a reliable computer or other device, please contact the Director of the school, [Mary Tschihart](#). If the Professor notices that a student is frequently conducting outside classroom activities on a cellphone or laptop the Professor will individually ask the student to refrain from using these devices. If you must take a phone call, check texts or e-mails please exit the classroom. It is extremely distracting to your classmates.

**Recording Classroom Lectures:** All lectures are recorded.

## Course Policies: Student Expectations

**Attendance Policy:** Absences must be communicated with the Professor before class.

**Professionalism Policy:** Per university policy and classroom etiquette; mobile phones, iPods, *etc.* **must be silenced** during all classroom lectures. Those not heeding this rule will

be asked to leave the classroom immediately so as to not disrupt the learning environment. Students who habitually disturb the class by talking, arriving late, *etc.*, and have been warned will result in a letter grade reduction to their final grade.