

## Higher Calling: Entrepreneurial Solutions to Higher Education Challenges

ECON 057H, Spring 2017

1789 on E. Franklin Street, Tuesdays/Thursdays 12:30-1:45

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The seminar will apply principles of entrepreneurship to solve fundamental problems facing colleges and universities. We will not just describe the current state of American higher education; we will help reshape its future. The seminar will review current issues in higher education as well as concepts in innovation and entrepreneurship. Student teams will then develop and test novel approaches to solve the most important problems in higher education. Venture grants will be available to facilitate this process. Students will also participate in a symposium on higher education and provide feedback on a new book by Buck Goldstein and Holden Thorp. Thought leaders in the field and symposium speakers will meet privately with the seminar.

### Course

The seminar is an “all or none” proposition. It is for self-starters who are passionate about solving higher education’s problems and willing to commit the time and energy to do so. “Success” is measured not only by whether a team develops a viable product or service by the end of the course, but also by how much teams learn through the entrepreneurial process.

Work will involve three distinct activities:

1. **Team project.** Project work should help you understand at a basic level what it means to conceptualize, design, and build an education-related venture;  
2. **Discussion of the projects.** This will involve intense feedback from the instructors, the TA, classmates, and outside experts; seminars, guest lectures, readings, and out-of-class work. These assignments are intended to help you achieve a better result with your project.

### Skills

**Final Project:** Each of you will participate in a class project involving intense collaboration with your teams and outside experts. The project will involve actual development of what we call a Minimally Viable Product (MVP) and testing the MVP with real users. **The final project will comprise 50% of your grade.**

**Team Deliverables:** Each team will report progress report to the rest of the seminar at designated intervals. Other team deliverables will be delineated throughout the course, ranging from homework assignments to individual tasks determined by your team. At the end of the semester, each team member will evaluate the other members in order to account for individual contributions to the deliverables and the final project. **These deliverables will comprise 30% of your grade.**

**Personal Blog:** Each student will keep a personal blog with short weekly entries (due Sundays at midnight). The blog can be anything ranging, covering anything that is relevant to your experience in the seminar. It should serve as a mechanism for reflection on what you are learning and what you are experiencing as you engage in the “startup” experience. Feel free to write about specific issues that you have been wrestling with, reflect on articles that deal with entrepreneurship, etc. Blog posts will be hosted on Sakai Discussion Forums. **Your personal blog will account for 20% of your grade.**

### **We Expect from You**

We will engage deeply with you on your team project, ask questions to challenge your assumptions, push you outside of your comfort zone, and provide you as many resources as possible to help you reach your goals. However, we have three key expectations of you:

**Engagement:** We expect you to get involved with this seminar and do your very best.

**Attendance:** We expect you to attend all seminar meetings except in the case of extreme illness, emergency, or unavoidable conflict. Notify one of the instructors or the TA in advance if you must miss a seminar, and talk with us in person after you return. In the same way, we expect all team members to attend and participate in team activities.

**Quality:** We expect you to turn in all assignments on time. Failure to do so will result in a grade reduction for the assignment that is due.

### **Required Material**

#### Readings

- o *Business Model Generation*, Alexander Osterwalder & Yves Pigneur, 2010
- o *Class Clowns: How the Smartest Investors Lost Billions in Education*, Jonathan A. Knee, Columbia Business School Publications, 2016
- o Select articles from *Harvard Business Review* and other publications

- o Recommended: subscription to *The Chronicle of Higher Education's* daily newsletter "[Academe Today](#)"

Videos

- o Coursera MOOC modules on the six stages of the entrepreneurial life cycle

Additional course materials will be posted on the course Sakai site.

Schedule

Subject to revision with changes to be posted on the Sakai.

	Class	Date	Class Plan	Prep Work
Y	1	1/12	<ul style="list-style-type: none"> <li>● Getting to Know Each Other and the Class</li> <li>● Team Assignments Disclosed</li> </ul>	<ul style="list-style-type: none"> <li>● Fill Out <a href="#">Questionnaire</a> for Purpos Team Formation</li> <li>● Produce a Get-to-Know-You Vide Circulate to the Class</li> </ul>
	2	1/17	Keith Sawyer (needs different day): Discuss Think Module	<ul style="list-style-type: none"> <li>● Module 1: Think</li> </ul>
	3	1/19	Becky Tippet: Demographic Challenges	<ul style="list-style-type: none"> <li>● Introduction to <i>Higher Calling</i> (Dr</li> <li>● Exercise from Matthew TBD</li> </ul>
	4	1/24	Andrew Kelly (confirmed): Economic Challenges	<ul style="list-style-type: none"> <li>● Chapter 1 of <i>Higher Calling</i> (Draft</li> </ul>
	5	1/26	Goldie Blumenstyk: Technological Challenges	<ul style="list-style-type: none"> <li>● Chapter 2 of <i>Higher Calling</i> (Draft</li> <li>● <i>The Chronicle of Higher Education</i> "<a href="#">Enrollment Goals Remain Elusive Small Colleges</a>"</li> <li>● <i>The Atlantic</i> "<a href="#">The Post-Lecture Cl: How Will Students Fare</a>"</li> </ul>

	6	1/31	Buck Goldstein: Discuss Listen Module In-Class Customer Interviews	<ul style="list-style-type: none"> <li>● Module 2: Listen</li> <li>● <a href="#">Blog and Basic Interview Script G</a></li> <li>● Prepare Script for Customer Inter</li> </ul>
RY	7	2/2	Buck Goldstein: Discuss Plan Module Strategic Planning Session Based on the Paywall Case	<ul style="list-style-type: none"> <li>● Module 3: Plan</li> <li>● Michael Porter "<a href="#">What is Strategy</a></li> <li>● Andrea Ovans "<a href="#">What is Strategy,</a></li> <li>● Kumar et. al "The New York Time Paywall" (full PDF on Sakai)</li> </ul>
	8	2/7	Buck Goldstein: Discuss Clarify Module Create a Business Model Canvas Discuss <i>Class Clowns</i>	<ul style="list-style-type: none"> <li>● Module 4: Clarify</li> <li>● <i>Business Model Generation</i> pgs. 14</li> <li>● Chapter of <i>Class Clowns</i></li> </ul>
	9	2/9	Buck Goldstein: Discuss Support Module Discuss <i>Class Clowns</i>	<ul style="list-style-type: none"> <li>● Module 5: Support</li> <li>● Case or Other Vehicle for Unders Financial Projections</li> <li>● Chapter of <i>Class Clowns</i></li> </ul>
	10	2/14	Buck Goldstein: Discuss Iterate Module Discuss <i>Class Clowns</i>	<ul style="list-style-type: none"> <li>● Module 6: Iterate</li> <li>● Chapter of <i>Class Clowns</i></li> </ul>
	11	2/16	Prepare for Spellings Symposium	<ul style="list-style-type: none"> <li>● Research Symposium Panelists</li> <li>● Prepare Brief Intro and Key Ques</li> </ul>
	*	2/20	Attend the Symposium	
	12	2/21	NO CLASS	
	13	2/23	Debrief on the Symposium	
14	2/28	Present Your Team's Idea for Class	<b>Submit Summary of Team Idea</b>	

			Feedback	
	15	3/2	Katelyn Donnelly: Venture Capitalist Feedback on Ideas	<ul style="list-style-type: none"> <li>• Case on Pearson Education</li> <li>• Iterate on Team Idea</li> </ul>
	16	3/7	NO CLASS: Gather Customer Feedback	
	17	3/9	Work Day: Business Model Canvas, Possibly with Mentors	<b>Submit Business Model Canvas Draft</b>
		3/10-3/20	<b>SPRING BREAK</b>	
	18	3/21	Melanie Ho	
	19	3/23	Carol Quillen	
	20	3/28	Paul Freedman	
	21	3/30	Iterate on MVP	<ul style="list-style-type: none"> <li>• Brikman "<a href="#">A Minimum Viable Product is Not a Product, It's a Process</a>"</li> <li>• <a href="#">Video Explanation</a></li> </ul> <b>Submit MVP Draft</b>
	22	4/4	Tim Flood: Pitch 101	<ul style="list-style-type: none"> <li>• Online <a href="#">Pitch Builder</a></li> <li>• <i>Harvard Business Review</i> "<a href="#">Your Elevator Pitch Needs an Elevator Pitch</a>"</li> </ul> <b>Submit Pitch Draft</b>
	23	4/6	Jason Palmer: Test and Pivot MVP	<ul style="list-style-type: none"> <li>• <i>Fast Company</i> "<a href="#">How Eric Ries Coined the Term MVP</a>"</li> </ul>

			<a href="#">Pivot' And What Your Business C From It"</a> <ul style="list-style-type: none"> <li>• <i>Harvard Business Review</i> "<a href="#">The Stra Pivot</a>"</li> <li>• <i>Silicon Valley</i> <a href="#">Video</a> on Pivoting</li> <li>• 7 Pivot <a href="#">Examples</a></li> </ul>
24	4/11	Presentation 1	<b>Submit Final Packet of Deliverables</b>
25	4/13	Presentation 2	
26	4/18	Presentation 3	
27	4/20	Presentation 4	
28	4/25	Life Hack: Panel Presenting Post- in Higher Education	<ul style="list-style-type: none"> <li>• Research Panelists</li> <li>• Prepare Key Questions</li> </ul>
29	4/27	<b>Dinner at Buck's House</b>	