Higher Calling: Entrepreneurial Solutions to Higher Education Challenges  
ECON 057H, Spring 2017  
1789 on E. Franklin Street, Tuesdays/Thursdays 12:30-1:45  
Buck Goldstein—buck_goldstein@unc.edu  
Matthew Rascoff—mzrascoff@northcarolina.edu  
TA Allie Polk—akpolk@live.unc.edu

This seminar will apply principles of entrepreneurship to solve fundamental problems facing colleges and universities. We will not just explore 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 some 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. Though s in the field and symposium speakers will meet privately with the seminar.

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.

The course will involve three distinct activities:

1. The 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;
3. Seminars, guest lectures, readings, and out-of-class work. These assignments are intended to help you achieve a better result with your project.

Grades

1. 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 your team. At the end of the semester, each team member will evaluate the other members in order to account for individu 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 ranging, covering anything that is relevant to your experience in the seminar. It should serve as a mechanism for reflection what you are learning and what you are experiencing as you engage in the "startup" experience. Feel free to write about st: 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.

- **Passion:** 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. Inform 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 vein, we expect all team members to attend and participate in team activities.
- **Punctuality:** We expect you to turn in all assignments on time. Failure to do so will result in a grade reduction for the assignment th

**Course Material**

**Readings**

- Select articles from *Harvard Business Review* and other publications
- Recommended: subscription to *The Chronicle of Higher Education*’s daily newsletter "Academe Today"
- Videos
  - Coursera MOOC modules on the six stages of the entrepreneurial life cycle
Additional course materials will be posted on the course Sakai site.

### The Schedule
Subject to revision with changes to be posted on the Sakai.

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Class Plan</th>
<th>Prep Work</th>
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<tbody>
<tr>
<td>Y</td>
<td>1/12</td>
<td>● Getting to Know Each Other and the Class &lt;br&gt;● Team Assignments Disclosed</td>
<td>● Fill Out <a href="#">Questionnaire</a> for Purposes of Team Formation &lt;br&gt;● Produce a Get-to-Know-You Video to Circulate to the Class</td>
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<tr>
<td>2</td>
<td>1/17</td>
<td>Keith Sawyer (needs different day): Discuss Think Module</td>
<td>● Module 1: Think</td>
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<td>3</td>
<td>1/19</td>
<td>Becky Tippett: Demographic Challenges</td>
<td>● Introduction to <em>Higher Calling</em> (Draft) &lt;br&gt;● Exercise from Matthew TBD</td>
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<tr>
<td>4</td>
<td>1/24</td>
<td>Andrew Kelly (confirmed): Economic Challenges</td>
<td>● Chapter 1 of <em>Higher Calling</em> (Draft)</td>
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<td>5</td>
<td>1/26</td>
<td>Goldie Blumenstyk: Technological Challenges</td>
<td>● Chapter 2 of <em>Higher Calling</em> (Draft) &lt;br&gt;● <em>The Chronicle of Higher Education</em> &quot;Enrollment Goals Remain Elusive for Small Colleges&quot; &lt;br&gt;● <em>The Atlantic</em> &quot;The Post-Lecture Classroom: How Will Students Fare&quot;</td>
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<td>No.</td>
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<tr>
<td>6</td>
<td>1/31</td>
<td>Buck Goldstein: Discuss Listen Module In-Class Customer Interviews</td>
<td>- Module 2: Listen</td>
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<td>- Blog and Basic Interview Script Generator</td>
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<td>- Prepare Script for Customer Interviews</td>
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<td>7</td>
<td>2/2</td>
<td>Buck Goldstein: Discuss Plan Module Strategic Planning Session Based on the Paywall Case</td>
<td>- Module 3: Plan</td>
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<td>- Michael Porter &quot;What is Strategy&quot;</td>
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<td>- Andrea Ovans &quot;What is Strategy&quot;</td>
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<td>- Kumar et. al &quot;The New York Time Paywall&quot; (full PDF on Sakai)</td>
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<td>8</td>
<td>2/7</td>
<td>Buck Goldstein: Discuss Clarify Module Create a Business Model Canvas Discuss Class Clowns</td>
<td>- Module 4: Clarify</td>
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<td></td>
<td>- Business Model Generation pgs. 14</td>
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<td>- Chapter of Class Clowns</td>
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<tr>
<td>9</td>
<td>2/9</td>
<td>Buck Goldstein: Discuss Support Module Discuss Class Clowns</td>
<td>- Module 5: Support</td>
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<td>- Case or Other Vehicle for Understanding Financial Projections</td>
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<td>- Chapter of Class Clowns</td>
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<tr>
<td>10</td>
<td>2/14</td>
<td>Buck Goldstein: Discuss Iterate Module Discuss Class Clowns</td>
<td>- Module 6: Iterate</td>
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<td>- Chapter of Class Clowns</td>
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<td>11</td>
<td>2/16</td>
<td>Prepare for Spellings Symposium</td>
<td>- Research Symposium Panelists</td>
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<td>- Prepare Brief Intro and Key Questions</td>
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<td>2/20</td>
<td>Attend the Symposium</td>
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<td>12</td>
<td>2/21</td>
<td>NO CLASS</td>
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<td>13</td>
<td>2/23</td>
<td>Debrief on the Symposium</td>
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<td>14</td>
<td>2/28</td>
<td>Present Your Team's Idea for Class</td>
<td>Submit Summary of Team Idea</td>
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<td>Date</td>
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<td>3/2</td>
<td>Katelyn Donnelly: Venture Capitalist</td>
<td>Case on Pearson Education</td>
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<td>Feedback on Ideas</td>
<td>Iterate on Team Idea</td>
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<td>3/7</td>
<td>NO CLASS: Gather Customer Feedback</td>
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<td>3/9</td>
<td>Work Day: Business Model Canvas, Possibly</td>
<td>Submit Business Model Canvas Draft</td>
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<td>3/10-</td>
<td>SPRING BREAK</td>
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<td>3/20</td>
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<tr>
<td>3/21</td>
<td>Melanie Ho</td>
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<td>3/23</td>
<td>Carol Quillen</td>
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<td>3/28</td>
<td>Paul Freedman</td>
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<td>3/30</td>
<td>Iterate on MVP</td>
<td>Brikman “A Minimum Viable Proc Not a</td>
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<td>Product, It’s a Process”</td>
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<td>Video Explanation</td>
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<td>Submit MVP Draft</td>
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<td>4/4</td>
<td>Tim Flood: Pitch 101</td>
<td>Online Pitch Builder</td>
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<td>Harvard Business Review “Your Elevator</td>
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<td>Pitch Needs an Elevator Pitch”</td>
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<td>Submit Pitch Draft</td>
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<td>4/6</td>
<td>Jason Palmer: Test and Pivot MVP</td>
<td>Fast Company “How Eric Ries Coi</td>
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<td>24</td>
<td>4/11</td>
<td>Presentation 1</td>
<td>Submit Final Packet of Deliverables</td>
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<td>25</td>
<td>4/13</td>
<td>Presentation 2</td>
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<td>26</td>
<td>4/18</td>
<td>Presentation 3</td>
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<td>27</td>
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<td>Presentation 4</td>
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<td>● Prepare Key Questions</td>
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<tr>
<td>29</td>
<td>4/27</td>
<td>Dinner at Buck’s House</td>
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