

Innovative Approaches to College Admissions

ECON 57H Spring 2019 Schedule

*Documents are subject to revision throughout semester
Assignments are due at the beginning of class, unless otherwise specified*

	Class/ Date	Class Plan	Prep Work
Think & Listen	1 1/10	Lunch Getting to Know Each Other and the Class	Fill Out Questionnaire for Purposes of Team Formation Be ready to share questions with class: <ul style="list-style-type: none"> - Something personal - Something professional - Something peculiar
	2 1/15	A Primer on Higher Ed — Part 1	Our Higher Calling pages 1-71 Discussion Led by Team 1
	3 1/17	A Primer on Higher Ed—Part 2	Our Higher Calling PP 72-149 Discussion Led by Team 2
	4 1/22	The politics of college admissions	Readings on Admissions Issues: <ol style="list-style-type: none"> 1.) Hedgehog Review: The New Ruling Class 2.) NYT: The Story Behind the SAT Overhaul 3.) Weekly Standard: Racial Preference on Trial as Harvard Goes to Court 4.) The Atlantic: Inequality in Public Schools

	5 1/24	The Case for the SAT Possible Speaker: Mike Hurwitz, Senior Researcher at College Board	<u>Measuring Success</u> Chapters 1 and 2 (Hurwitz will be discussing some of his research from chapter 3, so that one is optional.)
	6 1/29	Deep Reading of the Harvard Case Speaker: Jeff Selingo , author of three books, a contributing writer at the Washington Post and The Atlantic, and a professor of practice and special advisor at Arizona State University	Various Readings: TBU Chronicle of Higher Education The Atlantic
	7 1/31	Reverse Pitches: <ul style="list-style-type: none"> ● Chuck Lovelace ● Andrew Kelly (?) ● Nicole Hurd (?) 	
Acquire Tools	8 2/5	Ideation and Prototyping with Susie Greene	Submit THINK Module on Sakai Read Peter Drucker “The Discipline of Innovation” Read Business Model Generation pp.126-190

	<p>9 2/7</p>	<p>Team Presentation of their Proposed Customer and Value Proposition for Feedback</p> <ul style="list-style-type: none"> • Prof. Goldstein: Discuss Listen Module • Team 3: Lead Discussion of Ulwick’s article • In-Class Customer Interview Practice 	<p>Submit LISTEN Module on Sakai Read Anthony Ulwick “Turn Customer Input into Innovation” Read Blog and Basic Interview Script Generator</p> <p>As a team,</p> <ul style="list-style-type: none"> • Prepare script for customer Interviews • Complete three customer interviews • Complete first draft of the customer empathy map
	<p>10 2/12</p>	<p>Prof. Goldstein: Discuss Plan Module</p> <p>Engage in a Strategic Planning Session — Case</p>	<p>Submit PLAN Module on Sakai</p> <p>Read Michael Porter “What is Strategy?”</p>
	<p>11 2/14</p>	<p>Prof. Goldstein: Discuss Clarify Module, Business Model Canvas and How it Fits with Strategy—Izipizzi</p> <p>Create a Business Model Canvas</p>	<p>Submit CLARIFY Module on Sakai</p> <p>Submit a Team SWOT on Sakai</p> <p>Read Business Model Generation pgs. 14-51</p>
	<p>12 2/19</p>	<p>Lead Discussion of Support Module</p> <p>Go Through Financial Template</p>	<p>Submit SUPPORT Module on Sakai</p> <ul style="list-style-type: none"> • Who and What is Missing From Your Team? • Develop a Budget for Prototyping Your Idea • Submit Business Model Canvas Draft

Iterate & Execute	13 2/21	<p>Presentation of Team Prototype and Plan for Testing</p> <p>Discussion of Iterate Module</p> <p>Iterate on Business Model Canvas</p>	<p>Submit ITERATE Module on Sakai</p> <p>As a team, prepare plan for completing prototype testing</p> <p>Read Michael Porter “Creating Shared Value”</p>
	14 2/26	<p>Creative assessment in the private sector</p> <p>Speakers</p>	<p>Various Readings: TBU</p>
	15 2/28	<p>Update on Projects With Feedback from some Experts</p>	<p>Group presentations with instructions on Sakai</p>
	16 3/5	<p>NO CLASS: Gather Customer Feedback</p>	
	17 3/7	<p>Work Day – Instructions to be provided</p>	
	<p>SPRING BREAK</p>		
	18 3/19	<p>Discuss MVPs</p>	<p>Brikman “A Minimum Viable Product Is Not a Product, It’s a Process”</p> <p>Video Explanation</p> <p>Submit MVP Testing Schedule</p>
	19 3/21	<p>Present MVP Draft and Receive Feedback</p>	<p>Submit MVP Draft</p>

Pitch	20 3/26	Work Day: Iterate on MVP	
	21 3/28	Work Day: Iterate on MVP	
	22 4/2	Tim Flood: Pitch 101	Harvard Business Review “Your Elevator Pitch Needs an Elevator Pitch” Submit Pitch Draft
	23 4/4	Test and Pivot MVP <ul style="list-style-type: none"> • Nicole Hurd: College Advising Corps • Eric Fisher: KIPP Through College 	Fast Company “How Eric Ries Coined ‘The Pivot’ And What Your Business Can Learn From It” Harvard Business Review “The Strategic Pivot” Silicon Valley Video on Pivoting 7 Pivot Examples
	24 4/9	Presentation by Team 4	Submit Final Packet of Deliverables Reflecting Most Recent Ideas
	25 4/11	Presentation by Team 2	
	26 4/16	Presentation by Team 1 Visitor: Julia Grumbles	
	27 4/18	Presentation by Team 3 Visitors: Virginia Cardenas, Kristen Smith, Pamela Ferguson, and Jen Halsey	
	28 4/23	FINAL PITCH DAY	
	29 4/25	Dinner at Buck’s House	

ECON 57H Spring 2019 Syllabus

T/TH: 12:30am – 1:45pm
1789 Venture Labs

Instructors

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This seminar will address the issues and challenges associated with college admissions and develop innovative initiatives to address them. We will examine the fairness and effectiveness of different approaches to admissions, inviting students to use entrepreneurial thinking to develop innovative alternates. We will explore the market trends, political pressures, and institutional needs higher education must confront in choosing among applicants. Course readings will be supplemented by outside experts to provide a real-world view of current challenges and opportunities for change. Student teams will then develop and test novel approaches to college admissions. Small venture grants will be available to facilitate this process. The course will draw upon the recent book, *Our Higher Calling—Rebuilding the Partnership Between American and its Colleges and Universities*, by Buck Goldstein and Holden Thorp. Eric Johnson will bring unique insight into the conversation through his role as Director of Editorial Strategy for the College Board.

The Course

This seminar is an “all or none” proposition. It is for self-starters who are passionate about solving higher education’s problems and who are 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.

Our work 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.**
2. **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.**
3. **Personal Blog:** Each student will keep a personal blog with short weekly entries (due Sundays at midnight). The blog can be wide-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 startup issues that you have been wrestling with, reflect on articles that deal with entrepreneurship, etc. Blog posts will initially be hosted on Sakai, though we may switch to another platform. **Your personal blog will account for 20% of your grade.**

What 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. 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 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 that is late.

Course Material

- Readings
 - Business Model Generation, Alexander Osterwalder & Yves Pigneur, 2010
 - Our Higher Calling—Rebuilding the Partnership Between America and its Colleges and Universities, Thorp and Goldstein
 - Measuring Success—Testing, Grades and the Future of College Admissions, Buckley, Letukas, and Wildavsky (pick up from instructor's office prior to break)
 - 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.