



Public Affairs 5595: Social Enterprise (3 credit hours)

Instructor Name: Lauren Edwards

Office Hours: By Appointment

Year and Term: Tuesdays & Thursdays 9:35am-10:55am

Email: edwards.1467@osu.edu

Meeting Location: Distance Learning – all synchronous sessions via Zoom (link in Carmen)

Course Information

Course Description

Faced with a tough financial environment, unprecedented competition, stronger accountability expectations, and accumulating social demands, nonprofit leaders today are increasingly called to be enterprising. It is against this backdrop that social enterprise has become one of the most popular terms in the nonprofit sector.

The purpose of this course is to provide a comprehensive introduction to the core concepts and key principles of social enterprise and to apply those concepts and principles to the analysis of the social enterprise activities of individuals and organizations. Many individuals define social enterprises as nonprofit organizations that draw on market principles to pursue their social mission. However, as will be revealed in the readings and cases in this course, social enterprise activities are not confined to the nonprofit sectors; rather, they can be initiated, developed, and implemented by governments, nonprofits, individual entrepreneurs, and businesses.

Student Learning Objectives

Upon completion of this course students will be able to:

- Define social enterprise, its relationship to the nonprofit sector, and discuss the public, social, and market values that comprise these organizations.
- Describe the legal statuses available to social enterprises and explain the advantages and disadvantages of each.
- Express the business model of a social enterprise using a business model canvas.
- Appreciate the management challenges common in social enterprises.
- Respond to the inherent paradox of social enterprise and diagnose hazards, including mission drift.

* Prior to enrollment in this course, students are encouraged to have completed at least two of the core courses in their program so that they enter with a basic knowledge of management and/or organizing.

Format

This course combines synchronous Zoom class lectures with activities that include reading assignments, group discussion and writing assignments. Each week's class will focus on the nature of the challenges in the readings and analysis of research arguments and methods.



Required Materials & Resources

There are no required textbooks to purchase for this course. All readings will be posted on Carmen, and will be available for download. Consider this syllabus a dynamic one, where some readings or videos may be adjusted when interesting topics come up in class and new background articles get posted to the site. This is a means of responding to class interests. Additionally, all materials and updated directions posted on Carmen during the course supersede requirements in this syllabus.

It's absolutely crucial that everyone does all of the reading before class and comes prepared with questions and comments. The more prepared everyone is, the more fun the course will be!

Class Participation

Active class participation is important. Participation will be graded through a series of activities that include regular attendance, in-class activities, and completing other homework and assignments. Every class will include in class activity, be prepared to participate every day in class.

Assignments & Grading

Your final course grade will be based on the following:

- 20% 4 SE Journals
- 15% 3 SE Canvases
- 20% 3 Case Analyses
- 30% Final Case Analysis and Presentation
- 15% Attendance & Contribution

100% to 93%	A	< 83% to 80%	B-	< 70% to 67%	D+
< 93% to 90%	A-	< 80% to 77%	C+	< 67% to 60%	D
< 90% to 87%	B+	< 77% to 73%	C	< 60% to 0%	E
< 87% to 83%	B	< 73% to 70%	C-		

Students will be graded based on their own work. There is no curve, and the expectation is that collaboration on the final deliverables is kept to a minimum.

Credit hours and work expectations: This is a [3] credit-hour course. According to Ohio State bylaws on instruction (go.osu.edu/credithours), students should expect around [3] hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to [6] hours of homework (reading and assignment preparation, for example) to receive a grade of [C] average.



Expectations in terms of reading and assignments are identical for graduate and undergraduate students, although graduate students will be held to a higher standard. See below for brief descriptions of each assignment. Further details will be provided in Carmen and discussed in class as needed.

- *4 SE Journals*; There will be 4 journal entries of 400-600 words each. Journal prompts will be found in Carmen two weeks prior to the due date. These will be primarily opinion based, supported by facts found through online research.
- *3 SE Canvases*; You will complete three Business Model Canvases, each for a different Social Enterprise business model. These one-page documents can be done online (then uploading) or by downloading/printing/completing/scanning/uploading, whichever is easiest for you.
- *3 Case Analyses*; You will be provided with several SE Case Studies to choose from. You will complete a 5-7 page case analysis for two of the choices throughout the semester. These analyses will follow the provided template.
- *Final Case Analysis and Presentation*; You will choose a case analysis from a list of available options. You will then complete a 7-10 page analysis and prepare a 5-10 minute presentation on your findings. This presentation will need to be concise; only the most important findings will be included.
- *Attendance & Contribution*; (see below)

Attendance & Contribution (+ Electronics)

Class attendance and contribution (A&C) will contribute to your completion of this course. The following rubric will determine this portion of your grade:

1. Attendance in Class (80% of A&C grade)

New material will be discussed in class (not lectures on the readings.) Therefore, it is important that you are in attendance.

- You get one free absence without it affecting your grade
- There are five situations that constitute an “excused absence.” They are:
 - i. **Personal illness**: Students who are too ill or injured to participate in class must provide written documentation from a physician stating that the student cannot participate in class.
 - ii. **Death of a member of the student’s immediate family**: Students who have missed class due to a death in the family must provide documentation of the death (death certificate, obituary, etc.).
 - iii. **Military or government duty**: Please notify the instructor prior to service.
 - iv. **University/Knowlton School sanctioned events**: Students who will be participating in University/Knowlton School sanctioned events must provide the instructor with a copy of the scheduled events and those classes of which will be missed.
 - v. **Major religious holiday**: Students who will be observing a religious holiday must provide date/event written notification to the instructor within the first two weeks of the semester.
- Attendance will be taken daily and will be incorporated into participation grade for the course. Please note: If Excused absences are projected to make up more than 25% of the attendance grade for the



semester, additional take-home work will be required to make up the lack of class participation, and the professor reserves the right to give a 0 (zero) in the participation grade if this work is not completed satisfactorily.

2. Thoughtful Contributions in Class (20% of A&C grade)

This class will be heavily interactive, so active contribution to class discussions and activities is an important aspect of your grade. A good contributor:

- Contributes to class discussions regularly
- Demonstrates preparation for discussions
- Brings to light minority opinions, even when these are not one’s own
- Builds upon contributions of others, showing interest and respect
- Does not create distractions or go off on tangents
- Does not use devices unnecessarily during class

A&C Grade	100%	87%	77%	67%	63%
How many of the above criteria are met	All of the Above	4 of the Above	2-3 of the Above	1 of the Above	None of the above

Course Technology

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- Self-Service and Chat support: ocio.osu.edu/help
- Phone: 614-688-4357(HELP)
- Email: servicedesk@osu.edu
- TDD: 614-688-8743

Baseline technological skills for online courses

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the [Canvas Student Guide](#).

Required technology skills specific to this course

- CarmenZoom virtual meetings
- Recording a slide presentation with audio narration
- Recording, editing, and uploading video

Required equipment

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication



Required Software

- Microsoft Office 365: All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program. Full instructions for downloading and installation can be found [at go.osu.edu/office365help](https://go.osu.edu/office365help).

Carmen Access

- You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:
 - Register multiple devices in case something happens to your primary device.
 - Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click Enter a Passcode and then click the Text me new codes button that appears. This will text you ten passcodes good for 365 days that can each be used once.
 - Download the Duo Mobile application to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.
- If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

Video and audio recordings of class lectures will be part of the classroom activity. The video and audio recording is used for educational use/purposes and may be made available to all students presently enrolled in the course.

Course Policies

Late Assignment Policy

Failing to submit your assignment on time to Carmen will result in a late penalty of 5 percentage points for **EACH DAY** it is late (*e.g.*, from 100% to 95% to 90%, etc.), with a maximum of 20 percentage points lost. The first minute after the due time will be considered a day.

Unexcused work will not be accepted, incomplete projects will be evaluated in relation to their degree of completion, and a student is present only if he or she displays sufficient preparation for the course to the instructor.

Communication

Students must check their Carmen inbox daily, communication outside of class will occur primarily through Carmen messages from the instructor. Preferred method of communication directly with the instructor is via OSU Email (edwards.1467@osu.edu). All assignments need to be submitted on Carmen.



Schedule

Consider this schedule a dynamic one; some topics may shift and/or change as class interest and prior knowledge dictates.

Date:	Course Topic:	Assignments Due:
8/25	Intro; History of Social Science	
8/27	Non-Profit 101	
9/1	What is Social Enterprise?	Journal #1
9/3	Social Enterprise Models	
9/8	Iteration and Business Model Canvas	
9/10	Entrepreneurial Mindset (the people)	
9/15	NO CLASS; work on first SE Canvas/Case Study	BMC #1/Case Study #1
9/17	First SE Case Study	
9/22	Market Opportunity; Design Theory	Journal #2
9/24	The Mission v. Profit Conundrum	
9/29	Building the Case for Social Enterprise	BMC #2/Case Study #2
10/1	Second SE Case Study	
10/6	Catch up/free topic	
10/8	Accountability & other methods of doing good	
10/13	Third SE Case Study	
10/15	Innovation & Risks in Social Enterprise	BMC #3/Case Study #3
10/20	Third SE Case Study	
10/22	Meeting SE Demand	
10/27	Marketing Social Enterprise	Journal #3
10/29	Financial Management and Decision Making	
11/3	Strategic Planning	
11/5	NO CLASS; work on final presentation	
11/10	SE Training and Support	Journal #4
11/12	Resources and Fundraising	
11/17	Global View of Social Enterprise	
11/19	Catch up/free topic	
11/24	NO CLASS; THANKSGIVING BREAK	Final Case Studies & Presentations due by midnight 11/23
11/26	NO CLASS; THANKSGIVING BREAK	
12/1	Case Study Presentations	
12/3	Case Study Presentations	
Exam Week	NO EXAM WEEK MEETING	



General Policies

Safety and Health on Campus

Health and safety requirements: All students, faculty and staff are required to comply with and stay up to date on all university safety and health guidance (<https://safeandhealthy.osu.edu>), which includes wearing a face mask in any indoor space and maintaining a safe physical distance at all times. Non-compliance will result in a warning first, and disciplinary actions will be taken for repeated offenses.

Grievances

According to University Policies, if you have a problem with this class, you should seek to resolve the grievance concerning a grade or academic practice by speaking first with the instructor. Then, if necessary, take your case to the graduate or undergraduate studies chair, section head, school director, college dean or associate dean, and to the provost, in that order. Specific procedures are outlined in Faculty Rule 3335-7-23. Grievances against graduate, research, and teaching associates should be submitted first to the supervising instructor, then to the head of the associate's section.

Sexual Harassment

Any forms of sexual harassment or intimidation will not be tolerated. OSU's Sexual Harassment policy, which applies to all faculty, staff, and students, includes lewd remarks and inappropriate comments made in the studio environment, classroom, and computer labs as well as the "display of inappropriate sexually oriented materials in a location where others can see it." Sexual harassment includes inappropriate behavior among two or more students; between students and faculty; and among faculty. The actions can take place in physical, verbal, or written forms. Refer to University's Code of Student Conduct 3335-23-04 (C) for additional information and for procedures on filing a complaint.

Professional Conduct

Students are expected to conduct themselves in a professional manner and to abide by the provisions in the Code of Student Conduct. Students should appreciate diversity, and they should conduct themselves professionally with members of the same or opposite gender and/or from different ethnicities and cultures.

Students should represent themselves in a professional manner in forums that have public access. This includes information posted on social networking sites such as Facebook and Twitter. Information on these pages is often screened by potential employers, and unprofessional material can have a negative impact on job or graduate school prospects.

The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's [Code of Student Conduct](#) and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.



In the Ohio State University's [Code of Student Conduct](#), Section 3335-23-04 defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's [Code of Student Conduct](#) is never considered an "excuse" for academic misconduct.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Mental Health Policy

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know is suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting <https://ccs.osu.edu/> or calling 614-292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on call counselor when CCS is closed at 614-292-5766 and 24 hour emergency help is also available through the 24/7 National Suicide Prevention Hotline at 1-800-273-TALK or at <https://suicidepreventionlifeline.org/>. Also, the OSU Student Advocacy Center is a resource to help students navigate OSU and to resolve issues that they encounter at OSU – visit <http://advocacy.osu.edu/>.

Glenn College Diversity Values Statement

The Glenn College is committed to nurturing a diverse and inclusive environment for our students, faculty, staff, and guests that celebrates the fundamental value and dignity of everyone by recognizing differences and supporting individuality. We are dedicated to creating a safe space and promoting civil discourse that acknowledges and embraces diverse perspectives on issues and challenges that affect our community.

COVID- related Accommodation Statement

The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations may do so through the university's [request process](#), managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible



to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Sensitive Content Warning Statement

While not expected, it is possible that some contents of this course may involve media that may be triggering to some students due to descriptions of and/or scenes depicting acts of violence, acts of war, or sexual violence and its aftermath. If needed, please take care of yourself while watching/reading this material (leaving classroom to take a water/bathroom break, debriefing with a friend, contacting a Sexual Violence Support Coordinator at 614-292-1111, or Counseling and Consultation Services at 614-292-5766, and contacting the instructor if needed).

Expectations are that we all will be respectful of our classmates while consuming this media and that we will create a safe space for each other. Failure to show respect to each other may result in dismissal from the class.

Accommodation Policy

Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901; <http://www.ods.ohio-state.edu/>.

The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.



Student Resources

Distance Learning Resources

keeplearning.osu.edu

Glenn College Student Services

Page Hall, 1810 College Road

Columbus, OH 43210

Appointments- (614)-292-9633

Student Advocacy and the Dennis Learning Center

advocacy.osu.edu, dennislearningcenter.osu.edu

University Counseling and Consultation Services

ccs.ohio-state.edu

Ohio State Police Department

ps.ohio-state.edu

General non-emergency: (614) 292-2121

To report an emergency, dial 9-1-1

The Ohio State University is committed to ensuring that all students have access to adequate and healthy food. Any undergraduate or graduate student with a BuckID may confidentially use the Buckeye Food Alliance food pantries. No proof of need is required. There are two locations:

- *West Campus: Lincoln Tower. Doors are locked - call 614-688-2508 upon arrival.*
- *North Campus: St. Stephens. Look for the Buckeye Food Alliance (BFA) sign on the southwest corner of the building.*
- *To learn more, visit <https://www.buckeyefoodalliance.org/>*

Health & Wellness Resources

- o COVID-19-related accommodation requests <https://slds.osu.edu/covid-19-info/covid-related-accommodation-requests/>
- o Safe and Healthy website <https://safeandhealthy.osu.edu/current-students>
- o Student Advocacy Center <http://advocacy.osu.edu/>
- o Off Campus & Commuter Services <https://offcampus.osu.edu/>
- o COVID-19 Emergency Funding <https://sfa.osu.edu/contact-us/consumer-disclosure/COVID-19-aid>
- o Wellness app (and other Ohio State apps) <https://it.osu.edu/ohio-state-app-suite#ohio-state-wellness-app>
- o Buckeye Peer Access Line: 614-514-3333 and <https://swc.osu.edu/services/buckeye-peer-access-line>
- o Student-curated suggestions for managing distractions <https://it.osu.edu/news/2020/08/07/creating-distraction-free-study-space>