Instructors:
   Alice Layton  
   Email: alice.layton@missioncenterl3c.com  
   Chris Miller  
   Office: 314.272.2553  
   Email address: chris.miller@missioncenterl3c.com  
   Campus Office: 355B J.C. Penney Building, 1 University Blvd.

Virtual Office Hours:  
   Office hours on request. Emails or a message left at the office number get prompt replies.

In-Person Office Hours:  
   By appointment.

Course Overview:  
Designed and taught by practicing entrepreneurs, this course focuses on providing an introduction to the skills,  
perspectives and theories that innovators in any field or industry need to increase the likelihood of success in  
entrepreneurial activities. With an emphasis on the application of systems and design thinking to entrepreneurship both  
within existing businesses and organizations, and in startups, the class provides an overview of the fields of innovation  
and entrepreneurship with real-world examples and case studies. Specifically designed for students from all majors and  
degree levels, prior experience in entrepreneurship – or even a desire to become an entrepreneur in the future – are not  
required or expected.

Required Texts:  
For this course there is no required text. All readings are public access and available free of charge on the internet.

Time Requirements:  
This is a hands-on course centered on (and graded on) teamwork and fieldwork. As a result, missed class time cannot be  
“made up,” and attendance at the twice-weekly classes, informed by weekly assignments, is imperative.

Goals / Learning Objectives  
Upon the completion of this course students will achieve basic competence in:  
• how to innovate  
• how to apply systems thinking to a venture idea  
• how to uncover overlooked assets, both human & material  
• how to apply design thinking to a venture idea  
• how to use a Business Model Canvas  
• how to design and implement a Minimum Viable Product/Program  
• how to conduct customer discovery  
• how to pitch a venture idea  
• how to demo and present a venture idea  
• how to take next steps toward a Business Plan.

Instructional Strategies:  
This course utilizes a range of teaching modalities including lecture, hands-on activities, traditional journal articles,  
YouTube videos and other multimedia, and guest lectures.
Instructional Technology:
For this course the instructor will utilize Canvas, Powerpoint, Youtube videos and other various social media platforms and software.

Assignments and Grading:
Your grade will be determined on the following:

Class Participation – Instructor Evaluation  20%
Class Participation – Peer Evaluation  20%
Fieldwork  20%
Weekly assignments  20%
Presentations  20%

Class Participation:
Teamwork is an essential component of this class: there is no substitute for in-person participation. Students who miss more than 3 classes for any reason will not be eligible to pass the course.

Late Assignments:
Weekly assignments are graded Pass/Fail and are to be posted to Canvas (or handed in, if so instructed) at the beginning of class on the day due. Assignments that are turned in after the beginning of class will be graded “Fail.”

Grading Scale: The grade value for each letter grade is as follows:

- 92.00 or above  A  90.00 o 91.99  A-
- 88.00 to 89.99  B+  82.00 to 87.99  B
- 80.00 to 81.99  B-  78.00 to 79.99  C+
- 72.00 to 77.99  C  70.00 to 71.99  C-
- 68.00 to 69.99  D+  62.00 to 67.99  D
- 60.00 to 61.99  D-  Below 60.00  F

Course Schedule
UMSL academic Calendar for the Fall 2018 semester can be found at:
http://www.umsl.edu/services/academic/publications/academic_calendar.html
<table>
<thead>
<tr>
<th>Date</th>
<th>Session Title</th>
<th>Lecture Content</th>
<th>Activity Content</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/13</td>
<td>Intro to Design Thinking</td>
<td>Lecture: What is Design Thinking?  Activity: Reframing with a pattern  Challenge: Use design thinking to improve the venture idea</td>
<td>Watch the video and read the article, then answer the questions on Canvas:  “Job to be Done.” 9 mins  <a href="https://www.youtube.com/watch?v=m3mVMko_Aio">https://www.youtube.com/watch?v=m3mVMko_Aio</a>  “Jobs to Be Done.”  <a href="https://medium.com/the-job-to-be-done/uncovering-the-jobs-that-customers-hire-products-and-services-to-do-834269006f50#.dfdhng84j">https://medium.com/the-job-to-be-done/uncovering-the-jobs-that-customers-hire-products-and-services-to-do-834269006f50#.dfdhng84j</a></td>
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<tr>
<td>9/27</td>
<td>The Business Model Canvas</td>
<td>Lecture: The Business Model Canvas Activity: BMCS of the Venture Idea Activity: Customer Interview practice  Challenge: Present your interview data sheets</td>
<td>3 CUSTOMER INTERVIEWS WITH DATA SHEETS 1 OBSERVATION &amp; PARTICIPATION REPORT  Watch the video and read the article, then answer the questions on Canvas:  Steve Blank, “Customer Discovery: The Search for Product/Market Fit. 2 Minutes to See Why.” Video, 3 mins</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Lecture Content</td>
<td>Activity Content</td>
<td>Challenge</td>
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| 7/10/4 | The Minimum Viable Product/Program (MVP)   | Lecture: What is an MVP? Activity: What is your riskiest assumption and how might you de-risk it? Challenge: Present your early MVP ideas | 3 CUSTOMER INTERVIEWS WITH DATA SHEETS  
1 OBSERVATION & PARTICIPATION REPORT  
Read these 2 articles and answer the questions on Canvas:  
| 8/10/11 | Product/Customer Fit                       | Lecture: Product/Customer Fit Activity: Customer Segments  
Challenge: Redesign the venture using customer feedback | 3 CUSTOMER INTERVIEWS WITH DATA SHEETS  
1 OBSERVATION & PARTICIPATION REPORT  
Watch the video and read the article, then answer the questions on Canvas:  
http://www.intuitlabs.com/blog/five-tips-for-quickly-testing-your-idea/  
| 9/10/18 | The Value Proposition Part 1               | Lecture: The Value Proposition Activity: Value Proposition Exercises  
Challenge: Value Proposition Presentations | 3 CUSTOMER INTERVIEWS WITH DATA SHEETS  
1 OBSERVATION & PARTICIPATION REPORT  
Watch the video and read the article, then answer the questions on Canvas:  
http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2062  
| 10/25  | The Pitch                                  | Lecture: The Pitch Activity: Write & rehearse pitches  
Challenge: Perform 2-minute pitches | 3 CUSTOMER INTERVIEWS WITH DATA SHEETS  
1 OBSERVATION & PARTICIPATION REPORT  
Read article and answer 1 question on Canvas:  
http://www.bizjournals.com/boston/blog/startups/2012/10/michael-skok-startup-secrets-vc.html |
| 11/1   | Revenue Models                             | Lecture: Revenue Models Activity: Choose 3 revenue models for your venture        | 3 CUSTOMER INTERVIEWS WITH DATA SHEETS  
1 OBSERVATION & PARTICIPATION REPORT  
Read these 2 articles and answer the questions on Canvas: |
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Lecture/Activity</th>
<th>Assignment/Challenge</th>
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<tbody>
<tr>
<td>12/11</td>
<td>11/8 Product/Market Fit</td>
<td>Lecture: Product/Market Fit</td>
<td>3 CUSTOMER INTERVIEWS WITH DATA SHEETS</td>
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<td>Activity: Market Analysis Challenge: Present your market analysis</td>
<td>1 OBSERVATION &amp; PARTICIPATION REPORT</td>
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<td><strong>BRING LAPTOPS TO CLASS IF POSSIBLE</strong></td>
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<td>Read these 2 articles and answer the questions on Canvas:</td>
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<td><a href="https://hbr.org/2008/05/the-customer-centered-innovation-map">https://hbr.org/2008/05/the-customer-centered-innovation-map</a></td>
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<td>Anthony Ulwick, “Turn Customer Input into Innovation.”</td>
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<tr>
<td>12/14</td>
<td>11/15 Revising the Canvas &amp;</td>
<td>Lecture: Getting to a business plan</td>
<td>Assignment TBD</td>
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<td>Getting to the Business Plan</td>
<td>Activity: Business Plan Worksheet Challenge: Present next steps</td>
<td>Assignment TBD</td>
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<tr>
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<td>What are the next steps?</td>
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<td>Assignment TBD</td>
</tr>
<tr>
<td>12/22</td>
<td>NO CLASS</td>
<td>THANKSGIVING BREAK</td>
<td>ASSIGNMENT: enjoy the break!</td>
</tr>
<tr>
<td>12/14</td>
<td>11/29 Group work on Final Presentations</td>
<td></td>
<td>HAVE YOU TESTED YOUR RISKIEST ASSUMPTION?</td>
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<td>DO YOU HAVE ENOUGH DATA FOR A PERSUASIVE CASE?</td>
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<td>IF NOT, GO GET IT!</td>
</tr>
<tr>
<td>12/15</td>
<td>12/6 Final Presentations</td>
<td>Rehearse presentations</td>
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**Biographies of Instructors:**

**Faculty Lead:** Chris Miller is the Founder and CEO of The Mission Center L3C, Founder and Managing Member of The Mission Center Nonprofit Services LLC, Founder of The Missouri Community Healthcare Co-Op Inc. and serves as the Senior Lecturer and Chair of Social Entrepreneurship at Washington University in St. Louis.

After receiving his undergraduate degree from Truman State University and his Masters from the University of Illinois, he was a community organizer for the Illinois Coalition for Community Services (ICCS). Through this role, he assisted hundreds of low-income social entrepreneurs start, scale and sustain non-profit organizations that were organized to address issues of common concern in their communities.

In 2007, Miller joined Washington University in St. Louis’ Skandalaris Center for Entrepreneurial Studies. There, he helped develop the community based social entrepreneurship education program and oversaw the University’s Social Entrepreneurship and Innovation Competition (SEIC) which awards over $200,000 a year in social venture capital. As a direct extension of his work at the University, he began to develop the concept of The Mission Center in early 2007 with his colleague from the Brown School of Social Work, Barbara Levin.
Miller left Washington University in the summer of 2009 to join Yurbuds and worked with the rest of the management team to get through the initial product launch that resulted in the company being named Forbes Magazine’s “9th Most Promising Company in America for 2009”.

After helping to launch and scale Yurbuds, Miller went full time at The Mission Center L3C in April of 2010 and, among other innovations, continues to scale its statewide nonprofit health insurance consortium and is currently launching St. Louis’ only social enterprise incubator within the CORTEX Innovation District.

Co-Instructor: Alice Layton MSW MLS likes to joke that everything she knows she learned in prison. It was on Rikers Island, the maximum-security prison in New York City, where she got her first taste of social entrepreneurship, when she developed an innovative program for inmates that helped reduce recidivism. From there, she and her family moved to an indigenous village in the remote Rupununi region of Guyana, South America, where she founded a social enterprise that increased the high school graduation rate from 0 to 60% in three short years. Since 2005, those operations have sustained the first public library built in the region via an eco-tourism business entirely owned and operated by the community. The empowerment of the minority, indigenous citizenry was so remarkable that the despotic central government deported her and her family at gunpoint in 2008 and so she returned to St. Louis to win the Skandalaris Center’s Social Enterprise and Innovation Competition, thus ensuring the continued sustainability of her work. Today, she serves as the Director of Education for The Mission Center L3C, the region's only social enterprise accelerator and incubator, and is the CEO of Wabbani LLC, a décor startup with a social mission to connect remote artisans with customers. http://wabbani.com

Class Policies:

Academic Integrity/Plagiarism:
- You are responsible for being attentive to and observant of University policies about academic honesty as stated in the University’s Student Conduct Code.
- Academic dishonesty is a serious offense that may lead to probation, suspension, or dismissal from the University. One form of academic dishonesty is plagiarism – the use of an author’s ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by copying information from another student. Plagiarism and cheating will not be tolerated.
- Academic dishonesty must be reported to the Office of Academic Affairs for possible action. The instructor shall make an academic judgment about the student’s grade on that work and in that course. The campus process regarding academic dishonesty is described in the “Policies” section of the Academic Affairs website: http://www.umsl.edu/services/academic/policy/academic-dishonesty.html

Access, Disability and Communication:
- Students who have a health condition or disability, which may require accommodations in order to participate effectively in this course, should contact the Disability Access Services Office. Information about your disability is confidential.
  - 144 Millennium Student Center
  - Phone: (314) 516-6554
  - Website: http://www.umsl.edu/services/disabled/
- If you have difficulty communicating in English with the instructor of this course, contact the Office of International Students and Scholar Services:
Phone: (314) 516-5229  
Email: iss@umsl.edu  
Website: http://www.umsl.edu/~intelstu/contact.html

Student Support and Services:

Technical Support:
- My Gateway (Blackboard): If you have problems logging into your online course, or an issue within the course site, please contact the Technology Support Center
  - Phone: (314) 516-6034  
  - Email: helpdesk@umsl.edu  
  - Website: http://www.umsl.edu/technology/tsc/
- Blackboard Collaborate: If you have any questions regarding Collaborate, contact the Faculty Resource Center:
  - Phone: (314) 516-6704  
  - Email: frc@umsl.edu  
  - Website: http://www.umsl.edu/technology/frc/
- Outside normal office hours, you may also contact Collaborate for 24/7 assistance:
  - Phone: (877) 382-2293  
  - Chat: http://support.blackboardcollaborate.com

Academic Support:
- The Online Writing Lab: At our My Gateway site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access Turnitin, which identifies quoted material in their essays.
  - Visit the online Writing Lab page on MyGateway to submit drafts online.
  - We try to respond within 48 hours, but it may take longer, so allow ample time.
- NetTutor: Online tutoring in many subjects is now available through NetTutor. In your courses on MyGateway, click on Tools and select NetTutor® to log in.

Student Services:
- The Student Retention Services offers assistance tailored to specific student needs.
  - 225 Millennium Student Center  
  - Phone: (314) 516-5300  
  - Email: umsisrs@umsl.edu