I am not here to teach, I am here to help you learn. Are you here to learn?

This course is dedicated entirely to hands on learning through the process of actually starting a new venture. Not planning, not evaluating it. Starting it. Getting ‘To Market’

Whether in business, government, or non-profit settings, creating successful new organizations is critical to creating value, accelerating economic development, and addressing pressing social issues. The creation of value from novelty is among the most difficult things to accomplish, whether forming a new unit in a government organization, a new venture in the for profit world, or a brand new non-profit organization. You must establish a mission that resonates with all stakeholders, recruit early talent, key partners, and financial backing, and then proceed to execute against both short term and long term goals. The margin for error is near zero.

Moreover, the legitimacy of those organizations you will create depends as much on your trustworthiness, transparency, and integrity as it does on your excellence in creating value from novelty in any technical sense. The “who we are” of the organization you create genuinely matters.

I will do everything in my power to help you learn, and to encourage you to learn even more. You will only learn by doing in this course. Do, Ask, Try. Nothing will be served up to you. Fundamentally, you will either choose to learn or choose not to learn. Either way, you will learn something about yourself, your priorities, your desires.

The Book that provides the basis for our efforts is: Effectual Entrepreneurship by Read, Sarasvathy, Dew, Wiltbank & Olson.

The process:
   The class meets regularly as a board of directors for each individual (or team) entrepreneur. Progress, goals, challenges, suggestions are the order of these meetings.

   Sales reports, updates on contacts made and contacts planned, and the objectives of those contacts are collected every other week. At the end of each semester you will write a report reflecting on what you’ve learned and how you’ve learned it. Current and complete and timely reporting will be reflected in your grade.

   Arm’s Length transactions for real revenue is the objective.

   Being so successful that you have to drop out of school is the dream.

My role:
   I will introduce you to anyone and everyone to whom you’d like to try to connect.
   I will work with you individually to understand / design your business model.
   I will go on sales calls with you if you like, and practice your selling approach with you.
   I will give you 100% honest feedback about what you’re working toward, and help you think about ways to improve.
   I will push you to consider the fit of your efforts across the sectors of for profit, non-profit, and government.
Your role:
   Get out of the school building, get on the phone, visit people. Get “to market.”
   Think thoroughly about the design of your opportunity and what you need to do to win.
   Go and do those things at the risk of humiliation and failure, time and time again.

Grades:
   I will assess your progress, effort, participation with the class, activity reports, and reflection papers. *So will you.* We are looking for professional caliber work, organized and intelligent progress on your goals, and the absence of self-deceit.

   You will state what you believe your grade should be and why. We will then negotiate what the appropriate grade should be. We will persuade each other. I will make the final decision on the grade you’ve earned. If you are driving legitimate ‘arm’s length’ sales revenue, or otherwise have created a real operating organization in any of the for profit, non-profit, or government sectors you should expect to earn an A.

Learning Objectives:
   1. Mastery of the principles involved in creating NEW value, rather than simply managing existing value creation efforts.

   2. Goal Setting, Time management, and self-motivated productivity

   3. Understanding the nuances in how the non-profit, for profit & governmental interests may influence how you pursue your concept.

   4. Awareness of your talents and shortcomings as they relate to creating NEW value, rather than managing the value creation processes in existing organizations.

**ACTIONS SPEAK LOUDER THAN WORDS.**