



**Watson Institute at Lynn University
The Lab 4: Hard Skills - Launch
Major Requirement**

Catalog Description:

Lab 1 provides a foundation in 15 hard skills necessary for the launch of a social enterprise: branding, search engine optimization (SEO) and social media marketing, public relations, creating and managing boards, building your executive team, communications and systems – internal and external, establishing culture and company values, delegation, strategic partnerships, insurance (liability, D&O, 'key man'), strengthening core competencies and outsourcing, establishing your legal entity, operating agreements, bylaws, and articles of incorporation, legal requirements, tax filings, and record keeping (in preparation for an audit), intellectual property protection and infringement, and bootstrapping and growth hacking. Lab 1 is a necessary prerequisite, however the course assumes that each student is working on a social entrepreneurial endeavor. (3 credit hours – 180 minutes per week).

Course Learning Outcomes:

Upon completion of the course, students should be able to:

- a) L.O. 9.1: Describe and best practices in branding and apply to a social venture
- b) L.O. 9.2: Describe and best practices in search engine optimization and social media marketing and apply to a social venture
- c) L.O. 9.3: Describe best practices in public relations and apply to a social venture
- d) L.O. 9.4: Describe best practices in creating and managing boards and practice by designing and/or building a board for a social venture
- e) L.O. 9.5: Describe best practices in creating and managing an executive team and practice by designing and/or building an executive team for a social venture
- f) L.O. 9.6: Describe best practices in creating an internal and external communication system and practice by designing and/or building a communication system for a social venture
- g) L.O. 9.7: Describe best practices in creating culture and values and practice by designing culture and values for a social venture
- h) L.O. 9.8: Describe best practices in delegation and practice by designing a management process for a social venture
- i) L.O. 9.9: Describe best practices in creating strategic partnerships and practice by designing and/or building a strategic partnership for a social venture



- j) L.O. 9.10: Describe key types of insurance for social enterprises (liability, D&O, key-man) and determine which insurance is necessary for a venture
- k) L.O. 9.11: Identify core competencies and areas to outsource, and then apply by articulating the core competencies and designing an outsourcing strategy for a social venture
- l) L.O. 9.12: Describe the process necessary to establish a legal entity and then create operating agreements, bylaws, and articles of incorporation for a social venture
- m) L.O. 9.13: Describe relevant legal issues, tax requirements, and record keeping necessary and practice by applying to a social venture
- n) L.O. 9.14: Describe best practices in bootstrapping and growth hacking and apply to a social venture

Students will demonstrate that they have met these objectives through research assignments, course projects, and written assignments.

Required Text:

There is no required textbook. Necessary readings for each class session will be included in the syllabus.

Course Requirements:

Overview of Responsibilities (basis of evaluation)

Competency Portfolio: Each hard skill in Lab will be accompanied by an assignment which requires students to demonstrate their competency in that specific skill. The assignment is designed by the faculty and the guest expert who leads the session. Each assignment will be compiled into a competency portfolio, which demonstrates the new skills learned by students.

Class Presence and Preparation: You are expected to be present in class each week—physically, intellectually and emotionally—because we need you. In addition to weekly assignments that are based on that week’s course substance, there are readings, viewings or other exercises required to prepare for the following week’s class.

Grade Breakdown

Competency Portfolio	60
Class Presence and Preparation	40



TOTAL	100
-------	-----

Grading Scale:

Each student's final grade is based on the final average for the course requirements as compared to the university grade scale.

A	93 - 100
A-	90 - 92
B+	87 - 89
B	83 - 86
B-	80 - 82
C+	77 - 79
C	73 - 76
C-	70 - 72
D+	67 - 69
D	60 - 66
F	0 - 59

Extra credit is not applicable or available in this course.

Overview of Course Schedule and Assignments

Through experience we have learned that the hard skills necessary to effectively build, launch and manage a new venture are often not taught but rather learned inefficiently through trial and error. Labs are the place where you will learn hard (and sometimes soft) entrepreneurial skills and apply your learning from your preceptors and other course teachers, community contacts, Watson staff, mentors and investors. These labs are designed to encourage active application of new skills and refinement of existing skills in order to accomplish goals specific to your venture.



Hard Skills Workshops:

Following are a list of skills that will be taught in the Labs. Each session will begin with a new skill or continue with a deeper dive into a skill previously taught. If other skills are desired, please see the faculty for the Labs.

Week #	Hard Skill Covered
1	Branding
2	Search Engine Optimization and social media marketing
3	Public relations
4	Creating and managing boards
5	Building your executive team
6	Communication and systems - internal and external
7	Establishing culture and company values
8	Delegation
9	Strategic partnerships
10	Insurance (Liability, D&O, 'key-man')
11	Strengthening core competencies and outsourcing
12	Establishing your legal entity, operating agreements, bylaws, articles of incorporation
13	Legal requirements, tax filings, and record keeping (in preparation for an audit)
14	Intellectual property protection and infringement
15	Bootstrapping and growth hacking

A few Guiding Principles

Do not use skepticism as an excuse for inaction

An amazing Olympic training coach once said, "This approach could be totally wrong, but it a hypothesis worth disproving." Science starts with educated guesses. Then it is all trial and error. Sometimes you predict correctly from the outset. More often, you make mistakes and stumble across unexpected findings, which lead to new questions and ultimately to progress.



Do not use skepticism as a thinly veiled excuse for inaction or remaining in your comfort zone. Find the most promising option to test in real life through iteration and do not let skepticism hold you back.

Work for Mastery

Real life is not measured on a scale of F-A or percentage points. Rather, we think that “C” work just means it is not yet finished. Plan on creating work, then getting feedback and reiterating it many times, each time getting a little better. Put in the work to keep improving towards mastery. In the real world, no one gives you grades and “C’s” do not get degrees. This is practice in aiming for a goal and following through rather than giving up when you are almost there. When Watson staff and scholars agree you have reached mastery of a topic, then you will know you have reached the next level.

Enjoy it

You will witness and go through a lot of different experiences and possibly screw-ups. Watson is meant to be a safe place to experiment, get things wrong, mess up, and then get things right. Enjoy it! We are here to throw ourselves deeply into the work we are passionate about. Work hard and don’t forget that joy is the basis for what we do.



Appendix A:

Watson Institute at Lynn University MISSION, VISION, GOALS AND LEARNING OUTCOMES

MISSION:

Watson Institute's mission is to design and deliver a degree that maximizes the positive social impact students and alumni can create throughout their lifetimes.

VISION:

Watson Institute at Lynn University aims to unleash next generation talent to solve the toughest social, environmental, and economic challenges facing the world.

GOALS AND STUDENT LEARNING OUTCOMES:

The coursework of Watson Institute is designed to achieve the following goals:

CORE GOALS:

Goal #1: Describe and apply the process of developing and refining a social enterprise idea.

Relevant Course: [Transformative Entrepreneurship 1: Ideation](#)

L.O. 1.1: Apply design thinking and design research, and how to use various ideation frameworks for establishing the root cause and possible solutions to an issue

L.O. 1.2: Apply rapid prototyping to prototype ideas and test assumptions created in ideation phase.

L.O. 1.3: Discuss peer organizations, current innovations, and their market niche

L.O. 1.4: Analyze social venture marketing tools and messaging, and create a pitch for a social venture

L.O. 1.5: Describe the business model canvas and design a business model canvas for a social venture

L.O. 1.6: Create an in-depth stakeholder map, including bottom up, top down, and middle out stakeholders. Compare and contrast each stakeholder's model

L.O. 1.7: Design a messaging platform for a social venture, including a 1-2 pager, 1 paragraph, and tagline

L.O. 1.8: Create a 180-day strategic plan

Goal #2: Describe key challenges faced during the process of starting a social enterprise and apply the skills of transformative action to overcome those challenges. Relevant Course: [The Changemaker 1: Ideation](#)

L.O. 2.1: Identify, describe and apply the principles of transformative action to their own lives and social entrepreneurial endeavors



L.O. 2.2: Describe the principles of positive psychology and apply positive psychology to their social entrepreneurial endeavors

L.O. 2.3: Describe the principles of self-efficacy and design a series of skills and tools to increase their own self-efficacy

L.O. 2.4: Describe common obstacles social entrepreneurs face and practice overcoming those obstacles

L.O. 2.5: Apply the principles of transformative action to build broad-reaching coalitions of partners

L.O. 2.6: Practice the skill of resourcefulness to begin the social entrepreneurial process in a resource limited environment

Goal #3: Practice and apply a set of foundational hard skills necessary for starting a social enterprise. Relevant Course: [Lab 1](#)

L.O. 3.1: Employ and apply key functions of Excel towards the development of a social venture

L.O. 3.2: Employ and apply web design software to create a website for a social venture

L.O. 3.3: Practice strategic planning and design a strategic plan for a social venture

L.O. 3.4: Design goals using the SMART framework and practice managing their time effectively to achieve those goals

L.O. 3.5: Identify and analyze their target market

L.O. 3.6: Describe and practice the process of turning an idea into a social enterprise

L.O. 3.7: Identify and apply available resources for self-directed learning

L.O. 3.8: Identify the key legal issues faced by startup social enterprises and apply available legal resources

L.O. 3.9: Practice strategies for effective oral and written communications

L.O. 3.10: Practice strategies of effective networking and building alliances

L.O. 3.11: Describe and create a founders' agreement

L.O. 3.12: Practice soft skills of relationship/partnership building

L.O. 3.13: Practice basic financial modeling

L.O. 3.14: Practice and apply graphic design tools towards a social venture



Goal #4: Describe the goal setting process and practice creating and achieving goals relevant to the progress of a social enterprise. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 4.1: Design ambitious and achievable goals aimed at progressing a social venture

L.O. 4.2: Complete the goals they set and demonstrate progress made in a social venture

Goal #5: Practice working collaboratively with peers to overcome common challenges faced by their peers during the process of starting a social enterprise. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 5.1: Practice alongside peers collaboratively solving problems faced by their peers which are common to many startup social enterprises

L.O. 5.2: Analyze common problems faced by startup social enterprises

Goal #6: Practice building relationships and meeting with mentors, engaging mentors, following up with mentors, thanking mentors and maximizing the value of mentors' time. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 6.1: Create lasting relationships with mentors relevant to a social enterprise

L.O. 6.2: Practice effectively engaging a team of advisors to work through individualized challenges faced in the development of a social enterprise

L.O. 6.3: Practice the skills of relationship building necessary for forming a coalition of partners, mentors, and advisors

Goal #7: Describe, practice and apply a step-by-step methodology to rapidly and systematically validate their business model. Relevant Course: [Transformative Entrepreneurship 3: Business Model Validation](#)

L.O. 7.1: Identify the foundational assumptions of a social venture by completing a venture map

L.O. 7.2: Describe and practice a repeatable process for how to do customer discovery

L.O. 7.3: Describe the rapid prototyping process and practice creating 1-2 prototypes of a key element of a social venture

L.O. 7.4: Use real prototypes with real customers

L.O. 7.5: Describe and practice financial modeling for social enterprises

L.O. 7.6: Create a budget and financial model for a social enterprise

L.O. 7.7: Create a break-even analysis of their social enterprise and identify the key cost and financial assumptions of their social enterprise



L.O. 7.8: Create a 3-6 month operating plan

L.O. 7.9: Analyze the foundational assumptions underpinning their venture

Goal #8: Practice and apply the virtues and character traits necessary to accomplish both personal and social entrepreneurial goals. Relevant Course: [The Changemaker 2: Virtuous Entrepreneur](#)

L.O. 8.1: Create their own definition of what it means to be authentically virtuous in their social entrepreneurial endeavors and lives more broadly

L.O. 8.2: Identify and describe their fatal virtues and complimentary virtues that will impact their success as social entrepreneurs and leaders

L.O. 8.3: Practice self-awareness of their own leadership within their social entrepreneurial endeavors by creating a LeaderShape and their corresponding self-assessment

L.O. 8.4: Design and apply three transformation experiments to gain familiarity with the process of self-assessment, improvement, and reflection upon their virtues to improve their capacity as social entrepreneurs

L.O. 8.5: Create a working definition of discernment and apply it to their own lives and social entrepreneurial endeavors

L.O. 8.6: Create a working definition of freedom and apply it to their own lives and social entrepreneurial endeavors

Goal #9: Practice and apply a set of hard skills necessary for launching a social enterprise. Relevant Course: [Lab 4](#)

L.O. 9.1: Describe and best practices in branding and apply to a social venture

L.O. 9.2: Describe and best practices in search engine optimization and social media marketing and apply to a social venture

L.O. 9.3: Describe best practices in public relations and apply to a social venture

L.O. 9.4: Describe best practices in creating and managing boards and practice by designing and/or building a board for a social venture

L.O. 9.5: Describe best practices in creating and managing an executive team and practice by designing and/or building an executive team for a social venture



L.O. 9.6: Describe best practices in creating an internal and external communication system and practice by designing and/or building a communication system for a social venture

L.O. 9.7: Describe best practices in creating culture and values and practice by designing culture and values for a social venture

L.O. 9.8: Describe best practices in delegation and practice by designing a management process for a social venture

L.O. 9.9: Describe best practices in creating strategic partnerships and practice by designing and/or building a strategic partnership for a social venture

L.O. 9.10: Describe key types of insurance for social enterprises (liability, D&O, key-man) and determine which insurance is necessary for a venture

L.O. 9.11: Identify core competencies and areas to outsource, and then apply by articulating the core competencies and designing an outsourcing strategy for a social venture

L.O. 9.12: Describe the process necessary to establish a legal entity and then create operating agreements, bylaws, and articles of incorporation for a social venture

L.O. 9.13: Describe relevant legal issues, tax requirements, and record keeping necessary and practice by applying to a social venture

L.O. 9.14: Describe best practices in bootstrapping and growth hacking and apply to a social venture

Goal #10: Describe and practice the fundraising process for both for-profit and non-profit social enterprises. Relevant Course: [Transformative Entrepreneurship 3: Funder Readiness](#)

L.O. 10.1: Describe what it takes to get from point A (needing money) to point B (successfully closing a round of funding)

L.O. 10.2: Design a one and three-year strategic plan

L.O. 10.3: Describe and practice the elements of being funder ready

L.O. 10.4: Apply the elements of funder readiness to a social venture

L.O. 10.5: Design and implement an action plan to fundraise

L.O. 10.6: Practice asking funders

L.O. 10.7: Describe how to design an evaluation system and appropriate metrics to track the impact of a social enterprise and practice by creating an evaluation system and appropriate metrics for a social venture



Goal #11: Describe best practices in building and strengthening teams for social enterprises and apply those principles to building and strengthening an actual team for a social enterprise. Relevant Course: [The Changemaker 3: Transformative Team](#)

L.O. 11.1: Analyze the complexity of leadership and team building within the social entrepreneurial context

L.O. 11.2: Design an organizational roles and responsibilities document and identify gaps in a team that can help inform the creation of a job description

L.O. 11.3: Analyze best practices in compensation scales and apply those principles to designing a compensation scale for their organization

L.O. 11.4: Analyze best practices in recruiting strong candidates, selection, and interviewing and apply those principles to designing a hiring process

L.O. 11.5: Analyze and apply the legal implications of hiring and building a team

L.O. 11.6: Analyze and apply conflict management principles towards building a strong team

L.O. 11.7: Analyze and apply team motivators within a social entrepreneurial team

L.O. 11.8: Describe the functional organization chart tool and apply it to a social entrepreneurial venture to create alignment

L.O. 11.9: Analyze best practices and design a communication system for a startup social enterprise team

Goal #12: Apply a set of hard skills necessary for growing a social enterprise. Relevant Course: [Lab 7](#)

L.O. 12.1: Compare and contrast best practices in raising capital (investment, grant and donor) and apply to a social venture

L.O. 12.2: Analyze best practices in sales techniques and approaches and apply to a social venture

L.O. 12.3: Analyze best practices in cash flow management and practice by creating a cash flow document for a social venture

L.O. 12.4: Analyze best practices in financial modeling and practice by creating a financial model for a social venture

L.O. 12.5: Describe best practices in unit economics and practice by analyzing the unit economics of a social venture



L.O. 12.6: Analyze best practices in customer relationship management and practice by designing and/or building a customer relationship management system for a social venture

L.O. 12.7: Describe best practices in financial reports and reporting and practice by creating financial reports for a social venture

L.O. 12.8: Describe the concept of and how to calculate customer acquisition costs and practice by analyzing the customer acquisition costs for a social venture

L.O. 12.9: Analyze best practices in creating sales models and practice by designing a sales model for a social venture

L.O. 12.10: Analyze best practices in pre-sales and design a pre-sale strategy for a social venture

L.O. 12.11: Describe the concept of leads and practice by developing a leads list for a social venture

L.O. 12.12: Analyze best practices in customer retention and then apply by designing a customer retention strategy for a social venture

L.O. 12.13: Analyze best practices in customer satisfaction and apply by designing a customer satisfaction strategy for a social venture

L.O. 12.14: Analyze best practices in investor due diligence and apply by completing a mock due diligence process for a social venture

L.O. 12.15: Analyze best practices in negotiation and apply by completing a mock negotiation process relevant to a social venture

Goal #13: Synthesize experiences, entrepreneurial principles, and venture frameworks into the completion of a rigorous, research-backed thesis. Relevant Courses: [Transformative Entrepreneurship 4: Thesis](#)

L.O. 13.1: Practice skills in finding and analyzing research

L.O. 13.2: Demonstrate expertise in the field relevant to a social enterprise

L.O. 13.3: Practice grounding the problem and solution a social venture is focused on in evidence, fact, and rigor

L.O. 13.4 Analyze extensively the topic area of a social enterprise

L.O. 13.5: Complete an in depth, evidence backed thesis on a social enterprise

L.O. 13.6: Design an experiential learning process that supplements the evidence-backed thesis with personal experience



L.O. 13.7: Create a thesis advisory committee of topic experts who both serve to help inform the content of the thesis and provide mentorship and guidance throughout the thesis writing process

L.O. 13.8: Debate key concepts in their thesis in front of a panel to verbally reinforce their findings

Goal #14: Complete an in-depth portfolio of his/her past, present, and future to demonstrate understanding and self-awareness of his/her life to date and future trajectory. Relevant Course: [The Changemaker 4: Portfolio](#)

L.O. 14.1: Demonstrate a deeper understanding of their lives to date and who they have become through answering a series of in depth questions about their past

L.O. 14.2: Through answering a series of in depth questions about their present, demonstrate a deeper understanding of their current skills, resources, opportunities, and purpose

L.O. 14.3: Through answering a series of in depth questions about their future, demonstrate a deeper understanding of their next steps post-graduation and trajectories as social entrepreneurs and leaders

L.O. 14.4: Create an extensive network of leading social entrepreneurs who can serve as mentors beyond the completion of their degree

L.O. 14.5: Analyze the path they are on and how it ties into their overall life story and describe their purpose and next steps as social entrepreneurs

Goal #15: Apply a set of hard skills necessary for leading a social enterprise. Relevant Course: [Lab 10](#)

L.O. 15.1: Analyze best practices in motivating and promoting and apply concepts to a social venture

L.O. 15.2: Analyze best practices in social enterprise management and apply concepts to a social venture

L.O. 15.3: Analyze best practices in managing conflict and practice by simulating managing conflict in a social venture

L.O. 15.5: Practice methods of strengthening self-confidence and esteem and practice in a social venture

L.O. 15.6: Analyze best practices in human resources for early stage social enterprises and design a HR strategy for a social venture

L.O. 15.7: Compare and contrast character traits of social entrepreneurs and create a profile of their own personality and character profile as a social entrepreneur



L.O. 15.8: Analyze best practices in constructing teams for social enterprises and apply to a social venture

L.O. 15.9: Analyze best practices in process design, development and workflow and practice by creating and managing a process for a social venture

L.O. 15.10: Describe key concepts in employment law, employee agreements, letters of offer and non-compete agreements within social enterprise and create draft agreements for a social venture

L.O. 15.11: Analyze best practices in leadership and decision making within social enterprise and practice within a social venture



**Watson Institute at Lynn University
The Lab 5-6
Major Requirement**

Catalog Description:

Lab 5-6 provides a facilitated workshop space during which students are held accountable to semester, weekly, and daily goals towards the development of their social enterprise. In addition to facilitated time focused on setting and achieving relevant goals, students form teams to work through specific challenges faced by their peers. Finally, students will go through intensive mentorship and individual meetings with both their faculty/coach and team of mentors. No pre-requisite is necessary, however the course assumes that each student is working on a social entrepreneurial endeavor. (6 credit hours – 360 minutes per week).

Course Learning Outcomes:

Upon completion of the course, students should be able to:

- a) L.O. 4.1: Design ambitious and achievable goals aimed at progressing a social venture
- b) L.O. 4.2: Complete the goals they set and demonstrate progress made in a social venture
- c) L.O. 5.1: Practice alongside peers collaboratively solving problems faced by their peers which are common to many startup social enterprises
- d) L.O. 5.2: Analyze common problems faced by startup social enterprises
- e) L.O. 6.1: Create lasting relationships with mentors relevant to a social enterprise
- f) L.O. 6.2: Practice effectively engaging a team of advisors to work through individualized challenges faced in the development of a social enterprise
- g) L.O. 6.3: Practice the skills of relationship building necessary for forming a coalition of partners, mentors, and advisors

Students will demonstrate that they have met these objectives through research assignments, course projects, and written assignments.

Required Text:

There is no required textbook. Necessary readings for each class session will be included in the syllabus.

Course Requirements:



Goal Framework: Each student develops a series of semester, weekly and daily goals according to the goal setting framework covered in Lab. Students will have a chance to revise their goals on a periodic basis and the thought and quality of each revision will be factored into their grade.

Goal Achievement: Each week students report out on the progress made towards their goals in a presentation given to their peers and instructors.

Mentor Engagement: Students complete weekly meetings with their mentors and are expected to set the agenda for the meeting and ensure their mentors time is used productively. Each Mentor will have a focus area to work their students on (finances, team building, etc) and hold the student accountable to achieving goals towards that focus area throughout the semester.

Coaching Engagement: Students complete weekly coaching sessions with their faculty member and are expected to set the agenda for the meeting and ensure the time is used productively.

Student led Challenge: Each week the students will form teams around their peers to work through a specific challenge faced by their peer's social enterprise. 50% of the points for this section is awarded by the thoroughness, thoughtfulness, and preparation of the student leading their challenge and 50% is awarded for that student's participation in other students' challenges.

Class Presence and Preparation: You are expected to be present in Lab each week—physically, intellectually and emotionally.

Grade Breakdown

Goal Framework and Revisions	15
Goal Achievement and Weekly Presentations	20
Mentor Engagement and Reflection	15
Coaching Engagement and Reflection	15
Student-led challenge	15
Lab Presence and Preparation	20
TOTAL	100

Grading Scale:

Each student's final grade is based on the final average for the course requirements as compared to the university grade scale.

A	93 - 100
A-	90 - 92
B+	87 - 89



B	83 - 86
B-	80 - 82
C+	77 - 79
C	73 - 76
C-	70 - 72
D+	67 - 69
D	60 - 66
F	0 - 59

Extra credit is not applicable or available in this course.

Overview of Course Schedule and Assignments

Week	Content	Assignments
1	-Goal Setting and Presentations of Goals -Mentor Madness: Initial matching with mentors, follow up with Mentors, and expectation setting -One coaching session	-Completed semester and weekly goals -Presentation of goals to the class -Introductory communication and expectation setting with mentors
2	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
3	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
4	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
5	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
6	-Weekly goals and presentations -Student led challenge -Coaching session	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation



	-Mentor meeting	-Reflection paper from mentor and coaching session
7	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
8	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
9	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
10	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
11	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
12	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
13	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
14	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session
15	-Weekly goals and presentations -Student led challenge -Coaching session -Mentor meeting	-Completed weekly goals -Presentation of goals and progress to class -Student led challenge participation -Reflection paper from mentor and coaching session



A few Guiding Principles

Do not use skepticism as an excuse for inaction

An amazing Olympic training coach once said, "This approach could be totally wrong, but it a hypothesis worth disproving." Science starts with educated guesses. Then it is all trial and error. Sometimes you predict correctly from the outset. More often, you make mistakes and stumble across unexpected findings, which lead to new questions and ultimately to progress.

Do not use skepticism as a thinly veiled excuse for inaction or remaining in your comfort zone. Find the most promising option to test in real life through iteration and do not let skepticism hold you back.

Work for Mastery

Real life is not measured on a scale of F-A or percentage points. Rather, we think that "C" work just means it is not yet finished. Plan on creating work, then getting feedback and reiterating it many times, each time getting a little better. Put in the work to keep improving towards mastery. In the real world, no one gives you grades and "C's" do not get degrees. This is practice in aiming for a goal and following through rather than giving up when you are almost there. When Watson staff and scholars agree you have reached mastery of a topic, then you will know you have reached the next level.

Enjoy it

You will witness and go through a lot of different experiences and possibly screw-ups. Watson is meant to be a safe place to experiment, get things wrong, mess up, and then get things right. Enjoy it! We are here to throw ourselves deeply into the work we are passionate about. Work hard and don't forget that joy is the basis for what we do.



Appendix A:

Watson Institute at Lynn University MISSION, VISION, GOALS AND LEARNING OUTCOMES

MISSION:

Watson Institute's mission is to design and deliver a degree that maximizes the positive social impact students and alumni can create throughout their lifetimes.

VISION:

Watson Institute at Lynn University aims to unleash next generation talent to solve the toughest social, environmental, and economic challenges facing the world.

GOALS AND STUDENT LEARNING OUTCOMES:

The coursework of Watson Institute is designed to achieve the following goals:

CORE GOALS:

Goal #1: Describe and apply the process of developing and refining a social enterprise idea.

Relevant Course: [Transformative Entrepreneurship 1: Ideation](#)

L.O. 1.1: Apply design thinking and design research, and how to use various ideation frameworks for establishing the root cause and possible solutions to an issue

L.O. 1.2: Apply rapid prototyping to prototype ideas and test assumptions created in ideation phase.

L.O. 1.3: Discuss peer organizations, current innovations, and their market niche

L.O. 1.4: Analyze social venture marketing tools and messaging, and create a pitch for a social venture

L.O. 1.5: Describe the business model canvas and design a business model canvas for a social venture

L.O. 1.6: Create an in-depth stakeholder map, including bottom up, top down, and middle out stakeholders. Compare and contrast each stakeholder's model

L.O. 1.7: Design a messaging platform for a social venture, including a 1-2 pager, 1 paragraph, and tagline

L.O. 1.8: Create a 180-day strategic plan

Goal #2: Describe key challenges faced during the process of starting a social enterprise and apply the skills of transformative action to overcome those challenges. Relevant Course: [The Changemaker 1: Ideation](#)

L.O. 2.1: Identify, describe and apply the principles of transformative action to their own lives and social entrepreneurial endeavors



L.O. 2.2: Describe the principles of positive psychology and apply positive psychology to their social entrepreneurial endeavors

L.O. 2.3: Describe the principles of self-efficacy and design a series of skills and tools to increase their own self-efficacy

L.O. 2.4: Describe common obstacles social entrepreneurs face and practice overcoming those obstacles

L.O. 2.5: Apply the principles of transformative action to build broad-reaching coalitions of partners

L.O. 2.6: Practice the skill of resourcefulness to begin the social entrepreneurial process in a resource limited environment

Goal #3: Practice and apply a set of foundational hard skills necessary for starting a social enterprise. Relevant Course: [Lab 1](#)

L.O. 3.1: Employ and apply key functions of Excel towards the development of a social venture

L.O. 3.2: Employ and apply web design software to create a website for a social venture

L.O. 3.3: Practice strategic planning and design a strategic plan for a social venture

L.O. 3.4: Design goals using the SMART framework and practice managing their time effectively to achieve those goals

L.O. 3.5: Identify and analyze their target market

L.O. 3.6: Describe and practice the process of turning an idea into a social enterprise

L.O. 3.7: Identify and apply available resources for self-directed learning

L.O. 3.8: Identify the key legal issues faced by startup social enterprises and apply available legal resources

L.O. 3.9: Practice strategies for effective oral and written communications

L.O. 3.10: Practice strategies of effective networking and building alliances

L.O. 3.11: Describe and create a founders' agreement

L.O. 3.12: Practice soft skills of relationship/partnership building

L.O. 3.13: Practice basic financial modeling

L.O. 3.14: Practice and apply graphic design tools towards a social venture



Goal #4: Describe the goal setting process and practice creating and achieving goals relevant to the progress of a social enterprise. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 4.1: Design ambitious and achievable goals aimed at progressing a social venture

L.O. 4.2: Complete the goals they set and demonstrate progress made in a social venture

Goal #5: Practice working collaboratively with peers to overcome common challenges faced by their peers during the process of starting a social enterprise. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 5.1: Practice alongside peers collaboratively solving problems faced by their peers which are common to many startup social enterprises

L.O. 5.2: Analyze common problems faced by startup social enterprises

Goal #6: Practice building relationships and meeting with mentors, engaging mentors, following up with mentors, thanking mentors and maximizing the value of mentors' time. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 6.1: Create lasting relationships with mentors relevant to a social enterprise

L.O. 6.2: Practice effectively engaging a team of advisors to work through individualized challenges faced in the development of a social enterprise

L.O. 6.3: Practice the skills of relationship building necessary for forming a coalition of partners, mentors, and advisors

Goal #7: Describe, practice and apply a step-by-step methodology to rapidly and systematically validate their business model. Relevant Course: [Transformative Entrepreneurship 3: Business Model Validation](#)

L.O. 7.1: Identify the foundational assumptions of a social venture by completing a venture map

L.O. 7.2: Describe and practice a repeatable process for how to do customer discovery

L.O. 7.3: Describe the rapid prototyping process and practice creating 1-2 prototypes of a key element of a social venture

L.O. 7.4: Use real prototypes with real customers

L.O. 7.5: Describe and practice financial modeling for social enterprises

L.O. 7.6: Create a budget and financial model for a social enterprise

L.O. 7.7: Create a break-even analysis of their social enterprise and identify the key cost and financial assumptions of their social enterprise



L.O. 7.8: Create a 3-6 month operating plan

L.O. 7.9: Analyze the foundational assumptions underpinning their venture

Goal #8: Practice and apply the virtues and character traits necessary to accomplish both personal and social entrepreneurial goals. Relevant Course: [The Changemaker 2: Virtuous Entrepreneur](#)

L.O. 8.1: Create their own definition of what it means to be authentically virtuous in their social entrepreneurial endeavors and lives more broadly

L.O. 8.2: Identify and describe their fatal virtues and complimentary virtues that will impact their success as social entrepreneurs and leaders

L.O. 8.3: Practice self-awareness of their own leadership within their social entrepreneurial endeavors by creating a LeaderShape and their corresponding self-assessment

L.O. 8.4: Design and apply three transformation experiments to gain familiarity with the process of self-assessment, improvement, and reflection upon their virtues to improve their capacity as social entrepreneurs

L.O. 8.5: Create a working definition of discernment and apply it to their own lives and social entrepreneurial endeavors

L.O. 8.6: Create a working definition of freedom and apply it to their own lives and social entrepreneurial endeavors

Goal #9: Practice and apply a set of hard skills necessary for launching a social enterprise. Relevant Course: [Lab 4](#)

L.O. 9.1: Describe and best practices in branding and apply to a social venture

L.O. 9.2: Describe and best practices in search engine optimization and social media marketing and apply to a social venture

L.O. 9.3: Describe best practices in public relations and apply to a social venture

L.O. 9.4: Describe best practices in creating and managing boards and practice by designing and/or building a board for a social venture

L.O. 9.5: Describe best practices in creating and managing an executive team and practice by designing and/or building an executive team for a social venture



L.O. 9.6: Describe best practices in creating an internal and external communication system and practice by designing and/or building a communication system for a social venture

L.O. 9.7: Describe best practices in creating culture and values and practice by designing culture and values for a social venture

L.O. 9.8: Describe best practices in delegation and practice by designing a management process for a social venture

L.O. 9.9: Describe best practices in creating strategic partnerships and practice by designing and/or building a strategic partnership for a social venture

L.O. 9.10: Describe key types of insurance for social enterprises (liability, D&O, key-man) and determine which insurance is necessary for a venture

L.O. 9.11: Identify core competencies and areas to outsource, and then apply by articulating the core competencies and designing an outsourcing strategy for a social venture

L.O. 9.12: Describe the process necessary to establish a legal entity and then create operating agreements, bylaws, and articles of incorporation for a social venture

L.O. 9.13: Describe relevant legal issues, tax requirements, and record keeping necessary and practice by applying to a social venture

L.O. 9.14: Describe best practices in bootstrapping and growth hacking and apply to a social venture

Goal #10: Describe and practice the fundraising process for both for-profit and non-profit social enterprises. Relevant Course: [Transformative Entrepreneurship 3: Funder Readiness](#)

L.O. 10.1: Describe what it takes to get from point A (needing money) to point B (successfully closing a round of funding)

L.O. 10.2: Design a one and three-year strategic plan

L.O. 10.3: Describe and practice the elements of being funder ready

L.O. 10.4: Apply the elements of funder readiness to a social venture

L.O. 10.5: Design and implement an action plan to fundraise

L.O. 10.6: Practice asking funders

L.O. 10.7: Describe how to design an evaluation system and appropriate metrics to track the impact of a social enterprise and practice by creating an evaluation system and appropriate metrics for a social venture



Goal #11: Describe best practices in building and strengthening teams for social enterprises and apply those principles to building and strengthening an actual team for a social enterprise. Relevant Course: [The Changemaker 3: Transformative Team](#)

L.O. 11.1: Analyze the complexity of leadership and team building within the social entrepreneurial context

L.O. 11.2: Design an organizational roles and responsibilities document and identify gaps in a team that can help inform the creation of a job description

L.O. 11.3: Analyze best practices in compensation scales and apply those principles to designing a compensation scale for their organization

L.O. 11.4: Analyze best practices in recruiting strong candidates, selection, and interviewing and apply those principles to designing a hiring process

L.O. 11.5: Analyze and apply the legal implications of hiring and building a team

L.O. 11.6: Analyze and apply conflict management principles towards building a strong team

L.O. 11.7: Analyze and apply team motivators within a social entrepreneurial team

L.O. 11.8: Describe the functional organization chart tool and apply it to a social entrepreneurial venture to create alignment

L.O. 11.9: Analyze best practices and design a communication system for a startup social enterprise team

Goal #12: Apply a set of hard skills necessary for growing a social enterprise. Relevant Course: [Lab 7](#)

L.O. 12.1: Compare and contrast best practices in raising capital (investment, grant and donor) and apply to a social venture

L.O. 12.2: Analyze best practices in sales techniques and approaches and apply to a social venture

L.O. 12.3: Analyze best practices in cash flow management and practice by creating a cash flow document for a social venture

L.O. 12.4: Analyze best practices in financial modeling and practice by creating a financial model for a social venture

L.O. 12.5: Describe best practices in unit economics and practice by analyzing the unit economics of a social venture



L.O. 12.6: Analyze best practices in customer relationship management and practice by designing and/or building a customer relationship management system for a social venture

L.O. 12.7: Describe best practices in financial reports and reporting and practice by creating financial reports for a social venture

L.O. 12.8: Describe the concept of and how to calculate customer acquisition costs and practice by analyzing the customer acquisition costs for a social venture

L.O. 12.9: Analyze best practices in creating sales models and practice by designing a sales model for a social venture

L.O. 12.10: Analyze best practices in pre-sales and design a pre-sale strategy for a social venture

L.O. 12.11: Describe the concept of leads and practice by developing a leads list for a social venture

L.O. 12.12: Analyze best practices in customer retention and then apply by designing a customer retention strategy for a social venture

L.O. 12.13: Analyze best practices in customer satisfaction and apply by designing a customer satisfaction strategy for a social venture

L.O. 12.14: Analyze best practices in investor due diligence and apply by completing a mock due diligence process for a social venture

L.O. 12.15: Analyze best practices in negotiation and apply by completing a mock negotiation process relevant to a social venture

Goal #13: Synthesize experiences, entrepreneurial principles, and venture frameworks into the completion of a rigorous, research-backed thesis. Relevant Courses: [Transformative Entrepreneurship 4: Thesis](#)

L.O. 13.1: Practice skills in finding and analyzing research

L.O. 13.2: Demonstrate expertise in the field relevant to a social enterprise

L.O. 13.3: Practice grounding the problem and solution a social venture is focused on in evidence, fact, and rigor

L.O. 13.4 Analyze extensively the topic area of a social enterprise

L.O. 13.5: Complete an in depth, evidence backed thesis on a social enterprise

L.O. 13.6: Design an experiential learning process that supplements the evidence-backed thesis with personal experience



L.O. 13.7: Create a thesis advisory committee of topic experts who both serve to help inform the content of the thesis and provide mentorship and guidance throughout the thesis writing process

L.O. 13.8: Debate key concepts in their thesis in front of a panel to verbally reinforce their findings

Goal #14: Complete an in-depth portfolio of his/her past, present, and future to demonstrate understanding and self-awareness of his/her life to date and future trajectory. Relevant Course: [The Changemaker 4: Portfolio](#)

L.O. 14.1: Demonstrate a deeper understanding of their lives to date and who they have become through answering a series of in depth questions about their past

L.O. 14.2: Through answering a series of in depth questions about their present, demonstrate a deeper understanding of their current skills, resources, opportunities, and purpose

L.O. 14.3: Through answering a series of in depth questions about their future, demonstrate a deeper understanding of their next steps post-graduation and trajectories as social entrepreneurs and leaders

L.O. 14.4: Create an extensive network of leading social entrepreneurs who can serve as mentors beyond the completion of their degree

L.O. 14.5: Analyze the path they are on and how it ties into their overall life story and describe their purpose and next steps as social entrepreneurs

Goal #15: Apply a set of hard skills necessary for leading a social enterprise. Relevant Course: [Lab 10](#)

L.O. 15.1: Analyze best practices in motivating and promoting and apply concepts to a social venture

L.O. 15.2: Analyze best practices in social enterprise management and apply concepts to a social venture

L.O. 15.3: Analyze best practices in managing conflict and practice by simulating managing conflict in a social venture

L.O. 15.5: Practice methods of strengthening self-confidence and esteem and practice in a social venture

L.O. 15.6: Analyze best practices in human resources for early stage social enterprises and design a HR strategy for a social venture

L.O. 15.7: Compare and contrast character traits of social entrepreneurs and create a profile of their own personality and character profile as a social entrepreneur



L.O. 15.8: Analyze best practices in constructing teams for social enterprises and apply to a social venture

L.O. 15.9: Analyze best practices in process design, development and workflow and practice by creating and managing a process for a social venture

L.O. 15.10: Describe key concepts in employment law, employee agreements, letters of offer and non-compete agreements within social enterprise and create draft agreements for a social venture

L.O. 15.11: Analyze best practices in leadership and decision making within social enterprise and practice within a social venture