MANAGING FINANCIAL AND
SOCIAL RETURNS
OF THE SOCIAL ENTERPRISE

Spring 2021

Instructor Information

● Professor Scott Taitel
● Email: staitel@nyu.edu
● Office Hours: Tuesday, 8:30 – 9:30 AM by zoom https://nyu.zoom.us/j/97112753501, or by appointment
● Professor Salo Coslovsky will also be a co-lecturer for this course.

Course Information

∙ Class Meeting Times: Mondays, 4:55 – 6:35 PM
∙ Online via Zoom: Link

Course Pre/Corequisites

∙ CORE-GP.1021 (either completed in advance or concurrently with this course) ∙ Students are also encouraged to concurrently take Scaling Social Enterprises PADM GP.2249. In Spring 2021, Scaling Social Enterprises will be an experiential course with virtual connections to the Amazon region in Brazil. The course will apply material learned in PADM-GP.2312. Students will be placed in teams and work alongside students from local Brazilian universities to investigate the achievements, challenges, and growth opportunities faced by social enterprises devoted to the food sector in the region. The course culminates with teams of students authoring a business case on their assigned social enterprise.

Course Description

This course will explore best and evolving practices in the financial management and impact measurement of social enterprises. The class will be taught from the perspective of the social
entrepreneur and social enterprise manager and introduce cases to assess financial challenges, fiscal performance and financing strategy of pioneering firms with a social mission. We will explore trends, successes and failures in managing enterprises to achieve both financial and social returns. Measuring social impact in tandem with financial performance will be a core component of the course with topics including triple bottom line accounting, impact measurement, impact reporting and correlation between operating performance and impact sustainability. Students will be introduced to accounting and reporting methods necessary to responsibly calculate and communicate financial and social returns to investors and stakeholders. This course will delve into the financial, operational and strategic management of social enterprises with a particular emphasis on smallholder agriculture and sustainability. As noted this course will also complement the experiential work students will be performing in PADM-GP.2249 Scaling Social Enterprises.

Course Format
This will be an online course. This course is designed for your self-study of the theoretical material as introduced in your textbook. Every live class we will cover a business case. These cases will sometimes correlate directly with the text material assigned for the week, but not always. It is critical that you come to class having read the case in advance and please note that you may be called on in class to discuss the assigned cases. For most cases, there is a Discussion Forum question for which your one paragraph response needs to be posted in the Forum section of Classes before the Live Class session. These Forum questions count toward your class participation grade and prepares you for contributing to the Live Classes.

Course and Learning Objectives

<table>
<thead>
<tr>
<th>Course Learning Objective Covered</th>
<th>Corresponding Assignment Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve working knowledge of structural options for forming a social enterprise.</td>
<td>Take-Home Midterm Case, Final Project</td>
</tr>
<tr>
<td>Develop skills necessary to create a financing plan for a social enterprise.</td>
<td>CINI Business Case and Memo, Final Project</td>
</tr>
<tr>
<td>Obtain acumen needed to position enterprises to raise social impact investment.</td>
<td>Newman’s Own Spreadsheet and Memo, Final Project</td>
</tr>
<tr>
<td>Master understanding of disparate approaches to social metric measurement and acquire tools for correlating and reporting financial and social returns.</td>
<td>IRIS Experimentation and Memo, Final Project</td>
</tr>
</tbody>
</table>
Required Readings

1. Textbook:
(references to Text in Syllabus refer to this book). The online book is available through the NYU Library at this link.

2. Case Packets:
See instructions for downloading each packet below
   - Order the Harvard Case Pack:
     Link
   - Order the WDI Case Pack:
     Link

Assessment Assignments and Evaluation

Your course grade will be determined as follows:
   - Active Class Participation - 25% (this includes Discussion Forum posts)
   - Homework - 20%
   - Mid-Term - 25%
   - Final Project - 30%

Late Submission Policy for Assignments

Extensions will be granted only in case of emergency, out of respect to those who abide by deadlines despite equally hectic schedules. Late submissions without approved extensions will be penalized up to 20% per 24-hour period.

Final Project:

You may work in a team of up to 2 (requests will be considered for individual projects). You will select a concept for the creation of or the expansion of a social enterprise either in the US or abroad (including one of the Amazon-located enterprises being evaluated in the accompanying PADM-GP.2249 Scaling Social Enterprise course) and develop a **financial plan** that will include the following:

   a) Structural (current/proposed) form of the enterprise (Hybrid, Corporation, B Corporation, Cooperative, Association, etc.),
   b) Business Model Canvas,
   c) Funding/capitalization requirements,
   d) Five-year projections with financial and social return goals (stated as double or triple bottom line accounting). Pro formas should include a very basic Profit & Loss and Balance Sheet
   e) Break-even analysis,
   f) Identification of risks to achieving both financial and social goals,
   g) Mitigation plan to reduce risks.
The project will also include adoption/selection of existing appropriate metrics (standards) to monitor **financial and social returns** and the design of a new integrated metric that correlates **financial and social return** that will help advance the assessment of social enterprises within the sector of your selected enterprise. The document should be no more than 10 pages, double-spaced, plus exhibits and you will be asked to create and present a five-slide funding pitch presentation during the last class on the basis of your financial plan.

**Overview of the Semester**

Deliverables due by 5 PM on the day of class.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>PART I: STRUCTURING THE SOCIAL ENTERPRISE</td>
<td>2/1</td>
<td>Child in Need Institute (CINI) Case</td>
<td></td>
</tr>
<tr>
<td>Lesson 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART I</td>
<td>2/8</td>
<td>Acceso – A New Approach Case</td>
<td></td>
</tr>
<tr>
<td>Lesson 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART I</td>
<td>2/18</td>
<td>Supercompra Case</td>
<td>CINI Business Case and Memo</td>
</tr>
<tr>
<td>Lesson 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART I</td>
<td>2/22</td>
<td>Guayaki Case</td>
<td></td>
</tr>
<tr>
<td>Lesson 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART II: FINANCING THE SOCIAL ENTERPRISE</td>
<td>3/1</td>
<td>Mountain Hazelnuts Case</td>
<td></td>
</tr>
<tr>
<td>Lesson 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART II</td>
<td>3/8</td>
<td>Nuru Energy Case</td>
<td></td>
</tr>
<tr>
<td>Lesson 6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART II</td>
<td>3/15</td>
<td>Hebon: Transforming Indian Jackfruit from Weed to Wonderfood</td>
<td>Mid-term Take Home Case</td>
</tr>
<tr>
<td>Lesson 7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART III: FINANCIAL MANAGEMENT OF THE SOCIAL ENTERPRISE</td>
<td>3/22</td>
<td>d.light Case</td>
<td>Project Selection</td>
</tr>
<tr>
<td>Lesson 8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART III</td>
<td>3/29</td>
<td>Newman’s Own Case</td>
<td></td>
</tr>
<tr>
<td>Lesson 9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART III</td>
<td>4/5</td>
<td>The Aquaculture in Philippines Case</td>
<td>Newman’s Own Spreadsheet</td>
</tr>
<tr>
<td>Lesson 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART IV: CORRELATING, ACHIEVING, MEASURING &amp; MONITORING FINANCIAL &amp; SOCIAL RETURNS</td>
<td>4/12</td>
<td>Acceso (Part B)</td>
<td></td>
</tr>
<tr>
<td>Lesson 11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART IV</td>
<td>4/26</td>
<td>Natura Cosmeticos</td>
<td>Metric Experimentation &amp; Memo</td>
</tr>
<tr>
<td>Lesson 12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART IV</td>
<td>5/3</td>
<td>Fundación Paraguaya</td>
<td></td>
</tr>
<tr>
<td>Lesson 13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART IV</td>
<td>5/10</td>
<td>Final Project Presentations</td>
<td>Final Project</td>
</tr>
<tr>
<td>Lesson 14</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Letter Grades**

Letter grades for the entire course will be assigned as follows:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0 points</td>
</tr>
<tr>
<td>A-</td>
<td>3.7 points</td>
</tr>
<tr>
<td>B+</td>
<td>3.3 points</td>
</tr>
<tr>
<td>B</td>
<td>3.0 points</td>
</tr>
<tr>
<td>B-</td>
<td>2.7 points</td>
</tr>
<tr>
<td>C+</td>
<td>2.3 points</td>
</tr>
<tr>
<td>C</td>
<td>2.0 points</td>
</tr>
<tr>
<td>C-</td>
<td>1.7 points</td>
</tr>
<tr>
<td>F</td>
<td>0.0 points</td>
</tr>
</tbody>
</table>

Student grades will be assigned according to the following criteria:

- (A) Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well-reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional, professional quality.

- (A-) Very good: Very strong work for a graduate student. Work at this level shows signs of creativity, is thorough and well-reasoned, indicates strong understanding of appropriate
methodological or analytical approaches, and meets professional standards.

· (B+) Good: Sound work for a graduate student; well-reasoned and thorough, methodologically sound. This is the graduate student grade that indicates the student has fully accomplished the basic objectives of the course.

· (B) Adequate: Competent work for a graduate student even though some weaknesses are evident. Demonstrates competency in the key course objectives but shows some indication that understanding of some important issues is less than complete. Methodological or analytical approaches used are adequate but student has not been thorough or has shown other weaknesses or limitations.

· (B-) Borderline: Weak work for a graduate student; meets the minimal expectations for a graduate student in the course. Understanding of salient issues is somewhat incomplete. Methodological or analytical work performed in the course is minimally adequate. Overall performance, if consistent in graduate courses, would not suffice to sustain graduate status in “good standing.”

· (C-/++ Deficient: Inadequate work for a graduate student; does not meet the minimal expectations for a graduate student in the course. Work is inadequately developed or flawed by numerous errors and misunderstanding of important issues. Methodological or analytical work performed is weak and fails to demonstrate knowledge or technical competence expected of graduate students.

· (F) Fail: Work fails to meet even minimal expectations for course credit for a graduate student. Performance has been consistently weak in methodology and understanding, with serious limits in many areas. Weaknesses or limits are pervasive.
Detailed Course Overview

Part I: STRUCTURING OF THE SOCIAL ENTERPRISE

WEEK 1: CASE: Child In Need Institute – Nonprofit or Hybrid?
February 1, 2021/4:55 PM
This Lesson provides an introduction to the relevance, formation and evolution of social enterprise, and the financial shift from a NGO to a social business particularly in light of scarcity of continued donor funding. Case will include development of a spreadsheet business model.

Required Reading/Watching: Complete Before Week 1 Live Session

Watch/Listen: n/a
Read in Online Textbook: Chapter 1
Read in Case Packet: Child In Need Institute; Should Nonprofits Seek Profits?
Read in NYU Classes: n/a

Discussion Questions: Due Before Week 1 Live Session
If you compare CINI with a business organization or corporation, what are the major differences?

Assignments to Submit: Complete After Week 1 Live Session but Before Week 3 Live Session (submit on NYU Classes)

You may work or the template either individually or in teams of two. The one page submission, however, is an individual assignment. Using the template provided as a guide and the data in Exhibit 8 of the CINI case, create a first year business plan for the Nutritional Supplement business. Your business plan should generate a projection of annual revenue, annual profit and target breakeven. It is OK for you to make assumptions provided they are stated. Submit a one page recommendation (accompanied by your spreadsheet) stating if you believe based on your financial analysis if CINI should create this business. Extra credit is available if you wish to additionally evaluate the Training business in Exhibit 9 using the template provided.

WEEK 2: CASE – Acceso Oferta Local – A New Approach to Social Enterprise Creation
February 8, 2021/4:55 PM
This Lesson focuses on the aftermath of a social enterprise’s failure due to improper key performance indicators and creation of a new follow-on enterprise aligning both financial and social returns.

Required Reading/Watching: Complete Before Week 2 Live Session
Watch/Listen: n/a
Discussion Questions: Due Before Week 2 Live Session

Should Acceso Oferta Local expand into the fish and seafood value chain?

Assignments to Submit: Complete After Week 2 Live Session but Before Week 3 Live Session (submit on NYU Classes)

n/a

WEEK 3: CASE - Supercompra: Sourcing form Small Andean Farmers
February 18, 2021/4:55 PM

This Lesson looks at the difficulties faced by buyers (such as supermarkets) when trying to develop commercial relations with low-income suppliers (particularly cooperatives and associations) through market mechanisms.

Required Reading/Watching: Complete Before Week 3 Live Session

Watch/Listen: n/a
Read in Online Textbook: Chapter 5
Read in Case Packet: Supercompra: Sourcing from Small Andean Farmers; Creating Shared Value
Read in NYU Classes: n/a

Discussion Questions: Due Before Week 3 Live Session

In your opinion, what is the main challenge faced by the company in operating via the Pallatanga platform?

Assignments to Submit: Complete After Week 3 Live Session but Before Week 4 Live Session (submit on NYU Classes)

n/a

Part II: FINANCING OF THE SOCIAL ENTERPRISE

WEEK 4: CASE - Guayaki
February 22, 2021/4:55 PM

This Lesson introduces new sustainable business models and the questions confronting social
entrepreneurs when the growth of their organizations may result in negative externalities.

**Required Reading/Watching: Complete Before Week 4 Live Session**
**Watch/Listen:** Guayaki: Market Driven Restoration

Read in Online Textbook: Chapter 6
Read in Case Packet: Guayaki, The Double Bottom Line: Profit and Social Benefit
Read in NYU Classes: In Search of the Hybrid Ideal
https://ssir.org/articles/entry/in_search_of_the_hybrid_ideal

**Discussion Questions: Due Before Week 4 Live Session**

Should Guayaki halt its growth until it finds a solution to its packaging issue?

**Assignments to Submit: Complete After Week 4 Live Session but Before Week 5 Live Session (submit on NYU Classes)**

n/a

---

**WEEK 5: CASE- Mountain Hazelnuts**

March 1, 2021/4:55 PM

This Lesson Explores challenges of operating an agricultural social enterprise that generates a financial return for investors, increases the cash income of participating farmers, and helps preserve rural communities, and improve the environment.

**Required Reading/Watching: Complete Before Week 5 Live Session**
**Watch/Listen:** n/a

Read in Online Textbook: n/a
Read in Case Packet: Mountain Hazelnuts
Read in NYU Classes: The Ultimate Introductory Guide to Funding Your Social Enterprise
https://www.acumenacademy.org/blog/impact-capital-funding-your-social-enterprise

**Discussion Questions: Due Before Week 5 Live Session**

What are the biggest risks to the success of Mountain Hazelnuts?

**Assignments to Submit: Complete After Week 5 Live Session but Before Week 6 Live Session (submit on NYU Classes)**

n/a
WEEK 6: CASE - NURU Energy
March 8, 2021/4:55 PM
This Lesson explores the challenges involved in developing a social enterprise with a dual aim of turning a profit and making a social impact. It focuses in particular on assessing multiple financing options and their implications and looks at the different business model alternatives - market-based and donor-based.

**Required Reading/Watching: Complete Before Week 6 Live Session**

Watch/Listen: n/a
Read in Online Textbook: n/a
Read in Case Packet: Nuru Energy; A New Approach to Funding Social Enterprises Read in NYU Classes: Social and Commercial Entrepreneurship: Same, Different, or Both?

**Discussion Questions: Due Before Week 6 Live Session**

Does it make sense for a small start-up to have two different business models and three geographies?

**Assignments to Submit: Complete After Week 6 Live Session but Before Week 7 Live Session (submit on NYU Classes)**

Take-home midterm case on Hebon: Transforming Indian Jackfruit from Weed to Wonder Food Case guideline questions can be found on Assignments in NYU Classes. Write-up should not exceed 4 pages, double spaced.

---

WEEK 7: CASE- Hebon: Transforming Indian Jackfruit from Weed to Wonder Food
March 15, 2021/4:55 PM
This Lesson will introduce the kinds of challenges an entrepreneur faces in the start-up phase, as well as decision-making in the growth phase leading to analyzing risk and making strategic choices.

**Required Reading/Watching: Complete Before Week 7 Live Session**

Watch/Listen: n/a
Read in Online Textbook: n/a
Read in Case Packet: Hebon: Transforming Indian Jackfruit from Weed to Wonder Food Read in NYU Classes: n/a

**Discussion Questions: Due Before Week 7 Live Session**

n/a – this case will be the subject of your take-home midterm

**Assignments to Submit: Complete After Week 7 Live Session but Before Week 8 Live Session (submit on NYU Classes)**
Submit one paragraph description of enterprise selected for project and note teammate (if any).

Part III: FINANCIAL MANAGEMENT OF THE SOCIAL ENTERPRISE

WEEK 8: CASE - d.light
March 22, 2020/4:55 PM
This Lesson discusses overcoming challenges of limited capital, via revenue generation strategies that can succeed in the context of emerging-market distribution channel complexities.

Required Reading/Watching: Complete Before Week 8 Live Session
Watch/Listen: n/a
Read in Online Textbook: Chapter 4
Read in Case Packet: d.light
Read in NYU Classes: n/a

Discussion Questions: Due Before Week 8 Live Session
What channel alignment constraints face d.light as it thinks about how to establish a channel structure in India?

Assignments to Submit: Complete After Week 8 Live Session but Before Week 9 Live Session (submit on NYU Classes)
n/a

WEEK 9: CASE - Newman’s Own
March 29, 2021/4:55 PM
This Lesson focuses on achieving sales targets and transitioning a company to a professionally managed commercial social enterprise.

Required Reading/Watching: Complete Before Week 9 Live Session
Watch/Listen: n/a
Read in Online Textbook: Chapter 8
Read in Case Packet: Newman’s Own, Inc.
Read in NYU Classes: n/a
Discussion Questions: Due Before Week 9 Live Session

How does being a social purpose enterprise enhance or hinder Newman Own’s business performance?

Assignments to Submit: Complete After Week 9 Live Session but Before Week 10 Live Session (submit on NYU Classes)

Newman’s Own Spreadsheet (see Assignments in NYU Classes for detailed instructions)

WEEK 10: CASE – The Aquaculture in the Philippines: Creating Social Values at Marina Gana Vida

April 5, 2021/4:55 PM
This Lesson addresses a social enterprise’s decision-making challenges when assessing the best avenues for scaling and the potential consequences to achieving social impact.

Required Reading/Watching: Complete Before Week 10 Live Session

Watch/Listen: n/a
Read in Online Textbook: n/a
Read in Case Packet: The Aquaculture in the Philippines: Creating Social Values at Marina Gana Vida
Read in NYU Classes: n/a

Discussion Questions: Due Before Week 10 Live Session

Should Nobleza replace women workers with machines that could produce more jars of processed fish products per day?

Assignments to Submit: Complete After Week 10 Live Session but Before Week 11 Live Session (submit on NYU Classes)

n/a

Part IV: CORRELATING, ACHIEVING, MEASURING, AND MONITORING OF FINANCIAL & SOCIAL RETURNS

WEEK 11: CASE- Acceso (Part B)

April 12, 2021/4:55 PM
This Lesson will introduce students to the challenges of implementing an impact measuring and monitoring system in a social enterprise.
Required Reading/Watching: Complete Before Week 11 Live Session
Watch/Listen: n/a
Read in Online Textbook: Chapter 7
Read in NYU Classes: Acceso (Part B) Case

Discussion Questions: Due Before Week 11 Live Session

What are the potential operational constraints to implementing new impact metrics for Acceso?

Assignments to Submit: Complete After Week 11 Live Session but Before Week 12 Live Session (submit on NYU Classes)

Metric Experimentation and Memo (See Assignments in NYU Classes for more detailed instructions)

WEEK 12: CASE - Natura Cosmeticos
April 26, 2021/4:55 PM
This Lesson will examine how one of the world’s largest B Corporations integrates financial and nonfinancial (environmental, social and governance) reporting.

Required Reading/Watching: Complete Before Week 12 Live Session
Watch/Listen: n/a
Read in Online Textbook: Chapter 9
Read in Case Packet: Natura Cosmeticos; Blended Value Proposition: Integrating Social and Financial Returns
Read in NYU Classes: n/a

Discussion Questions: Due Before Week 12 Live Session

Who benefits from integrated reporting?

Assignments to Submit: Complete After Week 12 Live Session but Before Week 13 Live Session (submit on NYU Classes)

n/a
WEEK 13: CASE - Fundación Paraguaya
May 3, 2021/4:55 PM
This Lesson reviews the methodology for calculating Social Return on Investment (SROI) and the advantages and difficulties of its adoption.

Required Reading/Watching: Complete Before Week 13 Live Session
Watch/Listen: n/a
Read in Online Textbook: n/a
Read in Case Packet: In Harvard Packet: Guidelines for Social Return on Investment
In WDI packet Fundación Paraguaya A, B and C
Read in NYU Classes: n/a

Required Activities: Complete Before Week 13 Live Session
n/a

Discussion Questions: Due Before Week 13 Live Session
What do you think of the SROI analysis? Have they created a reasonable model?

Assignments to Submit: Complete After Week 13 Live Session but Before Week 14 Live Session (submit on NYU Classes)
Final Project and Elevator Pitch Presentation

WEEK 14: Final Project presentations
May 10, 2021/4:55 PM
Students will present their “elevator pitch” for financing the social enterprise that are the focus of their final project. Presentations will be submitted be VoiceThread and students will display presentations and then participate in Q&A.

Required Reading/Watching: Complete Before Week 14 Live Session
Watch/Listen: n/a
Read in Online Textbook: n/a
Read in Case Packet: n/a
Read in NYU Classes: n/a

Required Activities: Complete Before Week 14 Live Session
n/a

Discussion Questions: Due Before Week 14 Live Session
NYU Classes

All announcements, resources, and assignments will be delivered through the NYU Classes site. I may modify assignments, readings, due dates, and other aspects of the course as we go through the term with advance notice provided as soon as possible through the course website.

Technology Support

Students have 24/7 support to NYU’s IT services. Explore the NYU servicelink knowledgebase for troubleshooting and student guides for all NYU-supported tools (like NYU Classes, Zoom, etc). Contact askIT@nyu.edu or 1-212-998-3333 (24/7) for technology assistance, or you may contact Zoom’s 24/7 technical support (this includes a chat function), or Review Zoom’s support resources.

Don’t forget, your peers are another source of support. You could ask a friend or classmate for help or tips.

Classroom Norms and Netiquette

Students should arrive for Zoom sessions promptly, mute their audio unless participating, pose questions using either the chat or raise hand function. You are expected to participate in each class with your Zoom audio and video on. Please review Wagner’s Zoom in the Classroom series about classroom etiquette, participation, and more. Students may not share the Zoom classroom recordings. The recordings are kept within the NYU Classes site and are for students enrolled in this course only.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by Wagner’s Academic Code. All Wagner students have already read and signed the Wagner Academic Oath. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Student Accessibility

Academic accommodations are available for students with disabilities. Please visit the Moses Center for Student Accessibility website and click the “Get Started” button. You can also call or email (212-998-4980 or mosescsa@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.
NYU’s Calendar Policy on Religious Holidays

NYU’s Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

NYU’s Wellness Exchange

NYU’s Wellness Exchange has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.

Student Resources

Wagner offers many quantitative and writing resources as well as skills workshops. The library offers a variety of data services to students.

Class Policies

I will generally answer emails within 48 hours of receipt, but not on weekends. Note Wagner’s incomplete policy and course withdrawal policy.