



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

PADM-GP 2311
SOCIAL IMPACT INVESTMENT
Spring 2022

Instructor Information

- Professor Scott Taitel
- Email: staitel@nyu.edu
- Office Hour: Wednesdays, 3:00 – 4:00 PM or by appointment

Course Information

- Class Meeting Times: Wednesdays, 4:55 – 6:35 PM
- Location: 194 Mercer, Room 307

Course Prerequisites

- CORE-GP.1021

Note that while Accounting is not a prerequisite, students who have not had accounting courses or experience with for-profit financial statements should seriously consider completing the Financial Accounting-Online Course: Introductory Section which has optionally been made available in your Case Packet and is estimated to take approximately 10 hours to complete. It is not necessary to have completed this before the course starts, but it is recommended to be completed before Lesson 4.

Course Description

This course provides an introduction to the impact investment landscape, the potential evolution of impact investment as an asset class and the opportunities and challenges for investors seeking meaningful impact investment vehicles. The course will also teach the process by which an investor performs financial due diligence on a social enterprise to render a responsible investment decision. Students will learn the entire impact investment process from deal sourcing to investment documentation to monitoring financial and social returns. Through a combination of readings, case studies, class discussion and projects, students will gain deep insight into the perspective of the venture philanthropist and the impact investor (including nonprofits). The course will explore the impact investment financial environment including pioneering concepts such as Social Impact Bonds, successes and failures to date, mobilization of investors, allocation

of capital, and the prospects for the future of impact investing. The course will explore impact investment both domestically and in the developing world.

Course Format

This course is designed for your self-study of the theoretical material as introduced in your online textbook. Many classes have an assigned activity based on spreadsheet material that accompanies the text. Completion of these activities should help to reinforce learning from the text.

Most weeks we will also cover a business case in class. These cases will sometimes correlate directly with the text material assigned for the week, but not always. For most weeks, there is a required Discussion question for you to post a one paragraph response to before the class session where the case will be discussed. This will give you an opportunity to think critically about the case you have read and to be prepared for the live class. It is essential that you come to class having read the case in advance. Please note that you may be called on in class to discuss the assigned cases.

Given the unique nature of the place we are in history, I have also introduced a Discussion Forum: Impact Investing and Racial Justice. I have posted articles/readings in this Discussion Forum for you to read most weeks and wherever possible I have aligned these readings with the topic for the week’s Lesson. On an optional basis, unless noted otherwise, I am asking you to post a comment (1 paragraph or less) on one reading of your choice and/or to offer a response to a fellow student’s posting. We will sometimes discuss these postings in class and I will monitor your participation in these forums as additional consideration of the class participation grade. Most important, this exchange will allow you to learn and postulate about impact investing in the context of current critical societal issues.

Course and Learning Objectives

Course Learning Objective Covered	Corresponding Assignment Title
Understand the evolution, landscape and future potential of impact investing.	Role of Government in Fund or SIB Memo
Develop financial and analytical competency to apply investment to drive social impact.	Root Capital Memo, Microfinance Valuation Memo and Template, Valuation Model Navigation, Midterm
Obtain basic skills to understand the process to innovate impact investment financial structures and create and operate impact investment funds.	Online Text Activities, Acumen and Embrace Valuation and Term Sheet Simulation, Final Project
Refine negotiation skills to represent stakeholder positions in placing or securing impact investment capital.	Acumen and Embrace Valuation and Term Sheet Simulation, Kenya Debt Term Sheet Simulation
Learn to utilize impact investing strategies to drive social innovation and measurable social impact in public sector, nonprofit, and for-profit contexts.	Efficient Impact Frontier Simulation, Role of Government in Fund or SIB Memo, Final Project

Required Readings

- [Impact Investment, A Practical Guide to Investment Process and Social Impact Analysis](#), Wiley, Keith Allman, Ximena Escobar de Nogales (Each chapter is also integrated in NYU Brightspace).
- Supplemental Required [Case Pack](https://hbsp.harvard.edu/import/888034) <https://hbsp.harvard.edu/import/888034>

Highly Recommended Supplemental Reading:

- [ImpactAlpha](#) Investment News For a Sustainable Edge (daily online publication)
- **Impact: Reshaping Capitalism to Drive Real Change**, Sir Ronald Cohen
- **Adventure Finance: How to Create a Funding Journey**, Aunnie Patton Power
- **Social Finance**, Oxford Publications, Edited by Alex Nicholls, Rob Paton, and Jed Emerson

Recommended Supplemental Reading:

- **The Impact Investor, Lessons in Leadership and Strategy for Collaborative Capitalism**, Jossey-Bass, Cathy Clark, Jed Emerson, Ben Thornley
- **The Power of Impact Investing, Putting Markets to Work for Profit and Global Good**, Wharton, Judith Rodin, Margot Brandenburg
- **Philanthrocapitalism, How Giving Can Save the World**, Bloomsbury Press, Matthew Bishop, Michael Green
- **Impact Investing: Transforming How We Make Money While Making a Difference**, Jossey-Bass, Antony Bugg-Levine, Jed Emerson
- **Money Well Spent A Strategic Plan for Smart Philanthropy**, Paul Brest and Hal Harvey
- **Measuring and Improving Social Impacts**, Marc Epstein and Kristi Yuthas

Other Linked Resources (Recommended Readings):

- [GIIN Annual Impact Investor Survey 2020](#)
- [IFC Growing Impact: New Insights into the Practice of Impact Investing](#)
- [W.K. Kellogg Foundation: The Business Case for Racial Equity](#)
- [RPA: Impact Investing Handbook: An Implementation Guide for Practitioners](#)

Assessment Assignments and Evaluation

Your course grade will be determined as follows:

- Active Class Participation - 20% (this includes Activities and Discussion Posts)
- Homework - 20%
- Mid-Term - 30%
- 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:

For your final project you can choose either an Individual Project focused on a Nonprofit Program Related Investment (PRI) or a Group Project (up to four students) focused on the creation of an Investment Fund Portfolio.

Individual Project: You will identify a prospective **Program Related Investment (PRI)** – a current program or new program funded or potentially funded by a grant from a Nonprofit organization should alternatively be considered for a Program Related Investment (debt, equity or an innovative financing structure). While not required, you are encouraged to identify an opportunity that could address social impact around racial justice. The decision should be guided by the MISSION Framework. Your project should include a detailed analysis of each of the MISSION elements (**Market, Impact, Scale, Sustainability, Incrementality, Organization and NEXT**) as outlined in the case in Lesson 4. Your paper should additionally include financial return projections to support the NEXT section and social impact metrics to support the Impact section. Regardless of whether your proposed PRI addresses racial justice, the Impact section should also include metrics related to Equity, Diversity and Inclusion. The project should be presented in a paper not to exceed eight pages double spaced (exhibits can be provided in addition to these pages). The Project is due on **May 6, 2022**.

Group Project: You will design an Impact Investment Portfolio strategy for which you will:

- a. Determine your portfolio selection criteria and Theory of Change,
- b. Explain why your selected asset(s) meet your criteria,
- c. Research the enterprise(s) [at least one per each group member] and develop five-year projections on both financial and social returns to assess a valuation,
- d. Identify/develop metrics for assessing impact including how Fund will be assessed on Equity, Diversity and Inclusion
- e. Identify risks associated with the investment(s) [both on the financial and social return side]
- f. Develop mock term sheet(s) which will protect your investment(s) without constraining the success of the social enterprises, and
- g. Propose the scorecard for calculating the carry for the portfolio

A spreadsheet template will be provided in NYU Brightspace to guide this Group Project. The group work should be presented in a group paper not to exceed eight pages double spaced (exhibits can be provided in addition to these pages) and the individual members' work should be presented in individual papers that can be limited to five pages double spaced. The Project (both the group and individual portion) is due on **May 6, 2022**.

Overview of the Semester

Deliverables due by 5 PM on the day of class unless another date is noted.

Week	Date	Topic	Deliverable
Lesson 1	1/26	The Impact Investing Landscape Case: Root Capital	
Lesson 2	2/2	The Beginnings of Impact Investing Cases: Credit Suisse; Coastal Ventures Limited	Root Capital Memo
Lesson 3	2/9	Investment Analysis and Valuation Case: Coastal Ventures Limited (cont.); Valuing a Microfinance Institution, Bridges Ventures	
Lesson 4	2/16	The Role of Blended Finance in Impact Investing Case: Launching the MicroBuild Fund	Microfinance Valuation Memo and Spreadsheet Template
Lesson 5	2/23	Kenyan Debt Simulation (joint with the NYU Law School)	Valuation Model Navigation
Lesson 6	3/2	Impact Measurement	
Lesson 7	3/9	Debt Simulation Debrief (joint with the NYU Law School)	Debt Term Sheet (3/7 at noon) Take-Home Midterm (due 3/11)
		SPRING BREAK	
Lesson 8	3/23	Negotiating Early-Stage Valuation Case: Acumen Fund and Embrace	
Lesson 9	3/30	Philanthrocapitalism –Role of Nonprofits in Impact Investment Mission Investing – A Framework for Family Foundations; Omidyar Network	Acumen-Embrace Terms (3/25)
Lesson 10	4/6	Impact Investment Transactions (joint session with U of Michigan Law School) Case: Acumen Fund and Embrace	Equity Term Sheet and Memo (4/4 at noon) Draft Project Theory of Change (4/6)
Lesson 11	4/13	Inclusive Business and Impact Investment In-class Case to be provided – participation by guest co-lecturer Noah Beckwith; Case: Mongolia Value Chain Investment Fund	
Lesson 12	4/20	Impact Measurement – Part II Cases: ACE Social Venture, Root Capital and the Efficient Impact Frontier	Efficient Impact Frontier Simulation (4/20 at noon)
Lesson 13	4/27	The Role of Government in Social Finance – Social Impact Bonds Cases: Social Finance; Goldman Sachs	
Lesson 14	5/4	The Future of Impact Investing Practitioner Guest Lecture	Govt in Funds Memo (Extra Cred) Project Papers (due 5/6)

Letter Grades

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

Letter Grade	Points
A	4.0 points
A-	3.7 points
B+	3.3 points
B	3.0 points
B-	2.7 points
C+	2.3 points
C	2.0 points
C-	1.7 points
F	0.0 points

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

WEEK 1: THE IMPACT INVESTING LANDSCAPE

January 26, 2022/4:55 PM

This Lesson introduces the current landscape of Impact Investing and defines Impact Investing for the purposes of this course. The Root Capital case will be used to discuss the importance of developing a framework to guide impact investment decision making.

Required Reading/Watching: Complete Before Week 1 Live Session

Watch/Listen: n/a

Read in Online Textbook: Chapter 1 – Introduction to Impact Investing

Read in Case Packet: Root Capital; The Promise of Impact Investing

Read in NYU Brightspace: n/a

Required Activities: Complete Before Week 1 Live Session

Using the interactive charts from the Global Impact Investing Network 2020 Survey <https://thegiin.org/research/publication/impinv-survey-2020#charts> identify those interactive charts where you can toggle between investors focused on Developed vs. Emerging markets; note at least two differences in Impact Investing trends between these two investor types.

Discussion Questions: Due Before Week 1 Live Session

Required: What are Root Capital’s core competencies?

Optional: Read the article(s) in the Racial Justice track. Post a comment on one and/or respond to another student's comment.

Assignments to Submit: Complete After Week 1 Live Session but Before Week 2 Live Session (submit on NYU Brightspace)

Based on the Root Capital case, write a memorandum (not to exceed one page double spaced) suggesting which and how many of the seven loans detailed in Exhibit 1 you suggest Root Capital undertake. Your memorandum should include a framework for comparing the deals.

Optional Activities: Complete Before or After Week 1 Live Session (no submission)

Financial Accounting - Online Course: Introductory Section

WEEK 2: THE BEINNINGS OF IMPACT INVESTING

February 2, 2022/4:55 PM

This Lesson discusses how the learnings from microfinance inform Impact Investing. A case on Credit Suisse's entry into microfinance will show the incentive for large financial services firms to enter Impact Investing. Through another case, Coastal Ventures, we will discuss how Impact Investing was used by a pioneering Community Development organization.

Required Reading/Watching: Complete Before Week 2 Live Session

Watch/Listen: n/a

Read in Online Textbook: Chapter 2 – Sourcing and Screening

Read in Case Packet: Microfinance at Credit Suisse: Linking the TOP with the BOP; Coastal Ventures Limited Partnership: Balancing a Sustainable Investment Strategy with a Social Mission; Background Note: Examining the Case for Investing for Impact

Read in NYU Brightspace: Community Development Venture Capital: A Double-Bottom Line Approach to Poverty Alleviation

Required Activities: Complete Before Week 2 Live Session

Using the excel-based textbook file: Chapter 2: Country_Ranking.xlsm choose one country in which you are interested and determine the weighted value score under each of the following selected scenarios: Global Impact - Equity, Global Impact - Debt, Global Impact - Maternity, Global Impact - Non-Impact, Global Impact – Charity.

Discussion Questions: Due Before Week 2 Live Session

Required: What are the pros for Credit Suisse to be involved in microfinance?

Optional: Read the articles in the Racial Justice track. Post a comment on one and/or respond to another student's comment.

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

n/a

Optional Activities: Complete Before or After Week 2 Live Session (no submission)

Financial Accounting-Online Course: Introductory Section

WEEK 3: INVESTMENT ANALYSIS AND VALUATION

February 9, 2022/4:55 PM

This Lesson delves into the idiosyncrasies of valuation of early stage companies and the complexity that provides for impact investors. A wrap-up of Coastal Ventures case and a new case on Valuing a Microfinance Institution will guide the discussion. The Bridges Ventures case and the implementation of a portfolio of Funds in a developed world context will also be introduced.

Required Reading/Watching: Complete Before Week 3 Live Session

Watch/Listen: n/a

Read in Online Textbook: Chapter 3 -Investment Analysis and Valuation

Read in Case Packet: Valuing a Microfinance Institution: Dealing with Uncertainty, Bridges Ventures

Read in NYU Brightspace: n/a

Required Activities: Complete Before Week 3 Live Session

Using the excel-based textbook file: Chapter 2: Chapter 2 Corporate Teasers which of these three companies do believe are most impactful based on these summaries? What else would you like to see?

Discussion Questions: Due Before Week 3 Live Session

Required: Do you believe Kuota's growth projections are realistic?

Optional: Read the articles in the Racial Justice track. Post a comment on one and/or respond to another student's comment.

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

Microfinance Valuation Template and One-Page Memorandum – Choose one of the valuation techniques to complete using the template provided. Based on completion of the one technique, suggest a valuation that Claire Smith should propose for Kuota. Submit a one page, double spaced memorandum with the valuation justification and include what you believe to be the pros and cons of the valuation technique and if you believe it takes impact into consideration.

Attached to your memorandum should be the valuation spreadsheet with the one section completed.

Optional Activities: Complete Before or After Week 3 Live Session (no submission)

Financial Accounting-Online Course: Introductory Section

WEEK 4: THE ROLE OF BLENDED FINANCE IN IMPACT INVESTING

February 16, 2022/4:55 PM

This Lesson will introduce the potential of blending capital from multiple sectors to address SDGs and will be illustrated through a multimedia case on Habitat for Humanity's MicroBuild Fund which was developed by the Professor in conjunction with the NYU Law School.

Required Reading/Watching: Complete Before Week 4 Live Session

Watch/Listen: Video Clips in MicroBuild case

Read in Online Textbook: **Chapter 8** - Investment Alternatives, Challenges and Outlook

Read in Case Packet: Download: Launching the MicroBuild Fund at the following URL
https://cases.grunin.law.nyu.edu/product/grunin_case_study-xml/

Read in NYU Brightspace: Incentives for driving impact in deal and fund structures

Required Activities: Complete Before Week 4 Live Session

n/a

Discussion Questions: Due Before Week 4 Live Session

Required: Is being a demonstration fund helpful or hurtful to MicroBuild's potential success?

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

Valuation Model Navigation Assignment – Open the Solero Excel Model (Solero_Model.xlsm) in the Chapter 3 folder of the Excel Workbook accompanying the Allman text. Select two different scenarios (other than the Base Case) in the Inputs Tab and review the results in the Output tab. Provide a one-page memorandum to the Fund's investment manager highlighting the scenario's impact on Investor A's IRR. (This exercise is intended to get you familiar with the valuation model structure).

Optional Activities: Complete Before or After Week 4 Live Session (no submission)

n/a

WEEK 5: KENYAN DEBT SIMULATION

February 23, 2022/4:55 PM

This Lesson will build upon the MicroBuild case studied in the earlier lesson. We will join classes with a NYU Law class to set up a joint simulation focused on executing the MicroBuild Fund in Kenya with a specific microfinance institution.

Required Reading/Watching: Complete Before Week 5 Live Session

Watch/Listen: n/a

Read in Online Textbook: n/a

Read in Case Packet: n/a

Read in NYU Brightspace: Building the Business Case for Housing Microfinance Sub-Saharan Africa

Required Activities: Complete Before Week 5 Live Session

n/a

Discussion Questions: Due Before Week 5 Live Session

There will be no discussion questions for this week.

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

Debt Term Sheet to be completed with the NYU Law Students due on 3/7 by noon

Optional Activities: Complete Before or After Week 5 Live Session (no submission)

n/a

WEEK 6: IMPACT MEASUREMENT

March 2, 2022/4:55 PM

This Lesson will introduce the various Impact Measurement techniques in the field of Impact Investing while also discussing the methods that are evolving as potential standards.

Required Reading/Watching: Complete Before Week 6 Live Session

Watch/Listen: IRIS Plus Video Recording

Read in Online Textbook: Chapter 6 - Post Investment Monitoring, Management and Value Building

Read in Case Packet: Calculating the Value of Impact Investing

Read in NYU Brightspace: Unpacking the Impact in Impact Investing; Impact Carry: A carrot-based approach to boosting the impact of impact investments

Required Activities: Complete Before Week 6 Live Session

Using Chapter 6: Solero_Qtly_Rpt_Framework.xlsx click through on at least three of the IRIS metrics. Are there any other related IRIS sub metrics you would recommend that Solero should track?

Discussion Questions: Due Before Week 6 Live Session

Required: Read the Professor's White Paper on Equity, Diversity and Inclusion in Social Finance. Post a comment on one and/or respond to another student's comment.

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

Take-Home Midterm due 3/11 by 11:55 PM. This will be case-based and instructions will be provided.

Continue meeting with Law Students toward completing Debt Term Sheets (due 3/7 at noon)

Optional Activities: Complete Before or After Week 6 Live Session (no submission)

n/a

WEEK 7: KENYA DEBT SIMULATION DEBRIEF – Part 2

March 9, 2022

This Lesson will provide a concluding lecture and epilogue on the simulation conducted with the NYU Law students.

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

n/a – activities have not been scheduled to allow for completion of work with NYU Law students and the take home Midterm

Discussion Questions: Due Before Week 7 Live Session

Required: There will be no required discussion questions for this week.

Optional: Read the article(s) in the Racial Justice track. Post a comment on one and/or respond to another student's comment.

Assignments to Submit: Complete After Week 7 Live Session but Before Week 8 Live Session (submit on NYU Classes)

Take-Home Midterm due 3/11 by 11:55 PM. This will be case-based and instructions will be provided.

Optional Activities: Complete Before or After Week 7 Live Session (no submission)

n/a

NO CLASS ON 3/16 for SPRING BREAK

WEEK 8: NEGOTIATING EARLY-STAGE VALUATION

March 23, 2022/4:55 PM

This Lesson will discuss the need for innovative structures and approaches to foster early-stage investing. Students will participate in a simulation guiding a negotiation between a pre-revenue company Embrace and the impact investor Acumen Fund. There will be a follow-on assignment where you will be placed in teams with students from the University of Michigan Law School to negotiate a related Term Sheet.

Required Reading/Watching: Complete Before Week 8 Live Session

Watch/Listen: Embrace Video

Read in Online Textbook: Chapter 5 - The Term Sheet and Definitive Documentation

Read in Case Packet: Acumen Fund and Embrace: From the Leading Edge of Social Venture Investing

Read in NYU Brightspace: Incentives for Driving Impact in Deal and Fund Structures

Required Activities: Complete Before Week 8 Live Session

n/a

Discussion Questions: Due Before Week 8 Live Session

Required: Do you think Embrace should stay as a nonprofit?

Optional: Read the article(s) in the Racial Justice track. Post a comment on one and/or respond to another student's comment.

Assignments to Submit: Complete After Week 8 Live Session but Before Week 9 Live Session (submit on NYU Brightspace)

Acumen-Embrace Team Negotiation – Submit the terms you agreed to in your assigned teams relative to Valuation, Amount of Investment and Percentage Ownership by 3/25. This information will be used in your follow-on meetings with assigned University of Michigan Law students.

Optional Activities: Complete Before or After Week 8 Live Session (no submission)

n/a

WEEK 9: PHILANTHROCAPITALISM – ROLE OF NONPROFITS IN IMPACT INVESTMENT

March 30, 2022/4:55 PM

This Lesson will discuss the role of Nonprofits in Impact Investing and will center on a hybrid Fund formed by the Omidyar Foundation and the Professor's Mission Investing framework developed in conjunction with the Michael and Susan Dell Foundation. (This framework is a key component of the Individual Project for this course).

Required Reading/Watching: Complete Before Week 9 Live Session

Watch/Listen: n/a

Read in Online Textbook: Chapter 4 - Due Diligence and Investment Structuring

Read in Case Packet: Omidyar Network: Pioneering Impact Investment

Read in NYU Brightspace: Peruse the following documents given their length: Mission Investing: A Framework for Family Foundations; Virtuous Capital: What Foundations Can Learn from Venture Capitalists; From Blueprint to Scale: The Case for Philanthropy in Impact Investing

Required Activities: Complete Before Week 9 Live Session

Using the excel-based textbook file: Chapter 3: Solero_Model.xlsx get familiar with this spreadsheet. Try toggling between different scenarios by changing the number on the input tab. Which scenario do you think may create the most risk for the company? You will dig deeper into this spreadsheet in a Homework assignment.

Discussion Questions: Due Before Week 9 Live Session

Required: What influenced the evolution of Omidyar to migrate from a Family Foundation to a hybrid network?

Optional: Read the articles in the Racial Justice track. Post a comment on one and/or respond to another student's comment.

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

Draft Project Theory of Change – Submit a description of your PRI Individual Project or Investment Portfolio Group Project (noting the team members) and your first draft of the Investment Theory of Change for the selected Nonprofit or Investment Fund. The project can change later in the semester, but this assignment will get you started and provide practice with drafting a Theory of Change for an Impact Investment strategy. See example of Theory of Change in Allman Text on page 27. This should be one page, double spaced.

Optional Activities: Complete Before or After Week 9 Live Session (no submission)

n/a

WEEK 10: IMPACT INVESTMENT TRANSACTIONS

April 6, 2022/4:55 PM

This Lesson will build upon the Acumen- Embrace case studied in the earlier lesson. We will join with University of Michigan's Law's School class to debrief on the Equity Term Sheets which resulted from your team negotiations.

Required Reading/Watching: Complete Before Week 10 Live Session

Watch/Listen: n/a

Read in Online Textbook: Read in Online Textbook: Chapter 7 – Impact Investing Funds

Read in Case Packet: Acumen Fund and Embrace: From the Leading Edge of Social Venture Investing

Read in NYU Classes: n/a

Required Activities: Complete Before Week 10 Live Session

n/a

Discussion Questions: Due Before Week 10 Live Session

There will be no discussion questions for this week.

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

n/a

Optional Activities: Complete Before or After Week 10 Live Session (no submission)

n/a

WEEK 11: INCLUSIVE BUSINESS AND IMPACT INVESTING

April 13, 2022/4:55 PM

This Lesson will introduce the implementation of an Impact Investment Fund focused on addressing climate change at scale by impacting an entire value chain throughout the country of Mongolia. Noah Beckwith will participate as a guest co-lecturer.

Required Reading/Watching: Complete Before Week 11 Live Session

Watch/Listen: n/a

Read in Online Textbook: Chapter 7 - Impact Investing Funds

Read in Case Packet: n/a

Read in NYU Brightspace: Designing an Investment Facility for Climate-Resilient Livelihoods in Mongolia; Financing Inclusive Businesses in the Agricultural Value Chain

Required Activities: Complete Before Week 11 Live Session

Using Chapter 7: PE_Fund_Model_20150303.xlsm, as a prospective impact investor, what other information would you like to see on the Output Tab Dashboard?

Discussion Questions: Due Before Week 11 Live Session

Required: Read the assigned Racial Justice Track articles/readings. Post a comment on one and/or respond to another student's comment.

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

Efficient Impact Frontier Simulation due April 20th (by noon)

Optional Activities: Complete Before or After Week 11 Live Session (no submission)

n/a

WEEK 12: IMPACT MEASUREMENT (PART II) AND THE EFFICIENT IMPACT FRONTIER SIMULATION

April 27, 2022/4:55 PM

This Lesson will continue the discussion of Impact Measurement and introduce financial and social return tradeoff analysis through a simulation developed by Root Capital.

Required Reading/Watching: Complete Before Week 12 Live Session

Watch/Listen: Video: Challenging Perspectives on Impact Investing

Read in Online Textbook: n/a

Read in Case Packet: ACE Social Venture; Root Capital and the Efficient Impact Frontier

Read in NYU Brightspace: Toward the Efficient Impact Frontier; The Investor's Perspective: Constructing a portfolio on the efficient impact- financial frontier within one asset class

Required Activities: Complete Before Week 12 Live Session

Using the Root Capital Simulation Spreadsheets in NYU Brightspace follow the simulation instructions provided.

Discussion Questions: Due Before Week 12 Live Session

Optional: Read the articles in the Racial Justice. Post a comment on one and/or respond to another student's comment.

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

n/a

Optional Activities: Complete Before or After Week 12 Live Session (no submission)

n/a

WEEK 13: THE ROLE OF GOVERNMENT IN IMPACT INVESTING – SOCIAL IMPACT BONDS

April 27, 2022/4:55 PM

This Lesson will move the discussion to the role government can have in Impact Investing ranging from policy to participation in Social Impact Bonds (SIBs) and will feature the first SIB launched in New York City. Andy Siwo will participate as a co-guest lecturer.

Required Reading/Watching: Complete Before Week 13 Live Session

Watch/Listen: n/a

Read in Online Textbook: n/a

Read in Case Packet: Social Finance, Inc.; Goldman Sachs (A) and (B): Determining the Potential of Social Impact Bonds

Read in NYU Brightspace: The Potential and Limitations of Impact Bonds (Lessons from the First Five Years of Experience Worldwide); SEC Brief - The Division of Examinations' Review of ESG Investing

Required Activities: Complete Before Week 13 Live Session

n/a

Discussion Questions: Due Before Week 13 Live Session

Required: Are you surprised Social Impact Bonds are called Bonds and why?

Assignments to Submit: Complete After Week 13 Live Session but Before Week 14 Live Sessions as noted (submit on NYU Brightspace)

Role of Government in Fund or SIB One-Page Memorandum Extra Credit- Select one of the Funds referenced in class or one in which you are aware has had government involvement (grant, investment, Development Finance Institution support, etc.) and with minimal desktop research provide a one page double spaced memo describing the Fund, its investment thesis and how government has been involved in its creation or its funding or alternatively selecting from page 12 of the The Potential and Limitations of Impact Bonds in the NYU Brightspace readings noted above (or from other resources), write a one page , double-spaced description of the design of either a domestic or international Social Impact Bond other than the ones we have discussed in class.

Optional Activities: Complete Before or After Week 13 Live Session (no submission)

n/a

WEEK 14: THE FUTURE OF IMPACT INVESTING

May 4, 2022/4:55 PM

This Lesson will focus on the future of the Impact Investing Sector with involvement by guest lecturer Practitioners.

Required Reading/Watching: Complete Before Week 14 Live Session

Watch/Listen: n/a

Read in Online Textbook: n/a

Read in Case Packet: Venture Philanthropy: Its Evolution and its Future; Frameworks for Dialogue and Research about Social Impact Investing

Read in NYU Brightspace: Private Capital Public Good – Leveraging Impact Investing to Support a Just & Equitable Recovery; Coalition Calls for White House Initiative on Inclusive Economic Growth

Required Activities: Complete Before Week 14 Live Session

n/a

Discussion Questions: Due Before Week 14 Live Session

n/a

Assignments to Submit: Complete After Week 14 Live Session but Before May 6, 2022 (submit on NYU Brightspace)

Final Project – See Instructions above in Syllabus

Optional Activities: Complete Before or After Week 14 Live Session (no submission)

n/a

NYU Brightspace

All announcements, resources, and assignments will be delivered through the NYU Brightspace 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 Brightspace, 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.

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](#).