Greenhouse Syllabus
Spring 2015

Teaching Team

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Syllabus Greenhouse 2015

**Note: Content, Speaker Schedules, Readings and Assignments will be adjusted during the semester to reflect the specific needs of the class and availability of guests. Please feel free to provide feedback to the teaching team on an ongoing basis.**

*** Note the Location of Class: Class will be held in the Stewart Room of Union Theological Seminary. Enter the building at the entrance that is on the west-side of Broadway, just north of 120th Street. To clarify, the entrance is on the west-side of Broadway between 120th and 121st streets- but it’s just about 15 feet north of 120th street.

Once you enter, show your Columbia ID to the guard and ask for the Stewart Room. Either our colleague Nat Kelner or Jordan Steffy will be there to help you find the Stewart Room.

February 2, 2015

Class One – Orientation & Intro to Fundraising:

- Orientation
  - Teaching team introductions, expectations, resources, process, office hours, homework

- Class Intros
  - Share your skills, needs/wants and business with the rest of the class

- Team pairs
  - You’ll be paired with a similar business in class

- Intro to fundraising
  - We’re diving right in on this most important topic
    - Pitches
    - Strategy
    - Lead sheets
    - Q & A

- Assignments for next class:
  - Prepare your one-pager and bring to class with you
  - Prepare a 30 second pitch, 3 sentences
    - What your company does
    - How big is your market
    - How much traction do you have
February 9, 2015

Class Two – Fundraising Demystified:

• Pitches & One-Pagers
  o Be prepared to pitch to the class in 30 seconds (our timing will be strict)
  o Describe the three main items you’ll be working on in the coming week

• Lecture
  o Pre-game
  o Lead Sheet
  o Post-meeting
  o Tools: Sidekick, Angel List etc
  o 2-min pitches

• Guest Speakers:
  o Shane Snow & Joe Coleman, Cofounders of Contently
    ▪ Raised Seed, A & B Rounds
    ▪ Columbia Grad
  o Q & A

• Assignments:
  o Incorporate class feedback to improve 30 second pitches
  o Prepare a 2 minute pitch:
    ▪ your 30 second pitch
    ▪ your unique insight
    ▪ how you make money
    ▪ your team
    ▪ ask for the money
  o First draft of your lead sheet
  o Read “Lines not Dots” by Mark Suster:
  o Based on today’s class, fill in the fundraising section of your one pager
    with action items
  o Send your legal/incorporation/corporate hygiene questions for Charles
    Torres, Esq. to Jordan Steffy, TA by the Friday before next class
February 16, 2015

Class Three – Corporate Hygiene & Term Sheets:

- Guest Speaker: Charles Torres, Partner at Lowenstein LLP
  - Topic 1: Lecture: “What you don’t know that you need to know”
    + Charles addresses the questions you submitted ahead of time (see last weeks assignments)
  - Topic 2: Term Sheets Demystified

- Two-minute pitches:
  - First in groups of two
  - Then in front of the class

- Working Session: Teams discuss fundraising plan with Dave Lerner and colleagues

- Discussion: Mark Suster’s “Lines not Dots” blog post

- Assignments:
  - Prepare a “Lines not Dots” approach to your lead sheet
  - Read AVC KPI blog post:
  - Sketch out 10 KPI’s that you think you need to keep track of
    - Why are they important
    - How will you keep track of them
  - Based on today’s class, fill in the legal/corporate hygiene section of your one pager with action items

February 23, 2015

Class Four – Metrics & Instrumentation:

- Guest Speaker: Nik Bonaddio, CEO of NumberFire
  - Topic: How to know you’re on the right track
  - Q & A

- Workshop on Metrics and KPI
  - Discussion what constitutes progress and success

- Assignments
  - Based on today’s class, fill in the Metrics section of your one pager with action items
  - Think about what type of culture you want to create for your startup
March 2, 2015
Class Five – Building Culture & Motivating Teams:
  • Guest Speaker: Brad Hargreaves, co-founder, General Assembly, Venture Partner Maveron Ventures
    o Topic: Building Culture + Motivating Teams
    o Q & A
  • Lecture/Discussion: Professor/CEO Brendan on creating a new company culture at 1000Museums
  • Workshop: Pairs huddle and develop “culture blueprint”
  • Assignments:
    o Based on today’s class, fill in the Team section of your one pager with action items

March 9, 2015
Class Six: Field Work
  • Get out of the building!
    o Use this time to make progress on your Startup
    o Set up meetings
    o Connect with your mentor
    o Be prepared to report back at the next class and update any finished action items on your one pager
    o Open office hours with the professors

March 16, 2015
NO SCHOOL

March 23, 2015
Class Seven – Sales & Tactics:
  • Guest Speaker: Ryan Petersen, CEO, Flexport, Y-Combinator Alum
    o Topic: CEO as the first salesperson
    o Q & A
  • Workshop: Building the early sales process
    o What is your sales strategy?
    o Later stage ventures: share you experience making sales
    o Wandering Bear on how they got in with Fresh Direct
  • Assignments:
    o Based on today’s class, fill in the Sales section of your one pager with action items
March 30, 2015

Class Eight – Evolving Responsibilities:

• Guest Speaker: Greg Marsh, CEO, KeyMe
  o Topic: The CEO’s evolving role as company grows
  o Q & A
• Lecture: Pitch decks
  o What you need to include
  o What does a pro pitch deck look like?
• Workshop:
  o Two volunteer teams will share their investor pitch
  o Revisit lead sheets
    ▪ How have they evolved since week one
    ▪ Share the “lines” you have cultivated
• Assignments:
  o Based on today’s class, fill in the Growth section of your one pager with action items
  o Prepare the

April 4, 2015

Class Nine: Field Work

• Get out of the building!
  o Use this time to make progress on your Startup
  o Set up meetings
  o Connect with your mentor
  o Be prepared to report back at the next class and update any finished action items on your one pager
  o Open office hours with the professors
  o 5 teams will pitch at Dave’s office

April 13, 2015

Class Ten: Field Work

• Get out of the building!
  o Use this time to make progress on your Startup
  o Set up meetings
  o Connect with your mentor
  o Be prepared to report back at the next class and update any finished action items on your one pager
  o Open office hours with the professors
  o 5 teams will pitch at Dave’s office
April 20, 2015

Class Eleven – Mental Well-Being

AT THE COLUMBIA STARTUP LAB (69 CHARLTON ST)

- Guest Speaker: Jerry Colonna, CEO @ Reboot HQ
  - Topic: Maintaining Well-Being as you start your Start-UP
  - Q & A
- Spring Venture Showcase (6:30pm-10pm)
  - 5 minute Pitch to some of New York City’s best early stage venture investors (great opportunity to showcase your progress)

April 27, 2015

Class Twelve – Greenhouse Reception

- Class convenes privately at 4PM at location TBD for final discussions and comments/feedback from teaching team
- 5:30pm Networking, cocktails and dinner with Greenhouse alumni
  - Location: TBD