

Abstract

This teaching case examines Youth Entrepreneurs (YE), a founder-led, community-based nonprofit that provides entrepreneurship education, financial literacy, and career readiness programming to youth from historically underserved communities. Founded in 2021, YE developed a relationship-centered model emphasizing access, mentorship, and experiential learning. By 2025, growing demand from schools, community organizations, and funding partners raised a strategic dilemma: whether—and how—to expand the program beyond its original geographic footprint without compromising mission alignment, program quality, or organizational capacity. The case presents competing growth pathways, including replication, partnership-based expansion, and intentional limitation, each carrying distinct risks and opportunities. Drawing on theories of mission drift, scaling social impact, founder dependence, and resource dependence, the case invites students to analyze leadership decision-making under external pressure and internal constraints.

Keywords

Youth entrepreneurship; Social entrepreneurship; Nonprofit leadership; Scaling social impact; Mission drift; Community-based organizations; Founder-led organizations; Economic mobility; Teaching case