



**EXCELLENCE IN PEDAGOGICAL
INNOVATION AWARD**

“The Creator Pedagogy”
Georgetown University

Eric Koester

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The Creator Pedagogy helps entrepreneurial-minded students demonstrate their learning and expertise, and create credibility through the creation and publishing of a book, podcast, video series, article series or event series.

In August 2016, Eric Koester, lecturer and adjunct professor of Georgetown University McDonough School of Business launched a new initiative at Georgetown: ***The Creator Pedagogy***. The two-course series has fundamentally altered the way Georgetown University and its Entrepreneurship Initiative will serve the student community to create more entrepreneurs and more people living with the entrepreneurial mindset.

Background on the Creator Pedagogy

The theory has been floated that you “can’t teach” entrepreneurship – you must experience it. And thus, many of the innovations in entrepreneurial education have consisted of encouraging students to create more business ventures. *But what happens when you meet a student who doesn’t want to start a business venture... yet?*

Eric Koester, a serial entrepreneur, venture capitalist and lecturer and adjunct professor of Georgetown University McDonough School of Business had grown frustrated with his own limitations as a professor. Growing classes full of enthusiastic students who didn’t see entrepreneurship as a viable career path (yet). In 2016, *The Atlantic* published an article, *The Myth of the Millennial Entrepreneur*, and offered the following opening line: “The generation cheered for its start-up mentality is actually starting companies at the lowest rate in 25 years. Why?” [<https://www.theatlantic.com/business/archive/2016/07/the-myth-of-the-millennial-entrepreneur/490058/>]. The article goes on to suggest a reason: Despite their interest, most millennials see entrepreneurship as something they’ll pursue ‘after they get some experience and pay off their loans.’ The author writes, “Young people very well may lead the country in entrepreneurship, as a *mentality*. But when it comes to the more falsifiable measure of entrepreneurship as an *activity*, older generations are doing most of the work.”

Koester saw the same after interviewing and surveying his current and prior students. Less than 2% of his undergraduate, masters and MBA students saw starting a full-time business venture as a viable option *immediately* after graduating. Most, he found, thought entrepreneurship was a likely career option “7-10 years after graduating.”

But what do we do with the 98%, Koester wondered. He decided to develop an entirely new approach to entrepreneurial education – and in the process developed The Creator Pedagogy. The Creator Pedagogy is designed offer students a hands-on, experiential experience *without* the need for a traditional business venture, instead working to cultivate the creator mindset – a way to think, act and communicate entrepreneurially that would build credibility and expertise. And to accomplish this Koester came up with a transformational approach:

Help his students demonstrate their learnings and expertise through creating and publishing a book.

The Creator Pedagogy: Courses & Learning

First launched in August 2016 (and presented at the USASBE 2017 conference), Koester's two-semester course experience (first semester creating a manuscript; second building a book & launching) had fifteen (15) student authors published books and one student was signed to a book agent in its first cohort. In the second session, 16 student authors published in fall 2017. And today a pipeline of 40+ more students are on track to publish in spring 2018. These students were taught about entrepreneurship through authorship. They launched a book, just like they would launch a startup, by applying skills, such as ideation techniques, customer discovery, lean startup iteration, and startup marketing.

But not only have the students become published authors, but also 60 percent of the authors have created a business venture associated with their books. This rate is a huge increase over the typical rates Koester has seen from his students. For example, Jaclyn DiGregorio launched a successful \$20,000 Kickstarter with her book and has booked 61 speaking gigs; Adrian Abrams launched a business offering workshops and speaking services for first generation college students; Matthew Busel has a side-job of writing for two publications including Sports Illustrated. All of these entrepreneurial ventures were inspired by the expertise and credibility the authors gained from creating and publishing a book. The stories of students are perhaps the most compelling, as their trajectories are transformed. We've captured their stories of some examples at www.YouTube.com/c/CreatorInstitute

The Creator Pedagogy is applied through a series of two hands-on and experiential entrepreneurship courses where students develop, create, publish, and launch a nonfiction book. The course teaches them all the aspects of entrepreneurship and gives them a tangible representation of the entrepreneurial experience that can benefit them in their job search or their future business ventures. In the future, the pedagogy is slated to be expanded to include additional creation projects including podcasts, video channels, events or conference series or other similar creations.

The Underlying Principles of The Creator Pedagogy Success

Much of the early success of the Creator Pedagogy has to do with many of the students' 'boundaryless' mindset— a desire for a more 'entrepreneurial' career path that *one day* could enable them to launch a business. The creator's mindset pushes students to develop the habits to think, act, and communicate entrepreneurially. At the same time, those small actions build to the point where the student gains both the internal confidence and the external credibility to convince partners, employers, or investors to them. A book can be a very powerful tool, especially given that publishing experts estimate that only 30 college students per year create and publish non-fiction books. A published book in the hands of an investor, potential partner, or employer is a powerful piece of credibility unmatched by many other actions a college student *could* take.

Koester's own research into the college and early career choices of the 3,400 alums of the Forbes 30 under 30 — many of whom were successful entrepreneurs when they were named to the list — revealed an interesting trend: over 80% were creating things in and just after college, but not necessarily companies. Per Koester, successful, young founders and entrepreneurs create things such as conferences, events, podcasts, video series, or books. Those actions of sharing their knowledge, insights, and learnings are what provide them the depth and expertise to be more successful in early startup and entrepreneurial ventures.

Purpose and Mission of the Nominated Pedagogy

The Creator Pedagogy and the related courses are designed to create creators. Students take a two-semester, experiential learning course that teaches the principles of developing and launching a venture using a non-fiction book as the "product." The students apply all of the cutting-edge entrepreneurship principles — ideation, customer discovery, hypothesis testing, persuasion, startup marketing, startup sales, public relations — but do so with a product that is lower risk than many "startup ventures." It offers long-term credibility and expertise to the student even if they do not wish to pursue an entrepreneurial venture immediately after college. Students are trained in the creator mindset, which increases their chances of eventually becoming a

successful founder. Typically, students engage with 15-20 experts through “book interviews,” work with mentors from the startup community, and launch their ventures, which are their books. The students are the sole proprietors of the books, and receive 100 percent of the royalties from its sales, as well as ancillary business opportunities from speaking, writing, or consulting.

Primary Objectives of the Pedagogy

The primary objective of the course is to train students to have the creators mindset. Given that today's college students are interested in entrepreneurship as a long-term career option, but hesitate to pursue it immediately after college, this course is designed to offer applied learning of launching a real product and venture (a book) that has the dual benefit of providing actual experience in entrepreneurship and building credibility/expertise applicable in the early jobs of the student.

The Principal Students the Pedagogy Is Designed to Serve

The course is designed for students with an interest in entrepreneurship *long term* but not necessarily with a startup idea presently. Approximately half of these undergraduate students are enrolled in the business school, while the others represent a variety of majors,, such as computer science, international relations, and nursing. Georgetown University McDonough School of Business has enabled a few select graduate-level students to audit the course. Current courses have over 40 students enrolled. The course could be offered to undergraduates and graduates. And based on the USASBE 2017 Conference, Koester has worked with the entrepreneurship professors at Central Michigan University who have likewise launched a pilot of the Creator Pedagogy for their students (who are on track to publish in Spring 2018).

There have been substantial developments in the pedagogy of teaching traditional “how to start a new business or venture” including contributions from Steve Blank, Alexander Osterwalder, Eric Ries and others. But most of that innovation remains focused on starting a business. The Creator Pedagogy is designed to foster successful outcomes – including real, tangible evidence in the form of a published book, launched podcast, video series or event. And we’ve seen these students **also** launch ventures in connection with their books, where in 70% have an entity they’ve created to support their speaking, consulting or other initiatives that result from the book.

Sources of Funding and Support for the Program, Course, or Pedagogy

The course has been funded by the Georgetown University McDonough School of Business School, the Georgetown Entrepreneurship Initiative, and a donor grant to cover the publishing costs of the books. To publish a book, a traditional publisher would incur costs of \$6,000 to 10,000 for actions like editing, cover design, and layout. We have developed an approach that keeps publishing costs to less than \$1,200 per author, which is covered by the donor grant. Georgetown McDonough believes that as the program grows, those costs could be reduced by having students fund a portion of the cost. Georgetown McDonough has partnered with Create Space, a subsidiary of Amazon, to use “print-on-demand” technology so that there are no up-front costs to buy the books. Each book is printed on demand as ordered.

Unique Aspects and Features of the Program, Course, or Pedagogy:

- We enable students with a startup to demonstrate added credibility and expertise from a book on a subject related to their venture;
- We enable students with a potential startup idea to validate it through the work they apply to creating and publishing a book; and
- We help more students pursue careers that don't align to a 'major or field' by demonstrating credibility and expertise through a book.

The following aspects and features make the courses and pedagogy so unique and powerful:

1. **Flexibility.** While each student learns entrepreneurship through the creation of a nonfiction book, the subjects they write on are varied. Students have written on topics such as augmented reality and sports, nutrition, college entrepreneurship, immigration, doing business in Cuba, Model United Nations, and much more. This flexibility enables each student to learn from a consistent process, but be engaged in the topic that aligns with their personal or professional interest.
2. **Low “Venture Failure” Risk.** While Georgetown McDonough certainly wants to encourage “failure” to learn in the startup world, many students are hesitant to commit to a startup. However, authoring a book

does not have the same level of risk for students as starting a company. Simply publishing the book is success — and sales of the book are added benefits. But because such a small number of college students publish books, the risk of “failure” is incredibly low.

3. **Full Cycle Entrepreneurship.** Because entrepreneurial ventures are unique, it is very difficult to teach when the steps, stages, and states do not align to a typical semester-long course. However, Georgetown McDonough’s method breaks down the entrepreneurship of authorship into clear steps and stages — from creation to launch — for each student in a way that can be structured into a traditional college course..
4. **Substantive Outputs.** We have created a process that works for nearly every student. In fact, the average first-draft manuscript is 24,000 words and the final book that is published is 31,000 words, which correlates to a 200-page book.

Program, Course, or Pedagogy Benefits for Its Students:

The core benefits for our students are:

1. **Demonstrated Credibility & Expertise.** Creating a 200-page book requires deep thinking, effort, and creativity. While we can teach these in any variety of classes, a book offers a tangible medium that others can use to judge those traits for themselves.
2. **Full Cycle Experience with an Entrepreneurial Venture.** Students get to experience the full entrepreneurial process — from ideation through launch — and see a venture through to a successful business outcome.
3. **A Tool That Offers Benefits Inside and Outside of the Entrepreneurial Ecosystem.** A book has meaning for a creator, whether they are working at a job or on their own venture. This course enables those who have a venture now or don't yet have one to gain external benefits from their work.
4. **An Expanded Network.** Authors interview 15-20 experts in the field of their book, and it requires them to 'network differently' to obtain interviews. Often times that process leads to jobs for the students.
5. **A Mentor-Like Relationship with a Faculty Member.** To create a book, it requires a unique relationship with a faculty member, and that relationship comes from the coaching-style required to empower the students.

Program, Course, or Pedagogy Outcomes, Both Short- and Long-Term:

The short-term outcome for the students is publishing a book that can demonstrate their competency, credibility and expertise in a field. That credibility has been used by students to land dream jobs, launch businesses, get paid for their knowledge, or create new opportunities. The long-term outcome is that these students will use their credibility to launch successful ventures early in their careers. We find that students already being asked to speak at events, write for reputable publications, apply for jobs, and partner on new and exciting business ventures. Also, we believe students’ knowledge of entrepreneurship through authorship will prepare them to understand launching a future venture. In fact, some students have already sold nearly 1,000 books. These skills applied to their 'book venture' will enable them to take the same experiences towards any future ventures.

Because the outcomes for each student have been so unique and powerful, we captured them in a series of blog posts featuring the first sixteen students. You can read some of their individual outcome stories here:

1. Will McDonald uses his book to **get hired by a venture capital** firm: <https://medium.com/signalclass/following-the-money-dream-jobs-probably-dont-interview-on-campus-c5729e603f13>
2. Beatriz Perret uses her book to **become an ex-patriate**: <https://medium.com/signalclass/you-can-have-it-all-why-you-dont-have-to-choose-between-an-impactful-and-fulfilling-career-dbcbb7a6e3f>
3. Shiv Jhangiani uses his book to **get hired as a scout in the world of professional football** (American soccer) scouting: <https://medium.com/signalclass/different-routes-to-the-same-goal-why-your-dreams-could-be-closer-than-you-realized-373093487a7f>
4. Tristan MacHale uses his book to **land his dream job developing an ecolodge**: <https://medium.com/signalclass/why-read-a-resume-from-the-bottom-up-creating-a-career-worth-talking-about-e54228cb4181>

5. Jaclyn DiGregorio uses her book to **complete a \$20,000 kickstarter and launch her own full-time business venture after college**: <https://medium.com/signalclass/startup-vs-dream-job-why-i-chose-dream-job-96e27c62ec3>
6. Matthew Busel uses his book to **get hired by a virtual reality startup (without a technical background)**: <https://medium.com/signalclass/augmenting-his-reality-through-a-book-2c0f5e6b6ab5>
7. Nick Leonard uses his book to **work on a startup product on the side while he is a stock broker**: <https://medium.com/signalclass/throwing-heat-another-activist-athlete-speaks-up-but-should-he-9587c1be0efa>
8. Adrian Abrams uses his book to **launch a speaking tour** about attending college to high school students: <https://medium.com/signalclass/attending-pretend-to-thrive-while-just-hoping-to-survive-8282e7f6d43f>
9. Maryn Cannon uses her book to **break into the outdoor industry**: <https://medium.com/signalclass/the-road-less-traveled-giving-yourself-permission-to-dream-about-your-dream-job-302a369a994b>
10. Antonia Liu used her book and the interviews of founders she included in her book to **get hired by one of the hottest startups in Silicon Valley, MasterClass.com**: <https://medium.com/signalclass/doing-college-like-an-entrepreneur-why-the-most-effective-path-to-founding-a-startup-is-probably-73fa626bae8f>
11. Nick Wareham uses his book to **get an up-and-coming rapper and former track star to hire him to be his manager**: <https://medium.com/signalclass/how-curiosity-creates-opportunity-expertise-isnt-gained-it-s-shared-aca51055b042>
12. Cole Brown used his manuscript to **get signed by a book agent** and has started a unique dialogue about race: <https://medium.com/signalclass/the-book-inside-when-telling-our-own-stories-can-change-our-trajectory-617faecdaa65>
13. Monica Fritz wrote a book about beer and wound up leading her to a **job at the leading beer distributor in America**: <https://medium.com/signalclass/careers-can-be-cool-explore-what-you-love-and-discover-how-to-work-there-b396ab7c75dc>
14. Daniel Lysak's customers and managers always told him he was an 'incredible' waiter; **his book got him hired as a consultant to train staff at restaurants**: <https://medium.com/signalclass/art-of-the-table-how-to-learn-more-about-yourself-through-teaching-others-c23093acec77>
15. Yasmeen Sharara used her book to explore the intersection of sports and marketing, realizing it was her calling and **getting into a prestigious graduate school to study it further**: <https://medium.com/signalclass/the-long-run-finding-purpose-in-the-journey-2c89715831c1>
16. Ricky Paredes used his book to get the General Manager of the Houston Rockets to personally invite him to the MIT Sports Analytics Conference.
17. Divine Mutoni used her book to be asked to give a keynote speech at a fundraiser for Rwanda Schools in Seattle, WA.
18. Gianna Pisana used her book to get hired at Facebook.
... and dozens more...

Sample Press about The Creator Pedagogy:

- Undergraduates Learn Entrepreneurship through Authorship: <https://msb.georgetown.edu/newsroom/news/undergraduates-learn-entrepreneurship-through-authorship>
- Georgetown's Literary Approach to Teaching Entrepreneurship (Poets & Quants): <https://poetsandquantsforundergrads.com/2017/07/20/georgetown-s-literary-approach-teaching-entrepreneurship/>

For clarification: The Georgetown course titles included in the Creator Pedagogy are "Launching the Venture" and "Promoting the Venture" (the original courses Professor Koester taught until revising the content using his Creator Pedagogy). The courses may sometimes be referred to in press or writings as "Signal Class" or "Creator Institute." We are in the process of rebranding the courses under the Creator Pedagogy.

Exhibit A

Cover Jackets from 2017 Published Authors

The collision of fashion and technology is a daily event, and hard to ignore. As the world of apps grows, the way we interact with our phones, our cars, even our computers, remains with a first-person view, in both the virtual and the physical. But what happens when that first-person view

What happens when every piece of clothing you wear is a smart device?

Sounds futuristic. The world of smart clothing is still in its infancy. Think again, though: pairs of jeans and beds from Google, Facebook, and Apple to Gucci, Lululemon, and Columbia are no longer a vision. A world where everything you wear has a pulse, and that pulse is talking to a computer app that can learn about you.

Can you imagine what's ahead?

- 1. Your favorite t-shirt knows exactly how often you wash it, and you don't have to.
- 2. Your morning shoes track each step and inform a smart app with your fitness information, and you don't have to check the stats on your phone.
- 3. Your linked smart watch can tell you how much you've slept.

Smart, after all, is an adjective that applies both to tech and to people. In fact, we're living on the cusp of an era when that adjective will describe the way we interact with the world. We're on the cusp of an era when the smartest piece of clothing will be the one that's connected to the world. And that's just the beginning of a future where smart tech is integrated into everything you own.



Maggie Bolas is the founder of Bold Fashion Insights, an advisory firm focused on the intersection of the fields of fashion and the world of technology. Growing up, Bolas loved wearing up and fixing her mother's car. Now, she's the founder of a company that helps brands understand the future of fashion. She's also the author of the book *Smart Wear*, which is available on Amazon.

Bolas has worked in the fashion and tech industries for several years, and has been a frequent speaker at industry events. She is also a frequent contributor to various publications, and has been featured in several media outlets. She is currently working on her second book, *Smart Wear 2.0*.

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Maggie Bolas

SMART WEAR

hnp

A Guide to Fashion,
Connectedness and Wealth in the
Age of Sensors

SMART WEAR



"Hack College is the perfect solution for the young college student seeking a community. As a first-time college student, I was given a lot of help from the members of the community."

—JESSICA HARRIS, FRESHMAN, UNIVERSITY OF

"Hack College is a great resource for students who are looking for a way to get a job, and it's a great way to get a job, and it's a great way to get a job."

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For students looking to become successful entrepreneurs, Hack College is the perfect solution. It's a great way to get a job, and it's a great way to get a job, and it's a great way to get a job."

—JESSICA HARRIS, FRESHMAN, UNIVERSITY OF

- Three main ways to get a job:
- Improve your "Resume to Hire"
 - Develop a "Resume to Hire"
 - Follow your dream job
 - Develop your competitive advantage
 - Get a job



—ANTONIA LIU, FRESHMAN, UNIVERSITY OF

"Hack College is a great resource for students who are looking for a way to get a job, and it's a great way to get a job, and it's a great way to get a job."

—JESSICA HARRIS, FRESHMAN, UNIVERSITY OF

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HACK COLLEGE LIKE AN ENTREPRENEUR

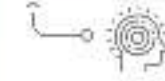


ANTONIA LIU

101

HACK COLLEGE

LIKE AN ENTREPRENEUR



40
SURPRISING INSIGHTS
FROM THE WORLD'S
TOP FOUNDERS

ANTONIA LIU

"Through this thought-provoking and honest book, Place Wilson translates her life experiences and insights into something we can all learn from. Now, anyone can find their place!"

—Katherine Shortsleeve, author of *Ten Ways Up: How Exceptional Female Leaders Master the Path to the Top*

At twenty years old, I had my one and only life crisis. In the age of social media, at mid life and even at quarter-life, crises are increasingly becoming the norm, and, in many ways, we bring them upon ourselves. Countless people have found themselves asking, "What the hell have I done with my life?"

In *A Person Named Place*, Place Wilson offers a window into how she changed her life by embracing psychology and others' experiences, in order to increase and develop her emotional intelligence. She shares insights from her own experience, which is rich with introspection and passion for life.

Whether you want to prevent a life crisis, hope to get yourself out of a slump, or simply aim to expand your understanding of psychology and mental health, *A Person Named Place* offers a new perspective on the deficits of American culture. With the use of the P-L-A-C-E method, we can develop self-awareness and emotional intelligence. By better understanding the emotions of both others and oneself, you will be more successful now and everyday.



Place Wilson was first drawn to the field of psychology in order to grapple with her own struggles with emotional well-being. Soon after, she realized the severe misunderstandings surrounding mental health, and she now devotes herself to spreading awareness by promoting the importance of emotional intelligence for a healthy and successful life. When she has a moment free, you can find Place experimenting in the kitchen, walking rescue dogs, or catching up with friends and family.

Place approaches her career and business from a lifestyle perspective, continuously utilizing psychology as a way of probing into the deceptively difficult question of how and why we choose to live the way we do. You can learn more about her brand at PlaceWilson.com or on Instagram, where she goes by [@placewilson](https://www.instagram.com/placewilson).

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A Person Named Place

Place Wilson

NDP

A PERSON NAMED PLACE

A Millennial's Guide to Mental Health
and Emotional Intelligence

Place Wilson

Lacrosse World Championships.

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Zusammenfassung: In der vorliegenden Studie wurde die Wirkung von ...

regime this game was for real. The only winners of the Unrehearsed World Championships are the United States and Canada. But what if Japan, or Korea, or Poland entered the game and won a medal?

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CONCLUSIONS

LACROSSE THE GLOBE

Novelty Pharmacology

2152

NICHOLAS MARROCCO

LACROSSE THE GLOBE

HOW TO SUCCEED IN THE GROWING GAME OF LACROSSE

"Siri, where is the nearest..."

"Facebook Message Send to..."

"Google the bill passed on..."

"Send Cash Payment to..."

Do these daily rituals sound familiar?

It's mind-blowing to think how the internet, a relatively young innovation, has revolutionized each aspect of our lives in the most dramatic ways. More shocking is the fact that, in 2017, 3.78 billion people don't have access to the very same tool that is taken for granted by the very people reading this book.

You may be thinking, "Well that's sad and unfortunate!" And you'd be right. But it's not that simple. The harsh truth is that 3.78 billion people do not have access to one of the most important Human Rights of the 21st Century. Divine Mutoni's *A Revolutionary Connectivity: Internet Access as The Ultimate Human Passport and Socioeconomic Force* walks with the reader through the process of understanding how and why "Internet Access for All" is a Human Right. Mutoni will take you through a journey of what Universal Internet Access could mean for a region like East Africa and by extension other developing regions. *A Revolutionary Connectivity: Internet Access as The Ultimate Human Passport and Socioeconomic Force* is a poignant and thought-provoking journey that will leave you asking,

When can I get started helping make internet access universal?

Divine Mutoni grew up in Kigali, Rwanda where the deep-rooted effects of genocide inspired her to challenge the status quo and champion human rights. Divine's passion found a natural channel in entrepreneurship as a driver of revolutionary change in the places she calls home.

Divine pursued her A-levels education at the African Leadership Academy in South Africa and her undergraduate degree at Georgetown University in Washington, DC.

Divine is the Founder of 4-A Solutions Ltd, a consulting brand dedicated to helping private entrepreneurs and organizations design solutions to bring internet access to the offline populations on the African continent.

When she is not motivating major social change, in more casual settings you can always find Mutoni on the dance floor.



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A REVOLUTIONARY CONNECTIVITY

DIVINE MUTONI

NDP

A

REVOLUTIONARY CONNECTIVITY

Internet Access as the Ultimate
Human Right and Socioeconomic Force

DIVINE MUTONI

"Kathryn Shortsleeve is not afraid of the climb! *Ten Ways Up: How Exceptional Female Leaders Master the Path to the Top* breaks apart the seemingly insurmountable obstacles that all too often deter young women from reaching the summit in business leadership positions. Whether you are an aspiring CEO or a curious traveler, this journey will open your horizons."

- Stephanie J. Briody, CEO and Co-Founder Behavioral Health Innovators, Inc.

**5.3% OF CEOS ARE NAMED JOHN. 4.5% ARE NAMED DAVID.
4.1% ARE WOMEN.**

Millennials see too few women in senior corporate ranks and refuse to accept a reality that suggests that change only happens slowly. Existing pipeline programs designed to progress women into management roles are flawed for today's young women. Women compose only 5.9% of the S&P 500 CEOs and 'Break the Glass Ceiling' movements are barely putting a dent in gender pay gaps and falling short of creating pathways for aspiring female executives.

Most agree that change must happen, but historical solutions are failing today's young women.

Author Kathryn Shortsleeve offers a unique, fresh perspective for how women, especially young women, can attain senior leadership roles in corporate business. Based on countless interviews and analyses of female CEOs around the globe, *Ten Ways Up: How Exceptional Female Leaders Master the Path to the Top* brings the journeys of some of the most successful women in business to the reader. Gleaned from her extensive research, Shortsleeve offers perspective, insight and a roadmap to offer proven paths for a future generation of women to achieve leadership positions in business.

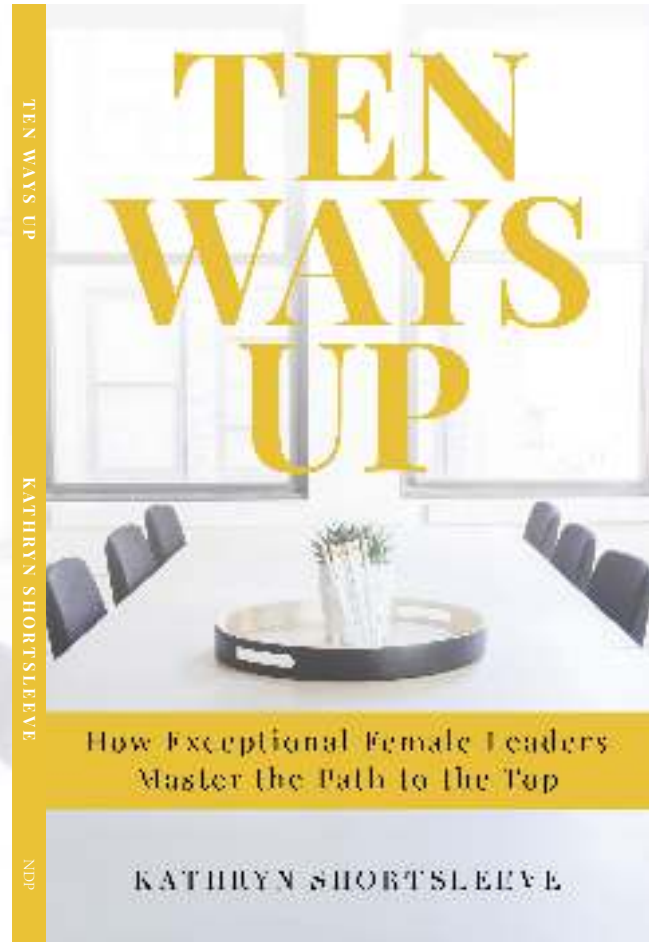
Becoming the next female CEO has never been more accessible.

Kathryn Shortsleeve is the founder of Next Women's Institute, an advisory firm that empowers women early in their careers, with a particular focus on preparing young female entrepreneurs to succeed in business. Shortsleeve's attraction to entrepreneurship began at fourteen years old when she started her first company, sewing purses out of recycled clothing to raise money for local animal shelters.

As a millennial and a natural born leader, Shortsleeve's mission is to inspire the next generation of young women to master pathways to the top. Fluent in almost four languages, Shortsleeve enjoys travel, and never misses the chance to hunt down the best bagel shop on her many adventures.



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"This book, like its author, is innovative, clear, and able to open pathways to new ideas."

Georgia Garinois-Melenikiotou,
Senior Vice President Corporate Marketing (Estée Lauder Companies Inc.)

Dear Marketers,

You've been talking to the next generation wrong all along. With technology and social media growing to become leading influencers among consumers, beauty marketers must be able to seamlessly integrate these new aspects of modern life into their campaign efforts. However, in doing so, they must be able to still keep up with the high demands each unique consumer has.

Companies Like Estée Lauder and L'Oréal have already spotted this trend and adapted to the changing landscape. The next generation is demanding an integrated, more personal approach, but most companies are struggling to stand out and find their voice. Cosmetics are a \$265 billion industry worldwide, and the stakes have never been higher.

Learn how to market to this new generation as individual consumers to grow your business. After all, beauty is in the eye of the beholder, and these new eyes are nothing like we've ever seen before.



Kanika Malaviya's passion for the beauty industry started early when she snuck into her parents room to use her mom's lipstick, and grew as she started flipping through the pages of Vogue and Elle magazine to keep up with the latest trends.

Born in Chicago and growing up in the suburbs of Paris, Philadelphia, and Washington, DC, she found herself gravitating towards understanding the different ways beauty products were marketed across the world. Her love of marketing made her even more passionate about the beauty industry's future. When she's not busy promoting

the interests of millennials in beauty, Kanika can be found scrolling through her Instagram @kanekss to find the next shade of lipstick to rule them all.

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TALK BEAUTY TO ME

KANIKA MALAVIYA

NDP

TALK BEAUTY TO ME

HOW MARKETERS CAN SPEAK THE LANGUAGE
OF BEAUTY TO THE NEXT GENERATION

KANIKA MALAVIYA

"...Cuevas' research and vision paint a beautiful future where the potential of virtual reality is fully realized in its application to our education system, making for an enjoyable and informative read." - Neil Devani, Venture Investor

Virtual Reality is poised to have the greatest impact on education since books. That's right: *since books*.

Imagine the school day beginning for each and every child; a fully immersive world without classrooms, without walls and without limits. That's the future our children and their children will experience in the virtual education world that is racing towards us. A world where children have never attended a real-world school and only know a world where they begin each school day by donning VR headsets and haptic gloves while entering into a fully virtual and limitless learning experience.

Cuevas argues that virtual reality in education is the future of virtual reality — and offers the opportunity to deliver world-class learning, knowledge and growth to youth in every corner of the world. His book provides an experience that is just as much immersive as it is informative.

Teaching Player One provides an easy-to-understand playbook for parents thinking about the impact of new technologies, young entrepreneurs with VR ideas, investors looking to find that successful VR startup, or concerned students needing a hopeful outlook for the future of the educational system. This book will introduce you to the knowledge and strategy needed to successfully understand, as well as participate in, the future of VR and education.



Nico Cuevas is the founder of *Virtual Renaissance*, a VR/AR consulting firm focused on providing advisory services about product development, market impact, strategy, and more to young entrepreneurs, startups, and investors looking to become more involved in the VR/AR industry.

He is always happy to get involved in anything and everything VR/AR related — especially if the focus is on education. Nico is a firm believer that education is for life and learning never stops.

He was raised in the heart of Silicon Valley, and has long been dedicated to observing and understanding the developments of today's most prominent tech companies. Nico hopes to apply the advice received and lessons observed to the pursuit of his additional ventures in virtual reality. He also plans to be at the front lines when VR transforms the educational landscape.

NEW DEGREE PRESS

TEACHING PLAYER ONE

TEACHING PLAYER ONE

How Virtual Reality Offers a
New Hope to Education

NICO CUEVAS

NDP

NICO CUEVAS

"If technology improves considerably, this is where I see the future of the fashion industry. The consequences will be far reaching – lower transport costs, more customisability and, above all, the democratisation of design. Plate points out these wonders of 3D-printing."

– Danit Peleg, 3D

Who hasn't walked into a clothing store, found the perfect something, only to discover that the fit is all wrong? The back of the clothing bulges, it's too short, and the sleeves are too tight. You leave the store empty-handed and disappointed. Why does nothing every fit like a glove?

What if you could eliminate the problem? What if you could tailor clothing to your exact measurements?

What if you never had to go to a clothing store ever again?

In her first book, *Printed to the Nines: Why 3D Printing will Transform the Fashion Industry*, Kristen has researched the wonders of 3D printing, including 3D printed prosthetic arms and machinery that allows paraplegics to walk. She understands that society has been in the dark about the advancements of 3D printing and wants to provide a platform for awareness. She's chosen her first love – fashion – an industry that Kristen believes is long overdue for a leap into the 21st century.

Learn about how 3D printing has changed the world and will change the fashion industry. Gain knowledge about a technology that will make brick-and-mortar stores obsolete! In the near future, we'll be making clothing with the push of a printer button. *Printed to the Nines* explains it all.

Kristen, a New Jersey native, has always been interested in fashion. Growing up, she would devour any fashion magazine that she could get her hands on; spending hours in shops creating outfits that reflected her personal style. She officially entered the fashion world through Nordstrom's Fashion Program while in high school, and studied marketing at Georgetown University to better understand how fashion brands relate to their consumers. You can find her researching fashion brands and trends, as well as the technologies that are changing the face of design, manufacturing and logistics. She is a firm believer in a future where everyone will be able to produce clothing via in-home via the 3D printer.



NEW DEGREE PRESS

PRINTED TO THE NINES

KRISTEN PLATE

NDP

PRINTED TO THE NINES

WHY 3D-PRINTING WILL TRANSFORM
THE FASHION INDUSTRY

KRISTEN PLATE

For the last 100 years, the American dream has been defined by the promise of upward mobility. But in the 21st century, the dream is under attack. The American dream is no longer a reality for many people. The American dream is a myth. The American dream is a lie. The American dream is a fantasy. The American dream is a dream that is no longer real.

The American dream is a dream that is no longer real. The American dream is a dream that is no longer real. The American dream is a dream that is no longer real. The American dream is a dream that is no longer real. The American dream is a dream that is no longer real. The American dream is a dream that is no longer real.

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Julia Hyman, author of *How to Revitalize Cities and Rebuild the American Dream*, is a leading expert on urban development and the future of cities. She is a frequent speaker at national and international conferences on urban development and the future of cities.

When you read *How to Revitalize Cities and Rebuild the American Dream*, you will learn how to create a vibrant, thriving city. You will learn how to create a city that is a place where people want to live, work, and play. You will learn how to create a city that is a place where people want to live, work, and play.



NEW EDITION

UNIVERSAL HOUSING

UNIVERSAL HOUSING

How to Revitalize Cities and Rebuild the American Dream

JULIA HYMAN

JULIA HYMAN

50

"This is a book that not only would have a positive effect on introverts, but there's information in there that would help everyone who's making that high school-to-college transition..."

- Pete Wilk, Head Baseball Coach (Georgetown University)

Introverts from around the globe: You can do this! You can leave home and, with confidence, dominate the college experience.

Yes, college is designed for extroverts. The clubs, social events, sports, dating...the list goes on. The transition is difficult enough for the socially secure. What's an introvert to do? Camp out in their room or at the library for the next four years?

The Introvert's Survival Guide: How to quietly dominate the college experience. chronicles Giordano's:

- Move from the safety of home to the unknown of campus
- First day to graduation day obstacles
- Social interactions, both on- and off-screen

The Introvert's Survival Guide is a book of self-exploration and understanding. You will read how he taught himself to become an introvert comfortable with the college experience and beyond. And, more importantly, you'll read the story of Chris' self-awareness and share in his successes.

Let's face it—college is going to be difficult. But this book will give you the steps you need to be successful. Take a deep breath—you can do it!

You are not alone. The first step to success and growth begins with recognizing who you are, figuring out your passions and goals, and realizing that "You can do this."



Chris Giordano was considered by everyone to be a classic Myers Briggs Introvert. "But Chris broke the mold, uncovered, and then harnessed his own secret superpowers that all introverts share, but few recognize.

Chris is the founder of GIO Insights and a frequent speaker, writer and mentor to his fellow introverts. Sharing his experiences and methods to help others thrive in an extrovert's world. Think negotiate college life, job searches, athletics and even dating. Chris competed as an NCAA pitcher, mastered the art of overcoming the failure both on and off the baseball field and, unexpectedly, became the life of the party during his College career. His aim: to help fellow introverts find their track in life, and understand that there is always hope.

NEW DEGREE PRESS

The Introvert's Survival Guide

CHRIS GIORDANO

NDP

THE INTROVERT'S SURVIVAL GUIDE



"Franklin Lee inspires readers to view sleep through a new lens in this refreshingly modern, engaging, and comprehensive perspective on sleep."

- Terry Cralle, MS, RN, *Clinical Sleep Educator*

GO TAKE A NAP.

No this isn't a parent pushing a cranky toddler to lie down. This is something you will soon hear from your boss.

Sleep deprivation costs U.S. companies over \$400 billion every year due to lost employee productivity and increased health costs. Author Franklin Lee offers a surprising answer to crises of worker productivity and rising health insurance costs:

Napping as an employee benefit

Inside you'll read and learn:

- How more sleep can increase your annual salary and your attractiveness
- How companies like Google, Facebook, and NASA are offering naptime to their employees to increase productivity in the workplace
- How sleep cities, and sleep technologies are paving a new era of 'sleep' economies intended to earn companies and countries more money

The Art of Napping provides the biggest paradigm shift in sleep since Thomas Edison's invention of the light bulb. Lee's book provides a playbook for savvy companies, executives and managers to develop and deliver increased performance and health outcomes to their employees — all while saving themselves billions.



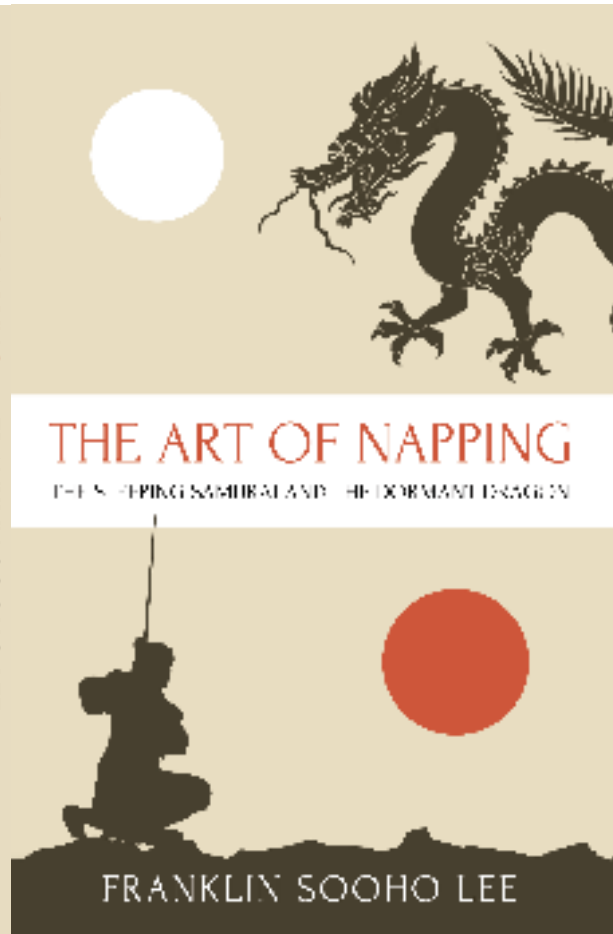
Franklin Sooho Lee is the founder and CEO of Dragon's Lair™, a company headquartered in New York City developing virtual reality bedrooms in major metropolitan areas. Lee has had a complicated relationship with sleep since he was young — frequently having trouble falling asleep at night. He would brainstorm creative ways so that he could squeeze extra minutes of sleep early in the morning before heading to school.

Lee wanted to fully justify his love of napping to his parents. So while studying Anthropology and East Asian Studies at Harvard College and later International Political Economy at Georgetown's Edmund A. Walsh School of Foreign Service, Lee pursued research on sleep deprivation's impact on urban cities.

NEW DEGREE PRESS

THE ART OF NAPPING • FRANKLIN SOOHO LEE

NDP



“It’s not *Barça* just for me,” he says, gesturing to a crowd of young supporters. “It’s not just a passion, it’s a religion.” He says the club is like a family, and he’s proud to be a part of it. He’s also proud to be a part of the club’s success, and he’s proud to be a part of the club’s future.

He’s not just a fan, he’s a player. He’s a player who’s been part of the club’s success, and he’s a player who’s been part of the club’s future. He’s a player who’s been part of the club’s success, and he’s a player who’s been part of the club’s future.



He’s a player who’s been part of the club’s success, and he’s a player who’s been part of the club’s future. He’s a player who’s been part of the club’s success, and he’s a player who’s been part of the club’s future.

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NEW YORK TIMES



This book will challenge the gender stereotypes around the world.
A great call by Beatriz to have more women leaders.

—Maria Carlos Machado, *International Political Leader*

Adapter is an innovative approach to get more women to the top.

—Susan Rivett, *CEO of Johnson & Johnson for Latin America*

Persons are hard to pin down, easy to neglect. In her new book *Adapter: An Unconventional Career Path to Get Women to the Top*, Beatriz Perret-Gentil shows how women can contribute to the world with innovative and challenging careers. Her writing and methodology are based on her own experiences. After her young women leave the gate because of personal lives and career's barriers, Beatriz's book jumps that with direct advice:

- Being persistent and making your work experience will get you to the top.
- Adapting to your new home will make it be break it.
- The world will be more different and vibrant in the new world.

and provide the the core ideas and behind and how to adapt. In this book, Beatriz's methodology is based on her own experiences. Beatriz will teach you how to prepare for an international career and how to get the job you want. There are many reasons for the success of female and challenged women and it is not an easy place.



Beatriz grew up in Geneva during the 1960s and moved to the United States in 1970. This migration led her to embrace change and courage, adapt and spread the door to her business in technology and social innovation. After that, she moved with an entrepreneur's approach to her new home in Washington, D.C., where she has been living for over 10 years. She has been open to the world and has been open to the culture. She has been the force in her career and has been open to the culture. She has been the force in her career and has been open to the culture.

NEW ORLEANS PRESS

ADAPTER

BEATRIZ PERRET-GENTIL

BEATRIZ PERRET-GENTIL

NEW

The book shows the ways you can adapt to change with global business.
The book shows the ways you can adapt to change with global business.
The book shows the ways you can adapt to change with global business.

ADAPTER

An Unconventional Career Path
to Get Women to the Top



BEATRIZ PERRET-GENTIL

You've been doing college all wrong!

So says the author to his first book, *A.T.T.E.N.D.: A Hustler's Guide To Hacking College*. In *ATTEND*, College Street author has independently put all the pieces of the success puzzle of finding the most effective means to succeed in college. The *ATTEND* book author explains how to get the most out of college by using the author's system to get the most out of college.

As the author states, and along with the system, the author's system is to be used in the first 100 days of college. The author's system is to be used in the first 100 days of college. The author's system is to be used in the first 100 days of college. The author's system is to be used in the first 100 days of college.

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The author's system is to be used in the first 100 days of college.



Adrian A. Abrams is a successful entrepreneur and author of the book *A.T.T.E.N.D.: A Hustler's Guide To Hacking College*. He is a successful entrepreneur and author of the book *A.T.T.E.N.D.: A Hustler's Guide To Hacking College*. He is a successful entrepreneur and author of the book *A.T.T.E.N.D.: A Hustler's Guide To Hacking College*.

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NEW DOUBLE PAGES

A.T.T.E.N.D. A Hustler's Guide To Hacking College

ADRIAN A. ABRAMS

A.T.T.E.N.D.

A.T.T.E.N.D.

A Hustler's Guide To Hacking College

ADRIAN A. ABRAMS



Focusing on the needs of consumers, says Dana Hirsch, chief executive officer of the New York-based marketing, advertising, production and creative agency Wolford & Co., "It's important to be able to work with clients on a variety of marketing channels, including the growing area of marketing through social media by creating and using the 'word' *When we choose a client, we look for many factors including her experiences as a consumer and business manager, and we ask if there are any other, growth-driving areas that require a creative focus. We also consider a partner for those who want to grow into or maintain a position in the industry, and a benefit need for those who are simply a part of our world." The two companies are both successful.*



Nick Wilson is a rapper, but his battle as a troubled adolescent has given "The Only One" a resonance as a CD that weaves a religious, post-graduate you have to hear, and so he did it. But on your reading in the classroom, it is the more about he enjoyed a successful career on the road and chose country town. Nick described his love of music in his all-planet "The Only One" where he goes up in a suburban kid about to be one of the stars of hip-hop. He is the answer to him from the corner of hip-hop culture, the ability to become a part of a group and type of the world in a way that is not just from the world, but with it.

DIGITAL HUSTLE

How to Make It in Hip-Hop

NICK WAREHAM

Everything you own these sports is about to change. Agreed upon by the sport's leading gear manufacturers, the industry has set out a specific plan for the world of sports. After more than a year of talks, the industry has agreed to a plan that will force the industry to work and invest in providing superior and safer products. This agreement will be a significant step in the industry's history. Over the years, the industry has been plagued by a number of problems, including the lack of safety standards and the lack of a unified industry. The agreement will force the industry to work together to create a unified industry. This will be a significant step in the industry's history. The agreement will force the industry to work together to create a unified industry. This will be a significant step in the industry's history.

As a person with a physical disability, I am not a person with a disability.

Medial Wall, Second Division of
Naris, Anterior Median Trough

There are several advantages and disadvantages to the
 following table of contents for the document:

James W. Blumenthal is a former Deputy Assistant Secretary of the U.S. Treasury and President of the American Economic Association.



Mathews said he is required to help guide students to the graduate or Georgetown University. He is a full-time professor. He is a teaching assistant devoted to the teaching of students of sports and technology. Mathews is also the founder of

Adaptive Resource Management (ARM) is a formalized approach to the management of natural resources that integrates the best available science with the best available information on the values of the resource. ARM is a process that involves the development of a management plan that is based on the best available science and information, and that is flexible enough to be adjusted as new information becomes available. ARM is a process that involves the development of a management plan that is based on the best available science and information, and that is flexible enough to be adjusted as new information becomes available.

NEW DIGITAL FILES

GAME CHANGER

MATTHEW BUSSEL

GAME CHANGER

HOW AUGMENTED REALITY WILL TRANSFORM THE WORLD OF SPORTS

MATTHEW BUSEL

As the water level rises, the water level in the reservoirs will also rise. With the water level rising, the water level in the reservoirs will also rise. The water level in the reservoirs will also rise.

The book shares the results of extensive monitoring systems that showed states that carry out state-of-the-art monitoring have the most advanced data. These systems record details about what's being done, along with some a priori information on liability. Both are used to assess effectiveness and compliance. States that are not doing as well need to improve their monitoring systems. The book also suggests a number of ways to improve monitoring, including making it a more integrated activity, and sharing the information about the monitoring, including vehicle parking, are needed to make the transition. The up side is that the book is not too long, and it is not too expensive. It is a good read, and it is a good read for anyone who is interested in the environment, and it is a good read for anyone who is interested in the environment.

[illegible]

Alanya contains a converted school for the children of Indians—a library in honor of the war by admirably covering and contains her numerous monuments in the city and will find very good.

During your drive, take time from your drive to look at the road conditions. Stop at the first sign of trouble and call for help. Do not attempt to drive on your own if you are not experienced.

WATERGARDEN: THE OLDS MO

THE GLASS SKY

A Woman's Guide to Breaking Into the Outdoor Industry

MARYN CANNON

338 JOURNAL OF DOCUMENTATION

100

For the college crowd that comes with back-to-school shopping, the store might consider "bait" or hook for its first-time buyers, which might include, for example, a half-off initial fitness class or a free sweatshirt. Or, says KNOX's O'Brien, "If you have a first-time buyer, giving back to him is a small gift of love from the gym. He's not going to be a bad influence on the rest of the club, and he's a great member. It's something that all the gyms are doing, and it's a healthy and a fun way to get the hook on him. From there, he'll be a regular member. It's a good thing for everyone to get hooked on your gym, and it's a great way to spread the word. With a new class, new workout and new equipment, you'll be seeing people in the club, and you can get them to come back and continue working out with you. With tips and discounts from your club, they can stay hooked on working out, and that's the best way to build a loyal membership." ■

As a result for the last few years the Chinese have been... a very... (the text is partially obscured)



MD/MSA BRITZY is a highly motivated professional with a wealth of experience "think-out-of-the-box" problem solver. She is currently a George Mason University School of Management graduate with a degree in Marketing and Management Leadership. She was the first female leader of the Leadership Institute for young women in the area. She is currently involved in the sports and entertainment industry by working at Virginia Tech's Rockwell Center for the Arts and Performing Arts. Britzy is also the "Public Service" member of the business, the publisher of the *Journal of Management Education*, and a member of the business ethics and leadership organizations and the business ethics and leadership organizations and the business ethics and leadership organizations.

Musical box is a special tradition in traditional Japanese. Shows where the different characters between eating and singing are well known. In fact, there are and singing in the car, and some enjoying a few hours with the sound of the Japanese traditional music.

Grabowski BEERCRAFT

GRADUATE
YOUR
Beercraft

A POOR COLLEGE KID'S GUIDE TO CRAFT BEER



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MONICA FRITZ

New to the scene is a marketing professional, Thomas Blackwell, senior director of field force promotion at Bristol-Myers Squibb, who is also a former NFL player.

Unpleasant feelings, such as intense negative feelings on the environment, and the many associated coping processes, themselves, may lead to a person's self-evaluation and self-esteem. In addition, the person's self-evaluation and self-esteem may be affected by the person's perception of the environment, and the person's perception of the environment may be affected by the person's self-evaluation and self-esteem.

Despite its relatively long history, the word *transformation* is becoming much better understood, especially through the use of computer-based simulations. But this is the reader's initial point of entry into education—into words and their individual and group meanings. In this introductory chapter, we look at the use of language in the field of education and then introduce the use of formal logic and the use of mathematics to study education. It is possible to go directly to the study of human behavior, but we choose to start with the study of language.

On the other hand, we have to take into account the fact that the level of the analysis of the data is the analysis of groups and not the analysis of individuals, so that the group differences may be due to the fact that the individuals in the groups are not the same. This is the case of the individuals in the groups who are not the same. This is the case of the individuals in the groups who are not the same. This is the case of the individuals in the groups who are not the same.

Over time, it's been down the name of American uniforms, jeans, T-shirts, and so on. But the new uniforms are not the same. The new uniforms are not the same. The new uniforms are not the same.



Those total tea drinkers wanted to build on formal tea, a traditional beverage that has long enjoyed popularity in many cultures, and the green tea company chose to focus on what is the best tea to boost the immune system. "For a long time, the research on green tea was mostly in the field of cancer research, and we were one of the first to use the power of clinical evaluation papers that combined with modern drug screening around the world," says one of the company's founders, Dr. Gary Williams.

GREEN HOMES

TRISTAN MACHALE

PLATE 1

GREEN HOMES

TRISTAN MACHALE

NEW JERSEY PRESS

Logistics and marketing are critical to your company's success, and the level of technology and innovation in both logistics, distribution and technology.

The video game industry is poised to change in a significant way. Indie game entrepreneurs are the key to achieving a future that will allow indie video games to prosper, not just in the entertainment market, but in business. Indie games are a \$100 billion business that will soon be even bigger, with independent game developers and publishers working together and more high-tech indie game developers and publishers working together to create a new generation of indie games. The industry is working to create a new generation of indie games, with a focus on providing indie developers with an easy-to-use, high-quality, and low-cost platform to create and distribute their games. The book highlights several strategies and tactics for success in the indie game market.

The book is a guide for indie game developers, providing them with the tools and information they need to succeed in the indie game market. It covers the entire process, from the initial idea to the final product, and includes a wealth of information on the indie game market, including the latest trends and the future of the industry. The book is a must-read for anyone who wants to succeed in the indie game market.



Brian Dies is the founder of Indie Gaming, a leading indie game developer and publisher. He has worked in the indie game industry for over 10 years, and has been instrumental in the success of many indie games. He is a passionate advocate for indie games and is committed to helping indie developers succeed.

He has worked for many years in the indie game industry, and has been instrumental in the success of many indie games. He is a passionate advocate for indie games and is committed to helping indie developers succeed. He has worked for many years in the indie game industry, and has been instrumental in the success of many indie games. He is a passionate advocate for indie games and is committed to helping indie developers succeed.

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NEW PAGES PRESS

INDIE GAMING

BRIAN DIES

NEW

INDIE GAMING



Finding
Entrepreneurial
Success in Video Games

BRIAN DIES

[illegible][illegible]

Molly O'Malley, coeditor of *Interpretive Writing* and coauthor of *Writing English as a Second Language* (George Mason University), is addition to her contributions to the *Journal*, she is a frequent and versatile, Molly addresses writing, to the causes of misreading and misinterpretation, and serves as the lead of the junior board of her fourth generation, the 70 O'Malley family.

Kelly is a frequent speaker and writer on subjects related to child nutrition, and a frequent Kelly, said we've made on-campus and other presentations on this program in all 50 states through our nonprofit hospital affiliates. I am more of a nonhospital-affiliated person, but you also find me working to feed at-risk or low-income seniors, reading books, or emptying a bucket of food waste into your compost bin.

THE SEPTIMAL MILLENNIAL *Exposition*



NEW YORK

427



The
**SKEPTICAL
MILLENNIAL**
Lifestyle

Living to Eat 2.0
MOLLY O'NEIL

N2P-CEG-KM-PULS3

427

Forget the old notion of how far down each person's body map and occasional sports drinks to working muscles. It's all backwards. Whatever you are an athlete or not, you probably bring to an end of the day. Get well, keep you awake, the world about. "Big Food" containing all the food and things you need to take in with you play it all.

This is the case for the game, a little pattern, a little more.

- How the author went from a game of the game, a little more, and before you know it, the game is over.
- How to use your own body to make the game, and a little more, a little more.
- How to make the game, a little more, a little more, a little more.
- How to make the game, a little more, a little more, a little more.



Nick Leonard, author of *Sugar Games*, is a former professional baseball player and a former member of the Georgia Tech baseball team. He is a former member of the Georgia Tech baseball team and a former member of the Georgia Tech baseball team. He is a former member of the Georgia Tech baseball team and a former member of the Georgia Tech baseball team.

NEW DECKER PRESS

SUGAR GAMES



NICK LEONARD

NEW

SUGAR GAMES



*A Look Into America's Wee On Sugar
And How Athletes Are Leading
The Charge Against 'Big Food'*

NICK LEONARD

When we play, we play because we want to. The desire to compete, to win, to play, to have fun.

Millennials are an interesting breed when it comes to sports. Unlike previous generations, they are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition.

They are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition.

They are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition. They are more likely to play sports for fun than for competition.



Yasmeen Sharara is a 28-year-old professional athlete and a former college basketball player. She is currently a professional basketball player for the Los Angeles Sparks. She is currently a professional basketball player for the Los Angeles Sparks.

NEW COVER PAGE

WHY WE PLAY

WHY WE PLAY

How Millennials
Are Rewriting
Sports Marketing

YASMEEN SHARARA

"A knowledgeable and easy-to-read guide to investing in the Sharing economy."
—Ben Silber, President of Project Funding P2P Marketplace

"The .005 Act opened up a whole new world of peer-to-peer opportunities for investors and entrepreneurs. Knowledge should be passed on using the .005 Act."
—Gregory James Fisher, CEO, Edify

What Happens When the Social Network Meets Wall Street?

More than ever before, people are taking baby steps to get their feet wet in the world of crowdfunding. From the New York City and San Francisco tech scene, crowdfunding is spreading across the country. It's a new way to raise money, and it's a new way to invest. It's a new way to get your feet wet in the world of Wall Street. And it's a new way to get your feet wet in the world of the .005 Act.

With the .005 Act, you can now invest with less than \$100. And you can now invest in a way that's never been done before. You can now invest in a way that's never been done before. You can now invest in a way that's never been done before.

This guide is a must-read for anyone who wants to:

- How to find and invest in the new .005 Act
- How to support your friends while making a killing
- How to make your own money in the .005 Act and "fund" it
- How to avoid the "red tape" of the .005 Act and the .005 Act



William McDonald is the author of the book *Vested! The Millennial's Guide to the Next Generation of Investing*. He is a former Wall Street trader and a current entrepreneur. He is a former Wall Street trader and a current entrepreneur. He is a former Wall Street trader and a current entrepreneur. He is a former Wall Street trader and a current entrepreneur.

NEW SOURCE PRESS

VESTED!

WILLIAM McDONALD

VESTED!

THE MILLENNIAL'S GUIDE
TO THE NEXT GENERATION
OF INVESTING

WILLIAM McDONALD

In a world where an excellent server can make a big difference, *How to Become an Excellent Server* is the only guide for success in the often challenging world of service. More than just a how-to book, it is filled with all the secrets and insider anecdotes. The author opens his reservoir of hospitality and people to the ultimate "book job" waiting tables. Being a server can be a thankless and often humiliating way to earn money. But Daniel Lysak "turns the tables" and turns the server in charge by focusing on personal interaction. The book first takes a deep dive analysis of how a server's relationship with management and hotel's executives and fellow servers can make a difference. Then the book explains the most popular, reliable, top-of-the-line service techniques for handling the customers. It teaches how to make good use of a network for handling the most difficult types of guests and questions. Once the tips are used, the average person will be well on their way to a very high income in the service industry. Daniel Lysak explains how to make it a game, not the game, and enjoy people—your boss, customers—in the same time.

A testimonial for all in the service industry from the kitchen staff to the server to the top management... Read and reap the rewards.
—Mama's Restaurant, General Manager, El Cerrito, California, Washington Ave.

Daniel Lysak gives a detailed and practical step-by-step guide to becoming the best server in the world. It is a must-read for all who work in the service industry.
—Bryan New Line, President, Georgia Ave.
—Dana Johnson, Director, Georgia Ave. Atlanta



NEW DESIGN 7111111

How to Become an EXCELLENT SERVER

DANIEL LYSAK

NEW

How to Become an EXCELLENT SERVER

Earn a Tip Above 20% Every Time



DANIEL LYSAK

Exhibit B

Relevant Press Articles

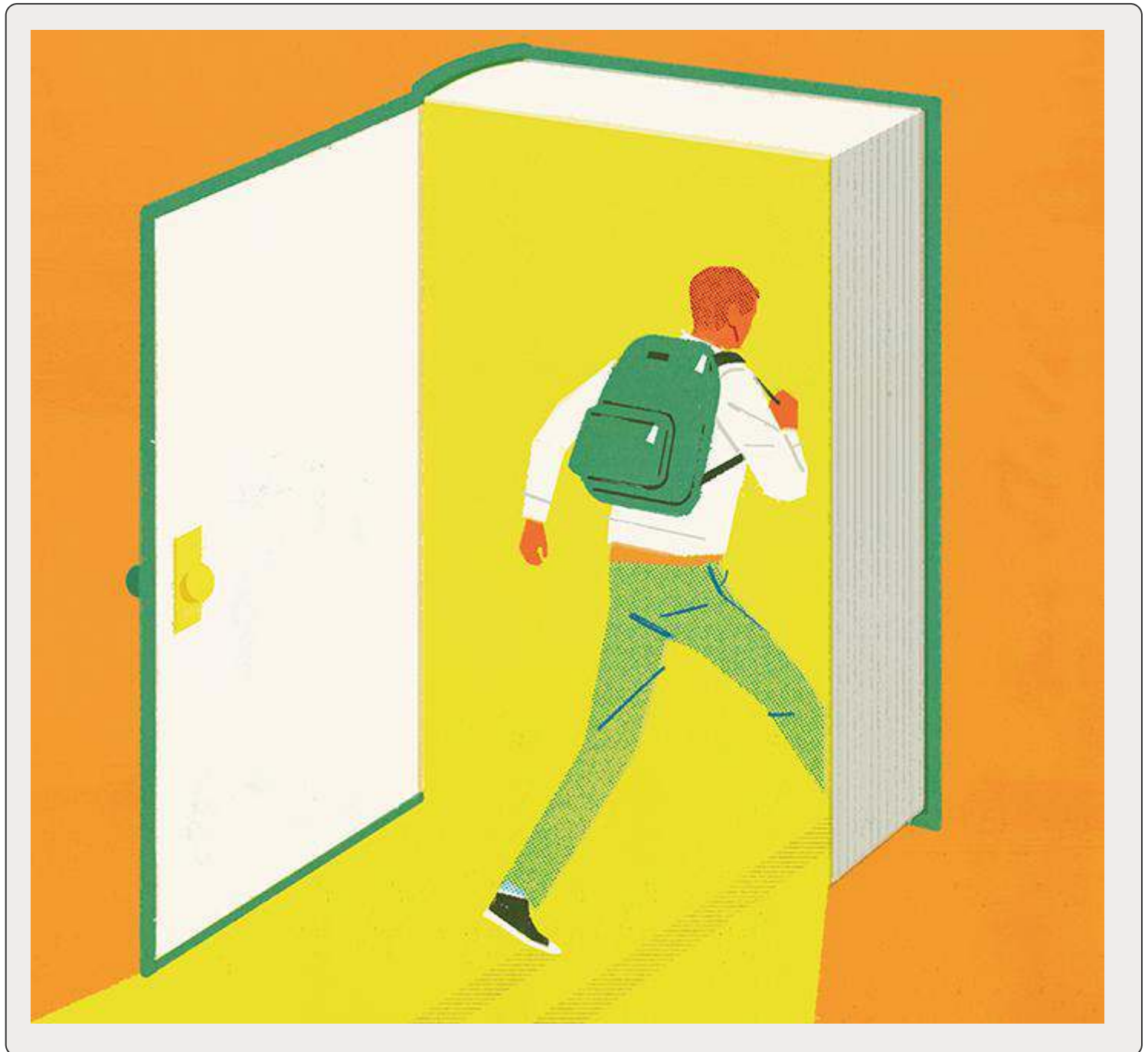
By The Book (Georgetown Business Magazine)

Georgetown's Literary Approach to Teaching Entrepreneurship (Poets & Quants)

By the Book

In a digital age, entrepreneurial students are using a throwback strategy to develop their voice and credibility: writing a book

November 01, 2017



By Mike Carlson

Illustration by Chris Gash

By his estimate, [Eric Koester](https://gufaculty360.georgetown.edu/s/faculty-profile?netid=ek651) (<https://gufaculty360.georgetown.edu/s/faculty-profile?netid=ek651>) was batting a lowly .007 in the fall of 2016. The adjunct professor and [Entrepreneur-in-Residence](http://startumphoyas.com/eir/) (<http://startumphoyas.com/eir/>) at Georgetown University's McDonough School of Business had been teaching a class titled *Launching the Venture* for the past

three years but had begun to feel like he was experiencing his own failure to launch.

“Students would come through and then disappear out the other side,” he says. “I wasn’t encouraging many of them to become entrepreneurs — maybe one or two out of 300 a year. I asked myself, ‘What can I do that might help these students land their dream jobs?’”

Koester was searching for a game-changer. He resigned himself to the idea that this would be his last semester teaching and mentally set aside both faculty expectations and the fear of scathing student reviews. Koester picked the brain of friend and fellow entrepreneur Shane Mac, co-founder of Assist. They considered and rejected project-based YouTube videos, podcasts, and websites. In looking over their own professional lives, they found a common element: Both had published books when they were in their 20s. Although neither sold particularly well, the books had what Koester describes as an “outsized” effect on their careers.

“We realized that when you look at successful people, they are creating meaningful pieces of work that last,” he says. “It is not just tweeting or doing something ephemeral. It is doing something much more in depth. We want to do something that has a physical nature and stands out in a world that is gonzo digital.”

Koester decided that students enrolled in *Launching the Venture* would write and publish their own 200-page, paper books. Thus, *Signal Class* (<https://msb.georgetown.edu/newsroom/news/undergraduates-learn-entrepreneurship-through-authorship>) was born.

Generating a Signal

The name *Signal Class* comes from the work of Michael Spence, an economist who received the Nobel Prize for economics in 2001 for his theory, job market signaling, which postulates that a degree from a reputable school is a signal to potential employers that the applicant has formidable abilities.

For Koester, it was about finding a way to give each student a bigger signal in the hope of standing out amid the competitive landscape. His working concept: The depth of knowledge required to write a book would amplify a student’s signal in a unique way, attracting a dream employer or altering their entrepreneurial journey onto a path they never knew existed.

First, he had to sell the idea to the students, who showed up to class expecting the regular *Launching the Venture* syllabus.

The reaction among the class was mixed. William McDonald (B’18), a self-professed “math and science guy,” was cautiously optimistic. Shiv Jhangiani (B’19) reached for his phone to double-check the add/drop date for the class. Jaclyn DiGregorio (B’17) was utterly disappointed. She had enrolled in the class with plans for her own startup business and product.

“I was hoping the class would be something like generating an idea and then marketing a product,” she says. “I couldn’t understand the connection between writing a book and launching a startup.”

Twenty students were in the classroom for that first meeting. Despite their trepidation, and Koester’s fear that no one would show up for the second class, no one dropped. By the next week, the class — open to students across the university — had grown to 35 participants. Something about this challenge appealed to Georgetown students.



The Venn Diagram of Authorship

For students in *Signal Class* to succeed, they needed to recognize that the class was not a symposium on how to write a book in three months. Rather, the book would be a tool to help students understand what they love, develop depth in that subject, and then demonstrate that depth publicly.

But business students often have a strong pragmatic streak. With their eyes firmly set on the job market ahead, marketing majors came to him with boilerplate ideas such as “using social media for small businesses.” Koester knew those who chose safe topics would not only struggle with motivation, but they would ultimately miss out on unseen opportunities.

“The biggest thing I learned is that you can find niches when you combine two interests together,” says Koester. “The Venn diagram is where the most interesting stuff lives. When you combine two things together — like Steve Jobs did when he combined music and the phone and got the iPhone — that is where some interesting things live. I think you can find ways to combine things and become an expert in a space you did not know existed.”

Jhangiani may have had doubts about the class at first, but he proved the ultimate example of this Venn diagram at work. He knew that soccer, in some form, would be the basis of his book. A former elite player and one of the first Indian youths to be accepted to the training academy of a European club, he had his competitive career cut short by a cataclysmic knee injury.

Two passions had been with him throughout most of his formative years: soccer and his Indian heritage. So he decided to focus on the untapped potential market for soccer in India, and his idea became the book *1.3 Billion: A Footballing Revolution in the Making* (<https://www.amazon.com/1-3-Billion-Footballing-Revolution-Making-ebook/dp/B06Y5N6HHG>). He always knew he would enter the soccer industry in some fashion, most likely after spending five or six years in banking or finance. However, he recently turned down a banking internship to work for a multinational company that is exploring different ways to expand into India. The company found him because of his book.

“I am going to be staying in sports, which is a huge decision,” he says. “I think that without the book, I would have taken a much safer route.”

Adrian Abrams (C'18) and DiGregorio both had startup businesses in mind when they began *Signal Class*. However, through the exploration of the class, their books transformed into something more autobiographical, once again combining business interests with personal passion.

A health and nutrition advocate who has conquered disordered eating and yo-yo dieting, DiGregorio wrote *The CUSP Method* (<https://www.amazon.com/CUSP-Method-Balanced-Portions-Healthy-ebook/dp/B06Y5LXN6G/>), her personalized approach to living a healthy lifestyle that is aimed at college-age women. The book has allowed her to fulfill twin passions of helping young women take control of their health while starting her own business.

“CUSP helped me realize how I would articulate my passion into a business, how I would find a market for it, and how I would target that market,” says DiGregorio, who recently raised \$20,000 through Kickstarter to fund a CUSP It app. “It has shaped my journey incredibly. My company is growing quickly. My Instagram went from a couple hundred followers to over 1,000 in a couple months, all college girls in sororities across the country.”

Abrams used his personal experiences as a first-generation, lower-income college student and an interest in academic counseling to write *A.T.T.E.N.D.: A Hustler's Guide To Hacking College* (<https://www.amazon.com/T-T-N-D-Hustlers-Hacking-College-ebook/dp/B06Y5QV333/>). He initially shied away from including too many intimate details about his life, wary of falling into cliché or fodder for people who like to romanticize trauma. But Koester encouraged him to share deeply with the readers. The book has since become a best-seller in two Amazon categories, Parent Participation and Education, and Education, Aims, and Objectives.

“This book has me on a different path than what I intended,” Abrams says. “My initial goal was to position the book and have that be my way to enter the field of academics and allow that to fuel my startup idea. I have put the startup idea on the back burner to pursue some things that I did not know were out there, such as positioning myself as an independent consultant or launching a speaking tour.”

The Journey to Depth

“The real thing that you want people to have is a voice, not a brand. And you can't have a voice if you don't have depth,” says Koester. “That is the secret of *Signal Class*: You can influence your outcome, but you can't do that by having an active Twitter account. You can do that by influencing people who matter to you, demonstrating your depth of knowledge and what you care about. That is the secret in our new world.”

William McDonald didn't even have his book, *Vested! The Millennial's Guide to the Next Generation of Investing* (<https://www.amazon.com/Vested-Millennials-Guide-Generation-Investing-ebook/dp/B06Y5LZ93C/>), halfway completed when he was able to leverage his newfound depth into opportunity. The finance and management major and member of the *Entrepreneurship Fellows Program* (<https://msb.georgetown.edu/undergraduate/entrepreneurship-fellows>) had brainstormed ideas about a bipartisan news aggregation service and on-demand experiences for adventure sports enthusiasts before settling on the topic of peer-to-peer lending and equity crowdfunding.

“My first email was to Dan Macklin, the co-founder of SoFi, which is now valued in the billions of dollars in the student refinancing marketplace,” says McDonald. “I remember thinking how cool it would be to get him on the phone. This guy is a pioneer, one of the earlier successes in the peer-to-peer space. To get five minutes with him would be unbelievable. I pinged him, and he got back to me within one minute and scheduled a call within the next two days. Time after time I would get responses like that.”

A few weeks later McDonald had an interview for an internship with Lead Edge Capital, a large growth equity fund. Feeling he had made a misstep during the meeting, he offered the principal interviewer a deal: Let McDonald work as an analyst for a week, and see if he could come up with some interesting investment opportunities.

McDonald put the *Signal Class* playbook into action. He scoured the web for contact information of CEOs at the helm of hot startups. Most of them said they didn't have time to speak with him, but one CEO had his cellphone number in his email signature. McDonald successfully cold-called the CEO, who then spent 20 minutes explaining his business to the Georgetown junior.

"I came back a week later and told the principal at Lead Edge Capital that I cold-called the CEO of an interesting startup in Germany on his mobile and was able to pick his brain about his business model and metrics," says McDonald. "He said that he was impressed with the hustle and immediately sent me on the next round of interviews."

Since then, McDonald has been offered full-time employment with Lead Edge Capital. After his book was published, he sent an email from his new place of employment to the CEO of a premier equity crowdfunding platform, a guy who had ignored his requests for a Signal Class interview. McDonald included a link to his book in the email. He received a response within an hour. It read: "Hey Will, looks like a really interesting book. Would love to connect, but I am honestly more interested in poaching you."

Passion Project

"Passion is the most important part," says Jhangiani. "If this was something I was even half as passionate about, I would have dropped out in the second week."

For Koester's part, he describes his role as more of a coach than a teacher. He has to know each one of his students, so when they reach out to him (which happens often and at any hour), he is able to answer their questions and guide them through their frustration. The extra effort is worth the payoff, he says.

"These kids can get hired at any job in the world because they have been coached," he says. "That is part of the magic of this."

Fifteen books were published after the first semester of Signal Class, 14 of which became Amazon.com best-sellers in their categories. This fall, 10 additional books are slated for publication from the most recent class. The young authors have been surprised by the outsized impact the book has had on their careers.

Does that mean more books might come from these fledgling wordsmiths?

"As I get older and I have something else that is on my mind and in my heart that I want to talk about, another book is definitely a possibility," says Abrams. "Anytime soon? Probably not. That was a lot of writing."



McDonough School *of* Business

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Georgetown's Literary Approach To Teaching Entrepreneurship

BY: NATHAN ALLEN ON JULY 20, 2017 | 0 COMMENTS

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A collage of book covers written by Georgetown University McDonough School of Business students. Photo courtesy of Georgetown University McDonough School of Business

Last summer, Eric Koester was at the end of his rope. An adjunct professor of entrepreneurship at Georgetown's McDonough School of Business, Koester scheduled a meeting with Jeff Reid, head of the Georgetown Entrepreneurship Initiative, that he planned to quit after the semester. Koester, widely considered a serial entrepreneur, has built a career around building businesses—either his own or others. After teaching for three years, he'd grown weary of making little headway with students.

"I did, frankly, get disillusioned a little bit," Koester concedes on a phone call with *Poets&Quants*. After all, Koester explains, he didn't feel like he was making a difference. The data, he says, backed up his feelings. Out of the 300 or so students to go through his courses during a year, only about one or two were actually starting companies, Koester explains.

After listening to Koester's laments, his good friend and fellow entrepreneur, Shane Mac, gave him some timely and unexpected advice.

"Push the limits then," Mac advised Koester in a text message. "Do something crazy with your last semester. What could you do that would change a student's whole career trajectory?"

ONE SEMESTER-LONG COURSE, ONE BOOK WRITTEN BY EACH STUDENT

Further discussion led to an answer. Koester would have his students—mainly juniors at the McDonough School—write a book by the end of the semester. “We had no idea if it was possible to do,” Koester admits. He and Mac had each published a book in their 20’s. But most of the students were in their very early 20’s. And they had a span of a few months to write their books. So they lowered their expectations, figuring if one student completed a book and entertained the thought of publishing it, the course would be a success.

“That was my expectation,” Koester confirms.

Turns out, 16 of the 40 students in the course published books. Koester stuck around for the spring semester and the results were even better. 19 of 23 students published books, which are now available on Amazon. The books boasted a variety of topics, including how-to guides for women breaking into the outdoor industry; making it in hip-hop; and earning at least 20% in tips for waitresses and waiters.

‘I ALSO REALLY DIDN’T WANT EVERYONE TO GO TO THE DEAN ... AND SAY, “THIS GUY’S A LOONY”’

But it definitely did not go off without hitches. The first came during the very first class last fall, which Koester admits was nerve-wracking and frightening.

“As much as I wanted to do something crazy,” Koester says, “I also really didn’t want everyone to go to the dean and say that they were dropping the class and say, ‘this guy’s a loony.’”

Spoiler: no one dropped. But it was definitely considered. Koester would later find out Shiv Jhangiani—one of the first students to have his book published—planned to drop out as soon as Koester announced the semester’s plan. “He said, ‘I pulled out my phone to see when the drop date was,’” Koester laughs.

Jhangiani wasn’t alone.

“There was a lot of buzz right outside the classroom that day,” recalls Will McDonald, another to publish a book after the first offering of the course. “It wasn’t good buzz,” he adds.

EARLY HESITATION AND FRUSTRATION

McDonald had friends take the same course in earlier semesters and says he had an idea of what to expect. “I didn’t totally know what to think of it at first,” McDonald recalls feeling when Koester made the announcement. “Some of my friends came out and immediately thought about dropping the class.”

Jaclyn Digregorio could sympathize. While dropping the class was never the plan, she pretty much wrote it off as to helping her actually launch a business.

"I was frustrated and confused," she admits—and rightfully so. Digregorio wanted to use the course to launch a business idea she'd been cultivating for at least a year. She was set on starting a business her senior year. And this course was supposed to play a big role in that path. "I was hoping the class would be a way to make that transition," Digregorio says. "When I heard we were writing a book, I didn't see the connection at all."

But Digregorio was also admittedly intrigued—and inspired by the challenge. Her sentiments were the same throughout the class. But instead of a mass exodus, Koester says the class doubled in size from the first week to the second.

"Students are wildly in love with it," Koester says of the course. "I have an over-subscribed class for this fall already. But I still think there is this generic question of how does it fit into the pedagogy of the university."

HOW DOES IT FIT IN A TRADITIONAL UNIVERSITY LEARNING ENVIRONMENT?

It's a good question. On the one hand, it's a novel way to teaching any sort of college course—especially an entrepreneurship course. On the other, it is, at-worst, an uncouth way of teaching a course. Koester says he's not totally convinced if he proposed the class in a traditional setting it would have been approved. After presenting the course at an academic entrepreneurship conference last January, Koester says he was approached by many colleagues at other universities with the same rhetoric: they loved the idea, but would never get it approved at their respective universities.

It definitely doesn't fit within the traditional confines and inner-workings of an American university. To be sure, Koester being an adjunct professor who didn't hold a Ph.D., doesn't help. "I'm this outsider bringing in this new thing that is different," Koester admits, noting his wife is a tenured-track academic. "I think there still is this element of Eric's a loony, to be totally honest."

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Georgetown's Literary Approach To Teaching Entrepreneurship

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Eric Koester. Photo courtesy of Georgetown McDonough School of Business

BOOKS LEAD TO MULTIPLE JOBS AND OTHER OPPORTUNITIES

Loony or not, Koester is onto something. Not only are there more than a dozen young published authors, many of those authors have had early career success directly from the books they constructed and published. McDonald has earned an internship in venture capital—an incredibly rare feat for an undergraduate student. Digregorio raised more than \$20,000 in a Kickstarter campaign to launch her health brand around a pineapple-shaped food portioning plate. Jhangiani, who wrote a book about the potential of soccer in India, is currently working in India as a soccer scout and helping launch academies. Monica Fritz, who wrote *Graduate Your Beercraft*, was offered a job with a beer distributor in New York within 15 minutes of meeting one of the managers. The list goes on.

"We hacked the book writing process like I would launch a company," Koester says, noting not much changed in the core of the course from previous years. "I said, 'let's forget about the book. If writing the book was launching a company, what would we do?' It's not like your traditional sit in a room and bang on a typewriter. It's actually how we would architect how to launch a company."

'THESE ARE PEOPLE THAT DON'T WANT TO INTERVIEW IN THE TRADITIONAL CONSULTING OR BANKING OR FINANCE ROUTE'

Indeed, the course started like a typical entrepreneurship course—with idea generation. McDonald recalls the first assignment of the course, when they were charged to come up with at least 100 business ideas that they could potentially write a book about. The exercise gave McDonald hope for the course. "In that first week, I started to see the potential," he says.

Digregorio trusted Koester's reputation, passion, and energy, but was still hesitant through the ideation process. But when they started writing the actual book, she saw the vision and fell in love with the course. "The book really helped guide my entrepreneurial journey because the book is a brand," she says.

Still, Koester says, it takes a certain kind of student to thrive in the environment he created.

"These are people that don't want to interview in the traditional consulting or banking or finance route. They want to work at places that don't necessarily come on campus to interview."

Students were required to interview at least 25 expert sources. Many of those connections were what led to internships, jobs, and other opportunities, Koester explains.

MOVEMENT FROM THE BOTTOM UP

Koester will be teaching an online version of the course and believes that might be the future of the idea outside of Georgetown. The next wave must be a grassroots, bottom up movement, Koester explains. While teaching the online version of the course this summer and fall, Koester says he hopes the students will each find a faculty member at their respective schools to serve as a coach and guide along the way. One student and faculty member could be the start at other universities, Koester believes.

"If we do this right," Koester says, "I think every junior at every college in America should be required to do something like this."

DON'T MISS: HARVARD'S BOOT CAMP FOR UNDERGRAD ENTREPRENEURS

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Exhibit C
Course Syllabi

Launching the Venture (course 1)
Promoting the Venture (course 2)



**STRT 295 – Launching the Venture
(Fall 2018)
3 credits**

Prof. Eric Koester
Office: [517] Rafik Hariri Building
Phone: 703.587.4430
E-mail: eric.koester@georgetown.edu

COURSE OBJECTIVE

This course builds on introductory entrepreneurship course work to help students develop competency in launching new products, services or ventures. This course is designed to teach key elements applicable to launching an internal product or service at a company or an independent small business or startup as an entrepreneurial venture.

The course is taught using the creation of a product (a non-fiction book). The course is a hands-on experiential style course and satisfies the university's writing requirement. This course helps students develop competency in personal or entrepreneurial branding associated with early stages ventures such as new events, products or services.

COURSE EXPECTATIONS AND FORMAT

Launching the Venture teaches the key elements of developing and launching a new product or venture. This is an experiential, hands-on course. We'll use a process of creating a non-fiction book manuscript as our tool to help you learn the key aspects you'll need in any new product or entrepreneurial venture (and as a bonus, assuming you create a strong manuscript, you'll be able to potentially use that manuscript to turn into and launch a book).

The Launching the Venture course is designed to teach and expand your knowledge of the five key elements required to develop, launch and market any new product, service or venture:

- Ideation
- Market Research and Customer Value Capture
- Customer Discovery and Development
- Hypothesis Testing

- Pitch and Persuasion

In addition to marketing techniques and methodologies, we will also discuss the overlap between certain elements of the startup and entrepreneurial ecosystem including insights, research and methods from some of the top thought leaders in each area including Stanford Professor Tina Seelig (Ideation), Alexander Osterwalder (business model canvas and market research), Berkley & Columbia professor Steve Blank (Customer Discovery & Development), Lean Startup founder Eric Ries (Hypothesis testing & lean startup) and others.

Each week you'll be applying a new tool(s) that you've learned in the process of developing a manuscript on the topic of your choosing. The goal behind this approach is that you'll continue to go deeper and deeper into a subject you're interested in and work towards demonstrating evidence of your expertise.

Expectations

- **Participate fully.** This class is incredibly hands on — so each week you'll be doing in-class and out-of-class exercises. You'll be working with your classmates, coaches and editors. And here's the best part: do the work and you'll have a manuscript we can help publish into a real book.
- **Keep up.** It's nearly impossible to try and create a whole manuscript in a couple days, so don't fall behind — each week builds on the prior week and gets you ready to pull it all together for your final manuscript.
- **Come to class.** Attending class is highly encouraged. Each week you'll be listening to lectures/discussions, doing a series of in-class exercises and working on your materials.
- **Have fun.** It's a pretty unique experience to write a book — and we encourage you to enjoy it!

Detailed Course Structure

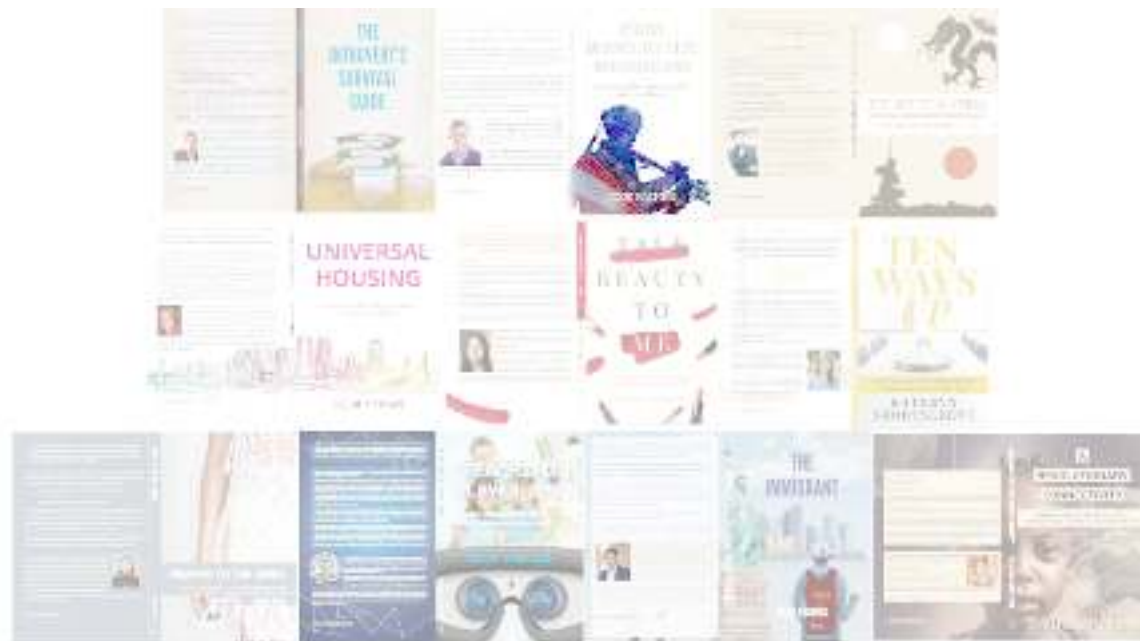
Over the course of the semester, we'll go through a weekly series of exercises and activities designed to help you identify a customer problem and create an approach you can solve to capture value through your manuscript. Once you've selected that direction, you'll engage with the market through interviews, research and discussions to develop depth into the content which will be captured into your manuscript. This course is a good fit for students with an entrepreneurial mindset but unclear of their path, their roadmap or their next steps to build a career in that way.

Your manuscript (and eventually a book in some cases) is not only a learning tool but can serve as a differentiator helping you (a) get a job or work in an industry you love; (b) attract consulting clients who'll pay you for that knowledge; (c) launch your new service or product; or (d) create new opportunities you may not have previously had.

That's right, you'll be creating a book manuscript as the outcome/output of your process.



Example Covers from Spring 2017 Publishing Students



Example Covers from Fall 2017 Publishing Students

The class sessions will include lectures, discussions, videos, and class exercises. The lectures will emphasize key concepts and provide guidance in applying these concepts to practical situations. Class exercises, videos and case studies will help reinforce these

concepts. The slides from our class lectures will be posted as PDFs in Quip. I will post additional readings, assignments, and announcements on Quip as well.

Per the curriculum committee, this course will satisfy the requirements as an elective in Marketing as well as one of the course requirements for the Entrepreneurial Fellows program sequence.

COURSE MATERIALS

- *Cred* by Eric Koester (due for publication in 2018)
- Course management website via Quip
- Additional required readings and cases will be available in Blackboard.
- Optional Books (we'll reference section):
 - Business Model Generation Osterwalder & Pigneur (Optional)
 - The Startup Owner's Manual Blank & Dorf (Optional)
 - Lean Startup Ries (Optional)

Students are encouraged to read several blogs, newspapers and periodicals available in the library or on the internet that have particular relevance to entrepreneurial marketers. These include *TechCrunch*, *recode*, *Pando Daily* and *Mashable*.

GRADING

Final Grades are based on two equal factors:

- 50% for your weekly assignments/projects
- 50% for the final book submission

Each week, you'll be given an assignment:

- 10 points if you turn it in on time and complete
- 5 points if you turn it in within 24 hours (late)
- 5 points if you turn it in on time, but incomplete
- 0 points if you turn it in after 24 hours

Bonus Points:

- You'll have the ability to earn bonus points.
- Each time a coach reads your submission and thinks it is exceptional, he or she can flag it and you'll receive bonus of 5 additional points (you can earn multiple 5 point bonuses if multiple coaches agree)

In-Class Exercises:

- We will periodically have in-class exercises that earn additional (bonus) points.
- For example, a class in October will be an in-class competition. Students will earn 5 points just for participating (ie., showing up to class) and an additional 10 points if their team is one of the top 3 in points.
- There will also be periodic weeks where we have bonus exercises where you earn bonus points if you are in class and participate.

Manuscript Overview

This course will help you identify a book topic that aligns to a passion, develop a theory and gather stories and evidence from experts to support your theories and turn that into your manuscript. You'll be creating a non-fiction manuscript for an 80-120 page book — all in the course of a semester. The initial manuscript usually needs some additional work (the best books aren't written; they are re-written), but you'll get close through a combination of strong writing, interesting stories and narratives and a good set of lessons for your reader.

Manuscript Breakdown. Three primary components to a “publishable” manuscript:

- Narrative/Storytelling
- Lessons/Teachings
- Well written

Methodology

Credibility Method helps you become an expert in a subject by going through the process to structure, research, interview and create a manuscript for a book that is aligned to your passion. The theory behind the course is that creating a book is a way to help offer evidence of expertise — that you are an expert at something. Once you establish that expertise, your book will serve as a business card helping you (a) get a job or work in an industry you love; (b) attract consulting clients who'll pay you for that knowledge; (c) launch your new service or product; or (d) create new opportunities you may not have previously had. Yes it might seem daunting, but we provide a structured approach that helps simplify the process so that you can complete it in a semester. In the Fall 2016 semester, the average manuscript created by the students was 21,000 words (~90 page book) and 28 of 32 students wrote 16,000 words or more — so you can do it too; in the Spring 2017 semester, the average manuscript created by students was 24,000 words (~105 page book).

Publishing

Wait, did I read that correctly — you're saying we write a book? Yes, you'll write a book this semester and we'll work together to create a manuscript that is well written, has outstanding stories/narratives and teaches the reader something valuable. Assuming you do those things your manuscript is fit to be published. We'll then work with you after the course (either in the follow-up or on your own) to help you through the publishing and promotion process.

Class Collaboration

This class places an emphasis on a collaborative environment, much like at an incubator or in a start-up. Collaboration as a means to elevate your work and others — this can go a long way in benefiting you both in the short term and the long term. The class will intentionally create groups and pairings for you to work with others, but there will also be plenty of opportunities outside of that that will enable you to collaborate as well. Use the class space to make the most of the semester and challenge yourself to grow in new and different ways.

HONOR CODE

As signatories to the Georgetown University Honor Pledge, and, indeed, simply as good scholars and citizens, you are required to uphold academic honesty in all aspects of this course. You are expected to be familiar with the letter and spirit of the Standards of Conduct outlined in the Georgetown Honor System and on the Honor Council website. As faculty, I too am obligated to uphold the Honor System, and will report all suspected cases of academic dishonesty.

ATTENDANCE POLICY

Students are responsible for adhering to all course procedures and policies set down by an instructor for the successful completion of a course, including class attendance; absence from a class for whatever reason carries with it the obligation of making up missed work.

Class as a professional environment

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Recordings of presentations, lectures, and discussions are not permitted without specific written permission of the participants. If you have a good reason to record a class, please discuss with the instructor.

SPECIAL NEEDS

If you have a disability, or believe you might, and would like to receive accommodations in my course, you should contact the Academic Resource Center (arc@georgetown.edu) to register as a student with disability, or for an evaluation referral. The center is located on the third floor of the Leavey Center, Suite 335.

Biographical Statement

Eric Koester is a major force in the startup world. He is a true serial entrepreneur – currently building an innovative twist on the startup studio model through Kingmaker Labs. He is a part time venture capitalist through a network-driven venture firm called NextGen Venture Partners (www.NextGenVP.com). Eric also devotes considerable time to building the startup community, including as a lecturer and adjunct professor of entrepreneurship at Georgetown, a regular guest lecturer at the White House, and a frequent author and speaker.

For his “day job,” Eric is the founder of Creator Institute, a startup developing personalized learning tools, techniques and methodologies to help individuals and companies develop more “entrepreneurial” skills. Eric was previously the managing director of NextGen Venture Partners, the first-of-its-kind network-driven venture capital firm that raised a \$24 million fund in January 2016. NextGen empowers young founders, CEOs, technologists and innovators to become venture capitalists -- investing in innovative companies poised for explosive growth. Eric was one of the original founders of the group on 2012/2013, and remains an active venture partner and investor in NextGen.

Before Kingmaker and NextGen, Eric was the cofounder and COO of Main Street Genome which was acquired by Dining Alliance in 2015. Just as Google organized the web to provide advertisers efficient and measurable ways to market to consumers, the Genome organized the proliferation of new digital data about main street businesses to provide those owners tools to better understand their companies. Main Street Genome's products include Vendor IQ, which uses data and technology to help drive purchasing efficiency between independent restaurants and food distributors, and Growth IQ, which helps fast growth restaurant chains, groups and franchises use data to identify locations for their growth.

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He holds a JD from The George Washington University School of Law and a BA in Business Administration from Marquette University. Eric is also a certified public accountant in the State of Washington, and currently serves as a lecturer and professor of entrepreneurship for Georgetown University's McDonough School of Business.

You can read more here:

- Website: www.erickoester.com
- Twitter: www.twitter.com/erickoester
- NextGen: www.NextGenVP.com
- Blog: www.medium.com/@erickoester

Fall 2017 Weekly Lectures/Workshops (Example)

Week	Week of...	Lecture	Workshop(s)	Key Themes
1	8/28/2017	What is Signal: The power of credibility in creating your brand	Author Bio; 10 Things	Ideation
2	9/4/2017	Discover your purpose and tying it to your brand	Dream Job; Dream TED Talk	Ideation
3	9/11/2017	Understanding the act of demonstration	Dream Product/Startup; 5 Books You'd Recommend + Structure Breakdown	Market Research and Customer Value Capture
4	9/18/2017	How You Demonstrate Your Passion/Purpose through a Book	How to create a book overview	Market Research and Customer Value Capture
5	9/25/2017	Personal Narratives & Stories	Build An Interview Guide; How to Record & Transcribe Interviews	Customer Discovery & Development
6	10/2/2017	Expert Interviews: A How To + Introduce DEs	Interview Sprint	Customer Discovery & Development
7	10/9/2017	NO CLASS → VIRTUAL CLASS (Optional)	Interview Collaboration	Customer Discovery & Development
8	10/16/2017	Theory of the Book	Interview Collaboration	
9	10/23/2017	Stranger Stories Interviews	Theory of the Book	Customer Discovery & Development
10	10/30/2017	Using Research/Data/Other Content	Live Story Creation + One-on-Ones with Eric	Hypothesis Testing
11	11/6/2017	Story Telling	Create Hooks	Hypothesis Testing
12	11/13/2017	Revisiting your Theory of the Book + Frame Your Concept	Book Structures + Chapter Structures	Hypothesis Testing
13	11/20/2017	Introduction Building (Part I)	None: In Class One-on-Ones	Pitch & Persuasion
14	11/27/2017	Introduction Building (Part II)	Introductions	Pitch & Persuasion
15	12/4/2017	Introduction Building (Part III)	Introductions	Pitch & Persuasion

16	12/11/2017	Create		
17	12/18/2017	Create		
	12/22/2017			

Final Project Due Dates:

Students will be required to turn in their final manuscripts per the deadline below. A submission after this time will result in a half-letter reduction in your grade for the assignment.

- December 22, 2017 by 11:59 pm EST



**STRT 296 – Promoting the Venture
(Fall 2018)
3 credits**

Prof. Eric Koester
Office: [517] Rafik Hariri Building
Phone: 703.587.4430
E-mail: eric.koester@georgetown.edu

COURSE OBJECTIVE

This course continues on from the Launching the Venture (Semester 1) course.

This is an experiential, hands-on entrepreneurship course. Launching the Venture teaches the key elements of developing any new venture using the key concepts you'd use to develop a startup (ideation, customer discovery, lean startup, pitching, experimentation and more). We'll use a process of creating a manuscript as our tool to help you learn the key aspects you'll need in any entrepreneurial venture (and as a bonus, assuming you create a strong manuscript, you'll be able to potentially use that manuscript to turn into and launch a book).

METHODOLOGY (PROMOTING THE VENTURE)

Promoting the Venture is designed to teach you three key elements required to operationalize, launch and promote a new venture including:

- Lean Startup: Build, Measure, Learn (iterative testing)
- Operations (working with partners and vendors)
- Growth & Distribution (how to do content marketing, customer sales, etc.)

We rely on some of the top thought leaders in each area including Lean Startup founder Eric Ries (Hypothesis testing & lean startup), Stanford course taught by Y Combinator (Startup School), Berkley & Columbia professor Steve Blank (Customer Discovery & Development), and others. Each week you'll be applying a new tool(s) that you've learned in the process of developing and launching on the topic of your choosing. The goal behind this approach is that you'll continue to go deeper and deeper into a subject you're interested in -- demonstrate evidence of expertise — that you are an expert at something.

You should learn in this course how to take a concept and get it to market successfully. And we'll use the manuscript created in the Launching the Venture course as the tool where you'll gain hands on experience in each. The focus of this semester will be to help you (a) work through the logistical pieces of publishing a book (revisions, editing, typesetting, interior design, cover design, pricing, etc.); (b) development of supplemental content (written) including blog articles, video content, etc.; and (c) the development and execution of a marketing/promotional plan and strategy for your book (pricing, connection with influencers, etc.). You'll learn key aspects of entrepreneurial world of developing a book as a platform/tool, marketing and promotion and much more.

This course is a continuation from Semester 1 and is a good fit for students with an entrepreneurial mindset but unclear of their path, their roadmap or their next steps to build a career in that way.

Our goal is to help you publish your book to demonstrate your purpose.



Example Covers from Spring 2017 Publishing Students

Each week you'll be working through the finalizing your manuscript, working through publishing process, and learning the promotional process to achieve your goals.

COURSE/CLASS EXPECTATIONS:

- **Participate fully.** This class is incredibly hands on — so each week you'll be doing in-class and out-of-class exercises. You'll be working with your classmates, coaches and editors. And here's the best part: do the work and you'll have a manuscript we can help publish into a real book.
- **Keep up.** It's nearly impossible to try and launch/promote a book in a couple days, so don't fall behind — each week builds on the prior week and gets you ready to pull it all together for your final manuscript.

- **Come to class.** Attending class is highly encouraged (but optional). Each week you'll be listening to lectures/discussions, doing a series of in-class exercises and working on your materials. I will record lectures in the event you are unable to attend.
- **Have fun.** It's a pretty unique experience to publish and promote a book — and we encourage you to enjoy it!

COURSE MATERIALS:

- The Startup Owner's Manual Blank & Dorf (Optional)
- Lean Startup Ries (Optional)
- "Promoting the Venture: Learn by Demonstrating Your Purpose" by Eric Koester (Summer 2017)
- Tina Seelig Lecture -- https://www.youtube.com/watch?v=Dle_GvFlbqY
- Various written and video content.

GRADING

Grades are set out below, but 50% of your grade will be based on turning in weekly assignment and 50% will be based on your three main projects.

Final Grades are based on two equal factors:

- 50% for your weekly assignments/projects
- 50% for the three main projects for the semester

Each week, you'll be given an assignment:

- 10 points if you turn it in on time and complete
- 5 points if you turn it in within 24 hours (late)
- 5 points if you turn it in on time, but incomplete
- 0 points if you turn it in after 24 hours

There will be three major deliverables during the course. You'll deliver a revised manuscript, work on the process for publication and finally build and execute on your launch plan. You'll be expected to complete them as a part of the receiving tutorial credit:

- Delivery of Revised Manuscript + Ancillary Materials/Documents for Publication
- Publication of your book (Delivery of a Copy by the End of the Semester)
- Promotional Launch Plan (PPT deck plus supporting materials)

The Business School Grading Curve:

- What "the curve" is in the Promoting the Venture? Historically the course average is set to a 3.5. This is not a commitment to that curve, but historically this course has aligned similarly.
- If you focus on making the most of the in-class exercises, weekly assignments, and projects everything should fall into place

CLASS COLLABORATION

This class places an emphasis on a collaborative environment, much like at an incubator or in a start-up. Collaboration as a means to elevate your work and others — this can go a long way in benefiting you both in the short term and the long term. The class will intentionally create groups and pairings for you to work with others, but there will also be plenty of opportunities outside of that that will enable you to collaborate as well. Use the class space to make the most of the semester and challenge yourself to grow in new and different ways.

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Biographical Statement

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- NextGen: www.NextGenVP.com
- Blog: www.medium.com/@erickoester

Fall 2017 Sample Schedule

Week	Date of Week	Session #1	Session #2	Important Dates	Coaching Sessions
	8/7/2017	Deciding to Publish Your Manuscript	One-on-ones with Eric; group chat with Brian + Anastasia about Revisions		
	8/14/2017	Revising Your Introduction			Katie (DE+) to begin reviewing Introductions
	8/21/2017	NO CLASS			
FIRST DAY OF CLASSES	8/30/2017	Author Social Upgrade + Social Engagement (Help First)	Revising the Manuscript: Adding Dialogue		
LABOR DAY	9/4/2017	Revising the Manuscript: Adding Research	Author Bio + Book Description + Titles		
	9/11/2017	Revising the Manuscript: Adding Lessons/Teachings	Creating the Cover Brief		BB One on Ones re: Cover Briefs
	9/18/2017	Final Polish + Finalizing the Cover Brief	Champagne Moments + Blurb Outreach		
	9/25/2017	Creating Your Signal Platform	Reach Blurb Outreach (Begin)	September 25 — Turn in Finalized Manuscripts	September 25 — Begin Cover Design Process (as Doable)

	10/2/2017	Creating Your Signal Platform	Book as a Tool: Getting Your Dream Job/Internship	October 6 — Manuscripts Begin Typesetting	EK One on Ones
COLUMBUS DAY	10/9/2017	Creating Your Signal Platform	Book as a Tool: Getting Your Dream Job/Internship	October 15 — Book Blurbs are Due	
	10/16/2017	Creating Your Signal Platform	Daily Interactions Workshop		
	10/23/2017	Creating Your Signal Platform	Creating Your Amazon KDP Account + Selecting Your Categories	October 18 — Paperback Layouts are Locked In	
	10/30/2017	Creating Your CreateSpace Account	Creating Your Signal Platform	October 25 — Book Covers are Locked in	
HALLOWEEN	10/31/2017	Creating Your Signal Platform	Becoming a Bestseller in Your Amazon Category (Tactics)	By November 1 — Order Book Unboxing Copies	
				November 3 — eBooks are Ready	
	11/6/2017	Collecting Royalties + Putting Author on Your Resume + Creating Your	Generating Media Coverage	November 10 — Signal Platform Begins	November 10 — eBook available for Pre-order

		Google Drive Folder			
	11/15/2017	BOOK UNBOXING EVENT		November 15 — Book Unboxing Event	
	11/20/2017	THANKSGIVING BREAK WEEK		By November 21 — Order Book Launch Copies	
THANKSGIVING BREAK	11/22/2017				
	11/27/2017	How to Do: Advance Reader Copies		Mail 10 Copies of your Book to Drive Outcomes (Champagne Moments)	
	12/8/2017	Book Launch Event			

Instructional Continuity:

Main Campus Executive Faculty Policy (as of July 2014)--

“Instructional activities will be maintained during university closures. Faculty members should prepare for the possibility of an interruption of face-to-face instruction by establishing a policy within the course syllabus to maintain instructional continuity in the case of an unforeseen disruption. During a campus “closure,” the regular class time schedule must be honored by all campus departments so that students will remain available for those faculty members who wish to maintain continuous academic progress through synchronous distance instruction.”

This course builds on introductory entrepreneurship course work to help students develop competency in launching new products, services or ventures. This course is designed to

teach key elements applicable to launching an internal product or service at a company or an independent small business or startup as an entrepreneurial venture.

The course is taught using the creation of a product (a non-fiction book). The course is a hands-on experiential style course and satisfies the university's writing requirement. This course helps students develop competency in personal or entrepreneurial branding associated with early stages ventures such as new events, products or services.

Exhibit D
Presentation Slides

CREATOR PEDAGOGY

**BUILDING ENTREPRENEURIAL THINKERS AND DO-ERS THROUGH THE
EXERCISE OF CREATION**

GEORGETOWN UNIVERSITY
PROFESSOR ERIC KOESTER







- 1 Work for McKinsey, BCG, Bain or at a top-5 investment bank



1

Work for McKinsey, BCG, Bain or at a top-5 investment bank

2

Join a trendy, fast-growing growth tech startup in a product, business development, or corporate development role and dominate for 3–4 years



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“Be born really wealthy, preferably the child of a rich VC. You can maximize your chances if you go to Stanford in this case.”



X

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LEADEDGE
C A P I T A L

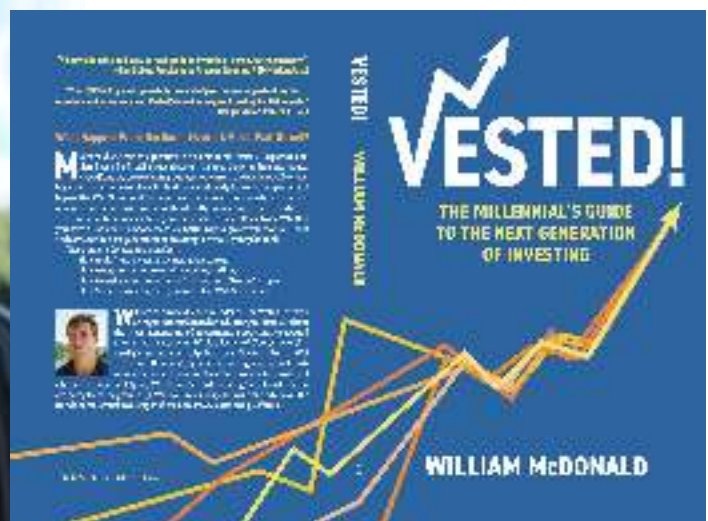




McKinsey, BCG, Bain
Top-5 investment bank
Trendy, fast-growing
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Stanford MBA
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LEADEDGE
C A P I T A L





**There is a new path to
success and happiness.**





SIGNALING THEORY



CREDIBILITY

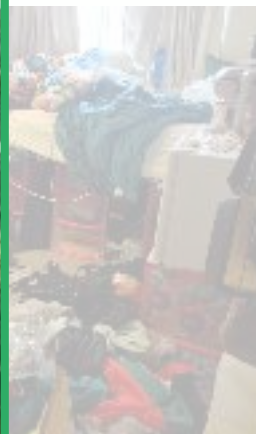
SIGNALING THEORY



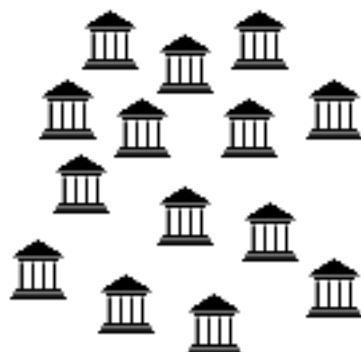
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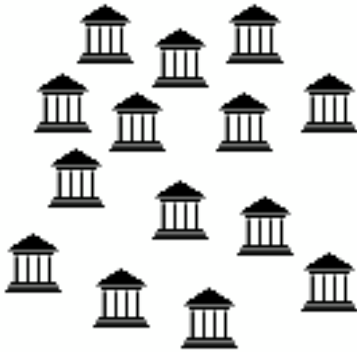
SIGNALING THEORY



CREDIBILITY PRE-INTERNET



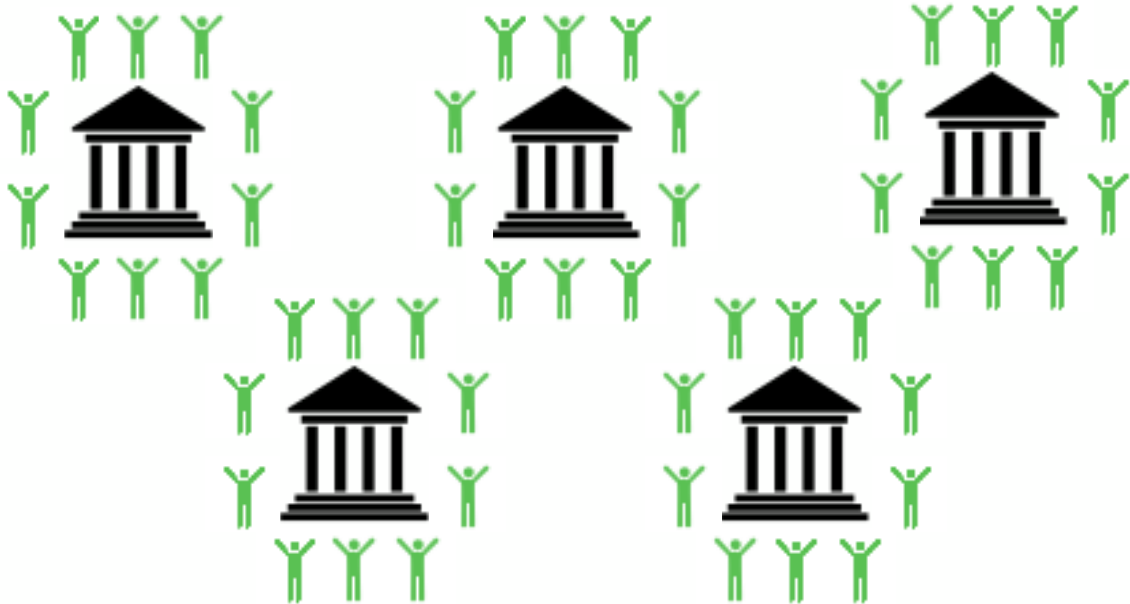
CREDIBILITY



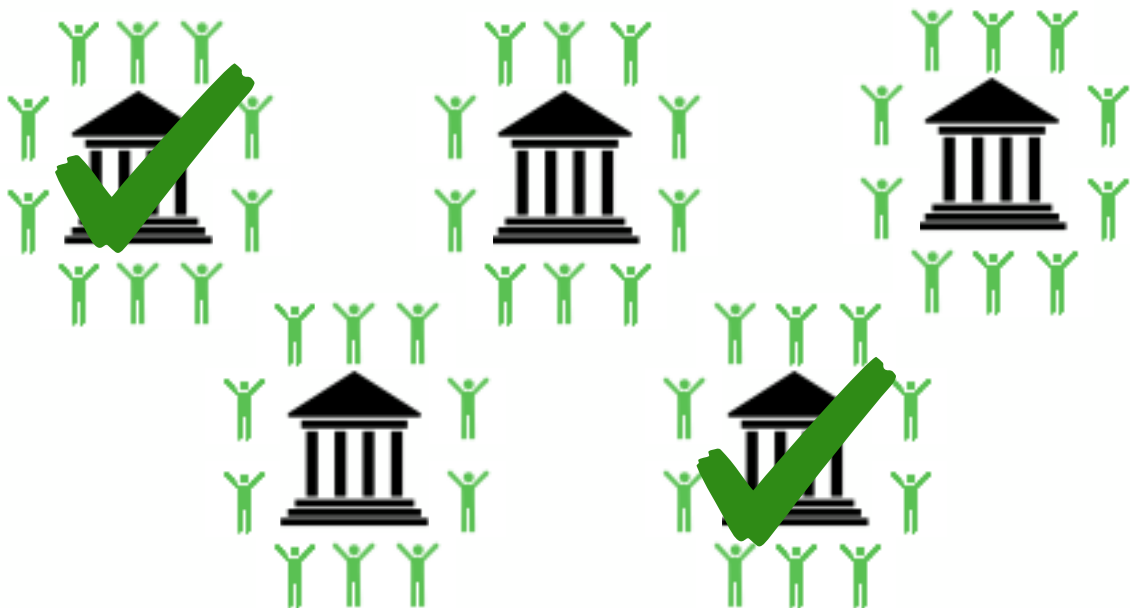
CREDIBILITY



BORROW



BORROW



BORROW



CREDIBILITY



THEN
BORROW CREDIBILITY



SIGNALING THEORY



CREDIBILITY



BORROW



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NEW PATH TO SUCCESS



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THEN
BORROW CREDIBILITY



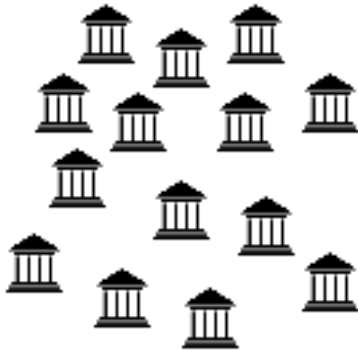
NOW
CREATE CREDIBILITY



THE BIG CHANGE



CREATE



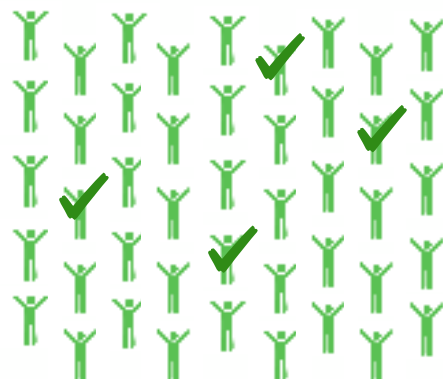
CREATE



CREATE



CREATE



CREATE



DEMONSTRATING YOUR PURPOSE



DREAM JOBS/CAREERS



DEMONSTRATING YOUR PURPOSE



THINK
READ
RESEARCH
INTERVIEW
CREATE



THINK
READ
RESEARCH
INTERVIEW
CREATE



THINK
READ
RESEARCH
INTERVIEW
CREATE



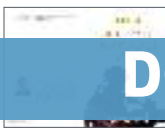
THINK
READ
RESEARCH
INTERVIEW
CREATE



DEMONSTRATING YOUR PURPOSE



DEMONSTRATING YOUR PURPOSE



DEMONSTRATION OF YOUR PURPOSE



A BOOK IS A PIECE OF YOUR DEMONSTRATION

DISCOVER & DEMONSTRATE
DEEP PURPOSE



ONSTRATE
CONFIDENCE



HOW THEY DEMONSTRATE

BOOKS

CONFERENCES

PUBLISHED RESEARCH

PODCAST SERIES

VIDEO SERIES

DESIGNS

CONCERTS/ART

ARTICLE SERIES

COURSES



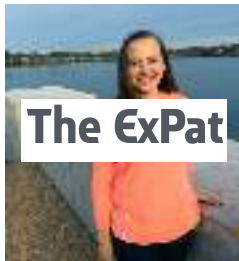
CREATE YOUR OWN PATH



CREATE YOUR OWN PATH



CREATE YOUR OWN PATH



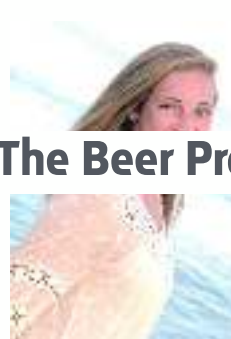
The ExPat



Kickstarted



The Manager



The Beer Pro



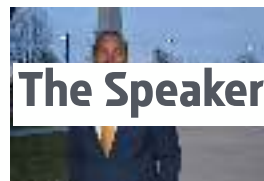
The Techie



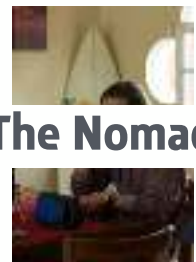
The VC



The Scout



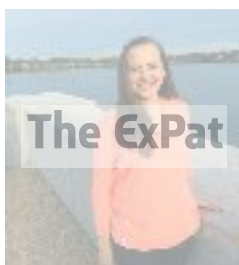
The Speaker



The Nomad



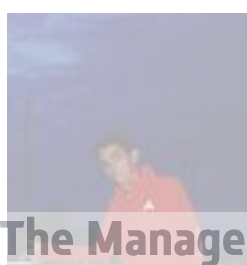
CREATE YOUR OWN PATH



The ExPat



Kickstarted



The Manager



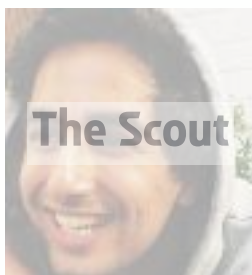
The Beer Pro



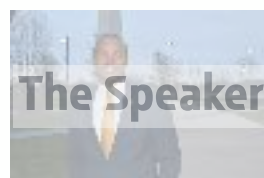
The Techie



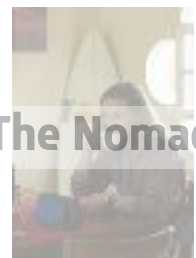
The VC



The Scout



The Speaker



The Nomad



THEY'LL DEVELOP THE CREATORS MINDSET



There is a new path to
success and happiness.



