Nomination of:
The San Diego State University
Undergraduate Entrepreneurship Program

For the:
2017 USASBE Excellence in Entrepreneurship Education Award
National Model Undergraduate Entrepreneurship Program

Submitted by:

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Leadership as a Legacy: Entrepreneurship at San Diego State University

It is no accident that San Diego State University (SDSU) has a reputation of graduating students who just “seem to get the job done.” Since it was founded in 1897, SDSU has offered an academic curriculum distinguished by direct contact with faculty and an emphasis on leadership that prepares students for a successful future.

The University’s innovative learning environment and legacy of leadership can be attributed to San Diego’s exciting entrepreneurial climate. San Diego features a dynamic business landscape ripe with diverse innovation-minded entrepreneurs that support high levels of entrepreneurial activities. As a result, it is a hub for a robust network of industries. This supportive infrastructure boasts a number of highly experienced investors and professional service providers who are available to nurture and develop the next generation of SDSU entrepreneurs.

SDSU provides students with a blend of coursework and unique experiential learning opportunities. This combination enables students to adopt innovative thinking and develop the competencies they will need to succeed in today’s society, regardless of their educational field.

What We Strive Toward

The mission of the Undergraduate Entrepreneurship Program is to inspire entrepreneurship campus-wide and enable students to develop the entrepreneurial competencies necessary to compete in the global economy.

A Comprehensive and Innovative Experience

The Entrepreneurship Program impacts students from a wide range of academic, cultural, and economic backgrounds. It provides a fusion of contemporary entrepreneurship courses with a “learn by doing” model of enrichment activities. This model allows students to customize their program towards their individual goals, thus guaranteeing a unique experience. Through high-impact learning, students gain the comprehensive toolsets necessary to create and sustain businesses—an integral component of the entrepreneurial ecosystem in our community.

Undergraduate Entrepreneurship Program

SDSU management professor emeritus, Dr. Darby Mitten, formed the University’s original Entrepreneurial Management Center (EMC) in 1980. In 1986, the EMC received its first funding and the program has been dedicated to entrepreneurial education and research since. In 2012, the EMC was renamed to the Lavin Entrepreneurship Center (LEC) through a generous gift from Dr. Leonard H. Lavin. While the entrepreneurial program at SDSU can be traced back to the 1980s, the undergraduate Entrepreneurship Specialization was first introduced by the Management Department in the Fowler College of Business (FCB) in 2008, with 54 enrolled students. In the past eight years the program has shown steady growth. As of the fall 2016 semester, over 400 students were enrolled in the Entrepreneurship Specialization. (see Exhibit A 1.1)

Program Curriculum

We have designed a unique undergraduate program to meet the needs of any student with an expressed interest in entrepreneurship. Through a dynamic blend of curriculum and experiential learning, students are provided with a strong theoretical foundation, as well as life-long skills necessary to succeed as an entrepreneur. The undergraduate entrepreneurship offerings at SDSU have multiple dimensions. We have created specialized programs appealing to a diverse set of student interests. The curriculum is designed so that students who wish to have deep immersion in entrepreneurship can do so through the specialization, while students—from both a business and non-business background—seeking some exposure to the entrepreneurial mindset can do so through the minor. In addition, SDSU also offers an entrepreneurship specialization in the School of Music and is planning to offer a similar program in the School of Public Affairs (Fall 2018). There is also an initiative to begin developing an entrepreneurship specialization in the Art program.

Specialization in Entrepreneurship

The Entrepreneurship Specialization is crafted specifically for students matriculating in the FCB. The Specialization is a 24 unit program that allows students to immerse themselves in the entrepreneurial process and develop an innovative mindset. (see Exhibit A 1.2 & A 1.3) Students majoring in the Specialization in Entrepreneurship are offered a number of comprehensive courses and a unique path beginning with the option to participate in a freshman living learning community, which ultimately leads to the output of a well-crafted senior portfolio. (see Exhibit B).

Freshman/Sophomore Years: Students can apply to participate in one of two sections of a specifically designed living learning community floor in the dorms devoted to entrepreneurship. Through the living learning community, freshman receive their first entrepreneurship exposure while taking the course “Journey into Entrepreneurship” (Exhibit B 2.8). Students also begin to develop their professional network as they get involved with our student club, the Entrepreneurship Society. After participating in the entrepreneurship learning communities, freshman and sophomores have the opportunity to remain engaged in entrepreneurship in a new General Education course titled “Innovation and Society,” while they complete their first two years of general education coursework. Additionally, the LEC provides students with work study and internship opportunities, placing them in startup or developing companies.

Junior Year: Students enroll in core entrepreneurship classes focusing on opportunity recognition and analysis, creativity and innovation, and international entrepreneurship.

International Experience: During summer and winter intersessions of either junior or senior year, students have the ability to study entrepreneurship in an international context by taking a core entrepreneurship course while traveling abroad. Students participate in a three-week immersive program and have the opportunity to meet at least five local entrepreneurs. Last year, students who enrolled in our introductory entrepreneurship course had the opportunity to study in one of the following cities: Alcala, Spain; Prague, Czech Republic; and Lisbon, Portugal. This year students will have the opportunity to do so in Rome, Italy, and once again Alcala, Spain. By studying entrepreneurship in an international context our students learn to explore market opportunities in global communities, identify products and services in these markets, and understand how entrepreneurs do business within different cultural settings.

Senior Year: Students enroll in entrepreneurship electives and customized coursework based on individual interest. Students must take courses in Ethics and Governance, Leadership, and complete an internship in an entrepreneurial organization. Finally, they must end their program with a culminating course in which they develop a business model and launch plan. Students are also expected to compile their project-based coursework into a "learning portfolio" that captures competency acquisition.

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Entrepreneurship Minor
As of fall 2013, in an effort to further expand the reach of the Entrepreneurship Program beyond the FCB, we created the SDSU minor in entrepreneurship that is open to all students campus-wide. Learning to think innovatively and creatively about problems and solutions in a student’s chosen field is extremely valuable. Through the cross campus entrepreneurship minor, we offer the opportunity for both business and non-business students to learn how to take an idea, evaluate it, and turn it into a real business.

Business Minor: This program is designed for students majoring in a business discipline. The path consists of 15 units of upper-division entrepreneurship coursework, a capstone course requiring students to develop a viable business model and launch plan, and participation in one unique experiential activity.

Non-Business Minor: This program is a specialized path for students outside of the FCB consisting of a 3 unit accounting course, 12 units of upper-division entrepreneurship coursework, a capstone course, and participation in one unique experiential activity.

Music Entrepreneurship & Business Specialization
In 2012 the LEC executive director collaborated with the director of the School of Music on campus to create an entrepreneurship and business specialization for music majors. This degree includes coursework and experiential learning in the “how to’s” of translating one’s artistic talents into meaningful and lifelong opportunities. Students graduate with a Bachelor’s of Music Degree in Applied Arts and Sciences with a Music Entrepreneurship and Business Specialization. (Exhibit B 2.13)

Entrepreneurship Specialization in Public Administration
The LEC is currently working with the Director of the School of Public Affairs to design an Entrepreneurship Specialization for students in the Public Administration major that will be available in 2018.

College of Engineering Capstone Course Workshop
Students in the College of Engineering must complete a group design project in their senior year. The group works together to design and create a solution to a compelling engineering problem. The LEC integrates entrepreneur workshops for engineering capstone projects.

Kinesiology and Nutrition Workshops
LEC Director of Programs, Bernhard Schroeder, teaches classes on TrendSpotting and Business Model Iteration to students in the School of Exercise and Nutritional Sciences.

Unique Experiential Activities
Along with the knowledge we offer students through our comprehensive coursework, we also seek to build their competencies by allowing them to participate in strong and innovative co-curricular entrepreneurial programs. The richness of entrepreneurship education at SDSU is in the innovative programs and resources that are made available to students. At SDSU we have created a comprehensive interconnected ecosystem with a wide array of opportunities to engage students in entrepreneurship.

There are three entrepreneurship centers at SDSU: the LEC, Zahn Innovation Platform (ZIP) Launchpad, and ZIP Idea Lab. These centers collectively bring entrepreneurship alive on campus. The LEC helps students develop their entrepreneurial competencies and professional networks. This center provides students across the campus with the opportunity to engage in the wider entrepreneurship ecosystem within the local and regional communities through mentorship and internships (Exhibit C 3.1). The ZIP Launchpad provides the opportunity for students to experience creating their own companies in an incubator and coworking space (see exhibit D). Each admitted student team is given a personal mentor, pro-bono legal services, prototyping tools, and access to the coworking space, and the opportunity to receive funding based on progress that is made. Currently, the ZIP Launchpad hosts 31 student start-up teams, with participation from all colleges across the campus. The ZIP Idea Lab is a center that helps students and faculty generate ideas with design thinking and problem solving through creativity (see Exhibit E). This center holds regular workshops and events on creativity and innovation. These three centers will be housed together in the new Engineering and Interdisciplinary Sciences Complex, scheduled to open in 2018. The vision of this complex is to create a crossroads for the STEM disciplines with a focal point on entrepreneurship efforts in helping to bring products to the market (Exhibit F 6.5).

The innovative programs and resources available to students through these three centers include:

Lavin Entrepreneur Program: This is a two-year, two-cohort “honors” entrepreneurship program for undergraduate students from all seven colleges across SDSU’s campus. Students are chosen based on perceived entrepreneurial talents and receive a variety of benefits and learning experiences. Currently 51 students in their junior and senior year are participating in the program. (Exhibit C 3.2)

Lavin Mentor Program: Students who are admitted to the Lavin Entrepreneur program are given an experienced personal mentor through a mutual selection process. These mentors provide students guidance throughout their two years in the program.

Lavin VentureStart Competition: This is an ideation and business model competition unique to SDSU and open to all students. Students gain experience identifying industry trends, developing business models, and pitching to investors. (Exhibit C 3.3)

LeanModel™ Competition: Students from universities from around the globe pitch their start-up to potential investors and compete for up to $20,000 in awards to invest in their business. The competition encourages students to learn about the marketplace and focus on what consumers need based on our own unique LeanModel™ framework. (Exhibit C 3.4)

Entrepreneur Day: E-Day brings together alumni and student-run companies to celebrate a mutual passion for entrepreneurship. Students learn to sell their products, promote their businesses, and energize the campus with the spirit of entrepreneurship. Over 45 student-based ventures participated in our most recent E-Day. (Exhibit C 3.5)

LaunchIn: This event brings local start-ups to the SDSU campus and presents students with the opportunity to interact directly with business founders. Held in collaboration with the Entrepreneur Society, the event features three founders who speak on behalf of their start-ups. The event is held in both the Fall and the Spring semesters. (Exhibit C 3.6)
Entrepreneur Society: This student-run club is open to all undergraduate and graduate students on the SDSU campus. The Society fosters entrepreneurial learning and networking between students, alumni, faculty, local industry, and government, while offering programs and events that reflect entrepreneurial endeavors, opportunities for career development, and access to an entrepreneurial community in the San Diego area. The SDSU Entrepreneur Society currently has over 100 dues-paying members and raises roughly $8,000 to $10,000 a year through various means, allowing them to continue to run an aggressive program. (Exhibit C 3.7)

Internship Program: The LEC offers both a For-profit and Nonprofit (sponsored by Qualcomm) Internship program. The program is designed to support corporate and nonprofit objectives by providing interns that complete a strategic, entrepreneurially focused project for an organization. Over 450 students have participated in the internship program since its inception. (Exhibit C 3.8 & 3.9)

WebCompass Internship: This program creates dynamic teams consisting of graphic design, business, and computer science students to revamp a non-profit or a small San Diego based company website. It teaches students to work cross-functionally and build a brand for emerging companies using websites and social media. (Exhibit C 3.11)

L. Robert Payne Lecture Series: Established in 1996, through a gift from SDSU alumnus and entrepreneur Robert Payne, this annual lecture series draws successful entrepreneurs to the University’s campus to interact with the student body. (Exhibit C 3.12)

Social Entrepreneurship: The LEC and ZIP Launchpad drive the program’s commitment to assist the community through social enterprises. Currently our students are working on a variety of social entrepreneurship projects, including developing an efficient threshing machine for farmers in Ethiopia, creating wearable sensors that allow people with severe disabilities to use computers via computer brain interface (CBI) technologies, creating portable beds that convert into functional backpacks to improve the quality of life for people suffering from horrible sleeping conditions in India, and a funding platform to help teachers raise money for needed classroom supplies.

ZIP Launchpad Mentor Program: Each admitted student team in the ZIP Launchpad is assigned an experienced mentor who will provide them guidance throughout their residency in the Center.

Zahn Challenge: This competition is an annual showcase, quick pitch and award ceremony. The competition allows teams in the ZIP Launchpad the chance to showcase their progress toward product and company creation to the local business community. This event attracts hundreds of people from the local community. Through a multitude of activities, students compete for prizes totalling $25,000. (Exhibit D 4.4)

Pitchfest: The ZIP Launchpad hosts monthly gatherings where students prepare a 1-minute pitch identifying a problem, solution, and differentiation strategy. Students pitch to a panel of judges for prizes and feedback. This Pitchfest serves as a preliminary trial for students interested in admittance into the ZIP Launchpad.

H.G. Fenton Company Prototyping Idea Lab: This facility provides a range of machines and resources that students use to build, test, and iterate their products through rapid prototyping.

The Experience Track (E-track): When student teams are first admitted into the ZIP Launchpad they must first join an intensive 10 week experience based cohort program designed to challenge a startup’s key assumptions. The E-track provides support, training, and resources. (Exhibit D 4.7)

Launch Track: As teams progress along in the ZIP Launchpad they apply for admittance into the Launch Track program. This program prepares the team for their launch from the ZIP Launchpad.

ZIP Idea Lab: Thanks to a recent gift from the Moxie Foundation, we recently launched the ZIP Idea Lab. The ZIP Idea Lab helps students generate new ideas through creative problem solving. This lab provides lectures, workshops, projects, and special events throughout the year. We will be using the ZIP Idea Lab (among other initiatives) to prepare teams for applying for admittance into the ZIP Launchpad. (Exhibit E)

In addition to the 3 main centers devoted to entrepreneurship education, SDSU has developed several other centers and programs that our students can use as resources to enhance their entrepreneurial learning. Supporting Centers and programs include:

- Aztec Consulting Program (ACP): The ACP sends senior level students into the community to provide consulting assistance to local small business owners. This is an ongoing technical assistance program designed to assist women owned, minority owned, and other small businesses. Entrepreneurship students have the opportunity to consult with local businesses through this program. (Exhibit F 6.2 & 6.3)

Center for International Business Education and Research (CIBER): This Center serves as a catalyst to further integrate and advance a number of diverse activities relating to international business education and research, language training, student and faculty international exchanges, and executive education outreach programs for our various constituents. CIBER offers a number of opportunities for students to gain exposure to the international dimensions of entrepreneurship.

Wells Fargo Financial Lab: The Wells Fargo Financial Lab is equipped with 12 Bloomberg Terminals, a stock market ticker display, and the latest classroom technology. The lab allows students the opportunity for deep-dive research into markets and trends. This is particularly useful for entrepreneurship students in performing market based and competitive analysis along with assistance in estimating company valuation.

Each one of these resources adds to the value of our program. They go beyond the classroom to foster collaboration, instill a drive in our students, and push them to achieve their entrepreneurial goals.

"Our Launch Track teams have raised $2.3M in early stage funding, won business competitions and successfully achieved their kickstarter goals."

- Cathy Pucher
  Executive Director, ZIP Launchpad
Sustainability and Support

SDSU President Elliot Hirshman has identified entrepreneurship and innovation as key cornerstones of the University’s overall strategic mission. The University has raised $90 million dollars to construct a new interdisciplinary building which will house the Colleges of Engineering and Sciences, and the three entrepreneurship centers. This facility is set to open in 2018. In this new EIS Complex, the LEC, ZIP Launchpad, and ZIP Idea Lab will be housed together in the William E. Leonhard Entrepreneurial Center floor. By co-locating all of the entrepreneurship centers together, this building will be a showcase for entrepreneurship on the campus.

(Exhibit F 6.5)

Funding for entrepreneurship at SDSU comes from multiple sources. We offer entrepreneurial courses through the university as a result of state funding. There are currently over 400 students enrolled in the Entrepreneurship Specialization and students from majors across the campus consistently enroll in the entrepreneurship courses offered each semester. The recent introduction of the Cross-campus Entrepreneurship minor, Music Entrepreneurship Specialization, and soon-to-be Public Administration Entrepreneurship Specialization shows how the program is extending further across the SDSU campus. Also, the program is supported by a diverse group of tenured/tenure track faculty and industry professionals committed to our mission and vision (see Exhibit G).

Co-curricular programming is financed through a combination of endowments, grants, private donations, and program related revenue. The LEC was initially formed through an original endowment gift of $2.2 million from local entrepreneurs. A recent $8 million dollar naming gift from Dr. Leonard H. Lavin, founder of the Alberto-Culver Company, has significantly increased our capacity for sustaining annual operations. Additionally, a board member, mentor, and SDSU alum has established a charitable remainder trust currently valued at over $3 million. This future gift will ensure the long-term sustainability of the LEC.

The LEC receives private donations from SDSU alumni, local companies, and entrepreneurs. Additionally, we are fortunate to have an engaged advisory board comprised of entrepreneurs, investors, and professional service providers who believe in our vision. They help design and implement programs. Annually, each of our board members contributes $5,000 to support ongoing activities.

We have received significant grant support from a number of funding agencies including, but not limited to, the Departments of Defense, Homeland Security, Department of Justice, and the Small Business Administration. On a state and local level we have won grants from the California Energy Commission and San Diego Gas & Electric. In each of these grant programs we seek to involve students in meaningful ways to build their competencies and experiences.

The LEC also accrues funds through revenue generating programs. These programs include internships, an annual fundraiser, Entrepreneur Day, California Entrepreneurship Educators Conference, and the Lauchchn event.

The ZIP Launchpad receives their funding from three different sources: SDSU, endowments, and donors. The ZIP Launchpad has received endowments in excess of $6 million from the Moxie Foundation. The donations are primarily from their advisory board member dues, which are $10,000 per member each year.

Additionally, in October 2016, Ron and Alexis Fowler pledged a $25 million dollar gift to the SDSU College of Business. This gift will be matched over time from other donors. With this gift the SDSU College of Business Administration was renamed to the Fowler College of Business. A portion of these funds will be used for entrepreneurship scholarships and professorships.

SDSU also has five different entrepreneurship scholarships and named internships currently available to students. These scholarships include: the Osinski Family Entrepreneurship Scholarship, Larry & Madeline Petersen Endowed Scholarship in Entrepreneurship, Gerdau Family Scholarship Endowment (for business student athletes with an interest in entrepreneurship), Ron Fowler Intern Award, and Conrad Prebys Scholarship in Entrepreneurship.

We continue to work with members of our community to raise additional funding to sustain the program and provide support for students (see Exhibit H for funding breakdown).

Transferability of Program

In the past we have learned from the examples set by other strong entrepreneurship programs. We are not afraid to take cues from other universities and build upon what they have done to suit our entrepreneurial environment. Through interaction with and examining other program models, we have learned how to: (1) showcase the heritage of entrepreneurship at SDSU; (2) think holistically when further developing our programs; (3) actively engage various colleges across our campus; (4) develop a comprehensive business curriculum; and (5) fund programs through different revenue and philanthropic sources.

In the spirit of paying it forward, we seek to serve as an example and model for other entrepreneurship programs to learn from our experiences. We publicize the framework of our programs, therefore allowing any universities interested in replicating what we are doing to view our model for inspiration. We encourage sharing ideas and believe that entrepreneurship is a communal endeavor. One of our newer programs, the California Entrepreneurship Educators Conference, seeks to connect leading entrepreneurship educators, serving as a platform to share entrepreneurial initiatives taking place on university campuses (Exhibit C 3.10). Through this conference we have educated others on how we and other top notch programs run advisory boards, mentor programs, and incubator facilities. With programs such as this we hope to develop a stronger network of entrepreneurship educators, The LEC encourages the circulation of techniques and tools that can be implemented in curriculum and programs alike. The transferability of our program can also be seen in the fact that other universities have inquired about and adopted many elements of our program in order to replicate them on their campuses.

We have shared our best practices with such schools as:

California Polytechnic University, San Luis Obispo - We routinely share experiences with each other in operating a center with student employees and in developing self-supporting programs.

Belmont University - Called on us to learn how to develop and implement an Entrepreneur Day on their campus.

CETYS University - We are working closely with CETYS to help them develop their cross campus entrepreneurship initiatives. We also helped them develop an Entrepreneur Day at their campus.

University of Alcalá, Spain - We are helping to design cross-cultural entrepreneurship coursework for their new School of Entrepreneurship.

We have also had recent visits from the following Universities wanting to learn from our processes:

- California Polytechnic University, Pomona
- San Francisco State University
- Point Loma Nazarene
- Kyushu University, Japan
- GRGI/Chandra Group, India

Additionally we have had many foreign delegations visit us from China, Russia, India, and various countries throughout the Middle East. We believe that many of our programs can be applied and replicated at any other college or university. Others can look to us as a good example of how developing a strong mission and utilizing resources available can lead to the creation of a truly innovative program.
Goals and Student Learning Outcomes

The Undergraduate Entrepreneurship Program has a clear set of goals and accompanying student learning outcomes (SLOs). From the assessment and assurance of learning standpoint, we have carefully designed instruments to measure and evaluate students in accordance with these goals and SLOs. We monitor student progress to ensure continuous improvement in our various programs via regular closing-the-loop review sessions with faculty (See Exhibit A for goals and SLOs).

Program Benefits and Student Success

SDSU has emerged as an entrepreneurial thought leader through a combination of our intensive academic program, unique enrichment activities, and industry involvement. Our programs are designed to help students develop entrepreneurial competencies that will prepare them to compete in a dynamic global environment. In this document we have sought to provide the many ways that students can derive benefit through our wide array of curricula and co-curricula touch points.

Campus Reach

There are currently over 400 students enrolled in the Entrepreneurship Specialization. Furthermore, entrepreneurship courses are open to all students on the SDSU campus. A count of students enrolled in entrepreneurship classes offered during the fall 2016 semester was 955, (though we do recognize some students may be enrolled in more than one course). Through our various experiential programs we impact a large number of students with events such as Entrepreneur Day, LaunchIn, VentureStart Competition, Zahn Challenge, Pitchfests, and design thinking workshops. We have formed strong relationships (some of which are depicted in this write up) with the Colleges of Sciences, Engineering, Professional Studies and Fine Arts, and Education. Also, each month we send out a campus newsletter informing students of activities we are hosting, internship opportunities, and events that support entrepreneurship. This newsletter is distributed to the SDSU community reaching nearly 30,000 students.

Community Impact

Our commitment to social entrepreneurship allows us to benefit the local and global communities. We view our students as agents of change. Since its inception, the Aztec Consulting Program has served nearly one thousand small and medium sized businesses in the San Diego region. We have taken students into the local community to help train small businesses through a LISC grant. The LEC has collaborated with local high schools, including e3 Civic High School and University City High School through on-site speaking lectures and SDSU campus tours of the entrepreneurship offerings. Social Entrepreneurship students also collaborated with local High Tech Middle Media Arts School students to give feedback on products they had created to help solve the social injustice issue of racism. On the global front, we continue to guide students in various social ventures.

Where We Are Headed

As we look to the future, the Undergraduate Entrepreneurship Program continues to expand and develop innovative curriculum and programs that nurture the next generation of entrepreneurs. We have identified various ways to impact the campus and increase our reach. As we share our mission with colleges on the SDSU campus we continue to think of ways to incorporate entrepreneurship as a part of their core curricula.

Student Success

We believe a good way to measure our success is to examine the achievements of our students to determine if we are making a lasting impact. Our program continues to graduate driven students who are out creating new and innovative companies (see Exhibit F, 6.1 for a list of a few). The success stories prove that we mold future leaders (Exhibit F, 6.2 & 6.3). Students leave our program prepared to be value added players in the entrepreneurial ecosystem (see Exhibit F, 6.4 for student quotes).

Impact and Effect

"At the Lavin Entrepreneurship Center, we come to work everyday knowing that we are in the business of preparing the next generation of SDSU Entrepreneurs."

- Alex DeNoble

Executive Director, Lavin Entrepreneurship Center

"My sophomore year I decided to get involved in the Lavin Mentorship Program because I wanted to be able to relate to somebody who actually had the real life experiences and also the lessons to be learned in the field of business as well. I would highly recommend the program. It is the most valuable thing I have joined in my college career personally."

- Milad Hassibi

Lavin Entrepreneur