EXCELLENCE IN PEDAGOGICAL INNOVATION AWARD

“The Creator Pedagogy”
Georgetown University

Eric Koester
Lecturer & Adjunct Faculty, and Creator of the Creator Pedagogy

Jeff Reid
Founding Director of the Georgetown Entrepreneurship Initiative
Professor, Strategy Department
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](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-dbccbc7a6e3f](https://medium.com/signalclass/you-can-have-it-all-why-you-dont-have-to-choose-between-an-impactful-and-fulfilling-career-dbccbc7a6e3f)

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](https://medium.com/signalclass/different-routes-to-the-same-goal-why-your-dreams-could-be-closer-than-you-realized-373093487a7f)

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-2c0f5e6b6ab](https://medium.com/signalclass/augmenting-his-reality-through-a-book-2c0f5e6b6ab)
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-9587c18efa](https://medium.com/signalclass/throwing-heat-another-activist-athlete-speaks-up-but-should-he-9587c18efa)
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-73fa626bae8](https://medium.com/signalclass/doing-college-like-an-entrepreneur-why-the-most-effective-path-to-founding-a-startup-is-probably-73fa626bae8)
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-isn’t-gained-it-s-shared-aca5105b042](https://medium.com/signalclass/how-curiosity-creates-opportunity-expertise-isn’t-gained-it-s-shared-aca5105b042)
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](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-c23093acec7](https://medium.com/signalclass/art-of-the-table-how-to-learn-more-about-yourself-through-teaching-others-c23093acec7)
15. Yasmeen Sharara used her book to explore the intersection of sports and marketing, realizing it was her calling and **getting into a prestigious school to study it further**: [https://medium.com/signalclass/the-long-run-finding-purpose-in-the-journey-2c89715831c](https://medium.com/signalclass/the-long-run-finding-purpose-in-the-journey-2c89715831c)
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](https://msb.georgetown.edu/newsroom/news/undergraduates-learn-entrepreneurship-through-authorship)

*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
SMART WEAR

Maggie Bolas

A Guide to Fashion, Connectivity, and Wealth in the Age of Sensors
Hack College Like an Entrepreneur

Antonia Liu

40 Surprising Insights from the World's Top Founders
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 defects 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 mental health and 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.

“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.”

-Katharine Shortsleeve, author of *Ten Ways Up: How Exceptional Female Leaders Master the Path to the Top*
“Siri, where is the nearest...”
“Facebook Message Sent 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.
KATHRYN SHORTSLEEVE

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.

Most agree that change must happen, but historical solutions are failing today’s young women. Author Kathryn Shortsleeve offers a fresh perspective for how women, especially young women, can attain senior leadership roles in corporate business. Based on countless interviews and analysis 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.

NEW DEGREE PRESS
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 @kanekos to find the next shade of lipstick to rule them all.
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. This 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.

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 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.

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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 3D printers.

“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 ever 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.

"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 Printing
FROM BOOTS TO THE BOARDROOM

Reinventing Your Career and Life after the Military

CODY BACKER
UNIVERSAL HOUSING

How to Revitalize Cities and Realize the American Dream

JULIA HYMAN
"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 unfamiliar campus
- First day at graduation day obstacles
- Navigating 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 tools 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 iQO 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.
“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

THE ART OF NAPPING
FROM SLEEPING SOHMUAH TO BECOMING BEOHNAH

THE ART OF NAPPING
THE TRUTH ABOUT SLEEP

THE ART OF NAPPING
THE FUTURE OF SLEEP ECONOMIES

THE ART OF NAPPING
THE ART OF NAPPING
This book will challenge the gender status quo around the world.

A great call by Beatriz to have more women in business.

— Maria Cristina Macaluso, Venezuela Political Leader

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

— Susan Biddle, CEO of Johnson & Johnson for Latin America

Computers are built to plow, away to neglect. In her new book, *Adapter: An Unconventional Career Path to Get Women to the Top*, Beatriz Perret-Gentil shows how success in business can be achieved with courage and shifting career. By mastering your own career, you can become an expert in business and a key player in your workplace.

- Have you seen women on the rise with experience and outperforming men?
- Are you ready to be more driven and take control of your career?
- The majority of the top positions and wealth in the world are... and women are the key to success. Business is not just about combatting gender inequality, but also about creating new opportunities for women in international careers and leadership positions.

Beatriz Perret-Gentil, founder of *Adapter*, shares her insights and experiences in this book.

*Adapter: An Unconventional Career Path to Get Women to the Top* by Beatriz Perret-Gentil is now available for pre-order. Click here to learn more.

New Vogue Press
You've been doing college all wrong!

You've been doing college all wrong!

Adrian A. Abrams

A Hustler's Guide to Hacking College

New Double Press
Nick Wareham's new book, *Digital Hustle: How to Make It in Hip-Hop*, offers a guide to navigating the world of music and entertainment. Wareham, known for his work with established artists and emerging talent, shares insights from his own experiences in the industry. The book covers topics such as building a personal brand, navigating the business side of music, and using social media effectively. It's a valuable resource for aspiring musicians and entrepreneurs looking to make a mark in the fast-paced world of Hip-Hop.
GAME CHANGER

HOW AUGMENTED REALITY WILL TRANSFORM THE WORLD OF SPORTS

MATTHEW BUSEL
A woman climbs a cliff face. The sky is a mix of bright blue and hazy white, with mountains in the distance.

THE GLASS SKY
A Woman's Guide to Breaking into the Outdoor Industry

MARYN CANNON
MONICA FRITZ

Graduate Your Beercraft
A Pocon College Kid’s Guide to Craft Beer

MONICA FRITZ is a college student and bartender at The Brewer’s Desk, a bar in Pocon College.

Cover by Becky Fritz

NEW JERSEY PRESS
Green Homes
An Everyman's Guide to Energy-Efficient Design and Renewable Technologies

Tristan MacHale
INDIE GAMING
Finding Entrepreneurial Success in Video Games
BRIAN DIES
Every medical professional knows the relationship between poor diet and chronic disease. Environmental toxins are on the rise, and most Americans are at a nutritional disadvantage, with a diet made up of processed and sugary foods. This has led to a rise in obesity and disease. Nutritional realizations are now taking place in sports. "Sugar Games," written by Nick Leonard, explores this new reality. The book explains how the diet affects athletes and the benefits of switching to a healthier diet. The book includes case studies of professional athletes who have improved their performance by switching to a healthier diet. "Sugar Games" is a must-read for anyone who wants to improve their health and performance.
VESTED!
THE MILLENNIAL'S GUIDE TO THE NEXT GENERATION OF INVESTING

WILLIAM MCDONALD

NEW DECKER PRESS
How to Become an EXCELLENT SERVER
Earn a Tip Above 20% Every Time

DANIEL LYSAK

New Desert Time
Exhibit B

Relevant Press Articles

By The Book (Georgetown Business Magazine)

Georgetown’s Literary Approach to Teaching Entrepreneurship (Poets & Quants)
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 was batting a lowly .007 in the fall of 2016. The adjunct professor and Entrepreneur-in-Residence 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](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.


“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 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/](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/](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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Washington DC 20057

- Directory (https://contact.georgetown.edu)
- University Status (https://www.georgetown.edu/operating-status)
- Technology (http://technology.msb.edu/)
- Accessibility (https://accessibility.georgetown.edu/)
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.”

TAGGED: ENTERPRENEURSHIP, ERIC KOESTER, GEORGETOWN, GEORGETOWN ENTREPRENEURSHIP INITIATIVE, GEORGETOWN MCDONOUGH, JACLYN DIGREGORIO, MCDONOUGH SCHOOL OF BUSINESS, TEACHING ENTREPRENEURSHIP, WILLIAM MCDONALD

YOU MIGHT ALSO ENJOY

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 necessary 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 BOOST CAMP FOR UNDERGRAD ENTREPRENEURS (https://poetsandquantsforundergrads.com/2016/02/22/4337/) or BEST SCHOOLS FOR ENTREPRENEURS (https://poetsandquantsforundergrads.com/2014/09/02/best-undergrad-programs-for-entrepreneurs/)
Exhibit C
Course Syllabi

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

<table>
<thead>
<tr>
<th>Week</th>
<th>Week of...</th>
<th>Lecture</th>
<th>Workshop(s)</th>
<th>Key Themes</th>
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<tbody>
<tr>
<td>1</td>
<td>8/28/2017</td>
<td>What is Signal: The power of credibility in creating your brand</td>
<td>Author Bio; 10 Things</td>
<td>Ideation</td>
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<tr>
<td>2</td>
<td>9/4/2017</td>
<td>Discover your purpose and tying it to your brand</td>
<td>Dream Job; Dream TED Talk</td>
<td>Ideation</td>
</tr>
<tr>
<td>3</td>
<td>9/11/2017</td>
<td>Understanding the act of demonstration</td>
<td>Dream Product/Startup; 5 Books You'd Recommend + Structure Breakdown</td>
<td>Market Research and Customer Value Capture</td>
</tr>
<tr>
<td>4</td>
<td>9/18/2017</td>
<td>How You Demonstrate Your Passion/Purpose through a Book</td>
<td>How to create a book overview</td>
<td>Market Research and Customer Value Capture</td>
</tr>
<tr>
<td>5</td>
<td>9/25/2017</td>
<td>Personal Narratives &amp; Stories</td>
<td>Build An Interview Guide; How to Record &amp; Transcribe Interviews</td>
<td>Customer Discovery &amp; Development</td>
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<tr>
<td>6</td>
<td>10/2/2017</td>
<td>Expert Interviews: A How To + Introduce DEs</td>
<td>Interview Sprint</td>
<td>Customer Discovery &amp; Development</td>
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<tr>
<td>7</td>
<td>10/9/2017</td>
<td>NO CLASS → VIRTUAL CLASS (Optional)</td>
<td>Interview Collaboration</td>
<td>Customer Discovery &amp; Development</td>
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<td>8</td>
<td>10/16/2017</td>
<td>Theory of the Book</td>
<td>Interview Collaboration</td>
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<tr>
<td>9</td>
<td>10/23/2017</td>
<td>Stranger Stories Interviews</td>
<td>Theory of the Book</td>
<td>Customer Discovery &amp; Development</td>
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<tr>
<td>10</td>
<td>10/30/2017</td>
<td>Using Research/Data/Other Content</td>
<td>Live Story Creation + One-on-Ones with Eric</td>
<td>Hypothesis Testing</td>
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<tr>
<td>11</td>
<td>11/6/2017</td>
<td>Story Telling</td>
<td>Create Hooks</td>
<td>Hypothesis Testing</td>
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<tr>
<td>12</td>
<td>11/13/2017</td>
<td>Revisiting your Theory of the Book + Frame Your Concept</td>
<td>Book Structures + Chapter Structures</td>
<td>Hypothesis Testing</td>
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<td>13</td>
<td>11/20/2017</td>
<td>Introduction Building (Part I)</td>
<td>None: In Class One-on-Ones</td>
<td>Pitch &amp; Persuasion</td>
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<td>14</td>
<td>11/27/2017</td>
<td>Introduction Building (Part II)</td>
<td>Introductions</td>
<td>Pitch &amp; Persuasion</td>
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<tr>
<td>15</td>
<td>12/4/2017</td>
<td>Introduction Building (Part III)</td>
<td>Introductions</td>
<td>Pitch &amp; Persuasion</td>
</tr>
</tbody>
</table>
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_GvFIbqY](https://www.youtube.com/watch?v=Dle_GvFIbqY)
- 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**
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<thead>
<tr>
<th>Week</th>
<th>Date of Week</th>
<th>Session #1</th>
<th>Session #2</th>
<th>Important Dates</th>
<th>Coaching Sessions</th>
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<tr>
<td>8/7/2017</td>
<td></td>
<td>Deciding to Publish Your Manuscript</td>
<td>One-on-ones with Eric; group chat with Brian + Anastasia about Revisions</td>
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<td>8/14/2017</td>
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<td>Revising Your Introduction</td>
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<td>Katie (DE+) to begin reviewing Introductions</td>
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<td>FIRST DAY OF CLASSES</td>
<td>8/30/2017</td>
<td>Author Social Upgrade + Social Engagement (Help First)</td>
<td>Revising the Manuscript: Adding Dialogue</td>
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<td>LABOR DAY</td>
<td>9/4/2017</td>
<td>Revising the Manuscript: Adding Research</td>
<td>Author Bio + Book Description + Titles</td>
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<td>9/11/2017</td>
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<td>Revising the Manuscript: Adding Lessons/Teachings</td>
<td>Creating the Cover Brief</td>
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<td>BB One on Ones re: Cover Briefs</td>
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<td>9/18/2017</td>
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<td>Final Polish + Finalizing the Cover Brief</td>
<td>Champagne Moments + Blurb Outreach</td>
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<td>9/25/2017</td>
<td></td>
<td>Creating Your Signal Platform</td>
<td>Reach Blurb Outreach (Begin)</td>
<td>September 25 — Turn in Finalized Manuscripts</td>
<td>September 25 — Begin Cover Design Process (as Doable)</td>
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<td>Book as a Tool: Getting Your Dream Job/Internship</td>
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<td>10/2/2017</td>
<td>Creating Your Signal Platform</td>
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<td>October 6 — Manuscripts Begin Typesetting</td>
<td>EK One on Ones</td>
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<td>COLUMBUS DAY</td>
<td>Creating Your Signal Platform</td>
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<td>October 15 — Book Blurbs are Due</td>
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<td>10/9/2017</td>
<td>Creating Your Signal Platform</td>
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<td>10/16/2017</td>
<td>Creating Your Signal Platform</td>
<td>Daily Interactions Workshop</td>
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<td>10/23/2017</td>
<td>Creating Your Signal Platform</td>
<td>Creating Your Amazon KDP Account + Selecting Your Categories</td>
<td>October 18 — Paperback Layouts are Locked In</td>
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<td>10/30/2017</td>
<td>Creating Your CreateSpace Account</td>
<td>Creating Your Signal Platform</td>
<td>October 25 — Book Covers are Locked in</td>
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<td>HALLOWEEN</td>
<td>Creating Your Signal Platform</td>
<td>Becoming a Bestseller in Your Amazon Category (Tactics)</td>
<td>By November 1 — Order Book Unboxing Copies</td>
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<td>10/31/2017</td>
<td>Creating Your Signal Platform</td>
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<td>November 3 — eBooks are Ready</td>
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<td>11/6/2017</td>
<td>Collecting Royalties + Putting Author on Your Resume + Creating Your</td>
<td>Generating Media Coverage</td>
<td>November 10 — Signal Platform Begins</td>
<td>November 10 — eBook available for Pre-Order</td>
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<td>11/15/2017</td>
<td>BOOK UNBOXING EVENT</td>
<td>November 15 — Book Unboxing Event</td>
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<td>11/20/2017</td>
<td>THANKSGIVING BREAK WEEK</td>
<td>By November 21 — Order Book Launch Copies</td>
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<td>11/22/2017</td>
<td>THANKSGIVING BREAK</td>
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<td>11/27/2017</td>
<td>How to Do: Advance Reader Copies</td>
<td>Mail 10 Copies of your Book to Drive Outcomes (Champagne Moments)</td>
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<td>12/8/2017</td>
<td>Book Launch Event</td>
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**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
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Join a trendy, fast-growing growth tech startup in a product, business development, or corporate development role and dominate for 3–4 years

Get an MBA from Stanford (or maybe Harvard)
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4. “Be born really wealthy, preferably the child of a rich VC. You can maximize your chances if you go to Stanford in this case.”
McKinsey, BCG, Bain
Top-5 investment bank
Trendy, fast-growing growth tech startup
Stanford MBA (or maybe Harvard MBA)
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There is a new path to success and happiness.
SCIENCE OF CREDIBILITY

SIGNALING THEORY

CREDIBILITY
SIGNALING THEORY
BORROW CREDIBILITY

THEN
BORROW CREDIBILITY
THIS GROUP HAS STRONG CREDIBILITY

NEW PATH TO SUCCESS
THE BIG CHANGE

THEN
BORROW CREDIBILITY

NOW
CREATE CREDIBILITY

THE BIG CHANGE
CREATE

CREATE
CREATE

DEMONSTRATING YOUR PURPOSE
DREAM JOBS/CAREERS

DEMONSTRATING YOUR PURPOSE
DEMONSTRATING YOUR PURPOSE
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CREATE YOUR OWN PATH
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