



NESTLED WITHIN THE STRONG MANAGERIAL FOCUS OF THE GORDON INSTITUTE, THE ENTREPRENEURIAL LEADERSHIP PROGRAM AT TUFTS IS UNIQUELY POSITIONED TO HELP STUDENTS PURSUE THEIR BUSINESS VENTURE AND LEADERSHIP GOALS. THE PROGRAM EMBRACES STUDENTS' ENTREPRENEURIAL SPIRIT AND CHALLENGES THEM TO TAKE RISKS, WHILE MAINTAINING THE LIBERAL ARTS FOCUS OF ONE OF THE NATION'S MOST PRESTIGIOUS UNIVERSITIES.

—Pamela W. Goldberg, Director

Thirty years ago, only a handful of programs on entrepreneurship existed nationwide. But today, these courses are increasingly popular as students strive to enter the corporate world with backgrounds in leadership, start-ups, and business planning.

Now at Tufts, liberal arts and engineering students can broaden their studies through the university's dynamic Entrepreneurial Leadership Program.

VISION

The Entrepreneurial Leadership Program at Tufts provides hands-on educational opportunities for students interested in founding their own companies or working in entrepreneurial environments. The program strives to engage students in the ever-changing world of new business ventures and teaches them to develop innovative, real-world solutions to business challenges.

The program attracts top faculty and develops industry partnerships. Through our rigorous curriculum and connections to alumni in business and industry, the program strives to benefit both students and the corporate community. With access to outstanding teachers, intensive coursework, lectures, internships, and real-world business networks, our students develop the advanced knowledge they need to become the entrepreneurial leaders of the future.

PROGRAM OVERVIEW

Founded in 2000, Tufts' Entrepreneurial Leadership Program was the brainchild of the former Dean of Engineering, who created the program to encourage engineers to turn ideas into enterprises. The program provides courses to Arts & Sciences and Engineering students who are interested in pursuing entrepreneurship.

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“ The Entrepreneurial Leadership program provides liberal arts students with some essential business tools that are practical and interesting. It offers a great opportunity for students who want to test the viability of their business concepts and hone their business plan writing skills.”

—Alex Foster '03

“ It is exciting to apply the concepts I was introduced to in marketing and business planning to the job world as well as other aspects of society.”

—Julie Kushner '03

Tufts' Entrepreneurial Leadership Program has become exceedingly popular with students. More than 150 undergraduates each semester—from across the range of majors—pursue the program's courses leading to a minor in entrepreneurial leadership. Tufts graduate students may also participate in the Entrepreneurial Leadership Program.

ENTREPRENEURIAL LEADERSHIP AND THE GORDON INSTITUTE

The Entrepreneurial Leadership Program is housed within The Gordon Institute (TGI) at Tufts University, a coveted graduate program designed for practicing engineers and scientists who want to advance their knowledge to become technical and business leaders. Diverse in their business knowledge, work experience, and career goals, TGI students study and learn from one another and from the Institute's superb, industry-based faculty. With an emphasis on product innovation, project management, and business strategy, TGI strives to transform technical professionals into technical leaders—creating a perfect synergy between its professional management focus and the Entrepreneurial Leadership Program.

DIRECTOR BIOGRAPHY: PAMELA WINER GOLDBERG

A Tufts alumna, Pamela Winer Goldberg is the director of the university's Entrepreneurial Leadership Program. For 20 years, Ms. Goldberg held entrepreneurial positions in financial management, strategic planning, consulting, and investment banking for a variety of financial services institutions including Bankers Trust, Citibank, and State Street Bank. She also headed her own management consulting practice. As an independent consultant, she provided strategic and financial planning advice to senior executives, trustees, and other governing bodies at start-up companies and non-profit organizations.

Before coming to Tufts, Ms. Goldberg was the Director of Business Relations at Babson College in Wellesley, Massachusetts. While there, she managed the affiliated businesses of the college, restored strong community and government relationships, and acted as a key liaison during the creation of the Franklin W. Olin College of Engineering. In addition to her B.A. from Tufts University, Ms. Goldberg holds an M.B.A. from Stanford University.

“ Through speakers, projects, and class material, the entrepreneurship program makes connections to the outside business world that no other discipline at Tufts could make.”

—Alec Brownstein '03

“ From founding a company to gaining an academic business foundation ... the entrepreneurial leadership program serves as an intangible 'tool-kit' for students and practicing entrepreneurs. If that is not enough, exposure to experienced entrepreneurs and professors from various business backgrounds helps round out this whole entrepreneurial package.”

—Tanai Kamat '03



**TURNING
IDEAS
INTO
ENTERPRISES...**

MINOR IN ENTREPRENEURIAL LEADERSHIP

The Minor in Entrepreneurial Leadership is geared for students interested in leadership positions at start-up companies or entrepreneurial segments of the corporate or social sector. Students are required to take four courses plus one elective course from the list below. The Gordon Institute within the School of Engineering administers the program, but it is open to all Arts & Sciences and Engineering students.

REQUIRED COURSES

[ELS 101] ENTREPRENEURSHIP AND BUSINESS PLANNING

This course focuses on investigating, understanding, and implementing the process of founding a start-up firm. Students explore elements of searching out new venture opportunities, matching skills with a new venture, financing, competitive strategy, intellectual property, and operating a new venture. The focus of the course is the development and presentation of a business plan created by teams of students with various academic backgrounds.

[ELS 103] ENTREPRENEURIAL FINANCE

This course focuses on understanding the relationships among investment, financing, and organizational decisions. After an overview of basic principles of banking and finance, it explores the acquisition and deployment of resources at each stage of the entrepreneurial process, financial management of the growing

firm, venture capital, financial distress, deal structuring, valuation techniques, initial public offerings, bankruptcies, mergers and acquisitions, and leveraged buyouts.

[ELS 105] ENTREPRENEURIAL MARKETING

This course focuses on institutional and product marketing methods used by start-up to medium-sized companies. After an overview of basic marketing principles, the course covers the spectrum from day-to-day marketing activities of the entrepreneurial business to positioning and strategy. Students learn to analyze, formulate, and implement marketing strategies; explore concepts for understanding customer behavior and creating entrepreneurial marketing strategy; and understand the fundamentals of market research, pricing, and reaching and selling to customers.

[ELS 107] ENTREPRENEURIAL LEADERSHIP

This course is intended for students who plan to run a small business or an independent venture within a larger organization. It focuses on operational decisions and actions that a leader in such an environment must make to create competitive advantage. Topics include facing the challenges associated with managing a growing enterprise; recognizing and choosing opportunities; establishing and communicating a vision; hiring, managing, and retaining employees; developing networks and forming partnerships with suppliers or customers; and selecting and developing technology or new products/services.

ELECTIVE COURSES

[ELS 199] ENTREPRENEURIAL FIELD STUDIES

This course enables students to apply the learning and skills acquired by other courses on entrepreneurship. Students have the option of starting a new business based on an actual business plan or consulting in an actual start-up operation. Students that select the new business option are expected to submit a project scope paper that outlines the elements of the launching that could be accomplished within the term limits.

[AS 192S] SOCIAL ENTREPRENEURSHIP

This course explores entrepreneurship within for-profit and non-profit organizations. It covers elements of integration of innovation; development and management of a business within an existing corporate culture; and the benefits and limits of adapting business practices to the operating environments of the social sector.

[ECONOMICS 3] PRINCIPLES OF ACCOUNTING

This course covers fundamental accounting principles, including theory, revenue determination, and interpretation and preparation of income statements and balance sheets.

[ECONOMICS 6] BUSINESS LAW

This course focuses on the legal issues pertaining to business associations and operations, and includes such topics as contract law, business organization, antitrust law, and government regulations.

ENTREPRENEURIAL ACTIVITIES

In addition to academic coursework, the program offers networking, lectures, and other activities to give students, university faculty, and alumni hands-on experience and support in their entrepreneurial ventures.

CURRENT ACTIVITIES:

- Tufts Entrepreneurs Network (TEN)

Consisting of alumni/ae and Tufts faculty involved in entrepreneurial activities and related ventures, TEN provides students with links to leaders in the world of business. TEN members include venture capitalists, attorneys, real estate developers, and those in entrepreneurial positions within small and large organi-

zations. TEN members support all aspects of the Tufts program and may become mentors to our students.

- Entrepreneurship Lecture Series

The Entrepreneurial Leadership Program sponsors an innovative lecture series open to the entire Tufts community. Prominent business people and those working in related fields are invited to speak or to participate on panels. Students gain valuable exposure to the entrepreneurial world, and their interests are often piqued to pursue new ideas or industries.

FUTURE ACTIVITIES:

- The Business Incubator

This program will offer support for selected student ventures. Tufts will provide space and basic professional and administrative help for students with creative ideas they are trying to launch. The Incubator will also help students make connections in the business world.

- Center for Entrepreneurial Leadership

Acting as a hub, the Center will coordinate and support the many activities of the Entrepreneurial Leadership Program. TEN members, lecturers, and other alumni will use the Center as a liaison, and students will go here for support with internships, job placement, and business planning advice.

- Student Internships

Internships will give students opportunities to see firsthand what happens in an entrepreneurial environment through work in an entrepreneurial company. Internships will be available during the semester and also during summer break.

"I learned so much about the practical side of entrepreneurship because the program gave me freedom to venture out and test the waters....By the end of one semester, I was not only knowledgeable about entrepreneurship, but I felt like an entrepreneur."

—Robin Cheriakalath