

Form NP

1. NEW PROGRAM PROPOSAL FORM

Sponsoring Institution(s): University of Central Missouri

Program Title: Entrepreneurship and Social Enterprise major

Degree/Certificate: Bachelor of Science in Business Administration

Options: Not applicable

Delivery Site(s): UCM Main campus in Warrensburg, MO.

CIP Classification: 52.0701

Implementation Date: Fall 2010

Cooperative Partners: UCM's Small Business Development Center (SBDC), UCM's Institute for Entrepreneurial Studies and Development (IESD), and UCM's Sociology and Social Work department

Expected Date of First Graduation: May 2011 (several students are expected to transfer)

AUTHORIZATION

Name/Title of Institutional Officer Signature Date

Person to Contact for More Info: Christine Wright, Ph.D. Telephone Number 660 543 4247, cwright@ucmo.edu or Mary McCord, Ph.D. Telephone Number 660-422-2857, mccord@ucmo.edu

Executive Summary

The Harmon School of Business, with its tradition of hands-on, team-based and service learning, provides the ideal culture for business students that wish to prepare themselves for a socially aware entrepreneurial career, a career in social enterprise, or both. The HCBA Undergraduate Entrepreneurship Major is designed to prepare students to design, launch, and grow new social business ventures. Since entrepreneurship can exist in any sector (private, not-for-profit, and government), our students will be uniquely prepared to create business solutions and innovations with a social conscience, develop technology that is environmentally sustainable and tackle social problems through private sector solutions. Their hands-on experiences will help them effectively work across sectors.

Uniqueness of Program

Entrepreneurship has grown quickly in higher education. As of 2008, more than 2,000 colleges offered some sort of entrepreneurship course— up from 250 in 1985— with more than 500 offering formal degree or certificate programs. This program will be a collaborative program with UCM's Harmon College of Business, the Small Business Development Center and the Institute of Entrepreneurial Studies and Development, UCM's Community Engagement and Diversity departments, and UCM's Sociology and Social Work department. This major is unique in its focus on promoting new ventures that start from the ground up with practical, innovative and sustainable approaches to benefit society in general. No other university in Missouri or Kansas addresses for-profit entrepreneurship in a social enterprise setting. The major builds on an existing infrastructure of entrepreneurial mentors, entrepreneurial camps, student organizations, and our relationship with IESD/SBDC and Integrative Business Experience (IBE) curriculum (IBE is required for this major and is explained further in the body of this document).

Social enterprises are not traditional non-profit organizations that depend on charitable giving for sustainability, nor are they simply socially responsible for-profit companies. Rather, they are a new breed of organizations that create sustainable societal change by combining the passion of social mission and the efficiency of a market-based approach. . Since entrepreneurship can exist in any sector (private, not-for-profit, and government), our students will be uniquely prepared to

1. create business solutions and innovations with a social conscience (Entrepreneurship)
2. and tackle social problems through private sector solutions (Social Enterprise).

Therefore the major will educate and meet the needs of students that range from

Entrepreneurs, who measure success primarily in profit, job growth and product innovation, and measure success secondarily in social, environmental or social justice impact, to students creating and working in

Social Enterprise, which primarily measures success by impact on society, social change, environmental sustainability, and justice, and secondarily measures success by growth of mission and profit.

Along with invention and innovation, students will apply creative processes, or new applications of existing processes and technologies that solve a societal need. Combined with traditional business measures of success such as profit, revenues, and rate of return, a socially aware entrepreneur will include measures such as impact on society, social change, environmental sustainability, and justice.

Basic Outcomes

All business students with a major in Entrepreneurship & Social Enterprise will conduct a feasibility study of a new process, product or service, develop a comprehensive business plan and community action plan, and then acquire funding and begin their venture. Most students will participate in a Business Plan Competition. Students will be able to tailor their Entrepreneurship Emphasis with course selections in Entrepreneurship, Business and Community Organization, Technology Innovation and Transfer, Business Ethics, and relevant Social work options. Graduates will have the skills to launch new businesses in a variety of sectors, return home to assist family businesses, or take on business development roles at growth-oriented companies.

Vision

Our Vision is to unite the talents of entrepreneurs, students, Small Business Development Centers and faculty as stewards in the pursuit of business and social change through entrepreneurial outreach, curriculum, research and mentorship.

Entrepreneurship and Social Enterprise

2. NEED – Business Administration - Entrepreneurship and Social Enterprise

Form SE

STUDENT ENROLLMENT PROJECTIONS

Year	1	2	3	4	5
Full Time	10	15	20	25	30
Part Time*	0	0	0	0	0
Total	10	15	20	25	30

* We expect non-majors to take Entrepreneurship and Social Enterprise (ESE) classes, but do not expect part time majors. The courses are not structured in a way that is conducive to part-time students. All ESE majors must take the IBE block, which requires 12 hours during a Junior semester. In addition, 6 required hours of the ESE major core are only offered in the summer, another deterrent to part-time students.

A. Student Demand

- i. Estimated enrollment: (see Form SE above)
- ii. No plans are in place for capping enrollment.

Entrepreneurship curriculum has grown quickly in higher education, driven by the need and interest of students. 124 of 4182 US & Canadian Universities have entrepreneurship-related programs (www.smallbusiness.com), and there has been a 533% growth in the number of schools offering courses and programs in entrepreneurship since the 1980s. The Kauffman Foundation, which is the world's largest foundation devoted to entrepreneurship, shared data from a recent study of Entrepreneurship programs. A summary shows that 70 of the 1,468 institutions surveyed, or 4.7%, awarded bachelor's degrees in entrepreneurship. The Harmon College of Business is AACSB accredited, but only 33 of 481 (0.8%) AACSB business accredited institutions have some type of social entrepreneurship program. Therefore, although there has been a high demand and growth in entrepreneurial courses, actual degree programs to fill the need have lagged behind.

Below are the results of 3 surveys regarding student's desires to own their own business. All three show between **60-70% aspire to, or are involved in, running their own business**.

1. One in every six young men and one in every eighteen women ages 18 to 24 is involved in starting or running a new business (Source: GEM survey by the London Business School and Babson College)
2. Of every 10 high school and college-age students, between 6 and 7 of them aspire to start a business of their own (Source: *Seeds of Success: Youth and Entrepreneurship*)
3. Overall, 63 percent of 18 to 21 year olds agree that, if they work hard, they have the ability to successfully start their own business. (Source: Ewing Marion Kauffman Foundation, 2007 Harris Poll)

Student interest in Entrepreneurship and Social Enterprise at UCM has been proven by the growth of a UCM entrepreneurial/service curriculum called Integrative Business Experience (IBE). The IBE core + practicum curriculum started with 21 students in spring 2004, grew to 56 students during the first full year (2004-05), and the last 2 semesters included 152 students - a growth of over 271% in five years.

The Integrative Business Experience (IBE) is a service learning project offered through the University of Central Missouri's Harmon College of Business, where students form two companies; a service company and a business company. The IBE program is a new and refreshing way of incorporating service into the business curriculum. Every semester, IBE students enroll in 3 of the 4 required junior core curricula courses. Students are divided into small groups that function as "departments" of a company. They are given seven weeks to research and choose a marketable product, write a business plan that concentrates on the production and distribution of the product, and secure small business loans of up to \$5,000. The funds earned through these IBE businesses are first used to pay off the small business loans and then the remainder is donated to the students' chosen community organizations. The IBE program gives students a wealth of business knowledge that would otherwise only be demonstrated in theory through traditional styles of teaching. Equally important is the focus on the community beyond the business world. Within the IBE program's service company, students participate in both indirect service through fundraising and raising awareness, and direct service through a hands-on *sustainable* project with their partner non-profit agency. Within the last five years, this program has generated a total of \$138,944 in student business donations and 6,901 hours of service.

B. Market Demand

i. The Entrepreneurship and Social Enterprise curriculum prepares students for a variety of jobs, making it a popular choice among students. Graduates will have the skills to launch new businesses in a variety of sectors, return home to assist family businesses, or take on business development roles at growth-oriented and/or service oriented companies. Students will combine traditional business measures of success such as profit, revenues, and rate of return with innovative teaching methods to bring their business ideas into reality and fruition

Small firms are likely to hire Entrepreneurship and Social Enterprise Majors:

- Small firms represent 99.7% of all employer firms

- Small firms have generated 64% of net new jobs over the past 15 yrs
- In 2006 Small firms employed 60.2 million and large firms employed 59.7 million (www.sba.gov/advo)

When looking at entrepreneurial start-ups, the employment figures are impressive. Some 10 million American adults are involved in the process of starting nearly six million potential new businesses at any given time, with minorities 50 percent more likely to start a business than whites, according to a national study of entrepreneurship (Fairlie, Robert, 2006). In Fairlie & Robert's unique look at start-ups, an average of 0.29% of the adult population created a new business *each month* in 2005.

In Missouri small businesses steadily employ about 50% of the work force (SBA Office of Advocacy, 2003) which is lower than the national average. On the other hand, the vast majority of firms are 'micro' sized, with employees less than 20. Another way to examine small business employment in Missouri is by startup births (new employs) and deaths (terminations). Surprisingly, the rate of change in employment has been very stable whether it is small business or large business. Overall, from 1999 to 2003, small firms contributed 4.70% increase in Missouri employment, while large firms contributed only 1.4%

Nonprofit, education, healthcare and government sectors are also likely to hire Entrepreneurship and Social Enterprise Majors:

- When compared to other sectors of the economy, the nonprofit sector accounts for 5.2 percent of gross domestic product (GDP) and 8.3 percent of wages and salaries paid in the United States
- The number of nonprofit organizations grew 27 percent from 1994 to 2004.
- The number of public charities grew at more than twice that rate.

C. Societal Need

i. Since entrepreneurship can exist in any sector (private, not-for-profit, and government), our students will be uniquely prepared to

3. create business solutions and innovations with a social conscience (**Entrepreneurship**)
4. and tackle social problems through private sector solutions (**Social Enterprise**).

Therefore the major will educate and meet the needs of students that range from

Entrepreneurs, who measure success *primarily* in profit, job growth and product innovation, and measure success *secondarily* in social, environmental or social justice impact, to students creating and working in

Social Enterprise, which *primarily* measures success by impact on society, social change, environmental sustainability, and justice, and *secondarily* measures success by growth of mission and profit.

The term 'social enterprise' has a specific meaning, separate and different from 'social entrepreneur'. The Social Enterprise Alliance, based in the USA with a membership that is mainly from the USA and Canada, defines Social Enterprise as "An organization or venture that

advances its social mission through entrepreneurial earned income strategies." This definition specifically encompasses for-profit entities with a social mission, since some social mission organizations are choosing to incorporate as for-profit corporations (and some nonprofits are creating for-profit subsidiaries). The focus here is on the enterprise being carried out by an organization, and generating revenue.

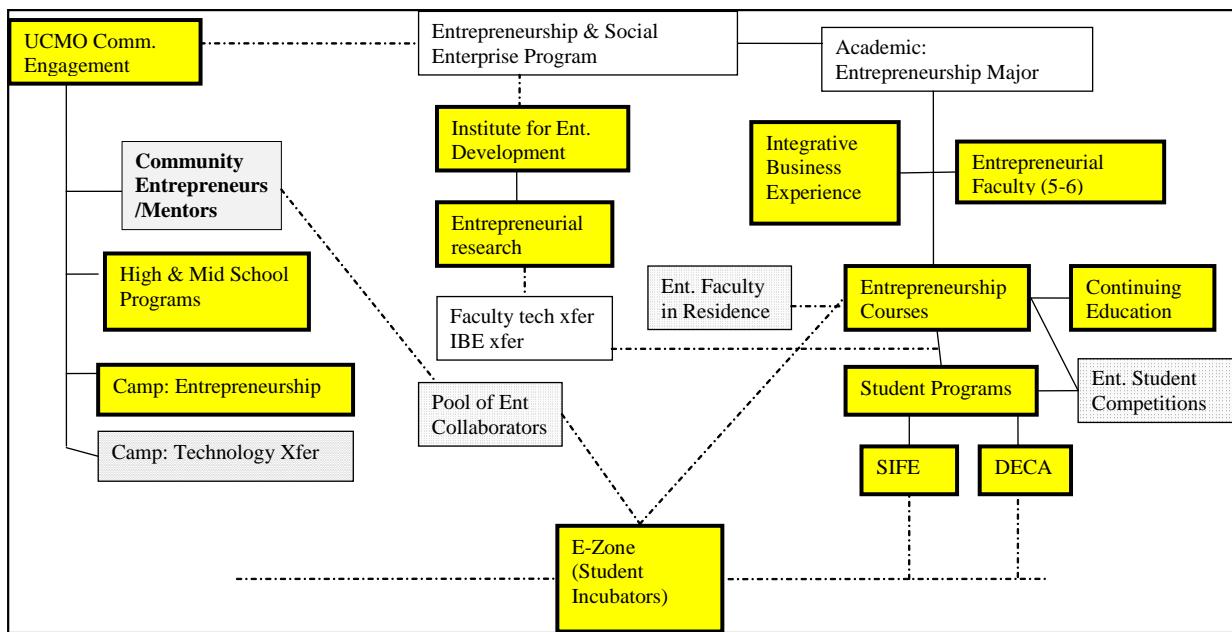
Further societal need is shown in the growth of demand for services from UCM's Small Business Development Center (SBDC) and UCM's Institute for Entrepreneurial Studies and Development (IESD), both of which are housed within the Harmon College of Business. The faculty from this major will continue to work and integrate closely with the SBDC/IESD in curriculum that helps students develop entrepreneurially, transfer technology that is environmentally sustainable, and create social solutions.

D. Methodology

- i. The information addressing market demand and societal need was determined through Kauffman Foundation database, SBDC & IESD printed and online research, AACSB data, and other online sources as cited.

3. Duplication and Collaboration: While there is no collaboration with other institutions, this program will be a collaborative program with UCM's Harmon College of Business, the Small Business Development Center and the Institute of Entrepreneurial Studies and Development, UCM's Community Engagement and Diversity departments, and UCM's Sociology and Social Work department. This major is unique in its focus on promoting new ventures that start from the ground up with practical, innovative and sustainable approaches to benefit society in general. No other university in Missouri or Kansas addresses for-profit entrepreneurship in a social enterprise setting. The major builds on an existing infrastructure of entrepreneurial mentors, entrepreneurial camps, student organizations, and our relationship with IESD/SBDC and IBE curriculum (IBE is required for this major). On the next page is a diagram showing existing or nascent elements of this extensive collaboration. The diagram shows a strong collaborative curriculum that needs to be formalized.

Figure One: UCM's Grassroots Program*



*Shaded Bold border boxes exists, dotted pattern boxes are in creation

Form PS

4. PROGRAM STRUCTURE

A. Total credits required for graduation: 120

UCM General Education courses: Total credits, 48 semester hours

Major requirements: **Total credits, 62 semester hours**

Free elective credits: **Total credits, 10 semester hours**

B. Residency requirements, if any: Students will follow UCM's regular residency requirements

C. UCM General Education courses as follows: Total credits, 48 semester hours

General Education Division 1

Area A: Written communication 6

Area B: Oral Communication

Comm 1000 Public Speaking*** 3

Area C: Mathematical Reasoning

MATH 1111 College Algebra*** 3

General Education Division 2

Area A: Part 1 Life & Physical Sciences 7

Area A: Part 2 Technology

BTE 1210 Essentials of Managing Information*** 2

Area B: Social & Behavioral Sciences

Econ 1010 Principles of Macro Economics*** 3

Soc 1800 Sociology** 3

(must choose Psy 1100 or Soc 1800) for BSBA***

Hist 1350 or 1351 or Pols 1510 3

Area C: Humanities & Fine Arts 9

Area D: Cultural Interaction

WS 2000 Women's Studies** 3

General Education Division 3

Personal Interaction

Phil 2300 Ethics** or BLAW 2750 Business Ethics** 3

General Education Division 4

Integrative Studies

ICAP 4357 Organizational Policy & Strategy*** 3

Total General Education 48

*** Required

** Recommended and preferred

D. Major requirements: Total credits, 62 semester hours (see distribution below)

BSBA Preadmission Courses

Acct 2101 Princ of Financial Acct 3

Acct 2102 Princ of Managerial Acct 3

Blaw 2720 Legal Environment of Business 3

Econ 1011 Principles of Microeconomics 3

Fin 2801 Business Statistics I 3

The Following courses are part of the BSBA Preadmission requirements, but are listed in general education, above:

BTE 1210 Essentials of Managing Information

<i>MATH 1111 College Algebra</i>	
<i>Econ 1010 Principles of Macroeconomics</i>	
<i>Total BSBA Preadmission</i>	15

BSBA Core Courses

CIS 1605 Business Application Software	2
FIN 3850 Principles of Finance	3
MGT 3360 Production and Operations Mgt	3
MGT 3325 Business Communication	3
FIN 3801 Business Statistics II (IBE Block)	3
MGT 3315 Management of Organizations	3
MKT 3405 Marketing Policy	3
CIS 3630 Management Information Systems	3

*The Following course is part of the BSBA Core but is listed in general education, above:
ICAP 4357 Organizational Policy & Strategy*

<i>Total BSBA Core</i>	23
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Entrepreneurship and Social Enterprise Major Courses (*Indicates new courses to staff)

MGT 3315 IBE Practicum	3
ENT 4315 Entrepreneurship	3
ENT 3360 Innovation For Strategic Advantage *	3
MKT 4470 Marketing Research	3
ENT 3800 Social Enterprise for Entrepreneurs*	3
MGT 4310 Quality and Innovation	3
Choose six credit hours from the following list of courses	6
MGT 4320 Leading & Managing Teams & Orgs	(3)
MGT 4370 Supply chain Management	(3)
MGT 3320 Systems, Teams & Org Behavior	(3)
MKT 3480 Consumer Behavior	(3)
ENT 4850 Entrepreneurial Start up *	(3)
ENT 3335 Entrepreneurial Internship	(3)
MKT 3410 Retail Management	(3)
MKT 3430 Professional Sales	(3)
ENT 1300 Introduction to Entrepreneurship	(3)
BLAW 3721 Law of Business Transactions	(3)
<u>Other Pre-approved Courses</u>	(1-6)

<i>Total ESE Major</i>	24
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E. Free elective credits: Total credits, 10 semester hours **10**

BADM 1400 Intro to Business (1 credit hour)**

**recommended but not required – counts as free elective

Total Credit Hours **120**

(Sum of C, D, and E should equal A.)

F. Requirements for thesis, internship or other capstone experience: All BSBA majors take ICAP 4357 Organizational Policy & Strategy, which is the capstone course. This will also be the requirement for the BSBA in Entrepreneurship and Social Enterprise. This course is part of General Education at UCM.

G. Any unique features such as interdepartmental cooperation: The Department of Sociology and Social Work will be a cooperative partner in this major & will team teach at least one course in the major. SOC 1800 will also be preferred over other General Education options. In addition, UCM has a Small Business Development Center and Institute for Entrepreneurial Studies and Development which has cooperated in curriculum development, consulting for budding student entrepreneurs, and joint events such as meet and greets, etc.

5. Financial Projections (deleted)

6. Program Characteristics and Performance Goals: Entrepreneurship and Social Enterprise

Form PG

Institution Name: University of Central Missouri

Program Name: Entrepreneurship and Social Enterprise

Date: December 11, 2009

Student Preparation

i. The Bachelor of Science in Business Administration with a major in Entrepreneurship and Social Enterprise will accept any student who has met the general admission requirements of UCM's Harmon College of Business. No special preparation is required.

Characteristics of a specific population to be served, if applicable.

Not applicable

Faculty Characteristics and Faculty Qualifications

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

Most of the courses will be taught by faculty with a doctoral degree. The Harmon College of Business Administration (HCBA) is accredited by AACSB International (The Association to Advance Collegiate Schools of Business, see www.aacsb.edu). The AACSB requires that undergraduate faculty be academically qualified (AQ) or Professionally Qualified (PQ).

Academically Qualified involves holding a doctoral degree and continuing scholarship.

Professionally Qualified involves holding a masters degree and professional experience that is significant in duration and level of responsibility relevant to the area of teaching assignment. Of the six qualified faculty expected to teach in this major, 5 are Academically Qualified, and 1 is Professionally Qualified.

- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

Course work for this degree will be provided by full time faculty. As stated previously, the HCBA intends to maintain AACSB Accreditation and meet the standards for such accreditation.

- Expectations for professional activities, special student contact, teaching/learning innovation.

The HCBA faculty will be readily available for contact with students, in many courses Team Based Learning (TBL®) will be utilized. Students will not be required to attend professional events but will be strongly encouraged.

Enrollment Projections

- i. Student FTE majoring in program by the end of five years.

Year	2010	2011	2012	2013	2014
Anticipated New students	10	15	20	25	30
% FT/PT	100/0	100/0	100/0	100/0	100/0

Student and Program Outcomes

- i. Students graduating from program by the end of five years.

Year	2010	2011	2012	2013	2014
Anticipated graduates	0	10	15	20	25

It is expected that some students will transfer to UCM, allowing 10 graduates in year 2011.

- ii. The HCBA Undergraduate Entrepreneurship Major is designed to prepare students to design, launch, and grow new social business ventures. Since entrepreneurship can exist in any sector (private, not-for-profit, and government), our students will be uniquely prepared to create business solutions and innovations with a social conscience, transfer technology that is environmentally sustainable and tackle social problems through private sector solutions. Their hands-on experiences will help them effectively work across sectors.

- iii. This program is not for a field which has licensing, certification, etc.

- iv. Students must make a minimum total score of 425 (based on a range of 400 - 500) on the MAPP, which is required for all students who have earned 45 credit hours (this includes UCM hours and/or transfer hours) and BEFORE the semester in which a student has earned a total of 75 credit hours. The MAPP exam is an integrated test of general education skills that measures proficiency in critical thinking, reading, writing and mathematics. Academic skills rather than subject knowledge are assessed. The MAPP score report indicates measures of proficiency as Proficient, Marginally Proficient, and Not Proficient in Reading and Critical Thinking, Writing, and Mathematics.

- v. There are no scientific studies to determine precise placement rates.

- vi. There are no scientific studies to determine transfer rates.

Program Accreditation

- i. The HCBA at UCM is accredited by the AACSB. UCM plans to continue to maintain this accreditation. On a recent reaccreditation visit on October 3rd & 4th of 2009, two strengths were

noted by the visit team. First, the BSBA in Entrepreneurship and Social Enterprise was noted as an example of exceptionally effective practices that demonstrate leadership and high quality continuous improvement in management. "While in the earlier stages of development, the BSBA in Entrepreneurship and Social Enterprise shows a great deal of promise. The program incorporates the related entrepreneurship, small business, and innovation centers to create unique learning opportunities for students. It adds a social entrepreneurship element to traditional innovation and entrepreneurship curriculum. The program brings together a traditional center providing services for small business with an academic-based program of study."

Second, the IBE block was noted. The IBE block is required for all ESE students.

Alumni and Employer Survey

- I. The HCBA at UCM surveys alumni at least every 5 years. The timing is one year prior to the maintenance of accreditation self study (next survey is scheduled for Spring 2013).
- II. No plans for employer satisfaction surveys at this time. We receive information from the questionnaires returned from employers that rate the performance of the student interns. These questionnaires are distributed at the end of each semester (fall, spring, summer).

7. Accreditation:

All business programs are accredited by the AACSB (see www.aacsb.edu). The HCBA intends to maintain AACSB Accreditation and meet the standards for such accreditation. The Entrepreneurship and Social Enterprise major will be accredited when approved by CBHE. AACSB accreditation mandates accreditation reviews every five years. The next accreditation review is scheduled for Fall 2014.

To achieve accreditation, business programs must satisfy the expectations of a wide range of quality standards relating to strategic management of resources, interactions of faculty and students in the educational process, and achievement of learning goals in degree programs. These standards are mission-linked. During the accreditation process, schools are visited and evaluated by business school deans, and corporate representatives with detailed knowledge of management education, applying accreditation standards that are widely accepted in the educational community.

AACSB International is a not-for-profit organization consisting of more than 900 educational organizations and corporations. Its mission is excellence in management education in colleges and universities. Headquartered in Tampa, FL., USA, AACSB International is the premier accrediting agency and service organization for business schools.

8. Institutional Characteristics:

Duplication and Collaboration

This major is unique in its focus on promoting new ventures that start from the ground up with practical, innovative and sustainable approaches to benefit society in general. No other university in Missouri or Kansas addresses for-profit entrepreneurship in a social enterprise setting. The major builds on an existing infrastructure of entrepreneurial mentors,

entrepreneurial camps, student organizations, and our relationship with IESD/SBDC and IBE curriculum (IBE is required for this major). We anticipate that UCM will attract new students with this program. The UCM Admissions Office suggests that approximately 15-20% prospective high school students interested in a business major would like to major in entrepreneurship. This program should increase the number of BSBA majors and make UCM more attractive to prospective students and parents. The national increase in student demand (see form SE for more information) for this type of program along with the existing entrepreneurship infrastructure at UCM (see Figure One above) led to the creation of the new major.

Advisement and Support Services

Dr. McCord, suggested faculty advisor for the Entrepreneurship and Social Enterprise major and the chair of the Department of Management and Business Communication will be available to students for regular academic advisement sessions on the Warrensburg Campus. Financial aid and student support services information is available on the web and via phone. Additionally, all BSBA students at UCM utilize the Business Advisement Center located in Ward Edwards on the Warrensburg campus. These advisors will also be utilized by ESE majors.

Library Services

The University's James C. Kirkpatrick Library (JCKL) offers a significant number of resources and services to distance learners. Students can search 130 periodical databases including full text runs of over 12,000 journals, newspapers and newsletters via the internet. A collection of more than 5000 books is available online including many standard reference resources. Library materials that are not available in electronic format may be ordered online and mailed directly to the student. UCM students are eligible to borrow library materials from any of the 56 participating MOBIUS (Missouri Bibliographic Information User System) libraries giving them access to over 14 million items.

The library's website (<http://library.ucmo.edu/>) offers links to its research databases, online forms for requesting delivery of material, online access to librarians, and many web pages offering information and guidance to distance learners. Student may contact the reference team by email, telephone, or live chat using the contact information provided on the website. Email addresses and telephone numbers are available for subject area librarians who can be contacted for more specialized assistance.

9. Other Relevant Information:

Mission and Strategic Direction Relevance for Proposal

Consistent with the University of Central Missouri's mission, the mission of the Harmon College of Business Administration is to provide quality teaching and learning for students from the University's historical 21 county service area preparing to enter careers in business. The HCBA Undergraduate Entrepreneurship and Social Enterprise Major will prepare students to design, launch, and grow new social business ventures. Our students will be uniquely prepared to create business solutions and innovations with a social conscience, develop technology that is environmentally sustainable and tackle social problems with profitable solutions. The program

aligns with the Department's mission statement to "provide quality management education through an integrated system of student learning.", and with the HCBA's mission "The Harmon College of Business Administration provides quality learning and service opportunities for students preparing to become business professionals". In addition, the Entrepreneurship and Social Enterprise Major will unite the talents of entrepreneurs, students, Small Business Development Centers and faculty in the pursuit of business and social change through entrepreneurial outreach, hands-on and team learning curriculum, research and mentorship, which aligns with the Management Department's goal of providing "experiential opportunities to apply course content" and HCBA's goal to "provide meaningful service to the University, community, and citizens of Missouri".