Orbital Boot Camp

A 12-week course to launch your side project

http://orbitalnyc.com/bootcamp

Winter 2015

Instructors: Gary Chou (Blog, Twitter), Nikki Sylianteng (Blog, Twitter); Advisors: Edlyn Yuen, Chris Willard Office Hours: Signup slots

Welcome / Coursework / 5 Assignments / Resources / Tools / Background

Jan 16	Welcome / Introductions / Launch I: Foundational Tools
Jan 23	<u>Lecture: Your Story</u>
Jan 30	Lecture: Getting Started
Feb 6	Lecture: Working in Public / Launch II: Idea
Feb 13	<u>Lecture: Experiments</u>
Feb 20	<u>Lecture: Iteration</u>
Feb 27	Lecture: Feedback / Launch III: Your Thing
Mar 6	Spring Break
Mar 13	Studio: TBD
Mar 20	Studio: TBD
Mar 27	Studio: TBD
Apr 3	Course Review / Reflection
Apr 7	Public Talk: Lessons Learned
Apr 10	Next Steps

Week 1: January 16 — Welcome / Introductions / Launch I: Foundational Tools

Readings

- Successful People Start Before They Feel Ready by James Clear
- Don't Be a Futurist, Be a Now-ist by Joi Ito

Launch 1

- Foundational Tools:
 - Write a blog post on why you've joined the program.

Week 2: January 23 — Lecture: Your Story

Readings

- On Self-Sufficiency by Gary Chou
- You Are Not Your Work by Fred Wilson
- The Crossroads of Should and Must by Elle Luna

Show & Tell: 5-6pm

Week 3: January 30 — Lecture: **Getting Started**

Readings

- Studying Entrepreneurship Without Doing It by Seth Godin
- The Two Ways of Building by Julie Zhuo

Optional readings

- Tina Roth Eisenberg on <u>The Importance of Side Projects</u> (starts at 10:07)
- Jessica Livingston: What Stops Female Founders?
- How to Make Ten Million Dollars by Joshua Kennon
- How to Start a Startup by Paul Graham
- Why to Not Not Start a Startup by Paul Graham
- Dennis Crowley: Top Five pieces of Advice for Entrepreneurs
- As first-time entrepreneurs, what part of the process are people often completely blind to? thread on Quora
- Kevin Spacey on Creativity and Shifting Models
- How to Work with Software Engineers by Kenneth Norton

Assignment #1: (due Week 5)

Show & Tell: 5-6pm

Week 4: February 6 — Lecture: **The Importance of Working in Public / Launch II: Idea**

Readings

- In the Particular Lies the Universal by James Victore
- The Benefit of Mentor Whiplash by Brad Feld
- Do You Want Critique, or a Hug? How to Gain Valuable Criticism on Your Design, by Jon Kolko

Optional Readings

One and Done by Jon Kolko

Studio: Product Session

Assignment #2: (due Week 6)

Show & Tell: 5:30-6:30pm

Week 5: February 13 — Lecture: **Experiments**

Readings

- Evidence, not Validation (including the comment) by Giff Constable
- The Trouble with Lean Startup: User Research is Hard by Dave Feldman
- Wizard of Oz Prototyping (page 7) by Stanford d.school

Assignment #3: (due Week 9)

Show & Tell: 5:30-6:30pm

Week 6: February 20 — Lecture: Iteration

Readings

- Brandon Stanton's speech at Harvard
- One and Done (including link in the comments) by Jon Kolko

Assignment #4: (due Week 10)

Show & Tell: 5:30-6:30pm

Week 7: February 27 — Lecture: Feedback / Launch III: Your Thing

Readings

• Everything is Made Up by Jon Kolko

Studio: Product Session

Assignment #5: (due Week 12)

Show & Tell: 5:30-6:30pm

March 6 — Spring Break

Week 8: March 13 — Studio: TBD

Show & Tell: 5:30-6:30pm

Week 9: March 20 — Studio: TBD

Show & Tell: 5:30-6:30pm

Week 10: March 27 — Studio: TBD

Show & Tell: 5:30-6:30pm

Week 11: April 3 — Course Review / Reflection

Readings

- Fail in Public by Tony Chu
- Root Cause Analysis via Wikipedia
- Each Necessary But Only Jointly Sufficient by John Allspaw
- What I Learned from John Allspaw and Eric Ries About Root Cause Analysis by Oliver Schmitz-Hennemann

Optional Readings

• Our Incredible Journey (a collection of startup shutdown announcements)

Show & Tell: 5:30-6:30pm

Week 12: April 7 — Public Talk: Lessons Learned (7-9pm)

April 10 — Next Steps

Readings

- o Interview with Emmet Gowin by John Caponigro
- Sheryl Sandberg: Scaling Vision, Products, and Yourself
- Neil Gaiman's Commencement Speech: <u>Text</u> | <u>Video</u>

Welcome

Orbital Boot Camp is an intensive 12-week course focused on helping you launch your project to the public. It focuses on an early milestone: getting your idea out of your head and into the world. Going from zero to one.

It is only through launching that you can see how an idea feels and determine whether it is something you want to truly pursue.

In this course you will:

- meet with instructors and advisors for individualized feedback,
- complete exercises to increase your fluency with information and social networks,
- share lessons learned with classmates, and
- evolve your idea via experimenting, iterating, and launching.

At the conclusion of the program, you will share lessons learned in a public talk.

You have the option of continuing to work out of the Orbital workspace for an additional 4 weeks as you figure out next steps of your project.

Time Commitment

The course will begin the week of January 16, 2015 and run through the week of April 10, 2015.

Class will meet once a week for 3 hours, and will be held every Friday from 2-5pm.

Weekly office hours with Gary and Nikki are available as needed.

Depending upon the scope of your project, you should expect to spend multiple nights and weekends (~15 hours/week) outside of class time to work on your project.

Who this is for

The course is intended for people who already possess the skills required to launch their project idea, and who would benefit from having focused time, dedicated space, a support network, and a community of others who are doing the same.

Coursework

1. Side Project

If your idea is awesome to you, that is what matters, and we'd love to help you launch it.

Your project may be commercial, artistic, civic, social, educational, or experimental in nature. It may be a Kickstarter project, an MVP of a business idea, a new peer-produced community resource, a physical product, a cause, a class, a service, a hunch or something else entirely.

It should be possible to launch your project (or at least a properly scoped version of it) within a few weeks so that you will have enough time over the 12 weeks to iterate, test, and refine your idea.

2. Assignments

There are <u>5 Assignments</u> which will be assigned and completed sequentially over the course of the semester. Each assignment culminates in a blog post, which will also satisfy your weekly blog post requirement.

3. Writing

For each weekday of the semester, we ask that you write at least 750 words on the platform <u>750words</u>. 750words is a default-private site that provides just a text box and a word count. While we'll be able to tell how much you wrote, we will not be able to see what you wrote. Use this exercise to write about your ideas, inspirations, experiences, responses to the readings, lectures, or reflections about your day.

4. Blogging

Each week, we would like you to write and publish at least one blog post to your project's <u>Tumblr</u>. The goal of this exercise is to get you accustomed to blogging about your project on a regular basis.

A good starting point is to share your thoughts on this week's progress, your work process, challenges you faced, lessons you learned, or reflections on your side project. Keep in mind that, while we ask that you blog for the class, the goal of these posts is to communicate better with your project's audience. Sometimes a screenshot, animated GIF, or video clip can make a larger impact than a wall of text.

Writer's block hitting you hard? Here are some optional prompts to inspire you:

- React/respond to a blog post on a topic you have expertise in.
- Share your thoughts about a piece of news that's relevant to your craft or interests.
- Summarize and reflect on a talk or event you attended.
- Reflect on 2014.
- Report on a trend or pattern that you are intrigued by.

Why Tumblr? We think it's a good blog platform, and a good place to build an audience around your blog. You'll get a head start with followers from the class and other folks you meet at Orbital, and we'll reblog your posts to the <u>Orbital Tumblr Blog.</u>

See: A Talk I Gave on Blogging by Fred Wilson and Stock and Flow by Robin Sloan.

5. Dashboards

Each week, complete the Dashboards by **Wednesday**, end-of-day. There are three parts to update:

- 1. Questions/Help: what questions do you have in your head right now?
- 2. Blog Post: post the URL to your weekly blog post.

6. Readings

Items listed in the *Readings* section are required for the week. We're looking forward to discussing the readings with you. Optional readings are listed in *Background*.

7. Public Talk

The program concludes with a public talk on lessons learned. We'll finalize the format, slotting, and schedule over the next few weeks.

5 Assignments

- **0.** Foundation: Blog about why you're at the Boot Camp, followed by an invitation to follow along your journey via TinyLetter. Submit the URL to the post.
- **1.** Identify someone with whom you'd like to meet and use your network friends, colleagues, classmates, co-workers, etc. to get an introduction. Set up an in-person, phone, or video meeting with this person. Write and publish a blog post about the experience. Submit the URL to the post.

Resources:

Introductions and the "forward intro email" by Roy Bahat

How To Ask People for Things Via Email: An 8-Step Program by Jocelyn K. Glei

Non-Creepy Networking: Party Etiquette by Jessica Hische

2. Send a cold email that introduces yourself to someone you'd like to meet, and set up an in-person, phone, or video meeting with this person. Write and publish a blog post about the experience. Submit the URL to the post.

Resources:

Cold Emails by Andrew Parker
Cold Emails to Hot People by Yaniv Solnik
10 Tips for an Awesome Coffee Meeting by Sean Blanda
Meeting with busy people by Joseph Walla

3. Post something original that accumulates 20 Twitter RTs, 20 Tumblr Reblogs, or 20 shares on Facebook. Submit the URL to the post that shows this (or a screenshot)

Resources:

A Scientific Guide to Writing Great Headlines on Twitter, Facebook and your Blog by Leo Widrich

Mom This is How Twitter Works by Jessica Hische https://twitter.com/loh/status/411282297816498176

4. Get someone to write a blog/news post featuring you or something you made. Submit the URL to the post.

Resources:

How to Get National Press With No Budget by Alexis Ohanian
How To Get Media Coverage For Your Startup: A Complete Guide by Leo Widrich
6 Tips for Building Relationships with Journalists by Mark Suster

5. Write an article that involves feedback from contributor or editor outside this class and publish it on a site outside of your blog. Either an article on Medium in which you invite an editor/contributor or two to leave notes/edit prior to posting, or a guest blog post on another blog, where the blog editor introduces you. Submit the URL to your post.

Resources:

How to Pitch a Story to an Editor via xoJane Get Feedback, Get Better

Getting Started

- 1. Sign up for <u>750words.com</u>
- 2. Create a public <u>Twitter</u> account if you don't already have one. This will be focused on you, not necessarily about your public project.
- 3. Create a <u>Tumblr</u> tied to your real/professional identity
 - a. Sign up for Disqus, create a Site Name for your blog, and install Disqus on your Tumblr blog.
 - b. Sign up for Google Analytics and install it on your Tumblr blog.
 - i. How to Install Google Analytics Tracking Code 2014
 - ii. Google Analytics Tutorial for Beginners 2014
- 4. Create a <u>Tinyletter</u>. The intended audience for this are those who are interested in your journey.
- 5. Update the Class Dashboard (visible only to students and coaches) with your info.

Resources

1. Macro

Labor

- Thinking About Employment and Parts Two, Three, Four by Albert Wenger
- <u>DLD13 Keynote</u> by Max Levchin
- Better Than Human: Why Robots Will And Must Take Our Jobs by Kevin Kelly
- XOXO Fest: Dan Provost & Tom Gerhardt, Studio Neat / Glif / Cosmonaut
- The Power of Side Projects and Eccentric Aunts by Tina Roth Eisenberg
- Buffeted by the Web, but Now Riding It
- One Year After Quitting My Job by Nathan Barry
- Bingo Card Creator (and other stuff) Year in Review 2012 by Patrick McKenzie

Identity & Audience

- Chris Poole: High Order Bit at Web 2.0 Summit 2011
- XOXO Fest: Emily Winfield Martin / Black Apple
- Indie Game: The Movie: The Case Study by Lisanne Pajot and James Swirsky
- How to Win at Self-Distribution if You're Not Louis C.K. by Steve Ramos
- How to Write a Good Bio by Scott Berkun
- <u>DLD13 The Future of the Audiences</u> with Kevin Slavin (first 7 min) & Kenyatta Cheese (at 17:00)

Alternate Models

- Nonprofits, Startups, And The Middle Place by Erin Watson
- Mitchell Kapor seeks to meld business, social good by Caleb Garling
- Q&A: Bill Gates on Flying Cars, the Malaria Epidemic, and Article-Writing Robots by Steven Levy
- On Dilettantism and the Virtues of Pursuing Multiples Interests by Elizabeth Spiers
- The No-Employee Design Team by Meg Lewis
- On Self-Sufficiency by Gary Chou

Networks

- New Economies & Models Challenging Old Hierarchies with Brad Burnham
- Entering the Information Age by Albert Wenger
- A Narrative on the Threat to Internet Freedom by Brad Burnham
- A conversation with Fred Wilson and Carlota Perez at Web 2.0 Expo NY
- Make Your Service Underdetermined to Achieve Internet Scale by Albert Wenger
- Exit Interview: Alec Ross on Internet Freedom, Innovation and Digital Diplomacy
- Albert Wenger's blog posts on Unbundling

2. Work

Customer Development

- The Trouble with Lean Startup: User Research is Hard by Dave Feldman
- We Don't Sell Saddles Here by Stewart Butterfield

User Acquisition

- But how am I doing compared to other companies? by Cindy Alvarez
- "Catch and Release" Business Models by Josh Kopelman
- Predicting Customer Lifetime Value from Kellogg Insight
- Growth Hacker is the New VP of Marketing by Andrew Chen
- The 5-Minute guide to cheap startup advertising by Dharmesh Shah
- Quora: What are some decisions taken by the Growth team at Facebook that helped Facebook reach 500 million-users?
- The Dangerous Seduction of the Lifetime Value (LTV) Formula by Bruce Upbin
- How to calculate cost-per-acquisition by Andrew Chen
- How New User Acquisition Channels Drive Change by Brian Balfour

Virality

- Jonah Peretti: Web 2.0 Expo New York 2010 interview
- How Empathy Breeds Viral Phenomena by Chris Menning
- Here are 10 tips from BuzzFeed to make your content go viral by Mark Suster
- Viral Marketing for the Real World (Original Paper) by Duncan Watts, Jonah Peretti
- The Hidden Secrets of Social Media and Viral Advertising by Jonah Peretti (video)
- What's your viral loop? by Andrew Chen

SEO

- The Web Developer's SEO Cheat Sheet 2.0 by Danny Dover
- Beginner's Guide to SEO by SEOmoz
- Rap Genius is Back on Google by Rap Genius Founders

Email Marketing

- 50 Awesome Posts on Email Marketing by Kristi Hines
- MailChimp Email Marketing Blog
- Cards Against Humanity's Rare, Hilarious Emails by Austin

Monetization

- Native Monetization by Jon Steinberg
- Fred Wilson's MBA Mondays Series on Revenue Models
 - The Revenue Model Hackpad
 - Revenue Models: Advertising, Commerce, Subscriptions, Peer-to-Peer

Pricing

- <u>Do not Undersell How to Set Prices for Maximum Profit</u> by Small Biz Viewpoints
- Harrison Metal's 3-Part Pricing Videos by Harrison Metal

- How To Price and Sell Your Startup's Product by Tomasz Tunguz
- Cards Against Humanity's "\$5 More" Black Friday Sale by Max Temkin
- Price By The Pound: Pricing Strategies From Drug Dealers And Others To Help You Make More
 Money by Reuben Swartz
- Branded Pricing Differentiation (Cheaper Is Not Always Better) by William Peng
- The Sequoia Guide To Pricing by Sequoia Capital
- Bundling and Pricing Innovation by Horace Dediu
- A Rake Too Far: Optimal Platform Pricing Strategy by Bill Gurley
- The Saddest SaaS Pricing Pages of the Year by Patrick Campbell
- Pricing Experiments You Might Not Know, But Can Learn From by Peep Laja

Sales

• Sales: The Beginner's Guide to Sales Chapter 1: Defining Sales by Stride

Onboarding

Onboarding New Users is Harder Than You Think by Nate Munger

Kickstarter Tips

- How to Run a Successful Campaign on Kickstarter by Mark Hayes
- How to Plan Your Kickstarter Part 1, Part 2, and Part 3 by Kevin Clark
- <u>Kickstarter Lessons for Journalists</u> by Blair Hickman
- Top 5 Kickstarter Tips by Stephen Dypiangco

Kickstarter Post-Mortems

- Kickstarter Post-Mortem by Ze Frank
- Hacking Kickstarter: How to Raise \$100,000 in 10 Days by Mike Del Ponte
- <u>Life After Kickstarter: 5 Costly Lessons From A Kickstarter-Backed Designer</u> by Kyle Vanhemert
- Crowdfunding, One Year Later by David Daw
- How To Win At Self-Distribution If You're Not Louis C.K. by Steve Ramos
- Indie Game: The Movie: The Case Study by Lisanne Pajot & James Swirsky
- The Microbudget Conversation: Down And Dangerous by John Yost
- Eight Nerds Get Rich Off A Game Where Oprah Sobs Into A Lean Cuisine by Meg Graham

3. Company

Advisors

- Courting Advisors A Guide for Founders by Danny Robinson and Boris Mann
- Bad Advice by Elad Gil
- Updating your Investors by David Lee

Coaching

The Power of A Great CEO Coach by Brad Feld

Mentors

The Absolute Minimum Every Khan Academy Developer Absolutely, Positively Must Know by

Ben Kamens

- The Elephants A system for better living. by Nick Crocker
- About Mentoring Interns by Ben Kamens
- How To Know A Good Mentor From A Bad Mentor by kaguerra

Culture and Hiring

- What I Learned Building A Startup like Dogster, Inc. by Ted Rheingold
- Company Culture Give and You Shall Receive (x10) by Jessica Alter
- How Open Should a Startup CEO be with Staff? by Mark Suster
- How Google became such a great place to work. by Farhad Manjoo
- Employee Retention by Sam Altman
- How to hire by Sam Altman
- Silicon Valley's most important document ever by Janko Roettgers
- Bored People Quit
- How Medium Is Building a New Kind of Company with No Managers
- <u>Hiring Religion</u> by Paul English
- My Employees Reviewed me, and I Kind of Suck by Greg Hoy
- How Google sets goals with OKRs objectives-and-key-results
- <u>Jeff Bezos's Peculiar Management Tool for Self-Discipline</u> by Walter Chen

Funding

- The End of Client Services and In Defense of Client Services by Khoi Vinh
- Strategy Letter I by Joel Spolsky
- The New Funding Landscape by Paul Graham
- What I Learned from Raising Venture Capital by Gabriel Weinberg
- Working Capital Financing and Customer Financing by Fred Wilson
- How to communicate traction to investors by Brendan Baker
- Investors by Chris Zacharias
- What I Learned When I started a Design Studio by Khoi Vinh
- What Should you do with your Crappy Little Services Business? by Mark Suster
- Why Instapaper Free is Taking an Extended Vacation by Marco Arment
- How to handle a VC presentation with no deck by Mark Suster
- Ask HN: How much do founders pay themselves?
- The Truth About Convertible Debt at Startups and The Hidden Terms You Didn't Understand by Mark Suster

Founder Equity

- Startups as a Career and Transparency on Equity Grants by Steve Cheney
- An Engineer's guide to Stock Options by Alex Maccaw
- How Funding Works Splitting The Equity Pie With Investors by Anna Vital
- How to make a cap table for pre series A Companies by In Knowledge

Venture Capital

- Breaking Down How VC Funds Work by Russ Wallace
- The Series A Round Is The New Series B Round by Jeff Jordan
- Anatomy of Seed: An Inside Look at a \$1M Seed Round by Brendan Baker
- Bootstrapping to An A Round Isn't All Roses by Jordan Cooper

4. Self

Life

- Ego by Andy Weissman
- You Are Not Your Work by Fred Wilson
- Expectations and Entitlements by Semil Shah
- Seth's Blog: Thinking About Money by Seth Godin
- How Will You Measure Your Life? by Clayton M. Christensen
- If I Knew Then: Advice on careers, finance, and life from Harvard Business School's Class of 1963
- <u>Sister Corita Kent's Timeless Rules for Learning and Life, Hand-Lettered by Lisa Congdon</u> via Maria Popova
- Twitter: Life is Unfair? by Albert Wenger

Mental Health

- The Psychological Price of Entrepreneurship by Jessica Bruder
- Entrepreneurial Life Shouldn't Be This Way--Should It? by Brad Feld
- The Hand of A Friend by Jerry Colonna
- Surviving the Startup Life: The Toll of Merging Identity and Work by Jerry Colonna & Parker J.
 Palmer
- Psychological Pitfalls And Lessons of A Designer-Founder by Aza Raskin

Failure

- 11 Famous Entrepreneurs Share How They Overcame Their Biggest Failure by Vivian Giang
- How Failure Made These Entrepreneurs Millions by Jane Porter
- 8 Founders Reveal Why Their Startups Failed by Thomas Oppong
- Why Vinetrade Failed by James Maskell
- What should you do if your startup fails?
- Formspring A Postmortem by Cap Watkins
- What It's Like to Fail by David Raether
- Victim No More: How to Stop Self-Sabotaging by Elizabeth Grace Saunders

Productivity

- A Day Without Distraction: Lessons Learned from 12 Hours of Forced Focus by Cal Newport
- The Importance of Scheduling Nothing by Jeff Weiner
- The Management Framework that Propelled LinkedIn to a \$20 Billion Company
- The Psychology of Getting More Done (in Less Time) by Gregory Ciotti
- Overcome the Complexity Within You by Ron Ashkenas

5. Skills

Negotiation

How to Negotiate Your Job Offer by Prof. Deepak Malhotra (Harvard Business School)

- Negotiation Tactics: The 10 Minute MBA Course On Negotiation by Eric Barker
- <u>Negotiations Strategies</u> (lots of posts) by Katie Lane

Meeting People

- 10 Tips for an Awesome Coffee Meeting by Sean Blanda
- The One Conversational Tool That Will Make You Better At Absolutely Everything by Shane Snow
- <u>Non-Creepy Networking: Party Etiquette</u> by Jessica Hische

Introductions

- Who Taught You How to Make an Introduction? by Mike Collett
- If You Want To Nail An Email Introduction To A Busy Person, Here's How by Chris Fralic
- The Proper Way To Ask If You Can Make An Introduction by Alexander Taub

Critique

- One and Done by Jon Kolko
- Do You Want Critique, or a Hug? How to Gain Valuable Criticism on Your Design, by Jon Kolko
- Moving from Critical Review to Critique, by Jared Spool

Emails

- <u>5 Email Tips for Intense People</u> by Kelsey Falter
- Cold emails to hot people by Yaniv Solnik
- How To Ask People for Things Via Email: An 8-Step Program by Jocelyn K. Glei
- Cold Emails by Andrew Parker

Blogging

- A Talk I Gave on Blogging by Fred Wilson
- When Life Gets in the Way: Finding Time to Blog by Michelle Weber
- A scientific guide to writing great headlines on Twitter, Facebook and your Blog by Leo Widrich
- Stock and Flow by Robin Sloan

6. Additional Resources

Domains

- How I Bought Spindle.com An Alternative Domain Acquisition Strategy by Pat Kinsel
- <u>Hire a Domain Consultant</u> by Elliot Silver
- Rob Sequin: Domain Broker, Buyer and Consultant

Resources

- Kickstarter Creator's Handbook
- Youtube PlayBook
- Vimeo Video School
- Tumblr: How to Gif
- Etsy Online Labs
- Craft Entrepreneurship

- <u>Etsy Seller Handbook Archive</u> by Katy Svehaug
- Twitter Media

7. Tools

- Landing Pages
 - o <u>Launchrock</u>
 - o Tumblr + Mailchimp embed
 - o Gumroad Audience
- E-commerce
 - Gumroad (one-offs)
 - o Moonclerk (subscriptions)
- Writing
 - o <u>Medium</u>
 - o Tumblr
- Newsletters
 - Mailchimp
 - o <u>Tiny Letter</u>
- Project Management
 - o <u>Trello</u>
 - o <u>Asana</u>
- Powerful Things
 - o <u>IFTTT</u>
- Prototyping
 - Appery.io (mobile app prototyping)
 - o Balsamiq
- HTML5 Templates
 - o HTML5 Up
- Form Builders:
 - TypeForm

Background

Recent Updates:

- The New Disruptors: T Minus Zero with Gary Chou (Episode 79)
- Support For Your Side Project
- Phase 1 Complete
- Interview with Gary Chou of New York's Orbital
- Orbital Boot Camp Update
- Introducing Orbital and the Orbital Boot Camp

The course is based on the Entrepreneurial Design course at the MFA in Interaction Design Program at the

<u>School of Visual Arts</u>, where students are challenged to launch a project that will net \$1,000 over the course of the semester.

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