

**Ain Center for Entrepreneurship
University of Rochester
Entrepreneurship Strategic Plan Survey
2017**

EXECUTIVE OVERVIEW

Entrepreneurs are frequently warned: do not try to accomplish greatness all by yourself. Find a team of people who know things you do not and work together to create something impactful.

This advice is the basis of the Ain Center for Entrepreneurship's 2017 survey. As we continue to grow, adapt, and plan for the future, we want to contribute to the understanding among entrepreneurship centers worldwide. In this document, we have compiled survey responses, a data write-up, and a special highlight on advisory councils; each section is crafted to help us learn more about how to best function as an entrepreneurship center, as well as how we fit into the broader scheme of entrepreneurial ecosystems.

While the details will be discussed later on, it is important to note the range of responses we received. There are results from American schools, international institutions, small private colleges, and large public research universities. Collectively, entrepreneurship centers seem to be a hub for innovative thinking and connecting individuals throughout the community they serve. Perhaps the greatest lesson learned, however, is the willingness to talk amongst other universities, providing resources and networks in the pursuit of learning about other centers. We hope this survey becomes a mainstay in the entrepreneurship education sphere, allowing individual programs to contribute to a larger knowledge-sharing platform.

BACKGROUND & SURVEY METHOD

The survey was electronically distributed via Qualtrics on July 26, 2017. Recipients included 1,737 faculty and staff from a wide variety of institutions. These individuals were selected because of their participation in the Global Consortium of Entrepreneurship Centers (GCEC) and United States Association of Small Business and Entrepreneurship (USASBE) organizations. A number of emails bounced or went to individuals no longer affiliated with an entrepreneurship program, but we received a total of 306 responses from July to September.

The questions (presented in a later section, "Survey Questions & Responses") were drafted by a team of the University of Rochester's Ain Center for Entrepreneurship faculty and staff. Further, they were also reviewed by the Warner School of Education's Associate Director for Program Evaluation for clarity and efficacy. They inquire about a range of topics, including entrepreneurship advisory councils and physical space devoted to innovation. To save participant's time, conditional logic was used based upon the answers provided (these should be evident when reviewing the questions and collected data). You will find that responses have not been altered – spelling and grammatical errors were left as is to retain the integrity of the original response. Two reminders were sent out to encourage participation throughout August 2017 and we collected data until September 5, 2017. To promote collegiality and understanding among entrepreneurial educators, the Ain Center announced that survey results would be shared with those who participated.

In hopes of obtaining substantial and varied data, we polled institutions within and without the United States, private and public institutions, and universities with vastly differing enrollment numbers. While evaluating responses, we noted these distinctions in hopes of drawing meaningful conclusions. A total of 209 universities provided information, as some of the 306 respondents were from the same university. Of those institutions, there were:

- 88 private and 121 public
- 161 in the United States and 48 international
- 37 universities with less than 5,000 enrolled students
- 43 universities with between 5,000 and 10,000 enrolled students
- 125 universities with more than 10,000 enrolled students

SURVEY QUESTIONS & RESPONSES

1. Does your entrepreneurship program or center have an advisory council?

Responses = 294

Yes	188
No	106

2. How many members serve on your advisory council?

Responses = 140

One to Ten	76
Ten to Thirty	55
More than Thirty	9

3. How many members of your advisory council are board of trustee members for your university?

Responses = 126

None	86
One	18
Two	8
Three	8
Four	2
Five	2
More than Five	2

4. Does your advisory council include non-alumni members?

Responses = 139

Yes	128
No	11

5. What is the financial commitment for each advisory council member? (Enter \$0 if no financial commitment is required.)

Responses = 131

\$0	95
\$1 to \$999	2
\$1,000 to \$4,999	14
\$5,000 to \$10,000	13
More than \$10,000	7

6. How often does your advisory council meet?

Responses = 135

No Meetings Required	1
At Least One Meeting (per year)	18
At Least Two Meetings (per year)	58
At Least Three Meetings (per year)	15

At Least Four Meetings (per year)	29
Between Five and Ten Meetings (per year)	4
More than Ten Meetings (per year)	10

7. Would you be willing to share an example agenda from an advisory council meeting?

Responses = 136

Yes	42
No	94

8. Does your entrepreneurship advisory council have a written charter or list of objectives?

Responses = 137

Yes	55
No	82

9. Would you be willing to share this document with the Ain Center for Entrepreneurship and other survey participants?

Responses = 132

Yes	17
No	75
Not Applicable	40

10. Does your entrepreneurship program utilize Entrepreneurs-in-Residence?

Responses = 239

Yes	135
No	104

11. How many Entrepreneurs-in-Residence does your program have?

Responses = 104

One to Five	84
Six to Ten	6
Eleven to Fifteen	3
Sixteen to Twenty	2
More than Twenty	9

12. Your Entrepreneurs-in-Residence:

Responses = 128

Receive payment	55
Act as volunteers	47
Provide monetary support to your entrepreneurship program	5
Provide in-kind support to your entrepreneurship program	9
Other (please explain)	12

“Other” responses:

- Full time faculty

- Instructor
- A mix of the above
- Receive small stipend
- Some parts volunteer, some parts paid
- Some receive payment, others provide in-kind support
- They also teach; they get paid for teaching those classes
- They provide both monetary support, mentoring services, and advisory support to curriculum, competitions and events
- They receive payment but far less than their hourly/salary rate
- We are considering a payment system this year
- We have had volunteers, some we've worked to get stipends for, and others who are donors

13. How many hours do your Entrepreneurs-in-Residence devote to your program per month?

Responses = 118

Zero to Five	21
Six to Ten	23
Eleven to Fifteen	7
Sixteen to Twenty	18
More than Twenty	35
Unsure or Unspecified	14

14. Do your Entrepreneurs-in-Residence sit on your advisory council?

Responses = 86

Yes	30
No	56

15. Does your entrepreneurship program have other experts available?

Responses = 128

Yes	118
No	10

16. What are their areas of expertise?

Responses = 105

- Accounting; Finance
- Accounting, IP, Legal, IT
- Accounting, marketing, supply chain
- All
- All
- All areas – law, marketing, PR, IP, general business, finance, banking, entrepreneurship, human resources, accounting
- All areas of business – engineering, marketing, accounting, finance, etc.
- All areas of entrepreneurship, including but not limited to Saas, tech hardware, retail, product mfg, industrial design, engineering design, internet, angel investment, venture funding, debt funding, etc.
- All areas of expertise are covered through EiR's, mentors and advisors
- All areas of business

- All fields
- All of our donors are part of our Founders Organization – they donate money and time to our center and students; they are required to give a certain amount of money each year and are strongly encouraged to mentor a certain number of hours per month
- All over – both function, industry expertise as well as stage of company (launch, growth, acquisition)
- All types from community
- Alumni and community experts in technology, domain-specific areas, legal, accounting, etc. – also faculty experts that have skills in finance, technology, or entrepreneurship
- An informal pool of our part-time lecturers, their connections... and a small sub-set of some full-time faculty from different programs around the university (formal business faculty being generally low part of this pool)
- Angel and venture capital, life science startups, general technology, marketing, startup, accounting and finance, specific industry expertise (e.g. hospitality, manufacturing, etc.)
- Angel funding, marketing, organizational development
- Assorted
- Biomedical engineering, industrial & systems engineering, electrical & computer engineering, innovation management, marketing, industrial design
- Business
- Business counseling and training
- Business start-up, ideation, web design, moving from corporate to startup, portfolio working, app development, finance, HR, marketing
- Design, business development, sales, project management, user experience, finance
- Diverse
- ENT, finance, law, accounting, marketing, social media
- Entrepreneurship, tech, innovation
- Everything entrepreneurial
- Family business
- Family business
- Finance , PMI, Design thinking ...
- finance and technology
- finance, legal, marketing, strategy, social/nonprofit
- Finance, marketing, coding startup growth
- finance, social media, startup strategy - and about everything else
- Finding capital, legal, niche marketing, sbir/sttr grant assistance, sales/distribution so far
- Generally in support of entrepreneurship from strategy to execution and service providers
- Industry experts, VCs and angels, entrepreneurs, marketing, teams, legal, design, etc.
- Inside the Center: Intellectual Property, Lab Managers (prototyping), Lean Startup Methodology
- Outside the Center: Sales, Internationalization, many others
- IP, App development, Product Development
- Law; Marketing; Venture Capital; etc.
- lawyers and bankers
- Lean Startup. We also have over 100 volunteer mentors who cover a very wide range of topics in innovation and entrepreneurship.
- Legal, finance, social media
- Legal - Formation and Agreements, Legal - IP, Financial, Marketing, Talent, Leadership, Strategy
- Legal Experts, Angel Investors, IP Experts
- Legal, accounting, operations, finance, engineering. Sw
- Legal, Accounting, SEO, and more depending on the needs that year

- Legal, CPA, tech development, IP, SBDC, web dev, app dev, pitching, investments
- legal, finance
- Legal, Finance, Fundraising
- Legal, Finance, Legal, Marketing, creative. We also have a diverse group from industry including biotech, medical, pharmaceutical as well as other tech (robotics, software, hardware, telecom, etc.)
- Legal, fundraising, strategy, online retail, international expansions and more
- legal, general business, startup, corporate
- Legal, IP, financial, broad range of industry experience
- Legal, IP, Social Media, Information Technology, Human Resources, Marketing, Business Development
- Legal, marketing, accounting
- legal, mentoring, marketing, accounting
- Legal, strategy
- Management of Technology
Product Development in Biomed
- Many
- Many
- Many... They help students in various ways. Lawyers for example.
- Marketing, Accounting, Law
- Marketing, Finance and supply chain
- Mentors
- Mentors
- Mentors and Faculty
Range of skills (venture, market strategy, product development, engineering, fundraising)
- Mentorship via our Blackstone LaunchPad program
- New venture finance, IP legal
- Other experts are made available on an as-need basis, depending on entrepreneur or student needs.
- Product Design, Prototyping, IT
- Professional services, e.g. legal, accountancy etc.
- Sales marketing investors attorneys financing social entrepreneurship management IP and patenting grant writing
- Small business ownership; Graphic design; Business plan writing
- Some legal and accounting help in the local community is available. We have tech law help from the university pro bono
- Star-up, growth, tech, retail, art, music STEM
- Startup CEOs, Investors, Accelerator leaders
- Subject specialisms - so as to make teaching relevant. E.g. designers will be taught by enterprising designers, teacher training students will learn from enterprising teachers.
- Tech commercialization, product development, legal, accounting,
- Technology
- The Program Manager is a CPA, the Associate Director has legal expertise and we have a number of service providers in the community that we direct our business owners towards for legal and accounting.
- Too various to list
- Varied
- Various industries, legal, accounting, insurance advisors
- VCs, angel investors, attorneys, science and engineering, financial, etc.
- Venture Capital, design, marketing, law, engineering, science, general management, ecommerce

- Venture capitalist, advanced technology experts, commercialization and licensing experts, quality manufacturing experts supply chain management expert, marketing, innovation and entrepreneurship leaders.
- Volunteers for legal support, accounting support and general business support
- We compiled a group of subject matter experts (legal, social media, banking, etc.) that we make available to students and alumni.
- We cover most industries and disciplines between the 4 strategists. We have mentors and experts available for almost any area of inquiry. We also bring in experts for weekly roundtable sessions to answer questions on a particular topic.
- We have a deep mentor network so it depends on the subject area.
- We have a mentor database of several hundred people. Expertise is broad. Availability varies.
- We have a robust set of mentors available with diverse set of expertise.
- We have a set of mentors who vary but we try to encompass all skills that our students might need, ie. marketing, manufacturing etc.
- we have a vast network from across campus, touching every college.
- We have about 50 mentors that act as advisors to student, faculty or alumni start-ups. The expertise provided varies according to the needs or stage of the start-up. Many of the mentors are C-Suite executives and Founders. Very few are investors. Examples of expertise include life sciences, engineering, cyber security, electronics, energy, healthcare and software, finance, and robotics.
- we have over 60 volunteer mentors coming from different backgrounds and expertise
- We have several hundred mentors and several thousand alumni entrepreneurs in our Salesforce database that we match with our startups. Expertise is across all functional areas (technology, finance, HR, venture capital, ...) and industries.
- We pursue opportunities in all industries and as such, require mentors with expertise in all industries.
- We use mentors in our Accelerator and with another business creation program. They run the gamut from professional service providers to industry experts to serial entrepreneurs. Recent alums are also important to include.
- Wide range from technical through business.
- wide range of entrepreneurship and start-up funding expertise
- Wide variety in order to mentor students and startups.
- Wide-ranging expertise, across many disciplines -- mostly in creative fields.

17. Does your entrepreneurship center or program have an incubator space?

Responses = 233

Yes	127
No	106

18. How many square feet is your Incubator space?

Responses = 123

Less than 1,000 square feet	23
1,000 to 3,000 square feet	54
More than 3,000 square feet	46

19. Where is your Incubator located?

Responses = 126

On campus	75
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Off campus	32
Both or other	19

“Both or Other” Responses:

- Adjacent to campus
- Downtown = 15,000 square feet; Campus = 3,000 square feet
- Multiple locations
- Near the dorms and student cafeteria, but outside of main buildings that host the classrooms and library
- Off campus, with on-campus “satellite” office
- Officially on campus, but .5 mile from academic buildings
- On-campus Hub and off campus partnerships
- One on, one off
- Two sites on campus – one in research park
- We have 2 locations
- We have 2 locations
- We have partnerships off campus and physical space on campus
- We offer some space on campus and off
- We utilize an agile process so space is not fixed; we also partner with external incubators

20. If on campus, where is your Incubator space located? (For example, is it housed in the campus library?)

Responses = 92

- It's in a university building that houses classrooms and offices.
- 16 Washington Pl.
- 5500 square ft facility in a Division of Research Building also houses Off of Intell. Prop. Management and Center for Innovation and Partnerships
- A special space on the ground Floor
- Academic building
- at the Faculty of Business and Economics
- Basement of one of the business school buildings
- Basement of the business school
- Between the Business School and the Faculty of Engineering
- Business Hall
- Business school
- Business school
- Business School
- campus floor
- classroom building
- Classroom building
- Downtown Central business area.
- COB
- downtown ny
- Downtown office
- E-Center for small businesses
- Engineering Building
- Engineering building, Law library, Business School

- engineering building, library, and 74 acre innovation park right next to campus
- Entrepreneurship building
- entrepreneurship center and affiliated non-profit accelerator
- ESPECIAL FLOOR
- first floor of an administrative building
- ground floor of a dorm targeting entrepreneurial students
- Housed in an administrative building
- Housed in our offices
- Housed in the College of Business and Entrepreneurship
- Housed in the Research Foundation building on campus
- In a building next to the technological center
- In a garage
- In building near School of Business
- In business school and student center
- In Faculties primarily
- In its own building near the Darden School of Business.
- In our business school building.
- In the Building dedicated to Economic Development / Outreach programs
- in the Business Education Complex
- In the business school building
- In the Campus Library
- In the center for entrepreneurship and innovation
- In the College of Business building
- In the economic development unit
- in the grad school bldg.
- in the interdisciplinary building
- In the old engineering building
- In the student center
- Incubator, Entrepreneurship Center, and Design Thinking lab are all in the process of being co-located in one floor of the engineering school
- Independent Building
- Inside the Innovation Center
- Institute Hall
- Institute Hall, RIT
- It is housed in the bldg where the office of Tech Commercialization is. It is run by another department, not the Eship Center.
- It's housed at Insight Park.
- It's own building
- just a building
- Large building used for events
- large space in Kellogg and another large space called the Garage on campus that is for all NU students.
- next to the entrepreneurship center, we are located in the business school
- next to the library
- not in center
- Office Space
- on the first floor of an academic building that also has a dining hall
- our incubator has its own space in the Joyce Entrepreneurship Centre that houses other departments
- Own rooms

- PORTAL Innovation Center (100K SF building for corporate partners ranging from startups through established companies)
- Research Park
- Residential Apartment
- Resource Center for Innovation
- School of Business
- second floor of the building, near the entrance
- separate building, old fraternity
- Separate incubator building. Not shared space.
- Some spaces are available across campus in the schools and colleges. The main space is at the Tech Garden.
- Stand-alone building one block from business school.
- Stand-alone facility
- STEP RI Science and Technology Park of the University of Rijeka
- Student Life Center - Middle of campus
- Technology Park
- The ground floor of the Rosenfeld Library in the UCLA Anderson (business school) complex
- The incubator spaces are located in dormitory, main library, and other buildings
- University working to establish a 'north campus' cluster
- We are in the library but is a shared space. During the day classroom from 3:00 on it becomes The Collider
- We are located in a separate building where a number of Economic Development and outreach programs are located and all classes for the Entrepreneurship certificate and minor are located in the same building.
- We have eight incubators and they are all located not central in the building
- We have two incubator: College of Business (Co-working Space w/Conference Room) and West Campus (Wet Lab and Office Space)
- Within the entrepreneurship building
- within the Entrepreneurship Center

21. Is its current location the ideal location for an Incubator space? Please explain why or why not.

Responses = 116

- As we are open to the public being in town is better for attracting community members and for students is it important to be close to campus but not make it feel like school/class.
- Both are great as close to student activity and classes
- Central location is good, but getting students after-hours access has been an issue.
- Depends on the needs of the participating teams.
- Downtown
- For work spaces
- Geographic location is excellent near downtown Ann Arbor. However the space is below ground level and would be enhanced significantly with windows.
- Good but not ideal. It would be better if it were in "neutral" space (e.g., library, student center) rather than in an engineering building.
- Having space off-campus makes it difficult for students. The space is empty during the year and filled in the summer. It would be better to have an on-campus incubator.
- Having the space located on campus is convenient for students. What I believe is the most important aspect of our incubator is that all staff is located in the same space allowing easy access for the

businesses when they have a quick question or a need arises. Also, the building and our center is secured after hours and tenants in the incubator have 24 hour access, 365 days of the year.

- Ideally would be outside the business school
- in conjunction with local city
- It is a good location due to its proximity to students dorms and quite close to downtown.
- It is convenient and easily accessible -- important attributes to insure high usage
- It is easily accessible to the external community that it services however, university policies and procedures make it difficult for tenants who are otherwise unaffiliated with the university to interact (i.e. parking, restrictions on how the spaces can be used, etc.).
- It is in a good location. It is in our Research Park, an adjacent 75 acre campus connected by a pedestrian/bicycle path to the main campus. All locations have plusses and minuses. We have multiple hard tech startup companies in our 30,000 sq ft wet lab facility in an adjacent building. This "ecosystem" (only slightly removed from the hustle and bustle of the main campus) was chosen by university administrators 4 years ago. The incubator and wet labs are 50%-70% populated. We are planning a small maker space also.
- It is in the heart of downtown making it easier to connect students with community experts
- It is not, since the space was designed for residential apartments. However, we have a living and learning residential village in the same building for student entrepreneurs, so it is a nice draw for them.
- It is the perfect place, because most of our startups are related to it (the core area of the Faculty of Engineering).
- It's great for partnering with the city.
- It's ideal for parking, however, it is on the outskirts on campus and far from students regular daily activities.
- It's wonderful space, works well
- Just off campus to welcome community involvement yet not too far to allow student participants
- Less than perfect but easily accessible, sufficiently large to accelerate 3-4 businesses at a time with university facility dept support
- Library might be best.
- Located near many community start-ups
- No - needs to be closer to campus
- no - we need more walk pass the incubator
- No expensive space could be better used for academic activities
- No, as from October 2018 we are due to have a large part of a new building with 3500 sq ft of space for Enterprise and Innovation, including our Enterprise Hub
- No, because it is not centrally located on campus
- No, it should be a little LESS open to all in the Business School
- No, it's too small and the space is static.
- No, not centrally located on campus, not near engineering or other "likely" innovators
- no, not in center
- No, the old fraternity is kind of stinky:)
- No, too far from day to day activities and classes
- No, We are seeking a stand alone space
- No, we need more space. Actually, we need a dedicated building that is not in the business school so that we have an identifiable location that is open to the entire campus and ideally, easily accessible to off campus parties to engage the community
- no; dangerous downtown
- No! Because it links to technology-based businesses and distances projects linked to social entrepreneurship.

- No. In camousnis more easily accessed by students.
- no. it should be at a more transparent place in the building
- No. It should be available for all students in the university
- No. It'd be easier for students if it were more centrally located or within the CIE itself.
- No. not easy walking, out of traffic flow, but very cool building with a lot of resources
- No. off site, 20 minute shuttle/bus ride.
- No. The location makes interactions between students, faculty and members of the entrepreneurial ecosystem infrequent. Contact is key, and here it is thwarted by the distance.
- Not central enough on campus to bring attention to itself.
- Not exactly. The location takes effort to get there, the space is a little small.
- Not fully. It's an area we're working with our Trustee's.
- Not ideal - off campus
- Not ideal. It is isolated, not inspiring and do not allow networking opportunities.
- not really. ideally we would have the entire space in a building next to the business school.
- Off campus is less visible but more accessible. Not perfect but ok.
- Old school offices. Would be nice to have a more open space setup to promote more collaboration.
- On the edge of campus but works well
- Pretty ideal given proximity to the central campus.
- Somewhat - it's currently in the same space as our entrepreneurship center employee offices, and is fairly small. The location on campus is ideal though - it's in a central location and easily accessible.
- space is extremely limited and we need more! it's not ideal but much better than nothing
- sure
- The building is located on the main street through campus, so highly visible as people drive through (positive). It is on one edge of campus which is a bit of a challenge for student foot traffic.
- The off-campus location makes it somewhat less convenient and visible for students
- there is never a perfect location. On a big campus like ours, no one is satisfied with the location and all are satisfied.
- Too small.
- We don't know yet. Just starting in September 2017
- Yes
- yes - at Research Park co-mingled with econ devt services, plenty of parking, lots of startups -- only 5 minutes from campus
- Yes - close to other business school activities, 24/7 access, safe, easy for faculty/staff to visit.
- Yes - first floor of a building (a store front), on main street running through campus
- Yes - food, neutral, high traffic
- yes - on campus is neutral space, downtown is central
- yes, to have the suffisant space and don't disturb
- Yes and no! to have everything on campus is great to have but students also benefit from oppportunities and collisions that they would only get outside of the University

- Yes and no. Great space but not immediately on campus-within walking distance. 15K sq ft already outgrowing it!
- Yes as it is in the center of campus
- Yes because it is close to dormitories.
- Yes because students have more access to it.
- yes because the building is very "central" on the campus. nevertheless, our university is small with only 15,000 students
- Yes close to center and college
- Yes for university students, no for the rest since the campus is on the city periphery.
- Yes it is.
- Yes though space is under pressure.
- Yes we have a new space in downtown Geneva
- Yes, as the business school is currently the most active in entrepreneurship. Of course if we were located outside in a more "neutral" area, it could result in more interest from other faculties.
- Yes, because is near to companies, students, entrepreneurs, labs
- Yes, both are pretty easy to access and have parking spaces very close.
- yes, but it could be bigger!
- Yes, central to all of campus; easy access and parking; brand new facility with the space built for this specific purpose
- yes, close to student union
- yes, dining hall is key :).
- yes, for students. It is close to campus. We are also putting in an innovation Center (incubator) for faculty, grads, alum and other local entrepreneurs about 3 miles from campus.
- Yes, it is a very modern space
- Yes, it is housed on the same floor as the entrepreneurship school along with its' faculty, staff, students and mentors
- Yes, it's pretty perfect. It's easily accessible on Main Street. It's close enough to campus that we can hold classes there. And there is a parking lot in the back of the building exclusively for our use.
- Yes, located 10 mins from campus in downtown location with room to grow.
- Yes, the new location is ideal
- Yes, very centrally located and accessible.
- Yes, we believe so. Is in a downtown building so is highly visible.
- Yes. It is adjacent to our student maker space, Amprint Center, and Battery Prototyping Center.
- Yes. Being just enough off campus is a good thing.
- yes. central and hub of activity
- Yes. Inexpensive space for growth available as incubator expands
- Yes. It is off campus, but right across the street from campus.
- Yes. Located at downtown. Availability of resources.
- Yes. Right in the center of campus.
- Yes. We were formerly located off-campus (3 miles away) which limited student startup involvement.
- YES...provides maximum number of access opportunities

22. What is your annual operating budget? (In US Dollars)

Responses = 160

\$0 to \$50,000	34
\$50,001 to \$100,000	8
\$100,000 - \$199,999	9

\$200,000 - \$299,999	15
\$300,000 - \$399,999	8
\$400,000 - \$499,999	8
\$500,000 - \$599,999	5
\$600,000 - \$699,999	4
\$700,000 - \$799,999	2
\$800,000 - \$899,999	2
\$900,000 - \$999,999	0
At or Above \$1,000,000	32
Not Applicable	9

Additional Responses:

- We have a center (Wolff Center for Entrepreneurship) and the Center for Innovation and Partnership--
No idea about the budget
- We depend on the departments budget
- We don't have a budget. We offer a course in the school for K-12 administrators and HE professionals interested in implementing innovations
- Unk
- Varies
- Varies
- Unsure - not department chair
- Unaware
- Prefer not to disclose
- Part of department budget
- Not willing to disclose
- Revenue base from training and match-making programs supports all operating expenses
- not sure as we encompass tech transfer and other programs - it's very large
- Don't know
- Don't know
- Just getting started
- Cannot specify sorry
- Confidential
- dean knows
- depends- many programs are funded by gifts. only about 15% comes from the university
- ?
- \$750K but includes multiple centers for launching business, PEVC and Growth & Scaling, Family business. For jsut New Venter Creation = \$300
- \$1.2 million for entire Econ dev unit
- this is in flux as we are in an expansion period

23. Is your entrepreneurship center or program endowed?

Responses = 210

Yes	63
No	147

24. How large is the endowment?

Responses = 49

\$100,000 and Below	2
\$100,001 - \$999,999	5
\$1,000,000 - \$1,999,999	7
\$2,000,000 - \$2,999,999	4
\$3,000,000 - \$3,999,999	5
\$4,000,000 - \$4,999,999	0
\$5,000,000 - \$5,999,999	3
\$6,000,000 - \$6,999,999	3
\$7,000,000 - \$7,999,999	0
\$8,000,000 - \$8,999,999	2
\$9,000,000 - \$9,999,999	2
At or Above \$10,000,000	7

Additional Responses:

- Confidential
- Confidential
- Do not have total amounts
- Dont know
- Endowment + Spendable
- NA
- Not willing to disclose
- Several
- Unsure - not in charge of the entrepreneurship center

25. What percent of your center or program's operating budget comes from:

ENDOWMENT(S)

Responses = 99

0% to 25%	51
26% to 50%	20
51% to 75%	4
76% to 100%	17

Additional Responses:

- 65000
- ?
- ? Maybe some
- \$0 (School "tax" is higher than payout)
- \$6M
- Most
- Unsure

UNIVERSITY

Responses = 144

0% to 25%	38
26% to 50%	43

51% to 75%	5
76% to 100%	46

Additional Responses:

- 75,000
- 120,000
- 250000
- 250000
- \$550,000
- ?
- ? Most
- 120k
- Little
- Rectors office
- Salaries
- Unsure

OUTSIDE RESOURCE(S)

Responses = 140

0% to 25%	43
26% to 50%	32
51% to 75%	19
76% to 100%	29

Additional Responses:

- 5000
- 50000
- 60,000
- 100000
- \$250,000
- 725,000
- ?
- ? None
- \$2.2m
- \$2.2M annual in installments
- 15k
- European Union
- foundations etc.
- Program revenue supports center expenses
- Public Grants
- Some
- Unsure

26. How long has your entrepreneurship center or program been in existence?

Responses = 197

0 to 5 Years	58
---------------------	----

6 to 10 Years	50
11 to 15 Years	27
16 to 20 Years	28
21 to 25 Years	7
26 to 30 Years	12
More than 30 Years	6

Additional Responses

- 20 years as an institute, the last 7 as a center
- 30 years since small business incubator opened; that non-profit has transformed into our current program that is now completing the transition from external and closely connected non-profit to internal university department and entrepreneurship cent.
- Academic program, since January 2017 undegrad, May 2017 grad. Incubator since 2002, Office of Technology Commercialization since 1989, student focused extra-curricular effort since 2009. Disjointed.
- WCE formerly Center for Entrepreneurship and Innovation ?1992?
- two different areas you are asking here; need to split
- Curricular program around 2 years, Center almost ten years
- program has been building since 2002; center officially launched in Fall 2016
- Since 1984 for the sbdc, 1989 for economic development
- n/a

27. How many staff members does your entrepreneurship center or program employ?

Responses = 195

0 to 2	81
3 to 5	54
6 to 8	26
9 to 11	15
At or Above 12	17

Additional Responses

- No full time staff. We have a grad assistant, a pt EIR, secretary assistance, and two faculty who give some of their time.
- n/a

28. Is the leader of your entrepreneurship center or program:

Responses = 203

Tenure or tenure-track faculty	88
Non-tenure or adjunct faculty	54
An individual without a faculty appointment	61

29. What type of institution is your entrepreneurship center or program housed in (i.e. technical school, research facility, liberal arts, university-wide, etc.)?

Responses = 194

Liberal Arts College	12
-----------------------------	----

School of Business or Management	81
University-Wide	72
Other	29

“Other” Responses

- 17 facultirled [sic]
- 2 different questions here; ent program in business school; ent center stand alone
- 4 year university
- n/a
- na
- Open to Chile and Latinamerica
- To provost
- College of Engineering
- College of Engineering
- Part of Silicon Flatirons Center, housed within the law school
- Technical School
- TECHNICAL SCHOOL
- College of design and arts
- community college
- Lab
- Independent school of entrepreneurship
- Graduate School of Education
- Division of Undergraduate Education
- private art and design school
- Professional studies
- school of economic sciences
- Provosts office
- Public university in the Research & Economic Development organization
- School of engineering and applied science
- School of Music
- Teaching university
- University economic development unit
- University teaching
- Within a Specialty Graduate School within a University System

**Though many of these entrepreneurship centers are housed in a specific department, the majority offer at least a few programs to the entire university.

30. Further, to whom does your entrepreneurship center or program report to?

Responses = 203

Dean	116
President	13
Provost	24
Other	50

“Other” Responses:

- 12 deans from every school and college

- academic program - dean, all others to vice president of economic development
- Advisory board
- both dean and provost
- Campus
- Chancellor
- Dean of the Business School
- Department Chair
- department chairman
- Department head
- Department Head
- department head
- Director of School of Business
- Division Chair
- Dual report to Business Dean and VP Economic Development
- Entrepreneurship Chair
- Faculty
- Fairly autonomous (so far, anyway!); technically the Center reports to the law school dean
- Founder, President and CEO. Contract relationship with China and US university underling term agreements
- General management of University
- General Manager
- Head of Research
- Head of the Entrepreneurship department
- It's not totally clear - centers seem to report to the Dean, the chairman's office and also external affairs, depending on which topic is involved. We also perform the functions of an academic area (curriculum planning - E'ship is not an official area at Anderson) in a one department school (the department is management, the management disciplines are grouped in areas, with a few interdisciplinary areas like E'ship, RE, International as well).
- Pro Vice Chancellor
- Probably the Dean
- Program Director
- Research Vice Chancellor
- Senior Associate Dean
- Several people, since it is de-centralized. Mostly at VP level.
- Sr Vice Chancellor of Research and Innovation
- SR vice provost of Research
- VC for Research
- Vice Chancellor
- Vice Chancellor Research & Economic Development
- Vice Dean for Academic Affairs
- Vice President Economic Development
- Vice President for Research and Innovation
- vice provost
- vice-rector
- Vice Rector
- VP of Research
- VP of Research
- vp of research

- VP of Research and Innovation and Dean of Business
- VP Research
- VP Research and Innovation
- VPR
- WCE- Head of Marketing & CIP VP of Research
- We are supported by the provost and three deans; direct and indirect reports go to each

31. Is your entrepreneurship program nationally ranked?

Responses = 204

Yes	49
No	155

32. If so, please name the publication/ranking organization and ranking number (i.e. Princeton Review, 3rd).

Responses = 41

- #2 in VC-backed entrepreneurs: <https://pitchbook.com/news/articles/the-top-universities-producing-vc-backed-entrepreneurs>; #4 - US News - <http://colleges.usnews.rankingsandreviews.com/best-colleges/rankings/business-overall>; #5 - Financial Times - <http://rankings.ft.com/businessschoolrankings/top-mbas-for-entrepreneurship-2017>
- #3 Best U.S. Graduate Entrepreneurship Program - Princeton Review and Entrepreneur magazine (2017); #11 Best U.S. MBA Entrepreneurship Program - US News & World Report (2017)
- 11, l'itudiant
- 20th in US News and World Report
- estCollegesOnline.com as the top student incubator program offered by universities and colleges nationwide in 2012
- Forbes
- Forbes #14.
- Forbes #2?; Bloomberg/Business Week #2; Princeton Review/Entrepreneurship Magazine #4; US News #8
- GCEC Emerging Program Winner.
- Mexico's INADEM
- Not currently ranked in Princeton Review but recently recognized as one of the top 35 global entrepreneurship programs by AACSB
- PR, 23rd
- Princeton Review
- Princeton Review
- Princeton Review
- Princeton Review – 13
- Princeton Review - 2nd undergrad, 7th Grad.; U.S. News - 18th Grad; Financial times - 28th
- Princeton review - 6th
- Princeton Review (G), 7; Princeton Review (UG), 2; U.S. News (G), 18; U.S. News (UG), 18; Financial Times, 28
- BestColleges.com, 10; Forbes, 17
- Princeton Review #19
- Princeton Review #9
- Princeton Review among others. Top 10 across a bunch.

- Princeton Review and Entrepreneur Magazine, #12; U.S. News & World Report, #8; Eduniversal, #8; Bloomberg Businessweek, #10
- Princeton Review and Entrepreneurship
- Princeton Review, #19
- Princeton review, 1-6 over past 7 years
- Princeton Review, 12th
- Princeton Review, 13 Grad and 25 Undergrad
- Princeton Review, 23rd
- Princeton Review, 3rd (#1 Public Institution)
- Princeton Review, 8th undergrad, 9th grad.
- Princeton, USA Today
- UBI Global #1 in 2015 for accelerator program
- Us news 25
- US News and World Report, No 13 for undergraduate and No 12 for graduate (2017); US News and World Report, No 6 for undergraduate (2016); Princeton Review No 14 for undergraduate (2016)
- US News, top 10
- USASBE
- Usually top 10. Often top 5. All
- We don't participate in Princeton Review. We have been ranked as high as #1 in a number of surveys in some years and unranked in other years.
- We were recently recognized as the Best Student Entrepreneur program by InBIA (International Business Innovation Association)

33. The University of Rochester plans to conduct this survey every two years and report the results to those who participate. What other questions would you like included in the 2019 survey?

Responses = 71

- % of students, faculty, staff, community; type of programming; availability of seed funding; stats that are tracked
- A short narrative question about how entrepreneurship programs are having broader impact across the universities served as well as the broader community that surrounds each university.
- Are you affiliated with a School of Business? Or Are you affiliated with a particular department, school, or division?
- Competitions, accelerator programs with funding, university investment funds, incentives/ policies to encourage tenure-track faculty engagement, innovative approaches to managing the intersection of academics and practitioners
- Describe any cross campus entrepreneurship education is your program is involved in.
- divide all the "program" v "center" questions; they are different!
- Do you sponsor business competitions? Open to your students/others. How much awarded in prizes?
- Does the Center have Innovation and entrepreneur mixed programs?
- does your center provide startup funds for student ventures
- Does your entrepreneurship center offer programs and services to: () university-wide, () alumni, () community?
- Does your university offer undergraduate or post-graduate Venture Creation Programmes (VCPs)? For a definition please see <http://www.vcplist.com>
- Explain the structure of your academic and non-academic entrepreneurship-focused programs
- For Universities outside of the USA some of these questions are not relevant. (i.e. there is no ranking for entrepreneurship centres in the UK, but if there was we might be on it). We do have the Small

Business Charter which is an accreditation for organisations working directly with businesses and entrepreneurs. Often we have to be very entrepreneurial ourselves and can't imagine a world where we had access to endowments, bequests or other sources of reliable private sector funding.

- Funding available for student ventures (grants, investment)
- how do people measure their impact?
- How many businesses have launched? Employment created? Revenues generated? Grant funding? Size of startup fund
- How many credit bearing courses are offered within your program? Do you have a major or minor in entrepreneurship? How many students have declared majors or minors? What is your faculty:student ratio for your entrepreneurship program?
- How many students does your program serve annually? What new classes have you added to your entrepreneurial curriculum? What percentage of student-developed startups that emerged from your program are still operating?
- How many students or student teams utilized the center or participate per year in the program.
- How success is measured.
- I would distinguish between student focused activities and centers and those focused on faculty.
- I would more explicitly distinguish between Center and program. We have an incubator but not a center. I hold an Endowed Chair and am responsible for our academic programs. A local group is starting a Center. My university will work with them.
- In Europe policy interventions are important and this has not been covered here. Also we have national / european guidance that does not appear to be the same in US, hence alignment to National Strategies / International Strategies would be useful in Europe.
- In order to make sensible strategic decisions, you will need considerable contextual information about the entrepreneurial ecosystems at each institution and compare that to Rochester. Also the scale and funding model can have a large impact.
- Industry Participation
- info tegaring MSc programmes in ENT
- Investment funds, technology transfer, proof of concept centers
- Is your entrepreneurship center part of a larger entrepreneurial ecosystem?
- Maybe some questions about areas of collaboration
- N/A
- N/A
- N/A
- Nature or extent of cross-campus programs/initiatives/curriculum
- no suggestions
- None
- None. I'm not the expert regarding our center.
- Not clear what counts for an entrepreneurship program. You may want to have some questions on the nature of the program.
- Not sure
- Not sure at this time
- Number of students / beneficiaries
- Number of students trained?
- number of students, faculty, alumni engaged on annual basis
- Numbers of entrepreneurs reached, % of survival of entrepreneurs
- OK
- Org chart of staff, reporting relationships, percentage of activities, programs offered as part of the center's operation, extent of relationships with external ent resources such as SCORE, SBDC

- Participation in international Meetings.
Accreditation processes that have taken
- Question about the impact of the programme on students ability to create ventures or employability.
- Questions about angel funds and venture funds supporting programs.
- role of innovation and design thinking; small business management
- Salary levels of Directors and entrepreneurship faculty
- Separate out the questions between center and program as we have both. I'm just one of the faculty members, so the heads of the center and program are best to talk to about most of this data. Perhaps ask about what course topics or workshops are offered.
- something about goals and objectives of Centers
- Type of specialization, type of services, etc
- Types of programs that support student entrepreneurs; types of programs doing outreach beyond the campus; importance of off-campus programs as part of the Center's primary mission.
- Types of services offered by the entrepreneurship center.
- We are in the process of implementing new programs, hiring 2 EIRs and opening an accelerator. I'd like to see an opportunity to see the direction in which other centers are moving.
- we are in transition so difficult to answer many questions accurately.
- We will be changing significantly as we are standing up an interdisciplinary School of Ent, the COB will no longer house the major. The Center will focus exclusively on small business outreach and exec ed.
- What are salaries
Do you have major or minor or both
- What process/program are used to track entrepreneurship center metrics?
What are your center's top 5 metrics?
What are the top 3 programs/activities offered by your center?
How does your center manage its programs? Are these practices effective? Explain why or why not.
- What programs are you running that are most impactful
- What programs does the center support?
- What simulations and specific courses are included in programs and what specific course attracts the most interest. Do the programs offer certificates in addition to matriculated students. What type of programs are offered thru 2 year regional branches????
- What type of programs do you run? Are there other units on campus? Is this part of a collection of more groups?
- Who does your center serve? Students, faculty staff, community?
- Who is the program targeted at? (UG, Grad, broader community?)/ Is the center just co-curricular or curricular in nature? More details on the kinds of curricular and cocurricular programs are in place? Are there other synergistic programs offered such as programs in design thinking? Maker space?
- Would need to think about it –
- Yes
- Yes
- yes number of entrepreneur per school/university, alumni entrepreneurs ...
- you need to include an additional response of 'don't know/ not sure'

34. Would you be willing to have a short conversation regarding your entrepreneurship center or program via phone or email?

Responses = 199

Yes	113
No	86

RESPONDING UNIVERSITIES

Alaska Pacific University
American Public University System
Amsterdam University of Applied Sciences
Arizona State University
Auburn University
Babson College*
Ball State University
Baruch College (The City University of New York)
Baylor University
Belmont University
Benedictine College
Bethune-Cookman University
Binghamton University (State University of New York)
Boise State University
Bonn-Rhein-Sieg University of Applied Sciences
Bosphorus University
Boston University*
Brigham Young University*
Brunel University London
California Polytechnic State University, San Luis Obispo*
California State Polytechnic University, Pomona
California State University, Channel Islands
California State University, Fresno
California State University, San Bernardino
Carnegie Mellon University
Case Western Reserve University
Catholic University of Korea
Centro de Enseñanza Técnica y Superior*
Chatham University
Chemnitz University of Technology
City University of New York
Clark University
Clarkson University*
College of Charleston
Columbia University
Columbus State University
Cornell University*
Dalhousie University
Davenport University
DePaul University
Drake University
Drexel University*
Duke University
Eastern Washington University
Eckerd College
Embry-Riddle Aeronautical University
Fairleigh Dickinson University*
Fayetteville State University*
Florida State University
Fluminense Federal University
Fort Hays State University
Fundação Instituto de Administração
Georgia Institute of Technology
Ghana Institute of Management and Public Administration
Harvard University
Hobart and William Smith Colleges*
Illinois State University
Instituto Tecnológico Autónomo de México
Iowa State University
Jackson State University*
Kent State University
Kerala Agricultural University
Kookmin University
La Trobe University
Lomonosov Moscow State University
Louisiana State University*
Louisiana State University, Shreveport
Loyola Marymount University
Loyola University Chicago
Lucian Blaga University of Sibiu*
Marquette University*
Massachusetts Institute of Technology
Michigan State University*
Michigan Technological University
Minnesota State University, Moorhead
Montana State University
Monterrey Institute of Technology and Higher Education
Mount Royal University
Nazareth College
New Jersey Institute of Technology
New York Institute of Technology
New York University
Newcastle University
North Carolina Agricultural and Technical State University
North Carolina State University*
North Central College
Northern Kentucky University
Northwestern University*
Ohio State University
Oklahoma State University, Stillwater*
Pace University
Pacific Lutheran University
Paris School of Business*
Pennsylvania State University*
Pontifical Catholic University of Chile
Presbyterian College
Princeton University*
Queensland University of Technology
Rensselaer Polytechnic Institute*
Rice University

Rider University*
Rochester Institute of Technology*
Rowan University
Rutgers University (State University of New Jersey)*
Ryerson University
Saddleback College
Saint Joseph's University
Salem State University
Sam Houston State University
San Diego State University*
School of the Art Institute of Chicago
Seton Hall University
Seton Hill University*
Shippensburg University of Pennsylvania*
Smith College
Southern Illinois University
Southern Methodist University
St. Bonaventure University
St. Edward's University
State University of New York at Geneseo
State University of New York at Plattsburgh
Stevens Institute of Technology
Swansea University
Syracuse University*
Temple University
Texas Christian University
The George Washington University
Tulane University
Universidad de Alcalá*
Universidad de Deusto
Universidad de los Andes*
Universidad Francisco Marroquín
Université de Lausanne*
Université de Montpellier
Université Laval
University College London*
University of Alabama
University of Alaska, Fairbanks
University of Arizona
University of Buckingham
University of California, Berkeley*
University of California, Irvine
University of California, Los Angeles
University of Central Florida
University of Central Punjab
University of Cincinnati*
University of Colorado, Boulder*
University of Florida*
University of Glasgow
University of Hawai'i*
University of Houston*
University of Iowa*
University of Maryland*
University of Massachusetts, Lowell
University of Michigan*
University of Minnesota, Twin Cities
University of Mississippi*
University of Missouri
University of Missouri, Kansas City*
University of New Hampshire
University of North Carolina at Charlotte
University of North Carolina at Greensboro
University of North Carolina at Wilmington
University of North Georgia
University of Northern Iowa*
University of Notre Dame
University of Oslo
University of Oxford
University of Pécs
University of Pittsburgh
University of Portland
University of Puget Sound
University of Rijeka
University of Rochester*
University of San Francisco
University of South Carolina
University of Southern California
University of Tampa*
University of Tennessee, Knoxville
University of Texas at Austin
University of Texas at San Antonio
University of Toronto
University of Tulsa
University of Vermont
University of Victoria
University of Virginia*
University of Wales Trinity Saint David
University of Warwick
University of Washington*
University of Waterloo
University of West Florida
University of Windsor*
University of Wisconsin, Madison
University of Wisconsin, Whitewater
Ursinus College
Utah Valley University*
VIA University College
Virginia Polytechnic Institute and State University
Wake Forest University*
Washington University in St. Louis*
Wayne State University
West Virginia University
Western Connecticut State University
Wilkes University*

*Received two or more responses.

INSIGHTS

[Note: Because a main purpose of this survey was to gain information on advisory councils, there is a special spotlight later in this document to summarize those findings. For that reason, they will be largely overlooked in this section.]

A common thread throughout the results of this survey is the importance for entrepreneurship centers shaped by institutional needs. There is certainly a consensus on the significant impact of mentorship, available work space, and a staff of people committed to furthering innovative teachings, but other aspects must be determined by evaluating a university's strengths and weaknesses. This is evident throughout the survey results.

Of 239 respondents, roughly half said that they utilize Entrepreneurs-in-Residence who either act as volunteers or receive some sort of payment. Additionally, the majority of these universities have less than five EIRs at a time. In conjunction with experienced entrepreneurs, 118 out of 128 institutions also offer other experts to guide students. While these individuals cover a range of interest areas, the most frequently called upon are those with expertise in accounting, startup financing, and legal backgrounds. One responding university mentioned having "a mentor base of several hundred people." While this may require extensive upkeep, it is satisfying to know that a large network is at the fingertips of the university community.

A large number of universities (127 out of 233) provide incubator space to their target audiences; the majority of these locations are on campus, but some are in a downtown building so as to better serve the general public. One major barrier in terms of incubator space is that, for many institutions, entrepreneurship is housed in a specific school or department (such as engineering or the business school). Though this allows those students to become engaged in long-term projects with a center, it can also cut down on the rate of university-wide participation. This can be problematic, especially if a center has a commitment to the entire university and not just a specific department or school.

In terms of annual budget for entrepreneurship centers, there is a vast disparity with 34 out of 160 respondents spending less than \$50,000 per year, while 32 out of the remaining 126 spend at least \$1,000,000. Though this may not be surprising, it is illuminating in terms of resources allocated to entrepreneurship in various universities. Of those that spend more than \$1,000,000 per year, the majority are located in the United States and are large public institutions with medical schools. Those that spend less than \$50,000 per year are more likely to be private international colleges with widely varying student populations.

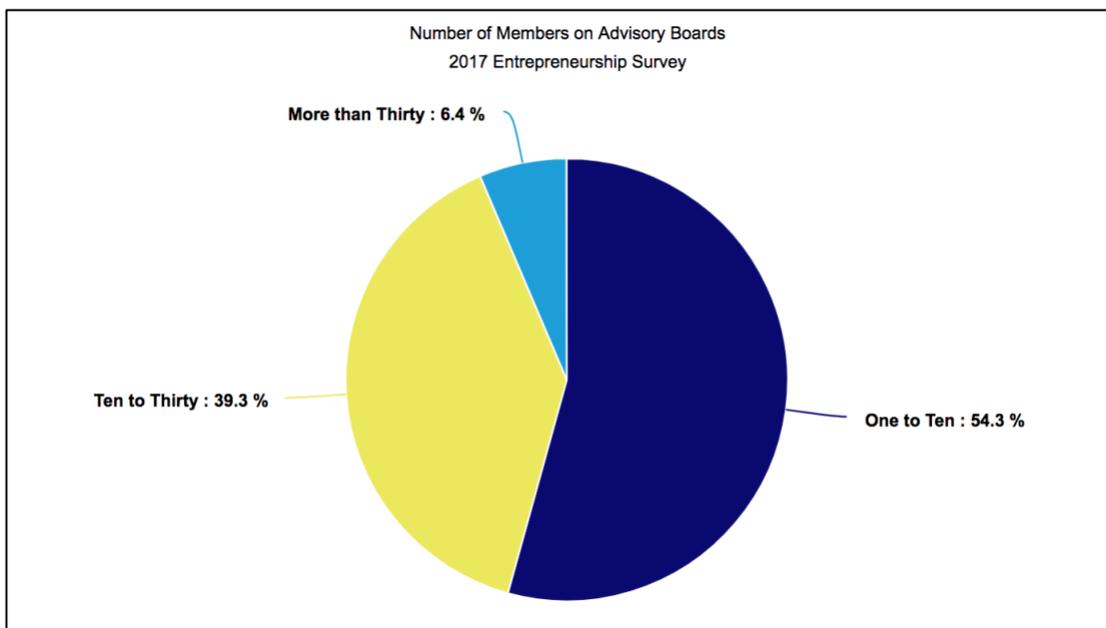
As shown by the data we have analyzed, there is no "ideal" entrepreneurship center. While some universities are able to devote a large amount of resources to entrepreneurial activities, others are just beginning their foray into innovation. While this allows each institution to tailor the center to their needs, this disjointedness does not provide a helpful path to those starting out. Ideally, by continuing to share information amongst other centers, we can begin to create a modular methodology that can be used in the creation of effective and sustainable entrepreneurship centers.

SPOTLIGHT ON ADVISORY COUNCILS

As the Ain Center for Entrepreneurship grows, more measures need to be taken to ensure smooth operation, center sustainability, and increased accessibility of resources to target audiences. Part of this can be accomplished through an advisory committee: a group of professionals gathered to oversee programming and big-picture goals. Though the majority of the survey assists with the Ain Center's understanding of other entrepreneurship centers and programs, the following insights relate particularly to advisory councils. In addition to the first nine questions of the survey, these conclusions are also gleaned from materials shared by a number of participating institutions.

Of the 209 responding schools, 162 are in the US. 108 of these American institutions have advisory councils.

- 56 of these institutions are public universities.
- Only six of these schools have more than thirty advisory board members.
- 59 of these colleges do not require a financial commitment; 18 require between a pledge of \$100 and \$5,000; and eight require a commitment of at least \$10,000 per year.
 - Of the eight schools asking for more than \$10,000 donation, seven are large public universities with medical schools.



The majority of universities allow a small number (between one and five) members of the University Board of Trustees to sit on the council. Also, 128 out of 139 universities let non-alumni join, likely to provide a variety of perspectives and an outside point of view.

On average, entrepreneurship advisory councils meet twice a year, usually once per semester. These meetings are often between two and four hours with a meal provided (this also serves as an opportunity for unstructured networking). An even number of centers have their meetings in the mornings and late afternoons, but scheduling depends largely on the makeup of the board. Between these meetings, some centers – like that of Rider University – send their councils quarterly updates on program offerings and upcoming events.

Most of the board meetings take place on the university campus. By bringing the board to the center, faculty and staff are able to showcase specific events, bring in students to share, and allow members to see what they

contribute to. Of the sample agendas sent to the Ain Center, the majority of them focus on long-term goals for the center and action plans to execute them. They also highlight ways to contribute (either participation or funding), discussion questions for the board to consider, and what the center wants from the board. Some of the agendas even include contact information of faculty and staff so that if a board member takes interest in a particular program, they know who to reach out to.

55 out of 137 universities use a charter to inform the actions of their board; a number of these were sent to the Ain Center and a selection of these documents can be found below. Put in context with the information above, these outlines prove themselves valuable when trying to formulate initiatives and goals. The following list of guiding questions (organized by topic) should assist in the formation of such a council.

STRUCTURE AND SETUP OF ADVISORY COUNCIL

- What is the main goal of the advisory council?
- Will there be an outlined set of objectives and guiding ideas?
- Will the council be large or small? Will the members have any say in how they want the council to run?
- Will there be an Executive Committee with more responsibilities? If so, what will those responsibilities be?

MEMBERSHIP AND ELIGIBILITY

- What criteria will be established for future advisory committee members?
- How many members will there be?
- Will there be term limits?
- Can someone rejoin the board after time away?
- Can members be removed and for what reasons?
- Who will decide who is in and who is out?

EXPECTED INVOLVEMENT

- What level of participation do we expect from advisory council members?
- Will they have to visit campus on a regular basis?
- Will there be regular check-ins with Center staff?
- Does financial involvement count as participation?
- Will these expectations be outlined in a charter?

FINANCIAL COMMITMENT

- Will there be explicit financial commitments?
- Are there any exceptions to the rule?
- Are there naming opportunities for committee members?
- Will there be a formal relationship between the advisory committee and the department of Advancement?

MEETING STRUCTURE

- How often should the advisory council meet?
- Where will meetings be held?
- How long will meetings last and will there be a set structure?
- What should the agendas include?
- Will the meetings be interactive, or more of an update?
- What type of follow-up will there be after each meeting?

ENTREPRENEURSHIP CENTER FACULTY & STAFF PARTICIPATION

- Will entrepreneurship faculty and/or staff play a role in any of the advisory council meetings?
- Who (in terms of faculty and staff) will have oversight of the committee?
- Who will run the council meetings and set the agenda?
- Will faculty and/or staff attend advisory council meetings?

GENERAL INFO

- What are good ways to keep the members updated without spending a whole meeting on just that?
- Will there be a set means of communication with the advisory council members?
- When are advisory council members expected to be available for consultation?
- How do the Center's long-term goals factor into meetings that focus heavily on recent updates?

The following resources were sent from a number of universities. This report will include the first page of each document but, if interested, you may reach out to the Ain Center for the complete resource.

Sample Advisory Board Charters:

University of Minnesota (*Minneapolis, Minnesota, USA*)

Advisory Board Charter
Gary S. Holmes Center for Entrepreneurship

Mission:

- **To inspire, educate and connect the next generation of entrepreneurs** by engaging the business community in the Gary S. Holmes Center for Entrepreneurship curriculum and programs. The board will provide advice to Center directors and enlist members of the entrepreneurial business community to participate in and support the Center's programs.

Role & Objectives:

- Enlist members of entrepreneurial business community to participate in Center programs:
 - Instructors, speakers, employers, clients, mentors, advisors, etc.
- Identify and engage potential sponsors and benefactors.
- Serve as a sounding board and source of feedback for Center's actions, providing input from the business community on the Center's outreach program priorities and coordination with other community efforts.
- Serve as an advocate and means for the Center directors to disseminate and convey the activities of the Center in the areas of outreach, teaching and research within school, across University and throughout business community.
- Annually nominate and select University Entrepreneur of Year.

Time Commitment:

- Two meetings each year over a two year term (May and October).
- Attendance at major annual public events – Founders Day, Minnesota Cup.
- Ad hoc support to provide advice and enlist others to get involved.

Membership Criteria:

- Entrepreneurs and investors actively engaged in the local business community and entrepreneurial organizations, with a bias toward experienced entrepreneurs.
- Connectors able to assist with fundraising, outreach and engagement of their networks
- Diversity of graduation years, areas of academic study and professional backgrounds.
- Diversity of personal and professional networks.
- Prior participants in Carlson/University entrepreneurial programs.
- Represent key constituents within Carlson School and across University.


CARLSON SCHOOL | 

Rider University's Center for Entrepreneurial Studies : Advisory Board Guidelines

January, 2017

The purpose of this document is to provide guidance to the operation of the Entrepreneurial Studies (ES) Advisory Board at Rider University. These guidelines will serve to determine parameters of membership, its size and structure, and the expected responsibilities of members regarding involvement in the Center activities.

The Advisory Board's role is to provide advice and guidance to the Center, and serves as a sounding board for ideas and programs. It is not a formal governance body and does not have authority to alter Rider's policies. A subcommittee of the Advisory Board was formed and helped develop these guidelines. The topics are in italics and what the board agreement was follows each area:

1) Size and structure of advisory board. How large should the board be, should there be an outside chair of the board, and how frequent should the board meet?

Size- We began the board in 2014 with 10 outside members. With the passing of Mark Wolters, and with Dave Molnar serving as the ES Entrepreneur in Residence (EIR), we now have 8 outside members. The recommendation is to leave the outside board size at 8, as not everyone can make every meeting. The number of Rider people who attend meetings of the board will vary- the ES faculty and the deans are invited, and currently there are 3 ES faculty plus the EIR

Frequency of meetings- The recommendation is to meet once per semester (2x a year).

Outside Chairperson- The recommendation is for now, not to have an outside chairperson, and the board will convened by the Center Director

2) Membership of board. What criteria should there be to join the board (as an outside member)? How long should a membership term be? How should we rotate members? When might someone who left rejoin the board? Should members be removed if they do not participate at some level of service? Who determines who comes and goes off the board?

Length of term/rotation- The length should be-3 years, and members must wait one year before rejoining, once their term is up. This would be phased in and exceptions can be made.

Removal for cause- Members can be replaced if they don't attend two meetings in a row. This condition would not apply if the member is able to make most potential dates being discussed but the meeting happens on a date where there is a conflict. The board can also request that someone be removed for lack of involvement.

New members joining- When new members are offered up for membership, regardless of how they are found (by Rider staff or recommended by Board or someone else), the Center Director would first review them, and if are a good fit, will be brought to the Board for approval. If there is a disagreement on their merits at that time, they would be discussed on a case by case basis.

Criteria to join- a desire/passion to see Rider succeed, the ability to help out financially with programs, and have some entrepreneurial experience. The willingness to be an engaged member is critical. Being an alumni or having an alumni connection is important but only if other criteria are met. There needs to be some flexibility here.

3) What should be the responsibilities/duties of board members? What should be the expectation of involvement of a board member?

Responsibilities/involvement- attend meetings and provide input (be active), offer advice/help on existing programs and propose/help with new ones, provide a link to the business world. Overall, the objective is to help grow the entrepreneurship area.

~ Charter of the Board ~
Entrepreneurship Board of Advisors
Center for Entrepreneurship & Innovation (CEI)
University of Florida

Program Vision

CEI will help produce graduates who are internationally recognized for their entrepreneurial skills and passionate pursuit of innovation and growth. We will create and maintain a top five entrepreneurship program built around a concept of self-empowerment through entrepreneurial thinking and acting.

Mission

The continual pursuit of entrepreneurial excellence as reflected in:

- Innovative teaching and a leading edge entrepreneurship curriculum
- High impact engagement with students around experiential learning
- Academic research that facilitates entrepreneurial practice and the advancement of our understanding of entrepreneurship in an array of contexts, and
- An active agenda of involvement with entrepreneurs and entrepreneurial ventures

We seek to be an agent of entrepreneurial change in the community, nation and globally and to champion the adoption of entrepreneurial attitudes and behaviors by students, faculty, staff, alumni and other stakeholders.

Purpose of the Board

The purpose of the CEI Board of Advisors is to bring a wide-range of real world entrepreneurship experience and energy to all Center initiatives. The members play an active role in the entrepreneurship program's goal formulation, product/program development, fund raising, communications strategies, and outcomes assessment. The Board will monitor the extent to which the various publics to which CEI is accountable are well-served and satisfied. In addition, the Board will enable CEI to anticipate the future entrepreneurial skills needed for our graduates to excel in an intensely competitive environment. Finally, the Board will help ensure the long-term sustainability of the entrepreneurship program at the University of Florida.

Membership

The Board will consist of a diverse group of no more than thirty (30) persons (with a minimum of fifteen) from outside the University who have demonstrated entrepreneurial success and/or support for entrepreneurship at the University of Florida. It will also include two or three individuals from within the university who are actively involved in



The Role of the Advisory Board

The Buerk Center's Advisory Board has a unique role: it is the central connection between the entrepreneurship center at the University of Washington and Seattle's entrepreneurial community. Board members are advocates, problem-solvers, visionaries, advisors, and friends. They tell us what they're seeing in terms of larger entrepreneurial and financing trends, suggest entrepreneurs to engage in the Center and make introductions, and keep us informed of changes in the Seattle ecosystem. They like students and haven't forgotten what it means to be a young entrepreneur. They also know the Center's main programs and activities so well that they can provide the director with advice and a fresh set of eyes when needed.

We look to the Buerk Center's Advisory Board, in particular, to:

- Provide us with first-hand knowledge and experience of the various aspects of early-stage entrepreneurship across industries and segments
- Be advocates for the Center within the larger entrepreneurial and business community, helping share our story—and your personal involvement at the UW and Foster—with your own network
- Be a sounding board for the Center's director, particularly when the Buerk Center is considering new programs or activities
- Work with us to fund the Center
- Share your contacts and connections with the Center so that we can constantly expand the community of entrepreneurs and others who support early-stage entrepreneurship

As a Buerk Center Advisory Board member, you're making a commitment to the Center to help us achieve our educational, outreach, fund-raising, and student involvement goals. As a baseline, **each advisory board member should be willing commit a minimum of 40 hours of their time to the Center** during the year and:

- Advocate for the Center within your own network
- Work with student entrepreneurs on their start-ups
- Attend and actively participate in three advisory board meetings a year
- Participate in the Business Plan Competition / Environmental Innovation Challenge / Health Innovation Challenge as a judge, coach, or mentor
- Make an annual "personally significant" contribution to the Buerk Center (\$1,000 minimum)
- Participate in one other activity to support the Center:
 - ✓ Board committee or ad hoc task force
 - ✓ On-going student/team mentoring, including MentorConnect or the Jones + Foster Accelerator

Sample Advisory Board Meeting Agenda and Handout:

Dalhousie University (*Halifax, Nova Scotia, Canada*)



DALHOUSIE UNIVERSITY

Norman Newman Centre for Entrepreneurship

Advisory Board Meeting Agenda

*NNCE'S Launch Dal Program is the flagship for
Innovation-Driven Entrepreneurship at Dalhousie University.*

Thursday, January 26th, 2016

10:30am to 1:00pm

**Kenneth Rowe Building in MacKay Boardroom room
#3052**

Call to Order (Welcome Observers and Board members) (10:30)

Approval of the Agenda (10:33)

The Axem story from Starting Lean (10:35)

Adoption of Minutes of June 28th, 2016 advisory board meeting (10:50) attached

Business arising from the Minutes (10:55)

NNCE Directors Report - Ed Leach (11:00) attached

Launch Dal Program Update - Mary Kilfoil (11:15)

Working Session: (11:30)

1. Transition Plan for Change in Leadership to Mary Kilfoil
2. Scaling
 - a) I-Corps
 - b) Innovation Pathways

Working Lunch (12:30pm)

Adjournment (1:00pm)



Advisory Committee

Comments
October 1, 2015

2015 Comments re: what we have done...

2016 Comments...re: what we could do...

General Comments

Name (optional): _____

Thank you so very much!

LOOKING AHEAD

While analyzing the data from 2017, we recognized a few missteps to be corrected in future iterations of this project. Unfortunately, the wording in our survey was somewhat unclear in terms of distinguishing entrepreneurship *centers* from entrepreneurship *programs*. Based on the responses received, the connotation of *center* seems to skew to co- or extracurricular offerings, while *program* refers more to curricular or degree opportunities. Because the majority of the questions were phrased using both *center* and *program*, this posed a problem for certain institutions where both exist. To correct this in future years, we will explicitly define each term and clarify which questions pertain to which entity.

One of the final questions asked about what we had missed or subjects that participants would like covered in future studies. Largely, these answers fell into the following categories: **Program Audience and Organization**, **Metrics and Measures of Success**, and **Collaboration Among Campus Partners**. Because the 2017 survey covered mostly operational details, we may benefit from expanding the topics covered in future years. Understanding the nuances of entrepreneurship centers around the country and the world would help streamline programming and bring the best opportunities to entrepreneurial students and university communities.

Most evidently there is a lack of communication regarding entrepreneurship programs – both among different universities and within them. As shown by the multiple – and occasionally varying – responses from the same institutions (the University of Rochester included), many schools suffer from disjointedness and a lack of awareness for entrepreneurial opportunities. Though the flexibility of entrepreneurship is one of the fields greatest strengths, this also enables each discipline/school/program to enact their own innovation-based offerings. This helps customize the experience for students, but a broader entrepreneurship program may better serve the university community as a whole. In terms of talk amongst institutions, conferences, idea exchanges, and projects such as this can hopefully continue to bridge the gap.