



REEE 2001:
Roundtable on Entrepreneurship Education for Engineers
October 25–27th, 2001

Session A: Built to last programs: Managing succession and sustainability

Date: Friday, Oct. 26, 2001
10:45-12:00 pm

Session Leaders: John Jaquette and Deborah Streeter, Cornell University

Notes:

I. Setting the Stage

Running a program or center is like flying, you are in a cockpit with a lot of different gauges, and you need to be able to differentiate what are the main important factors, such as heading altitude, speed. Don't need to be distracted by other gauges, however, you need to understand what all the gauges mean to be able to get a complete picture.

Here are some common pitfalls

- 1) Poor positioning – Not serving the needs of all concerned, or overlooking invisible benefits
- 2) Lack of focus – “cockpit gauges effect”, need to understand what the key drivers are.
- 3) Poor competitive analysis – what other programs are out there?
- 4) Poorly defined leverage points - what are the strengths/core competencies to take advantage of? who benefits from your success?
- 5) Focus on creating value - how is it measured?

II. Sustainability

To be sustainable, you must be engaging in a disproportionate opportunity. Your businesses need to present VC firms with disproportionate opportunities. Your dean also needs compelling cases as well. Can you be easily replicated? Is your value proposition unique? You should also have both a success and failure strategy for each of your objectives.

III. Source of Funding

You can have various amounts of funding coming from different sources; main ones are University, Annual Giving, and External. Different schools have different ratios of each of the three. One school has 100% University funding, and another has 95% Annual Giving.

IV. Top Points of Concern

- 1) Funding
- 2) Cross disciplinary integration into curriculum
- 3) Professorial participation and endorsement
- 4) Marketing

Advice

- 1) Identify key assets, focus on how to turn the light on them
- 2) Good to start with University funds, then shift to outside sources
- 3) Don't overbuild on annual giving (no more than 25%)

- 4) Make donor names prominent

V. Organizational Models

Why does the model matter?

- 1) growth implications
- 2) funding issues
- 3) program administration issues
- 4) faculty recruitment and retention

2 main types

- 1) Magnet Model – attract participants to a center within the dept or school
- 2) Radiant model – participants extend their knowledge to and interact with others outside of their department or school

VI. Breakout and Group Discussion

1. How to change the culture of the university to be more accepting of entrepreneurship as a crucial activity?

There is no universal formula, one really has to understand the culture. Also have to use your levers:

- Alumni
- University administrators
- Deans
- Student Demand

2. How to get professors and faculty to participate?

- Get adjunct professors to participate
- Use a mixed model (team teach, tenure tracks, etc)
- Have rotating fellowships
- Create access to funding
- Create endowed chairs

3. How to involve and spur donors?

Issues:

Schools compete with other schools and departments for the same sources of funding. Donors can bestow prestige and credibility to a program.

Solution:

Essential to have top level support (deans, etc.), Get students to help with fundraising, Use creative funding models (such as taking equity in startups)

Notes taken by Hsi-Ping Wang, Stanford University