Entrepreneurship

Vision

To create a diverse entrepreneurial community of students, faculty, staff and alumni that encourages creative and innovative ways of looking at the world, and through the process of discovery, innovation and evaluating risk, creates new value in commercial, social, technological and cultural activities and enterprises.

Mission

In concert with the spirit and direction of the Rensselaer Plan, the Institute has defined and broadened the definition of Entrepreneurship at Rensselaer in such a way that it transcends traditional boundaries. By leveraging its core strengths in innovation and creative thinking across all schools, Rensselaer will become a premier university in technological entrepreneurship with global reach and global impact.
Entrepreneurship Defined

Entrepreneurship is often misunderstood, mislabeled and misaligned. Unfortunately, it's also too often mis-defined. Many people see Entrepreneurship too narrowly and tend to squeeze it into a small box by characterizing it as just being about “starting a business.” Not that starting a business isn’t an important application of entrepreneurship, it’s just that it is so much more and such a bigger concept.

At Rensselaer, entrepreneurship is defined in an open and inclusive way to reflect its campus-wide role in the Institute’s strategy and growth.

Entrepreneurship at Rensselaer …

… a process by which an individual or team develops an idea and applies initiative, creativity and innovation to transform that idea into something that creates new value, which in turn creates new opportunities.

Widely practiced at Rensselaer, it is reflected in commercial, scientific, technological, social and cultural achievements.

It is a way to think, a way to learn, and a way to succeed.
Accomplishments

- Reviewed, evaluated and compared existing entrepreneurship activities at Rensselaer – curriculum, student life, alumni, cross-campus events, faculty proposals, FYE, Incubator, Tech Park, Diversity, Lally, Severino Center, Archer Center, Office of Technology Commercialization, etc.
- Developed the expanded definition of Entrepreneurship at Rensselaer
- Engaged Deans, faculty, students, Advancement, Strategic Communications, to begin efforts to better coordinate campus entrepreneurship activities and events.
- With FYE, staged Rock the World event for incoming freshmen to highlight entrepreneurship on campus – 400 attendees.
- Addressed Alumni Association, Institute Advancement, Deans to begin re-orientation of Entrepreneurship at Rensselaer
- Collaborated/participated on: faculty proposals for IGERT and NSF funding; Lally undergraduate curriculum subcommittee; Living and Learning Community planning group; Chairman of Severino Center; Diversity recruiting plan; Tech Valley Business Plan Competition; Entrepreneur of the Year program; Co-chair Lally Tunisia task force; assist with China development program; Class of ’51 Innovation Award.
- Developed and launched first Entrepreneurship Web site on rpi.edu
- Opened dialogue and started relationships with universities in Brazil and China – including addressing faculty, student and leadership groups.
- Continued work with Chancellor of the Exchequer in UK and the Bird Foundation in Tel Aviv
- Hosted NCIIA and Lemelson Foundation groups, including 15 international social entrepreneurs, for a campus visit and presentations
- Conducted Career Development Webinar for IEEE.
- Conducted classes featuring entrepreneurship at Lally, School of Engineering Honors College, MDL, PDI, Inventor’s Studio and others
- Worked with Sean O’ Sullivan to enhance the Change the World Challenge program for student innovation
- Developing a plan to expand the B Plan Competition to include social venturing and global participants
Section I: Executive Summary

As evidenced by its prominence in the Rensselaer Plan, entrepreneurship is a core strength at Rensselaer.

There are numerous entrepreneurship resources, campus life and academic activities in play across the campus. Closer coordination of current activities, combined with development of new activities, provides new opportunities to achieve critical mass for a campus-wide fusion of entrepreneurship.

The Rensselaer Plan states, “We will infuse interdisciplinary inquiry, interactive learning, and technological entrepreneurship in all that we do.” With the establishment of the Office of Entrepreneurship as a component of the Provost’s portfolio, Rensselaer has signaled its intention to:

- Deploy entrepreneurship as an enabling function integral to research, education and innovation across all of Rensselaer’s disciplines/community

- Synergize campus-wide entrepreneurial activities such that the whole is greater than the sum of its parts

- Expand entrepreneurial engagement and diversity by opening more minds and opportunities beyond traditional perspectives

- Enhance the student experience by providing them with a grounding in entrepreneurship that expands their frame of reference, broadens their learning of how the world works, and provides an outlet to help bring their best ideas to life
The expansion of Entrepreneurship at Rensselaer will infuse entrepreneurship across the entire Rensselaer community to create a diverse network of students, faculty, staff and alumni that embraces our special style of entrepreneurship as a growth engine for ideas.

This campus-wide position recognizes that not everyone is or wants to be an entrepreneur, but everyone can benefit from learning to think like one. The nature of Rensselaer students is to achieve at a high level. That's what brought them to Rensselaer. Here they will receive a solid education and technological grounding. Rensselaer must also prepare its students for the way the world works. Adding an entrepreneurial mindset to their frame of reference will enhance their education and their potential to change the world.

Essential to this expansion of definition and practice, and its success, will be infrastructure, cross-campus/interdisciplinary collaboration, leadership, diverse engagement, aggressive outreach and programmatic resources.
Entrepreneurship
Key Initiatives

- Develop the infrastructure for the campus-wide Entrepreneurship Program
- Infuse entrepreneurship across the Rensselaer campus and community
- Pursue and support interdisciplinary/entrepreneurial research opportunities
- Increase practice opportunities in entrepreneurship
- Expand diversity in entrepreneurship
- Reach out to the full campus to build an entrepreneurial learning, practice and support network of students, faculty, staff and alumni
Section II:  
Institute-wide Highest Priorities

The Performance Plan for the Office of Entrepreneurship (E*ship) has been developed to optimize and accelerate the goals of the Rensselaer Plan by leveraging the full range of Institute strengths in entrepreneurship. Accordingly, E*ship goals, strategies and actions are focused on an integrated approach to education, research, diversity and community. And, where appropriate, plan activities are inclusive of the Signature Thrusts.

Goal 1

Develop the infrastructure for the campus-wide Entrepreneurship Program

Strategy

Create the campus infrastructure, relationships and resources to expand interdisciplinary entrepreneurship programs and experiences. (Supports the Technological Entrepreneurship priority.)

We Will Statements

A1.1 Offer a rich portfolio of choices
A1.8 Seek diversity in the broadest and richest sense
A2.2 Engage students in collaborative learning experiences
A4.2 Provide pervasive opportunities for students
A4.3 Empower students as learners and entrepreneurs
B1.6 Exploit research results
B2.4 Seen endowment support for faculty constellations
B3.6 Extend interactive learning across graduate programs
C1.5 Create partnerships with major corporate and government groups
D1.3 Expand opportunities for students to create innovation  
D1.5 Create “laboratory” opportunities at the Union and resident halls  
D2.2 Increase intellectual property policies that encourage entrepreneurship  
D3.3 Expand the Incubator program  
D3.4 Expand the flow of technology/ventures to the Technology Park  
D3.5 Work with private and public resources to attract new venture capital  
E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc.  
F4.2 Create Web presence  

Actions  
A1 Identify opportunities for coordination of existing entrepreneurship activities and entities  
A2 Benchmark other university cross-campus programs’ signature strengths  
A3 Create an interdisciplinary entrepreneurship task force for advice and consultation on program expansion  
A4 Enhance the alumni network and engagement  
A5 Identify funding opportunities  
A6 Expand the E*ship Web site  
A7 Develop and test outcome measures of success, including attitude surveys, focus groups, alumni follow-up, and general faculty/student participation in activities and events  
A8 Develop a support staff to further enable E*ship Performance Plan Programs
<table>
<thead>
<tr>
<th>Measures/Metrics</th>
<th>Timelines/Milestones</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>A1</td>
<td>Focus on campus-wide linkages. New “joint-ventures,” interdisciplinary projects (3/yr.)</td>
<td>FY, 08/09/10</td>
</tr>
<tr>
<td>A2</td>
<td>Compare Rensselaer E-attributes/progress against the signature strengths of six other campus programs and Kauffman criteria. (Syracuse, URochester, Cornell, WashingtonU, UNC, Ullinois)</td>
<td>FY, 08/09/10</td>
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<tr>
<td>A3</td>
<td>Meet twice each semester. Cross-campus projects initiated.</td>
<td>FY, 08/09/10</td>
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<tr>
<td>A4</td>
<td>Create an alumni advisory group and conduct one meeting each semester. Identify specific/sponsored projects. Establish Top 100 Alumni Entrepreneurs report and survey</td>
<td>FY, 08/09/10</td>
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<tr>
<td></td>
<td>Interact with alumni chapters to find opportunities to link alumni with students</td>
<td>Ongoing</td>
</tr>
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<td></td>
<td>Participation in a Reunion Entrepreneurship event</td>
<td>FY, 08/09/10</td>
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<tr>
<td>A5</td>
<td>Secure funding for entrepreneurship programs from within and from one or more outside groups</td>
<td>FY, 08/09/10</td>
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Goal 2

Infuse entrepreneurship across the Rensselaer campus and community.

Strategy (S1)

Collaborate on a campus-wide curriculum plan including interdisciplinary course development. (Supports Education, Communities, Entrepreneurship & Innovation, Graduate and Undergraduate Education, Intellectual Property Policy and Implementation)

We Will Statements

A1.1 Offer a rich portfolio of choices
A1.8 Seek diversity in the broadest and richest sense
A1.1 Recruit nationally
A2.2 Engage students in collaborative learning experiences
A4.2 Provide pervasive opportunities for students
A4.3 Empower students as learners and entrepreneurs
B3.6 Extend interactive learning across graduate programs
C1.7 Recruit students internationally
D1.2 Teach the fundamentals of entrepreneurship
D1.3 Expand opportunities for students to create innovation
D1.5 Create “laboratory” opportunities at the Union and resident halls
D2.1 Increase awareness of intellectual property
D3.1 Match researchers and entrepreneurs
E2.1 Seek a diverse body of students
E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc.
E5.6 Expand global name recognition
F4.2 Create Web presence

Actions

S1

A1 Introduce entrepreneurship to freshmen during Orientation. Conduct a special introductory session for 400+ incoming students.

A2 Incorporate entrepreneurship into the largest freshman courses:
   Introduction to Adaptive Management
   Introduction to Engineering Analysis

A3 Pursue collaborative opportunities that enhance and contribute to the campus-wide entrepreneurship knowledge base and curriculum.
A4 Complement existing entrepreneurship courses by enhancing entrepreneurship content and broadened focus:
- Archer Center
- Introduction to Engineering Design
- Multi-disciplinary Design Lab
- Product Design and Innovation
- Inventor's Studio
- Biotechnology Entrepreneurship Seminar Series
- Commercializing Biotechnology
- Lally School courses

A5 Expand “So you want to be an Entrepreneur?” non-business oriented course for starting not-for-profit ventures.

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<tr>
<th>Measures/Metrics</th>
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</thead>
<tbody>
<tr>
<td><strong>S1 A1</strong> Attendance and participation at Rock the World event</td>
<td>FY, 08/09/10</td>
<td>VPE, FYE</td>
</tr>
<tr>
<td><strong>A2</strong> Student “exit” surveys. Extended/post-course student interest.</td>
<td>FY, 08/09/10</td>
<td>VPE, SoE, LSM&amp;T</td>
</tr>
<tr>
<td><strong>A3</strong> Faculty collaborations. Creation of new course proposals and new courses.</td>
<td>FY, 08/09/10</td>
<td>VPE, Deans, Faculty</td>
</tr>
<tr>
<td><strong>A4</strong> Faculty collaborations. Expansion of entrepreneurship content in existing courses. Student “exit” surveys.</td>
<td>FY, 08/09/10</td>
<td>VPE, Union, Deans</td>
</tr>
</tbody>
</table>
A5 Identification of non-business entrepreneurial student interests, activities and projects. Class sign-ups. Ongoing VPE

Strategy (S2)

Create seamless connections across schools to unleash the energy and talent of their diverse faculties and students, including the development of a new Master’s degree in Technological Entrepreneurship.

We Will Statements
A1.1 Offer a rich portfolio of choices
A1.8 Seek diversity in the broadest and richest sense
A1.11 Recruit nationally
A2.2 Engage students in collaborative learning experiences
A4.2 Provide pervasive opportunities for students
B2.4 Seen endowment support for faculty constellations
B3.6 Extend interactive learning across graduate programs
C1.7 Recruit students internationally
C2.7 Expand the Rensselaer Learning Institute offerings
D1.2 Teach the fundamentals of entrepreneurship
D1.5 Create “laboratory” opportunities at the Union and resident halls
E2.1 Seek a diverse body of students
E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc.
E5.6 Expand global name recognition
F4.1 Project cohesive identity
Actions

S2  A1  Develop an interdisciplinary entrepreneurship seminar series to engage broad faculty and student exposure to the broadened definition of Entrepreneurship at Rensselaer and to serve as a prototype “lab” for cross-cutting course development

A2  Develop a dialogue/forum with Rensselaer Hartford to share ideas and seek advice on entrepreneurship opportunities in Education for Working Professionals

A3  Establish entrepreneurship as a requirement for graduation

A4  Develop a new degree in Technological Entrepreneurship

Measures/Metrics

<table>
<thead>
<tr>
<th>Actions</th>
<th>Timelines/ Milestones</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>S2  A1</td>
<td>Faculty participation and seminar readiness. Student nominations. Student attendance and “exit” survey.</td>
<td>FY, 08/09/10</td>
</tr>
<tr>
<td></td>
<td>A2  Expansion of entrepreneurship in existing courses. New course development.</td>
<td>FY, 08/09/10</td>
</tr>
</tbody>
</table>
A3 All students demonstrate a competency in entrepreneurship in one of three ways: 1. Incorporating basic concepts and principles into their required capstone project; 2. Through an entrepreneurship practicum; 3. Completing a research project in entrepreneurship

FY08 – Ongoing VPE, Provost, Deans Faculty

A4 M.S. – students combine a competence in a technical area (engineering, science, architecture) with demonstrable skills in entrepreneurship and the management of innovation.

FY08 VPE, Provost, Deans Faculty

Goal 3

Pursue and support interdisciplinary/entrepreneurial research opportunities.

Strategy

Expand the Institute’s research activity where multidisciplinary technological entrepreneurship is an enabling component. (Supports Research Enterprise, Entrepreneurship & Innovation, Signature Thrusts, Graduate and Undergraduate Education, Intellectual Property Policy and Implementation, EMPAC)
We Will Statements

A1.1 Offer a rich portfolio of choices
A1.8 Seek diversity in the broadest and richest sense
A2.2 Engage students in collaborative learning experiences
A4.2 Provide pervasive opportunities for students
A4.3 Empower students as learners and entrepreneurs
B1.6 Exploit research results
B2.4 Seen endowment support for faculty constellations
B3.6 Extend interactive learning across graduate programs
C1.5 Create partnerships with major corporate and government groups
D1.1 Expand fundamental research activity in entrepreneurship and innovation
D1.3 Expand opportunities for students to create innovation
D1.4 Provide opportunities for students to work in commercialization settings
D1.5 Create “laboratory” opportunities at the Union and resident halls
D2.1 Increase awareness of intellectual property
D2.2 Increase intellectual property policies that encourage entrepreneurship
D3.1 Match researchers and entrepreneurs
D3.3 Expand the Incubator program
D3.4 Expand the flow of technology/ventures to the Technology Park
D3.5 Work with private and public resources to attract new venture capital
E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc..
E4.4 Expand regional technological entrepreneurship
E5.2 Forge strategic national and international research partnerships
E5.6 Expand global name recognition
F4.1 Project cohesive identity

Actions

A1 Support/assist faculty seeking research funds for interdisciplinary inquiry, interactive learning and technological entrepreneurship
A2  Pursue and identify opportunities to employ entrepreneurial principles and approaches to support research proposals, programs and outcomes in Rensselaer’s Signature Thrusts:
   - Nanotechnology
   - Computation and Information Technology
   - Biotechnology
   - Media and the Arts
   - Energy and Environment

A3  Explore creating an Institute wide fund for interdisciplinary research and curriculum development. Incent faculty and students to submit proposals and compete for $10,000 - $25,000 grants for research projects in social, commercial, scientific, technological or cultural entrepreneurship.

A4  Establish a research project focused on the entrepreneurial aspects of building the EMPAC program at Rensselaer – create a case study on cultural entrepreneurship at Rensselaer.

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<th>Measures/Metrics</th>
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<tbody>
<tr>
<td>A1  Requests for assistance and number of proposals. Grants awarded.</td>
<td>Ongoing</td>
<td>VPE, OoR, Faculty</td>
</tr>
<tr>
<td>A2  Meetings and opportunities identified with faculty and grants awarded in Signature Thrust areas.</td>
<td>FY08</td>
<td>VPE, OoR, Deans, Signature Thrust Faculty</td>
</tr>
</tbody>
</table>
A3 Potential funding sources identified. Match students and researchers. Pro forma proposal/criteria developed. Funds secured. FY08 VPE, Provost, OoR, Faculty

A4 Student project team identified. Interdisciplinary project parameters defined w/ J. Goebel. FY08 VPE, J. Goebel, Student Volunteer Team

Goal 4

Increase practice opportunities in entrepreneurship.

Strategy

Provide more student and faculty opportunities for hands-on learning, development of practical experience, and assistance in starting/growing enterprises and social ventures. (Supports Education, Communities, Entrepreneurship & Innovation, Graduate and Undergraduate Education, Intellectual Property Policy and Implementation, and Signature Thrusts)

We Will Statements

A1.1 Offer a rich portfolio of choices
A1.8 Seek diversity in the broadest and richest sense
A2.2 Engage students in collaborative learning experiences
A4.2 Provide pervasive opportunities for students
A4.3 Empower students as learners and entrepreneurs
B1.6 Exploit research results
C1.5 Create partnerships with major corporate and government groups
D1.3 Expand opportunities for students to create innovation
D1.4 Provide opportunities for students to work in commercialization settings
D1.5 Create “laboratory” opportunities at the Union and resident halls
D2.1 Increase awareness of intellectual property
D2.2 Increase intellectual property policies that encourage entrepreneurship
D3.1 Match researchers and entrepreneurs
D3.2 Facilitate business planning and venture capital for faculty and students
D3.3 Expand the Incubator program
D3.4 Expand the flow of technology/ventures to the Technology Park
D3.5 Work with private and public resources to attract new venture capital
E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc.
E4.4 Expand regional technological entrepreneurship
E5.2 Forge strategic national and international research partnerships
E5.6 Expand global name recognition
F4.1 Project cohesive identity
F4.2 Create Web presence

Actions

A1 Serve as a bridge between education and practice by increasing the number of practice opportunities for students and by developing a system and process to explore new venture creation for non-business students (including in Signature Thrust areas.)

A2 Explore possible new entrepreneurship program components, including collaborating in the creation of a Living and Learning Entrepreneurship Community.
A3 Coordinate and support other campus entrepreneurship activities. Work with Directors of Severino Center, the Incubator, the Technology Park, and the Office of Technology Commercialization. Identify and expand opportunities to leverage increased participation and experiential practices for students for all disciplines. Share and integrate plans, activities and support across campus.

A4 Identify entrepreneurial service opportunities in the community where student skills may prove valuable. Coordinate with Center for Economic Development, and campus or local social venture groups. Match student entrepreneurs with projects.

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<th>Measures/Metrics</th>
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</thead>
<tbody>
<tr>
<td>A1 Process defined. Practicum task force identified. 10 student opportunities placed. Progress tracked through feedback from students, sponsors, faculty and number of new ventures created. Ongoing</td>
<td>VPE. Incubator, Tech Park, Severino Center, Deans, Faculty</td>
<td></td>
</tr>
<tr>
<td>A2 E-Dorm defined, recruited and established. Special E-Dorm entrepreneurship course(s) developed. FY08</td>
<td>VPE, VPUE, Deans, Severino Center</td>
<td></td>
</tr>
</tbody>
</table>
A3  Coordination plan/venture/process created.
    Coordinated projects identified.
    Student project teams recruited.  
    FY08  VPE. Severino Center, Tech Park, OTC

A4  identify four social venturing projects.
    Match student volunteers to projects.
    Track results against pre-determined expectations/goals.  
    FY08  Govt & Comm Rel., CEG

Goal 5

Expand diversity in entrepreneurship.

Strategy

Leverage broader definition of Entrepreneurship at Rensselaer to open minds and opportunities that attract more diverse participants. Develop initiatives to encourage more diversity in entrepreneurship, especially among women, minorities and international students. (Supports Communities, Entrepreneurship & Innovation, Graduate and Undergraduate Education, and Diversity Highest Priorities)

We Will Statements

A1.1  Offer a rich portfolio of choices
A1.8  Seek diversity in the broadest and richest sense
A1.11 Recruit nationally
A2.2  Engage students in collaborative learning experiences
A4.2  Provide pervasive opportunities for students
A4.3  Empower students as learners and entrepreneurs
B3.6  Extend interactive learning across graduate programs
D1.1 Expand fundamental research activity in entrepreneurship and innovation
D1.2 Teach the fundamentals of entrepreneurship
D1.3 Expand opportunities for students to create innovation
D1.4 Provide opportunities for students to work in commercialization settings
D1.5 Create “laboratory” opportunities at the Union and resident halls
E2.1 Seek a diverse body of students
E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc.
E5.6 Expand global name recognition
F4.1 Project cohesive identity
F4.2 Create Web presence

**Actions**

A1 Communicate and promote the broadened definition of Entrepreneurship at Rensselaer to interest and attract more diverse participation.
A2 Maintain open and frequent communication with primary student minority/women's/international organizations.
A3 Support Vice President of Diversity and faculty team in recruiting minorities interested in undergrad and graduate programs that link to entrepreneurship.
A4 Expand the diversity (minority, women, international) seminar series in entrepreneurship.
A5 Explore establishment of a Center for Women & Technological Entrepreneurship.
<table>
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<tr>
<th>Measures/Metrics</th>
<th>Timelines/Milestones</th>
<th>Responsibility</th>
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</thead>
</table>
| **A1** Presentations, dialogues and consultations.  
Student “recruitment” in projects.  
New student projects. | Ongoing | VPE, OoDiv, Student Life |
| **A2** Regularly scheduled meetings.  
Organizations' feedback.  
Identify opportunities for increased student engagement. | Each Semester | VPE, OoDiv, Student Life |
| **A3** Presentation to prospective students on how entrepreneurship complements their education.  
Transfer students.  
Students recruited through entrepreneurship links. | FY08/09/10 | VPE, OoDiv, Student Life |
| **A4** Offer two seminars per year (one each semester).  
Participation. | FY08/09/10 | VPE, OoDiv, Student Life |
| **A5** Develop pro forma proposal/feasibility/center design.  
Collaborate with Deans’ Council  
Identify potential funding sources.  
Establish advisory group.  
Secure funding.  
Identify Executive Director. | FY08/09 | VPE, OoDiv, OoR, Deans’ Council |
Goal 6

Reach out to the full campus to build an entrepreneurial learning, practice and support network of students, faculty, staff and alumni.

Strategy

Expand formal and informal communication programs outside the classroom to promote, support and reinforce Entrepreneurship at Rensselaer among students, faculty, alumni, the community, and the media, as well as ranking and funding entities. (Supports all Institute-wide Highest Priorities, Signature Thrusts, and Graduate and Undergraduate Education)

We Will Statements

A1.1 Offer a rich portfolio of choices
A1.11 Recruit nationally
A2.2 Engage students in collaborative learning experiences
A4.3 Empower students as learners and entrepreneurs
B1.6 Exploit research results
B2.4 Seen endowment support for faculty constellations
C1.5 Create partnerships with major corporate and government groups
C1.7 Recruit students internationally
D1.3 Expand opportunities for students to create innovation
D1.4 Provide opportunities for students to work in commercialization settings
D3.2 Facilitate business planning and venture capital for faculty and students
D3.5 Work with private and public resources to attract new venture capital
E2.1 Seek a diverse body of students
E3.2 Involve alumni as recruiters, visiting lecturers, critics, mentors, etc.
E4.4 Expand regional technological entrepreneurship
E5.2 Forge strategic national and international research partnerships
E5.6 Expand global name recognition
F4.1 Project cohesive identity
F4.2 Create Web presence

Actions

A1 Increase the visibility and differentiation of Entrepreneurship at Rensselaer, inside and outside the Institute.

A2 Expand the use of Institute Media Relations to generate public relations exposure locally, regionally and nationally for entrepreneurship activities among all Rensselaer audiences.

A3 Manage and evolve competitions/awards programs that foster entrepreneurship:
   - Change the World Challenge
   - Class of ‘51 Innovation Award
   - Entrepreneur of the Year Celebration
   - Tech Valley Business Plan Competition
   - Women of Diversity – Entrepreneurship Symposium

A4 Expand the Business Plan Competition to include social venturing and not-for-profit venture plans. Include invited global school participants.

A5 Increase the variety and frequency in the speakers’ series for Entrepreneurship
A6 Extend the working relationship with the Center for Economic Growth.

A7 Create Entrepreneurship Week at Rensselaer as an annual Spring Semester high-profile event featuring and combining a full slate of activities including:
- Change the World Challenge
- Class of ’51 Innovation Award
- Entrepreneur of the Year Celebration
- Tech Valley Business Plan Competition
- Featured Distinguished Entrepreneurship Speakers
- Campus conference/faculty colloquy
- Student project exhibits

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<th>Measures/Metrics</th>
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<tbody>
<tr>
<td>A1 Execution of marketing plan.</td>
<td>FY08/09/10 (Ongoing)</td>
<td>VPE, SC&amp;ER</td>
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<tr>
<td>Outside speaking engagements</td>
<td></td>
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<tr>
<td>Internal forums/idea exchanges</td>
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<td>Positioning and resonance of Rensselaer E-definition</td>
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<tr>
<td>Tie-in promotion with events</td>
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<tr>
<td>A2 Editorial targets and calendar developed.</td>
<td>FY08/09/10 (Ongoing)</td>
<td>VPE, SC&amp;ER</td>
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<tr>
<td>Press release stories identified</td>
<td></td>
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<tr>
<td>Entrepreneurship Media Day conducted.</td>
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<tr>
<td>A3 Programs broadened to include social venturing and not-for-profit enterprising</td>
<td>FY08/09/10 (Ongoing)</td>
<td>VPE, Severino Center, etc.</td>
</tr>
<tr>
<td>Collaborations with other colleges/universities</td>
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</table>
| A4 | Criteria expanded and announced. 
Global guest school confirmed. 
Increase in plans submitted. | FY08/09/10 | VPE, Severino Center, CEG |
| A5 | Identify, invite and confirm 2 speakers per semester. | Ongoing | VPE, Alumni Relations, OoDiv |
| A6 | Identify opportunities to embed Rensselaer Entrepreneurship programs and students in CEG activities. | Ongoing | VPE, G&CR, CEG |
| A7 | Events and activities integrated. 
Planning committee established. 
Plan developed, scheduled and implemented. 
Attendance and participation. | Spring FY08 | VPE. Institute Events, SC&ER, Schools/Deans, Incubator, E*ship Club, Tech Park, Severino Center |
Section III: Portfolio Additional Highest Priorities

The Office of Entrepreneurship Performance Plan is encompassing in its support of the Institute-wide Highest Priorities and in the breadth and depth of its linkages and integration with other portfolios, and in its alignment with the We Will statements of the Rensselaer Plan.

In addition to those high-priority support levels, the Plan also promises significant contribution to the goals of the other Provost portfolio components – Diversity, Graduate and Undergraduate Education, and the Institute’s five Academic Schools.

Within the Plan are several potentials for driving notable change:
- Expanded interest and diversity of participation from the broadened definition
- Synergies attained from closer coordination of all campus entrepreneurial entities
- Differentiation of Entrepreneurship at Rensselaer
- Critical mass to reposition and elevate Rensselaer in funding and ranking for entrepreneurship programs
Section IV: Resource Plan

As a “new” portfolio component, the Office of Entrepreneurship is in a “start-up”-like status with no historical references for funding. Most staff and budgeting for existing Entrepreneurship programs on campus are dispersed and fragmented across several organizations. Consequently, the Office of Entrepreneurship does not control or benefit from those resources.

Existing funding resources secured include:

Herman Family Foundation $250,000/yr* (Over four years)
Other TBD

Most all of the components of the E*ship Performance Plan are zero-base budgeted. As with any new center or Institute-wide research or education entity, it will be important for E*ship to receive seed money to help build and generate momentum for the campus-wide goals, and to attract attention and support.

Estimates for annual activities identified in the Plan requiring funding include:

- Base Program – expertise access/support, advisory group activity, creative/marketing services, presentations $150,000
- Staffing -- Assoc. Director, Admin. Asst., Internships $150,000
- T&E $ 50,000
- Curriculum/Course development Courses, Seminar Series, TE Degree $150,000*
<table>
<thead>
<tr>
<th>Event/Project</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web updating and maintenance</td>
<td>$ 25,000</td>
</tr>
<tr>
<td>Rock the World event</td>
<td>$ 3,000</td>
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<tr>
<td>Reunion E*event</td>
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<tr>
<td>Signature Thrust research</td>
<td>$ 30,000</td>
</tr>
<tr>
<td>Institute-wide interdisciplinary research/curriculum fund</td>
<td>$ 75,000*</td>
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<tr>
<td>EMPAC case study research project</td>
<td>$ 10,000</td>
</tr>
<tr>
<td>Community service/entrepreneurial support projects</td>
<td>$ 3,000</td>
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<tr>
<td>Media Relations</td>
<td>$ 15,000</td>
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<tr>
<td>B-Plan expansion</td>
<td>$ 10,000</td>
</tr>
<tr>
<td>Distinguished Speakers series</td>
<td>$ 25,000*</td>
</tr>
<tr>
<td>Entrepreneurship Week</td>
<td>$ 25,000</td>
</tr>
</tbody>
</table>
Section V:  
Fundamental Undergirding Requirements

Space will be required for additional staff.

IT support will be required for Web updating to add interactivity and for software support for Polling and Interactive Calendar features/capability

Section VI: 
Strategies to Mitigate Risk

Risks that might be associated with the program are mitigated by the overall, collaborative approach that is prescribed for each activity. The Program, the Plan and all of the associated efforts will be developed, planned and implemented with the benefit of expert/experienced consultation, advisory group involvement, and task groups to add coordination and hands-on assistance.
Section VII: Challenges and Risks

Challenges are:

- The status quo
- Perceptions based on old definitions and models
- Breaking through the noise and clutter of a busy campus
- Displacing other initiatives in getting attention and commitment from key influences and collaborators
- Lack of support staffing for even basic assistance
- Uncertainty of funding to adequately field an effective campus-wide initiative

Risks include:

- Lack of sufficient funding