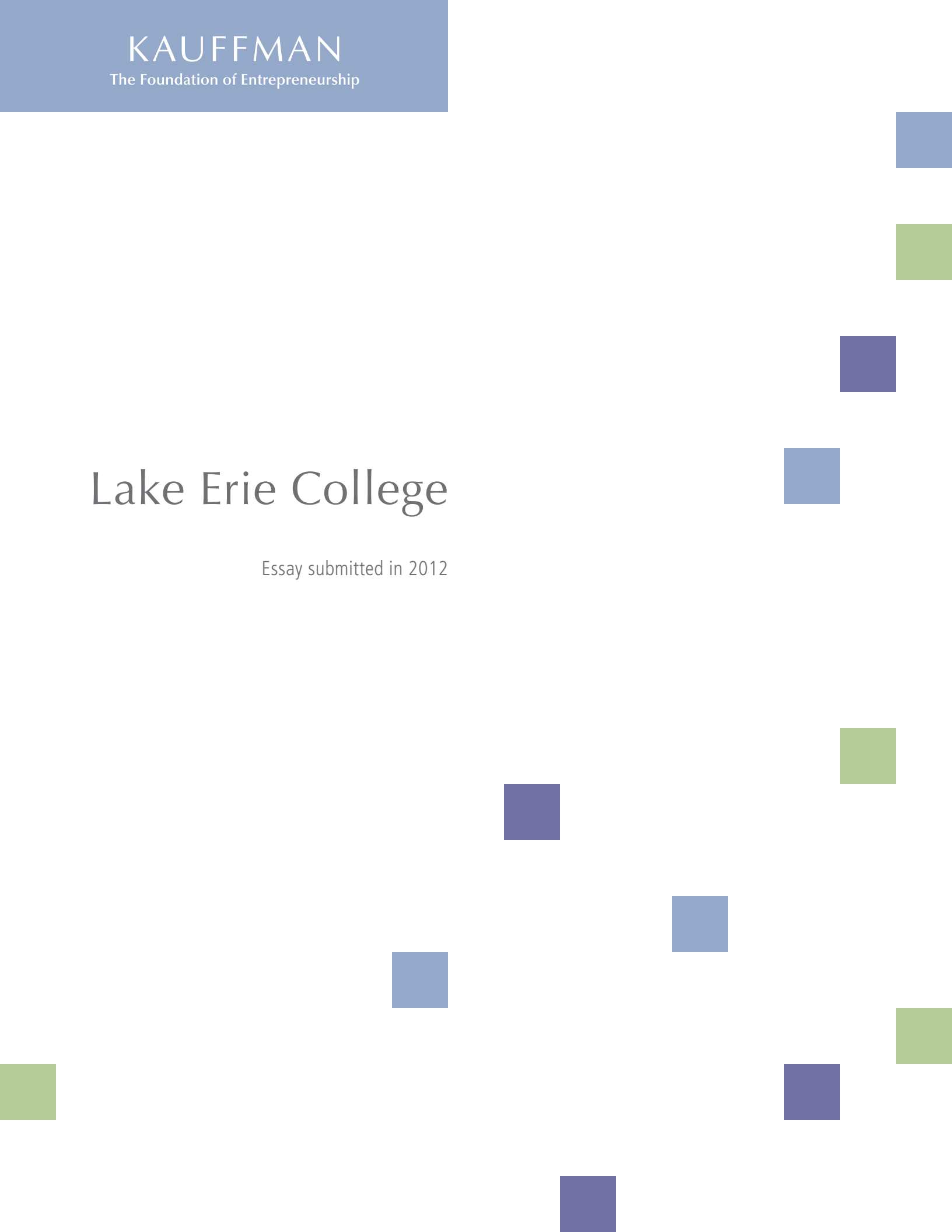


Lake Erie College

Essay submitted in 2012



Executive Summary

Entrepreneurship on the Lake Erie College campus takes on a number of forms, many of which are often duplicates of other entrepreneurship programs in colleges and universities across the country, yet some of the program is customized to LEC, as explained in more detail further on in this report. Entrepreneurship courses, internships, faculty training, research programs, student activities, community involvement and a full range of other activities have been expanded where appropriate and discarded when found unproductive. We do, however, have a number of signature programs that are unique to Lake Erie College and our development of entrepreneurship.

Some of our key programs at Lake Erie College include our Protégé Internship initiative, started in 2009 and an early success. In this program we matched selected Entrepreneurs-In-Residence (EIRs) with entrepreneurially-minded students (selected on a competitive basis). Unlike traditional internships, our EIRs were tasked with not only exposing students to the entrepreneurial business environment with a full range of tasks and projects, but they also acted as focused mentors, specifically directed to help their assigned intern develop their own business ideas, advise on career paths, help with introductions and networking and generally provide an extremely productive setting for productive learning, experimentation and confidence building.

Additionally, we have also made progress in the area of arts entrepreneurship where faculty has been encouraged with research grants as well as course development incentives. Based on successful programs such as "48 Hours of Making Art," "iApplication Development" and the research currently being conducted on an iPad Physics textbook, we are still helping our Art and Technology programs reach their goals that they otherwise would not have the resources to accomplish.

What did KCI enable that you would not have accomplished without it?

KCI has enabled the start of a program in Entrepreneurship at the College, including the hiring of full-time faculty and the development of a Center for Entrepreneurship.

It has also provided staffing of the Center for Entrepreneurship, which includes the hiring of a full-time visiting assistant professor of entrepreneurship and director and coordinator of the Center.

The impact that the Kauffman Campuses Initiative (KCI) has had on Lake Erie College (LEC) continues to positively advance up the early adapter curve as explained in our previous reports. We continue to work across all course disciplines and work with the respective discipline Deans and/or Chairs to gain additional entrepreneur champions. Enthusiasm for entrepreneurship continues to grow slowly among the faculty and staff. Those who have been supportive of the initiative to this point continue to take advantage of the resources and programs provided by the Center for Entrepreneurship (CFE), exploring new ways to expose their students to entrepreneurship in its many forms. Entrepreneurship is an accepted academic discipline with support from the administration, staff, faculty and students. Program awareness remains high, and plans are moving forward to make entrepreneurship a part of LEC's DNA in all educational clusters on campus and off. The CFE

continues to work with local city, county and, in one case, state governments that support entrepreneurial economic growth in the region through the local city business accelerator projects, food councils, training of low income families in the basic understanding of entrepreneurial concepts, and assisting a city develop a "proof-of-concept" for revitalization of an old food or manufacturing plant.

The CFE continues to encourage and fund our faculty, students, and staff to attend and participate in various regional entrepreneurship and business seminars and programs such as the Ohio Venture Association (OVA), The Akron Arch Angels investment presentations, Crain's 40 Under 40 Expo, the 2020 Vision Seminars, Kent State University Entrepreneur Extravaganza, and the on-campus Extreme Entrepreneur Tour.

We are also reaching out to the regional high schools and vocational career centers that have entrepreneurship courses in order to see if their curriculum can align with that of LEC. This is an effort to potentially provide high school students with college credit for their course, should they decide to attend LEC.

All members of the CFE continue to seek out champions of entrepreneurship and change across all LEC disciplines as well as at all levels within the organization. The number of real supporters, early adopters, or innovators has grown slowly but steadily. One important champion of the entrepreneurial initiative is the new Vice President for Academic Affairs, whose philosophies support the CFE. With her support and endorsement, we expect support and participation in the entrepreneurship initiatives to grow in the months to come.

Should one ask, "Have we changed or transformed the culture at LEC toward entrepreneurship?" the answer would be that the transformation has been slower than hoped, but steady. With the arrival of a new VP for Academic Affairs as mentioned above; the continued support of our administration from the Board of Directors and President Victor, who is a successful entrepreneur himself; faculty; and student groups such as SIFE (Students In Free Enterprise), we are making a transition. We are working on new ways of bringing entrepreneurship into the classroom and to our customers (the students and faculty) in the form of senior practicums, protégé internships, and study-abroad programs with marked success. We know realistically that not all will buy into the entrepreneurial initiative, but we work toward the transformation of the campus to an entrepreneurially-oriented culture.

One of our initiatives of cultural transformation is the alignment and establishment of articulation agreements with regional high schools and career centers as mentioned above. This provides LEC with open access to a large pool of entrepreneurially-minded high school students who are taking entrepreneurial classes either at their respective schools or on LEC campus as a PSEO student. These students are prime candidates in becoming LEC entrepreneurially-minded students.

We continue to hear of students who have taken entrepreneurship classes who have started to rethink their future. They have begun to think of their career choice as possibly starting their own new venture or taking over a family business, something they had not considered before. With the advent of the LEC "Idea & Innovation" business plan challenge, many very good business plans have been presented, and audience members or entrepreneurs-in-residence judges have indicated an interest in helping several students bring their business ideas to fruition.

How did KCI affect, for example, the curriculum, co-curriculum, evaluation of faculty for promotion, and faculty hiring decisions?

KCI has had an effect in the hiring of the visiting assistant professor of entrepreneurship, as well as several adjunct instructors, enabled the development and staffing of a two new majors – in entrepreneurship and equine entrepreneurship --- as well as a minor in entrepreneurship.

KCI's effect on the curriculum at the Center for Entrepreneurship has also greatly expanded the selection of courses available to Lake Erie College students, whether they are majoring in Entrepreneurship or not. The following is a list of courses funded by KCI:

MBA580: Entrepreneurship

Focuses on the process of starting a new enterprise. The course covers identifying opportunities, developing a business plan, start-up funding and the growth and management of new ventures.

ET201: Fundamentals of the Enterprise

The course provides an introduction to the structural, financial, economic, managerial, legal and operations fundamentals of organizations, profit and non-profit.

ET211: New Venture Planning and Development

The course provides an introduction to the elements and processes by which new ventures are created, both within existing organizations and start-up enterprises.

ET221: Techniques of Persuading, Selling and Negotiating

This course studies the theory and practice of the communicative processes by which individuals influence others in the context of commercial and organizational objectives.

EQ401: Equine Venture Consulting

This course covers the business considerations applicable to an equine-related enterprise. Students will work in teams to work with an equine entrepreneurial venture that has been in existence for less than four years to: meet with business owners to define scope and expectations of the consulting project; develop consulting proposal for equine business client outline expectations and consulting project deliverables; present consulting project results and evaluate the effectiveness of the consulting experience. Students will receive an overview of entrepreneurial skills, business etiquette tools and consulting tools to be a successful equine entrepreneurial consultant.

EQ402: New Venture Creation for the Equine Industry

Requires a thorough research project culminating in the development of a finished plan for an equine small business venture. Students must present their plans with a thorough

presentation to an outside board of professional experts. Students may work in teams or alone to complete the business plan.

ET 270 / SP 270 Global Entrepreneurship

(Special Topics)

Today being an entrepreneur requires a high cross-cultural competence, innovation, and an awareness of global business opportunities, demands and responsibilities in order to create successful skills required to do business in the domestic and global foreign markets. The aim of the Global Entrepreneurship course is a platform for students to become entrepreneurs with a global perspective by interacting, learning, and exchanging knowledge and best practices in regards to global businesses, with global business owners and executives. This course offers a diverse classroom that challenges traditional academic environments, through eLearning methodologies, virtual learning, face-to-face meetings. The Global Entrepreneurship course students will interact and meet with business owners and executives, to exchange information, discuss and review best business practices, detractors, and how to work in a global business environment.

ET 400 New Venture Planning

This course applies knowledge and skills learned in all other courses required for the bachelor's degree and entrepreneurship major. Each student researches, develops and presents a business plan for a specific venture. Case studies are further used to develop skills in problem solving, effective communications as well as oral presentations. Note: Entrepreneurship majors are required to complete ET 400.

ET 370 Arts Entrepreneurship (Cross listed with AM 300)

An analysis of the management of nonprofit arts organizations, such as museums, performing groups, service organizations and government agencies. Other faculty and arts professionals will be brought in to discuss particular areas of arts administration. Course will be taught in seminar format.

ET 273 Mobile Application Production

The class "Mobile Application Production" will teach students the technology and design theory behind mobile application development. The students will learn many techniques associated with this process, but will primarily focus on what makes a good application for mobile vs. desktop computers, what makes a good user interface, and what applications have the capability of making a difference in the world. Through this process, students will also learn some basic programming and digital imaging. This first class offering will primarily involve making "mobile apps for social change."

BA 324 International Business

This course is concerned with management, marketing and financial practices of organizations operating in the international environment. Comparisons are made of

variations in these business practices between different countries and at different levels of national economic development. Emphasis is on rapidly emerging multinational corporations.

In addition, KCI has affected faculty involvement in several projects and grants, which includes:

Waste-to-Energy - Part Three (W2E2)

Research will be conducted to investigate the possibility of Lake Erie College recycling our own animal waste from the Equestrian program. Animal waste, paper and other waste can be turned into fuel pellets and sold for profit. This research will determine our ability to produce marketable pellets. A financial assessment will then be necessary to determine the feasibility of producing such pellets on a much larger scale.

Progress is being done on EPA testing to determine additional type of binding before looking to use for heating Equine Center Arena. A SIFE (Students in Free Enterprise) and Equine team has been established to further explore the commercialization of the W2E pellets. With the announcement of Patt-McDaniel Announces American Recovery and Reinvestment Act Awards Transforming Waste to Value fund of \$86 million, along with the primary theme of "Strategic Investments Will Be Used to Capture Energy and Reduce Emissions" and the description of the fund criteria, our W2E project has a very good chance of being funded for commercialization. A percentage of each sale will be returned to the Center for Entrepreneurship, thereby assisting in the self-sustainability of the Center.

A meeting with the Ohio AgBio department for alternative fuels is being scheduled for a date during the summer of 2011. Testing of the pellets as well as discussions for alternative uses will be completed.

Dr. James Welch

World's 8th ranked Skinner Organist and Musician – Spent three days on campus, gave class lectures for two days and then a recital for the entire campus and community. Classes were driven around how students in music and arts can start their own business as well as develop a business model for the process of starting a business.

Class lectures were attended by 19 students and three faculty. The open recital was attended by 23 students, seven faculty, two staff, and 22 community members.

Dr. Steven Cagan

Presented his photographic exhibition entitled "El Choco, Colombia: Struggle for Cultural & Environmental Survival – An Everyday Resistance" to the LEC community. Held a class lecture for the art major students and Spanish language students that concluded with a three-hour roundtable discussion and Q&A session.

A total of 53 students, faculty, staff and community members attended the final lecture, presentation and art exhibit.

Dr. Steven Gutierrez iApplication Development

Students competed in a 24-hour competition to design phone apps that can run on Apple iPhones and Droids. 12 students broke off into groups to brainstorm ideas. Judging was held one week later to determine the best ideas.

12 students from the following majors participated in the competition: Chemistry, Mathematics, Human Resources, Political Sciences, Biology, Communications, Marketing, Economics, Visual Arts Fine Arts.

Mobile Application Development iApps

Course that will teach students and faculty how to develop Smart Phone applications and license or sell the developed apps.

The CFE is working with Steven Gutierrez with the course development, supplies and application license fees for future sales of developed applications. The Center for Entrepreneurship will receive revenues from the sale of the mobile applications that will assist the Center in becoming self-sustaining.

Professor Gutierrez received a faculty grant from the CFE for the course development, acquiring necessary development course manuals and Wi-Fi equipment for testing.

Equine Center Cargill Nutrina Horse Protein Project

Started as an intern project to determine the best feeding practices and feed mixture for a multi-breed horse herd, but findings were presented at the Horse Congress Show and the lead R & D Directors of Cargill contacted LEC to see if a collaborative effort could be started. While working with the Center for Entrepreneurship, all LEC parties involved developed a plan for a joint working relationship that would end up in a commercial venture. The next meeting with Cargill was in June at their R & D facility in Wisconsin.

The entire CFE funding for this project has been \$3,250.00 to date with an expectation that the travel expense to and from Ohio to Wisconsin is estimated to be an additional \$2,500.00.

Special Guest Speaker

Mr. Bob Shearer, CEO and President of Shearer Foods, visited the campus in October. His topic of conversation at a special luncheon for faculty, staff and students was about what made his business successful with customers and employees alike: transparency, communication, service, and a genuine interest in the lives of his employees. Employees are valued, and focusing on their strengths and what they do well is the key to their feeling good about coming to work. Following lunch, Mr. Shearer spoke to Dr. Lix's ET201 class about the key attribute he as the employer looks for when hiring, which is finding someone who is the best at what he/she does.

Are there systemic changes in your institution – in governance or pedagogy, for instance – that KCI generated or strengthened?

Entrepreneurship is an accepted area of practice within selected divisions of the College including the School of Business, the Equestrian Program and the Fine Arts Division. Changes have been largely programmatic rather than institution-wide, systemic ones.

The nature and degree of support for the CFE from the president and other senior leadership of LEC has been openly strong, visible, and continuous. The new Vice President for Academic Affairs has shown her support as well by proposing the entrepreneurship be one of three core foundation values of LEC. Our president, an entrepreneur himself, in his recent "Letter from the President" continues to stress the importance of the CFE and has said, "Now in its third year, the Center for Entrepreneurship continues to make progress – challenging students, faculty and staff to be entrepreneurial in their thinking, and helping to fuse the spirit of entrepreneurialism across all academic disciplines." In addition, our president has been our opening speaker at numerous CFE sponsored events, promoting not only LEC but the CFE.

With the recent organizational changes, the Director of the CFE reports to the Dean of Management Studies. The Dean, CFE Director, Project Coordinator and Visiting Professor meet on a regular basis to review updates, new activities, and work strategies to enhance the capabilities, success, and sustainability of the CFE.

There are several "ultimate champions" for the CFE, from the President, VP of Academic Affairs, the Dean of Management Studies, the CFE Director and Project Coordinator, to several members of the College's board of directors. One board member who is corporate CEO has asked to become an Entrepreneur-in-Residence for the CFE for the upcoming school year. This is indicative of our board of directors' support and their enthusiasm for the CFE.

Our President, Vice President for Institutional Advancement, CFE Director, and board of director members are continuously pursuing fundraising support for the CFE. Because of these ongoing and continuous fund raising efforts, the CFE has received donations and gifts from various foundations and corporate contributions toward the CFE match requirement.

There have been several "astounding successes" that LEC and the CFE can point to not only to help overcome barriers, but to provide thought-provoking stimuli to the faculty, staff and students. One of these was the proposal by the professor of Spanish studies to create a global entrepreneurship class which would examine the many facets of entrepreneurship, but focused on global entrepreneurs and businesses from her homeland of Columbia.

The objective of the global entrepreneurship course was for students to interact and meet with business owners and executives, exchange business information, discuss and review best business practices for their companies in Columbia, detractors and how to work in a global business environment. The course offered a diverse classroom that challenged traditional academic environments through eLearning methodologies, virtual learning, and ended with a trip to Columbia to have face-to-face meetings with the entrepreneurs and business owners to further discuss and learn first-hand about the activities discussed during class. All students prepared a final presentation about their learning and discoveries and presented to the staff, faculty and community members in late September of 2010. All feedback from the professor, the entrepreneurs and students indicates this course was a resounding success.

Other non-business faculty members seeing the success of this global entrepreneurship course are now coming to the CFE to discuss how they can develop and teach a similar course.

Other astounding successes continue to be with our SIFE team, which has grown to a regular attendance of fifteen. They have started new businesses and expanded old ones. The SIFE team entered the SIFE regional business competition and performed well. SIFE has continued to hold their annual Welcome Back Concert at the beginning of each Fall semester, where they continue to connect the local residential and business communities with the College. This year's concert was held on the LEC campus, for the second year in a row, and many of the local business community members were once again on campus participating in the concert.

Describe the most substantive and durable long-term consequences and outcomes of KCI on your campus and in your region?

The program has had an impact on our students, with several taking one or more courses in entrepreneurship (include ET201, ET211, ET221, EQ401, EQ402 plus the "entrepreneurship/equestrian" study tours as well as the one to Columbia, plus a handful of directed studies and the HU110 course I taught last year). These students are now graduating, and some have started their own businesses while others are involved in either entrepreneurial or intrapreneurial activities.

There are several key elements distinctive to Lake Erie College (LEC)'s approach to the KCI initiative. Many of the activities and initiatives may be similar to other KCI College/Universities. One exception is the college's Equine program which is known both nationally and internationally. A recently approved faculty grant focuses on involving students in undergraduate research for the feed industries. This will add an additional signature program that other KCI College/Universities cannot offer, thus enhancing the reputation of LEC and the ability to draw interest from a larger group of potential students.

As mentioned in previous reports over the past years, LEC continues to strive to bring unique signature programs to the students and faculty through the use of resources from the KCI.

As The Center for Entrepreneurship grows, we continue to review our goals and objectives. In light of that, we have recently revised our mission statement to read, "*The Center for Entrepreneurship seeks to prepare and inspire the students of Lake Erie College to act entrepreneurially by positively influencing their ability, confidence and willingness to start and grow successful new ventures.*" The Center for Entrepreneurship continues to work to prepare and inspire our students through internships, entrepreneurial protégé internships which were introduced and discussed last year, participation in local community events like the Extreme Entrepreneur Tour, Ohio Venture Association meetings, Akron Arch Angels, Crain's 40 Under 40 seminar, Jumpstart Entrepreneurial Talent needs seminars, and on-campus events which feature successful young entrepreneurs (some college age) who talk about their entrepreneurial experiences and answer questions from the student attendees. Several of these events were attended by over 22 LEC students from various cross discipline majors.

One area where LEC differs from other KCI colleges/universities is with our Entrepreneur-in-

Residence (EIR) program. LEC expanded the number of quality EIRs from a variety of backgrounds for the 2010-2011 academic year, and plans to add Equine EIRs in the upcoming year. These successful entrepreneurs have served through their interest and desire to mentor, coach, guide, deliver workshops, and assist the LEC students.

Other signature programs have been the expansion of entrepreneurial thinking into the Fine Arts and Dance program and the Foreign Language Department. As discussed further in this report, there were new courses and/or seminars developed through the assistance of grants from the Center for Entrepreneurship. Both were very successful and had positive feedback from the participating students, faculty and staff. It has resulted in other faculty members approaching the Center for Entrepreneurship with ideas for their discipline major.

Faculty and staff grants that were issued last year are coming to fruition. These are as varied as offering the students new insights into the use of multimedia and prototype modeling to potentially heating our horse arena in an eco-saving initiative.

Additional key successes will be seen with a strong entrepreneurship curriculum, continued use of EIRs and the addition of a new two-semester senior practicum course.

The plans, expectations, organizational model and goals for program sustainability at LEC are still in the refining process, but enrollment in the entrepreneurship major and minor and equine entrepreneurship major is increasing. More importantly, there is a growing interest by non-business faculty members in the development and teaching of entrepreneurship classes. The global entrepreneurship course was taught in combination with the foreign language department and drew students from languages, equine, business and the fine arts departments. The CFE is in the process of working with other faculty members to replicate this course based around the faculty members' particular major and discipline, thus expanding the spirit of entrepreneurship across campus.

Increased enrollment in the entrepreneurship majors and minors and equine entrepreneurship programs will help outlive the KCI foundation grant funds. One of the key areas that is expected to assist in the entrepreneurship program is that students who started their own ventures will give back to LEC and the CFE. In addition, the funding for the Center will gradually be migrated from the grant funds to the College budget.

During the 2010-2011 academic year the entrepreneurship program had the following enrollment:

- Entrepreneurship Majors: 15
- Entrepreneurship Minors: 25
- Equine Entrepreneurship Majors: 24
- Total number of Entrepreneurship semester hours taught: 420
- Total number of cross-listed/discipline hours: 31
- ET 273 Mobile Application Production : 12
- ET 370 Arts Entrepreneurship: 7
- ET 400 New Venture Planning: 19

Progress:

- The administration is continuing to support entrepreneurship and emphasize it as one of the college's themes.
- The majors continue to grow during the AY10-11:
The Equine Entrepreneurship major had 24 students, an increase of 41% over the 17 majors the previous year.

The Entrepreneurship major had 15 students, an increase of 67% from nine majors the previous year.

- Students are continuing to see the value of an entrepreneurship minor. Twenty-five students declared an entrepreneurship minor during AY10-11.
- LEC has entered into an articulation agreement with the Auburn Career Center in which the students of Auburn Career Center can receive four college credits for Lake Erie College's ET201 if they meet specified criteria.

How has KCI influenced the way students learn to incorporate entrepreneurship into their thinking and learning?

The programs that KCI have funded have certainly had an impact. As discussed in a later question, the students exposed to our entrepreneurship programs have learned to think unconventionally, to aspire to great things and have gained confidence in their own abilities to accomplish what they might have once thought impossible.

These programs include:

ideaLab

ideaLab is a concept competition for LEC and the EEC. A total of 16 cross-curricular students entered. Based on their ideas and presentations, eight finalists were chosen to give formal presentations in front of a panel of judges. The first place winner then represented LEC at the University of Akron ideaLab competition with the other EEC and one non-EEC schools. All students are given the opportunity to expand their concept plans at LEC, whether they are finalists or not. The entrepreneurs-in-residence held workshops for all LEC students, not just the ideaLab participants.

Idea & Innovation Challenge

The Idea and Innovation Challenge provides a competitive platform for entrepreneurial students to showcase new ideas, demonstrate their business model and illustrate their understanding of the process and resources required to successfully launch a new enterprise. A panel of reviewers selected the six best business plans from those submitted to the Idea and Innovation Challenge with prizes for 1st, 2nd and 3rd place determined by Idea and Innovative Challenge reviewers. The 1st place winner received a cash award of \$1,500 with runner-ups in 2nd and 3rd place awarded \$1,000 each.

Extreme Entrepreneurship Tour

The EET group returned for a fourth straight year to the LEC campus. This group brings together some of the country's top young entrepreneurs to spread the entrepreneurial mindset to their peers at a grassroots level at colleges nationwide. They strive to help students think about how to distinguish themselves to get a head start in their careers and lives. Speakers are young entrepreneurs who have made, earned and sold their company for millions and made a huge impact before the age of 25.

Entrepreneurship Immersion Week

LEC students participated in this national award winning program of the Entrepreneurship Education Consortium (EEC). Competing against several other colleges, students broke off into teams of five for a challenging week of real world entrepreneurial projects.

iApplication Development

Students competed in a 24-hour competition to develop phone apps that can run on Apple iPhones and Droids. Twelve students broke off into groups to brainstorm and work on ideas. Judging was held a week later to determine the best ideas.

Entrepreneurs-in-Residence (EIRs)

Five people served as Entrepreneurs-in-Residence for the Center for Entrepreneurship this year. Their areas of expertise include finance, marketing, non-profit organization and development, leadership training, innovation strategies, sustainable business practices, inventing, real estate investment, technology and green household product development. Throughout the year the EIRs served as mentors in the Protégé internship program, SIFE advisors, business plan competition judges, panel discussion members, special speakers in classes and advisors for the Center. They also supported the Center and students with their participation in events throughout the year.

In addition to a regular internship, students once again had the opportunity to take part in a Protégé internship this year. The Protégé internship is one in which a student is placed with one of the Center's Entrepreneurs-in-Residence to work half of the time with the EIR in his/her business and to be mentored by the EIR in the student's area of interest or with a particular business concept that he/she may have.

Examples of this year's Protégé internships include:

- Internship for LEC senior Stephanie Lunder to begin her plans to open a café in the Garfield Center after graduation.
- A psychology major with an interest in horses worked with an EIR who works in the area of equine guided coaching and experiential learning, and natural horsemanship methods.
- A business administration major/entrepreneurship minor worked with the owner of an online gourmet gift basket business.

Other internships included:

- A student who worked part of the Spring semester and through the summer with the Learning About Business (LAB) program. The LAB program was in need of an intern who would gain the knowledge and understanding of starting up a business, develop all key aspects of the business. (i.e. marketing, sales, organizational development, business outreach, what it takes to set up and hold a week-long event, donation requests, business expansion, application development, analysis and selection). The intern is working directly with the Board of Directors of LAB to develop marketing materials, working with advertising specialist, and learning every aspect of starting, running and growing a business.
- Internship with Avery Dennison in the newly launched (2006) Communications Center of Excellence (CCE) which was created to foster communications excellence and best practices, and to support the internal and external communication needs of divisions in North America.
- A student interested in historical restoration worked with the Downtown Painesville Organization to research buildings, programs and grants to restore and preserve downtown's legacy architecture.
- A student assisted a faculty member who received a grant to research the feasibility of using horse manure as an energy source.
- A student worked with a local Chamber of Commerce which had not been active for over a year to help in the "re-start-up" of the organization and connect with area businesses.

SIFE

The Students in Free Enterprise group formed a strong core of committed members throughout this academic year. Among their achievements are:

- The third annual Welcome Back Concert in conjunction with local business sponsors, the City of Painesville, the Kappa Sigma fraternity on the LEC campus and area vendors. Though the group was originally supposed to team up with the campus fraternity, there was little assistance throughout the summer from the fraternity group, so a handful of SIFE members took on the project. The purpose of the concert is to provide new freshmen to LEC an opportunity to meet other LEC students, gain an understanding of the Painesville business community members and business owners, to have a venue to spend time together listening to music, playing games and relaxing, and getting to know the LEC campus.
- Attendance at several Ohio Venture Association (OVA) meetings as well as the annual OVA Venture Summit.
- Several members attended meetings of the ArchAngel organization throughout the year.
- To support their charitable work, the students launched a t-shirt business at the end of the academic year complete with sponsors from the community (logos on the back of the shirt).

International Entrepreneurship Lunch

The Center for Entrepreneurship worked with the Foreign Language Department to host an International Entrepreneurship Lunch in February. The Foreign Language faculty members had their students research entrepreneurship in their respective countries and prepare information about entrepreneurship, prepare fliers and materials related to their findings, and, then, host a table at the lunch to distribute their materials and talk with students about their respective countries and entrepreneurship. They also discussed the culture of their countries and encouraged students to consider taking a language. Students were then given a survey to see what they had learned from their conversations. Those who completed the survey were entered into a drawing for gift certificates to area restaurants that featured the cuisine of each of the countries represented by the language departments. Decorations representative of each country and a mariachi band added to the festive atmosphere to make the experience memorable for those who participated.

Entrepreneurship Challenge

The second annual Entrepreneurship Challenge is a high school business plan competition that is sponsored by the Center. Area high school students are invited to submit business plans, and the top plans are presented on a specified evening to a panel of judges consisting of EIRs, faculty and past winners of the Idea & Innovation Challenge (see above). Family and classmates are invited to attend the Challenge. Awards are presented to the top three winners.

- Nomination of former LEC entrepreneurship student Nick Teriaca as Ernst & Young 2011 Regional Entrepreneur of the Year.

- Nick Teriaca's success story as the co-owner of a farmers' market has been an example to students that an idea can become reality, even when the person with the idea is still a student.
- A corporate visit to FARIO, a company owned by President Victor. The students spent the day in the various departments and manufacturing facility in Erie, PA. Included learning about the various business departments and operations, as well as international product completion. All students were enrolled in the entrepreneurship class taught by Dr. Tom Lix.
- SIFE'S t-shirt business (see above)
- The International Entrepreneurship Lunch brought together two departments that don't normally work together while heightening awareness of both programs through an enjoyable lunch atmosphere. (See above in Experiential Components and Mentoring section.)

In addition to all of this, we have seen students reconsider their career paths and think seriously about "starting their own business" either when they graduate or as soon as they can raise the money to do so. A Fine Arts major who expected to teach dance is now considering starting her own studio with a unique perspective on injury reduction for both athletes and dancers. An Accounting major has an idea for a product location mapping and delivery kiosk to install in major retailers. It's a risk he never thought he'd be willing to take, but after writing a business plan for ET211 and placing as a finalist in our business plan competition, he's the first to admit he's now thinking "like an entrepreneur."

A 2008 graduate of our equestrian program who minored in entrepreneurship wrote a plan in class for an equine therapy program for sexually abused children. Recently, she found a partner and investor, expanded her concept as a vocational program for at-risk and emotionally disturbed children, put together the necessary resources (including a barn full of Icelandic horses) and is actually launching her business with the name "Take the Reins." Her business had combined her passion for horses, a personal interest in mental health therapy and what she learned in our entrepreneurship program.

Another equestrian student developed a recipe for an organic, human-grade horse treat, wrote a competition winning business plan and now had offers of funding from some of the judges on our panel.

This past Fall, expanding on an idea they had first presented at the Spring 2011 ideaLab, LEC students Gus Armbruster and Chris Smith were able to move forward with their "Gus Bus" idea with an opportunity from the COSE Business Pitch Competition. After filming a video and submitting a revised business plan for the "Gus Bus," which would serve as safe and low-cost transportation for local college students to the downtown Cleveland area and back, Gus and Chris were selected by COSE to move on to the second round of the competition. Although they did not advance to the third round, Gus and Chris have learned a lot from the experience and are currently in the process of turning the "Gus Bus" idea into a business.

Increasingly, we're seeing students open up to the idea of either starting a business in their field of interest or "making their own job" as opposed to looking for one, especially during a period of economic crisis.

Did your institution experience internal resistance to KCI? If so, how did you overcome it?

No, if there was resistance it was overcome through one-on-one conversations and clarification.

Has the ubiquity of entrepreneurship affected your institutional mission and culture?

Yes, it has affected our institutional mission and culture in a very positive way by offering students more choices regarding entrepreneurial courses and internships. We have also seen our Equine Entrepreneurial major become extremely popular over the last few years, which ties into Lake Erie College's traditional equine program. By merging the classic program with the current demand for entrepreneurship courses, we have been able to create an equine program that is relevant for the 21st century.

The entrepreneurial culture has also inspired many research activities on the LEC campus. These include:

Waste-to-Energy - Part 3

This grant is using current technology to experiment with the use of manure and other waste products such as shredded paper in the production of fuel pellets. Testing is being done using different ratios of waste products to be used in the pellet production. If successful in producing a usable fuel pellet, the product could be marketed for bulk sales.

"The Space Age at the Grass Roots: NASA as an Entrepreneurial Community"

This grant examined how well (or poorly) Cleveland's major aerospace research lab served as a technology driver/provider for local and regional industry and why areas around other NASA centers are major aerospace centers and Cleveland is not.

"Equine Innovative Feeding Management Research"

This grant was for conducting research to produce a field guide showcasing innovative guidelines for equine feeding management practices.

Enhance Library's Support for Research and Study in Entrepreneurship

This grant brought books related to the study and research of entrepreneurship to the College's library.

Commercialization Alternatives for the Equine Center (Waste to Energy: Part 1)

This grant was for a feasibility analysis to review, evaluate and assess alternative actions with respect to the disposal of organic waste products generated at the Lake Erie College Equestrian Center.

Underground Railroad Project

This grant has two objectives: 1) The establishment of an Underground Railroad Institute (UGRI)--social networking environment to support professional development of faculty, students, and historians (both professional and amateur); and, 2) Actively promote awareness of the contributions of past generations to the perpetuation of democratic ideals and values. The mission of the UGRI is two-fold. The first mission is to enrich the economic base of the community through the development of a not-for-profit organization that promotes business opportunities for local businesses while contributing to the professional development of faculty, students and historians using the rich history of the greater Painesville area underground railroad network. The second mission is to establish a regionally-based resource (archived at Morley Library) to document, preserve and understand the underground railroad's role in history through research, education and community outreach.

Undergraduate Research: How Science Works Creating an Undergraduate Nutrition Lab

This grant will be used to explore undergraduate research opportunities and justify the purchase of lab testing equipment for undergraduate nutrition research in equine studies. The ensuing project would be to create a small business that would generate revenue by using the laboratory to provide basic research services to feed companies which do not have the capability to do their own research. Currently, feed companies must operate their own research facilities or contract with large public land grant agricultural institutions with limited variability in their horse herds. Lake Erie College already has the large variable herd of horses and feeding facilities in place. The revenue generated from the research will be used to update and maintain the lab and provide part-time student employment. Students may also fulfill internship and independent study hours at the lab.

Has your institution developed insights into entrepreneurship education that can be replicated elsewhere?

This isn't about teaching entrepreneurship as a course of study but rather about coaching students to think beyond the traditional, to aspire to great things, to communicate their ideas and to pursue their individual passions in life. The action-oriented practica and projects seem to have a greater influence on students than "learning about entrepreneurship" in a didactic sense.

How have the perspectives of the faculty and administration been transformed through KCI?

There are several faculty members who have and continue to play a role in advancing the spirit of entrepreneurship across the campus. These include:

- Our newly-appointed Vice President for Academic Affairs who is continuing to support entrepreneurship as one of the college's themes.
- The collaboration for the professors of the Foreign Language Department and members from the Center for Entrepreneurship to design, organize, and promote the International

Entrepreneurship Lunch

- The dean of the Equestrian Program who is promoting undergraduate research with an expected end result of an income-generating service to the local feed companies.
- The faculty has also participated in projects supported by KCI. These include:

iPad Physics e-Book

Steve Gutierrez, Integrated Media, Digital Art & Technology

First fully active Physics textbook for a tablet device. This book will go beyond the current available e-books that claim interactivity by allowing the user to just click on a movie link. Some examples include interactive physics simulations in mechanics, electrical circuit manipulations, and optics modules. In this way, students will not only understand the material better, but they will have fun doing it. As the future moves away from the printed textbook, we want to be the first to meet the demand.

48 Hours of Making Art

Nancy Prudic, Visual Art

Interactive art event and exhibition in the Fine Arts building at Lake Erie College. It is an educational and lively concept used to engage local artists, students, alumni and the public in expressionism and diversity. The objective is to provide students with out of the classroom experience and education of commissioned and career based art. Another is to bring more attention to Lake Erie College and the Fine Arts department through a positive and community involved program.

Learning About Business (LAB)

Marie Francosky, Management Studies

Linda Siegel, Education

Jenifer Black, LEC Board Member

For over thirty years Learning About Business (LAB) has provided a one week, award-winning, total immersion, interactive business experience for high school students. Taking place on the Lake Erie College campus, this hands-on program exposed students to all aspects of the business world. In one week participants are required to form a virtual global company, develop a management team and structure, and create and execute a business plan that includes production, marketing, and sales goals.

All of these faculty members are champions for entrepreneurship at LEC. These individuals create new and innovative ideas which would bring curriculum enhancements to the college; work on starting potentially new ventures that will generate revenue for the college and surrounding community; volunteer their time to sit on the faculty grant steering committee; attend the monthly Entrepreneurship Lunch Sessions; and promote the entrepreneurship initiative to their fellow faculty members. The entire Management Studies Department has championed the entrepreneurship initiative across campus.

The Executive Director of the Center for Entrepreneurship champions entrepreneurship throughout the campus to the students, faculty, staff and the community. He has taught modules of a newly-created Global Entrepreneurship course and is working with staff and faculty grant recipients to expand their offerings into profitable revenue generating and savings commercial ventures. He is also working with students to bring their ideas and inventions to commercial manufacturers for potential development, manufacture and sale to the general public.

When possible, students meet entrepreneurs from various industry verticals and organizations as well as those who exemplify the entrepreneurial spirit. An example of the seminars and events that students have attended are the Ohio Venture Association, Akron Arch Angels, Crain's 40 Under 40 Seminar and Extreme Entrepreneur Tour. Other contacts include local area business owners and Entrepreneurs-in-Residence who work with the students to make a positive impact across the LEC campus.

(For NEOCEP only) Please share your observations about the interplay between entrepreneurship and the liberal arts curriculum on your campus.

Interestingly it has been both the equestrian program and our fine arts area that have readily embraced entrepreneurship both in terms of new course offerings and acceptance by both the students and the faculty. This has been a strength of the program...we were, and from my vantage point, are engaging a connection between liberal arts and entrepreneurship.

As a liberal arts college, our areas of study focus beyond the courses associated with majors. Using the slogan from the CFE, "Put your Passion to Work," we encourage our students to pursue their passion regardless of their area of study, be it foreign language, fine arts, history, equine studies, biology, chemistry, or philosophy. During on-campus orientation the CFE participates and provides information to the incoming freshmen, their parents and other family members, answering questions, providing information about the CFE, and explaining how entrepreneurial courses could help the students in both their careers specifically and their lives in general. In an attempt to expose all incoming freshmen to the CFE, the CFE is working with various Deans and the VP of Enrollment Management & Student Affairs to help make the freshmen First Year Experience (HU110) course more encompassing in the exposure of entrepreneurship to these first-time freshmen.

LEC and the CFE have had a few successful student-launched businesses which have come out of the entrepreneurship classes. Our student who started the Sun Plum Market three years ago just graduated, and he has broken ground on a brick and mortar building for his business. The founder and owner of Sun Plum Market was nominated for the 2011 Ernst & Young Regional Entrepreneur of the Year award. Another recent graduate has returned home to open her tack shop, and reports indicate that the business is growing. This student was an LEC equine entrepreneurship graduate and continues to work with the CFE on another entrepreneurial venture that is in the conceptual design phase. It will soon be revealed to manufacturing companies that have shown an interest in this concept. The CFE is also working closely with a faculty member on the commercial production of a product and service he first developed using a faculty grant from the CFE.

The impact of the KCI has been positive and continues to grow at LEC with the students, faculty, and staff "Putting Their Passion to Work."

How can your institution serve as a model for others?

Our experience may demonstrate to other institutions, especially smaller colleges, the importance of having a focused mission for an entrepreneurship program. If the mission is

to encourage and prepare students to act entrepreneurially and to actually start new ventures, then the entrepreneurship program needs to guard against using its energy and resources to do things other than those that support that mission.

One of the greatest ways of doing this is by working with the community, and LEC serves as a model to other colleges to do the same. Some examples of this include:

The SIFE organization brought in members of the community throughout the academic year and made these sessions available to anyone on campus (see the Experiential Component and Mentoring section above).

Two LEC alumni were employed as graduate assistants this year, one of whom was the winner of the first Idea & Innovation Challenge. Her experience was valuable as she was able to coach and mentor students in different aspects of their business plan preparations.

Our EIR program engages successful local entrepreneurs to work with our students and act as an advisory group for the Center. One EIR is also an LEC alumnus.

The day of meetings with Mr. Bob Shearer of Shearer's Foods, Inc. provided students, faculty and staff with the opportunity to hear one of the area's most recognized entrepreneurs speak. In addition, Mr. Shearer is a member of the LEC Board of Directors.

Nick Teriaca is officially an alumnus (May 2010), and the success of his farmers' market will be an example to students that a good idea along with hard work and determination can bring success.

The third annual Entrepreneurship Challenge, a business plan competition for area high school students, was held in February 2011.

SIFE's third annual Welcome Back Concert™ provided the students of Lake Erie College and the local community the opportunity to enjoy an afternoon of recreation together in the downtown Painesville Square and provided LEC freshmen an opportunity to learn more about their new community. The CFE encouraged students to gather information from all the community business sponsors in attendance by providing questions for them to ask and follow up with a short essay about what they had learned. Those who participated were entered into a drawing for various scholarship prizes. The SIFE students networked and formed relationships with local businesses as they visited their stores during the summer and offered opportunities for sponsorships. In addition, they gave back to the community by donating the proceeds of the concert to the Big Brother Big Sister organization.

Several networking events were held on campus for students and faculty that received a large number of attendees, along with the desire to have the events in subsequent years.

For the third year the CFE has supported the LAB (Learning about Business) summer experience on campus.

As in previous years, the CFE was host to business plan competitions for high school students from three surrounding counties. A total of 16 high schools had preliminary local competitions, leading to the selection of five business plans from four local high schools being entered and reviewed at LEC. A coordinated effort between a local radio show entrepreneur and the CFE organized, promoted and sponsored this competition. A group of

eight LEC CFE Entrepreneurs-in-Residence were judges for the competition. This event was attended not only by family members of the participants, but also by several local business owners, teachers for other non-completing high schools hoping to participate in next year's competition and LEC faculty members.

A foreign language faculty member received a faculty grant for a global entrepreneurship course that she developed and taught with the participation of several other faculty members, local and international entrepreneurs. The culmination of the course was a trip to Columbia to meet with the entrepreneurial business owners who taught modules of the course. The students visited each of the companies these entrepreneurs owned as well as other businesses. Final course presentations will be made to the faculty, staff and community in the fall on a date yet to be determined.

The CFE has reached out to the community through networking events with local city and county governments. We have assisted in the facilitation of B2B introductions and brought together entrepreneurs and business professionals and owners to discuss issues and their resolution.

The SIFE group at LEC is an active, vibrant group on campus that has continued to steadily grow. They have planned, sponsored and started businesses. They have participated in the regional SIFE competition and brought back the Rookie of the Year and Second Runner-Up trophies for their league. Their league consisted of five other experienced SIFE competition participants and previous winners.