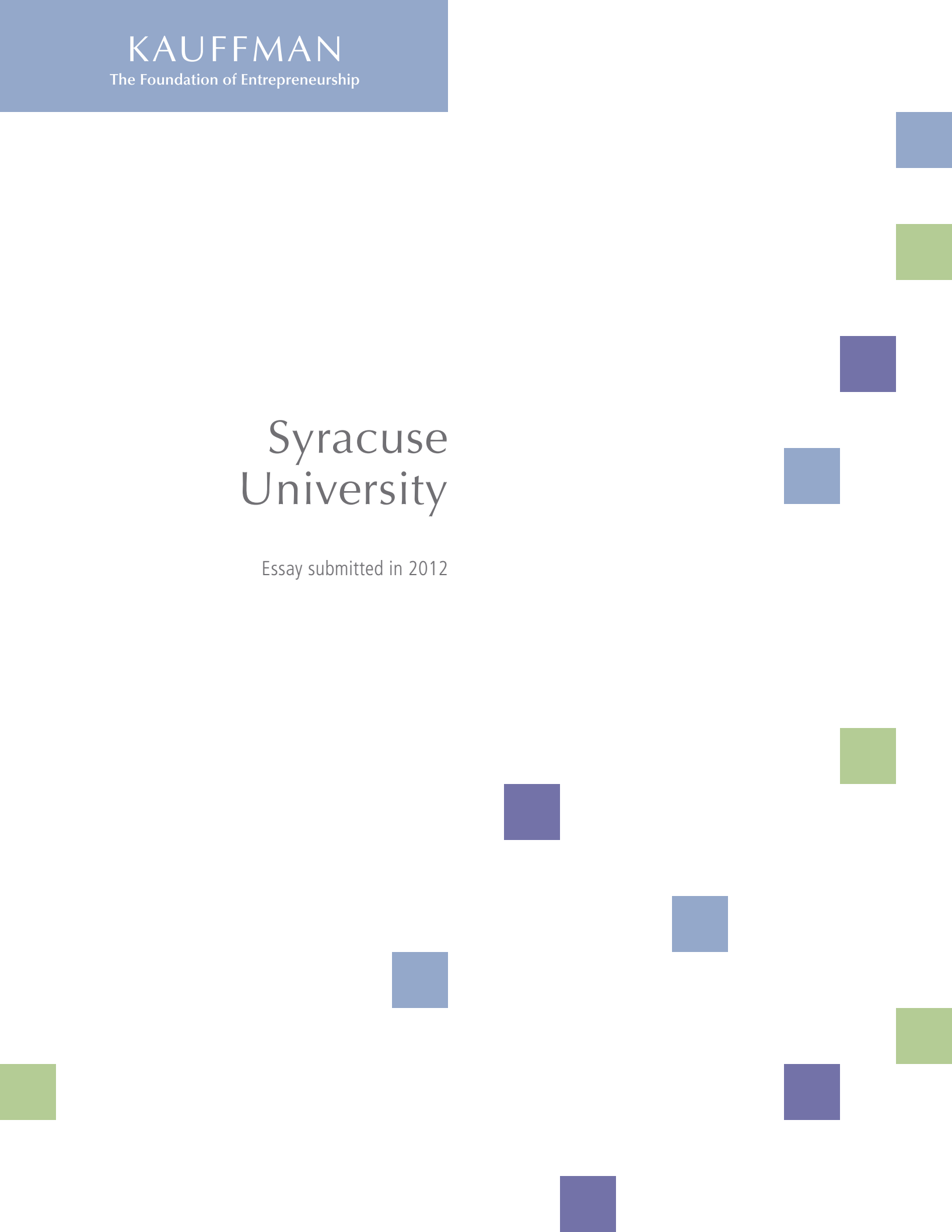


# Syracuse University

Essay submitted in 2012



## **The Kauffman Campuses Initiative Impact in Central New York: Building the Campus-Community Entrepreneurial Ecosystem through Scholarship in Action**

### **Syracuse University's Kauffman Campuses Initiative (KCI) in Context**

“Our economic growth depends more and more on the success of our research universities. Constant innovation and the entropic expansion of knowledge place enormous demands on universities, and only an entrepreneurial response will suffice.” (Schramm, 2006, p. 152)

“Higher education should graduate intellectually curious students prepared to make innovative contributions to society and the economy. That will be the only way to succeed in the entrepreneurial economy.” (Schramm, 2006, pp. 133-4)

Any doubts that American colleges and universities faced an entrepreneurial imperative in 2006 when Carl Schramm wrote these words were erased by the Great Recession of 2008, an economic cataclysm of a magnitude not seen since the Great Depression. Four years later, we're still not sure if we're looking at it in hindsight yet. One thing is certain, however: it was a wake-up call that has focused intense scrutiny on the underpinnings and intertwining of the American and global economies. As a pillar of workforce preparedness and prime source of intellectual capital and innovation, higher education has borne its share of that scrutiny. There is no doubt that a college degree remains a key differentiator in the labor marketplace, with bachelor's degree holders earning a million dollars more than high school graduates over the course of their working lives (Carnevale, Rose, & Cheah, 2011). Yet skepticism is at an all-time high about the degree to which our colleges and universities actually function as the public goods that they were intended to be. Real income is effectively unchanged from 40 years ago (Tavernise, 2011), college costs have continued to rise, and questions abound about the accessibility of higher education to segments of American society that are fast growing but have low college-going rates, as well as about the preparedness of college graduates to take on the increasingly complex challenges facing the world.

In the face of such challenges, we in higher education must ask ourselves: Are we ready to collaborate with private sector partners to figure out how to prepare students optimally to be the critically and technically adept people needed to drive innovation? Are we ready to forge connections across disciplines and across sectors to find sustainable solutions to remediate and restore our environmental resources, which have been abused over many generations for the sake of short-term gain? Are we ready to partner with our under-resourced and beleaguered urban school districts to assure that no groups of children get left behind? Are we ready to do what it takes to do right by our hundreds of thousands of post 9/11 veterans and their families, providing the support they need to make the transition from soldier back to citizen, especially if they bear

the burden of war-related disabilities? Are we ready to tap the full power of the arts, humanities, and design not only to inspire creativity but catalyze economic activity across our communities, restoring cultural vibrancy and prosperity from urban main streets to rural village greens, while building bridges across cultures? Are we ready to reach out to the ever-growing pool of talented students who are poised for success despite the disadvantages they face, especially those who would be the first generation in their families to go to college? Are we ready to dispense with outdated methods of accountability for ourselves that rely on measuring inputs rather than impact? And if we think we're ready to do all of these things, how and where do we begin?

Some might think that such an accumulation of daunting challenges is reason to temper our expectations for success, if not disengage completely, on the grounds that the situation we face today is unprecedented. However, rising to the occasion at times like this is a defining characteristic of American higher education—indeed, we might argue, its reason for being. We need only look back to the Morrill Act of 1862 for illustration and inspiration. Forged in the crucible of the Civil War, the greatest cataclysm in our nation's history, the Morrill Act created our now expansive system of land-grant colleges, which was launched:

“...without excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the States may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions in life.” (The Morrill Act of 1862)

In signing this landmark legislation into law, President Lincoln had the foresight to envision a time beyond the horrific war, when the divided nation would need to heal its wounds while restoring prosperity in an era in which more than half of the country's population was employed in agriculture (Hilgard, 1882), but also would need to achieve future economic prowess through rapid industrialization. The Morrill prescription fit the time, leveraging America's assets by seeding the development of colleges and universities in communities far and wide to spur innovation from family farms to newly forming factories and to tap the nation's broadly dispersed talent pool. What, then, would be the right prescription today, in the face of an economy that continues to struggle to recover from one of the worst financial calamities in our nation's history?

The landscape of America's assets is radically different than it was 150 years ago. Our higher education network has grown to become arguably the most robust in the world, with colleges and universities having developed over the generations into pivotal, place-based anchor institutions in their communities that are fundamental to their regions' cultural and economic vitality (Rivlin & O'Cleiricain, 2001). But tectonic demographic shifts have dramatically diversified our population while concentrating it in metropolitan areas, where some 80% of Americans now live (Brookings Institution Metropolitan Policy Program, 2010), and the fastest

growing segments of our population are those that traditionally have had among the lowest college-going rates (U.S. Census Bureau, 2000). At the same time, research by the Kauffman Foundation and others has shown convincingly that cultivating the entrepreneurial spirit is absolutely essential for driving job creation, evident in the fact that startup companies effectively accounted for all net job growth in the U.S. from 1980 to 2005 (Kane, 2010; Stangler & Litan, 2009). The key to restoring prosperity today, then, is to leverage our robust network of colleges and universities to tap the vast pool of talent residing in our metropolitan areas, emphasizing entrepreneurship across the curriculum.

That is exactly what Syracuse University has been doing under the Kauffman Campuses Initiative. Building upon our role as an anchor institution in Syracuse and Central New York, we have seeded the entrepreneurial spirit not only across our constituent schools and colleges from the liberal arts to the professions, but across five partner institutions in our region. The *modus operandi* of our Syracuse Campus-Community Entrepreneurial Initiative—our “Enitiative—has been catalyzing broad collaboration across the public, private, and nonprofit sectors as well as residents of our cities, towns, villages, and rural areas to forge “communities of experts” who bring diverse perspectives to the table and frequently turn the tables on who is teacher and who is student. At Syracuse, we call this “Scholarship in Action,” leveraging our intellectual capital with that of our partners to pursue solutions to the pressing problems of our time, which none of us could find on our own. By vigorously pursuing a vision so construed—one that is clearly disruptive to American higher education’s “ivory tower” traditions—we develop and nurture faculty who are superb scholars and great mentors; students who are from diverse backgrounds and who are entrepreneurial in spirit; and engagement points in the world where these teachers and students can test their ideas in collaboration with others, see the global implications of local issues, and catalyze transformational discovery.

## **The Enitiative Approach**

Simply put, Enitiative has transformed the entrepreneurial ecosystem at Syracuse University and across Central New York. It began as a partnership between our six Central New York colleges and universities and five community organizations. Eighty individuals from these eleven organizations participated in crafting the Enitiative model of transformation for our regional economy. Collectively, we established four key goals:

- Infuse entrepreneurship across the curriculum;
- Create meaningful and productive campus-community connections;
- Encourage entrepreneurship research across disciplines; and
- Stimulate our region with the power and energy of entrepreneurship.

Pursuit of these goals has been significantly enhanced by weaving Initiative into the vibrant fabric of Syracuse University's major Scholarship in Action engagement projects that transcend both disciplinary and campus-community boundaries, encompassing four overarching areas that reflect pressing local challenges, but resonate globally: environmental sustainability; the arts, technology, and design as cultural and economic catalysts; neighborhood and cultural entrepreneurship; and inclusive urban education. Indeed, Initiative's success owes largely to its interdependence with these projects, providing an infrastructure through which faculty across the disciplines have been able to seed entrepreneurial thinking and practice across Syracuse and Central New York. Key Scholarship in Action projects that make up this entrepreneurial infrastructure include the following.

### **Syracuse Center of Excellence in Environmental and Energy Systems**

This federation of 200 firms—including scientists, engineers, and industry professionals—engages in a broad range of projects focused on improving human health and performance in built environments, clean and renewable energy sources, and the complex dynamics of our water resources. Its members conduct targeted research, demonstrate new technologies, commercialize innovations, and educate the workforce, having leveraged more than \$100 million in investments to date from cross-sector partners. The center's home is emblematic of its mission: a LEED-certified "platinum" headquarters on the site of a reclaimed brownfield in downtown Syracuse.

### **The Connective Corridor**

A signature strip of cutting-edge cultural development connecting University Hill with downtown Syracuse, the Corridor makes investments in key locations supporting historic landmarks, cultural institutions and private development in the city. These areas include the emerging arts districts along East Genesee Street and the Near West Side; Fayette-Firefighters Park and Columbus Circle; the nightlife of Armory Square; and the Civic Strip, where the OnCenter complex and the Everson Museum tie into the center of downtown. Altogether, the Corridor is home to three major universities and more than 20 arts and cultural venues. It showcases these assets, igniting a resurgence of economic development, tourism, and residential growth. Its latest phase of development incorporates new and imaginative lighting, public and interactive art, urban reforestation, technology hot spots, and vibrant outdoor social spaces.

### **The Near Westside Initiative**

SU partnered with local foundations, corporations, and neighborhood groups to form a non-profit organization that is overseeing the multimillion-dollar revitalization of a portion of one of the nation's poorest zip codes, located on the Near West Side of Syracuse. Long dominated by dilapidated warehouses, but including single- and multi-family homes and apartments, this area is being rejuvenated around the SALT District—Syracuse Arts, Literacy, & Technology—incorporating "green" building principles

throughout. The new non-profit is transforming the neighborhood, leveraging funds from the partners, government, and foundation grants to renovate houses and warehouses, as well as to collaborate with the Syracuse City School District to reform neighborhood schools, and attract artists to live and create in new and renovated living and gallery spaces. Neighborhood projects embed art, technology and literacy with other fields—architecture, design, entrepreneurship, law, education, environmental engineering, public health and public communications, to name a few—as catalysts for innovation and transformation, generating close to \$70 million worth of public and private development. More than 60 artists already live and work in loft spaces and studios on the Near Westside. The U.S. Green Building Council has designated the Near Westside as one of the nation’s first LEED Neighborhood Development projects for its planning and execution of principals of sustainability throughout.

### **South Side Innovation Center (SSIC)**

An award-winning business incubator specializing in women- and minority-owned enterprises that is located in the center of Syracuse’s South Side neighborhood, the SSIC provides office space and business support for start up businesses and budding entrepreneurs, sharing common costs and equipment to reduce the expenses incurred in starting new businesses. The incubator is a place to connect entrepreneurs with one another, with talent resources for their businesses, with investors and resource providers, with customers and markets, and with non-profits, public sector organizations and social service agencies. The SSIC provides educational programs, meeting space for the recently incorporated South Side Entrepreneurs Association, a test kitchen to help local culinary entrepreneurs scale up their creations to larger markets, and space for student consulting teams to meet with entrepreneurs already in business.

### **Say Yes to Education: Syracuse**

With some of the fastest growing segments of the nation’s workforce coming from demographic groups that are overwhelmingly found in metropolitan areas where weak or failing school systems are able to support them in reversing their histories of low college attendance, urban school reform is a top national priority. Syracuse University, the Say Yes to Education Foundation, and the Syracuse City School District (SCSD) anchor a coalition of partners that is taking on this challenge head on, undertaking a precedent-setting project to dramatically alter the life course of students in an entire urban school district by dramatically increasing the rate at which they attend college. Building on the foundation’s track record of remarkable success in several urban schools in Harlem (NY), Philadelphia (PA), Hartford (CT), and Cambridge (MA), Say Yes to Education: Syracuse scales up this model for the first time to the level of an entire district. It emphasizes that the persistent and well-documented “achievement gap” between urban and suburban kids is not an accurate measure of students’ abilities or potential but in reality is an

“opportunity” or “access” gap. Too many urban students have not had the opportunity to take full advantage of the academic and social experiences and supports that their more privileged peers have, which lead to success in higher education. This gap shows up not only in grades, but also in standardized-test scores, course selection, dropout rates, access to curriculum and quality instruction, high school graduation rates, college admission, and college-completion rates.

Say Yes to Education: Syracuse closes that opportunity gap by providing crucial, comprehensive support to the 21,000 students of the SCSD and their families, addressing many of the academic, health, social, emotional, and legal barriers that so often act as insurmountable barriers to inner-city youth accessing higher education. Perhaps most importantly, it helps students to overcome one of the biggest barriers to higher education: financial accessibility. Through the Say Yes Higher Education Compact, SCSD students receive tuition support at approximately 100 public and private institutions. To date, the Compact has supported approximately more than 1,000 students in making the transition to college, including 135 to SU.

Initiative projects have been designed to leverage the investments made by SU and our many partners in ambitious engagements such as these, enabling us to provide a win-win-win experience for the university, the community, and our students. In the collaborative spirit of Scholarship in Action, Initiative’s success can be distilled down to five key strategies:

- 1) Have a big idea;
- 2) Find a faculty champion;
- 3) Partner with a community champion;
- 4) Fund projects with a positive impact on students; and
- 5) Make certain there is a sustainability plan for the project’s long-term survival.

In the following sections, we describe how implementation of these strategies within our institutional framework has proven to be a recipe for success.

### **Initiative as Campus Catalyst**

There is perhaps no better measure of Initiative’s success than the degree to which it is inspiring the next generation of entrepreneurs: today’s college students. As we have documented in our annual reports to the Kauffman Foundation, enrollment in courses infused with entrepreneurship across Syracuse University and our five partner campuses has more than tripled since Initiative’s launch, from 1,800 to 7,500 annually.

This success, radiating outward from Syracuse University as the program’s hub, has been built on the University’s history of strong professional schools, which frequently rely on professional faculty that have years of experience as innovators and entrepreneurs. Focused not

just on the theory but, crucially, on the practice of entrepreneurship, these faculty have had a tremendous ripple effect across the full range of disciplines, preparing students to successfully start ventures in art, photography, film, education, information technology, law, bio-tech, ceramics, architecture, sports management, social work, and other areas. Supporting our student entrepreneurs to start ventures has led to over 40 new student ventures that have raised over \$2,000,000 in investment funding.

That success is the result of a robust curricular infrastructure that our faculty has built under Initiative, including 39 new courses in entrepreneurship and 142 additional courses infused with entrepreneurship lectures. Our educational model includes curriculum in entrepreneurship in the Whitman School of Management, whose faculty's entrepreneurial research is internationally prominent. But our model also includes encouraging faculty from across campus to infuse entrepreneurship into their curriculum. Our professional faculty, those with experience starting or running businesses and nonprofit organizations, are particularly adept at infusing entrepreneurship into their courses. For example, business model planning is part of the curriculum in sports management, film studies, information management, and hospitality management, among other programs.

Students have shown their appreciation for this approach by voting with their feet, as it were, flocking to innovative curricula such as our new Information Technology, Design, and Startups (IDS) minor, which supports them in creating new for-profit or not-for-profit ventures. As part of the minor students take three new courses: 1) "What's the Big Idea?," an ideation and creativity course; 2) "Idea2Startup," a course on taking the idea to market; and 3) the "Student Sandbox" course, which enables students to take one to six credits a semester to work on their startup while also working toward their academic major. These courses are connected to entrepreneurial practice through the Raymond von Dran Innovation and Disruptive Entrepreneurship Accelerator (RvD IDEA) Student Sandbox, an incubator that recently received the prestigious Leavey Award for Excellence in Free Enterprise Education and earned designation as an Economic Development Agency University Center for Economic Development, the only such center in all of New York State. Student launching ventures work with an experienced entrepreneur in residence and compete for investments from over \$120,000 in seed funding from the RvD IDEA Awards and showcase their startups to peers and the community through Emerging Talk, a student-run event that showcases these student startups. The Sandbox's stunning success is defined by its students: their ventures increased from 5 in 2009 to 23 in 2011; 40 new student ventures have been launched; 300 students have enrolled in its courses; and students have earned \$2.1 million in investment in only three years. As a result of these curricular innovations, students across campus now learn "entrepreneurial thinking" regardless of their major. Word of this success is spreading quickly, as this EDA University Center recently brought together 25 universities and colleges in upstate New York to share the RvD IDEA model of supporting student startups.



Evidence that a new culture of entrepreneurship extends well beyond this incubator and now thrives among our students is vividly illustrated by the increasing membership in the student “eClub,” which has grown astronomically from 8 to 392 students. A group of students now leads the “Student Voice,” an initiative to encourage every school and college at Syracuse University to support at least one graduate assistant in entrepreneurship. The Kauffman Entrepreneurship Engagement Fellows program has increased from 2 to 16 students participating every year. This program provides students who have completed their undergraduate degrees with the opportunity to take an additional year of courses while starting their ventures.

Campus successes certainly have not been limited to Syracuse University. For example, new classes in entrepreneurship have been started at LeMoyne College and Onondaga Community College; new programs in green entrepreneurship have started at the SUNY College of Environmental Science and Forestry; a new major in entrepreneurship now exists at Morrisville State College; and the Stardust Entrepreneurial Institute and the endowed Emerson Professor of Entrepreneurship at Cayuga Community College.

The burgeoning curricular infrastructure to spur entrepreneurship and the contagious spread of an entrepreneurial student culture are mirrored in the development of exceptionally successful centers and programs that have become catalysts, themselves, with local, regional, and even national impact. These venues stimulate faculty creativity and engagement with multi-sector communities of experts, while providing exceptional learning environments where students prepare for the world, in the world. Among the entrepreneurial hubs that Enitiative has helped launch and/or enhance are the following,

- The **Entrepreneurship Bootcamp for Veterans with Disabilities (EBV)** offers cutting edge, experiential training in entrepreneurship and small business management to post-9/11 veterans with disabilities resulting from their service to our country. Having earned praise from the White House and veterans groups for its innovative programming and effectiveness, the EBV is designed to open the door to business ownership for our veterans by 1) developing your skills in the many steps and activities associated with launching and growing a small business, and by 2) helping you leverage programs and services for veterans and people with disabilities in a way that furthers your entrepreneurial dreams. Founded at Syracuse University, EBV programs now are delivered nationwide by a consortium of institutions: UCLA, Florida State, Texas A&M, Purdue, Connecticut, Louisiana State, and Cornell. To date, EBV at SU has provided education and training in entrepreneurship for more than 400 disabled veterans of the post-9/11 conflicts and the creation of “inclusive entrepreneurship” field of study which examines venture development for those with severe disabilities.
- The **Institute for Veterans and Military Families (IVMF)** builds upon the success of the EBV, extending support across multiple aspects of transitioning from military to

civilian life. Established in June 2011 with founding partner JPMorgan Chase, IVMF is a historical first in the context of higher education and already has garnered national attention, with a mission to fully leverage the intellectual, human and social capital of higher education, in service to America's veterans and their families. It seeks to develop and nurture a community of interdisciplinary scholarship—including the arts, humanities, social sciences, business, medicine, education and law—positioned to investigate and confer insight into the social, psychological and economic issues impacting this community. The institute will develop education and employment-focused programs in collaboration with industry, government, NGOs and the veteran community, to address the primary economic and public policy concerns of our nation's servicemen and women, and their families.

- The multi-faceted **JPMorgan Chase—Syracuse University Partnership**, modeling how a leading international corporation and a major research university can collaborate for mutual benefit, as well as the public good; with an on-campus JPMorgan Chase Technology Center as its hub, faculty and students learn from JPMC executives and professionals through guest lectures, internships that embed students in JPMC operations, and joint research projects tackling some of industries most sophisticated challenges; JPMC benefits from access to university-based experts in key technologies; and, together, SU and JPMC have developed innovative curricula to ensure a supply of highly competent leaders in **Global Enterprise Technology** into the future.
- The **New York State Science and Technology Law Center** at Syracuse University's College of Law assists and provides information to New York's Centers for Advanced Technology, Strategically Targeted Academic Research Centers, Advanced Research Centers, Centers of Excellence, Generating Employment Through New York Science Centers (collectively, "Research Centers") and startup and early stage technology companies as they develop and market new technologies and seek to compete in the high technology marketplace. Initiative support has enhanced the center's capacity to advise the Research Centers, NYSTAR, academic institutions, and other public and private stakeholders on a wide range of technology-related legal issues, including the protection and commercialization of intellectual property, technology transfer practices, patents, copyright and trademark law, and licensing agreements. The center also provides assistance with technology commercialization at four universities in New York State.
- The **Burton Blatt Institute (BBI)** at Syracuse University reaches around the globe in its efforts to advance the civic, economic, and social participation of people with disabilities. Officially launched at Syracuse University in 2005, BBI builds on the legacy of Burton Blatt, former dean of SU's School of Education and a pioneering disability rights scholar, to better the lives of people with disabilities. BBI has built important relationships with

faculty, students, and schools across the diverse disciplines of law, business, communications, public affairs, engineering, information science, visual arts, education, and human ecology. Around the world, BBI experts have created and translated new knowledge to produce solutions that enhance quality of life experiences. An important part of its interdisciplinary approach is educating the next generation of leaders. SU law, graduate, and undergraduate students, serving as research assistants and interns, have been tremendous additions to BBI. More than 100 have made meaningful contributions to BBI. It is the center's mandate to create innovative solutions to the challenges faced by people with disabilities

- The **Newhouse Center for Digital Media Entrepreneurship** based at Syracuse University's renowned Newhouse School of Public Communications provides courses, consulting, and connections to encourage students to start businesses and to identify new career opportunities in a fast-changing media industry. The Center teaches digital media trends, business modeling, and the latest in venture development. The work of the center is reinforced through one-on-one coaching and supporting resources on- and off-campus, including mentoring, team development, and assistance with legal, funding, technology, and management issues.

These centers simultaneously provide new avenues through which the faculty has expanded and sharpened both its scholarly and entrepreneurial practices. They effectively build out the academic infrastructure of major Scholarship in Action engagements such as those described earlier, amplifying their impact while cultivating cutting-edge entrepreneurship to the region. These outward-looking engagements that forge new relationships across sectors and disciplines, however, also have transformed our inward institutional practices. For example, entrepreneurship in the arts has translated into faculty in architecture, interior design, industrial design, film, and performance incorporating entrepreneurship into their courses and mindset. In a related vein, *Imagining America: Artists and Scholars in Public Life*—a national consortium of 89 institutions based at SU that aims leverage the arts, humanities, and design to realize the democratic, public, and civic purposes of American higher education—developed the Engagement Fellows program to help graduates of Syracuse University in all disciplines, including the arts, find employment or start ventures in Central New York.

Broadening the impact of such successes, Initiative has promoted dissemination of results widely to national and international audiences. For example, Syracuse University has hosted the Global Consortium of Entrepreneurship Centers annual conference, the Babson Entrepreneurship Research Conference, as well as several local conferences including Insights Incite Innovation, Women Igniting the Spirit of Entrepreneurship, Talking Business, and the Famous Entrepreneurship Series. Our faculty continue to be among the most published scholars in entrepreneurship including the new book, *Academic Entrepreneurship and Community Engagement* published by Edward Elgar Publishing in 2011.

Challenges met along the way have been similar to those at other KCI schools, including uncertainties among some faculty as to whether entrepreneurship is a discipline distinct from management and whether teaching entrepreneurial approaches belonged only in a school of management. Some felt that teaching students how to start ventures would distract them from traditional classroom learning. Some were concerned that encouraging junior faculty to engage in community-classroom activities might prevent them from receiving tenure and promotion. In each case, challenges were overcome through the sheer accumulation of Initiative's successes and through the spreading culture of publicly engaged scholarship and growing understanding of entrepreneurial thinking as a critical means of empowering students to seize opportunity and make the most of their education, whichever major they chose.

A key milestone in creating this environment across campus was the appointment of the Associate Provost for Entrepreneurship and Innovation, a clear signal to the University community that we take entrepreneurship seriously. His office now leads entrepreneurial initiatives on campus and oversees curriculum, community engagement initiatives, the entrepreneurship student club and learning community. In addition, SU added a Vice President of Community Engagement and Economic Impact, who oversees initiatives on Syracuse's Near West Side neighborhood and along the Connective Corridor. We also have appointed a Vice President for Strategic Business Development and Innovation, whose mission is to encourage and facilitate faculty entrepreneurship through innovative collaborative ventures such as Blue Highway—a new subsidiary of SU that had been launched by global medical device leader WelchAllyn to speed innovation in medical technologies from the lab into doctor's offices, hospitals, and homes. Under the leadership of the Associate Provost, over the past five years SU has embedded expectations for entrepreneurial activity in targeted faculty positions, including new chairs in the Whitman School of Management, the L.C. Smith College of Engineering and Computer Science, and the Maxwell School of Citizenship and Public Affairs.

Initiative's successes, including the scope of faculty affiliated with it, contributed to setting the stage for another major milestone: in 2009, Syracuse University's governance body adopted revised guidelines for tenure and promotion that explicitly encourage "engaged scholarship." This was a watershed moment in recognizing this category of scholarly accomplishment, which long has been underappreciated in academe but reflects the substantial intellectual value added by faculty members who join with professionals and other community members to solve real-world problems and, at the same time, advance knowledge in their disciplines.

### **Initiative as Community Catalyst**

Initiative's impact on our regional entrepreneurial ecosystem can be seen for the essential and transformative influence it has been. It has funded 165 projects involving 164 faculty and 277 community organizations; provided \$25 million in matching funding; and now

annually enrolls over 7,500 students in courses infused with entrepreneurship. It also has funded entrepreneurial programs through the Near Westside Initiative, described earlier, located in one of the nation's poorest census districts. There, it has helped start new ventures, such as 601 Tully, a former drug house turned arts/public events space, bookstore, and café. Enitiative funding also started several other initiatives, including the Community Test Kitchen at the South Side Innovation Center (SSIC), whose culinary entrepreneurs have whipped up stunning successes, including products recently featured in Oprah Winfrey's and Martha Stewart's flagship, national magazines. That same hub of urban entrepreneurship is where Enitiative has partnered to create Women Igniting the Spirit of Entrepreneurship (WISE), a multi-faceted and multi-layered program to identify and mentor prospective and active women entrepreneurs across the region; through consulting, training, and conferences, WISE has reached thousands of women to provide the encouragement and guidance crucial to entrepreneurial success. Also on Syracuse's South Side, Enitiative helped support creation of the South Side Communications Center, based in the heart of that long-neglected Syracuse neighborhood, which launched a community newspaper that cultivates home-grown neighborhood journalists, provides wireless internet access, and delivers technology literacy programs to residents

Another Enitiative-supported project, StartUp NY, conducted in partnership with SU's Burton Blatt Institute, provides business training to people with diverse disabilities and helps them obtain micro loans to start their businesses. At the same time, StartUp NY exposes business students at Syracuse University to entrepreneurship issues facing people with disabilities and provides students the opportunity to assist entrepreneurs. Since its inception in July of 2007, StartUp NY has served 227 individuals with disabilities, many of whom have successfully hit major milestones: 133 have developed a support team, 127 have developed a business feasibility plan, 31 have developed a business plan for a financial package, 70 have registered their business, and 53 are operating their businesses. A vivid example is Ben Lehr, who has autism. Students at Syracuse University have helped him to develop his woodworking studio to make and sell wood shelves, helping him to become an entrepreneur and launch his own self-sustaining business, providing the income needed to help him purchase the supplies he needs to continue his business.

RvD IDEA, mentioned earlier, also started with Enitiative funding, has provided education, incubation, and seed funding for over 300 students and 40 new student ventures; RvD IDEA ventures have received over \$2,000,000 in investment in the first three years of existence.

### **Building on Enitiative's Infrastructure**

As we consider the many and dramatic successes of Enitiative, we are confident that the Syracuse model of campus-community entrepreneurial ecosystem can be replicated elsewhere. The examples we offer here testify to the transformative impact that Enitiative has had across our campuses and community. While our program has drawn on assets the combination of which we

believe to be truly unique to our campus and our region, its fundamental principals can apply to communities everywhere: working with community partners, finding faculty champions for innovative curriculum, providing seed funding to overcome the fixed project startup costs, and encouraging big ideas to flourish and be supported.

Entrepreneurship education and campus-community partnerships are now firmly planted in Syracuse University and Central New York. It is evident in new academic programs that have been created at SU in recent years that center on entrepreneurial approaches, such as new majors in music industry and sports management, in addition to our new major and minor in entrepreneurship. It is evident across our Enitiative campuses in new programs such as the a new major in entrepreneurship at Morrisville College, the newly created Stardust Institute and Emerson Chair in Entrepreneurship at Cayuga Community College, and new courses in green entrepreneurship at SUNY ESF. And it also is evident across our community, from the South Side Innovation Center, South Side Communications Center, the Syracuse Center of Excellence in Environmental and Energy Systems, Near Westside Initiative, and the Connective Corridor.

But perhaps the best indicator of Enitiative's transformative impact on our region is in recent evidence of our competitiveness relative to other regions of New York State. Last year, Governor Andrew Cuomo initiated a competition among the state's ten regions to determine which shows the most promise for return on investment of economic development dollars. Each region was charged with convening a cross-sector committee to compose an economic development plan that would be judged by an expert panel. The Central New York committee, co-chaired by SU Chancellor and President Nancy Cantor, determined that its key competitive advantage relative to other regions of the state lay in its proficiency in galvanizing the public, private, and nonprofit sectors to undertake ambitious projects together that tackle some of the most pressing issues of our time while tapping the vast pool of talent resident in our metropolitan area. Over the past five years, Enitiative has played a central role in developing this proficiency, helping to build a community-wide collaborative infrastructure that positions Syracuse, and our region more generally, to make the leap from the proverbial "Rust Belt" to what the Brookings Institution calls "The Next Economy," one that is low-carbon, innovation rich, and export driven. Central New York's Regional Economic Development Plan was selected as the top winner in the statewide competition, garnering a total of \$103.7 million in economic development support, which ultimately will leverage a total investment from across sectors of \$785 million.

This is an extraordinary vote of confidence in Central New York that in all likelihood would not have gone in our favor prior to the Kauffman Foundation's investment in Enitiative. We take it as validation of the mutually reinforcing underpinnings of the Kauffman Campuses Initiative and Syracuse University's vision of Scholarship in Action, both of which recognize that success in tackling the great challenges facing the world today will only come through entrepreneurial thinking and broad collaboration. Universities, as place-based institutions, are part of a complex matrix of interdependence—an entrepreneurial ecosystem. When we

recognize, as the great philosopher John Dewey did, that “dependence denotes a power rather than a weakness” (Dewey, 1916, p. 44), we can unleash the power of those relationships and restore prosperity.

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