

The University of Texas at El Paso

Essay submitted in 2012



UTEP Kauffman Campus Initiative

Since becoming part of the Kauffman Campus Initiative (KCI) in 2004, The University of Texas at El Paso (UTEP) has promoted and continues to promote entrepreneurship across the University and the larger Paso del Norte region. This essay highlights entrepreneurship achievements in the University's mission areas of teaching, research and service. UTEP engages students, staff and faculty in academic and creative endeavors that promote entrepreneurship and link our university to broader regional economic development efforts. UTEP is proud of the success of these efforts.

With substantial growth since 2004—enrollment increased from almost 19,000 to 22,600 in fall 2011—and its 80% Hispanic student demographic, UTEP is now at the forefront of higher education transformation in Texas and nationally. The Texas Legislature and the Texas Higher Education Coordinating Board have designated UTEP as one of seven Emerging Research Universities in Texas, and the University ranks third among the seven in terms of research funding. But UTEP is unique since it combines this commitment to excellence with a strong and sustained commitment to providing access to higher education to the residents of the Paso del Norte region and is well on the way to creating a new model research university for the 21st century demographic, a demographic that is increasingly urban, minority, and nontraditional.

Located just a few hundred feet from the U.S.-Mexico border, UTEP has always maintained a close relationship with the region it serves. UTEP students, 78 percent of whom are Hispanic, mirroring the demographics of the region, live and study in the world's largest bi-national metropolitan area. UTEP was founded in 1914 as the Texas School of Mines and Metallurgy, with 27 students and a handful of faculty and staff, to respond to the needs of the mining industry in this region. Today, UTEP is one of the major economic engines in the area, generating \$369 million in business volume and contributing more than 7,050 jobs and \$452 million in household income. UTEP faculty members serve as consultants for and members of the boards of directors of profit and non-profit organizations in the region such as the Hispanic and Greater El Paso Chambers of Commerce and the Regional Economic Development Corporation (REDCo).

Thanks, in part, to the Kauffman Campus Initiative, UTEP is playing an increasingly critical role in generating and supporting entrepreneurship throughout the region. It is also increasing its commitment to entrepreneurship in curriculum and faculty and student development. The following sections describe some of the Initiative's accomplishments, advances that could not have been made without Kauffman support.

Major KCI Accomplishments

Center for Research, Entrepreneurship and Innovative Enterprises (CREIE)

Perhaps the most visible and significant accomplishment of KCI was the establishment of CREIE, which provides a central identity for entrepreneurship, technology transfer, and

commercialization at UTEP. CREIE strives both to enhance economic development in the region and foster entrepreneurship on campus.

CREIE is making significant progress in helping faculty, staff, students and local entrepreneurs commercialize their technology. Highlights include the establishment of a Technology Incubator, The Hub of Human Innovation, for the Paso Del Norte region. Established in partnership with six other organizations in the region, the Hub currently has five companies that have applied and been accepted. CREIE also secured funding through the Texas State Conservation Office (SECO) and the Austin Clean Energy Incubator to establish a Clean Energy Incubator in El Paso that will be involved in sourcing new technologies and aiding entrepreneurs in commercializing their new products and services. The program includes commitments by Sandia and Los Alamos National Laboratories, New Mexico State University, UTEP, and local entrepreneurs to be a source of new technologies. Fort Bliss, The City of El Paso, and companies in the maquiladora industry in Ciudad Juarez have agreed to test and evaluate the new products and services. CREIE is currently recruiting a Director to run this incubator.

CREIE is also instrumental in licensing and company formation, including efforts to license an energy-based technology to a large private company in Texas. It is currently working on five other licensing opportunities (three biomedical, one aerospace, and one clean energy) based on UTEP faculty's Intellectual Property. CREIE is also helping to arrange financing for four start-up companies—one in biomedicine, two in clean energy, and one in aerospace. Three new companies have been formed within the past six months based on UTEP technology.

CREIE has also provided support for seven companies that were interested in applying for funding from the Texas Emerging Technology Fund, a Texas State initiative that funds start-up and emerging companies that are expected to stimulate economic development and job creation. Two of the companies have been approved for funding and will be establishing a presence in the Paso del Norte region. Both have collaboration agreements with UTEP. One of the companies is in the biomedical device business and the other is developing unique desalination technology within the Clean Energy sector.

With the goal of increasing the number of women entrepreneurs in the region, CREIE is collaborating with Innovate El Paso, one of seven Texas regional centers for innovation and commercialization, in the newly introduced Odyssey Program. This is an eight (8)-month program designed to provide women entrepreneurs with the knowledge and skills to start up technology-based businesses. More than 20 women are enrolled in the Odyssey Program and began "classes" in mid March. This month UTEP is hosting a workshop at which four universities will be presenting two to three technologies each that are available for licensing and can be the basis for the companies that these women are being challenged to form. In addition, UTEP President Diana Natalicio hosted a reception honoring the Inaugural Class of the Innovate El Paso Odyssey Program.

CREIE's Student Intern Program, which is funded, in part, by the City of El Paso's Planning and Economic Development department, provides both support for entrepreneurs in the region and outstanding training for UTEP students. Two students from the College of Business Administration have been working on a broad range of projects, principally in the area of market

research and business strategy, including financial analysis. These two business students, along with a student in the Electrical Engineering department, recently participated in a regional student entrepreneurship contest and won first place in the business plan category. The biomedical device-based business opportunity is now seeking funding in concert with the two faculty inventors of the technology. A company will be established within the next month.

CREIE regularly provides free workshops and short courses to faculty, staff, students and local entrepreneurs on issues such as the innovation process, new product development, market research to help new entrepreneurs develop a business plan, financial analysis and development of financial statements, elements of successful presentations to potential investors, and ways to create spin-off companies based on UTEP-developed technologies. This last workshop specifically targeted women participating in the Odyssey Program described above.

CREIE is becoming increasingly visible, both on campus and in the community. In the past month, two articles appeared in local newspapers about the Technology and Clean Energy Incubators. CREIE's website, (www.utep.edu/creie), has been updated to include a broader range of entrepreneurship activities. The Center worked with an instructor in Graphic Arts to organize a competition among students to develop a new logo. A newsletter was launched in spring 2011, and an advertising firm was hired to write stories and send out periodic updates to the entrepreneurial community on events of interest. These outreach efforts have led to a definite increase in the number of entrepreneurs requesting help and support. CREIE staff report that more than 60 different projects are in various stages of commercialization.

Thanks to the KCI-catalyzed CREIE, there is a greater emphasis on the innovation process at UTEP, including invention disclosures and patent filings. Market research is now being conducted on all invention disclosures and being used in determining which disclosures will have patents filed. One College of Engineering faculty member reports, "I personally see more attention being paid to possible patentable or revenue-generating enterprise from the administration in the form of people that one can call to get information on possible patents and/or the potential of converting research interests in[to] revenue generation endeavors. I believe this came about because of KCI influence."

Conferences and Lecture Series

KCI enabled UTEP to sponsor, in May 2009, a Celebrating Hispanic Entrepreneurship Conference, which was open to UTEP students, faculty, and staff and to members of the community. Academics from UTEP and other universities presented research papers on Hispanic Entrepreneurship and our eight Deans participated in a round table discussion on how they were promoting entrepreneurial activities in their respective Colleges. This successful event attracted nearly 150 participants.

Another fruitful project was a lecture series hosted by the Women's Resource Center that featured women entrepreneurs in the community, many of them UTEP graduates. Business women formally presented their success stories as well as the challenges and obstacles that they overcame in their entrepreneurial endeavors. Afterwards, there was an opportunity for informal conversation that generated interesting and candid discussions among participants.

As part of UTEP's Distinguished Lecture Series, Dr. Barbara Robles, a leading economist and expert on Hispanic-owned businesses, delivered a lecture entitled "Latino Entrepreneurship: A National and Border Economy Overview." Dr. Robles, whose work focuses on variables that lead to success in the business world among Hispanic Americans, shared several data sets and census data that provide evidence and empirical data about Hispanic entrepreneurs. Dr. Martha Burke, a renowned social activist and feminist scholar, presented her research findings on social entrepreneurship in a lecture entitled "Applying the Entrepreneurial Spirit to Economic, Political, and Social Change for Women."

Infusing Entrepreneurship into the University Curriculum

UTEP's KCI contributed to the growing incorporation of entrepreneurship in academic programs across the University. The College of Business Administration now offers an undergraduate major in Entrepreneurship which offers students the knowledge and skills needed to generate new venture ideas that can be translated into actionable business plans. Emphasis is on creativity and innovation and the management, marketing, and financing of new small businesses. Students in the Entrepreneurship program enroll in core and elective coursework in Entrepreneurship Fundamentals featuring new courses in Creativity and Innovation, Finance for Entrepreneurs, and Corporate Entrepreneurship.

Undergraduates in the College of Business Administration are also offered a new course in Regional Economic Development that is offered in partnership with the El Paso Branch of the Federal Reserve Bank (FRB) of Dallas. Students research the underlying fundamentals of business sectors in the region and produce business research papers, four of which were presented at the FRB of Dallas annual student research conference. Students also shadow the Directors of the FRB of Dallas and create a Shadow Board meeting throughout the semester. Impetus for this close partnership has come from College of Business Dean Robert Nachtmann's recent appointment to the Board of Directors of the FRB of Dallas.

Another new business course is a student research seminar in Economic Development that focuses on the foundations of capitalism and the relationship between individual economic freedoms and the development of business and the economy. In the spring of 2011, two students in this course were selected to attend the annual conference of the Association of Private Enterprise Education in the Bahamas.

The College is also developing a new Corporate Engagement Project for the MBA program that is project based and sponsored by the leadership of a firm. This special projects course is currently under beta-testing with eight projects that are either completed or in-process. Project focus has been in the areas of new product development, marketing research, total quality management, organizational restructuring, financial restructuring, and not-for-profit strategic planning.

Finally, the College plans to join with other units on campus in initiatives related to entrepreneurship. The Colleges of Business Administration and Engineering have jointly received a \$10 million gift from an alumnus to develop a curriculum to educate business and

engineering students in innovation through technology. Business and the College of Science are investigating the feasibility of creating a five-year B.S. in Biology/Master of Business Administration degree designed to create a new cohort of biomedical/biotechnological entrepreneurs and industry leaders.

Perhaps the greatest curriculum development accomplishment of KCI at UTEP has been the engagement of faculty and programs outside the more traditional areas of business and perhaps engineering, particularly in three programs administered by the College of Liberal Arts: African American Studies, Chicano Studies, and Women's Studies.

UTEP's African American Studies Program provides a humanistic lens and course of study for individuals of all backgrounds to examine the African American experience and the attendant complexities of "race" relations in the American southwest, the state of Texas, the nation, and the Diaspora. KCI funding enabled the program, which has a focus on business development and issues within the Black community, to offer two well received courses on entrepreneurship: AFST 3390, "Social Entrepreneurship" and "AFST 3390 "African Entrepreneurship and the Civil Rights Movement." KCI funding also allowed African American Studies staff to collaborate with the Director of the Entrepreneurial Center at Morgan State University on a joint conference/proposal for an entrepreneurial project at both institutions and in both regions. Program staff also drafted a book review for E-Books on Juliet Walker's The History of Black Business in America: Capitalism, Race, and Entrepreneurship to 1865 and served as panel commentators at the Annual Entrepreneurship Association Meeting at the University of Georgia-Athens. Program Director Dr. Maceo Dailey published an extended scholarly essay, "Emmett Jay Scott and Black Business," in the Harvard Business Review (Winter 2003) and an invited shorter piece on "Books That Made a Difference in Teaching Entrepreneurship," also in the Harvard Business Review (Spring 2007). In 2008, he presented a paper at the World Entrepreneurship Summit at Queen Elizabeth Conference Centre in London entitled "Entrepreneurship U.S.A., Border Black, and Old" that focused on encouraging the elderly and retirees to take up entrepreneurship.

UTEP's Chicano Studies Program offers a variety of courses from a number of disciplines that are designed to impart knowledge about the Mexican-origin population; its distribution in the U.S.; and its history, literature, culture, economic features, social issues, and language. Chicano Studies is designed to provide individuals with the opportunity to prepare for (1) careers in community development programs and teaching at all levels; (2) further study in the fields of the humanities, social science, law, and education; (3) advanced study in cultural, gender and American studies; and (4) professional studies such as law and health. KCI enabled Chicano Studies to develop and pilot a course on Hispanic Entrepreneurship (CHIC 4307) that was eventually institutionalized as an integral part of the Chicano Studies curriculum. A faculty member hired exclusively to develop the course has been retained to teach the course on a sustained basis.

The purpose of the Women's Studies Program is to study women's experiences from an interdisciplinary perspective, emphasizing historical, contemporary, and future issues concerning women and men; to foster the development of gender equality in scholarship and the workplace; and to help students better understand how knowledge, discourse, and values take different forms

depending on multiple inequalities, especially for women of color and women residing in the U.S. – Mexico border region.

KCI funding enabled the development and piloting of a truly transformative upper-division course for the Women's Studies curriculum, WS 3380 "Social Justice Values at Work" (SJV), which prepares students for careers as entrepreneurs, socially engaged business owners, and non-profit employees. In addition, KCI helped stimulate the formation of a community-based booster organization for UTEP Women's Studies named Friends of Women's Studies (FOWS). This organization selected the project "Fund an Intern for your Cause" as their focus. Building on the infrastructure and planning supported by KCI, Friends of Women's Studies has raised over \$6,000 for "matching" seed money grants to regional non-profit organizations so that they can provide paid student internships. Each of these interns is concurrently enrolled in the SJV course at UTEP and thus learns and applies entrepreneurial thinking and approaches to help create a more sustainable culture of paid internships for students engaging with non-profit work in El Paso.

KCI-supported curriculum development has had a profound effect on the faculty and students in these programs. Chicano Studies students can now explore the nature and scope of the Hispanic market and link that information to successful enterprises and Hispanic business leaders in the region, as an integral part of the study of the Mexican origin population in the United States. In Women's Studies, KCI enhanced the student centered, experiential feminist pedagogies already in use in the Program and helped create a permanent outlet for intensive use of such pedagogies in the WS 3380 SJV course and the WS 3320 Internship course.

Women's Studies faculty have long understood how important financial literacy is for students who desire careers in the non-profit and entrepreneurial fields. These students often have a great deal of passion and ideological commitment to action for the social good; however, they lack a realistic grounding in the financial realities of sustainable budgeting, grassroots fundraising, and effective use of existing resources. WS 3380 SJV provides such students academic preparation on these subjects and the companion internship provides an opportunity for them to apply these principles in their work in agencies and businesses.

The most substantive outcome of KCI through the UTEP Women's Studies program is the slow and systematic revolution of regional non-profit culture toward a paid internship model and the infusion of these non-profits with interns who are trained in entrepreneurial techniques for fundraising and maximizing opportunities. Weaning non-profits away from dependence on free student labor is crucial in a region with a large number of working-class, first-generation students. This is a matter not only of economic equity for students (they deserve to be paid for quality work), but also a crucial issue of *access* to internship opportunities. In the Paso del Norte region, most students cannot afford non-paying internships since they must work to pay for their education and often to help support their families.

Women's Studies staff reports that it has been revolutionary for UTEP students to connect work for the social good with financial sustainability and success. The SJV course is helping them overcome the long ingrained idea that profits can only be made through exploitative means. Women's Studies is also beginning to attract students from the environmental sciences, since

their ideas of environmental sustainability mesh well with fiscal responsibility, and profits based on the social good, rather than overuse of resources or abuse of the environment.

Paso del Norte Entrepreneurship Oral History Project

KCI provided initial funding to UTEP's Institute of Oral History to tell the stories of Hispanic entrepreneurs in the Paso del Norte Region. Adhering to the guidelines set forth by the Oral History Association, the Institute works to reconstruct the history of the U.S. – Mexico border region through gathering generational oral histories of extended families and community representatives along the U.S. - Mexico border through conducting interviews with individuals able to provide first-hand knowledge of significant past events.

Hispanic entrepreneurs have always played an integral role in El Paso's business and economic growth. Often rising from humble beginnings, these determined entrepreneurs relied on hard work and integrity to overcome obstacles and reach what some told them would be unattainable heights. UTEP graduate and undergraduate students worked with the Institute of Oral History to seek out first-generation Hispanic entrepreneurs who have owned their businesses for at least five years. In one-on-one interviews, the businessmen and women talked about growing up – often in poverty – to become business owners and community leaders. UTEP students that conducted the interviews described this as an “eye-opening, empowering and heart-warming experience.” Students indicated that they learned a lot about the past discrimination that many of these minority business owners faced as they started their business. One student indicated that it was a “history lesson in civil rights.”

Project organizers hope the testimonials from the 75 minority entrepreneurs, including a number of UTEP graduates, will inspire future business leaders. The *El Paso Times* featured a column every Sunday highlighting one of the interviewees. Anecdotally, the entrepreneurs that were featured in this column reported that their business benefited from the publicity and that it helped them expand their business and community networks. Subsequently, UTEP President Diana Natalicio hosted a reception honoring the 2010-2011 Paso del Norte Entrepreneurs who shared their oral histories. This oral history collection will be featured in the Smithsonian's National Museum of American History “American Enterprise” exhibition that is scheduled to open in 2014. Additionally, these oral histories have been used in UTEP classes and are available to researchers. For instance, Chicano Studies uses the oral histories in mini case studies that provide critical insights into entrepreneurship. Use of the web portal to the oral histories (www.heho.utep.edu) suggests that UTEP students may be incorporating the entrepreneurs' stories into their collegiate studies or are using them as an inspiration for their own endeavors.

Faculty Involvement in Entrepreneurship: The KCI Faculty Fellows Program

KCI provided funding for a faculty member from each college to serve as a Kauffman Fellow, to be assisted by a Kauffman-supported student. The eight Kauffman Fellows were leading researchers who worked with the students to develop and disseminate new knowledge on entrepreneurship, particularly as it relates to the Hispanic community. Kauffman Fellows included the following individuals:

- Mary Carlson, former Director of UTEP's Physical Therapy program in the College of Health Sciences
- Maceo Dailey, Director of UTEP's African American Studies Program and Professor of History
- Diane Doser, Professor of Geological Sciences
- Greg Lush, former Associate Professor in the Department of Electrical and Computer Engineering and founding director of UTEP's Center for Effective Teaching and Learning
- Karen Lyon, former Clinical Associate Professor in the School of Nursing
- J. Scott McDonald, Professor in the Institute for Policy and Economic Development and the Master's in Public Administration program
- Oscar Varela, Charles R. and Dorothy S. Carter Chair in Business Administration and Professor of Finance

Student Organization Involvement in Entrepreneurship

Student Organizations in the Colleges of Engineering and Business Administration are involved in KCI-related entrepreneurship. Members of the Institute of Electrical and Electronics Engineers (IEEE CS LeAD) Student Chapter develop entrepreneurial, leadership, professional, and business acumen through seminars, workshops, mentoring, networking, and student-led activities. Members acquire skills such as networking, strategic planning, meeting management, oral and written communication, presentation, goal setting, business planning, and development of business models. The chapter maintains a website that had 3,717 visitors and 8,756 page loads from June 2010 to April 2011. In addition, during the fall semester of 2010 and the spring semester of 2011, the website provided material for assignments in the course "Hispanic Entrepreneurship," CHIC 4307, described above.

Members of IEEE CS LeAD have made presentations at national conferences, including the following:

- 40th ASEE/IEEE Frontiers in Education Conference (October 2010), "Models of Entrepreneurship Education and its Role in Increasing Creativity, Innovation, and Leadership in Computer Science and Engineering Students"
- IEEE April 2011), "Cultivating Entrepreneurial Thinking through IEEE-CS Student Chapters"

They also developed a video based on the second paper that is available at <http://www.computer.org/portal/web/computingnow/archive/april2011>.

In 2011, Business students in the Collegiate Entrepreneurs Organization (CEO) participated in the third annual Elevator Pitch Competition in the College of Business Administration, providing short (30 second to one minute) descriptions of their business plans as they would do if they met a potential funder or backer in an elevator. Winners at UTEP then competed in the National Elevator Pitch Competition at the National CEO Conference in Chicago. Business students learned about the key elements of such "business pitches" in two CEO-sponsored workshops. In

turn, CEO members became Elevator Pitch mentors for high school students who participated in a competition at the University in spring 2011.

CEO offered a speakers' series and hosted an Entrepreneurship 101 workshop in the El Paso Public Library. CEO is partnering with the Paso Del Norte Group in El Paso to develop a systematic program that will offer high quality internships to college students in area firms, with the goal of developing business talent for the local community. Finally, CEO provided workers for the Camino Real Venture Competition (CRVC), which the College of Business Administration co-sponsors with the Bi-National Sustainability Laboratory and the Camino Real Angel Group. The CRVC is a regional business plan competition that draws collegiate teams from as far north as Fort Collins, Colorado (Colorado State University) and as far south as Ciudad Chihuahua, Mexico (Universidad Autonoma de Chihuahua). The annual competition is held at the UTEP College of Business Administration. Winning team prizes include cash and business services, and the first place winner receives entry into the Moot Corp Competition held in Austin, Texas each May.

Other student organizations contribute to the College's high school outreach programs. For example, the UTEP student chapter of the American Marketing Association is partnering with high school DECA (an international association of marketing students) chapters throughout southwest Texas to promote the study of business as a college major and to engage high school students in the development of business ideas and entrepreneurship.

The College of Business, as a whole, is committed to providing entrepreneurship-related outreach to the Paso Del Norte community. It partnered with the Bi-National Sustainability Laboratory, the Camino Real Angels, and the Workforce Board of Southwest Texas to sponsor a business plan competition for more than 200 high school students from four counties in southwest Texas. Since this competition was linked with a collegiate competition, college and high school students had the opportunity to observe each other's work and interact on a personal level. In collaboration with the business college at New Mexico State University, the UTEP College of Business Administration hosted a business simulation competition that was attended by more than 150 high school students from Texas and New Mexico who were members of their schools' Junior Achievement organizations.

Long Term Impact of KCI at UTEP

Before KCI, entrepreneurial activity at UTEP was concentrated primarily in the College of Business Administration. Today, UTEP is engaged in entrepreneurial endeavors in all Colleges, in the central administration (particularly in the Office of Research and Sponsored Projects and in CREIE), and in the University's activities in the community. Entrepreneurship has also been incorporated into University Studies 1301, an introductory course that is required for all entering freshmen.

As the KCI program was initialized on campus, there were some concerns that entrepreneurship would seem an alien concept to faculty traditionally educated in the arts and sciences, but that has not proven to be the case. Faculty in the College of Liberal Arts, for example, saw it as an

opportunity to enhance curricula and address instructional gaps. Chicano Studies faculty members report that their perspectives have changed by teaching the Hispanic Entrepreneurship course and through participation in seminars, workshops, business explorations and personal interviews with regional entrepreneurs. The biggest transformation for the Women's Studies faculty was the realization that the core values of the discipline (economic equity, social justice, etc.) are in fact implicit in social entrepreneurship. This helped them tie together many of the practical skills and learning opportunities that were routinely offered into more effective, focused offerings.

UTEP's College of Engineering, nationally recognized as one of the nation's best in graduating Hispanic engineers, has embraced entrepreneurship, thanks in large part to KCI. One Mechanical Engineering faculty member reported that KCI programs showed him that he was not the proverbial voice crying in the wilderness, but that other universities were starting to give entrepreneurship serious consideration as an element of the curriculum. His students have gone on to pursue entrepreneurial careers because of exposure to KCI and the principles of entrepreneurship.

Faculty members in Mechanical Engineering are starting both to view their own research in terms of generating economic development for the region as well as for academic rewards. Entrepreneurship has been incorporated into senior design courses so that students solve design problems that lead to the development of a marketable item. One faculty member reported that, thanks to KCI, "we are not just preparing people to work for others, but are starting to show the students that they are limited only by their imagination. The tongue in cheek argument that I personally use on the students is 'you are not going to get rich by working for a living . . . and . . . it is hard to make any money when you have to work for a living for others.'" It should be noted that the Strategic Plan for the College of Engineering now calls for the infusion of entrepreneurial skills as required learning outcomes at all levels of the curriculum (B.S. through Ph.D.) and the enhancement of opportunities for technology transfer and commercialization of senior design projects and thesis and dissertation research.

As one faculty member reports, KCI programs in entrepreneurship have shown students across the University campus that there is more to a productive career than simply finding a job. Because of entrepreneurship courses taught in Engineering and other Colleges, students know that they can create opportunities for themselves through their entrepreneurial efforts.

UTEP as a Model for Other Institutions

As indicated at the beginning of this essay, UTEP is well on the way to becoming a model research university for the 21st Century demographic; as a Hispanic-serving institution, it is a model for advancing the social mobility of an historically undereducated student population.. UTEP has also become a model for community-based engagement and contributions to the economic development of the region it serves. Eighty-four percent of UTEP's students come from El Paso County, and many of UTEP's graduates go on to become the business and professional leaders of El Paso.

Many of the initiatives described above—CREIE, the Oral History Institute work with El Paso Hispanic entrepreneurs, the Women’s Studies initiative with the community to foster paid internships in community non-profits, the involvement of business student organizations in outreach to the region’s high schools, to name just a few—can serve as models for other institutions that seek to play a greater role in their communities. KCI support was instrumental in stimulating those initiatives and in imparting a culture of entrepreneurship throughout the University.

Note

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