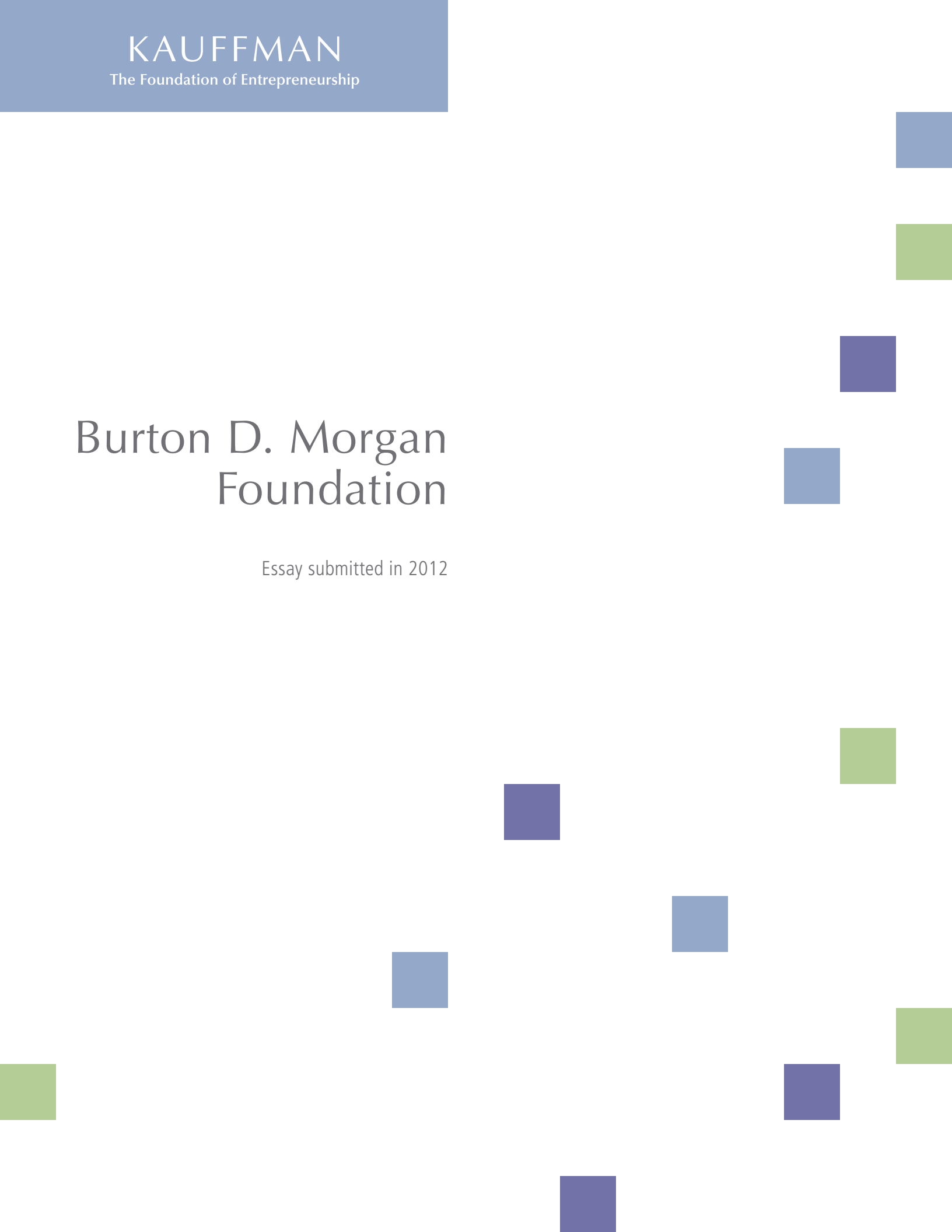


Burton D. Morgan Foundation

Essay submitted in 2012



The Morgan-Kauffman Northeast Ohio Collegiate Entrepreneurship Program: The Liberals Arts Perspective

Essay by Deborah D. Hoover, President and CEO and Alison J. Burner, Program Officer, The Burton D. Morgan Foundation

A liberal arts education is rich in metaphors that are capable of capturing the multifaceted life of an entrepreneur. –Dennis Ray¹

Introduction

Northeast Ohio has one of the most extensive collegiate entrepreneurship ecosystems in the nation. While there are many reasons for this development, one thing is clear -- the establishment of the Northeast Ohio Collegiate Entrepreneurship Program (NEOCEP) played a key role in the formation of this powerful network of programs and institutions. The initiative has had an impact on each respective campus, the colleges as a group, The Burton D. Morgan Foundation (BDMF), and, to a larger extent, the economy of Northeast Ohio.

The history of the region and its economic reversals are also a critical piece of the story. Northeast Ohio has had a rich history of entrepreneurship that drove Cleveland, Akron, Youngstown and Canton to become centers of business and commerce in the late 19th and early 20th centuries. Titans such as Rockefeller, Goodrich, Seiberling and others started companies in the automobile, rubber, and oil industries, providing the basis for wealth and prosperity in the region. All of this robust economic activity withered, however, when the technology boom and globalization shifted the competitive landscape, resulting in industries either closing their doors or moving to other states or countries. Northeast Ohio was left with a dearth of entrepreneurial ingenuity and reduced corporate resources. As a result, the unemployment rate rose, the population declined, and young people left the state in droves to find opportunity elsewhere. Workers skilled in their industrial jobs were ill-prepared to transition to jobs in

¹ Ray, Dennis, Liberal arts for entrepreneurs, *Educational Theory and Practice*, (Winter 1990).

other sectors. These challenges compounded one upon the other, leaving the region in seemingly dire economic trouble and facing a bleak future.

As the new century dawned, it was philanthropic leadership that stepped up to provide resources and formulate a comprehensive solution to the challenges of addressing business retention, entrepreneurship, inclusion and diversity, government efficiency and talent attraction. Close to a decade later, the region has made huge progress, though much remains to be done to ensure that talented students and entrepreneurs see Northeast Ohio as fertile ground for innovation and entrepreneurship opportunities. This collaborative spirit, built upon Midwestern determination and resourcefulness, set the stage for the NEOCEP program. The story that follows chronicles the partnership between two like-minded private foundations and the introduction of NEOCEP into a region that needed to spur more innovative thinking, start-up companies and job creation.

From the Beginning

The Burton D. Morgan Foundation, established in 1967 in Hudson, Ohio, by entrepreneur and philanthropist Burton D. Morgan (B.S. Purdue University 1938), focuses its resources and energy on fostering entrepreneurship in Northeast Ohio. The collaboration with the Ewing Marion Kauffman Foundation marked a major turning point for The Burton D. Morgan Foundation. The relationship began in 2005 with an invitation to then-Kauffman Vice President of Entrepreneurship, Judith Cone, to speak at a Board Meeting and share details about the first round of the Kauffman Campuses Initiative (KCI). Her visit followed closely upon the completion of our extensive construction phase (2000-2004), focused on building entrepreneurship centers on four college campuses. These buildings – at Purdue University, The College of Wooster, Ashland University and Denison University – incorporated a variety of elements that were most likely to create an entrepreneurial hotbed on each campus. It was the Morgan Foundation's first major foray into the world of collegiate entrepreneurship.

From this initial meeting with Judith Cone, it was clear that the two foundations shared a common mission and purpose around entrepreneurship. The foundations were both established by entrepreneurs born in 1916 – men who were mavericks of the business world, but who also recognized the value of giving back to their communities and promoting entrepreneurship through their individual brands of philanthropy. There were, however, significant differences between our two organizations in terms of structure, size, and depth of expertise. The Morgan Foundation had a lot to learn and we viewed our colleagues at the Kauffman Foundation as the ideal mentors.

Shortly after this initial meeting in 2005, Cone began to talk with us about the possibility of a collaborative funding opportunity. Up to this point, Kauffman had supported entrepreneurship programs primarily on large university campuses. They were ready to explore the potential for cross-campus entrepreneurship on liberal arts campuses. She shared with us that it was Kauffman’s ultimate goal “to see that any young person who enters college, in any field of study, has the chance for a great education in entrepreneurship.” Kauffman realized that in addition to having the Morgan Foundation as an on-the-ground partner, Northeast Ohio boasted a concentration of diverse and interesting liberal arts colleges representing fertile environments in which to build entrepreneurship programs. Kauffman viewed the region as the perfect laboratory for experimenting with cross-campus entrepreneurship on liberal arts campuses. By early 2006, the two foundations had decided to partner and set about planning for an RFP process.

Throughout this early phase we worked closely with Cone and her colleagues to learn all we could about collegiate entrepreneurship. We attended meetings in Kansas City with all of the KCI schools and listened to their successes and challenges. Our Board members also traveled to Kansas City to understand more about the Kauffman Foundation and its approach to fostering entrepreneurship. We formed friendships with collegiate program leadership and tapped these resources along the way as we needed guidance for our Ohio campuses. All of this contributed significantly to the Morgan Foundation’s knowledge base and learning curve.

NEOCEP Takes Shape

In the spring of 2006, we staged a multi-step RFP process through which 17 Northeast Ohio campuses were eligible to apply for grants to develop cross-campus entrepreneurship programs under the umbrella of the Morgan-Kauffman Northeast Ohio Collegiate Entrepreneurship Program. The RFP described the opportunity as follows:

The prospect of working closely with a group of liberal arts college campuses is exciting and in our view the benefits of such partnerships are substantial, not only to the partners, but to the entire nation. This model program, focusing solely on the programs and curricula of liberal arts colleges, is designed to encourage a variety of innovative approaches and, ultimately, to create models that will spread widely beyond original grantees. Colleges are invited to prepare their most creative and innovative ideas that will provide a practical way of making exposure to entrepreneurial values and skills a campus-wide opportunity.

Of the 17 eligible institutions, 11 ultimately expressed an interest in participating and nine of these were selected to apply. Some of these schools had nascent entrepreneurship programs; others had no campus entrepreneurship presence at all. All nine attended a two-day workshop in June of 2006 in Hudson, Ohio to better understand the parameters of the RFP. Experienced entrepreneurship educators from other KCI campuses joined the meeting and shared their perspectives for the benefit of the applicants. They advised program leadership to take the following steps:

- Define entrepreneurship for the individual campus
- Recruit an engaged planning team
- Develop a solid and detailed plan
- Define the metrics for the program
- Identify program champions on the campus, many of whom will come from unexpected corners of the institution

- Find spheres of influence on the campus (disciplines, departments and centers of excellence) and connect them through the program
- Identify external partners and build connections around program goals
- Avoid centering the program within the business school, but rather choose a neutral venue
- Expect the program to evolve and mutate as it achieves its own identity and builds its network
- Allow the program to grow and develop around the character and strengths of the institution
- View the process as change management
- Think from the outset about how the institution will sustain the program structurally and financially beyond the term of the grant

The nine schools each received a \$10,000 planning grant to prepare their full proposals, due in mid-October. Eight completed the planning process, with one withdrawal. The eight finalist schools presented their plans before a panel of judges in early November. The judging resulted in the selection of five campuses to participate in NEOCEP – The College of Wooster, Hiram College, Oberlin College, Baldwin-Wallace College and Lake Erie College.

The proposals captured the colleges' 2006 views of how entrepreneurship could be woven into the curricular and co-curricular aspects of campus life. Looking back now, we can share that the 2012 versions of the NEOCEP programs look very different. Some programs were far too ambitious, with too many parts and pieces to be practically implemented. Some missed the mark and focused on corporate rather than entrepreneurship preparation. Some dove too deeply into a particular campus strength and did not fully address the cross-campus potential. At the onset, nearly all avoided actually using the word "entrepreneurship" for fear of offending traditional liberal arts faculty members.

It may have been serendipity, but it is important to note that all five of these campuses had a presidential transition take place around the time that NEOCEP started. We knew from the Kauffman experiences with other KCI campuses that the full and vocal support of the president would be a critical element for success. Several of these new presidents had been entrepreneurs earlier in their careers; others had law degrees, while some were pure academicians. Although we worried to a certain degree about the transitions to new leadership, these shifts in many ways made it easier for fresh ways of thinking to take hold on each campus. All of the presidents made statements at the judging presentations in November of 2006 and pledged their support for the programs. On campus, both initially and in subsequent years, we observed carefully and often witnessed entrepreneurship mentioned in speeches, alumni magazine articles, and the media. The presidents, for the most part, remained true to their word and promoted the programs in public appearances and behind the scenes.

The Impact on the Colleges

In many ways, it is difficult to believe that five years have passed since the NEOCEP initiative began. The program has had a transformational impact on the colleges, their students and faculty. There has been a significant cultural shift to the point where these liberal arts colleges tout their program to potential applicants (and their parents). The colleges have done an excellent job marketing the NEOCEP initiative to their respective internal and external communities, raising awareness of entrepreneurship on campus and drawing student, faculty, alumni and community attention to their programs.

Several of the institutions experienced program leadership transitions within their NEOCEP program during the course of the grant period. It was challenging to identify program directors that had the right skill sets – entrepreneurial mindsets, coupled with strong academic backgrounds and highly developed program experience. Yet over time, each college was able to secure the right individual for their campus. And today, these same program directors attend and present at national workshops and conferences including USASBE, Syracuse’s

Experiential Classroom, and GCEC. The schools also host visits from the Extreme Entrepreneurship Tour, which has proven an excellent method of engaging both college students and high school students from the surrounding communities. They have also developed significant relationships and partnerships with other national colleges and universities that have prominent entrepreneurship programs.

There were certainly some challenges on each of the campuses at the start of the program. For some, it was engaging faculty and persuading traditional liberal arts educators that entrepreneurship has a place in their curriculum. For others, it was finding the appropriate balance between curricular and co-curricular programs. Happily, most of the issues were resolved over time and each institution's program has risen to new levels. Faculty engagement, in particular, has progressed to the point where faculty members from a broad spectrum of departments now reach out to the NEOCEP directors to engage campus speakers, teach new courses, and even enlist advice on potential start-up businesses.

NEOCEP schools that started out with no entrepreneurship classes now have minors and majors. Many of these courses have been cross-listed to allow students from every discipline to have access to the entrepreneurship curriculum. And, at a time when financial literacy is *de rigueur*, many of these classes offer an opportunity to engage students in this important study. Institutions that were wedded to their liberal arts traditions now have internships, business plan competitions, and student-run ventures. Idea competitions have become increasingly popular on each campus and have permitted the schools to engage in several regional and state-wide competitions, allowing their students to have access to start-up funds, free consulting and legal services, and patent advice.

The program transformed students' lives, but of equal importance, it opened faculty members' eyes as well. Professors such as Ella Kirk, a French professor at Hiram College who started the classroom-based, student-run venture *Terrier Bakery*, have inspired their students to discover their passions and, in the process, unveiled their own. These faculty members have mentored

students, taught entrepreneurship classes, and helped to create businesses. Hiram College has now trained more than 90 percent of its faculty in the teaching of entrepreneurship, breaking down barriers and encouraging entrepreneurship to sprout and flourish in unusual places on campus. Hiram has designated its *Integrated Entrepreneurship* program as a Center of Distinction, recognition of the critical role it plays in attracting, engaging and developing students.

Oberlin College has maximized the impact of its Fifth Year Fellowship Program, through which students receive funding to start a business following graduation, with the support of the college community and its resources. Oberlin's program reaches students across the campus, but has been particularly effective for students of the famed Oberlin Music Conservatory, who have gained skills through the *Creativity & Leadership Program: Entrepreneurship at Oberlin*—to become self-starters and build businesses in the highly competitive music industry. Oberlin sponsored two special entrepreneurship symposia during the grant term – *Designing the Future* (2010) and *Inventing the Future* (2008) – attended by faculty and students from all the NEOCEP schools.

Lake Erie College, renowned for its equestrian program, has introduced a unique equine entrepreneurship program that has generated businesses related to horse feed, waste products, horse trailers and tack. An active Entrepreneur-in-Residence program is helping to spawn these and other student businesses.

Baldwin-Wallace College has developed the Center for Innovation & Growth, housed in its own recently-constructed building, heightening its presence and significance on the campus. Baldwin-Wallace has also reached out on its campus through its Student and Faculty Fellows programs, thereby developing committed ambassadors for the important role of entrepreneurship on campus as well as in the economic development of the region.

The College of Wooster, known for its challenging senior Independent Study Program and its philosophy of *Independent Minds, Working Together*, has embraced entrepreneurship as a way of thinking, building its E-Center around informal brainstorming get-togethers (known as Popcorn Sessions), internships, competitions, and widely attended entrepreneurship events.

All five NEOCEP colleges are continuing to seek funding from area and national resources to sustain their programs. Baldwin-Wallace College recently received a \$1-million grant to underwrite its program expenses over the next ten years. The college has also developed a very successful consulting business under the auspices of its NEOCEP initiative, allowing it to grow a very steady stream of earned income to support the program. Both Oberlin College and Hiram College are starting campaigns for their institutions, and their entrepreneurship programs are a cornerstone of these endowment drives. Lake Erie College and the College of Wooster have also both committed significant endowment funding to support their programs in the future. In addition, as a result of the focus on entrepreneurship, the schools were able to reach out to alumni that had previously not been engaged with activities on campus. These alumni contributed their valuable time as speakers, competition judges, advisory board members and workshop leaders. In addition, they also supported the programs financially.

The Impact on the Morgan Foundation

For The Burton D. Morgan Foundation, the NEOCEP program has been transformational as well. It has substantially enhanced our profile in the region, increased our knowledge of collegiate entrepreneurship, boosted our collaboration skills, built our organizational capacity and contributed to our standing as a thought leader on this subject in Northeast Ohio and beyond. We were able to help the institutions leverage the Kauffman Foundation challenge portion of the grant by sharing our expertise, and providing detailed information on the program, to other area foundations. As a result, hundreds of thousands of dollars were allocated to the NEOCEP program by foundations that did not have a primary focus on entrepreneurship. Foundation staff members have presented on the NEOCEP program regionally and nationally and, in conjunction with Kauffman staff member Nancie Thomas, consulted with other colleges on

their entrepreneurship programs. We have shared information on NEOCEP at the Philanthropy Roundtable, Aspen Institute, Ohio Grantmakers Forum, Consortium for Entrepreneurship Education, and the Future of Entrepreneurship Education Summit. Through these presentations, we have been able to connect with others doing similar work in other parts of the country. It has also enhanced our collegiate grantmaking – allowing us to become more discerning and sophisticated in our review of potential programs – and assisted us in making the important connections colleges and universities need to other institutions, funders, and companies.

We are now in the process of amassing information from reports on the NEOCEP programs that will yield a vast pool of data for the future. As we work to collect and analyze this data from the interim- and post-grant evaluations, we will use this rich repository of information to draw conclusions that can be shared to strengthen the field. Once the grant period concludes, we intend to share this information through conferences, workshops and papers. This work will be particularly important in the entrepreneurship education discipline because the field lacks the validating research that will help it become better recognized in academia as an effective and proven educational endeavor. By working on this cutting edge, we can advance the field by sharing our results and observations about both effective and ineffective types of programs. For some, the liberal arts and the study of entrepreneurship typically have not blended together easily in academic environments. We intend to help change this perception by sharing this important data and information and encouraging other liberal arts colleges to add entrepreneurship programs to their campuses. We can also alert other funders to exciting opportunities where they can support entrepreneurship education.

NEOCEP has provided the Morgan Foundation with a solid platform on which to build our skills in venture philanthropy. The deep and collaborative relationships we developed with the schools have allowed us to work hand-in-hand to evaluate each program's effectiveness on an annual basis, explore different approaches, analyze those approaches and make mid-course corrections as needed. The foundation itself has had to become entrepreneurial in the way we

approach our work, learning as we go and always having our radar tuned to new ideas and developments in the field. The counsel of John Courtin, with whom we met and spoke regularly about a variety of issues, has been most helpful as we tackled difficult program issues. Indeed, we have developed important professional and personal relationships with many colleagues from the Kauffman Foundation – Carl Schramm, Judith Cone, Bill Green, John Courtin and Nancie Thomas. Although some of these colleagues have moved on to other opportunities, we remain closely connected through NEOCEP. Through NEOCEP, these individuals' unique and inspiring entrepreneurial spirit and steadfast hard work have created valuable learning opportunities for thousands of young entrepreneurs in Northeast Ohio, with thousands more to come.

Having collected this rich repository of data, experience and anecdotal impressions, we have ramped up our communications activities in recent years, capturing the heartwarming and vibrant stories that emerge from our programs and sharing these stories and photos on our Web site, in public presentations, in our newsletters and annual reports. We bolstered the impact of the grant through publication of a specialized e-newsletter (*e-spirit*) that captures many of the key stories and achievements generated by the NEOCEP programs.

Foundations Learning with Grantees

BDMF believes strongly in the value and importance of learning communities. Over the five years of the NEOCEP grant, we have engaged the program directors in a learning community through which we have shared materials and information – including successes and challenges – for the mutual benefit of the group. The program directors have come together for formal meetings at the foundation three times each year. While it might have been expected that liberal arts colleges operating in such close regional proximity would view the other institutions as potential competitors, that issue has never actually entered into the group dynamic. At these meetings, all the program directors share the latest developments on their campuses. We have facilitated focused discussions on such topics as faculty training and engagement, the role of business plan competitions, curricular vs. co-curricular activities, student-run businesses

and sustainability. The discussions have helped to inform the Foundation about the critical and variable aspects of working on a cross-campus entrepreneurship program on each director's campus.

The participants have also benefited from the stories their colleagues share and often one or more of them are able to offer practical solutions to ongoing challenges. The directors connect with each other at the meetings, but have also become close colleagues in between meeting times, attending events on other campuses and serving as sounding boards for problem solving. It is important to note in this context that the Morgan Foundation has capitalized on its experience and, on its own, supported four other liberal arts campuses in Northeast Ohio – Kenyon College, John Carroll University, Ashland University, Denison University – and these campuses have participated in the learning community as well. The results of the NEOCEP+ learning community include information exchange, shared experiences, a group culture, and personalized learning that can be applied directly to address campus challenges. We believe that the learning community approach has greatly enhanced the overall effectiveness of the grants and led to stronger results across the board. The Foundation contributed to this learning community by regularly attending entrepreneurship events and visiting the schools, (along with Kauffman consultant Bill Green), and sharing our observations and impressions with program directors, administrators, faculty and college presidents. Bill's in-depth academic knowledge and experience proved extremely valuable as we navigated the intricacies of college governance and culture.

At the most recent meeting of the NEOCEP+ schools, the discussion turned reflective, with the program directors expressing their views on the state of their programs. One director noted that her institution is still a traditional liberal arts institution and values the many aspects that education can provide a student. As such, it would never abandon its roots; it is not a professional school. At the same time, entrepreneurship serves as a home for the commercial side of particular areas of the curriculum and co-curricular activities and provides students with avenues to pursue in order to find practical applications for their passions. Compared to the

early days of NEOCEP, when the programs had to use all sorts of euphemisms to mute the harshness of the word entrepreneurship, the word is now not only uttered, but celebrated and respected. She further acknowledged that while many courses with an entrepreneurship focus are freely cross-listed in the course catalogue, it is still a tightrope to discern which subjects should be offered as workshops and which become part of the curriculum. Other directors talked about their programs as magnets for introducing avenues that allow students to approach their studies in a more holistic fashion and encouraging them to think broadly about how they will build and develop their careers in tandem with their personal lives and passions.

As NEOCEP nears the end of the grant term, we have emphasized the importance of careful planning for ongoing programmatic and financial sustainability. In May of 2011, the Morgan Foundation organized and hosted a daylong financial sustainability workshop for the NEOCEP + programs. We invited directors from other successful liberal arts entrepreneurship programs across the country to present to the group. The program included a plenary session in the morning on financial sustainability and in-depth sessions in the afternoon on earned revenue, engaging community and alumni partners, and long-term planning.

Role in the Northeast Ohio Entrepreneurship Ecosystem

In this relatively short period of time, the landscape of collegiate entrepreneurship in the region – largely due to the NEOCEP initiative – has grown and changed dramatically. From a modest beginning of scattered entrepreneurship programs on a handful of Northeast Ohio campuses, the region has created a system of institutions and organizations that all work together to strengthen the whole, as captured in the diagram below of Northeast Ohio's Collegiate Entrepreneurial Ecosystem. NEOCEP is at the core of the Morgan Foundation's network-building activity. While we prioritized the importance of this system work prior to the advent of NEOCEP, it was our efforts with the NEOCEP schools that allowed us to dive deeply into this initiative and understand the dynamics of building groups and connections within the context of the evolving Northeast Ohio entrepreneurial ecosystem.

We are now constantly out in the field observing and exchanging ideas, and this allows us to stay on top of developments and share this information with the critical people on the campuses and beyond. There is no other organization besides The Burton D. Morgan Foundation in Northeast Ohio that has the 360-degree view of the entire entrepreneurship education field and its intersection with entrepreneurship activity across the region. As a result, other organizations, corporations, and institutions turn to the Foundation for advice and guidance integrating entrepreneurship into the collegiate sphere and building the important pathways from youth programs to the collegiate level and beyond. This vantage point allows us to connect the dots on a daily basis and link organizations, people, and opportunities to advance entrepreneurship. We are involved in building an ecosystem of organizations that all work together to build a rich and productive entrepreneurial culture in NEO. The Foundation is a leader among the dozens of philanthropic organizations in the region that have banded together to form the Fund for Our Economic Future, a collaborative of dozens of philanthropic organizations focused on economic competitiveness for the Northeast Ohio region. Our intense involvement in this work has also helped to solidify our role as a thought leader on entrepreneurship and its role in revitalizing the economy.

Our heightened focus on network building has spawned a number of collaborative collegiate efforts. Numerous colleges, universities, and organizations, including NEOCEP schools, have come together under the auspices of BDMF and JumpStart (a NEO venture development organization) to form the JumpStart Higher Education Collaboration Council (“JSHECC”). JSHECC’s efforts in the area have led to extensive student participation in the JumpStart annual meeting and trade show, allowing students to interact with, and learn from, entrepreneurs throughout Northeast Ohio. Future plans call for expanding JSHECC’s work to include student entrepreneurship educational sessions, bringing in a national speaker, and collaborating more closely to spread the word about JSHECC’s work locally, state-wide, and nationally to attract more undergraduate and graduate students to attend educational institutions in the area. Other area organizations funded by BDMF, including the Northeast Ohio Council on Higher

Education and The Entrepreneurs EDGE, also work closely with NEOCEP schools on programs and internships related to collegiate entrepreneurship.

The Entrepreneurship Education Consortium, with strong leadership and involvement from several NEOCEP institutions, continues its work of bringing together students, administrators, and faculty members to immerse themselves for a one-week summer program in entrepreneurship and develop ideas for start-up ventures. Students from NEOCEP schools participate in school-sponsored internships, developing important entrepreneurial skills, such as critical thinking, teamwork, drive and persistence. For example, students at the College of Wooster have had meaningful and challenging internships at ABS Materials (a very successful company launched by a Wooster chemistry professor) that have led to full-time positions.

The schools – individually and as a group – also run idea and business plan competitions for their students. These competitions, seen as an opportunity to educate students on presentation and public-speaking skills, serve as a way to unify the group and allow the students to learn from each other.

Not only do NEOCEP schools connect with the larger world of entrepreneurship in the region, but they also reach into the K-12 world, inviting high school students to their campuses to learn about entrepreneurship. The Morgan Foundation has created an equally vibrant youth entrepreneurship ecosystem in Northeast Ohio and we have worked to build pathways from these programs into the collegiate space. Lake Erie College, for example, has supported the Learning About Business (LAB) program, a highly successful summer entrepreneurship program for high school students. The College of Wooster has played a role in building the Wooster City School's Entrepreneurship Program. All of the NEOCEP schools view their entrepreneurship programs as an excellent marketing tool to attract students and their parents to learn more about these unique opportunities.

Most importantly, the NEOCEP initiative has resulted in student businesses being born out of liberal arts colleges. Several of these student businesses are continuing to expand, contributing to the economic development of Northeast Ohio. Sun Plum Market, run by a recent Lake Erie College graduate, has bought several vacated grocery stores and is expanding its market base. Meanwhile, Oberlin College continues its very successful Fellows program, and several businesses started through that program are still going strong, including Inkren, creator of Skritter, an online subscription service to help students learn Chinese and Japanese characters.

Northeast Ohio's Collegiate Entrepreneurial Ecosystem

More than 50% of people 18-34 indicate they are planning to or have started a business. And, even if they don't become entrepreneurs, they may go on to get a job with a young, venture-backed company or work for an established corporation taking cues from startups and acting entrepreneurially. The good news? There is a lot of support and many good reasons for students to start a business or work for an innovative company in Northeast Ohio.

Outreach & Programming

Blackstone LaunchPad
 Entrepreneurship Education Consortium (EEC)
 JumpStart
 Shaker LaunchHouse

Resources

BDMorganFdn.org
 E-Spirit Newsletter
 JumpStartInc.org
 IdeaCrossing.org
 Kauffman.org

Outreach & Programming

Internships

Colleges, Universities, & Community Colleges

Resources

Competitions

Networks

Internships

BioEnterprise
 NOCHE / NEOintern
 The Entrepreneurs EDGE
 The Innovation Fund
 Campus programs

Competitions

Entrepreneurship Immersion Week (EEC)
 ideaLabs (EEC)
 LaunchTown
 TIEQuest (TIE Ohio)
 Campus competitions

Networks

Blackstone LaunchPad
 Entrepreneurship Education Consortium (EEC)
 JumpStart
 Higher Education Collaboration Council
 Northeast Ohio Collegiate Entrepreneurship Program

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The Nature of Our Collaboration

Funder collaborations certainly occur in the philanthropic community, but they often lack an overarching, coordinated approach that produces strategic results beyond the financial

resources invested. The Morgan-Kauffman NEOCEP initiative is arguably an exception to this general observation. There are only a handful of foundations across the country that focus primarily on entrepreneurship. The two foundations came to the table with close fits of mission and shared programmatic goals. We also each brought unique resources to the partnership – Kauffman its in-depth knowledge of collegiate entrepreneurship and a breadth of organizational resources and Morgan its regional knowledge and connections in the field of entrepreneurship. No doubt Kauffman viewed the Morgan Foundation as a kindred spirit and wanted to help us learn and realize our full potential. For many reasons, the timing of this collaboration was critical. It was the right time for Northeast Ohio to support NEOCEP on college campuses, especially given that all the grants required significant matching dollars and the region was just beginning its journey to reinvent its flagging economy. It was the right time for the Morgan Foundation to build upon its recent experiences in collegiate entrepreneurship and ramp up those efforts in meaningful ways. The Foundation was in the early stages of implementing its first strategic plan following the passing of Mr. Morgan in 2003, and NEOCEP fit precisely into the plan's focus on advancing collegiate entrepreneurship in the region.

The collaboration benefited from careful planning in advance of the program launch, anticipating the nature of the relationship and the individual roles and responsibilities. We captured our expectations and working methods in a Memorandum of Understanding that has guided and shaped our relationship during the grant term. This prior planning does not mean that everything went smoothly all the time – quite the contrary. We certainly had instances when we as partners differed in our point of view. By this point, however, we had built a level of trust and worked out a system of resolving our differences in an open and amicable manner that has served us well during our five-year partnership. We have strived to be open, fully engaged, reliable, reasonable and always competent partners. We have all at times had to be flexible and compromise for the greater good of the programs. At the end of the day, however, we believe we have accomplished far more by working together than each could have achieved alone. We will come away from NEOCEP feeling proud of our accomplishments and those of

our grantees, and steadfastly engaged with the colleagues we have worked with over these many years.

Beyond NEOCEP

In 2005, Samuel Hines, Dean of the School of Humanities and Social Sciences, College of Charleston, noted the Kauffman Foundation's tally in 2001 of more than 1,500 colleges and universities in the U.S. offering some form entrepreneurship training.² He went on to observe that "[a]lthough liberal arts is mentioned in the Kauffman documents, the reality is that relatively few institutions that are committed to liberal education have participated in this dramatic trend...If entrepreneurship education is to realize its full potential, this last group – the liberal arts – must be drawn into the dialogue." NEOCEP has done more than draw liberal arts institutions into the dialogue. It has proven on a large scale that entrepreneurship can thrive on the liberal arts campus and transform the culture in ways we could not have anticipated. We believe that the NEOCEP "experiment" has served and will continue to serve as a model for liberal arts institutions and perhaps other geographic concentrations of liberal arts colleges to explore new ways to collaborate and share resources.

NEOCEP is not an end for the Morgan Foundation, but rather the beginning of an era of collaboration that will advance our knowledge and lead us in new directions to explore uncharted territory within the field of entrepreneurship education. We will use the lessons we learned from our NEOCEP experience to guide our future collegiate grantmaking. We will continue to share best practices with our NEOCEP colleagues and to look to them as resources for other institutions. Last but not least, there is no doubt that BDMF's successful collaboration and relationship with the Kauffman Foundation contributed to our relationship with the University of Miami LaunchPad program and the subsequent decision of The Blackstone Charitable Foundation to partner with BDMF on the new Blackstone LaunchPad program in Northeast Ohio. It has been a rich and powerful journey for the Morgan Foundation thus far, and we hope other philanthropic organizations will join us in our exploration.

² Hines, Samuel M. The Practical Side of Liberal Education: an Overview of Liberal Education and Entrepreneurship, *Peer Review* (Spring 2005.)

The Burton D. Morgan Foundation: Quick Facts

Over the past four decades, The Burton D. Morgan Foundation has made many pivotal grants to a variety of organizations at the youth, collegiate and adult levels. The Foundation seeks to spur economic growth in Northeast Ohio through strategic grantmaking that empowers our grantees through the incubation of new businesses and investment in the region. At the youth level, grants have been made to support micro-economy programs, financial literacy, invention and entrepreneurship, business plan competitions and teacher training programs. At the collegiate level, the Foundation has supported entrepreneurship programs at independent colleges and universities throughout the region. At the adult level, The Burton D. Morgan Foundation has supported venture development through organizations such as BioEnterprise, NorTech and JumpStart. Grants have also been provided to The Fund for Our Economic Future, a sixteen-county philanthropic collaboration that promotes initiatives to generate high-growth economic opportunities in Northeast Ohio.

- The Burton D. Morgan Foundation was established in 1967.
- Our current assets total approximately \$120,000,000+.
- The Foundation's annual distribution requirement is about \$6,000,000.
- We have distributed over \$90 million in grants since 1967.
- More than 70,000 college students will have access to information to start their own businesses, thanks to the Foundation's collaboration with The Blackstone Charitable Foundation and the University of Miami to start the Northeast Ohio Blackstone LaunchPad Program on four Northeast Ohio campuses.
- During the last decade, the Foundation has contributed more than \$27 million to colleges and universities to support academic buildings for the study and preservation of the free enterprise system.
- Over the past seven years, the Foundation has provided nearly \$8.5 million in support to independent colleges and universities in Northeast Ohio for entrepreneurship education programming.
- Close to 100 college students from schools in Northeast Ohio and Purdue University will annually be able to participate in paid summer internships through the Foundation's support.
- Today, there is a flourishing and cohesive ecosystem of support, from the public sector to the leading research institutions, economic development organizations, foundations, and others for adult entrepreneurs in Northeast Ohio.
- As many as 1,500 kids in Northeast Ohio are expected to take part in May 2012 in Lemonade Day, a national initiative to engage America's youth through entrepreneurship.