

Grant Program Review

Board of Directors Meeting

June 9-10, 2015

Agenda

- ▶ If all proposed grants are approved, we will have \$1.6MM yet to approve and pay in balance of year (23% of target)
- ▶ Program updates and funding options
 - ▶ Coleman Fellows, Digital Manufacturing
 - ▶ Palliative Care, Supportive Oncology
 - ▶ Intersect for Ability, Giving Tuesday
- ▶ 11 grant proposals

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If all proposed grants are approved, we will have \$1.6MM yet to approve and pay in balance of year (23% of target)

Dollars in 000s

2015 Grant Payment Budget

Program Area	FY Target	Pd/Apvd	Gap	June Reco	
				('15 Pay)	YTG
Develop Disabilities	\$2,343	\$612	\$1,731	\$1,075	\$656
Entrepreneurship	2,343	1,156	1,187	305	882
Cancer/Rehabilitation	2,344	2,192	152	70	82
Other	20	16	4	---	4
Total	\$7,050	\$3,975	\$3,075	\$1,450	\$1,625

Pacing to target 56% (vs. 66% in 6/14; 49% in 6/13; 43% in 6/12)

Columns do not all foot due to rounding

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We have awarded 19 grants for the 2015-2016 Coleman Fellows year



- ▶ 19 participating colleges and universities
 - ▶ 2 new -- Canisius College (NY), UMASS-Amherst (MA)
 - ▶ 2 departing -- Finlandia (MI), Cornell (NY)
- ▶ Largest Fellows group ever; largest grant awards
 - ▶ 58 new Fellows, 98 returning Fellows
 - ▶ \$575,000 awarded
- ▶ Joe Roberts continues as National Program Director
 - ▶ Looking to involve two Coleman Chairs in expanded roles
- ▶ Fellows Summit on August 13-15 at Hilton Indian Lakes (west suburban Bloomingdale, IL).
 - ▶ Evening event August 14 at the resort (board, staff and families welcome). Potential golf on 8/14.

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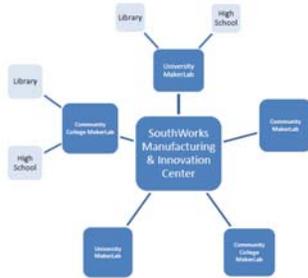
The Emergence of New Potential Entrepreneurship Learning Laboratories

- ▶ Community-based Makerspaces
 - ▶ DIY spaces where people can gather to create, invent, and learn
 - ▶ They usually have 3D printers as well as other electronic equipment available. Some also have metalworking, woodworking, and traditional arts and crafts equipment available.
 - ▶ They are used by schools and libraries to provide skills in math and engineering to children and patrons of all ages.
- ▶ Education-oriented Fabrication Laboratories
 - ▶ A FabLab is a type of makerspace that was created by the Center for Bits and Atoms headed by Prof. Dr. Neil Gershenfeld at MIT.
 - ▶ It began as an outreach project to provide access to modern means for invention such as electronics equipment, laser cutters, routers and milling machines in order to enable makers to create nearly anything.
 - ▶ There are currently over 500 FabLabs in over 30 countries around the world and the number is doubling every 18 months.

▶ <https://www.youtube.com/watch?v=zQZZHSezvoU>

SouthWORKS Manufacturing & Innovation Center as Hub of Digital Mfg Network

- ▶ SMHEC, a group of 12 2- and 4-year higher education institutions
 - ▶ IIT
 - ▶ Prairie State
 - ▶ Governors State
- ▶ Regional network of 10 MakerLabs
 - ▶ First opened in May
 - ▶ Second to open this month



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Cancer Program Development

- ▶ Coleman Supportive Oncology Initiative (CSOI)
 - ▶ Children & Adolescent Supportive Oncology

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Impact Plan – Developmental Disabilities

STRATEGIES	IMMEDIATE OUTCOMES	INTERMEDIATE OUTCOMES	INTENDED IMPACT
1 Fund grantees' ability to assess client residential and vocational interests in light of the changing environment	Grantees must discern the vocational and residential goals of program participants and facilitate their efforts to achieve them	<p>Vocational</p> Individuals in the Chicago metropolitan area with developmental disabilities have the opportunity to identify from a variety of options the work that helps them to be fulfilled and to participate in the economy	Individuals in the Chicago metropolitan area with developmental disabilities will experience a higher quality of life and increased self-determination through success in their work, comfort in their home and satisfaction across the varied stages of their lives
2 Fund efforts to expand job opportunities and prepare individuals for workplace success			
3 Fund efforts to increase self-employment			
4 Fund efforts to increase the supply of housing alternatives, including emerging models which allow for ownership by residents and other parties			
5 Explore efforts to improve client health outcomes enabling them to reach vocational and residential goals			
6 Catalyze collaboration among grantees			
7 Support grantees' development of non-governmental revenue streams			

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Disabilities Program Updates

- ▶ Intersect for Ability
 - ▶ Draft Strategic Priority for 2015
 - ▶ “Understand how our organizations can best measure Quality of Life so that we can improve it in the people we serve and secure the resources necessary to do so”
 - ▶ Engaging new member organizations
 - ▶ Little City Foundation
 - ▶ Neumann Family Services

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We recommend a new Giving Tuesday match for 2015



- ▶ In the past two years, we have catalyzed \$1.5MM to be donated to over 40 organizations by private individuals
- ▶ Our 2015 proposal is informed by participant feedback and advances the goal of incremental gifts
- ▶ CFI campaign would align with Donors Forum effort to Promote Individual Giving

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In the past two years, we have catalyzed \$1.5MM to be donated to over 40 organizations by private individuals

- ▶ 2013: Match *All* Online Donations
 - ▶ 19 organizations participated
 - ▶ \$610,968 raised from 2,141 donors
 - ▶ \$330,745 paid in matching grants
- ▶ 2014: Match *New* Online Donations
 - ▶ 41 organizations participated
 - ▶ \$860,956 raised in total from more than 4,200 donors
 - ▶ \$333,469 from 2,491 new donors
 - ▶ \$330,000 paid in matching grants

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Our 2015 proposal is informed by participant feedback and advances the goal of incremental gifts

- ▶ Representative Survey Feedback
 - ▶ “We were much more successful in getting people to donate and having them recruit friends and family when the matching gift did not require the donor to be new. People who participated last year did not participate this year because their donation wouldn’t count towards the match.”
 - ▶ “We would also encourage matching any increased donation from a donor that contributed on #GivingTuesday in 2014”
 - ▶ “We would like to see a match for all donations, regardless of whether they came in online or in person/mail”

- ▶ Recommendation: Match *Increased* Donations Online
 - ▶ A Dollar-for-dollar match of donations made online on 12/1/15 to the degree to which the gift exceeds the donor’s largest single donation (made on or offline) in 2014

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CFI campaign would align with Donors Forum effort to *Promote Individual Giving*

▶ Vision

- ▶ More individuals give more money to Illinois social impact organizations.

▶ Long-term goal:

- ▶ The size of Illinois' charitable giving increases from 2% to 3% of Adjusted Gross Income

• Short-term goal:

- Increase 2015 #ILGiveBig by 50% to \$6M, with 7000 new donors contributing to participating social impact organizations. (To be followed by #ILGB '16 and '17 campaigns, as well.)
- Investigate feasibility of introducing evidence-informed legislation in Springfield that incentivizes more dollars donated OR increases the number of donors.

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Agenda

Program	Request	Recommended
Entrepreneurship	\$615,000	\$440,000
Cancer	200,000	200,000
Disabilities	<u>1,802,776</u>	<u>1,762,650</u>
Total	\$2,617,776	\$2,402,650

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Agenda – Entrepreneurship

Applicant	Request	Recommended
CSU, Fresno	\$35,000	\$35,000
DePaul University	200,000	200,000
Future Founders Fdn	330,000	155,000
Chicago Artists Coalition	<u>50,000</u>	<u>50,000</u>
Total	\$615,000	\$440,000

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Renewal of Coleman Chair in Entrepreneurial Studies at CSU, Fresno

Program area: Educ.\Entrepreneurship
Applicant: California State University, Fresno
Location: Fresno, California
Request: \$35,000 Recommended: \$35,000
Program budget: \$ 59,000

Description: A one-year transitional grant in support of Dr. Timothy Stearns as Coleman Chair in Entrepreneurial Studies at California State University, Fresno

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Horizontal lines for notes

Renewal of Coleman Chair in Entrepreneurial Studies at CSU, Fresno

Strengths

- Dr. Stearns is a strong contributor to the Fellows Program as well as other foundation interests such as CEO and community colleges

Weaknesses

- Given geographic distance, we have not performed regular site visits to Fresno and we do not envision doing so going forward

Why to Fund

- We have an opportunity to transition Chair roles from historically broad focus on campus entrepreneurship awareness to collaborative leadership of CFI's central entrepreneurship initiative: the Coleman Fellows Program

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Horizontal lines for notes

An expanded Coleman Entrepreneurship Center at DePaul

Program area: Educ.\College\Entrepreneurship
Applicant: DePaul University
Location: Chicago, Illinois
Request: \$200,000 Recommended: \$200,000
Capital Project: \$ 671,615

Description: Funding will support the demo and build out of a larger, dedicated, highly functional Coleman Entrepreneurship Center that would be able to provide a richer array of experiential programing and for the first time, potential for some campus based incubation.

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Horizontal lines for notes

An expanded Coleman Entrepreneurship Center at DePaul

Strengths

- ▶ A solid, rich academic entrepreneurship program.
- ▶ University financial support for this capital phase.
- ▶ Center has a dedicated advisory board and administrative support.
- ▶ Center has been reinvigorated by Executive Director Terri Lonier.

Weaknesses

- ▶ Exec. Dir. Terri Lonier's departure leaves uncertainties and the potential for new found momentum to stall.

Why to Fund

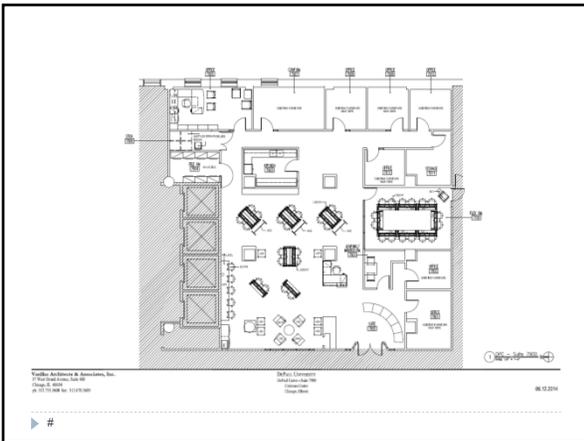
- ▶ Seize available space to help the CEC maximize its potential.
- ▶ Offer the rich experiential piece to support the academic program.
- ▶ Increased campus & community visibility and connectivity

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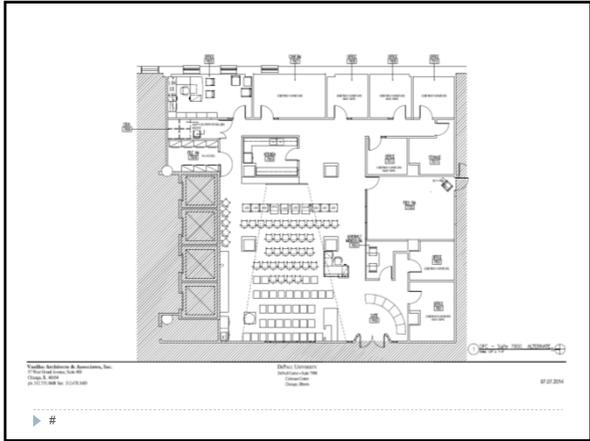
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**Future Founders Foundation
High School (FFHS)**

Program area: Educ.\High School\Entrepreneurship
Applicant: Future Founders Foundation
Location: Chicago, Illinois
Request: \$330,00 (2yr) **Recommended:** \$155,000 (1yr)

Program budget: \$237,000 FFHS
 (for 1 yr) 220,000 FFC
 \$457,000

Description: FFHS funding will support additional experiential activities, coaching and engagement with entrepreneurs and business professionals for at-risk high school students in the NFTE program.

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**Future Founders Foundation
High School (FFHS)**

Strengths

- ▶ FFHS and NFTE have developed an effective (if uneasy) collaboration.
- ▶ Programs enhance and extend the NFTE academic program.
- ▶ FF has a strong connection to the entrepreneurial community.
- ▶ Ending engagement with Lemonade Day

Weaknesses

- ▶ Changes at NFTE national could put greater pressure on the collaboration

Why to Fund

- ▶ Adds depth / capacity to NFTE
- ▶ Contributes to the building of core skills
- ▶ Increases quality and frequency of experiential activity
- ▶ May prove to be a future bridge to emerging suburban incubators and Chicagoland Collegiate E programs

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Future Founders Foundation College (FFC)

Program area: Educ. \Collegiate\Entrepreneurship
Applicant: Future Founders Foundation
Location: Chicago, Illinois
Request: \$330,00 (2yr) **Recommended:** \$155,000 (1yr)

Program budget: \$237,000 FFHS
(for 1 yr) 220,000 FFC
\$457,000

Description: FFC funding connects Collegiate E's with the entrepreneurial community, fosters connectivity across local collegiate E programs, creates programming for the collegiate community at large and provides mentoring for a select group of emerging collegiate E's.

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Future Future Founders Foundation Collegiate (FFC)

Strengths

- ▶ Promotes local inter/intra college and practitioner connectivity.
- ▶ Enhances and extends generally insular campus programs.
- ▶ Developing connection to the entrepreneurial community.
- ▶ Potential to accelerate growth in the FFC Fellows cohort members.

Weaknesses

- ▶ Impact of broad connectivity and programming is yet unknown

Why to Fund

- ▶ Has created significant buzz since its start
- ▶ Provides ongoing programming and connectivity not found in annual conference formats
- ▶ Increases experiential activity

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Developing Entrepreneurial training at the Chicago Artists Coalition (CAC)

Program area: Educ. \Continuing Ed\Entrepreneurship
Educ. \Collegiate \ Entrepreneurship
Applicant: Chicago Artists Coalition
Location: Chicago, Illinois
Request: \$50,000 **Recommended:** \$50,000
Program budget: \$ 123,000

Description: Funding will support continuing development of more rigorous and relevant E-ship training and experiential programming by engaging local academic and business communities. Will seek to serve a wider range of local artists.

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Developing Entrepreneurial training at the Chicago Artists Coalition (CAC)

Strengths

- ▶ CAC offers a strong array of developmental programs for artists.
- ▶ They are very interested in: improving the relevancy and rigor of the e-ship and business content; developing stronger business and academic partnerships.

Weaknesses

- ▶ Recovering from significant staff turn over.
- ▶ CFI led partnerships to improve E content have not advanced as anticipated due to personnel changes.

Why to Fund

- ▶ Project has the ability to add additional depth to CAC.
- ▶ Project can improve the teaching and building of core skills.
- ▶ Targets collaborative efforts between academic and community based programs.
- ▶ Seeks to serve a wider range of local artists.
- ▶ Continues promoting collaboration with SEA and a metro link .

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Agenda - Cancer

Program	Request	Recommended
Leukemia & Lymphoma Society	<u>\$200,000</u>	<u>\$200,000</u>
Total Cancer	\$200,000	\$200,000

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Be Your Own Advocate (BYOA) Program Expansion

Program area: Cancer Care
Applicant: Leukemia & Lymphoma Society
Location: Chicago, Illinois
Request: \$200,000 **Recommended:** \$200,000
Program budget: \$303,000

Description: Three year grant to support BYOA Program Expansion, targeting various Hispanics, African-American and Polish communities, and communities throughout Illinois, empowering cancer patients with education, resources, and support.

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Be Your Own Advocate (BYOA) Program Expansion

Strengths

- ▶ Strong partnerships with 65 hospitals, clinics, and healthcare organizations throughout Illinois
- ▶ Proven program reached +2,000 newly blood cancer patients
- ▶ 89% of patients surveyed responded the BYOA Guidebook was very useful to them and their families

Weaknesses

- ▶ Challenges have been recruiting and training volunteers, and institutional restrictions, which might limit access to patients.

Why to Fund

- ▶ The initial program built a model for impacting newly diagnosed blood cancer patients. Through expansion of this program, it is anticipated that an impact can be made in underserved communities.

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Agenda - Disabilities

Applicant	Request	Recommended
Aspiritech NFP	\$280,000	\$280,000
Blue Cap	70,000	70,000
Clearbrook	667,650	667,650
Little City Foundation	500,000	500,000
NorthPointe Resources	95,030	95,000
UCP Seguin	<u>190,096</u>	<u>150,000</u>
Total	\$1,802,776	\$1,762,650

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Aspiritech NFP Infrastructure to Enable Expansion

Program area:	Disabilities
Applicant:	Aspiritech NFP
Location:	Highwood, Illinois
Request: \$280,000	Recommended: \$280,000
Program budget:	\$ 693,623

- ▶ **Description:** Support for the expansion of the organization into a larger office space and for staff and technical resources to enable greater future growth and employment of individuals with high functioning autism.

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Aspiritech NFP Infrastructure to Enable Expansion

Strengths

- ▶ Organization has identified unique means by which individuals with HFA can be employed to meet important business needs
- ▶ Sales and customer growth are on positive trend, creating more employment opportunity
- ▶ Executive Director position elevated to full-time

Weaknesses

- ▶ Business development role transition from current board member to new hire may create risk to growth
- ▶ Aspiritech remains 2+ years from opening Chicago-based location

Why to Fund

- ▶ Direct method to achieve CFI's Impact Plan outcome to generate employment opportunity that increases fulfillment and enables participation in the economy

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Increase Residential Capacity for Individuals with I/DD

Program area:	Disabilities
Applicant:	Blue Cap
Location:	Blue Island, Illinois
Request: \$70,000	Recommended: \$70,000
Program budget:	\$212,000

Description: Increase capacity by providing residential housing for 4-5 women with I/DD, and housing for two men -- in separate CILA homes.

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Increase Residential Capacity for Individuals with I/DD

Strengths

- ▶ Strong commitment to expanding Residential Services Program, which offers individuals choices of living arrangements, and individual bedrooms.
- ▶ Increasing capacity will allow Blue Cap to provide housing in two separate CILAs for 6-7 additional clients, giving some relief to the large waiting lists.

Weaknesses

- ▶ Although the agency is committed to increasing residential capacity, it can only do so in a prudent and practical manner due to limited resources.

Why to Fund

- ▶ Advances Disabilities Impact strategy #1 to assess client residential and vocational interests, and strategy #4 to increase the supply of housing.

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Replication of *Discovering CHOICE*

Program area: Disabilities
Applicant: Clearbrook
Location: Arlington Heights, Illinois
Request: \$667,650 **Recommended:** \$667,650
Program budget: \$967,232

- ▶ **Description:** Support to launch in three sites run by three organizations a previously piloted program that better serves the needs of individuals with I/DD for a variety of experiences delivered in community-oriented settings

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Replication of *Discovering CHOICE*

Strengths

- ▶ Initial Clearbrook pilot proved that the program could be offered in a cost-effective manner that delivered on participant and parent expectations
- ▶ I4A-crafted shadow role played by Park Lawn and UCP Seguin during pilot have positioned them to launch their own programs
- ▶ CHOICE is a key means to transition from large to small sites so manual will be important to continued expansion of model

Weaknesses

- ▶ None

Why to Fund

- ▶ Proven valid in its pilot, CHOICE advances CFI's Impact Plan outcome of discerning goals of program participants and facilitating efforts to achieve them

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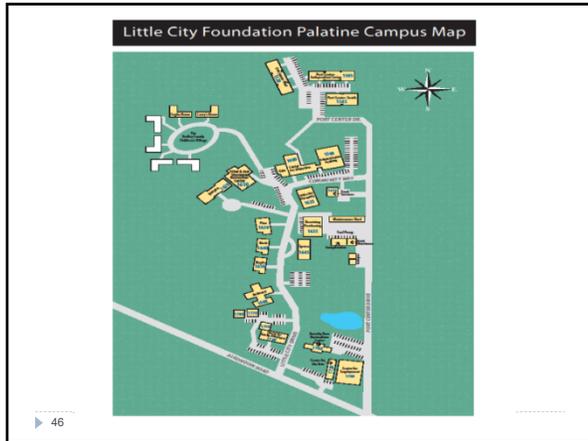
Children's Residential Group Home
Capital Campaign

Program area: Disabilities
Applicant: Little City Foundation
Location: Palatine, Illinois
Request: \$500,000 **Recommended:** \$500,000 Match
Program budget: \$1,750,000

Description: To support construction of a residential group home for eight children, who predominately have an autism spectrum disorder. The home is designed to be a safe, calming and comforting living and educational environment.

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Children's Residential Group Home Capital Campaign

Strengths

- ▶ Proven capital campaign efforts have resulted in raising funds for two of six children's homes, which are currently occupied.
- ▶ The home design is attracting attention from other agencies and the State of Illinois, who are interested in exploring new models of residential housing for autistic individuals.

Weaknesses

- ▶ Need to close pledges and raise \$900,000 to complete the campaign prior to starting construction, planned for November 2015.

Why to Fund

- ▶ Advances the Disabilities Impact Plan outcome that individuals with I/DD have options for residential arrangements that gives them comfort and is appropriate for their needs.

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Renovation of Community Integrated Living Arrangement (CILA) Homes

Program area:	Disabilities
Applicant:	NorthPointe Resources, Inc.
Location:	Zion, Illinois
Request: \$95,030	Recommended: \$95,000
Program budget:	\$110,555

Description: Support for renovation of five existing CILA homes, and furnishings for one new CILA to improve functionality and comfort for individuals with I/DD.

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Renovation of Community Integrated Living Arrangement (CILA) Homes

Strengths

- ▶ CILAs will have updated kitchens and bath.
- ▶ Agency has facility staff that will help with demolitions, thus helping to contain costs.
- ▶ Agency will acquire four new individuals to serve, improving their revenue stream.

Weaknesses

- ▶ Agency needs to do a lot of home renovations. They will be challenged with doing the renovations, while clients are living in the homes, and dealing with disruptions.

Why to Fund

- ▶ Advances Disabilities Impact strategy #4 to increase the supply of housing, and the outcome that individuals will have comfort in their homes.

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Online Direct Support Professional Training via Infnitec

Program area: Disabilities
Applicant: UCP Seguin of Greater Chicago
Location: Cicero/Tinley Park, Illinois
Request: \$190,096 (PRI) **Recommended:** \$150,000
Program budget: \$378,978

- ▶ **Description:** Support to complete the development of four training modules for mandated training of Direct Support Persons at agencies which serve people with developmental disabilities, delivered on the organization's Infnitec platform.

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Online Direct Support Professional Training via Infnitec

Strengths

- ▶ Improves the efficiency of mandated training of entry-level staff, creating cost savings opportunities
- ▶ DSP training modules are "must-have" capability to open Infnitec to I/DD agency market

Weaknesses

- ▶ Limited marketing dollars and growth will have to be driven by word-of-mouth

Why to Fund

- ▶ Implements CFI's Impact Plan strategy for collaboration as the leveraging of common resources will help agencies re-direct training costs into consumer services

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Investment Committee

- ▶ Manager Performance
 - ▶ 1st Qtr., 2015
- ▶ Asset Allocation
 - ▶ Equity level, Income & Cash
 - ▶ Re-balancing update
 - ▶ New Ideas

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New Business

- ▶ Medical Insurance
- ▶ Technology
- ▶ 2015 Meeting Schedule
 - ▶ Regular Meeting – Thursday, August 27
 - ▶ Regular Meeting – Tuesday, November 18 (or Tuesday/Wednesday November 18-19)
- ▶ Adjournment

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Impact Plan - Cancer

STRATEGIES	IMMEDIATE OUTCOMES	INTERMEDIATE OUTCOMES	INTENDED IMPACT
Fund capital and program 1 projects that enable the delivery of comprehensive treatment.	Health Care Providers	Health Care Providers	
Fund education programs ¹ for 2 cancer patients, physicians and health care professionals.	Grantees will offer the most effective tools and resources possible to cancer patients, and employ supportive oncology practices ² in which healthcare professionals collaborate	Medical professionals will be able to develop and deliver an optimal comprehensive treatment plan for the cancer patient.	Cancer patients in the Chicago Metro area are fully engaged in their cancer treatment plan, and achieve the best possible outcome and quality of life.
Fund collaborative ³ efforts that include comprehensive clinics ⁴ , psychosocial support and 3 palliative care.	Cancer Patients Cancer patients must be fully engaged in development of a treatment plan and empowered to make decisions regarding their continuity of care.	Cancer Patients Individuals with cancer are knowledgeable and actively participate in cancer treatment.	
Fund efforts to promote clear communication of treatment 4 options to patients.			

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Impact Plan – Developmental Disabilities

STRATEGIES	IMMEDIATE OUTCOMES	INTERMEDIATE OUTCOMES	INTENDED IMPACT
1 Fund grantee's ability to assess client residential and vocational interests in light of the changing environment.	Grantees must discern the vocational and residential goals of program participants and facilitate their efforts to achieve them.	Vocational Individuals in the Chicago metropolitan area with developmental disabilities have the opportunity to identify from a variety of options the work that helps them to be fulfilled and to participate in the economy.	Individuals in the Chicago metropolitan area with developmental disabilities will experience a higher quality of life and increased self-determination through success in their work, comfort in their home and satisfaction across the varied stages of their lives.
2 Fund efforts to expand job opportunities and prepare individuals for workplace success.			
3 Fund efforts to increase self-employment.			
4 Fund efforts to increase the supply of housing alternatives, including emerging models which allow for ownership by residents and other parties.		Residential Individuals in the Chicago metropolitan area with developmental disabilities can choose from a varied and increasing set of options the residential arrangement that gives them comfort and helps them to be fulfilled.	
5 Explore efforts to improve client health outcomes enabling them to reach vocational and residential goals.			
6 Catalyze collaboration among grantees.			
7 Support grantees' development of non-governmental revenue streams.			

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Impact Plan - Entrepreneurship

STRATEGIES	IMMEDIATE OUTCOMES	INTERMEDIATE OUTCOMES	INTENDED IMPACT	
1 Fund efforts to improve academic outcomes, ability to build core self-employment skills.	Collegiate programs will connect financial and external resources to increase faculty as an interdisciplinary learning system greater external stakeholder engagement in the curriculum, experiential opportunities in the curriculum, employ student entrepreneurial portfolio.	Entrepreneurship Faculty Business and Non-Business instructors will actively employ curricular and co-curricular components to engage and support students in their pursuit of self-employment.	Emerging student entrepreneurs will experience richer experiential, co-curricular activities over the course of their programs.	
2 Fund efforts to increase the quality and frequency of experiential-curricular activities.				
3 Fund efforts to increase frequency and quality of interdisciplinary learning.		Entrepreneurship Students Emerging entrepreneurs will have the motivation to act, have the right knowledge and have the opportunity to practice the right skills to apply to their business venture.		
4 Fund efforts to increase stakeholder engagement.		Youth Programs will sustain greater external stakeholder engagement, link experiential opportunities in the curriculum, employ experiential portfolio.		Emerging entrepreneurs will be successful at starting and running businesses.
5 Explore efforts to develop "Portfolio" experiential approaches and link them directly to academic/Ecsp programs.				
6 Fund collaborative efforts between academic programs and community based accelerators and incubators.	Academic and Community based accelerator programs will develop programmatic collaborations continuing the pathway concept.	Emerging entrepreneurs will have ready opportunities to participate in accelerators / incubators in the next steps in their development.		
<p>Definitions:</p> <p>Core self-development could include: Vision, Opportunity Recognition, Network and Team development, Financial Management, Marketing, Technology utilization, Sales, Leadership, Entrepreneurial / Co-creator activities, Direct quality time with Business owners, Mentorships, Internships, Incubator/Accelerator, Alumni engagement, Entrepreneur-to-residence, Opportunities to provide applied skills.</p> <p>Interdisciplinary: Interdepartmental, cross campus student activity and faculty collaboration including Fellows models.</p> <p>Student-driven: Faculty and administrative, community supports, practitioners, alumni.</p> <p>Entrepreneurial portfolio: A progressively developed set of experiential learning opportunities that engages students with entrepreneurship and the self-employment experience which are linked to the curriculum as per attached sample.</p>				

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