

INDIANA UNIVERSITY

*Lilly Endowment*

**Initiative to Promote Opportunity  
through Educational Collaboration**

Progress Report **2** of 6

Grant Number: 2003 1933-000

July 1, 2004 to December 31, 2004





## INTRODUCTION

The first report on Indiana University initiatives to promote meaningful employment opportunities for its graduates highlighted an integrated system for planning, implementation, management, and evaluation. Resources from all IU campuses and communities in each of their regions are now engaged at various levels in initiatives described in the October 2003 proposal. Campus-based leadership is securely in place and contacts made in the past six months will assist each campus in meeting the goals outlined in the grant.

Clearly, the contacts established during the past six months builds on the growing spirit of cooperation among students, faculty, alumni, and Indiana business leaders in each area served by this grant. The most significant challenge we have encountered is that the number of internships developed from these community partnerships exceed the number of qualified and available students. Many campuses struggle with students who have multiple commitments outside of school and underestimate the value of internship opportunities. We are working to develop solutions to this unexpected situation. Working with the campus directors, we have developed a plan to review best practices employed by other institutions. We are also implementing workshops, forums, and gatherings to highlight the benefits of internships for students.

The directors of each campus project have gathered several times in the past six months and been in frequent e-mail contact with questions related to the goals

for each initiative. Charlie Nelms, Vice President for Institutional Development and Student Affairs, continues to serve as principal investigator and Mary Anne Baker, Executive Director for Retention and Student Support, continues to serve as project director. The implementation on each campus has benefited from stable leadership, although several changes have recently occurred. They are as follows:

- *Bloomington*—In January, Don Kuratko began to serve as campus director replacing Idalene Kesner and Tricia McDougall; Tim Boeglin has been hired as the director of the Entrepreneurship Law Clinic.
- *IUPUI*—No change. Ed Sullivan, Director of Academic Programs, and Teresa Bennett, Director of Outreach, continue to lead the efforts in Indianapolis.
- *East*—No change. David Frantz, Director of Campus Grant Projects, continues to lead the efforts in Richmond.
- *Kokomo*—No change. Fred Hakes, Director of Continuing Studies, continues to lead the efforts in north central Indiana.
- *Northwest*—Dan Lowery has left Indiana University Northwest for a position at Calumet College. Tim Sutherland, associate librarian, has been named interim director. A permanent director will be hired during the spring 2005 semester.
- *South Bend*—No change. Christine Richardson, Career Services Office, continues to lead the efforts in northern Indiana;
- *Southeast*—No change. Larry Mand, Vice Chancellor for Integrated Technology, continues to lead the efforts in southern Indiana.

In the last report, we described a search for a Director for Internship Liaison to support the internship and service learning work on each campus. However, after meeting with the campus directors, we decided that this position was unwarranted since the work planned for this position would duplicate efforts occurring on the campuses. Jack Schmit continues to support the work on each campus as Director of Grant Assessment and Reporting for the project. The leadership group described above continues to refine the plans proposed in the original grant proposal. They are also developing an effective evaluation program to measure both program effectiveness and sustainable impact on graduates, institutions, and local communities.

## REPORT GOALS AND IMPLEMENTATION

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This report is organized in eight sections. The first section summarizes the progress within Indiana University. Sections two through eight are reports from each campus. These reports describe the work of each campus in greater detail.

This report and the campus reports that follow are organized around the main goals. Each campus director focused on the initiatives outlined in the last report and significant progress was made on each goal. The structure for communication and coordination within the university allowed for timely updates and specific attention to each section of the proposal.

The four goals are:

1. Internship, job development, and placement in business.
2. Service learning, internships, job development, and placement in not-for-profit organizations.
3. Community–university partnerships to support increased economic opportunities.
4. Support of entrepreneurial development.

### GOAL 1: INTERNSHIP AND JOB DEVELOPMENT IN BUSINESSES

Campus initiatives under Goal 1 were designed to engage students with local businesses through internships, fellowships, and faculty-led student teams. These collaborations created a connection between student learning and the interests of the local business community. Students had a chance to apply lessons learned in the classroom to a fully functioning business enterprise. Each campus focused on this goal in similar ways by creating centers, hosting conferences, or developing internship opportunities.

The IU Bloomington campus sponsored 25 students who attended a *Velocity Conference for Accelerating Entrepreneurial Careers* in Houston, Texas. Other students were part of the *New Venture Lab*, which placed student teams in new companies to review operating plans, financial forecasts, and marketing plans.

The IUPUI campus created the *Solution Center*, which placed 66 students in internship opportunities. Through the Solution Center IUPUI also established an information technology internship coordinator, who will coordinate internship opportunities across five IUPUI schools with computer science-related programs. The Solution Center also developed a Web-based tracking system for businesses and nonprofit organizations interested in offering internships.

The IU East campus created a chapter of *Students in Free Enterprise* (SIFE) to develop business skills, teamwork, and communication skills.

IU South Bend created the Interns@Work project to formalize the campus internship program and hired an Internship Employer Developer who worked with 49 employers and developed 127 internships. IU South Bend also developed employer training modules on creating a company-based internship program and student modules designed to teach students about benefits of participating in internships.

The IU Southeast campus generated 32 new internship opportunities in the fall of 2004 along with 25 new hourly positions. IU Southeast also concluded an internship survey and held two programs, one about minority- and women-owned businesses and another about generating business profits.

Each campus has shared results of their efforts at monthly meetings to facilitate the implementation of best practices throughout the university.

Table 1 (below) shows the number of internships created in local businesses in the past six months for each campus. A total of 132 new internships were created since July of 2004.

Internship development is an important method for preparing students for the work world and helping businesses increase their need for qualified employees. Most campuses report a business environment open to the development of more internship opportunities; however, this is contrasted with a limited supply of students to fill these positions. This is specifically noted in the campus reports from IUPUI (especially in the IT and life sciences areas) IU Kokomo, and IU South Bend.

**GOAL 2: SERVICE LEARNING, INTERNSHIPS,  
JOB DEVELOPMENT, AND PLACEMENT  
IN NOT-FOR-PROFIT ORGANIZATIONS**

Students on many IU campus are interested in contributing to the communities they call home. Providing opportunities for connecting to these communities through service learning and internship placements in nonprofit or governmental organizations is an important part of the original grant. Many nonprofit organizations are interested in offering opportunities for students, but need guidance on justifying the costs and preparing the internship positions. Campuses are using different approaches to provide opportunities for students in the nonprofit sector.

**TABLE 1**  
*Goal for Number of Internship Placements in Local Businesses by December 2006*

| Internship Placements | Goal for Grant Period | Actual to Date |
|-----------------------|-----------------------|----------------|
| INDIANA UNIVERSITY    | 2,122                 | 173            |
| BLOOMINGTON           | 55                    | 12             |
| IUPUI                 | 1,800*                | 66             |
| EAST                  | 12                    | 3              |
| KOKOMO                | 30                    | 17             |
| NORTHWEST             | 15                    | 3              |
| SOUTH BEND            | 200                   | 42             |
| SOUTHEAST             | 10                    | 30             |

\*Increase of 600 per year in community-based learning—internships and service learning

IU Bloomington's Kelley School of Business and School of Public and Environmental Affairs are developing social entrepreneurship courses, which will be offered to students in all majors.

IUPUI placed 12 students in internships in the nonprofit sector and developed two new service learning courses that were offered in the fall of 2004.

IU Kokomo developed a job fair to introduce students to 16 prospective employers in the region. Four students have been placed in nonprofit internships this fall and 14 additional students have made application for the spring semester. Nineteen IU Kokomo students attended the Indiana Multicultural Job Fair in Indianapolis, for which the campus provided transportation.

IU South Bend created the Center for Internship, Volunteerism and Entrepreneurship in Computer Sciences (CIVECS) to engage students in faculty-led research activities.

IU Southeast created a database of more than 165 nonprofit organizations in the southern Indiana region; 10 of these sites were visited during the fall semester. The Volunteer Center co-sponsored the IU Southeast Career Services Office Internship program with 30 community agencies and 150 students in attendance. Each of these programs highlight the commitment that campuses have made to the development of internship opportunities with the nonprofit sector in the regions they serve.

Table 2 (below) shows that over 277 nonprofit internships were filled since last July as part of the Indiana University initiative.

### GOAL 3: COMMUNITY-UNIVERSITY PARTNERSHIPS

Each of the participating Indiana University campuses developed advisory committees to strengthen existing collaborations with local businesses and community organizations. The advisory committees have met at least once and reviewed grant plans related to job development in their regions. Each campus has also recommended members of the Indiana University Advisory Committee. This committee will meet twice per year and will be chaired by Vice President Nelms. Vice President Nelms and his staff coordinates the work of this network of advisory groups.

In addition to the advisory committees, campuses are developing other community-university partnerships related to specific initiatives on each campus.

IUPUI made over 100 new contacts with the community and awarded more than \$140,000 in Venture Funds in the past six months.

IU East met with more than 20 potential business and community partners in the same period.

IU Northwest created the Center for Sustainable Regional Vitality, which is the "one front door" for the campus's external outreach initiative. The center also considered 16 proposals for fellowships and awarded six.

TABLE 2

*Goal for Number of Students Participating in Service Learning by December 2006*

| Service Learning Participation | Goal for Grant Period | Actual to Date |
|--------------------------------|-----------------------|----------------|
| INDIANA UNIVERSITY             | 363                   | 131            |
| BLOOMINGTON                    | 95                    | 22             |
| IUPUI                          | SEE TABLE 1           |                |
| EAST                           | 108                   | 40             |
| KOKOMO                         | 150                   | 5              |
| NORTHWEST                      | 300                   | ---            |
| SOUTH BEND                     | ---                   | ---            |
| SOUTHEAST                      | 10                    | 50             |

IU South Bend joined the Indiana Careers Consortium (INCC), a collaboration of 10 regional colleges and universities who will focus on retaining college graduates in the state.

IU Southeast created the Community Partners Council to foster communication among campus programs and the community.

Campuses have worked with the advisory committees to increase community awareness of the grant goals and the need to retain intellectual capital in the state.

Table 3 (below) shows the number of contacts with potential community partners in the past six months for each campus. A total of 403 new contacts were created since July of 2004.

The increase in contacts with local businesses and organizations will likely generate additional interest in internship opportunities for Indiana University students. We will track the number of internship opportunities that result as well as the number of students who are later employed in these same businesses and organizations.

**GOAL 4. ENTREPRENEURIAL DEVELOPMENT**

Entrepreneurial development has been accomplished on most campuses through the development of academic courses, campuswide activities, and conferences. The goal of this developmental effort is to increase students' interest in creating their own businesses. Campuses are committed to

extending this knowledge beyond the business schools, developing coursework across schools, and promoting courses to all majors. Some campuses are also working to create small investment funds for student-developed businesses.

IU Bloomington created the *Entrepreneurial Management Academy*, designed for MBA students interested in an entrepreneurial career that will span their entire two-year program.

IU East is working on the development of an *Entrepreneurship Center* for the region along with the development of seed money grants for student development initiatives.

IU Kokomo hosted an entrepreneur-to-entrepreneur forum, which was a vehicle for entrepreneurs to interact with each other and with students who completed the entrepreneur certificate program. Each of these initiatives has generated heightened interest in entrepreneurial activities.

**EVALUATION**

Campuses have responsibility for the direct measurement of individual initiatives. The grant leadership team has responsibility for addressing assessment of broader impacts of the grant and for increasing understanding of factors that affect reducing the brain drain. The Director of Research and Reporting will continue to assist campuses in refinement of their measurement tools and provide

**TABLE 3**  
*Number of Contacts with Potential Community Partners*

| Contacts w/<br>Community Partners | Goal for<br>Grant Period | Actual<br>to Date |
|-----------------------------------|--------------------------|-------------------|
| INDIANA UNIVERSITY                | 795                      | 287               |
| BLOOMINGTON                       | 525                      | 157               |
| IUPUI                             | ---                      | ---               |
| EAST                              | 100                      | 20                |
| KOKOMO                            | 60                       | 34                |
| NORTHWEST                         | 100                      | 10                |
| SOUTH BEND                        | ---                      | 41                |
| SOUTHEAST                         | 10                       | 25                |

guidance in improving their initiatives. The grant leadership team spent much of the fall reviewing data gathered by the university and the state that could serve as benchmark measures. The greatest challenge is the lack of longitudinal data that follow students after they graduate from the university. In addition, there is a lack of instruments related to the employment aspirations of college seniors. Most of the exit surveys for graduating seniors focus on the academic experience and satisfaction measures related to campus life.

In the next several months, the grant leadership team will focus on employment-related job expectation surveys. We will explore these in the Indiana Workforce Development offices and look for applicable questions that measure the goals of the grant. We are interested in questions such as how far from home students want to work, the type of company in which they are interested in working, the size of the company, the kind of degree they have, and experience they can offer to a prospective employer. This may lead to the creation of a new survey instrument that measures key grant criteria.

Indiana University will continue to measure the participation data as reflected in the tables above. These provide benchmarks for progress at each of the campuses and will help us measure our progress toward the goals numbers established in the grant proposal.

## INDIANA UNIVERSITY BLOOMINGTON

### SUMMARY

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IU Bloomington undertook two related initiatives as part of the Lilly Endowment Initiative to Promote Opportunity through Educational Collaborations:

- 1) Create excitement about entrepreneurship and build requisite skills among all Bloomington students. This work entails a cross-curricular approach involving multiple schools, departments, and other Bloomington units.
- 2) Create student “Growth Teams” that will assist Indiana-based businesses and nonprofit organizations. These teams are designed to demonstrate to students Indiana’s many entrepreneurial opportunities and to help Indiana start-up businesses and organizations succeed, thereby creating more employment opportunities. A number of Growth Teams are actively working with businesses and organizations on new and ongoing ventures in the life sciences. These teams will be expanded, as we build our capacity to match students with projects.

Critical to the success of all our initiatives is strong leadership. During the last six months we have accomplished our goal to recruit and hire senior professionals to head the Johnson Center for Entrepreneurship and Innovation the Johnson Center for Science and Entrepreneurship, and the Entrepreneurship Law Clinic.

These individuals are introduced in the progress report that follows. The reports provide details about significant progress on our MBA Entrepreneurial Management Academy, the national Velocity Conference, a new joint degree, and the development of new courses and seminars.

## PROGRESS REPORT ORGANIZED BY UNIVERSITY GRANT GOALS AND CAMPUS INITIATIVES

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### GOAL 1: INTERNSHIP, JOB DEVELOPMENT, AND PLACEMENT IN BUSINESS

#### *A. Organization of Velocity: A Conference for Accelerating Entrepreneurial Careers*

The objective of this initiative is to provide an intensive networking and learning experience for Kelley MBA students interested in entrepreneurial careers. *Velocity: A Conference for Accelerating Entrepreneurial Careers* is sponsored by the Kelley School of Business and hosted by a partner university, located in a hotbed of entrepreneurship. The conference provides Kelley MBA students the opportunity to network with successful entrepreneurs from all over the country and with other entrepreneurship students.

Twenty-five MBA students traveled to Houston, Texas to attend *Velocity* in Spring 2004. Indiana students were hosted by 25 Rice University entrepreneurship students. Two Indiana venture capitalists accompanied the Kelley MBA students and networked with students during the conference. Entrepreneurs from all over the country made presentations and networked with the students. There was also a panel of venture capitalists and a panel of entrepreneurs discussing professional ethics. The 2005 Velocity Conference will be held in March, hosted by Boston University.

Both IU and Rice students completed evaluation forms at the conclusion of the 2004 conference. The response was extremely positive, with several students indicating that the conference was the most valuable experience they had had in their MBA program. Forty-six people completed evaluations (over 84% response rate). All gave the conference an above average or outstanding rating. The other information

collected will be used to make adjustments to the spring conference.

#### *B. Creation of the New Ventures Lab at the Johnson Center for Entrepreneurship and Innovation*

The objective of the New Ventures Lab is to provide MBA students with relevant clinical experiences that complement their academic curriculum. Student teams advise entrepreneurs, early-stage companies, and corporate spin-offs on business strategy and assist them in designing operating plans, structuring sales channels, and building financial forecasts. Through these experiences, students accelerate the commercialization of research and product development. These clinical experiences emulate the actual business planning processes used by successful entrepreneurs using the analytical models employed by top-tier venture capital firms to make investment decisions and manage early-stage portfolio companies.

Two teams were assigned to the Midwest Proton Radiotherapy Institute, a new cancer treatment facility at the Indiana University Cyclotron Facility in Bloomington. One team addresses financials and the other addresses marketing and personnel forecasts for the facility. Another team was assigned to Information-in-Place, a company dealing in mixed-reality software used to train the U.S. military. This company was founded by IU alumnus Sonny Kirkley. The team will address a new product launch and new market approach for Information-in-Place. A fourth team was assigned to RightRez, a local cruise line reservation software company with a new product line for making group reservations faster and less expensive. This team determines how to take the product to market in the most expedient and cost-efficient manner. Each team has made one formal report to the New Venture Lab director, and each team meets with the director twice per month.

We plan to continue biweekly meetings attended by the New Ventures Lab director, all members of the student teams, and the principals of each company. In addition, the Indiana University Emerging Technologies Center (IUETC) advisory board will provide regular critiques of each team's work as it progresses. We had a "progress conclave day" meeting in January 2005 at the IUETC, where all teams discussed roadblocks, problems, needs, and areas of difficulty. Early in the initiative, "team leaders" were appointed

by consensus to be responsible for weekly e-mail reports to the director and for being in constant contact with the primaries of the company. Interest in these projects is high, particularly due to the variety of fields the companies represented. The total number of students involved is 20; the total number of company employees in contact with the students is about 32. All companies involved in the process plan to either hire some of the students as full-time employees (particularly Information-in-Place), or acquire some as summer interns.

**GOAL 2: PROVIDE OPPORTUNITIES FOR  
SERVICE LEARNING, INTERNSHIPS,  
JOB DEVELOPMENT, AND PLACEMENT  
IN NOT-FOR-PROFIT ORGANIZATIONS**

*A. Develop an Entrepreneurship Law Clinic*

The Entrepreneurship Law Clinic is a multidisciplinary venture of the Indiana University School of Law—Bloomington and the Kelley School of Business’s Johnson Center for Entrepreneurship and Innovation.

The objective of the Entrepreneurship Law Clinic (ELC) is to provide JD and MBA students meaningful opportunities to develop their legal and business skills in a team-oriented clinical setting. The ELC will also support economic and entrepreneurial development by providing legal and business research to emerging, growth-oriented companies in south central Indiana. We hope to foster an appreciation among students, faculty, and the community for the spirit and value of entrepreneurship in Indiana.

The ELC is now housed in the Johnson Center for Entrepreneurship and Innovation. A search for a director was completed in fall 2004. Timothy J. Boeglin, an experienced entrepreneur and attorney, began work on November 1, 2004. In his first two months on the job, Boeglin introduced himself and the ELC to various stakeholders, including the faculty of the School of Law—Bloomington; the faculty and staff of the Johnson Center; student members of the law school’s Business Law Society and the Johnson Center’s Graduate Entrepreneurs Club; various leaders of the Bloomington business community, including the directors of the Bloomington Economic Development Corporation, the Bloomington Life

Sciences Partnership, the general counsel of Cook Group, Inc.; and others in the legal and accounting professions.

As part of his development of a strategic plan for the ELC, Director Boeglin researched peer clinics throughout the country to ascertain business models used, types of services offered, and types of funding and partners. Although the ELC was originally envisioned as a “capstone” experience for JD/MBA and JD/MBAA joint degree students, the current enrollment level in the joint degree programs (approximately five per class) means there will be an insufficient number of joint degree candidates to fully staff the clinic in the first few years of its operation. As a result, the clinic will also draw on law students with MBAs or substantial business experience prior to law school, as well as non-joint degree JD and MBA students who may be paired in teams to work on client matters. The School of Law and Kelley School of Business are each committed to increasing the number of JD/MBA candidates, and intend to use the clinic, as well as a harmonized JD/MBA curriculum “track,” to attract additional students into the program.

Within the next six months, we will create an advisory board to guide the ELC’s development and mission. We will create a strategic plan, including a mission statement, identification of services to be provided, types of clients to be served, partners and affiliates needed to support the clinic, funding required to sustain the clinic, and an implementation plan for launching the clinic’s pilot program by August 2005. During this time period, we will actively work to develop institutional support and coordination for the ELC as well as develop operational policies and procedures. The ELC will assist in the development of Law and Entrepreneurship courses, and will also launch a campaign to market the clinic’s services to members of the university and south central Indiana business communities.

The Entrepreneurship Law Clinic concept has met with virtually universal approval within the university and business communities. There is a strong perception that this service is needed, and that it can provide a valuable educational purpose in the process. There appears to be particular enthusiasm within the life sciences community, presumably because the success of emerging companies in that field depends

on the proper identification, protection, and commercialization of certain legal rights, especially intellectual property rights.

However, success in any endeavor is never assured without proper planning. The ELC will need a strong advisory board and a well-conceived strategic plan. Communication and coordination between the sponsoring schools will have to be improved and expanded to fully realize the synergies of those institutions, and to assure that a sufficient number of JD/MBA candidates are enrolled to staff the clinic. Partnerships and affiliations with legal, accounting, and business groups will need to be cultivated. The ELC director and advisory board will have a particular need to partner with law firms specializing in intellectual property in order to adequately address the highly technical and challenging legal issues confronting emerging life sciences companies.

Finally, the ELC leadership will need to address funding requirements well before the expiration of the Lilly Endowment's grant, and to develop a self-sustaining funding plan.

### ***B. Develop a Social Entrepreneurship Program***

The Social Entrepreneurship Program initiative will establish collaboration, chiefly between the Kelley School of Business and the School of Public and Environmental Affairs (SPEA), to train graduate and undergraduate students in the principles and techniques of social enterprise.

In a joint effort between The Kelley School of Business and SPEA, the Social Entrepreneurship Program is developing a course on social enterprise. The program also focuses on developing opportunities for students to work with commercially-oriented nonprofits and social-purpose businesses as well as develop a clinic for ongoing work with these kinds of organizations and incubate new ones. The program will also work to place graduates in jobs with Indiana nonprofits and social-purpose businesses.

To date, the project director has surveyed major social enterprise programs in the United States. He participated in the first Venture Philanthropy Summit at Stanford University and the Net Impact Conference at Columbia University. Analysis of an Indiana nonprofit database was made to ascertain level of

commerciality. Survey instruments for gauging student and faculty interest in the Social Entrepreneurship Program have been developed. The project director has met with the SPEA dean and her associates to discuss faculty hiring issues and has contacted a student group at the Kelley School of Business interested in social enterprise.

The director for this program will be hired during the next six months to begin work in Fall 2005. A survey of other programs and attendance at conferences revealed several ways in which our planned program could be improved, including: a research program that would measure social impact, both quantitatively and qualitatively; establishment of a venture philanthropy resource center, which would provide a clearinghouse of information on social enterprise and practice; serving as host for a second summit on venture philanthropy; and developing a joint Kelley-SPEA speaker series on social enterprise.

We plan to begin to develop community contacts in both the business and nonprofit sectors. The Social Entrepreneurship Program director will develop, gain approval for, and recruit teaching and administrative staff for a fall 2005 course on social enterprise. The program will also be coordinated with the social enterprise program at IUPUI. As part of the program launch, the director will ascertain the feasibility of sponsoring a second Venture Philanthropy Summit.

If it is to succeed, ownership of this program must be transferred to a normal governance process, not reside with a single faculty member and competent doctoral students. As a first step, the deans of SPEA and the Kelley School of Business have been asked to appoint a joint committee to develop the Social Entrepreneurship Program, make key curricular decisions, obtain course approvals, and recruit faculty.

### **GOAL 3: COMMUNITY-UNIVERSITY PARTNERSHIPS TO SUPPORT INCREASED ECONOMIC OPPORTUNITIES**

#### ***A. Enhance outreach initiatives of the Johnson Center for Entrepreneurship and Innovation***

The Johnson Center for Entrepreneurship and Innovation at the Kelley School of Business provides

an educational and experiential bridge between MBA students and Indiana's entrepreneurial community.

Through two programs that the Johnson Center manages, The Growth 100 Awards Banquet and The Alliance: A Forum of Business Leaders, MBA students are given the opportunity to network with some of Indiana's most successful business leaders.

The Growth 100 program identifies and recognizes 100 of Indiana's rapid growth, high potential companies at an annual recognition banquet and award event. This year, 18 members of the Kelley MBA Entrepreneurship Management Academy attended the October 27 program.

MBA students were also invited to attend The Alliance's quarterly meeting held in Indianapolis. The Alliance is a 40-member organization of major decision makers of established, innovative, mid-sized Indiana companies. The group meets quarterly in Indianapolis to discuss current business trends and issues. Eleven MBA students attended the September 9 and November 11 sessions, networking with key business leaders.

Donald F. Kuratko joined IU Bloomington in early January as the Kelley School of Business's Jack M. Gill Chair of Entrepreneurship and professor of entrepreneurship, and executive director of both the Johnson Center for Entrepreneurship and Innovation and the Johnson Center for Science and Entrepreneurship. A proven leader, he brings a national reputation and a global understanding of entrepreneurship to the position.

Through the Johnson Center, we will explore opportunities to expand educational and networking benefits to more Indiana private business leaders (especially in the life sciences, biotechnology, and first-growth businesses) and involve those leaders in more activities with Kelley School of Business students. We will also ask companies from the Growth 100 and life sciences firms associated with Indiana University's Research and Technology Center to participate in summer internship programs. We will specifically target companies that meet the criteria to participate in the Chambers Internship Program.

There has been significant student interest in internships with Indiana companies, but we plan to promote the diversity of choices they have among entrepreneurial companies. At the same time, the director and staff of the Johnson Center will work to increase the awareness of business opportunities for both the companies and the students.

#### GOAL 4: SUPPORT OF ENTREPRENEURIAL DEVELOPMENT

##### *A. Establish an Entrepreneurial Management Academy*

The objectives of the Entrepreneurial Management Academy, an initiative in the Kelley School of Business MBA program, include introducing students to a range of entrepreneurial careers. The Academy provides a forum to discuss common issues facing early stage businesses and examines resources that are available for beginning entrepreneurs to start and operate a business. In addition, the Academy encourages students to consider launching a business or joining an entrepreneurial company in Indiana.

The Academy experience spans the two years of the MBA program. In addition to regular meetings and activities, there are three Academy Intensive Weeks designed to provide each student an opportunity to build career-specific knowledge and skills and to develop a valuable network of contacts within the entrepreneurial community.

During the summer, prospective MBA students who had expressed an interest in entrepreneurship were sent a letter containing a CD that describes the Entrepreneurial Management Academy. Sixty-six letters and CDs were distributed. In early September, two presentations providing an overview of the Academy were given to all interested MBA students. Forty-two students attended.

In early October, an entrepreneurship career briefing was offered in two separate panel discussion sessions for all interested MBA students. The briefing included an Indiana entrepreneur who had started his own business, an Indiana venture capitalist, a recent IU graduate who had returned to his hometown in Indiana to join his family's business, and a recent IU graduate who had joined Lilly Inc. in an entrepreneurial role. Forty-four students attended one of the two briefings.

In mid-October, an intensive week of activities was offered to the 16 first-year members of the Entrepreneurial Management Academy. The events included a panel discussion on the resources available to a young entrepreneurial business. The panelists included a venture capitalist and representatives of an incubator, a CPA firm, an law firm, a technology transfer office, and a bank. Each of the panelists lives and works in Indiana and supports Indiana entrepreneurs. A second panel focused on resources available within the Indiana University system. Students participated in networking opportunities with both panels. One of the Academy co-directors conducted several case discussion sections. The topics of these discussions included how to: manage a rapidly growing entrepreneurial business, write a business plan, and raise money for a new venture. Each student was charged with creating a personal Entrepreneurial Development Plan in which they outlined their entrepreneurial aspirations during their two years at the Kelley School of Business.

During the intensive week, approximately 20 first- and second-year members of the Entrepreneurial Management Academy visited Telamon Corporation, an privately-held company in Indianapolis. The founder/owner of the company and three of the company's top decision makers presented the Telamon story and interacted with the students. The students also visited the Indiana Venture Center, where three Indiana entrepreneurs shared their stories and the students learned about the resources of the Center.

During the next phase of the grant period, several speakers will make presentations and network with Academy students. Students will be charged with individually identifying and attending entrepreneurial events within the state of Indiana and reporting their progress on their Entrepreneurial Development Plans. Students will be enlisted in planning a special conference. Finally, a subgroup of Academy students who are participating in the Academy Intensive Option will engage in a business start-up simulation. Each member will play a role in the simulation (e.g., founder, investor, attorney, or accountant).

During this first year, there was an enthusiastic response to the Career Briefings presented by the Academy co-directors to non-Entrepreneurial Management Academy members. Many of the

attendees were pleasantly surprised to learn that Indiana offers persuasive entrepreneurial career opportunities. The Entrepreneurial Management Academy members indicated that the fall events were stimulating and interesting. Students were introduced to 22 individuals representing the Indiana entrepreneurial community through panel discussions or visits to their firm.

*B. Establish a joint Masters of Science—  
Masters of Arts Master in Mediated  
Environments/Masters of Business  
Administration degree (MS—MA MIME/MBA)*

The Department of Telecommunications in the College of Arts and Sciences and the Kelley School of Business are working together to create a new three-year joint degree program. The Department of Telecommunications and the Kelley School of Business expect to gain approval for this joint program from the faculties of both schools during the 2004–2005 academic year. The MS-MA MIME/MBA Program will combine two already-established two-year graduate programs. The graduate degree in telecommunications (MS—MA MIME) focuses on the social and cultural roles of new media and the development of new media for entertainment, learning, commerce, and communication. The graduate degree in business (MBA) allows students to study functional areas of business such as finance, marketing, management, operations and information systems, and accounting within different business contexts (e.g., sports and entertainment, entrepreneurship, and others).

A preliminary program plan has been drafted that contains a clear statement of program design, program orientation, registration procedures, course and graduation requirements, and program policies.

The plan will be submitted for approval by the appropriate units. We will provide one to two student scholarships in the first year after faculty approval of the joint degree program and two to three scholarships in the second year. The program will encourage students to enter this rapidly growing industry and support new business development. Marketing materials for the program will be created and student applications will be solicited during the approval process.

*C. Create entrepreneurship courses through seminar development grants*

The objective of this initiative is to support the creation of 3–6 new IU Bloomington entrepreneurship courses that will motivate and empower our students to consider starting their own businesses, while also facilitating job creation within existing Indiana for-profit and nonprofit organizations. The courses will be aimed at non-business majors who may ultimately be interested in developing, or in assisting with, the development of new businesses in Indiana.

Our goal is that these new courses will generate collaboration between various departments and schools interested in addressing the need for economic development in innovative ways.

A call for Course and Seminar Development Grants has been produced and distributed to all Bloomington-based faculty. Funding request proposals were due by January 15, 2005. Proposals will be reviewed and grants awarded during the spring semester for development during the summer of 2005.

## EVALUATION

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Our primary tools for evaluation are counts of participants in programs and the surveys of all program participants. A copy of the evaluation document is attached. We see evaluation as a critical tool in measuring the success of our efforts, and as each program is further developed, we will expand the scope of our assessment process.



## **INDIANA UNIVERSITY–PURDUE UNIVERSITY INDIANAPOLIS**

### **SUMMARY**

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The establishment of the IUPUI Solution Center in the first half of 2004 was very well-timed. The continually improving Indiana and national economies are creating an ever-growing number of student and faculty opportunities. This demand, coupled with an excellent supply of talent, has enabled the Solution Center to hit the ground running. The ability to enable 80 student opportunities and to award \$140,000 in Venture Funds in just 7 months are just two indicators of the Solution Center's immediate success. The next major internal hurdle for the Solution Center is to find ways to meet growing demands. Demand is already exceeding the identified supply of talented students in areas like information technology and life sciences.

The immediate success of the Solution Center is most evident through the direct and indirect efforts that are enabling student engagements with industry and non-profit organizations. In seven months, the Solution Center has been directly responsible for 66 student experiential learning opportunities. This includes 30 internships, 14 projects, 2 project learning courses (involving 18 students), and 4 full-time job placements. In addition, the Solution Center has been indirectly involved in 14 other internship placements. These opportunities were initiated by the Solution Center and fulfilled by other internship offices on campus.

The Solution Center has also been active in enabling community–university partnerships to support increased economic opportunities. This activity reflects a nice blend of short-term and long-term initiatives. The most visible short-term impact of the Solution Center’s efforts in this area can be seen through the use of the Venture Fund. To date, the Solution Center has awarded \$140,000 to 22 different companies for the purpose of energizing the Indiana economy through the use of IUPUI talent. The health and life sciences and the nonprofit sectors have been major beneficiaries of the Venture Fund. Information technology opportunities have also been heavily exploited.

## PROGRESS REPORT ORGANIZED BY UNIVERSITY GRANT GOALS AND CAMPUS INITIATIVE

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### GOAL 1: INTERNSHIP, JOB DEVELOPMENT, AND PLACEMENT IN BUSINESS

#### *A. Add 3–5 student internship placements each month directly through the efforts of the Solution Center for the first year of operation.*

This activity is intended to supplement the efforts of the existing campus-based internship programs. From May through November, the Solution Center was directly responsible for 66 student opportunities, which is nearly twice the targeted number of 35 placements. As the Indiana economy improves, student-related opportunities should continue to prosper. The Solution Center should be able to directly enable more than 100 student experiential opportunities in the first 12 months of operation.

#### *B. Add 2–3 student internship placements each month through Solution Center referrals to campus internship programs.*

For the first 7 months of operation, the Solution Center was responsible for 14 referrals, which meets the low end of the targeted number. This initiative has a substantial growth opportunity, but is currently constrained by inefficiencies and structural problems in the campuswide internship programs. This initiative will be greatly assisted by the internship initiatives described below.

#### *C. Participate in an effort to streamline and expand the capacity of the current campus-based internship programs.*

In July 2004, an IUPUI Internship Council was formed to identify opportunities for improvement. This group has already identified structural improvements and best practices that will improve current responsiveness to employer requests and provide for future growth opportunities in the number of internships enabled through campus efforts. One example of a structural improvement is the establishment of an information technology internship coordinator, who will coordinate the students and consolidate opportunities across the five IUPUI schools that currently offer IT academic programs. Most of these improvements should be implemented in 2005.

#### *D. Develop metrics to measure total student experiential opportunities, graduates working in Indiana three years after graduation, and Hoosiers returning to the Indiana workforce after three years of work outside the state.*

This initiative is critical for measuring and meeting the specific Solution Center goals described in the Lilly grant. Vic Borden, IUPUI’s Director for Planning and Institutional Improvement, is actively working with the Solution Center to accumulate the necessary data. Some of these data, such as Hoosiers returning to the Indiana workforce after working out of state for three years, will be a challenge to collect.

#### *E. Work closely with schools’ recruitment professionals to create and deliver appropriate information to external audiences and seek their assistance in meeting recruitment goals.*

Much of the success of the Solution Center will depend on the effectiveness and efficiency of the school-based internship programs operating at IUPUI. Over the years, these programs have generally been operating in isolation and have not always shared information. Through the efforts of the IUPUI Internship Council, these walls are being eliminated and best practices are being implemented that will enable increased communication and effectiveness of the campuswide internship programs. One outcome of this council is the current development of a Web-based process (a description follows) that will allow students and employers to access internship information from a central location. This component should be operational by June 2005.

***F. Develop a Web-based tracking system that will capture client information and provide a convenient means of reporting on the status of client requests as well as a cumulative client information.***

The Solution Center’s current client tracking “system” consists of a combination of manual and automated elements. A Web-based application is being developed that will provide a central repository for activities such as client registration, client requests for business assistance, client requests for Venture Fund Support, and reporting of these various activities. The new client tracking system should be operational in the first quarter of 2005.

**GOAL 2: SERVICE LEARNING, INTERNSHIPS, JOB DEVELOPMENT, AND PLACEMENTS IN NOT-FOR-PROFIT ORGANIZATIONS**

The nonprofit sector is one of the key focus areas for the Solution Center. Solution Center outreach efforts have resulted in numerous instances of assisting Central Indiana nonprofit organizations through internships, research, and business assistance. The success of this focus is reflected in several different ways, including a \$57,000 investment of Venture Funds in 10 different nonprofit organizations in the first 7 months of operation. The Solution Center has also directly enabled 12 internships and student projects to support non-profit initiatives.

***A. Continue to build and foster relationships with nonprofits through financial and internship support.***

One objective of this initiative is to strengthen meaningful research, project, and internship partnerships with nonprofit leaders and organizations. A second objective is to build internship, professional practice, and placement programs in nonprofit organizations.

The Solution Center continues to increase the number of internships and assistance activities in Central Indiana nonprofit organizations. During the seven months of operations, center directors have organized numerous consulting opportunities, responded to a growing number of requests for information and assistance, and placed many interns in nonprofit organizations. Partner nonprofits include business incubators; professional and cultural associations; educational programs, research centers, and initiatives;

human service agencies and efforts; the Indianapolis Children’s Museum; the Corporation for National and Community Service; the Indiana Commission on Community Service and Volunteerism; and the Indianapolis Museum of Art. The director for outreach will continue this strategy to assist and serve as a resource to nonprofit organizations in 2005.

***B. Cultivate 2–3 faculty for developing new service learning courses for the fall 2005 semester.***

Service learning courses reflect one of the most effective methods for increasing the degree of civic engagement by IUPUI faculty and students. For the fall semester 2004, the Solution Center assisted in developing two new service learning courses. These courses engaged 18 students and two faculty members in service learning education. For the fall semester 2005, the goal is to add at least two more courses through the direct efforts of the Solution Center, while maintaining the current new offerings.

**GOAL 3: COMMUNITY–UNIVERSITY PARTNERSHIPS TO SUPPORT INCREASED ECONOMIC OPPORTUNITIES**

The Solution Center has been very active in this area, awarding more than \$140,000 in Venture Funds and enabling 80 external student engagements in only 7 months.

***A. Establish the Solution Center as the single point of contact and expert resource to business and industry, nonprofit organizations, and government agencies in Central Indiana.***

Some specific objectives in this area include:

- 1) Engage industry, government, and other academic institutions as networking, education, and research partners.
- 2) Strengthen meaningful partnerships with business, industry, government, and nonprofit leaders and organizations.
- 3) Build internship, professional practice, and placement programs in external partner businesses and organizations.
- 4) Identify partner organizations with the capacity to establish recurring internship positions and placement opportunities.

Outreach strategies have resulted in the development of more than 100 new contacts and formalized partnerships since activity began for the Solution Center in May 2004. The growing resource network and awareness of the center has produced many partnerships for internships, project agreements, and research collaborations. Partnerships for multiple activities and internships with Clarion Health Systems, the Indianapolis Children's Museum, and Beckman-Coulter exemplify progress in this area. The director for outreach will continue to pursue this successful strategy for growth, with an increased focus on long-term agreements that build human and financial resources.

*B. Establish the Solution Center as a key Central Indiana partner in efforts to increase the numbers of highly trained and degreed professionals in the state.*

This initiative is facilitated through the attainment of the following objectives:

- 1) Introduce students and Indiana businesses to each other through meaningful and career-related research, internships, and projects.
- 2) Build a pipeline of talent for Indiana businesses, nonprofit organizations, and government agencies.
- 3) Assist business and industry, nonprofit, and government leaders in establishing internship, professional practice, and placement programs.

The Solution Center has been able to capitalize on the campus's many student and faculty assets and its proximity to Indiana businesses to develop a strong pipeline in support of the economic development goals for the state and the specific workforce needs of Central Indiana businesses and organizations. The director for outreach continues to pursue the strategy to serve as a resource and to establish formal agreements for growth whenever possible.

**GOAL 4: SUPPORT OF ENTREPRENEURIAL DEVELOPMENT**

While not a stated goal of the Solution Center, the Center serves as a resource to entrepreneurs and emerging businesses. In addition, many faculty, students, and staff are entrepreneurs or engage in entrepreneurial activities.

Some specific objectives in this area include:

- 1) Providing a network of resources to emerging companies through consulting, referrals, internships, business assistance, and research.
- 2) Assisting entrepreneurial enterprises in seeking and utilizing the assets of the university in their business model.

A large number of inquiries and partnerships have developed from the contact made with individuals and companies in central Indiana. The Solution Center has been able to facilitate activities that apply the talent of IUPUI's students and faculty to assist emerging companies and entrepreneurial enterprises through consulting, research, business assistance projects, and internships. The Solution Center will continue to provide support to entrepreneurs.

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## EVALUATION

As the Web-based capture and reporting system is implemented, the Solution Center will expand its ability to capture the appropriate metrics to measure original grant goals. Implementation of the Web-based system for gathering data is an important step in meeting our needs. The Web-based data will also allow us to evaluate our work in more detail.

## INDIANA UNIVERSITY EAST

### SUMMARY

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Indiana University East's initiatives to promote economic opportunity through educational collaboration are focused on the following goals:

- 1) Enhance internship, job development, and placement in area businesses organizations.
- 2) Enhance internship, job development, and placement in not-for-profit organizations.
- 3) Develop community-university partnerships to support increased economic partnerships.
- 4) Support entrepreneurial development.

The strategy enacted at Indiana University East is to concentrate on program initiatives that integrate results in these four goal areas. This integrated effort is being accomplished by focusing entrepreneurial development in three ways:

- 1) Increasing student learning opportunities, with regard to entrepreneurial development, in and out of the classroom.
- 2) Developing a clearly identified campus focal point for entrepreneurial development.
- 3) Creating collaborative educational and community partnerships focused on leadership development, value creation, and economic development.

The primary goals for the second grant reporting period were

- 1) Formation of a Students in Free Enterprise (SIFE) chapter.
- 2) Development of internship and service learning opportunities.
- 3) Initiation of community leadership development seminars.
- 4) Preparation of an evaluation plan.

Accomplishments during this time period include

- 1) Completing the first phase of the SIFE program.
- 2) Strengthening and leveraging the staffs and resources of the Career Planning and Placement Office staff and the Office of Service Learning to establish formal approaches and funding mechanisms to support internships and service learning opportunities.
- 3) Collecting baseline information regarding community leadership economic development needs.
- 4) Developing and procuring financial and staff resources for an Entrepreneurship Center, which will serve as a collaborative partner in implementing the Lilly initiatives.
- 5) Instituting a tracking system to monitor evaluation results.

## PROGRESS REPORT ORGANIZED BY UNIVERSITY GRANT GOALS AND CAMPUS INITIATIVES

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### GOAL 1: INTERNSHIP, JOB DEVELOPMENT, AND PLACEMENT IN BUSINESS

#### *A. Organization and Formation of SIFE (Students in Free Enterprise) Chapter*

The Students in Free Enterprise Program (SIFE) is a national program focused on developing business leadership, teamwork, and communication skills. An initial chapter organization meeting has been completed during this time period, as originally projected. Student teams have formed and projects are being completed.

We will assess the strength of this initiative by June 30, 2005, to determine what progress has been achieved, what impact the SIFE program has had on students, and if any changes are necessary. SIFE participants, sponsored by IU East, will be encouraged to present their projects at a SIFE regional student business competition in Spring, 2005.

#### *B. Formalization of Internship Experiences— student-initiated and business-initiated*

The objective is to partner with area businesses to create a greater number of internship opportunities. We have focused on strengthening and leveraging the resources of the IU East business department and the Career Planning and Placement Office.

During the next six months, we will identify up to 10 grants and/or stipends to support both student-initiated and business-initiated internship experiences. We will also develop a consistent tracking and evaluation procedure for these internships.

IU East is well-positioned to make significant progress in this area during the next six months. We anticipate establishing three to five financially supported internships.

### GOAL 2: SERVICE LEARNING, INTERNSHIPS, JOB DEVELOPMENT, AND PLACEMENT IN NOT-FOR-PROFIT ORGANIZATIONS

#### *A. Development of a plan to utilize service learning experiences that are supportive of economic and entrepreneurial development*

We have conducted discussions about integrating existing service learning initiatives and formulating new opportunities if appropriate. One emphasis of this initiative is to create collaborative bridges among the IU East business division; the arts and humanities; and the natural, social, and behavioral sciences. Another emphasis is to meet with service and nonprofit organizations to focus attention on their economic development role.

Progress in this area has been limited during the current grant period. During the next six months we will host interdivisional conversations, develop an integrated approach that includes all campus departments, and develop an evaluation and tracking plan.

**GOAL 3: COMMUNITY–UNIVERSITY PARTNERSHIPS  
TO SUPPORT ECONOMIC DEVELOPMENT**

***A. Community Leadership Development initiatives—  
speaker resources***

The objective is to provide leadership education resources for community business and organizational leaders.

During the current grant period, initial conversations with community leaders have helped us begin to identify the most significant learning needs and to formulate the most appropriate delivery vehicles. In September, Chancellor Fulton hosted a meeting attended by more than 20 potential business and community partners; the topic of this event was IU East's role in economic development. Information from this meeting is also being used to shape the focus of the community leadership program.

During the current grant period, business faculty member David W. Frantz has been identified as the point person for the Community Leadership Development initiative. In the next six months, he will work with community leaders to finalize a program design and begin offering community learning opportunities.

This initiative will become operational in the spring 2005 semester. It will be implemented in conjunction with other activities of the soon-to-be inaugurated Entrepreneurship Center.

**GOAL 4: SUPPORT ENTREPRENEURIAL DEVELOPMENT**

***A. Academic courses to support economic development  
and entrepreneurial activities.***

This initiative is focused on the evaluation and review of existing academic offerings related to economic development and entrepreneurial leadership. There were no objectives related to this during the current grant period, and no progress to report. The focus of this objective is in the 2005–2006 academic year.

***B. Development and coordination of IU East resources***

The objective of this initiative is to integrate and to foster collaboration among various IU East endeavors, such as the community leadership initiatives, the

economic education center for K–12 activities, and economic development efforts. Progress during the grant period is significant. Additional financial support for an Entrepreneurship Center is in the process of being secured, and Mr. Tim Scales has been named Interim Director of the center, as of January 2005. The center will serve as key partner in the ongoing implementation of this aspect of grant initiatives.

***C. Seed money grants for student business  
development initiatives—microlending bank***

The original grant called for possible funding of student-based entrepreneurial teams in the second and third years of the grant. It is expected that a final determination regarding the specific allocation of funding relative to the microlending approach will occur in the next six months.

**EVALUATION**

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During the grant time period, responsibility for the administration of the grant was transferred from Diane Roberts to David Frantz, associate professor of management. Professor Frantz is reviewing the existing evaluation plan and will be formalizing both the evaluation and tracking methods in the next six-month time period.



## INDIANA UNIVERSITY KOKOMO

### SUMMARY

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The goals of the Indiana University Kokomo initiatives to promote economic opportunity through educational collaboration are to:

- 1) Demonstrate an increase in yearly business contacts and services provided.
- 2) Establish 10 new internships each year, with five in the nonprofit sector.
- 3) Document entrepreneurship growth in which the Office of Business and Community Outreach provided leadership.
- 4) Increase student participation in job fair opportunities.
- 5) Increase the number of academic courses that include internships and/or service learning components.

Through the Division of Continuing Studies and the newly created Office of Business and Community Outreach, the number of contacts between IU Kokomo and regional businesses has increased to 34 during this reporting period. Through ongoing contact with businesses, we have increased by 15 the number of internships for our students in both profit and not-for-profit organizations. In October 2004, a faculty survey was developed by the Office of Continuing Studies and distributed to all faculty members. The goal of the survey was to identify faculty members' areas of

expertise. The results of the survey are being used to connect campus faculty to area businesses. By working with area businesses in this way, our faculty members serve the economic needs of the region and augment their knowledge of current business practices to better instruct and mentor our students.

With the assistance of our Career Services Center we have made a large impact on student service learning opportunities on our campus. Additionally, Career Services is working to increase student awareness of both internship opportunities and their importance to students as they develop their career paths. The goal is to have students participate in at least one internship.

The Division of Continuing Studies has been instrumental in aiding entrepreneurship growth in our region. In 2004 we hosted the Fourth Annual Entrepreneurship in the New Economy Conference and created and facilitated the Entrepreneur to Entrepreneur forum. Additionally, we continue to offer the Certificate in Contemporary Entrepreneurship program in partnership with the IU Kokomo School of Business.

A job fair was held at IU Kokomo in September 2004. Additionally, a group of IU Kokomo students were provided bus transportation to the Indiana Multi-cultural Job Fair held in Indianapolis in October 2004.

A number of initiatives are underway to increase the number of academic courses that include service learning opportunities or internships. Two IU Kokomo staff members attended a service learning workshop sponsored by IUPUI. The staff members brought back valuable information to our faculty members on effective and efficient ways to implement service learning opportunities into course objectives and student coursework. Based partially on information learned in this workshop, an article on implementing service learning in classes will be published in the upcoming adjunct faculty newsletter.

## PROGRESS REPORT ORGANIZED BY UNIVERSITY GOALS AND CAMPUS INITIATIVES

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### GOAL 1: INTERNSHIP, JOB DEVELOPMENT, AND PLACEMENT IN BUSINESS

#### *A. Develop recurring internship opportunities in the private sector*

The Office of Continuing Studies coordinated initial meetings with PDK Enterprises and Homeland Security Consultants. Beginning in spring 2005, PDK will employ one intern to assist with a Comprehensive Hazard Analysis for Wells County, Indiana. This relatively new Indiana-based business plans to initiate proposals for assessments for other counties and has expressed interest in continuing to utilize additional interns if additional contracts are secured. Follow-up meetings are scheduled with other entities to seek to secure additional and recurring internship opportunities.

Development of internship opportunities with companies appears to pose some challenges as companies weigh the costs, but opportunities are being identified. Student placement in an internship is a challenge, as the grant directors noted in their November 2004 meeting. Time is a constraint, since many students hold part-time jobs, and internships are not part of the established curricula in some academic programs. We are convening a campus leadership work group to consider such constraints and to develop strategies to address them. Also, we are developing an internship fair, which will primarily target summer internship opportunities.

### GOAL 2: SERVICE LEARNING, INTERNSHIPS, JOB DEVELOPMENT, AND PLACEMENT IN NOT-FOR-PROFIT ORGANIZATIONS

#### *B. Organize an on-campus job fair for all majors*

Our objective is to increase employer awareness of degree majors and the caliber of students who graduate from IU Kokomo. We held a job fair in September 2004, and 16 prospective employers attended the event. The Division of Continuing Studies will continue to enhance the fair. Plans include increasing our efforts to market the fair to both

employers and students. We will continue work in collaboration with the Assistant Director for Business and Community Outreach, the Alumni Relations Office, and the Coordinator of Programming and Applied Learning.

**C. *Indiana Multicultural Job Fair (held in Indianapolis in October 2004)***

The objective of this initiative was to promote job search skills and the employer pool for students ready to transition to the workforce. A university van was used to transport students interested in attending the Indiana Multicultural Job Fair. A total of 19 students from IU Kokomo attended.

**D. *Establish internship opportunities for nonprofit organizations***

The objective of this initiative is to allow students hands-on and out-of-classroom learning experiences in their chosen major. We were able to offer 25 internships from nonprofit organizations and placed three students for the fall 2004 semester in paid not-for-profit internship opportunities. At this time, four students have been placed with not-for-profit agencies for the spring 2005 semester with 14 other students in various stages of the application process.

**E. *Present professional development activities for students***

The objective of this initiative is to prepare students for job interviews and for their first job experiences after graduation. We held a business etiquette luncheon for students, in which 22 students participated.

Working in collaboration with the IU Kokomo Office of Alumni Relations, students are able to participate in mock interview sessions where they practice their interviewing skills and receive immediate feedback in a simulated interview scenario.

**F. *Heighten awareness of service learning opportunities to faculty and students***

The objective of this initiative is to increase the number of students participating in service learning. Several initiatives have been implemented to increase the number of IU Kokomo students participating in service learning. All IU Kokomo faculty members were invited to attend a meeting held on September 13, 2004, at which service learning opportunities in

the region were discussed. Faculty members were presented with ways to implement service learning activities in their courses. Fifteen faculty members attended the meeting.

In fall 2004, more than 100 survey letters were sent to nonprofit agencies in our region in an attempt to gather information about service learning possibilities. Fourteen agencies responded. The Office of Career Services measured student interest in volunteering/service learning during our Fall Activity Fair. Twelve students expressed interest in volunteering outside of classroom requirements.

A total of nine meetings were held with faculty members to discuss current service learning projects. Based on data and faculty input gathered during the faculty meetings, we developed a faculty survey that will provide data on current ongoing IU Kokomo student service learning projects. The survey was distributed in December.

In February, we plan to host a meet-and-greet reception for students, faculty, and nonprofit agencies to discuss opportunities for collaboration.

**GOAL 3: COMMUNITY-UNIVERSITY PARTNERSHIPS TO SUPPORT INCREASED ECONOMIC DEVELOPMENT OPPORTUNITIES**

Toward this goal, a local advisory committee has been formed and provided with copies of the grant-related documents. Members of the committee include economic development professionals, an entrepreneur, and university faculty and staff.

In addition to the internship reported under the internship initiative, the partnership established with PDK Enterprises for the All Hazardous Analysis will work with the School of Public and Environmental Affairs faculty member, Karl Besel.

**GOAL 4: SUPPORT FOR ENTREPRENEURIAL DEVELOPMENT**

**A. *Coordinate annual Entrepreneurship in the New Economy Professional Development Conference***

The objective of this conference is to provide professional development, marketing, and networking

opportunities. The conference was held on October 7, 2004. Sixty entrepreneurs, economic development professionals, university faculty, and students attended. The conference featured presentations and panels on the entrepreneurial experience, doing business with the State of Indiana, angel and early stage investing, and business incubation. Evaluations revealed the participants found the conference to be very informative.

### ***B. Entrepreneur-to-Entrepreneur Forum***

The objective of this initiative is create a vehicle for entrepreneurs to converse with each other on topics of mutual interest. The first Entrepreneur-to-Entrepreneur Forum was held on December 3 on the IU Kokomo campus. Sean Mooney, an IU Medical Center Biophysicist, who established a 1300+ member entrepreneur organization in San Francisco, was invited to lead the discussion and to share his insights from developing that organization.

The group will meet again in February/March 2005. During the next meeting, the group will brainstorm future forum goals and objectives. We expect this forum to meet regularly to provide entrepreneurs in our region with networking and learning opportunities.

### ***C. Increase business incubation through a U.S. Small Business Administration (SBA) construction grant to Indiana University for INVENTREK, the region's business incubator***

The objective of this initiative is to increase capacity and capability for business incubation using funds from a \$989,000 grant from the SBA.

After grant acceptance by the SBA and after the required environmental assessment activity is concluded, the renovation of the site is expected to be completed within 24 months to add capacity and support for business incubation for developing companies in the life sciences, information technology, twenty-first century logistics, and advanced manufacturing.

## **EVALUATION**

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The evaluation focuses on progress toward achieving the goals and objectives of the grant through review of documentation, such as contact reports and internships. Additionally, we will develop instruments that provide feedback on employer and student satisfaction with the internship experiences. We will use the reviews to improve the internship experience as needed.

## INDIANA UNIVERSITY NORTHWEST

### SUMMARY

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Our original proposal for the Lilly Endowment Initiative to Promote Opportunity through Educational Collaboration distinguished between “push” and “pull” strategies, both of which can be used to reverse the state’s “brain drain.” Our analysis pointed to the need for a “pull” strategy, in effect coordinating Indiana University’s resources to help revitalize Northwest Indiana. We created the Center for Sustainable Regional Vitality (CSRV). Specific initiatives identified in our proposal included the consolidation of various initiatives already underway: to promote regional vitality, the identification of opportunities to engage faculty in the revitalization of the region, and the development of experiential learning opportunities for students. We have been slow in implementing our efforts. Many of the planned activities will be funded through this grant.

One significant change since the last report is the recent departure of Dan Lowery, Campus Director for the grant and Director of the Center for Sustainable Regional Vitality (CSRV) who has accepted a position at Calumet College. Tim Sutherland, associate librarian, has become interim campus director. A permanent campus director will be hired during the spring semester 2005.

## PROGRESS REPORT ORGANIZED BY UNIVERSITY GRANT GOALS AND CAMPUS INITIATIVES

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### GOAL 1: INTERNSHIP, JOB DEVELOPMENT, AND PLACEMENT IN BUSINESS

#### *A. With the assistance of the CSRV, the Race Relations Council of Northwest Indiana achieved 501(c) status in September.*

Two “codes of inclusiveness” have been released over the course of the last year, one pertaining to law enforcement and another pertaining to education. Work is now underway on corresponding “codes of inclusiveness” pertaining to the nonprofit sector, housing, and health care. We will use these codes to help guide the development of additional internship opportunities for all students at IU Northwest.

### GOAL 2: SERVICE LEARNING, INTERNSHIPS, JOB DEVELOPMENT, AND PLACEMENT IN NOT-FOR-PROFIT ORGANIZATIONS

#### *A. A work group involving faculty and key staff are developing a position paper responding to the question: “How can Indiana University Northwest better promote and institutionalize service learning across the curriculum?”*

Appointees are now reading a highly acclaimed text on service learning, *Service-Learning in Higher Education*, by Barbara Jacoby. This work will serve as the basis for expanding service learning opportunities for IU Northwest students beginning in summer 2005.

### GOAL 3: COMMUNITY—UNIVERSITY PARTNERSHIPS TO SUPPORT INCREASED ECONOMIC OPPORTUNITIES

#### *A. We have worked with many organizations, governmental agencies, and companies during the past six months to help establish a set of community boards and working groups.*

Some of these groups include the Lake County Integrated Services Delivery Board, the Center for Cultural Diversity and Learning, the Indiana Business Research Center, Methodist Hospital, and other

organizations from both Lake and Porter counties. Establishing links with these organizations was necessary to provide the vision and support necessary to make changes in the northwest Indiana workforce. This work will create “one front door” for the IU Northwest external outreach initiative (e.g., telephone number, Web site, etc.). We will focus on expanding this work during the next six months.

#### *B. We have developed selection criteria for an initial round of community initiatives to be underwritten by the university’s Lilly grant.*

A request-for-proposal was issued in April 2004. Sixteen proposals were submitted and six student fellowships were awarded. Progress with respect to the fellowships will be monitored closely. The funded proposals are:

- Development of a strategic marketing decision support system for the transportation, distribution, and logistics industry.
- Study of the decision making on healthy eating and physical activity among adolescents in Northwest Indiana.
- Study of an inland dune system and impacts of past climate change and implications for flooding, soil erosion, beach erosion, E-coli, and heavy metal contamination of waterways.
- Study of oxidative remediation of atmospheric organic contaminants in Northwest Indiana.
- Development of a “green” quality of life human development index or a sustainable regional development index that would incorporate environmental quality as an integral component of our understanding of “quality of life.”
- Development of a database pertaining to environmental issues and concerns.

A second round of proposals will be solicited in April 2005. We will be announcing three rounds of fellowships using Lilly grant funds, each corresponding with a calendar year. The activities included in our first round of fellowships will be pursued to completion during 2005.

## EVALUATION

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We are evaluating the effectiveness of our work through measuring the number of internship and service learning opportunities developed through the grant, as well as creating new connections in the community. We have spent more time planning our work than we should, however the new interim campus director is in place and has clear plans for future progress toward our goals. We will begin implementing programs this spring that will produce substantial programs during the next six-month period.



## INDIANA UNIVERSITY SOUTH BEND

### SUMMARY

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The goals of the IU South Bend Lilly III initiatives to promote opportunity through educational collaboration are focused on the following:

- 1) Enhance internship, job development, and placement in area business organizations.
- 2) Enhance internship, job development, and placement in not-for-profit organizations.
- 3) Develop community-university partnerships to support increased economic partnerships.

The IU South Bend campus has developed several approaches to engage students in internships and experiential learning. We are a commuter campus, which means that a majority of our students have settled in the Michiana area and plan to stay here. In fact, 66 percent or more of our alumni remain in Michiana after graduation. Our focus, then, is to provide students with meaningful internship opportunities that have the potential to lead to professional employment.

For our first and second goals of internship, job development, and placement in business and not-for-profit organizations, we have hired an internship developer and are developing internship opportunities through relationship-building with employers. Our Interns@Work program is operational. Also, we are recruiting students to participate in internships and

are preparing them through educational seminars. We continue to develop a training program for employers that outlines specific components of internships to assist companies in successful internship implementation.

We have partnered with the physics and computer science departments to support faculty and student collaborations. Students are working with faculty on research in physics; and in computer science, information technology solutions are being developed.

The third goal of building community–university partnerships to support increased economic opportunities is being addressed through IU South Bend’s involvement with a local consortium. The consortium continues to develop the implementation of programming that is scheduled to begin in March 2005. Our first community–university initiative will be a Career and Internship Fair to be held on March 18, 2005.

## PROGRESS REPORT ORGANIZED BY UNIVERSITY GRANT GOALS AND CAMPUS INITIATIVES

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### GOALS 1 AND 2: INTERNSHIP, JOB DEVELOPMENT, AND PLACEMENT IN BUSINESS

#### *A. Implement formal internship program*

Interns@Work is a formal internship program housed in the Career Services Office.

The objectives of this initiative are to:

- 1) Centralize internship functions campuswide.
- 2) Create internship and experiential learning opportunities/sites for students through employer development.
- 3) Increase the numbers of students participating in internships and experiential learning, leading to increased employability upon graduation.

We have hired an internship developer and have listed 127 internships with 49 employers; we also continue an ongoing process of recruiting students and matching students to potential internship sites. Increased student recruiting leads to increased student participation in internships. While our employer

recruiting strategy has resulted in many internship opportunities for our students, student interest has not kept pace with the opportunities available. We will focus our energies immediately to access students through professors, classroom presentations, university clubs and organizations, and other formalized presentations. This may be a commuter campus phenomenon where so many of our students are working and attending school, time for internships may not be easy to implement into a student’s already crowded schedule. We may also need to educate students in understanding the long-term employment value of obtaining internships.

We anticipate that our first year of student recruiting efforts will result in 75 more students who are taking advantage of internship opportunities, and that each year, student participation will increase by 10 percent. We will continue to maintain our 20 existing employer relationships and build new relationships, increasing employer participation by 10 percent each year.

#### *B. Employer and student training*

Training modules are being developed that provide employers with information on various components of starting a company-based internship program, and students with information on step-by-step procedures for obtaining internships.

The first objective of this initiative is to create employer/student handbooks that cover the logistics of internships and provide step-by-step business processes. The second is to create accompanying MacroMedia Flash Web-based presentations for training purposes for both students and employers; individual and group training will be also be available.

Five training modules are being developed and completion is scheduled for February 15, 2005.

#### *C. Faculty/student collaborations*

The primary objective of this initiative is to support students participating in research and project activities with faculty. The unit responsible for this initiative is the Center for Internship, Volunteerism, and Entrepreneurship in Computer Science (CIVECS).

The objectives of this initiative are to:

- 1) Provide students with experience in research and project development and implementation to enhance classroom skills and knowledge.
- 2) Provide students with the opportunity to collaborate with faculty.
- 3) Enhance the employability of students participating in the faculty/student collaborations.

In the physics department, professor Ilan Levine is studying superheated emulsions detectors for dark matter searches and other applications. Three physics interns are working with faculty members on this research that will identify practical applications for theoretical knowledge. These students are working on technology applications in several areas, including dark matter searches, supernova detectors, neutrino beam calibrations, homeland security, gamma-ray detection, and cancer research.

In the computer science department, professor Hossein Hakimzadeh and five computer science interns developed a generic, customizable, and scalable Web-based evaluation system that accommodates the unique needs of each academic unit. They have called their open source software the IU-EVAL Electronic Evaluation System.

This course evaluation tool was piloted in selected courses through the IU South Bend College of Liberal Arts and Sciences for the fall 2004 semester.

### GOAL 3: COMMUNITY-UNIVERSITY PARTNERSHIPS TO SUPPORT INCREASED ECONOMIC OPPORTUNITIES

#### *A. Develop an Indiana Careers Consortium (INCC)*

The INCC is a consortium of 10 regional colleges and universities in the South Bend area formed to collaborate on various projects and initiatives. According to its mission statement, the group is “dedicated to increasing the college-educated human capital in Indiana. We seek to promote career opportunities and professional development through collaborative efforts with the goal of retaining the graduates of our member schools in the state.”

The objective of this initiative is to collaborate on various programming and initiatives with the purpose of retaining college graduates in the state of Indiana.

The first INCC collaboration will be a Career and Internship Fair to be held March 18, 2005, at Indiana University South Bend. The consortium is working to find sponsorships and began recruiting employers in January 2005. Upon completion of the Career and Internship Fair, additional initiatives and programming will be planned.

The opportunity to partner with area colleges and universities provides Indiana college students with greater access to employment opportunities. This is a very positive collaboration with the potential for many innovative outcomes.

### EVALUATION

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Students obtaining internships are being tracked through a career services database. We will also be utilizing the expertise of our Institutional Research Office to assess the overall effectiveness of our initiatives.



## INDIANA UNIVERSITY SOUTHEAST

### SUMMARY

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During the second half of 2004, the IU Southeast Community Partners Program made progress toward each of the four university grant goals: internships, service learning, community–university partnerships, and entrepreneurial development.

The Office of Career Services has generated several new internship opportunities and new hourly positions, as well as two new professional positions since September. The number of students in internships in the fall semester increased 14 percent over the previous fall. The campus Regional Economic Development and Research Center (REDRC) has had several meetings with area businesses, business support organizations, and economic development groups to promote internship and job opportunities for current students and graduates.

The Office of Career Services has filled three internships with not-for-profit organizations to date and has several more in process. The campus Volunteer Center has assisted Career Services with making agency contacts and identifying student prospects. The Volunteer Center has also partnered with faculty members to engage students in their classes in community service activities associated with their coursework. We have developed a new Web-accessible database that allows agencies and student volunteers to match needs and opportunities.

The Office of Career Services and the Volunteer Center co-sponsored a Community Service Fair that featured 30 community agencies and drew approximately 150 interested students.

The REDRC and the IU Southeast School of Business are in the process of building a regional CEO Roundtable to support existing businesses, identify partnering opportunities, and add new businesses to the region.

## PROGRESS REPORT ORGANIZED BY UNIVERSITY GRANT GOALS AND CAMPUS INITIATIVES

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### GOAL 1: INTERNSHIP, JOB DEVELOPMENT, AND PLACEMENT IN BUSINESS

#### *A. Increase internship and job opportunities through the Office of Career Services*

Objectives of this initiative include:

- 1) Promoting among IU Southeast students a greater awareness of internship and job opportunities offered by the office.
- 2) Expanding the number of internship opportunities.
- 3) Increasing professional job postings.
- 4) Providing greater contact with area employers.

Through our outreach efforts, we have generated 32 new internship opportunities, 25 hourly positions, and two professional positions. To date, we have conducted 23 employer visits and made a total of 36 new contacts. Among the staff additions is a half-time professional position in the Office of Career Services, which permits the office to have greater contact with students and area employers.

We have a 14 percent increase in the number of students participating in internships this fall semester compared to last fall semester, an increase from 43 to 49 internships. We have also increased the number of on-campus recruiting visits made by area employers.

To promote greater contact with IU Southeast students, an internship survey was mailed to 2,180 qualified students. We received over 20 percent

response rate and mailed program brochures to those students who requested more information.

Staff will continue to make outreach contacts with area employers that are expected to net us additional internship opportunities, hourly job postings, and an increase in professional job postings. There will also be an increase in the number of classroom visitations scheduled for the coming semester. Printed materials promoting internship and work opportunities are nearly complete. With these promotional materials, we expect to increase student participation.

Because of staff changes, we have not hired the Work Study students we had indicated in our first report. The number of internship opportunities and job postings has increased and we have much better community recognition. There is still a need to increase marketing efforts. Significant progress has been made through visitations. We expect this same progress to continue throughout the life of this grant.

#### *B. Increase internship and job opportunities through Regional Economic Development and Research Center (REDRC)*

Objectives of this initiative include:

- 1) Expanding the number of internship opportunities.
- 2) Increasing professional job postings.
- 3) Providing greater contact with area employers.

In October, the REDRC co-sponsored a program "Expanding Opportunities for Minority and Women Owned Businesses." Forty-five people attended, and we plan to hold a similar program at IU Southeast in the first quarter of 2005.

In November, faculty member Paul Pittman presented "Making Decisions that Generate Profits" in Scottsburg. The audience of 11 managers included manufacturers, retailers, service providers, and public officials.

Also in November, REDRC Director Brenda Swartz, who is a member of the Scott County Partnership, made a presentation to that group explaining the Lilly grant and the IU Southeast internship program.

As a result of these engagements we have identified at least five internship opportunities.

**GOAL 2: SERVICE LEARNING, INTERNSHIPS,  
JOB DEVELOPMENT, AND PLACEMENT  
IN NOT-FOR-PROFIT ORGANIZATIONS**

***A. Implement a Community Partners Program  
through the Office of Career Services***

Objectives of this initiative include:

- 1) Creating new internships.
- 2) Establishing financial partnerships with employers.
- 3) Recruiting students to fill these subsidized internship positions.

The Community Partners Program has allowed us to create partnerships with area agencies and not-for-profit employers to establish internships. Through cooperative financial agreements, we have established partnerships with employers who would normally not be able to provide a paid internship experience for a student. Using Lilly grant money, we have been able to provide fellowships for students to work as interns at a competitive wage. Three fellowships have been created and filled with two area employers. Six additional fellowships have been approved at four other employment sites. Contacts have been made and negotiations are underway with seven other employers. We plan to seek approval to approach for-profit employers in the area and include them in this fellowship partnership program.

Now that contract templates and procedures have been approved, we anticipate that more fellowship programs will be established quickly. If we can include for-profit employers, the number of cooperative relationships are expected to blossom.

We also plan to contact the local Chamber of Commerce and Economic Development Commission to identify employer needs and opportunities, which will enhance our relationship with area businesses and inform them of our services and programs.

The Community Partners Program has created a great deal of excitement among area employers, and we predict that interest will continue to grow. Although some not-for-profit organizations expect to convert the interns to regular employees, the majority will not have the resources to do so. It appears that the best method to increase employment for the long term is to encourage for-profit

employers who have not previously used interns to develop internships that are subsidized for the first one or two semesters. After the employers have had a good experience through the program they will be more likely to continue the program at their own expense.

***B. Continue and enhance all Volunteer  
Center initiatives***

Objectives of this initiative include:

- 1) Make a minimum of six classroom presentations per semester to promote greater contact with IU Southeast students regarding Volunteer Center services and the benefits students and the community can derive from community service.

We have made six classroom presentations, staffed a Volunteer Center information/promotion table at 11 campus events, created a student e-mail distribution list about volunteer opportunities, followed up with all interested students via e-mail letters, and co-sponsored a Community Service Fair attended by approximately 150 students.

- 2) Conduct 10 site visits and implement a community service fair each semester, enhancing direct contact with community service agencies in an effort to increase the number and quality of community service opportunities available to IU Southeast students.

We have created a database of more than 165 nonprofit agencies in southern Indiana and Louisville, completed 10 site visits to area nonprofits, and attended two monthly meetings of Kentuckiana Association of Volunteer Administrators.

- 3) Increase by 15 percent the number of individual students engaged in community service, either through classroom-based or individual service.

We created Volunteer Incentive Program (VIP), a new Web-based individual volunteer enrollment program for which 34 students have registered to date. We also partnered with the Career Services Office on a Web-based database of volunteer opportunities and worked with two professors to engage students in community service through their classes.

- 4) Increase by 10 percent the number of student organizations engaged in community service; implement a student organization workshop toward this objective.

We organized a networking event to introduce student organizations to our services, attended monthly Student Involvement Board meetings to announce volunteer opportunities, sent an average of one e-mail notice per week to all student organization presidents and advisors, and served as a liaison between community agencies and student organizations for volunteer opportunities.

- 5) Improve tracking/reporting of student community service engagement.

We continued to implement student organizations' spreadsheets to tally individual and group volunteer involvement and improved student reporting through the VIP program.

- 6) Participate in two professional development and/or educational events/conferences to garner ideas for increasing student use of campus-specific resources and enhancing our existing programs.

We attended a seminar on other Lilly III initiatives at IU Bloomington's Kelley School of Business, made a site visit to IU Bloomington's Community Outreach and Partnerships in Service Learning Program, and planned site visits to Franklin College and Ball State University in December.

- 7) Develop collaborative programming—including two community service fairs and two student organization workshops—with other existing IU Southeast programs to increase community engagement.

We collaborated with the Career Services Office Internship Program to offer an internship and volunteer service fair and to schedule site visits to nonprofit agencies.

Actual numbers of individuals participating in volunteer activities are contingent on reports yet to be received from professors and individuals registered for the VIP program. These reports were submitted

to the Volunteer Center following the close of the fall semester, and indications are that our goals for increasing the number of participating students will be easily met.

In the spring semester, we are scheduling meetings with officers and/or representatives of the 45-plus campus organizations that do not currently have assigned office space on campus. Many of these organizations are engaged in community service but are not required to report this service (as are the 16 organizations which currently do have office space on campus). Such efforts will result in establishment of direct contacts with campus groups, increased effectiveness in communicating opportunities, and greater understanding on the part of these organizations regarding the importance of documenting and reporting their service activities.

In addition to our visits to IU Bloomington, Ball State, and Franklin College, we plan to make site visits to other regional campuses that have existing programming and/or resources from which IU Southeast may learn. We also plan to attend the spring conference hosted by Idealist on Campus, leaders in community service endeavors on campuses nationwide. All this work is directed to increasing student participation in community service opportunities.

### GOAL 3: COMMUNITY-UNIVERSITY PARTNERSHIPS TO SUPPORT INCREASED ECONOMIC OPPORTUNITIES

#### *A. Formation of the Community Partners Council*

The objectives of this initiative are to form the Community Partners Council, and to hold at least one meeting of the council during the fall semester.

The Community Partners Council effort is led by the IU Southeast Office of Information Technology. The purpose of the council is to foster communication among the campus programs in order to find opportunities for cooperation and synergy. The council also provides community input and feedback for campus programs to help them more effectively understand and respond to community needs.

The council has been formed and is scheduled to meet once in each quarter in the coming year. The Community Partners Council held its first meeting on October 6, 2004, and includes representatives from workforce development and economic development agencies, the Chamber of Commerce, the Community Foundation, the Arts Council, and the United Way. The Community Partners Council represents a broad spectrum of the community and the offices of the campus that are most directly involved in the grant programs. Members of the council have already established four internships and several more are in process for the coming semester. Members have also been instrumental in helping us reach other agencies and businesses interested in participating in the grant projects.

This is a promising initiative that not only provides valuable assistance to the emerging business, but also provides students with work experience in an entrepreneurial venture.

## EVALUATION

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Quantitative evaluations of the initiatives underway at IU Southeast consist primarily of a count of activities under each initiative such as number of new internships, community contacts, service learning experiences, conferences sponsored, etc.

### GOAL 4: SUPPORT OF ENTREPRENEURIAL DEVELOPMENT

#### *A. Identify and assist promising entrepreneurial ventures through the Regional Economic Development and Research Center*

The objective of this initiative is to create internship and career opportunities in entrepreneurial ventures. We will identify promising entrepreneurial ventures and help them obtain the resources they need to support their early stages of research and development.

REDRC is working with an organization to develop an alcohol additive for gasoline. The client is planning to respond to a solicitation from the Department of Energy's Small Business Research (SBIR) grant program. We have initiated contact with an IU Southeast organic chemist to discuss how a student intern might be used on the project.

REDRC is working with a laminating business that is engaged in research to develop an antibacterial laminate. We have discussed faculty involvement, student internships, and participation in the SBIR program. The company conducted a trial run during December.

We plan to continue working with the current clients and to initiate additional contacts with new businesses, but also in the coming semester.