
ALLAN P. KIRBY CENTER FOR FREE
ENTERPRISE AND ENTREPRENEURSHIP

STRATEGIC PLAN 2020-2025

PART I: COMPLETION OF PAST PLAN

In August, 2014, when Dr. Ridley came to the Center, he established, with the support of the Board of Managers, three main areas on which the major operations would focus – education, business development and community operations. These areas, or pillars, form the foundation and main functional areas that the Center serves and works to progress. In the past five years, significant work has been completed in each of these pillars. In all pillars, the goals have either all been accomplished or much progress has been made. Below is a list of the major strategies in each pillar and a brief summary of accomplishments.

EDUCATION

- Promote Entrepreneurship Across the University
- Build on Solid Foundation of Entrepreneurship Education
- Formalize Scholar Internal Training Process (IP, Finance & Business Development)
- Complete Staff External Training Process (INBIA, Registered Patent Agent)
- Focus Initially on Engineering and Engineering Management
- Develop a Prioritized Approach to Targeting Other Academic Areas
- Expand Workshops and Training – students, faculty, staff businesses

Entrepreneurship and the work of the APKCFEE is more widely known across all schools/colleges. Beyond the business school, entrepreneurship is firmly rooted in the engineering and integrative media programs and discussions are underway as to how to incorporate entrepreneurship into other program curricula. The Kirby Scholars program was implemented and grown each year to reach 20 scholars annually. Top-performing students support the clients of the Center and earn valuable experience in their field of study. All staff members are now teaching business and entrepreneurship courses within the Sidhu School and the foundation is being laid for how the APKCFEE brings value to the academic units.

BUSINESS DEVELOPMENT

- Bring “the Mission” to Life – Student, Faculty and Staff to create businesses
- Launch a Business Incubator (*Leading the way*)
- Launch Internal Technology Transfer Activities
- Investigate Potential for a Community-based Seed Venture Capital Fund
- Expand partnership with Existing Regional Economic Activities
- Put More Emphasis on Acquiring Grants and External Funding
- Investigate Potential for a Community-based Seed Venture Capital Fund



The incubator was launched in 2008 with 12 businesses and tenants. To date, there have been 22 faculty, student and staff businesses launched through the support of the APKCFEE and 22 are currently utilizing space in the incubator. Partnerships with Ben Franklin Technology Partners, CAN DO, and TecBridge are supporting regional economic development by increasing the opportunities and services for APKCFEE clients. Technology transfer activities were initiated and 22 patent applications have been filed on behalf of several university faculty. Discussions are underway with other area colleges, universities, and related organizations to develop a mechanism to serve as their technology transfer office or provide support to the process. A seed fund has been established and efforts are underway to raise the money to fund it. Efforts to identify grants and similar sources of funding has been challenging so this work will continue into the future.

COMMUNITY OUTREACH

- Build a Bridge that Connects Industry & the Community to the University
- Increase Industry Partnerships
- Expand Partnerships with Existing Regional Economic Activities
- Promote Activities that Help Revitalize W-B Region (*Give Preference to Downtown W-B*)
- Create Infrastructure to Offer Fee-for-Service (*Help the Center be more Entrepreneurial*)
- Provide/Expand Workshops and Training

Activities and tasks related to all of these strategies have been completed. New community partnerships have been established to serve the needs of the Center's clients. Stronger alliances with the other Wilkes' Centers of Excellence, the Family Business Alliance and the Small Business Development Center, have increased the profile and programming efforts of all of the centers through improved collaboration. Partnerships with the regional Chambers of Commerce support activities to help revitalize the greater Wilkes-Barre region, such as....

PART II: THE STRATEGIC PLANNING PROCESS

The Strategic Planning Committee met on three occasions to participate in a series of activities and facilitated discussions that would provide the foundation for the next strategic plan for the Alan P. Kirby Center for Free Enterprise and Entrepreneurship (APKCFEE). These activities and discussions are described below.

REVIEW OF THE MISSION AND VISION

The first activity was a review and discussion of the mission and vision statements. While established at the foundation of the APKCFEE, the original mission and vision statements still stand, so it is important to review them and understand how they connect to the activities of the Center today. This activity allowed the Strategic Planning Committee an opportunity to reflect on these statements and what they mean in the daily operations and where the Center is headed.

MISSION STATEMENT: The Allan P. Kirby Center holds that economic individualism and independence within a society that respects and protects the private ownership of property, and acknowledges as primary to our free enterprise system the belief that business must be permitted to operate for profit with minimal government regulation and within a non-confiscatory tax structure designed to provide incentive for the investment of private capital, to the end that individual initiative and effort may be encouraged, promoted, and protected, and may receive its just reward, and that the fallacies of theories and practices, which tend to hamper, discourage, and throttle individual effort and individual energy, may be exposed and avoided.

The questions posed to the Committee were ‘While the mission statement was created 25 years ago, how does it connect to the activities of the APKCFEE today?’ and ‘How does it guide your daily actions?’ Overwhelmingly, the Committee said the connection of entrepreneurship and free enterprise are strong components of what happens in the office on a daily basis. Whether it is in helping to educate students or potential entrepreneurs about these topics, entrepreneurship is a strong focus. Supporting new businesses and entrepreneurs to navigate all the various decisions to be made at different stages of business growth is a key part of the regular staff and scholar activities.

VISION STATEMENT: The Allan P. Kirby Center for Free Enterprise and Entrepreneurship at Wilkes University will promote the firm belief that life, liberty and the pursuit of happiness envisioned by the founders of the United States of America may be achieved, protected and perpetuated through a free enterprise system and the active encouragement of entrepreneurship.

The Committee responded to the same questions about the vision statement, but in a more forwarding-looking context. The portion that resonated the most with people was the statement of ‘...protected and perpetuated through a free enterprise system and active encouragement of entrepreneurship’. All felt that this portion is incredibly enabling for the Center to pursue all aspects of supporting and growing entrepreneurship in the region. Sentiments were that the APKCFEE does more than just encourage

entrepreneurship, but rather we aspire to be a driving force and are well on the way to becoming that regional catalyst.

SWOC ANALYSIS

An important component of any strategic planning process is to consider the strength and weakness of the organization as a scan from an internal perspective as well as the potential opportunities and challenges or threats from an external perspective. This information then helps us identify gaps that need to be addressed, strengths that can be promoted or further developed, areas of opportunity for initiatives or growth, and the potential barriers and hurdles that may be faced along the way. Considering all of these components helps to ensure a clearer plan that incorporates or addresses these items and allows leaders to make more informed decisions about how to move the organization forward.

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ● Technical Infrastructure ● Scholar Program – model for others ● Cache/reputation ● Funding/budget ● Good infrastructure ● Depth of resources ● Track record of getting things done ● Credibility ● Client management/relationship ● Mentors ● Good stakeholder relationships ● Committed board ● Home at Wilkes u ● Strong academic partnership ● Professional service providers 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● No staff succession planning ● No succession plan for Lorna- longtime connection with Kirby Family ● Limited resources ● Connecting to scholars jobs ● High turnover of scholars ● Are there too many scholars to get them sufficient experience and support? ● Limitations of being at a university – legal, risk averse, policies, etc. ● Academic capital (research, scholarship output) ● “What do we do here?” <ul style="list-style-type: none"> ○ More diverse skill sets and how they fit with the center
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Enhance mentor network <ul style="list-style-type: none"> ○ Mentor newsletter ● Become a regional resource ● Package + promote scholar model <ul style="list-style-type: none"> ○ Can we monetize? ● Improve scholar experience ● Create a Scholar scholarship fund ● Gifted equity ● Research – ability to support it and create more opportunities ● Lecture series – make this a premiere event 	<p><u>Challenges</u></p> <ul style="list-style-type: none"> ● Fundraising ● Where to focus – do we do too much? ● Limited by resources to be a regional tech transfer office- simplify connection to RBl ● Academic scholarship - publishing ● Providing sufficient attention for every scholar ● What do we want to be when we grow up? Clarity of vision and alignment of goals between stakeholders ● Changes of course offerings ● New University President- Leahy leaving ● Navigating new leadership

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| <ul style="list-style-type: none"> • “Launch” course in the business program - the capstone course • Entrepreneurship curricular changes | |
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ORGANIZATIONAL MANDATES

In order to ensure that important responsibilities are not excluded from the strategic plan, the committee reviewed and discussed the organizational mandates. This discussion included a review of the requirements and some of the history when the APKCFEE was originally established. Dr. Ridley explained that the APKCFEE was originally established through a revocable trust and included the building. There is to be a director who will be named as a full professor, but without tenure and will teach six credits per semester. Some additional requirements include the following:

- Hold two lectures per year – one on free enterprise and one on entrepreneurship
- Complete periodic academic report and quarterly financial reports
- Specific and meticulous maintenance of the building
- The full name of the center must always be used
- The director’s full title must always be used

This discussion was extremely beneficial for the committee to help them understand the full scope of what the Center is required to do. Many committee members were unfamiliar with much of the history and Center mandates. Such understanding is necessary to ensure ideas and strategies support the requirements of the Center but also help them stretch into new territory and avoid being locked into too narrow of focus.

TAKE FORWARD, LEAVE BEHIND

The Take forward, Leave Behind activity helps an organization to determine functions or activities that are most important and should be continued into the future and as well as activities that may not be serving them well and could be discontinued or scaled back. The Committee was broken into groups of two to three individuals in which there was at least one internal (staff or scholar) and one external participant to ensure varied perspectives were discussed within the small groups. Each group was asked to identify one activity or function that should be continued and one that can be ended or scaled back. Groups were given five minutes to craft their responses.

Each group reported out on their choices and there were certain activities that were consistently mentioned for each response area. Overwhelmingly, the educational and entrepreneurial components of the Center were reported as activities to continue. Committee members felt it is important to continue both the educational aspects of entrepreneurship and the business aspects in supporting new start-ups and established businesses. The aspects that groups felt could be limited or ended most frequently

included activities within the community outreach component. Several groups felt that limiting outreach to other universities, while important, may not necessarily advance the Center enough for the amount of time invested. In addition, the other activity that groups thought might be limited is the amount of external clients that the Center supports. Committee members felt that the emphasis should stay on internal clients and limit the number of external clients they choose to take. These ideas will all be considered as the final set of strategic goals is developed.

VISION OF FUTURE

During the SWOC analysis discussion, the question was asked, “what do we want to be when we grow up?”. While the Center has a vision statement, it is important to have a clear roadmap of that defines what success truly looks like. Therefore, at the following session, we addressed this big question. Committee members were given about ten minutes to brainstorm ideas of what success looked like in five or ten years. They were asked to think about what sort of activities would be happening at the Center and what values would be portrayed through the Center functions.

Once done brainstorming, participants shared their ideas and statements and we categorized them into four main pillar areas – general operations, education, business development and, community outreach. The following chart displays the responses under each area.



General Operations	Entrepreneurship Education (and academic research)
<ul style="list-style-type: none"> • A resource to all departments and colleges within university • Achieve high standards in all activities • Adequate resources to accomplish mission • Agility in the organization to deal with abrupt changes or short notice • Strong political outreach and engagement • Strong financial position • Adequate budget to support requirements • Strong fundraising and grant activity (within university requirements) • Double the endowed funding • Fully funded scholarship fund to support Scholars program • Full Kirby scholarship fund • Large gift equity portfolio (\$1-5 million) • Successful client support of the center (clients give back) • More engaged and supportive board (donations and activity) 	<ul style="list-style-type: none"> • APKC is the premier student organization on campus • Strong research agenda with faculty • Quality academic experience • Premier entrepreneurship program in NEPA • Help students to grow and become leaders in the field • Recognized as a leader among regional higher ed institutions • A model/example for other universities • Lecture series is more like Bigler conference (attracts Comm majors to come to Wilkes) • APKC is prospective student’s reason to come to Wilkes University • Develop an APKC curriculum of classes • Fully revised entrepreneurship program – minor, MBA concentration, • Stepping stone for scholars – job placement • The place for students to bring ideas and

<ul style="list-style-type: none"> • Great place to work • Workload balance • Do away with academic report • A feather in the cap of the Kirby family (can be featured) • Center of excellence for WU president • Clearly defined plan for services based on capability and capacity • Expanded staff (5-6 full-time) • 2-3 graduate assistance (funded) • Fully operational scholars program (20/year) • Sufficient staff to meet core mission • Internal ability to support full training of staff (including scholars) • Training program for scholars allowing for fast track competency • Customer service index metric above 90th percentile 	<p>develop into something tangible (more focus on Wilkes clients)</p> <ul style="list-style-type: none"> • Excellent opportunities for scholars in achieving their student and post-graduation objectives • Recognition for excellence and acceptance by University academia (faculty, staff and administration) • Robust academic research • Academic recognition of scholarly contribution • Staff recognized for teaching excellence • 3-4 summer faculty research fellow • Active/engaged scholar alumni network – donations, hiring, give back, etc
<p>Business Development</p> <ul style="list-style-type: none"> • Organization to help with tough business issues (use of mentors) • Regional promoter of entrepreneurship, especially in early stage • Resource for established businesses looking to grow • Premier mentor organization for entrepreneurship • The “go to” organization for entrepreneurs • Company viability evaluator – the ones who say “that’s a bad idea” • Larger, effective incubator with proper balance of Wilkes (internal) and external clients • Incubator ownership with fully active program • Regional technology transfer office • Fully active RBI • Center is a regional hub for a specific activity (define the premier activity) 	<p>Community Outreach</p> <ul style="list-style-type: none"> • Clearinghouse for knowledge and talent – connecting people and service (connect the dots) • Talent pool for businesses to hire grads with business experience • Strong, active external partnerships – academic, economic dev, professional services • Driving force for Wilkes-Barre’s economic development • Utilization of external resources to build relationships and resource capacity • Regional resource with competent and capable human resources

THE WHY'S

The group was asked to answer two questions, why are you involved in this organization and why is that important. Every participant was required to answer each question. The purpose of this activity was to get at the deeper reasons for why people do the work they do with the APKCFEE and better understand the values people attach to that work. Understanding the values people associate with the Center helps us get a sense of the values it brings to its stakeholders and constituents. Their answers are below.

Why are you involved in this organization?

- Self-actualization(fulfillment),
- Experience - professional experience and personal growth,
- Giving back (learned from mentors and giving that experience back to students/entrepreneurs)
- Building relationships (growth opportunity) and mentorship,
- Teaching and sharing experience,
- Community infrastructure development (developing the ecosystem),
- Provide objective opinions and expertise (giving back, expanding knowledge), developing skills – personal/professional
- Strategic partner (the value that the center brings to the private industry),
- Learn and networking,
- Passion – able to funnel interest and activities

Why are these things important?

- Center provides an opportunity to channel my skills in a learning environment.
- Scholars are able to try new things in a safe environment where they are able to fail, a safety net.
- Blessed with opportunities and time to give back, “the reason why giving back is important” (suck the system dry).
- Opportunities for professional socialization and personal support.
- Reignite professional passion and re-energize. Crossroads, broaden what he was doing and end the loop, career expansion, and passion.
- Leverages our partnerships - “I don’t succeed unless my partners succeed”. More success for all.
- Knowledge sharing opportunities, provide a diverse and object perspective is healthy for any organization.
- The skills we learn can add value to the center and clients.
- Directly helps the economic prosperity of NEPA, has the potential to bring resources to business to drive economic region.
- Personal and professional development.
- Allows us to connect all the pieces and a direction. Given that we do it right we can impact the region and have a long-standing, enduring effect. Building an organization that is a legacy of change.

Collectively, these statements provide insight into the value the Center offers to people, including students, mentors, and community partners, who engage with the organization. Overall, mentors and

community partners engage with the Center because of what they are able to provide and give back, not just to the organization, but to the students and entrepreneurs who are utilizing the services of the Center. Partnering with the Center allows these individuals to share their knowledge and experience with students, faculty and local individuals who are new or struggling entrepreneurs. The students from the committee chose to become part of the APKC because of the professional development opportunities and all that they will learn from the experience.

In terms of why these things were important to the committee, altogether they see the bigger picture and how the activities of the Center impact the overall region. If they are able to impart some of their wisdom onto the next generation of business owners, the economic and business climate improves, students gain knowledge and experience they would not have otherwise had and the foundations of a legacy is formed.

These experiences, feelings, and results yield a significant value proposition for the APKCFEE. It provides that place for business owners to “give back” to a system that has allowed them to grow and become successful. It supports the development and growth of students in both personal and professional ways so they enter a workforce more prepared and ready for the challenge. The Center’s activities, through its engaged mentors and partners, supports and enhances the economic development of the entire region. The meaning that all of these groups derive from their interactions with the Center is profound and the impact is observable.

STRATEGY BRAINSTORMING ACTIVITY

The purpose of the strategy brainstorming activity was to gather all ideas from the committee on what the APKCFEE should work to do in the next three to five years and what will help them achieve the mission and vision of success previously discussed. The ideas can address elements from the SWOC, mission, mandates, current activities or initiatives of the Center or fresh, new ideas that fit within the overall purpose and function of the APKCFEE and fit within the identified pillars of education, business development and community outreach.

Participants were given a pad of sticky notes and about 15 minutes to brainstorm ideas on this broad question of what will help us achieve the mission and vision of success if resources were not an issue. Participants then shared their ideas as we categorized them under the main focus headings. After the initial sharing of ideas, the committee was broken into small groups and each assigned a focus area in which they were to categorize and organize the ideas into smaller themes. This list then provided the foundation for the final strategy and goal development activities. The list is included as Appendix A at the end of this document.

STRATEGY AND GOAL DEVELOPMENT

This activity utilized the results from the previous Strategy Brainstorming activity. The participants were divided into three groups and each was assigned a primary pillar. Using all of the strategies and ideas

from the brainstorming activity, the groups were asked to answer the following prompt: By 2025, in [pillar], we will _____ (3-5 high-level goals) as evidenced by _____ (3-5 strategic imperatives). As an example, the full committee broke into the groups each did the operations area and then shared their results. This helped everyone understand the task and the desired goal. The result is a set of suggested goals and imperatives for each pillar and are listed below.

EDUCATION

1. Be a center of excellence for the scholars
 - a. Job placement
 - b. Professional development opportunities
 - c. Prestigious intern program
 - d. Scholarship fund
 - e. Research friendly environment
 - f. Summer faculty research fellowship
2. Be a nexus point for communication and organization for different schools across campus
 - a. Engagement with deans and professors of all schools
 - b. Campus-wide understanding of operations of the APKC
 - c. Successfully launching and tracking student business ideas
 - d. Collaborative interactions of interdisciplinary activity
3. Be the showpiece for entrepreneurship and business development to prospective students
 - a. Promoting and assisting students in business competitions
 - b. Engagement with accepted, prospective and incoming students
 - i. Integration with the scholar idea
 - c. Increased awareness of the APKC mission
4. External education for entrepreneurs and startups
 - a. Increase recognition and visibility to the business community
 - b. Successful lecture series featuring national and internally known speakers and entrepreneurs
5. Teaching requirement- only person required is Ridley

BUSINESS DEVELOPMENT

To be clear - not outreach, just developing businesses

1. Manage and promote university incubator to increase awareness and utilization
 - a. One anchor tenant minimum
 - b. High recognition within the Ben Franklin system
 - c. Active incubator community with regular interaction and formal programs
 - d. Articulation and promotion of value added to being in our incubator
2. Create an enhanced university and community engagement
 - a. Manage and maintain stated university to community ratios (internal to external) for business support
 - b. Active mentor engagement internal: external
 - c. Publish and promotion of client success metrics and including history
 - d. Tied to business school course work (teaching)
 - e. Client services and success
3. Promote student/ faculty/staff business creation
 - a. Minimum of 1 Business Plan Competition submission
 - b. Student, faculty, staff launched companies
 - c. All colleges are served
 - d. Grant and faculty networking opportunities

COMMUNITY OUTREACH

1. Lecture series - better utilize Kirby lecture series
 - a. Specific and targeted community engagement with each speaker
 - b. Utilize speaker series to enhance APKC brand
 - c. Every mentor invited, attends, brings people to event
2. Be a nexus between industry and academia
 - a. Engaging students in industry-sponsored projects

- b. Be thought leader to develop a model to transfer the center's methods to other organizations
 - c. Better integrated interactions with other organizations, internally and externally
 - i. Internal with Centers of Excellence
 - ii. External with Economic Development Organizations and partners
- 3. Be a clearinghouse for knowledge and talent
 - a. The talent pool for business to the grads

OPERATIONS

This was the only area in which everyone answered the prompt. As such there are three sets of responses.

Group 1

- 1. We will create a first class and sustainable operating budget as evidenced by
 - a. Sufficient staff
 - b. Sufficient infrastructure
 - c. Sufficient Internal and external visibility
- 2. We will have a nationally recognized talent management program as evidenced by
 - a. National staff accomplishments
 - b. Documented scholar development and placement
 - c. Work-life balance is measured and managed as part of all activities
- 3. Mentors are a vibrant and influential center component (they are not window dressing)
 - a. Mentors attend lecture series and bring someone
 - b. Need to finish fleshing this one out

Group 2

- 4. Increased engagement with the Wilkes community
 - a. Full engagement of the deans
 - b. Greater name recognition within the Wilkes community

- c. Early introduction to prospective students and freshmen
 - d. Recognition from external organizations like the media
- 5. Develop a strategy for financial stability
 - a. Increased endowed funding
 - b. Successful grant activity
 - c. Kirby scholar scholarship fund
- 6. The formalized development plan for scholar advancement
 - a. More mentor-scholar interaction
 - b. More professional development opportunities for scholars
 - c. Scholar engagement with the business community
 - d. Successful external intern opportunity for scholar ("Kirby Scholar intern program")

Group 3

- 7. Effectively utilize human capital to support our mission
 - a. Growing staff to meet demand
 - b. Utilize creative employment strategies
 - c. Healthy staff to scholar ratio
 - d. Create a formal process for training, onboarding, exciting and tracking scholars
 - e. Develop a strong teaming environment
 - f. Effectively utilize a mentor program
- 8. Create a financially sound and profitable organization
 - a. Fully funded scholars program and Kirby scholar scholarship program
 - b. Fully functional fundraising activity - endowment and gifted equity
 - c. Profitable annual budget
- 9. Effectively promote the center internally and externally
 - a. Develop a sustainable Social media strategy
 - b. Increase campus promotions

10. Effectively maintain facilities – didn't have time to finish fleshing this one out

PARKING LOT

During the strategic planning process, it is not uncommon for issues to arise that warrant deeper discussion than what is possible at the time. So that these issues and concerns are not forgotten or dismissed, they are captured on a list aptly named the Parking Lot. The committee then returns to this list to determine if further discussion is needed or if consensus was reached.

At the final strategic planning session, the committee discussed the items on the list including:

- Business Development activities - launch vs development?
- Tech transfer office - Flagship vs office?
- RBI – to what level do we take this?
 - Who owns it?
- Emphasis on acquiring grants
- Scholar onboarding process
 - Is 20 too many?
- Regional resource – is this possible?
- Mentor network = opportunity
- Scholar job placement
- Change in Wilkes' president
- Connection to high schools – is this something we do or not?

Several items were immediately dismissed because they had been considered at a later time or the group realized that further discussion was not needed. These include the connection to high school, business development activities, and the emphasis on acquiring grants. Lengthier discussions were held on all the other topics so that everyone could thoroughly voice their concerns or ideas could be further developed.

PART III: THE STRATEGIC PLAN 2020-2025

DRAFT

APPENDIX A

STRATEGY BRAINSTORMING ACTIVITY

Business Development

Capitalization

- Obtain funding to help entrepreneurs get started

- Make micro loans available

Client Services

- Create a client management strategy

- Develop a process for successful client launch and commercialization

- Develop a process to track the success of clients (measure results)

Educational Services

- Develop an “ask the expert” program

- Develop a series of DIY topics to help business owners do things correctly

- Develop some type of business viability system or program

Business Development Objectives

- Support between 2-15 (internal) companies per year

- Support 5-10 company projects

- Process 5 technology transfer projects per year – regionally

Strategic Relations

- RBI commercialization

- Find strategic position in the ecosystem

Incubation Enterprise Center

- Expand our enterprise center – more clients = more space needs

- Enterprise center is the best within the BF incubator system

- Create a stronger incubator culture –

Vet the tenants

have mandatory (dedicated) scholars space

Develop a true business incubator program (not real estate deliverables)

Utilize membership in InBIA – involve the scholars

Community and Industry Outreach

Speaker series

Grow the speaker series

Better utilize the Kirby lecture

Better market the speaker series

2 global speakers

Develop the lecture series to be outstanding

High School Outreach

Reach high school seniors/juniors

Speak at leadership groups in local high schools

Partnerships/ecosystem

Develop a business meet-up program to share issues/ideas on various topics

Develop a model to transfer the Center's methods to other organizations

Develop ecosystem model for mentors/scholars

Consolidate efforts directed at community resources with outreach and educational courses

Economically and educationally advance the NEPA region

Mentors and external partners believe the Center is a worthwhile partner

Other

Expand the reputation reach/sphere of influence – Rodney lecture circuit

Better integrate interactions with the other (internal) centers of excellence (3)

Create a legacy

Education

Sidhu School and Other Internal Connections

- Develop “classes” to share real-life business issues – non-student
- Collaborate with Sidhu school to become invaluable
- Engaged and supportive administration, deans, chairs, faculty
- Save the entrepreneurship major
- Teach student entrepreneurship
- Create new and exciting academic classes to help Sidhu school
- Leader in change processes in support of the university

Professional/self-development

- The Center is a learning environment
- Personnel have opportunity for self-development
- Recognized at all levels as knowledge organization, thought-leader, learning environment – regionally, nationally, internationally
- Develop resources to assist staff scholars in research

Reputation

- A recognized strategic asset within the university
- Recognized and pro-active resources to all colleges and faculty
- Center personnel are recognized and are used as outstanding teachers and TAs

Research

- Define and plan/schedule research initiatives in advance
- Set research projects – 3-5 faculty
- Fully functional summer research facility for faculty that is owned and endorsed by every dean w/ some external faculty as well
- Production of numerous scholarly works – detailed in a scholarship report annually

Scholar Experience

- Have a desk for every scholar

Computers, equipment, software for scholars and staff clients

Better scholar experience

Scholarship fund

Easier in-take process

Less turnover

More opportunities for networking

Our scholars believe that their time was an invaluable and positive experience

An organization that students aspire to

Operations

Marketing and Communications

Develop a social media strategy, including Facebook

Improve website

Increase on-campus promotion

Education campus (students, faculty, staff) on who we are

Promotional material is well-done and placed

Include Center as part of campus tour

Speech from director for incoming freshmen

Marketing to high school students

Staff Development

Hold more social activities to create stronger workplace bonds

Staff to scholar ration is 4:1

Improve scholar connections – build a team, not just a group

All center associates feel fulfilled and happy in their jobs

More field trips and training for staff and scholars

Scholar Program Development

Create a formal process for onboarding and training new scholars

Scholar training for different levels – new to “certified”

All scholars achieve the “certified” level

Track effectiveness of training program

Have each scholar assigned to a GA or staff member

Develop a strong team (culture & environment) among the scholars – teambuilding and communication

Implement progress reports with an executive staff member

Scholar to scholar mentor programs (jr with sr)

Create a formal process for facilitating and prioritizing projects

Evaluate the Kirby Scholar priority – is it work or education? Need to strike balance

Facilities and Space

Create a more welcoming and creative environment

“maker space” for collaboration

More space for young entrepreneurs

Capture attention in campus – need clarification on what this means

Fundraising

Fully funded scholarship program to support scholars

Develop an investment fund beyond micro loans

Raise \$1-3 million in endowed funding – grants, donations

Raise \$1-5 million in gift equity pledges

Gift equity pledges exceed \$1million within next plan period

One or more alums of the Center provide a bequeath or endowment in recognition of services provided by the Center

Mentor Engagement

Leverage all mentors and scholars

Formally engage a group of mentors

Include a mentor during the scholar onboarding process

Enhance our partnerships

All mentors to be actively involved with clients

Develop a 2-way mentorship program

Re-engage mentors to aid scholars

Other

Track metrics – scholars and start-ups

Capture and proliferate internal/institutional knowledge – create a succession plan

Utilize scholar program as part of succession plan

Enhanced international activities – promotion of the work the Center

Help Kirby BOM become more receptive to change

Develop a more engaged and supportive BOM

Create continued support from new Wilkes president