

**SPECIAL REPORT**  
of the  
**ACADEMIC PRIORITIES, PROGRAM AND BUDGET AND  
RESEARCH COUNCILS**

concerning

**THE ESTABLISHMENT OF A  
BERTHIAUME CENTER FOR ENTREPRENEURSHIP**

Presented at the  
749<sup>th</sup> Regular Meeting of the Faculty Senate  
May 7, 2015

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ACADEMIC PRIORITIES COUNCIL

Through an email vote concluding on Monday, April 13, 2015, the Academic Priorities Council recommended endorsement of this proposal – a Berthiaume Center for Entrepreneurship.

PROGRAM AND BUDGET COUNCIL

The Berthiaume Center for Entrepreneurship is to be housed within the Isenberg School of Management. A key purpose of the Center is to rationalize and build on the disparate entrepreneurial initiatives and activities which are already taking place on campus. It looks to play a central role in promoting entrepreneurship across the UMass campus, the region and the state. Staffing and faculty salaries are funded through the management department with administrative stipends being funded by the Center.

It is administered by a Managing Director and two Associate Directors. Deans from three colleges – Isenberg, Engineering, and Natural Sciences, as well as Vice Chancellor for Research and Engagement – have been providing guidance and oversight of the Center’s activities.

At its meeting on March 25, 2015, the Program and Budget Council unanimously approved the Establishment of a Berthiaume Center for Entrepreneurship.

RESEARCH COUNCIL

The Research Council, at its regular meeting on Friday April 24, 2015, voted unanimously to endorse the formal establishment of the Berthiaume Center for Entrepreneurship, recognizing that this center is already operating productively on campus. The center is supported by a \$10 million gift and promises a number of deliverables to enhance research and to support opportunities for innovation and entrepreneurship on campus.

We give a few constructive comments:

- First, we see opportunities for synergies and collaboration between the proposed center and the [UMass Innovation Institute \(UMII\)](#) – as well as any other collaborating institutes or centers (e.g., [Massachusetts Small Business Development Center](#), [UMass Innovation Challenge](#), [The Innovation Shop](#), and the [Technology Transfer Office](#)). Such coordination would avoid redundancy, and would ensure efficient operations for all of these parties.
- Second, given fruitful interconnections of the proposed center with other units and initiatives on campus, we recommend engaging in the campus-wide strategic planning process. This seems to be an ideal opportunity for this center to engage with other units and align itself with the institutional environment. Given the possibility of shared space, staff, or campaigns, as well as mission overlap with existing units, the strategic planning process would be the best way to identify possible synergies or redundancies.
- Third, a question was raised that because the proposed center is interdependent with so many other units across campus including CNS, Engineering, and other colleges, perhaps it should operate as an Institute reporting to Mike Malone (Vice Chancellor for Research and Engagement) rather than as a Center reporting to Mark Fuller (Dean) in the Isenberg School of Management.

We felt the original proposal left many of the above unclear, but after a series of meetings and discussions, the Proposer, Bill Wooldridge, elaborated on the interface with other entities and initiatives on campus. Also, three letters of collaboration were added to the files for review:

- Mike Malone – described the proposed center’s relationships to the Innovation Institute and Technology Transfer; described broad impacts for CNS, Engineering, and other colleges; also made a case for the center as an institutional host for programs like NSF I-Corps.
- Bob MacWright – elaborated on the proposed center’s relationship with Tech Transfer
- John McCarthy – noted that the needed coordination with the Graduate School is now occurring

**Further, the Proposer responded directly to the remaining question about why this initiative should be a center rather than an institute. He said the link to Isenberg and accountability to Dean was stipulated in the gift and donor agreement.**

**The general sentiment among our reviewers and discussants is that the elaborated proposal has improved much from the original version, and that the Berthiaume Center is already an asset to our campus. We believe that the leadership team must work out further interdependencies with other units, but also that the advisory relationships included in the design are sufficient to help them face these challenges constructively.**

**We recommend that the Faculty Senate approve the Berthiaume Center for Entrepreneurship to be established as a center within the Isenberg School.**

**MOVED: That the Faculty Senate approve the Establishment of a Berthiaume Center for  
41-15 Entrepreneurship, as presented in Sen. Doc. No. 15-054.**

*Please provide a brief description (60 words or less) of the proposed enterprise (name, basic mission, activity scope, clientele).*

The Berthiaume Center for Entrepreneurship will play a central role in promoting entrepreneurship and innovation across the UMass Amherst campus and throughout the region and state. Headquartered in the Isenberg School of Management, the center will serve the entire campus, becoming the central hub of a cross-campus network of scholars, innovators, and entrepreneurs, with a three-fold mission of supporting research, education, and practice, all targeted at facilitating the transformation of ideas into business realities.

*What are the rationale and justification (mission, goals, objectives, relation to campus goals, needs addressed, population served, resources obtained)?*

Entrepreneurship has become a central focus among colleges and universities across the country. While there are many entrepreneurial activities already taking place on campus, to date these are not well coordinated or integrated. A key purpose of the center is to rationalize and build on these disparate initiatives. The Center's intent is to serve undergraduate and graduate students, and faculty across campus -- advancing and promoting entrepreneurial mindsets and skills. At the undergraduate level a key activity is to advance multi-disciplinary team based learning opportunities, connecting students from different disciplines in entrepreneurial initiatives. Key goals include broadening students' thinking regarding career options, and advancing students' problem solving and team-based skills. While these same goals remain important at the graduate and faculty level, at these levels new venture creation takes on increased importance. In addition to serving the campus community, the center will play a role in economic development of the region, engaging alumni, community leaders and partner organizations in initiatives that promote entrepreneurship.

*What are the specific activities planned as an ongoing part of the enterprise (types, quantities of activities, meetings, publications, seminars, research)?*

The Center will provide resources and support for aspiring entrepreneurs to translate visions to reality, including the coordination of multidisciplinary academic programs, mentoring and coaching, staged business plan competitions, specialized industry advisory boards, business incubator support, etc. In addition, the Center will advance multidisciplinary funded research on innovation and entrepreneurship on the Amherst Campus. Specific Planned activities include:

- Speaker's Series hosting prominent thought leaders for short visits of a day or two to exchange ideas with faculty and students associated with center.
- Entrepreneur in Residence Program will host thought leaders for longer periods of time to 1) develop intellectual capital culminating in published articles, book and other high impact publications, 2) support work related to current center based initiatives, and 3) stimulate the intellectual life of the center.
- Research Paper Series featuring working papers and published articles that have been authored, whole or in part, by faculty and students associated with the center.
- Working with appropriate academic units, the center will facilitate the development of credit-based academic courses targeting University students as well as mini-courses and workshops geared toward practicing professionals.
- Internship programs allowing students from all disciplines interested in entrepreneurship to work in formative or newly created ventures.
- Entrepreneurship Roundtables facilitating a dialogue and knowledge sharing between entrepreneurs, faculty, and students.
- Conference support allowing selected center participants to attend conferences focused on entrepreneurship and innovation.
- Incubator space and coaching supporting new venture start-ups, both within the Center and distributed across campus.
- Mentorship programs linking new and aspiring entrepreneurs with more established colleagues, operating in Amherst, Boston, and other areas.
- Hosting industry-based summits and networking events, bringing together leaders and students with expertise

and interest in specific high value creation industries, supporting the development of a dynamic community of scholars, practitioners, alumni, and students.

-Elevator pitch and business plan competitions, building on the existing UMass Innovation Challenge competition, helping students refine and launch business ideas, while also providing a meaningful mechanism for participating colleges on the UMass Amherst campus to engage their alumni.

-Statewide entrepreneurship newsletter modeled on the MassBenchmarks publication, reporting on regional economic trends, the Center's activities and importantly, explicating practical implications of cutting edge academic theory and research.

-Support for small business development, through the Isenberg School's affiliated programming in the Massachusetts Small Business Development Center (MSBDC), a partnership program with the U.S. Small Business Administration and the Massachusetts Office of Business designed to provide key support for business growth and strategies, financing and loan assistance as well as strategic, marketing and operational analysis.

**Note:** The Center will not be responsible for developing or delivering academic programs. Rather, our role will be to coordinate and facilitate the development and delivery of multidisciplinary programs by various academic units.

*How does this enterprise differ from other offices or activities on campus with similar names, missions, interests?*

The Center has a unique role and purpose on campus, to advance and disseminate knowledge on entrepreneurship, and promote the creation of new business ventures emanating from new ideas and innovations.

*List all University units involved and describe administrative arrangements with them, if any.*

While hosted by the Isenberg School, the center's mission is campus-wide. Currently, the center has been hosting events and providing coaching and other services to students and faculty from a wide-variety of disciplines. Deans from 3 colleges - Isenberg, Engineering, Natural Sciences, as well as the Vice Chancellor for Research and Engagement have been meeting regularly to provide guidance and oversight for the center's activities.

*Describe any organizational relationships (as distinct from funding sources) with other agencies, public or private, outside the University.*

The Center's leadership has established collaborative working relationships with a variety outside entities including, Valley Venture Mentors, The Economic Development Council of Western Mass., The Business Growth Center, The Grinspoon Foundation and others. Such connections are a vital part of the center becoming a node in the region's entrepreneurial ecosystem.

*Describe the organization's advisory board or other governance group.*

While officially reporting to the Dean of the Isenberg School, the center's leadership has been receiving input from the Vice Chancellor for Research and Engagement, and the Deans of Engineering and Natural Sciences. Moving forward the center will establish an external advisory board made up of business leaders and alumni.

*Will this be an institute – an independent organizational unit, acting as a department for purposes of non-faculty personnel actions and appointments, able to solicit its own funds without departmental head approval?*

No.

*If a center, describe the relationship within the department or college to which this organization is subordinate.*

The Center's managing director is a professor in the management department. The two associate directors are non-tenure system management department faculty. As the Center's administrative head, the managing director reports to the Isenberg School's Dean. On academic matters, such as the development and roll out of for credit courses and programs the director works in concert with the chair of the management department. Within the Isenberg school, the management department is the academic unit responsible for entrepreneurship academic program design and delivery. Beyond Isenberg, as new course offerings are developed and delivered, the center will collaborate with the appropriate responsible academic units.

*Describe arrangements for any patent rights, copyrights, or other ownership components of activities, and any restrictions on access to research information.*

These would all fall under the governance of the campus' Technology Transfer Office (formerly CVIP).

*Describe the space available for use by the organization. (If this is not a permanent location, indicate other space arrangements that are to be made in the future, if known.)*

Currently, the Center is using office space in the Isenberg School of Management (Room 225). ILC S311 is being used to host events held by the Center. The Isenberg Dean and Associate Chancellor Bryan Harvey are actively working to identify permanent space for the Center.

*Describe any requests for space that have been made.*

We are currently working with Vice Provost Carol Barr and Associate Chancellor Bryan Harvey to secure permanent space for the Center.

*Describe any repairs, renovations, major equipment needed to make the space you have useful to the organization.*

Once identified, it is very likely that the space will require renovations and equipment purchases. These have been accounted for in the Center's start-up costs.

*If University employees or students are or will be using space, describe the arrangement.*

There are at least six types of activities for which the space will be used.

- 1) Office Space for the managing director, two associate directors, and the office manager.
- 2) collaborative work space to be used by faculty and students working on new venture creation.
- 3) event space -- idea jams, demo days, competitions,
- 4) mentor space for entrepreneurs in residence and other mentors for advising.
- 5) conference room space
- 6) networking space

Staffing (when operation is fully developed)

*Non-Faculty (provide rank or grade, student status, working title, FTE, source of funding).*

Staff Member- Meagan Riley - Clerk IV - Working Title: Office Manager - source of funding: gift  
Three student "fellows" paid through center's gift funds

*Faculty involved (provide name, department, extent involved, release time arrangement, if any).*

**Managing Director -- William Wooldridge -- Management Department  
Associate Director- Birton Cowden - Management Department  
Associate Director- Charles Johnson - Management Department**

**Faculty salaries are funded through the management department. Administrative stipends will be funded by the Center.**

**The Center will only achieve its mission of advancing entrepreneurship research, education and practice through the engagement of talented faculty. In this regard, it is our expectation that the center will benefit from the energy and expertise of faculty from across campus who share a passion and commitment for entrepreneurship, innovation, and the creative process. Isenberg professors, who encompass an impressive array of business backgrounds and include experts in a variety of industries and functional areas, will be complemented by faculty in other disciplines whose work contributes to the research and teaching of entrepreneurship and innovation.**

*Describe how the Center or Institute may impact existing teaching responsibilities of participating faculty members through “buy-out” arrangements, reduced teaching loads, or other provisions, and how such impacts will be resolved.*

**While the managing director has a reduced teaching load, both Associate Directors are new hires in the management department who were recruited specifically for their teaching expertise in entrepreneurship. Each associate director will teach two courses per semester and these are a net plus to the school, department, and campus.**

*Attach a detailed budget showing sources of funding, full-year basic operation costs and anticipated expenditures. (This should show programmatic expenditure descriptions, kinds of funding accounts and amounts by subsidiary accounts as well as alternative funding arrangements or programmatic adjustments to be made if funding sources fail.)*

**Please see Proposal #1495 in the Course and Curriculum Management System. The attachment is the pro-forma budget for fiscal year 2015. The Center is currently being drawn from the major gift it received. It is anticipated that future funding will primarily come from corporate and philanthropic sources.**