APPENDICES

Appendix A: Tally of Matching Contributions, Funding Partners and Letters of Commitment (alphabetical order)

Appendix B: Budget Information

Appendix C: Key Project Personnel

Appendix D: Incubator Plan Summary

Appendix E: Information on Key Partnering Organizations

Appendix F: Course Information

Appendix G: Background Information on UNM
APPENDIX A

LETTERS OF COMMITMENT AND SUPPORT

Letters of commitment and support are included from the following individuals and organizations. (Letters are provided alphabetically in the attachments.)

Public Partners
Governor Bill Richardson
Senator Pete Domenici
Senator Jeff Bingaman
Representative Heather Wilson
New Mexico Department of Economic Development
Bernalillo County
City of Albuquerque
Commission on Higher Education
Invest New Mexico
Los Alamos National Labs
Sandia National Labs

Private Partners
Academy Funds
ACCION New Mexico
Bank of Albuquerque
Canberra Aquila, Inc.
Eclipse Aviation
First National Bank of Santa Fe
Intel Corporation
McCune Foundation
New Mexico First
New Mexico Small Business Investment Corporation
Next Generation/Intel
Presbyterian Health Services
Public Service Company of New Mexico Foundation
Regent Drugs
Regional Development Corporation
Technology Ventures Corporation
Trevor Loy/Flywheel Ventures
WESSTCorp

UNM Support
Brian Foster, Provost
John A. Pieper, Dean, College of Pharmacy
Suelyn Scarnecchia, Dean, School of Law
Roger Schluntz, Dean, School of Architecture and Planning
Howard Smith, Dean, Anderson Schools of Management
Louis Sullo, Director of Information Technology Infrastructure, New Mexico Gigapop
Duffy Swan, Chairman, UNM Foundation
Reed Way Dasenbrock, Dean, College of Arts and Sciences
Peter White, Dean, University College
October 28, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

Academy Funds is pleased to pledge Five Thousand Dollars ($5,000.00) to the University of New Mexico Entrepreneurship Initiative.

Academy Funds is a venture capital fund that targets pre-seed stage companies affiliated with research institutions. Our team has worked with many entrepreneurs, and we understand the challenges that they face. There is a great need within the New Mexico entrepreneurial community for The UNM Entrepreneurship Initiative.

The UNM Entrepreneurship Initiative is a comprehensive plan for development and support because it spans all entrepreneurs from artisans to technologists, it is a cross-disciplinary academic program, and it involves the business community. I believe that the UNM Entrepreneurship Initiative will prove to be one of the most beneficial economic development initiatives in New Mexico.

The pledge by Academy Funds is contingent upon the successful start-up of Academy New Mexico, LLC, which is a new venture capital fund that we plan to begin operation in early 2004.

We appreciate the support by the Kauffman Foundation for entrepreneurial programs.

Very truly yours,

John Ciannammea
Managing Partner

cc: Leslie Elgood
November 12, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

ACCIÓN New Mexico is very pleased to provide this letter of support for the UNM Entrepreneurship program. We are a micro-lending nonprofit organization that increases access to business credit, makes loans, and provides training, which enable emerging entrepreneurs to realize their dreams and be catalysts for positive economic and social change. The Kauffman award has the potential to significantly enhance the culture of entrepreneurship by better connecting the substantial resources of UNM to emerging entrepreneurs and small business owners throughout New Mexico.

ACCIÓN will assist UNM in the development of courses that offer entrepreneurial lessons from a hands-on perspective. We are prepared to a) help design curricula and educational delivery strategies reflective of and responsive to the life situations faced by New Mexico’s high concentration of hard working, determined and diverse entrepreneurs, b) engage in course offerings in micro-lending where students learn about credit and business start-ups through real-life lending scenarios, and c) help link micro-entrepreneurs and small business owners statewide with UNM technical assistance resources, so that UNM can have the maximum positive impact on entrepreneurs throughout the state. Because ACCIÓN provides loans to entrepreneurs in over 80 rural and urban communities throughout the State, we are prepared to help UNM extend its reach and assistance.

We strongly support this initiative and pledge our assistance in its implementation.

Sincerely,

Anne Haines Yatskowitz
President/CEO
November 12, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

As Mayor of The City of Albuquerque, I am pleased to support the University of New Mexico’s application for a Kauffman Foundation grant. The City of Albuquerque strongly supports UNM’s goal of creating a culture of entrepreneurship and providing technical support and outreach to entrepreneurs and small businesses throughout New Mexico. Entrepreneurship and small business development are fundamental elements of economic development and the economic vitality of our community.

Specifically, I intend to present a proposal to the Albuquerque City Council to authorize an investment $200,000 in cash contributions for the project. The City’s investment would be on a matching basis with Bernalillo County’s investment. These funds would be provided from a pool of monies currently held in reserve for economic development opportunities. Upon Council approval, I will release these funds to UNM for the project.

The City of Albuquerque and I are committed to strong economic development through collaborative partnerships, and I look forward to working together with UNM on this exciting initiative.

Sincerely,

[Signature]

Martin J. Chavez
Mayor
The City of Albuquerque

MJC: rma
TO: Dr. Tony Mendes, Kauffman Foundation

FROM: Howard Smith, Dean, Anderson Schools of Management

DATE: 11/4/03

SUBJECT: UNM Entrepreneurship Initiative

On behalf of the Anderson Schools of Management I am pleased to commit the following new resources toward the University of New Mexico’s Entrepreneurship Initiative:

1. Three-quarters of annual spending account earnings for the PNM Chair in Microsystems, Commercialization and Technology Endowment will be dedicated to the Entrepreneurship Initiative for a period of 4 years. Approximately $125,000 will be allocated annually from this endowment to cover three-quarters of Dr. Andy Salazar’s time and fringe benefits. All of Dr. Salazar’s time allotted to the Anderson Schools will be donated and one-half of Dr. Salazar’s time allotted to the School of Engineering will be donated.

2. A full-time senior faculty position representing a recurring annual contribution of $150,000 (with fringe benefits) will be dedicated to the Entrepreneurship Initiative for a period of 5 years. The professor will be responsible for: teaching 2 cross-disciplinary Freshman Learning Communities classes on entrepreneurship; directing the Program for Creative Enterprise that will focus on arts entrepreneurship (student teams will assist clients of the Entrepreneurship Initiative’s Arts Incubator); and, teaching one concentration course in the Pathways to Entrepreneurship option for undergraduate and graduate students.

3. A full-time staff assistant representing a recurring annual contribution of $57,000 (with fringe benefits) will be dedicated to the Program for Creative Enterprise for a period of 5 years. The Anderson Schools of Management Foundation will fund the Program’s operations at an annual level of $20,000 for a period of 5 years.
The Anderson Schools will provide office space and overhead for the Program at a level of approximately $10,000 for a period of 5 years.

4. Beginning in Academic Year 2005-2006, $5,000 in annual earnings from the Anderson Schools Alumni Endowed Fellowship will fund two Anderson Schools of Management Entrepreneurship Fellows to teach one Freshman Learning Communities class (each) on entrepreneurship for a period of 3 years.

cc: Louis Caldera, President
November 18, 2003

Tony Mendes, Ph.D.
Ewing Marion Kaufman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

We have recently become aware of the Entrepreneurship Initiative project at the University of New Mexico (UNM). We believe the training and development of entrepreneurs in the community is critical to our future economic success. Bank of Albuquerque strongly supports this project.

UNM is an important partner for the business community in Albuquerque and throughout the state. Economic development is extremely important in New Mexico. The state faces significant challenges in improving the quality of life and economic opportunity for its citizens. The UNM Entrepreneurship Initiative can be an important tool in improving the economic climate in New Mexico.

We urge your support for the UNM proposal.

Sincerely,

Paul A. Sowards
President
United States Senate

November 18, 2003

Dr. Carl Schramm
President and CEO
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110

Dear Dr. Schramm:

I want to commend you and the Kauffman Foundation for your leadership in spreading a culture of entrepreneurship and job creation across the country. As you know, I have made support and creation of small businesses and jobs in New Mexico a key part of my economic development program.

I write today in support of the University of New Mexico. I am proud that UNM is one of fifteen universities you have selected to compete for the Kauffman Collegiate Entrepreneurship Initiative. I believe they have done an amazing job in lining up support from businesses and national laboratories in our state for this exciting possibility. I am also pleased with the support that Governor Richardson and his administration have demonstrated for this program.

I want to add my own voice to this local groundswell of support. Economic development has always been a priority for me in New Mexico and I plan to continue to work actively in the area.

- I have supported EDA funding for UNM’s Manufacturing Training and Technology Center to install the semiconductor manufacturing equipment donated by Intel to Next Gen. For the purpose of enabling MEMS start up companies. In fact, I was present at Intel’s announcement of the equipment donation.
• I will continue to work with UNM to develop federal legislation and funding for the distance learning applications of entrepreneurship education in our rural state.

• I will continue to advocate for Department of Commerce funding for the Council on Competitiveness project in the Albuquerque region. In that regard I recently met with Dr. Sampson of the EDA here in Washington, DC.

I am also intrigued by the elements of the proposal to the Kauffman Foundation that make UNM itself more entrepreneurial. I believe strongly in the University’s responsibility to be of service to the state and strongly support efforts to provide incentives for faculty who provide such service.

Thank you very much for giving UNM’s proposal every consideration. Please feel free to contact me when you are in Washington, DC or in New Mexico on Kauffman business. If you have questions or need additional information, please feel free to call on me.

Sincerely,

Jeff Bingaman
United States Senator

JB/ajh
November 13, 2003

Louis Caldera
President
University of New Mexico

Dear President Caldera,

We applaud your efforts to transform campus life at the University of New Mexico by placing entrepreneurship education at the heart of the undergraduate curriculum and are pleased to partner with you in this innovative endeavor.

Canberra Aquila, Incorporated is an international presence in the areas of industrial controls, safeguards surveillance and seals, computer systems and secure computer networks. In the area of nuclear enterprises, Aquila leads the world in providing analytical instruments and systems for detection, identification and monitoring purposes.

The nuclear safeguards industry requires innovative thinkers who thoroughly understand both the science and the politics of the business. The University of New Mexico is an educational organization that benefits from close proximity and productive partnerships with two of the United States' National Laboratories – Sandia and Los Alamos. This provides UNM students with a unique educational experience not found anywhere else in the country. We are excited at the prospect of adding an integrated entrepreneurship course of study to the UNM student curriculum because of its emphasis on innovation and discovery. The combination of a sound scientific experience with a true entrepreneur training program will produce graduates with the confidence to take new ideas and turn them into commercial endeavors. Aquila was begun by two individuals who did exactly that and we are happy to support an effort that prepares others to follow our example.

Canberra Aquila is currently providing support to the University of New Mexico through a number of initiatives. Let me highlight a few of these for you.

1. We are supporting UNM EECE (Electrical Engineering & Computer Engineering) research initiatives through economic development opportunities.
2. We are supporting the IT infrastructure at UNM through a partnership with CIRT (Computer & Information Resources & Technology).
3. We are supporting UNM and its statewide connectivity initiative through the GIGA POP.
4. We are supporting UNM's technology initiatives throughout New Mexico.
5. We are a member and support UNM as part of ISTEC (Ibero American Science and Technology Education Consortium).
6. We currently employ an intern from the UNM Computer Science Department.

Supporting the University of New Mexico is an important part of our business. UNM students and graduates have been an integral part of the Aquila workforce for years. Therefore we are pleased to offer continuing support of UNM and your entrepreneurship initiative and look forward to hosting at least one additional intern per semester for a five year period. Based on the continued employment of our current intern and the addition of another intern, we would expect the Aquila investment to total approximately $90,000 over a five year period.

Aquila will continue to support this transformation of the UNM educational program by seeking other collaborative enterprises to advance our corporate objectives and the university's strategic goals. We appreciate the statewide scope of your efforts and we pledge our continuing commitment to help in whatever ways possible.

Sincerely,

[Signature]

Steven P. Kadner
President
November 7, 2003

Louis Caldera
President
University of New Mexico
Scholes Hall, Room
Albuquerque, NM 87131

Dear President Caldera:

This purpose of this letter is to inform you that the report accompanying the Senate version of the Commerce, Justice, State and the Judiciary Appropriations bill for FY 2004 contains language that encourages the Economic Development Administration (EDA) to fund a project at the University of New Mexico (a copy of that report language is attached). While this report language does not constitute a specific appropriation, or a legal requirement for EDA to fund the UNM proposal, it does convey the support of the Congress for the proposal.

I am fully supportive of UNM’s proposal and am pleased that the report language was included. I will be glad to continue to work with you and EDA as the process moves forward to secure EDA funding to install computer equipment donated through NextGen from Intel to UNM for the Manufacturing Technology Training Center (MTTC).

Sincerely,

Pete V. Domenici
United States Senator
Language that was included in the Senate Commerce, Justice, State Appropriations Report (bill).

ECONOMIC DEVELOPMENT ASSISTANCE PROGRAMS

The Committee is aware of several proposals for economic development or adjustment assistance and strongly urges EDA to consider applications for the following proposals within applicable procedures and guidelines and provide a grant, if warranted: the Center for Advanced Vehicular Systems, Dallas, Texas Alternative Zone to Commerce, the University of Southern Mississippi Manufacturing Improvements for Shipbuilding Project, the Mississippi Technology Alliance, the Boise State Technology & Entrepreneurial Center (TECenter), the University of Southern Mississippi National Center for Excellence in Economic Development and Entrepreneurship, the Economic Development Resource Office at Montana Tech, the Idaho U. extension program for e-commerce, the Montana State University-Northern Applied Technology Center, the Minnesota Westside Intercept project, the Southwest Area Career Center, the University of Missouri St. Louis Information Technology Business Incubator, the Downtown Denver Railyard Redevelopment Project, the Natural Resources Research Institute's Taconite Demonstration Project, the Presque Isle Industrial Council, the River Valley Growth Council Insulated Housing Project, the University of Northern Iowa Alliance for International Business Development and Education, the Rural Northeast Oklahoma Economic and Business Development Program, the New Product Development and Commercialization Center for Rural Manufacturers, the Elmore County Development Authority, the Central Alabama Community College Entrepreneurial Center, the expansion and upgrade of the ship repair facility in Seward, Alaska, the Manufacturing Training and Technology Center at the University of New Mexico, and the Harney County, Oregon Business Incubator Startup.
19 November 2003

Tony Mendes, Ph.D., Director
Collegiate Entrepreneurship Initiative
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 64110-2046

Dear Dr. Mendes,

I am well acquainted with President Caldera and I endorse his proposal to you on the University of New Mexico Entrepreneurship Program. I have been an entrepreneur for most of my career and can vouch for the fact that creating a new business, or a new industry, is one of the most valuable and worthwhile endeavors a person can undertake. I believe Louis Caldera’s leadership will be effective in creating a culture of entrepreneurship at UNM through the program he is presenting to you and I urge you to invest in UNM at this time.

Developing the entrepreneurial talent of New Mexico is important to Eclipse Aviation. Eclipse is in the process of transforming air travel by creating jet aircraft that dramatically improve the economics of private jet travel. We are revolutionizing a very staid industry, so the entrepreneurial spirit and accompanying skills are critically important. As our company grows, we will continue to hire entrepreneurs because our goal is to grow a whole new sector of the aviation industry, a sector where Eclipse is the leader and where a host of other new companies also compete. We look forward to a long, cooperative partnership with UNM. Even now, we are working to create internships for UNM students in business and engineering, and to make it possible for our talented employees to work with UNM as adjunct professors, lecturers, and mentors.

I urge you to respond favorably to President Caldera’s proposal. I believe the time is right for UNM to emerge as a leader in entrepreneurship development.

Sincerely,

Vern Raburn
President and CEO
October 8, 2003

Dr. Tony Mendes  
Director, Collegiate Entrepreneurial Initiative  
Kauffman Foundation  
4801 Rockhill Road  
Kansas City, MO 64110-2046

Dear Dr. Mendes:

We are excited about the prospects of establishing a Center of Entrepreneurship at the University of New Mexico by means of a $5 million grant from The Kauffman Foundation. To date, we have identified matching funds in the amount of $1,024,000 sourced from state legislative approved budgets.

Our new administration, under the leadership of Governor Richardson has a three pronged approach to stimulating economic development: promoting start-up business, expanding and retaining existing business, and recruiting new business to the state. The Kauffman opportunity at UNM is absolutely on target with the first initiative to stimulate start-up businesses. My office has encouraged and supported training programs for entrepreneurs and the development of business incubators that focus on the commercialization of technology that is plentiful in the state. During the upcoming 2004 legislative session our department plans to promote legislation which will provide funding for the establishment of ten state-wide incubators over the next two years.

We are delighted at the prospect that the Kauffman Foundation and UNM may be partners in the training of additional entrepreneurs in the State of New Mexico. We believe that the state’s wealth in creative talent – the arts, music, native crafts, and technology from two national laboratories can provide economic growth for the state once it is matched with entrepreneurial talent.

Sincerely,

Rick Homans, Secretary

CC:  
Louis Caldera, President  
University of New Mexico
Dr. Tony Mendes  
Director  
Collegiate Entrepreneurial Division  
Ewing Marion Kauffman Foundation  
4801 Rockhill Road  
Kansas City, MO  64110-2046  

November 13, 2003  

Dear Mr. Mendes,  

I am writing in support of the University of New Mexico efforts in creating the UNM Kauffman Collegiate Entrepreneurship Initiative (UNM KCEI), and in particular, to describe certain activities and initiatives that Invest New Mexico is currently evaluating that, if implemented, could provide substantial support and enhancement of the UNM KCEI program. Invest New Mexico (INM) is an initiative of the State of New Mexico’s Economic Development Department whose primary mission is to assist, advise and arrange financing for business’s seeking to establish themselves in the state or expand their operations in the state. In addition, an important aspect of INM’s mission is to develop additional sources of capital for this purpose.

Our activities require us to be extensively involved in the entrepreneurial business community in New Mexico, and as a result, we have become intimately familiar with the resources necessary to develop this community and enhance its scope and impact on the economic development of the state. We believe the UNM KCEI can become a pivotal factor in imbedding the entrepreneurial culture and accelerating its impact on the state’s business community. For this reason, we enthusiastically support the UNM KCEI and have under development a program that could provide a unique, innovative and powerful element of the overall initiative.

Specifically, we are seriously exploring the possibility of establishing, in conjunction with UNM and the other research universities in the state, an entrepreneurial oriented early stage private equity fund. The fund would be administered in a collaborative effort between INM and the state universities to provide equity capital to entrepreneurs with viable business plans. Most importantly, students in entrepreneurship programs would be directly and actively involved in working with entrepreneurs. They would help them develop business plans, assist in technological and market assessments, provide management and technical resources to early stage entrepreneurial companies, and evaluate, negotiate and close equity financings for these businesses. In addition, they would monitor the progress of these investments and provide resources and assistance to the investee businesses.
If we are successful in implementing this program, it is estimated that the UNM KCEI may have as much as $6 million in capital to commit to these entrepreneurial enterprises. We believe this program would not only provide superior returns to the investors in the fund, but would provide an unparalleled experience to the students involved in the real life day to day issues facing entrepreneurs in keeping their business viable and on track. In effect, we believe the program could provide powerful on the job, hands on training to supplement the entrepreneurship training they will receive in the classroom.

Importantly, this initiative will be a joint effort between the state government and the New Mexico business community. Accordingly, it would also represent a significant endorsement of the state and the business community of entrepreneurship in general, and the UNM KCEI in particular.

If we were successful in putting this program together, it most likely would not be implemented until early, 2004. However, I felt it was of enough importance and that the potential for a positive impact on the UNM KCEI was so great, that you should be informed of this as you consider UNM’s application for participation in the KCEI. If you wish to discuss this further, please contact me.

Thank you very much for your consideration of UNM’s participation in the Kauffman Collegiate Entrepreneurship Initiative. All of us in the state are proud of UNM, and its efforts to establish this incredible program. We hope to be able to do our part to make it as successful as it can be.

Sincerely,

[Signature]

Rick Homans
Cabinet Secretary
New Mexico Economic Development Department

[Signature]

John W. Brown
Managing Director
Invest New Mexico
November 19, 2003

Tony Mendes, Ph.D.
Director, Collegiate Initiative
Ewing Marion Kauffman Fund
4801 Rock Hill Road
Kansas City, MO  64110-2046

Dear Dr. Mendes:

I was pleased to have the opportunity to have dinner with you and your associates during your site visit to The University of New Mexico. As a third generation native, I am always honored to share the wonders of New Mexico and my hometown of Santa Fe.

In January of 1989 I was appointed director of the Genesis Technology Business Incubator at the University of Arkansas which was later awarded the distinction of being the number one incubator in the United States. In my current professional capacity, I am fully aware of the impact that this grant will have, both on the quality of life and in the increased income potential for all New Mexicans.

New Mexico has long been recognized for our national laboratories. People come to New Mexico to see, enjoy and to buy the arts and crafts of our multi-cultural population. These are known facts, what is not known and what should be understood is: The people of New Mexico are hard working, industrious and because of the harshness of our land, are survivors who can always make more from less. Kauffman grant funds awarded to the University of New Mexico will produce the kind of results that will allow you to say, “this was the best” and to look back with a sense of accomplishment and pride.

I will be happy to discuss this with you, if you choose. My home phone number is (505) 332-0419. Thank you for this consideration.

JANE BRADLEY
FIRST NATIONAL BANK OF SANTA FE, IN ALBUQUERQUE
November 10, 2003

Tony Mendes, Director,
Collegiate Entrepreneurial Initiative
Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Tony:

I am writing to offer support of an entrepreneurship initiative at the University of New Mexico, which I believe offers and unparalleled opportunity to help UNM students, and the broader New Mexico technology community, make a tremendous leap forward.

I have not only pledged at least $50,000 of my own money but have issued a challenge to the venture capital and related service provider firms in New Mexico to deliver, in aggregate, a $1 million commitment to UNM as part of the matching funds. If successful, this commitment will be structured as a combined $200,000 per year, for five years, commencing in 2004. A minimal allocation of management fee income from each firm active in New Mexico should allow us to easily surpass this goal. I am challenging us collectively to announce our $1 million commitment on or before November 15, 2003. To initiate the effort, Flywheel Ventures has committed $50,000 ($10,000/year for 5 years).

My commitment to this initiative is strongly and deeply held. My own personal career success owes in many ways to the opportunity I had to create, and experience, a similar program funded by the Kauffman Foundation at Stanford University. This program, the Stanford Technology Ventures Program is both my proudest entrepreneurial achievement and the source of much of my passion for growing seed and early-stage technology companies. Without this type of program and its related financial support, I would not be a part of New Mexico’s accelerating entrepreneurial economy today.

I urge you to make this grant to the University of New Mexico. With this grant, Kauffman will join others and me in New Mexico’s venture capital ecosystem in providing, for the first time, a collective and comprehensive show of our support to the long-term success of New Mexico’s entrepreneurial economy.

Sincerely,

Trevor Loy
November 18, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

The Intel Corporation is pleased to provide this letter of support for the UNM Entrepreneurship Initiative. This project is broadly supported by the New Mexico business community and Intel is committed to public/private partnerships for economic development in our state.

As one of the largest employers in New Mexico, we are vitally interested in strategies to develop more entrepreneurs and stimulate economic growth. Our vision is that someday Intel will be one of many large, successful businesses in New Mexico and that by working together we can achieve that goal.

Intel pledges the following specific support to the project: 1) through the NextGeneration program, we have donated substantial equipment to UNM’s Manufacturing Training and Technology Center to assist early-stage New Mexico companies and to provide education opportunities to UNM students; and 2) we will actively participate in the mentoring and internship programs to expose students to business leaders and entrepreneurial activity.

We applaud UNM for its initiative and vision for this project which has the potential to significantly impact New Mexico’s economy and we look forward to its funding and implementation.

Sincerely,

Barbara Brazil
New Mexico Public Affairs Manager
November 12, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

Los Alamos National Bank is pleased to pledge Five Thousand ($5,000.00) to the University of New Mexico Entrepreneurship Initiative.

Los Alamos National Bank is a local bank established in 1963. We have over a billion dollars in assets and were a 2000 National Malcom Baldridge Award Recipient. Our bank has worked with many entrepreneurs and we understand the challenges they face.

We appreciate the support by theKauffman Foundation for entrepreneurial programs.

Sincerely,

Fidel L. Gutierrez
Senior Vice President
Los Alamos National Bank/ Santa Fe Office
Dr. Tony Mendes  
Director, Collegiate Entrepreneurial Initiative  
Kauffman Foundation  
4801 Rockhill Road  
Kansas City, MO 64110-2046

Dr. Mendes:

Los Alamos National Laboratory (LANL) is very pleased that Kauffman has selected the University of New Mexico (UNM) as one of 15 universities to compete for a Kauffman Foundation grant to establish a Center for Entrepreneurship.

The Laboratory understands that core clusters of technology, talent, and infrastructure are critical to long-term economic viability. Of the many assets that our region can claim, our universities, national laboratories and other research institutions constitute our greatest strength. The transfer of the innovations developed at these institutions into New Mexico-based companies has the potential to accelerate our region’s economic growth. However, the successful transfer of these technologies is highly dependent upon the talent and vision of our entrepreneurial community.

As a research institution focused on advancing scientific knowledge and developing new technologies, we recognize the need for a strong, regional, entrepreneurial community. As we identify technologies with commercial potential, we seek entrepreneurs to utilize these technologies to form new companies or expand existing companies. We find this to be one of the largest impediments to the development of new companies in our region.

A major focus of the Kauffman proposal is to create strong partnerships that have previously not existed - -integrating higher education, government resources, and research capabilities with business mentoring and incubation resources. We believe the Kauffman project offers an opportunity to rally forces within the state to produce a new generation of New Mexican entrepreneurs who can transform our raw inventions into real business opportunities. We look forward to becoming a partner in this exciting initiative.

Since the fall of 1996, LANL and the University of California have actively encouraged entrepreneurship and new business development based on LANL technologies and expertise in New Mexico. The absence of a strong entrepreneurial community in the region has motivated us to design programs that have included entrepreneurial training workshops, technology maturation grants, a business consulting network
and an MBA internship program. The MBA program is designed to offer interns a unique opportunity for hands-on experience nurturing high-tech start-ups and commercializing new technologies. The Kauffman project’s important mentoring and internship programs whereby students and faculty can work directly with emerging businesses to assist their development as entrepreneurs has the potential to have an immense multiplier effect on our current efforts and eventual successes.

Our in-kind contribution over 5 years will consist of the following:

- Sponsorship of MBA internships at the Laboratory for three UNM students per year valued at $15k per student. Our interns work with key members of the Laboratory’s technical community to identify Laboratory technologies with high potential for commercial success. Interns network and collaborate with a wide variety of entrepreneurs, business consultants and venture capitalists as well. Contribution = $225k
- Teaching and mentoring of students and entrepreneurs participating in the program by our experienced technology transfer staff members. Contribution - $200k
- Participation by UNM students as mentors and/or class participants in our LANL technology commercialization courses. Contribution - $400k

Total In-kind Contribution over the five year program = $825k

In summary, LANL strongly supports this initiative and recognizes that it can significantly enhance New Mexico’s economic development efforts by

- Maximizing economic impact and entrepreneurial creativity of the national labs and universities;
- Training local entrepreneurs in order to retain intellectual and business talent in New Mexico; and by
  - Facilitating technology commercialization through assistance with intellectual property management, marketing, and business plans.

New Mexico receives large federal investments for developing new technologies and cutting-edge research. Support from the Kauffman Foundation to enhance our ability to educate and nurture entrepreneurs would greatly leverage this significant federal investment in technology. We are encouraged by this call for greater cooperation among the academic, business, and government sectors. The research conducted in New Mexico’s universities and national laboratories has strong potential to create amazing economic benefit. This potential will only be realized however when it is catalyzed by the entrepreneurs that we educate, encourage, and inspire.

Sincerely,

Dr. Donna M. Smith
Division Director
October 21, 2003

Tony Mendes, Ph.D
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 64110-2046

Dear Tony:

The McCune Charitable Foundation is pleased to offer its support for the University of New Mexico’s Kauffman Entrepreneurship proposal.

Support for economic development in New Mexico has been a priority of the Foundation for the past three years with smaller efforts prior to that time. To help encourage and support UNM’s efforts, we would be willing to commit a match of $100,000 annually for five years, beginning in 2004. I will be presenting this for formal approval to my Board in January.

Thank you for your consideration of the University of New Mexico’s proposal.

Sincerely,

[Signature]

Owen M. Lopez
Executive Director
October 23, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

New Mexico First is pleased to provide this letter of support and commitment for the UNM Kauffman Entrepreneurship Initiative. New Mexico First is a non-profit, non-partisan organization that hosts statewide Town Hall meetings on a variety of topics important to New Mexico. These Town Halls use a unique consensus-building process to obtain public policy recommendations from a broad range of citizenry. We strongly support leadership and entrepreneurship initiatives to improve our state and create more businesses.

The University of New Mexico provides important background research for our Town Halls and we are planning a series of meetings related to business development including “Small and Emerging Businesses” in 2004 and we will integrate entrepreneurship ideas and strategies with that meeting.

We commit to dedicating funds from a grant from the Hatton Sumners Foundation for $2,000 per year for five years or $10,000 total funds. We are proud to be partners in this initiative to create more entrepreneurs and build partnerships between UNM and the New Mexico business community.

Sincerely,

Judy Zapotti
President
October 23, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

The New Mexico Small Business Development Centers is pleased to provide this letter of support and commitment for the UNM Kauffman Entrepreneurship Initiative.

We have a network of centers in 18 communities around the state, and the lead center in Santa Fe is a partnership of the US Small Business Administration, the state of New Mexico, the New Mexico Association of Community Colleges, and the private sector. We provide assistance and support to small businesses in the following areas: Business Planning & Financing, marketing, international trade, women & minority-owned business programs, veterans information programs, young entrepreneurship programs, small business loans, and other technical assistance.

We are pleased to be an active partner on the Kauffman Initiative and pledge in-kind support from our centers to provide services to emerging entrepreneurs and small businesses. We specifically can provide comprehensive services in 18 areas of the state for entrepreneurs that may be involved in UNM entrepreneurship courses either in Albuquerque or at the branch campuses. NMSBDC has three offices housed at UNM-Los Alamos, UNM-Valencia, and UNM-Gallup. This will extend the resources for entrepreneurs to all areas of the state. We pledge a total of $200,000 of in-kind contributions over the next five years.

We have recently launched a program to encourage international trade, especially with Mexico. The International Business Accelerator program will bring foreign buyers and sellers to New Mexico. The program will offer an online resource guide, an electronic database of trade leads and joint venture opportunities, and tips on export/import. NMSBDC is also expanding its services in business incubation, and government procurement.

This project is very important to New Mexico and we ask for your support.

Sincerely,

[Signature]
Roy Miller, State Director
November 9, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

We are aware of the efforts of the University of New Mexico to encourage entrepreneurship at all levels of the University in pursuit of the Kauffman grant opportunity and I wanted to advise you that the New Mexico Small Business Investment Corporation would like to express its support for the overall goals of this UNM effort.

The New Mexico Small Business Investment Corporation (NMSBIC) is a state-chartered nonprofit corporation that was created for the purpose of providing capital to new and emerging businesses; that is, entrepreneurial businesses. The NMSBIC has total assets of approximately $9.7 million.

The NMSBIC has recently revised its Investment Policy under which it is now authorized to invest equity or debt in New Mexico small businesses in conjunction with cooperative agreements with parties with demonstrated capabilities in the provision of financial services and capital to new and emerging businesses. In other words, these are entrepreneurial companies of the type to be encouraged under the UNM Kauffman initiative.

The revised Investment Policy provides that investments by the NMSBIC can be made directly in New Mexico businesses or may be made indirectly, through arrangements with qualified intermediary organizations. At present, however, the Board of the NMSBIC has determined primarily to make indirect investments through intermediaries who provide capital to underserved segments of the New Mexico business community we have identified. These are micro and small businesses, particularly in rural and low-income areas, and start-up companies with high growth potential that require very early-stage capital.
Under its Investment Policy, the NMSBIC may indirectly invest in New Mexico businesses by providing debt or equity capital to organizations having the attributes described below

- A historical track record of successful investing debt or equity in small businesses.

- Headquarters or branch offices within the State of New Mexico.

- Staffing of financial professionals who have the demonstrated capabilities to successfully source, underwrite, service and obtain appropriate returns on investments made to small businesses.

- Either have itself the ability to provide training, mentoring, or other business assistance or support services to portfolio companies or have an affiliation or relationship with third party providers of such services.

It is our intention to, providing it can be done prudently, commit all of our capital to the intended purposes over the next 12 months. Through this process, we can provide important capital resources to emerging entrepreneurs (faculty, students, and from the business community at large) that will be part of the UNM Kauffman Initiative. We look forward to the opportunity to work directly with UNM as an intermediary organization, as well as with other intermediary partners in pursuit of our goals.

We hope you will fund this important project for New Mexico.

Sincerely,

Chuck Wellborn
Chairman
November 11, 2003

Dr. Tony Mendes
Kauffman Foundation
4801 Rockhill Rd.
Kansas City, MO 64410

Dear Dr. Mendes:

On behalf of the New Mexico Commission on Higher Education (CHE), please accept this letter of support for the University of New Mexico's proposal to the Ewing Marion Kauffman Foundation.

The CHE is responsible for administering the State's endowed faculty position program whereby matching funds for endowed faculty positions are provided to several universities throughout the state once certain criteria are met.

Section 21-1-27.1 NMSA 1978 (being Laws 2002, Chapter 31, Section 1) provides for one million dollars in state matching funds upon notification by an institution that it has received matching private funds for the endowment in an amount equal to or greater than five hundred thousand dollars ($500,000).

Upon certification by the University that they have received the $500,000, they will request matching funds under the above referenced statute. Upon receipt of this certification, the CHE will approve the release of the one million dollars in state matching funds.

Please do not hesitate to contact me if you have any questions.

Sincerely,

Miguel Hidalgo
Acting Executive Director
October 9, 2003

Dr. Tony Mendes  
Director, Collegiate Entrepreneurial Initiative  
Kauffman Foundation  
4801 Rockhill Road  
Kansas City, MO 64110-2046

Dear Dr. Mendes:

I want to express my appreciation for the fact that our state’s flagship university, the University of New Mexico, (UNM) is a finalist in the Kauffman Collegiate Entrepreneurial Initiative. I am distinctly proud that UNM has been recognized by the Kauffman Foundation and may receive a $5 million grant for instituting a campus-wide program in entrepreneurship. UNM has played and continues to play an important role in the education and training of our state’s leaders, professionals and teachers. One third of the state’s legislature, one quarter of the state’s physicians and one quarter of the state’s teachers are UNM graduates. I have confidence that a program in entrepreneurship at UNM partially funded by the Kauffman Foundation can play a key role in bolstering the level of entrepreneurial talent in the state. My administration has already committed resources to improve K-12 education in the state. Next month voters will have the opportunity to allocate approximately $60 million in additional operating funds to classroom instruction, teacher certification and educational materials.

The expected improvement in education at the K-12 level can result in a decreased drop-out rate, a higher college bound rate for seniors that can feed entrepreneurship and other programs at UNM.

During my gubernatorial campaign last fall I committed to the citizens of the state that economic development would be a priority for my administration. History tells us that successful regional or state-wide initiatives in job creation, an improved workforce, and economic diversification all have had a university as a key player. I believe UNM could play a larger role in the state’s economic development program with the entrepreneurship program being planned for the Kauffman Collegiate Entrepreneurial Initiative. I believe we have talented and creative youth in the state. The state is making capital available for company start-ups through partnerships with qualified investors. I believe centralizing and focusing the training of would-be entrepreneurs at UNM will complement my administration’s initiatives in education and policies in facilitating start-up capital for young companies.

My office enthusiastically supports UNM in its quest to establish a world-class center for entrepreneurship training.

Sincerely,

Governor Bill Richardson

Cc: Louis Caldera, President, University of New Mexico
October 20, 2003

Louis Caldera, President
The University of New Mexico
MSC03 5500
1 University of New Mexico
Albuquerque NM 87131

Dear President Caldera:

The establishment of an Entrepreneurship Initiative at the University of New Mexico (UNM) offers an excellent occasion for the region’s public and private institutions enter into cooperative collaborations to support the development of tomorrow’s innovators. The Central New Mexico Competitiveness Summit, held September 26, 2003, identified three issues as key to future success of the region:

- Entrepreneurship education and incubation,
- Building connections to strengthen innovation
- Incorporating innovation into traditional industries: artisan enterprise

NextGen wholeheartedly supports UNM’s funding proposal to the Ewing Marion Kauffman Foundation and will align our resources in the amount of $8,361,000 to support the Entrepreneurship Initiative as follows:

1. Over the next five years, NextGen commits to in-kind contributions valued at $425,000, in the form of projects directly linked to UNM’s community entrepreneurial efforts, including business incubation, mentorship and internships programs administered in conjunction with Portal al Mercado.

2. NextGen also commits to an in-kind contribution of $300,000 in the form of projects designed to increase the interaction among innovation actors in the finance, legal, entrepreneurial, education, and research and development communities.

3. NextGen has purchased and installed process equipment valued at $531,000 in UNM’s Manufacturing Training and Technology Center (MTTC). Title for this equipment will be transferred to UNM as a donation upon the execution of an agreement, which allows early-stage New Mexico companies use of the equipment to meet their low-volume production needs.

4. Over the next five years, NextGen will execute similar agreements to transfer additional equipment, donated to NextGen by Intel, to UNM to provide a wider range of processes to UNM students and faculty, as well as meet the low-volume production needs of early-stage companies. The value of this additional equipment is $7,078,000.

We look forward to continuing a collaborative and complementary relationship with UNM as the Entrepreneurship Initiative moves from concept to reality.

Sincerely,

Paul Shirley, Chairman

Michael E. Skaggs, President
November 14, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

The PNM Foundation is pleased to provide this letter of support and commitment for the UNM Entrepreneurship Initiative. PNM is vitally interested in commercialization of technology and assisting entrepreneurs in developing businesses. We specifically commit to first year funding of this initiative in the amount of $50,000 and commit to assistance in securing additional funds in future years.

In addition to my position as president of the PNM Foundation, I also chair the Association of Commerce and Industry, which is the state’s business organization, representing hundreds of businesses throughout the state. New Mexico’s business community is committed to expanding partnership opportunities with UNM and its faculty and students to improve economic development in our state and to grow more entrepreneurs. This Entrepreneurship Initiative will help extend UNM resources and technical expertise throughout New Mexico and in partnership with Governor Richardson’s economic development program, has the potential to truly transform New Mexico.

We believe this project can be an important model for other rural states as well as other countries with similar economic challenges. The project has already had a catalyzing effect on New Mexico—bringing together the business community, UNM, and the state to partner on a vision and plan for our state. We strongly urge that you fund UNM’s proposal.

Sincerely,

Carol Radosevich
President, Board of Trustees, PNM Foundation

cc: Diane Harrison Ogawa, Executive Director of PNM Foundation
November 18, 2003

Leslie Elgood  
UNM Foundation  
700 Lomas Blvd., NE, Suite 108  
Albuquerque, New Mexico 87131

Dear Ms. Elgood:

Presbyterian Healthcare Services is pleased to provide this letter of support for the UNM Entrepreneurship Initiative. We are excited about the prospects this will provide for student engagement in entrepreneurship training, education, and activities. Because our business affects so many communities within New Mexico, we welcome the opportunity for improved economic development throughout the state. Growing more entrepreneurs will ensure New Mexico's success in that regard.

Presbyterian is committed to providing UNM our support and expertise. We are pleased to be a part of this very worthwhile venture and look forward to learning what role we can play in this initiative.

Sincerely,

James H. Hinton  
President and CEO
November 13, 2003

Dr. Tony Mendes
Director, College Initiatives
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

Regent Drugs of New Mexico is pleased to offer its support for the University of New Mexico Kauffman Foundation Entrepreneurship proposal. Regent Drugs of New Mexico is composed of 65 independent pharmacies in New Mexico who are committed to providing innovative and high-quality pharmacy services to the citizens of our state. We believe that the independent community pharmacist plays a critical role in providing health care for New Mexicans. We enthusiastically endorse the involvement of College of Pharmacy students in the entrepreneurial initiatives as contained in the UNM Kauffman proposal.

We are pleased to be an active partner in the UNM Kauffman proposal and pledge $5,000 per year for five years as matching funding, beginning in 2004. Thank you for your consideration of the University of New Mexico’s proposal.

Sincerely,

Robert Ghottas, R.Ph.
President
November 3, 2003

Tony Mendes, PhD.
Kansas City, Missouri

Dear Dr. Mendes,

The Regional Development Corporation (RDC) is pleased to provide an in-kind match of $400,000 to the University of New Mexico for its Kauffman Grant proposal which will lead to the development and implementation of a university-wide entrepreneurship program.

The RDC administers a statewide program, the Space Alliance Technology Outreach Program (SATOP), which provides small and medium businesses with the opportunity to draw on the top minds within the NASA space program to solve their technical challenges in a variety of areas including manufacturing and communications. The program also assists entrepreneurs and start-ups as we make available our extensive experience in SBIR grants so that they can secure research and development funds that can lead to commercialization of their product. SATOP services are offered free-of-charge.

The RDC’s SATOP program will compliment UNM’s efforts in developing and implementing its entrepreneurship program. As our program is statewide, we will make available our services to clients identified by the University and, utilizing our statewide network and client list, will share and market the UNM program to our clients and partners around New Mexico. SATOP can work directly with faculty and students as they assist entrepreneurs and can also provide important hands-on learning opportunities for students. We have successfully partnered with UNM on the SATOP program in the past and will target in-kind support and technical assistance to the Kauffman project. The in-kind support represents $400,000 of SATOP personnel and operations funding for 24 months.

Regards,

[Signature]

Lillian Montoya-Rael
Executive Director
November 19, 2003

Dr. Tony Mendes
Director, Collegiate Entrepreneurial Initiative
4801 Rockhill Road
Kansas City, MO 64110-2046

Dear Dr. Mendes:

As stated in my initial letter dated October 9, 2003, in support of the University of New Mexico's proposal for the establishment of a Center of Entrepreneurship which would be enabled by a $5 million grant from the Kauffman Foundation, Sandia National Laboratories is pleased to inform you that we will initially pledge $100,000 per year for five years as an entrepreneurial support element to our small business assistance program in this region.

We look forward to being a part of the catalyzing effect on the New Mexico business community and our commitment to the success of this important program.

If you would like to further discuss the interest and support for UNM's proposal by Sandia National Laboratories, please contact me at your convenience.

Sincerely,

[Signature]

Copy to:
Brian Ebson, University of New Mexico
Andy Salazar, University of New Mexico
Vic Chavcz, SNL, Org. 1302

Exceptional Service in the National Interest
November 10, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

Sandia National Laboratories is pleased to provide this letter of support for the UNM Entrepreneurship Initiative. This Initiative has already had a catalyzing effect on the New Mexico business community and we are committed to the success of this important program.

Sandia National Laboratories works closely with industry, small business, universities, and government agencies to bring new technologies to the marketplace. We have formed strong alliances with major universities, industries, and other laboratories. This Entrepreneurship Initiative offers a new opportunity to strengthen our efforts in technology partnerships and commercialization, as well as strengthening our relationships with UNM faculty and emerging entrepreneurs.

We initially pledge $5,000 per year for five years as a cash contribution to the project. We further pledge our support in helping link Sandia scientists and emerging entrepreneurs to UNM support and expertise. We will assist in the mentorship program through improved access and interaction with our scientists, engineers and management. We have an existing internship program for UNM students and we should be able to enhance this program in coming years as the Entrepreneurship Initiative is implemented.

This project is important to New Mexico and we strongly urge that you fund UNM’s proposal.

Sincerely,

Michael DeWitte

MDD/vce

Exceptional Service in the National Interest
October 9, 2003

Dr. Tony Mendes  
Director, Collegiate Entrepreneurial Initiative  
4801 Rockhill Road  
Kansas City, MO 64110-2046

Dear Dr. Mendes:

This letter is to inform you that I am in full support of UNM's proposal for the establishment of a Center of Entrepreneurship that would be enabled by a $5 million grant from the Kauffman Foundation. I understand that a match of up to $15 million is one of many qualifications for receiving the grant. I know that Sandia Laboratories is interested in making a contribution towards the match requirement. This unique opportunity will certainly give the University of New Mexico and Sandia National Laboratories a continued partnership to foster innovation, mentoring, and economic growth.

In addition, as an integral part of the Next Generation Economy Initiative Executive Committee Board where I chair the Microsystems Initiative Committee, I feel this grant presents a tremendous opportunity to nurturing native entrepreneurs and attracting aspiring entrepreneurs to New Mexico. I also feel strongly of the particular focus of UNM's proposal on businesses that serve Hispanic and Native American markets, which are the fastest growing markets in the region and western hemisphere.

I look forward to being a part of the mission to, "empower entrepreneurs through education and business and public partnerships."

If you would like to further discuss the interest and support for UNM's proposal by Sandia Laboratories, please contact me at your convenience.

Sincerely,

J. Leonard Martinez  
Vice President  
Manufacturing Systems Science and Technology Division

Exceptional Service in the National Interest
November 19, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

Technology Ventures Corporation is pleased to provide this letter of support for the UNM Entrepreneurship Initiative. This project is broadly supported by the New Mexico business community and TVC commits to a strong partnership to achieve the goals of creating a culture of entrepreneurship throughout UNM and our state.

TVC was founded in 1993 as a nonprofit organization with a mission to facilitate the commercialization of technologies derived from the laboratories of the National Nuclear Security Administration and research institutions in their regions. TVC now has offices in Albuquerque, NM, Livermore, CA, Las Vegas, NV, and Los Alamos, NM and is the principal supporter of the NM Technology Research Corridor, a collaborative of 10 research institutions in New Mexico. TVC’s success in its activities to support small high-tech businesses has earned it several national awards, including the prestigious Tibbets Award from the Small Business Administration.

Through its annual Equity Capital Symposia and its international investor contacts TVC will be a direct means of assistance to clients of the UNM Entrepreneurship Initiative in locating suitable funding at the initial stages, as well as for expansion capital. TVC also advises clients on business strategies, assists them in the preparation of business plans, guides them through the steps necessary to form a business, and refers them to reputable business service providers – at no charge. The TVC programs designed to train emerging and experienced entrepreneurs, including extensive mentoring assistance, market research, an employer/employee job search program, and direct SBIR/STTR grant proposal assistance will be available to the UNM program and its clients.

This project has the potential to significantly impact New Mexico’s economy and we look forward to its funding and implementation.

Sincerely,

Sherman McCorkle
President and CEO
November 19, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

The University of New Mexico is pleased to provide a commitment of support for the Kauffman Entrepreneurship Initiative. This project is a top priority for President Caldera and the University and we are evidencing this commitment by our substantial contribution.

Specifically, the University will provide a total of $2,086,956 of in-kind support through the provision of facilities, overhead, and indirect costs associated with the academic components of the project. In addition, the University commits to sustaining the academic and administrative components of the project after the initial five years; both through general university funds and major funding that will be contributed to the project through new donations to the UNM Foundation. We believe that the UNM investment in this project will result in many significant benefits to our students and faculty, as well as to the State of New Mexico.

Thank you for your consideration of our proposal; we hope that you will help us with this important opportunity for UNM and the State of New Mexico.

Sincerely,

Brian Foster
Provost
November 20, 2003

Tony Mendes, Ph.D., Director
Collegiate Entrepreneurship Initiative
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

The University of New Mexico Foundation is a private 501 (c) 3 corporation established in 1979 to raise and invest money on behalf of the University of New Mexico. We are pleased to provide a commitment of $1,820,201 to the University of New Mexico Entrepreneurship Program. These are cash funds we will raise over the course of the next five years and we anticipate they will be split 50:50 between program funds and endowment funds. We hope that the endowment funds will be further leveraged by state matching funds from existing state programs to support endowed positions, to the extent such matching funds are available when we receive the private cash.

The opportunity for UNM to compete for the Kauffman grant has generated tremendous enthusiasm throughout the business community in New Mexico. Already the UNM Foundation has been successful in raising more than $10 million (cash and in-kind contributions) from the private sector for this project. Also, we have identified more than $12 million in public funding and in-kind support. Our momentum is strong and we anticipate more commitments in both private and public monies. Success in receiving the Kauffman grant will add to that momentum.

Together with this $1.8 million pledge we are making here, we can count on a total of $25,377,157 in commitments now. With the Kauffman funding, if it is forthcoming, we anticipate a program of almost $30 million, one that will have tremendous impact on the economy of this semi-rural state. We believe this will lead to a major transformation at UNM and throughout New Mexico. By training entrepreneurs and thereby accelerating economic development UNM will become an even stronger partner with the business community. This will enhance further our opportunities to forge financial partnerships and raise contributions from that sector.
Thank you for this unique and dynamic opportunity to focus so many new resources on such an innovative program. We are proud of our response so far and confident that the momentum will carry far into the future.

Sincerely,

Duffy Swah, 2004 Chair Elect
UNM Foundation Board of Directors

P.S. The UNM Foundation has once again made the Chronicle of Philanthropy's 400 List of top fundraising organizations in the country.
November 14, 2003

Dr. Tony Mendes,
Director, College Initiatives
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

I am writing to express my enthusiastic support for the grant proposal recently being prepared at the University of New Mexico for the Kauffman Entrepreneurship Program. I had the pleasure of meeting you on October 10, 2003 at the luncheon during which we described our focus on the Freshman Learning Communities and the role that program would play in our new Entrepreneurship initiative.

As the Dean of University College, I have been involved for some months in the initial thinking about our program and subsequently in the development of the written proposal. From the very beginning, I have thought that the lower-division students in University College at UNM constitute an ideal audience to learn about the advantages or benefits of entrepreneurial thinking and acting. Through your grant, the Kauffman Foundation will reach a wide spectrum of idealistic, energetic, and creative beginning students, whose minds are open to new possibilities and great ideas. These students come to the university eager to embark on a career, anxious to become contributing members of society, and searching for ways to make their own and their families' lives better. Simultaneously, the typical New Mexican Freshman enters the university in need of the very skills and attitudes that small, challenging, and practical entrepreneurship classes will give them: critical thinking, problem solving, writing and speaking, collaboration, and persistence, among others.
Support from the Kauffman Foundation would enable this mutually beneficial interaction, would put more professors of business and engineering in front of students who have never been instructed by such experts, and would expose students to people who have had to use knowledge to solve practical problems. Professor Vincent Tinto has written in his influential book *Leaving College* that male students tend to depart from college because they do not see the practicality of the contemporary, general undergraduate curriculum, which is perhaps more evident to a senior or graduate student in retrospect. Perhaps this accounts in part for why enrollments and six-year graduation rates are 9% higher at UNM (and many places nationally) for women than for men. At any rate, we think that courses in entrepreneurship will be attractive and beneficial for our undergraduate students at any level.

The University of New Mexico is very excited about the Kauffman Entrepreneurship program. Faculty, Students, and Administrators are working together here to plan an exciting chapter in the history of this university. We sincerely hope that you will give us consideration based upon our specific plan, the unique qualities of New Mexico, the growing importance of the Hispanic and Native American markets, and the long-lasting impact you can have on this institution and our state’s economy.

Thank you for giving us the opportunity to apply.

Sincerely,

Peter White
Dean of University College
Professor of English and American Studies
November 18, 2003

Tony Mendes, Ph.D., Director
Collegiate Entrepreneurship Initiative
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 64110-2046

Dear Dr. Mendes,

I am pleased to be able to write a letter of support for the University of New Mexico Entrepreneurship Program being submitted to the Ewing Marion Kauffman Foundation. A central defining feature of American culture is its entrepreneurial spirit. Every year, talented Americans of all ages leave the security of settled employment to start a new company based on a new idea. Just as importantly, this possibility is what brings and continues to bring the best and brightest from around the world to our shores. The University is itself such a zone of entrepreneurial activity, as faculty define their own course of activity, garner the resources to pursue them, and make their own way in the world in a way quite different from other organizations. It is an exciting prospect to think about how we can use the entrepreneurial spirit of a major research university to foster a culture of entrepreneurship in our students here at the University of New Mexico.

That student body is unique in ways which deserve a moment's comment. New Mexico is the only state in the country where Hispanics are the largest group in the population, and the only state where Hispanics and Native Americans constitute a majority of the population. In other states with large minority populations, these populations tend not to be represented in the 'top-tier' universities in the state, but the students at UNM closely reflect the population of the state. We are the only major research university with a student population which is more than 35% Hispanic and more than 7% Native American, and the conjunction of those populations in these percentages makes us a unique site to diffuse the culture of entrepreneurship in these rapidly growing segments of the nation.
This is only one of the important respects in which New Mexico is unusual. We have an oddly dichotomous economy. After Massachusetts, we have the highest percentage of Ph.D.s of any state's population, and this reflects the high-tech economy which has transformed much of the state in the years since the Manhattan Project and the early stages of rocketry in the 1940s. We are also, however, one of the poorest states in the country, with one of the highest percentages of people who have not graduated from high school. Those poorest sectors, however, have a culture of entrepreneurship based on their artisanal activity, just as the high-tech sector does. The University of New Mexico—with its very strong arts program and its range of strong programs in science, engineering and medicine—are where those traditions and sectors of the population meet. The UNM Entrepreneurship program is designed to create spaces for those traditions to meet and interpenetrate more fully, not just to give more underrepresented minorities the skills they need to start their own companies and realize their own dreams but also to show those students how in many ways this represents the flourishing of their own traditions as well.

The College of Arts and Sciences is certainly a key partner in this enterprise. We are a key player in the Freshman Learning Communities initiative which is doing so much to improve student achievement and retention here at UNM. The paired courses for this program are administered by University College, which would also be the administrative home for the Entrepreneurship Program, but the courses being taught in the core curriculum are overwhelmingly Arts and Sciences courses taught by Arts and Sciences faculty. I can envision many possible linked courses relating to the Entrepreneurship Program being taught by our faculty: a specialized Technical Writing course focused on writing a business plan, for example, taught in conjunction with faculty from the Anderson Schools of Management.

I certainly endorse the concept and the design of the UNM Entrepreneurship Program, and I am committed to doing what I can and what the College of Arts and Sciences can do to make this program a success.

Yours sincerely,

Reed Way Dansenbrock
Dean, College of Arts and Sciences
November 13, 2003

Dr. Tony Mendes
Director, College Initiatives
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

As Dean of the College of Pharmacy at the University of New Mexico, I enthusiastically endorse the University of New Mexico Kauffman Foundation Entrepreneurship proposal. Approximately 1,000 alumni of the College of Pharmacy practice pharmacy in New Mexico, primarily in community settings. New Mexico pharmacy has a proud history of vibrant and innovative independent community pharmacy practice, which is rapidly evolving from a product orientation to clinical care. Successful financial and clinical models need to be developed by our graduates during this transition to meet the promise of community pharmacy in improving health care. A Kauffman Collegiate Initiative grant would enable the College of Pharmacy to offer classroom and experiential educational programs to our 320 pharmacy students, alumni and practitioners throughout the state. Seventy percent of our graduates enter practice in the community setting annually and they have expressed the desire for expanded educational offerings in leadership, organizational behavior, marketing and strategic planning.

We are excited with the possibility of partnering with the Kauffman Foundation to build a University of New Mexico Entrepreneurship Initiative. Funding for this initiative is critically important to me as I prepare tomorrow’s pharmacy practitioners and leaders.

Sincerely,

[Signature]
John A. Pieper, Pharm.D., FCCP
Dean and Professor
The University of New Mexico
School of Law
Office of the Dean
1117 Stanford NE
Albuquerque, NM 87131-1431
Telephone (505) 277-1700
Fax (505) 277-1597

November 17, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

I am writing to indicate the School of Law’s support for the UNM Kauffman Foundation proposal.

Members of my faculty and staff have been involved in various aspects of the planning for the proposal and we are excited to be a significant participant in the project.

The School of Law’s involvement will take several forms. We have numerous law students with business expertise who will be involved as lecturers and possibly as mentors for the undergraduate students in the entrepreneurship program. We will also use our nationally recognized legal clinic to provide legal assistance to various start-up business ventures generated under the grant. The Kauffman proposal also fits beautifully with the School of Law’s own effort to expand the business law related offerings in our curriculum such as business planning, business associations and various tax courses relevant to economic development.

If UNM were to receive the Kauffman grant I believe it will significantly impact all aspects of education at UNM. It will provide an exciting opportunity for interdisciplinary education and the Law School looks forward to being an integral part of this endeavor.

Sincerely,

[Signature]
Snelly Scarneccia, Dean
UNM School of Law
scarneccia@law.unm.edu
November 19, 2003

Tony Mendes, PhD  
Director, Collegiate Entrepreneurship Initiative  
Ewing Marion Kauffman Foundation  
4801 Rockhill Road  
Casey, Missouri  64110-2046

Dear Dr. Mendes,

As the Dean of the School of Architecture and Planning at the University of New Mexico, I am pleased to provide this letter of support for UNM's Entrepreneurship Program, currently under consideration for funding by the Kauffman Foundation.

Approaches to entrepreneurship come in many forms and settings – from nanotechnology to community based self-employment strategies. The Resource Center for Raza Planning (RCRP), an outreach and service-learning unit within this School, has recently facilitated a relationship between local county government and a community development corporation that will result in a 16,000 square foot incubator facility (ground-breaking was last week). Located in a community that is rich in cultural resources and with a low, per-capita income but high home ownership, this facility will provide mentorship, training, access to technology, and incubator space for tenants. The facility will include a state-of-the-art commercial kitchen that will be the basis for much of the business start-up activity. Additionally, we expect that the RCRP will assume a major leadership role in creating and maintaining a youth entrepreneurship program. This project is intended to serve as a pipeline to attract and retain promising low-income, minority students to academic programs at UNM.

It is my expectation that the significant financial support generated through the Kauffman grant, coupled with the matching donation requirement, will spotlight and significantly strengthen the breadth of UNM's current and future entrepreneurial activities, programs and, very importantly, community collaborations.

As such, the UNM School of Architecture and Planning enthusiastically supports the proposal to the Kauffman Foundation. We eagerly anticipate the wide-ranging and long-term benefits this critical funding initiative will have on the entire University and our mission.

Sincerely,

Roger Schluntz, FAIA  
Dean and Professor
November 3, 2003

Tony Mendes, Ph.D.
Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, Missouri 64110-2046

Dear Dr. Mendes:

WESST Corp, the Women's Economic Self-Sufficiency Team, is pleased to provide strong support and commitment for the UNM Kauffman Entrepreneurship Initiative. WESST Corp is a non-profit organization headquartered in Albuquerque, New Mexico. Its mission is to facilitate the start-up and growth of women and minority-owned businesses throughout the state of New Mexico. Program services are provided through WESST Corp's six regional offices in Albuquerque, Farmington, Las Cruces, Roswell, Santa Fe, and Taos.

We specifically pledge support for the Kauffman project as follows:

Entrepreneur Training and Development—WESST Corp will serve as a community partner to which emerging entrepreneurs (students, faculty, community members) can be referred for training through our various business assistance programs, including one-on-one consulting services to start new businesses, workshops and seminars on topics such as business planning, pricing, finances, and taxes.

Financial assistance – Access to our revolving fund which offer loans of up to $35,000.

MARKETLINK—a sales and marketing training program to help low and moderate income entrepreneurs market their products effectively through an on-line website and other strategies with a goal of increasing sales income by 50 percent.
Arts Incubator—WESST Corp is currently developing a mixed use incubator that would be particularly focused on the development of artisan manufacturing and other arts-based businesses. This incubator facility would be located within the downtown Albuquerque redevelopment area, about a mile from the University campus. Additionally, we have developed business programs that are specifically tailored to the arts community, and have experience in working with such businesses on the various micro loan programs that are available within New Mexico. UNM will partner with WESST Corp to support the incubation of artisan manufacturing, and some digital media companies, in this facility. The services of the main UNM incubator facility and other UNM resources would be linked to companies within the WESST Corp arts incubator.

We believe that WESST Corp offers unique services, particularly to the low income or small entrepreneur whose needs may be best met in the community. We value the contributions of our in-kind support for the Kauffman project at $300,000, based on support for a minimum of 300 entrepreneurs over the five year period.

We look forward to partnering with UNM on this exciting initiative for New Mexico.

Sincerely,

[Signature]
Agnes Noonan
Executive Director
APPENDIX B

Budget Narrative

Personnel

The project includes the following staffing:

Executive Director/Endowed Chair—This individual will be recruited through a national search and will have industry experience and significant expertise in both entrepreneurship and academic programs. The salary for the position will be $115,000 and the position will be partially funded through an endowment from the McCune Foundation with state matching funds. Funding is included for one-half year in 2004 as it is assumed the search process will take approximately six months.

Endowed Professor—Dr. Andres C. Salazar, PNM Chair of Microsystems, Commercialization and Technology will serve as the acting Executive Director until the permanent hire is completed. After the Executive Director is hired, Dr. Salazar will continue to devote 0.5 FTE of his time to the project to lead the Faculty Council on Entrepreneurship, campus-wide competitions, assist in course development, and manage faculty incentive programs. Dr. Salazar is included at 0.5 FTE at a base salary of $100,000.

Full-Time Professor—Howard Smith, Ph.D. will be designated as a full-time faculty member for the program and will lead the Freshmen Learning Communities component and the Entrepreneurship Sequence. Dr. Smith will also manage the multidisciplinary aspects of the program and support the Arts Incubator component of the Portal al Mercado. Dr. Smith is included at a base salary of $120,000.

Faculty Fellows—Each of the ten Faculty Fellows in Entrepreneurship will receive salary supplements of $10,000 to recognize their leadership activities. Two of these supplements will be endowed from contributions from the Anderson Schools of Management and additional endowments for these fellows will be sought by the UNM Foundation over the project period.

Coordinator—Academic Components—A 0.5 FTE coordinator at $40,000 base salary is included to assist in management of the campus competitions, marketplace simulations, and coordination of student involvement in the various program components.

Support Staff—One financial manager ($50,000) and one administrative assistant ($38,000) are included to handle the financial and administrative components of the program.

Director-Public/Private Partnership Programs—A full-time director for the public/private partnership programs is included at $85,000. This individual will direct the Innovation Resource Center, the mentoring/internship programs, lecture, seminars, and workshops, and all other partnership programs with the business community and the state.

Support Staff—Public/Private Partnership Programs—Two professional support staff (1 FTE at $65,000 and 1 FTE at $45,000) are included to carry out operations of the Innovation Resource
Center, including coordinating faculty and student consultations and assistance, maintaining an inventory of faculty and student resources, serving as liaison to the other regional incubators and SBDCs, and assisting in lectures, seminars, and workshops. One clerical assistant at $22,000 is also included to staff the 1-800 number for the Resource Center and provide clerical support to the professional staff.

Faculty Leave for Entrepreneurial Activity—An amount of $100,000 is included to allow one course release for ten faculty members per year so that they may pursue entrepreneurial interests and/or assist in activities of the Innovation Resource Center and the Portál ál Mercado. Faculty will be required to go through a formal competitive process for this leave award.

Fringe benefits for the project personnel are included at 26 percent, which is the UNM rate to cover FICA, workers compensation, unemployment insurance, retirement, and health insurance.

Student Involvement—Funding is included for students as follows: graduate students to assist in the competitions and games (3 students at $16,000 each including benefits), 10 undergraduates to assist with the Freshmen Learning Communities (20 hours per week for 20 weeks at $10 per hour), and graduate students to assist with the public/private partnerships programs (3 at $16,000 each including benefits).

Adjunct Faculty—A total of 10 adjunct faculty positions are included at a stipend of $5,000 each to teach one course. These individuals will be entrepreneurs and business leaders from the community.

Other Educational Costs A total of $200,000 in Year 1 is included for development of the four distance learning courses at $50,000 each. Ongoing support for the distance learning courses will be provided by the UNM Extended University.

Competition and game funding is as follows: The market place simulation is included at $35 per student for 1,000 students in Year 1, increasing to a total of 2,000 students by Year 5. The competitions for entrepreneurship businesses is included at 10 awards per year at $1,000 each and $10 awards per year at $2,500 each. Awards will be made to both students and faculty.

Operating Costs A total of $3,000 per month is included for the operating costs of the academic and administration components of the program. This amount will cover supplies, communications, postage, materials for competitions and courses, and printing. A total of $10,000 per month is included for operating costs of the Innovation Resource Center, which will include supplies, communications, postage, printing, materials for workshops and seminars, 1-800 number, website maintenance, and meeting costs. A total of $37,500 in Year 1 and $75,000 in each of Years 2-5 is included for marketing costs related to the programs, including advertising programs to students for maximum involvement, contractual services for program fund-raising and events, and external evaluation support. Travel costs are included at $2,500 in Year 1 and $5,000 in each of Years 2-5 for in-state travel related to the project (meetings in Santa Fe and with the other regional incubators), and travel to national entrepreneurship meetings.

Equipment A total of $15,000 in Year 1 is included for computer equipment for project personnel.
Other Public/Private Partnership Program Costs  A total of $50,000 per year is included for lectures, seminars, and workshops. These costs will cover bringing national experts to UNM, stipends for implementation of workshops, speaker series, and meeting costs. Also included is $30,000 in Year 1 and $50,000 each in Years 2-5 for various meetings and events, including an annual faculty retreat on entrepreneurship, economic and entrepreneurship meetings with the state and other policy makers, partnership meetings with the business community, and community forums and meetings on entrepreneurship. Also included is funding for summits to share the UNM model and potential for replication at a national summit in Year 2 at $25,000 and an international summit in Year 4 at $50,000.

Funding for the Portál ál Mercado full-service incubator is included at $300,000 in Year 2 to assist in development of the infrastructure for the incubator and subsidies of $125,000 in Year 3 and $25,000 in Years 4 and 5 as the incubator gears up. Ongoing funding for Portál ál Mercado will be provided through pending congressional appropriations. (Letters of commitment from the delegation are included in Appendix A.)

Indirect Costs  Based on instructions from the Kauffman Foundation, UNM overhead costs are included at 15 percent of the $5 million. UNM’s normal overhead rate for academic programs is 63 percent, resulting in an overhead contribution by UNM to the project of $2,086,956.
In-Kind Contributions

In-Kind contributions for the project are outlined below and letters of support for these contributions are included in Appendix A.

Next Gen—has provided a commitment of $8,361,000 to include partnership projects in incubation, mentoring, and internship ($425,000), conferences and projects to increase interaction among the innovation stakeholders ($300,000), donated equipment for the UNM Manufacturing Training and Technology Center ($531,000), and additional donated equipment for various needs of early stage companies ($7,078,000) in areas such as semiconductor technology, Microsystems, and nanotechnology.

Invest New Mexico—pledges up to $6 million in equity capital for early stage entrepreneurs emerging from or associated with the UNM Program. Invest New Mexico will establish this entrepreneurial oriented early stage private equity fund. Students would work with these entrepreneurs to learn first-hand the day to day issues facing entrepreneurs. (Invest New Mexico is a quasi-public organization affiliated with the New Mexico Department of Economic Development).

State of New Mexico, Department of Economic Development—commits to targeting $1,024,000 for emerging entrepreneurs from the state in-plant training program and tax incentive programs.

Los Alamos National Labs—commits to support for three MBA internships ($225,000 over five years), teaching and mentoring students and entrepreneurs through the technology transfer program ($200,000 over five years), and support for mentoring and internships through the technology commercialization program $400,000 over five years).

Sandia National Laboratories—commits to support internship and mentoring programs at an estimated contribution of $525,000 over five years.

Regional Development Corporation (RDC)—commits $400,000 of in-kind support through its Space Alliance Technology Outreach Program (SATOP), which provides small businesses the opportunity to draw on the top minds within the NASA space program to solve their technical challenges in a variety of areas including manufacturing and communications. SATOP will also assist entrepreneurs in preparing SBIR grants. Students and faculty will be involved with the RDC programs through the activities of the IRC.

WESSTCorp—pledges $300,000 of in-kind contributions for training through its various business assistance programs, including one-on-one consulting services to start new businesses, workshops and seminars on topics such as business planning, pricing, finances, and taxes. WESSTCorp will also spearhead development of the arts incubator component of the Portál al Mercado and will lead fund-raising efforts for the arts program.

Small Business Development Center—commits to a $200,000 in-kind contribution to provide services to emerging entrepreneurs and small businesses through its offices in 18 areas of the state. Services include business planning, marketing, international trade, women and minority owned business programs, veterans information programs, young entrepreneurship programs, small business loans, tuition assistance programs, and other technical assistance.
APPENDIX C

KEY PROJECT PERSONNEL

Louis Caldera, J.D., President, UNM—President Caldera began leadership of UNM in 2003. He holds a B.S. from the U.S. Military Academy and a J.D. and M.B.A. from Harvard University. Prior to his appointment at UNM, President Caldera was Secretary of the Army for the U.S. Government from 1998-2001 and was a member of the California State Assembly from 1997-1997.

Brian Foster, Ph.D., Provost, UNM—Dr. Foster has been Provost and Vice President for Academic Affairs at the University of New Mexico in Albuquerque since April 2000. Prior to that, he was Dean of Arts and Sciences at the University of Nebraska at Lincoln, and was Graduate Dean at Arizona State University, where he also served as Professor of Anthropology and chair of the Department of Anthropology. Dr. Foster did his Ph.D. in Anthropology at the University of Michigan; he completed his undergraduate degree in History at Northern Illinois University. Dr. Foster’s research focused on Southeast Asia, primarily in Thailand; topically he worked in several areas of social anthropology, including the social context for trade in traditional societies, ethnic relations, microdemographic analysis, family structure, and social network analysis. Dr. Foster’s work has been supported by grants and fellowships from the National Science Foundation, the Fulbright Program, the U.S. Department of Education, the East-West Center, the SUNY Foundation, the Foreign Area Fellowship Program, and several other agencies. Dr. Foster has served on the Southeast Asia Council, the Executive Committee of the Thai-Lao-Cambodian Study Group of the Association of Asian Studies, and on the Executive Committee of the Southeast Asian Studies Summer Institute (SEASSI). He has been President of the Western Association of Graduate Schools, a member of the Board of Directors of the Council of Graduate Schools, Chair of the GRE Board, member of the TOEFL Policy Council, and a member of the Executive Committees of two NASULGC Councils: the Council of Research and Graduate Education and the Council on Academic Affairs. He is chair elect of the Executive Committee of the Council on Academic Affairs, NASULGC.

Philip Eaton, M.D. —is Vice President for the UNM Health Sciences Center. Eaton joined the UNM School of Medicine in 1968 as an assistant professor of Medicine. Since then, he has held positions as associate professor, 1970-75; professor of Medicine, professor of Mathematics and Statistics and chief of the Division of Endocrinology and Metabolism, since 1975; vice chairman of Research, Department of Medicine, 1989-97; director of the Clinical Research Center, 1990-97; associate dean for Research, since 1996; and associate director, Clinical Research Center, since 1997; among others. Before coming to UNM, Eaton was an intern in 1961-62 at Straight Medical - Barnes Hospital, Washington University, St. Louis, MO; a research associate from 1962-65 at the National Heart Institute, Bethesda, MD; a medical resident at Barnes Hospital, St. Louis, MO; and a Fellow serving as an instructor and trainee in Medicine at Washington University, St. Louis, MO; among others. He earned his Bachelor of Arts Degree with honors in Chemistry from the College of Wooster, Wooster, OH, in 1957; and his medical degree, also with honors, from the University of Chicago Medical School.
Andres Salazar, Ph.D. — is Professor and PNM Chair in Microsystems, Commercialization and Technology. The Chair is a joint appointment between the School of Engineering and the Anderson Schools of Management, and was funded by the PNM Foundation to help provide world-class instruction in the commercialization of and advanced training in Microsystems technology. Dr. Salazar previously spent 16 years at Bell Labs and AT&T Information Systems. He was a vice president at AT&T Paradyne in Florida where he restructured the company’s marketing and engineering departments; CEO at Digital Transmissions Systems, Inc., where he headed merger and acquisitions activities; senior vice president of operations at Avanti Communications Corp., where he managed hardware and software development, as well as manufacturing. In addition, Dr. Salazar was vice president of engineering at Infinet, Inc in Massachusetts, a digital communication expert with the United Nations, (International Telecommunications Union) in Mexico City and has conducted seminars at various universities, including University of California at Davis, University of Florida and Polytechnic Institute of Mexico. Dr. Salazar has undergraduate degrees from UNM in math and electrical engineering, an M.B.A. from Edinburgh Business School at Heriot-Watt University in Scotland and a master’s degree in electrical engineering from UNM, and a Ph.D. in electrical engineering from Michigan State University.

Howard Smith, Ph.D., —Dean of UNM’s Anderson Schools of Management (ASM) and the School of Public Administration. Dr. Smith has served ten years as dean, and four years as associate dean at ASM. Smith joined the Anderson Schools of Management faculty in 1980. He has published more than 200 articles on health services, organization theory/behavior and strategic management topics in various journals and has published six books on prospective payment, staff development, hospital competition, financial management, strategic nursing management, and reinventing medical practice. Dr. Smith earned his Ph.D. in Administrative Theory and Health Services Administration from the University of Washington, his Master of Science degree in Comprehensive Health Planning from University of California at Los Angeles, and his Bachelor of Science degree in Marketing from San Diego State University.

Joe Cecchi, Ph.D.,—is Dean of the UNM School of Engineering. Prior to assuming the deanship, Dr. Cecchi served as chair of the UNM Chemical and Nuclear Engineering Department from 1994-2000. From 1991 to 1994 he served as director of the New Jersey SEMATACH Center of Excellence for Plasma Etching. From 1988 to 1994 he was lecturer with rank of professor with the Department of Chemical Engineering at Princeton University. He has served as director of the Graduate Program in Plasma Science and Technology of Princeton University. In addition, he has held numerous positions at Princeton, Harvard University, Argonne National Laboratory and Brookhaven National Laboratory. Dr. Cecchi’s current research includes plasma etching and deposition for silicon semiconductor devices and interconnects, low-pressure/high-density plasma etch tool development, plasma diagnostic development, micro-electro mechanical systems and chemical-mechanical polishing. He earned his Ph.D. and master’s in physics from Harvard University and his bachelor’s in physics from Knox College.
Peter White, Dean, Ph.D., —Dr. White has been Dean of University College since 2000 and created the Freshmen Learning Communities program. Dr. White has been with UNM since 1977 and has held various leadership positions, including Interim Associate Provost and Dean of Undergraduate Studies, Executive Affairs Officer and Assistant to the President, Special Assistant to the Provost for North Central Association Accreditation, and Associate Dean for Student Academic Affairs, College of Arts and Sciences. Dr. White is a Professor of English and American Studies and holds a B.A. in English from St. Bonaventure University, a M.A. in English from Bowling Green State University, and a Ph.D. in English and minor in American Religious History from Pennsylvania State University.

John Young, Ph.D.,— is Professor of Entrepreneurship and Strategy at the Anderson Schools of Management and Special Advisor to the President on Economic Development. Dr. Young serves as the coordinator of the Entrepreneurial Studies Emphasis and as the Director of the UNM Small Business Institute (SBI) Program. Dr. Young is an original member of the Board of Directors of the newly created New Mexico Small Business Investment Corp., whose mission is to stimulate economic development and job creation in the state, particularly in rural communities. From 1995-97, Dr. Young served as a Scholar-In-Residence at the Center for Entrepreneurial Leadership, E.M. Kauffman Foundation, Kansas City, Mo. He previously held faculty positions at the University of Colorado at Denver, the University of Kansas, and Kansas Community College. Dr. Young also previously held various positions in the corporate sector. Young is the 1990 recipient of the "Excellence for Albuquerque's Economy Award" of the Greater Albuquerque Chamber of Commerce and the "1997-98 University Program of the Year Award" presented by the Entrepreneurial Education Foundation of Denver and the Kauffman Center for Entrepreneurial Leadership of Kansas City, Mo., among other awards and honors. He holds a B.S. in Accounting from the University of Cincinnati in 1968, and a M.S. and Ph.D. in Organization and Administration from the University of Kansas.

Steven Walsh, Ph.D.,— is a tenured Associate Professor who joined us in 1998. He received his PhD in strategy with specialization in management of technology and entrepreneurship and his BS in Biomedical Engineering from Rensselaer Polytechnic Institute, 1995 and 1975. Dr. Walsh teaches technology management, with special emphasis on entrepreneurship. His research interests are in commercialization of technology, especially micro-systems and technology entrepreneurship. Dr. Walsh is an internationally recognized expert in his field who has published 20+ academic refereed articles and 30+ professional journal articles.

Sul Kassicieh, Ph.D.,— is the Albert Franklin Black Professor of Entrepreneurship, Regents’ Professor of Management of Technology, Management Science, and Management Information Systems, and Director of the Management of Technology Program at the Anderson Schools of Management. During his tenure at ASM, he founded the Management of Technology program, as well as the Southwest Institute for Information Systems (SWIIS). In 2001, Dr. Kassicieh was named outstanding faculty member at The Anderson Schools for his community service, and teaching and research excellence. He has a Ph.D. from the University of Iowa College of Economics and Business Administration, an MBA from the University of New Mexico Anderson Schools of Management, and a B.S. in Mathematics from the University of New Mexico.
Lisa Kuuttila— is CEO of UNM’s Science and Technology Corporation. She has more than 20 years of leadership experience in technology commercialization and licensing. This includes positions as Assistant Vice President for Technology Commercialization at Purdue Research Foundation; Director, Technology Commercialization, University of Georgia; Director, Office of Technology Commercialization, Center for Advanced Technology Development, Iowa State University. Her prior experience includes a consulting practice that provided strategic marketing and technology transfer consulting services for a wide variety of well-known technology corporations, universities and foundations, including Stanford University. Ms. Kuuttila began her career in industry in several engineering and technology marketing positions. Kuuttila has a B.S. in Electrical Engineering from the University of Michigan, an M.S. in Public Administration from Iowa State University, and has attended the Venture Capital Institute.

Peter Rachor— Director, Venture Development, STC, has previously founded three technology ventures, as well as launched or restructured major divisions within global technology companies such as Lucent Technologies, British Telecom, and Verizon Communications. He has worked with Los Alamos Commerce and Development Corporation, assisting inventors and entrepreneurs from Los Alamos National labs and the Northern New Mexico community in patent licensing, market assessment, and venture formation. Mr. Rachor holds a degree in Finance from Michigan State University and has completed a certificate in entrepreneurship from Northwestern University’s Center for Entrepreneurial Studies. He is a member of the National Business Incubator Association.
APPENDIX D

INCUBATOR PLAN SUMMARY

Portál ál Mercado

Background

UNM currently operates a baseline incubation process through its Science & Technology Corporation. STC manages the patent prosecution process for faculty and students, and in cases where creation of a business enterprise is the appropriate route to commercialization, STC assists in the development of business plans, the creation of investor presentations, the preparation of SBIR grant proposals, and matching the best type of capital to their project. STC, in conjunction with student interns from many disciplines, offers this assistance at no charge to the inventors. Additionally, STC serves as a resource center for access to publications, courses, seminars, State programs, sources of capital, and introductions to entrepreneurs and key managers. Science & Technology Corporation @ UNM serves as the front end to these resources but sometimes refers inventors and entrepreneurs to many other organizations and firms for assistance in the venture development and capital formation processes. When such a referral is made, STC continues to monitor and follow up with the inventors to help integrate information from the various service providers into an overall framework and plan.

Full Service Incubator – Portál ál Mercado

The Kauffman grant and matching funds will enable the expansion of the existing capabilities to those of a full fledged incubator, including facilities, programs, and additional staff, as well as the development of organized advisor and mentor programs. The incubation capabilities will be available to all students in both technical and non-technical businesses, including arts-based businesses. The expansion to more students, and the development of businesses with them, is a key follow-on resource to the instructional programs that will be created through the Kauffman program. The Portál ál Mercado will help interested inventors, entrepreneurs and artisans form and mature their businesses, through access to advisers, financing, and management expertise. This program will provide the catalyst to move innovation to the marketplace, allowing for the transformation of innovative ideas and designs into products and services that will meet market needs, attract customers, and generate revenues. The incubation programs, and incubator facilities, will be tailored to meet the needs of various types of entrepreneurship emerging from UNM and the New Mexico community. The program will include new technologies in the life sciences, engineering and software as well as assistance to those in the arts and emerging digital media areas of entrepreneurship. In this way, the programs are tailored to the unique competencies and cultures in New Mexico and UNM.

Needs Assessment

In order to determine the range and scope of services to be offered by the incubator, STC undertook a needs assessment study to determine the likely demand for incubation services and facilities. The needs assessment indicated that approximately 10 companies per year could benefit from incubation, with a mix of types of companies and with approximately 50 percent from within UNM and 50 percent from the community at large.
Incubation Services

STC will have a detailed screening process for companies wishing to join the incubator. This process will be driven by the potential to actually move the company from a raw technology or innovation into a business enterprise. The screen will be done by a committee of people including the director of the incubator, members of the faculty with subject matter expertise and market experience, experienced entrepreneurs and venture capitalists from the community, and service providers/partners. This screen will be carried out in a multi-step process, including review of the business plan, intellectual property and other documents, as well as interviews with the founders and managers. Part of the screen is also a systematized review of the necessary pieces that should be in place to embark on a new business activity, and includes inputs from domain experts on the committee, or in the community, on the venture.

Generation of incubation opportunities on the UNM campus will take place through a variety of means. First, the entrepreneurship academic track will make people aware of the existence of the incubation activities and facilities. Incubator staff will regularly participate in these courses to discuss the incubator and its role, and to encourage students to take advantage of what is offered. Second, the incubator, in conjunction with STC, will conduct an ongoing series of outreach events highlighting the incubator for the students and faculty of UNM, as well as the local community. Third, STC through its IP evaluation process will continue to work toward identifying patented technologies arising out of UNM disclosures and which may lend themselves to being spun out as a start-up company; such companies often require incubation. Finally, through interfaces with the community, STC, incubator and UNM staff will make companies aware of the opportunities to sponsor research, to collaborate with UNM, to utilize student interns, or incorporate other such tie-ins to UNM which could result in creation of a new company that could benefit from incubation.

Generation of Start Up/Commercialization/Artisan Manufacturing Opportunities--The first step of the incubation process is the generation of opportunities that would be well suited to incubation and the services the incubator will offer. This will help to "pre-identify" those who are interested in entrepreneurship, have developed an innovation which is suitable, and who can take advantage of the services to help create a business.

Generation of incubation opportunities on the UNM campus will take place through a variety of means. First, the entrepreneurship academic track will make people aware of the existence of the incubation activities and facilities. Incubator staff will regularly participate in these courses to discuss the incubator and its role, and to encourage students to take advantage of what is offered. Second, the incubator, in conjunction with STC, will conduct an ongoing series of outreach events highlighting the incubator for the students and faculty of UNM, as well as the local community. Third, STC through its IP evaluation process will continue to work toward identifying patented technologies arising out of University disclosures and which may lend themselves to being spun out as a start-up company; such companies often require incubation. Finally, through interfaces with the community, STC, incubator and UNM staff will make companies aware of the opportunities to sponsor research, to collaborate with UNM, to utilize student interns, or incorporate other such tie-ins to UNM which could result in creation of a new company that would be well served by incubation.
Once these opportunities are identified, they must go through the rigorous screening process outlined in the previous section to determine their potential to move toward an operating business. As described, this process is a way of assessing the product, the market, the soundness of the plan, and the capabilities of the team to evolve the innovation into a business. This assures that the resources of the incubation process can be applied to those few companies that offer the greatest potential for success. Other innovations, which may not yet be to the point of having all of the components for likely success in place, can be supported through the incubator, helping them to further develop their business plans, put together management teams, and better refine their markets, before being screened or rescreened.

Technology Maturation--Some of the businesses which are screened for incubation may be very exciting in terms of market potential but nevertheless first require the validation or reduction to practice of the technology developed (or innovation created). In this case, these innovations may best first be incubated in a technology maturation phase. In technology maturation, the company (or pre-company project) may be admitted to the incubator for a limited duration, on the basis of a project plan and timeline that spells out very specific milestones and criteria for success. These projects will typically be funded by SBIR grants, sponsored research relationships, or pre-seed investment by angels or venture capital firms. The intent of the technology maturation process is to remove or reduce the technology risk of a company before taking it further into the development of a business. Once the technology risk is minimized and the other factors of success (market potential, management team) better can be evaluated, the "business" is then rescreened for determination of continued presence in the incubator and evolution into the venture incubation phase.

Venture Formation--The venture formation stage of incubation can occur either after screening or, for companies that are matured, can be delayed until the business is rescreened and actually moves into the venture incubation stage. In venture formation, the incubator staff, often in conjunction with venture capital firms or other investors, helps to legally organize a business in a way is appropriate to the goals of the owners, investors and any contributors of intellectual property. This is where there interests of the stakeholders are balanced and goals of each aligned for the success of the business. This is a very important part of the company's opportunity for success - to make certain that everyone involved is "pushing in the same direction" and has an understanding of the expectations of their performance and potential rewards, before going forward. It is also where the various legal and financial issues necessary in starting a business of any size are put into place and any prior issues related to these matters are resolved. Beyond legal and financial organization, this is also the stage in the life of the company when, if it has not already been done, the entrepreneur is identified, the management team is organized, and the scope of the business (or initial projects) is determined and documented. It is the step that moves something from the science or art world to the commercial world.

Venture Incubation--Venture incubation is the actual development of the innovation into a business, and beginning to move towards generation of revenues and creation of a profit. This includes assisting the incubator clients with such challenges as: Prototype Development; Production Processes; Distribution Strategy; Marketing & Pricing; Strategic Alliance Formation; Expansion of Management Team and Labor Force; and Securing Additional Financing.
Capital Formation--One of the key services the incubator will provide to new start up businesses is assistance with capital formation. This would be available to businesses at various stages, and also offered to those who are forming businesses that are not yet in the incubator. The incubator will match companies with the capital that is best suited to their requirements. These include: "Gap" Funding Programs; SBIR/STRR Grants; Micro Loans; Seed Capital; Early Stage Capital; and Venture Capital.

Incubator Facilities

The incubator activities will be physically located in several facilities, both on and off the UNM campus. The incubator will match businesses needs to specialized equipment, labs, and testing facilities. The "core" facilities for the incubator, and the management and mentoring team, will be located in the main UNM incubator facility, and there will be provisions for offices and common areas to be used by all of the start-up companies in that facility. This will help to foster the camaraderie among the companies so essential to the incubation process, as well as provide a location for central services and equipment to be accessed by all of the businesses. The incubator will also be operate a common telecommunications infrastructure to link the facilities, and all locations will have access to the necessary data and equipment connections. The UNM incubator network would consist of the following facilities: UNM Bradbury Dedicated Incubator Building; UNM Leased labs and other special facilities; UNM-partnered Lovelace Respiratory Research Institute wet labs; UNM-partnered WESSTCorp Arts Incubator (currently under development), and the Resource Center for Raza Planning incubator under development in the South Valley.

The main offices of the incubator will be housed in the Bradbury building, an existing facility on the UNM campus which has served as a base for some incubating companies in the past, albeit without mentoring and business support services. This will serve as the starting point for those interested in incubating companies.

Incubator Staffing

The incubator facility will be managed and staffed by Science & Technology Corporation @ UNM, augmented by interns, board members and advisors from UNM and the community. Peter Rachor, Director, Venture Development, STC, will manage the incubator program for Science & Technology Corporation.

Portál ál Mercado will also have a support organization, which will include administrative staff involved in day to day operation of the business services which the incubator will offer, in addition to business analysts who will assist client companies in the development of their plans, in monitoring of their budgets and project plans, and in addressing basic business problems. Portál ál Mercado will also have access to interns from UNM in the areas of law, business, health sciences, and other programs, both on an ad hoc basis to support specific types of clients, as well as on an ongoing general basis to provide support to clients.
Community Linkages and Partnerships

One of the key differentiators in the UNM incubator program is the extent to which it is linked to the community and the wide range of support resources available to ensure the success of the program and the businesses that it will incubate. Incubation and support of the University's technologies is a very timely and necessary aspect to many of the programs that are being pursued by the state of New Mexico and the people, organizations, and service providers focused on economic development and entrepreneurship in the State. Accordingly, UNM has enlisted the partnership of these resources into a support network that will help nurture the businesses formed through the incubator. Additionally, the incubator will help to serve as a catalyst for the coordination of these resources to the benefit of other entrepreneurs in the community, other technology sources in the State (including Los Alamos and Sandia National Labs), and other incubators in New Mexico.
APPENDIX E

INFORMATION ON KEY PARTNERING ORGANIZATIONS

Technology Ventures Corporation  Technology Ventures Corporation was founded in 1993 as a not-for-profit 501(c)(3) Private Membership Foundation based in Albuquerque, New Mexico. The mission of TVC is to facilitate the commercialization of technologies derived from the laboratories of the National Nuclear Security Administration and research institutions in their regions. TVC has offices in Livermore, California, Las Vegas, Nevada, and Los Alamos, New Mexico, and is the principal supporter of the New Mexico Technology Research Corridor, a collaborative of 10 research institutions in New Mexico.

TVC’s success in its activities to support small high-tech businesses has earned it several national awards, including the prestigious Tibbets Award from the Small Business Administration. Through its annual Equity Capital Symposium and its international investor contacts TVC will be a direct means of assistance to clients of the UNM Incubator in locating suitable funding at the initial stages, as well as for expansion capital. TVC advises clients on business strategies, assists them in the preparation of business plans, guides them through the steps necessary to form a business, and refers them to reputable business service providers – at no charge. The TVC programs designed to train emerging and experienced entrepreneurs, including extensive mentoring assistance, market research, an employer/employee job search program, and direct SBIR/STTR grant proposal assistance are available to the UNM incubator and its clients.

Next Generation Economy, Inc. A non-profit economic development organization, NextGen is a Community Reuse Organization funded by the Department of Energy to diversify New Mexico’s economy. NextGen is creating business opportunities and high-paying jobs for the people of New Mexico through economic clusters. NextGen currently operates mentor/internship programs and hosted the New Mexico Summit on Competitiveness.

Sandia National Laboratories  Since 1949, Sandia National Laboratories has developed science-based technologies that support national security. Through science and technology, people, infrastructure, and partnerships, Sandia's mission is to meet national needs in four key areas: Nuclear Weapons — ensuring the stockpile is safe, secure, reliable, and can support the United States' deterrence policy; Nonproliferation and Assessments — reducing the proliferation of weapons of mass destruction, the threat of nuclear accidents, and the potential for damage to the environment; Military Technologies and Applications — addressing new threats to national security; Energy and Infrastructure Assurance — enhancing the surety of energy and other critical infrastructures. Sandia is a government-owned/contractor operated (GOCO) facility. Lockheed Martin manages Sandia for the U.S. Department of Energy's National Nuclear Security Administration. Sandia works closely with industry, small business, universities, and government agencies to bring new technologies to the marketplace.
Los Alamos National Laboratories  Los Alamos National Laboratory (LANL), as part of the National Nuclear Security Administration, contributes to meeting the nation's nuclear deterrence capability and other security needs. LANL, in partnership with Defense Programs laboratories and DOE/NNSA, has maintained the enduring nuclear stockpile without nuclear testing. National science-based Stockpile Stewardship is the program through which the safety, reliability, and performance of the United States nuclear stockpile is assured. Through Stockpile Stewardship and other programs, LANL develops and applies the best science and technology to meet national security requirements by creating and adapting capabilities to address critical mission needs.

Regional Development Corporation  The Regional Development Corporation (RDC) administers a statewide program, the western region Space Alliance Technology Outreach Program (SATOP), which provides small and medium businesses with the opportunity to draw on the top minds within the NASA space program to solve their technical challenges in a variety of areas including manufacturing and communications. The program also assists entrepreneurs and start-ups as we make available our extensive experience in SBIR grants so that they can secure research and development funds that can lead to commercialization of their product. SATOP services are offered free-of-charge.

Invest New Mexico is a quasi-public organization affiliated with the New Mexico Department of Economic Development. Its mission is to assist, advise, and arrange financing for businesses seeking to establish themselves in the state or expand their operations in the state. Invest New Mexico also develops additional sources of capital for this purpose.

ACCION New Mexico is a nonprofit organization that loans and training to self-employed individuals who have limited or no access to traditional business credit. By offering first time loans between $200 and $20,000 and repeat loans up to $50,000, it allows its clients to build their credit histories and strengthen their businesses. ACCION New Mexico uses a "stepped lending" model in which many clients start with a relatively small first-time loan. Once clients establish a strong repayment history, they may apply for larger loans.

Loveland Respiratory Research Institute (UNM incubator partner for wet lab space)  The Lovelace Respiratory Research Institute is a private biomedical research institute. The Institute brings a broad range of research capabilities and research alliances to bear on health issues of concern to government, industry, universities, health advocacy organizations, and the public. LRRI is committed to the cure of diseases through research aimed at understanding their causes and biological mechanisms, eliminating exposures to causal agents, and developing improved treatments. With its diverse research capabilities, its close working relationships with UNM and other laboratories, and its endowed and sponsored research programs, the Lovelace Respiratory Research Institute is one of the nation's largest independent, non-profit biomedical research organizations, and the nation's only such organization wholly dedicated to basic research on respiratory health problems. UNM has entered into a partnership with LRRI to provide access to wet lab facilities necessary for the incubation of many life sciences businesses, which are increasingly being generated from the University's Health Sciences Center.
WESSTCorp (UNM incubator partner for arts incubation space and support programs)
WESSTCorp, the Women's Economic Self-Sufficiency Team, is a non-profit organization headquatered in Albuquerque, New Mexico. Its mission is to facilitate the start-up and growth of women and minority-owned businesses throughout the state of New Mexico. WESSTCorp has regional offices in Farmington, Las Cruces, Roswell, Santa Fe, and Taos. WESSTCorp is currently developing an incubator that would be particularly focused on development of artisan manufacturing and other arts-based businesses. This incubator facility would be located within the downtown Albuquerque redevelopment area, about a mile from the University campus. Additionally, WESST has developed business programs that are specifically tailored to the arts community, and has experience in working with such businesses on the various microloan programs that are available within New Mexico. UNM has arranged to partner with WESST Corp to support the incubation of artisan manufacturing, and some digital media companies, in this facility. The services of the main UNM incubator facility would also be available to companies within the WESSTCorp incubator.

Small Business Development Centers (SBDCs) have a network of centers in 18 communities around the state, and the lead center in Santa Fe is a partnership of the US Small Business Administration, the state of New Mexico, the New Mexico Association of Community Colleges, and the private sector. The SBDCs provide assistance and support to small businesses in the following areas: Business Planning & Financing, marketing, international trade, women & minority-owned business programs, veterans information programs, young entrepreneurship programs, small business loans, and other technical assistance.
APPENDIX F

COURSE INFORMATION

I. Freshmen Learning Community Courses:

**Introduction to Entrepreneurship** – Students are exposed to what it means to be an entrepreneur, generating interest in becoming an entrepreneur, bringing in businesses and entrepreneurs to share success stories and strategies, teaching basic entrepreneurship skills in organizational behavior, accounting, marketing, finance, and strategic planning.

**Entrepreneurial Leadership** – Students develop leadership, writing, communication and analytical skills that can lead to a successful career as an entrepreneur. This course will include leadership exercises, development of a written business plan, and oral presentations.

II. Upper Division & Graduate Studies - Entrepreneurial Training

Target Student and Faculty Population: Researchers

**Innovation 455**: one course of three semester hours, given in seminar style, on the subject of Discovery and Innovation & Commercialization of Technology – *A Guide to the Creation of Intellectual Property with Commercial Value*. Guest speakers will include venture capitalists, IP attorneys, entrepreneurs.

Target Student Population: Junior and Senior Level Students; Transfer Students

Courses:

**Innovation 456-7**: a two-course, six-semester-hour overview of innovation subjects and business training in accounting & finance, marketing and sales, business formation and strategy. Aimed as an accelerated entrepreneurial course sequence for those *non-technology students* who are about to enter the commercial or industrial sector. (Aimed at those students who intend to graduate from a curriculum in fine arts, humanities, education, social sciences and other non-technology intensive areas) Econ 300 or equivalent, Statistics 345 or equivalent are prerequisites.

**Innovation 458-9**: a two-course, six-semester-hour overview of innovation subjects and business training in accounting & finance, marketing and sales, business formation and strategy. (Aimed as an accelerated entrepreneurial course sequence for those students who intend to graduate from a technology intensive curriculum from the pure sciences, engineering, pharmacy, nursing, medical fields) Econ 300 or equivalent, Statistics 345 or equivalent are prerequisites.

The following is a graduate level sequence of business training courses the successful completion of which earns a *Certificate in Management and Innovation*; a total of 15 semester hours is required. An undergraduate degree and Econ 300 or equivalent, Statistics 345 or equivalent are prerequisites.

**Innovation 501**: Practices in Accounting and Finance
**Innovation 502**: Practices in Marketing and Sales
**Innovation 503**: Business Law, Ethics and Organizational Behavior
**Innovation 504**: Innovation, Technology and Project Management
**Innovation 505**: Business Formation, Business Strategy and Global Competition
APPENDIX G

BACKGROUND INFORMATION ON UNM

UNM was founded in 1889 as the state's flagship university and it currently occupies 600 acres along old Route 66 in the heart of Albuquerque, a city of half a million people situated on the banks of the Rio Grande river. Total enrollment is approximately 25,000 students at the main campus and another 7,000 at the branch campuses and education centers. The undergraduate student population is 34 percent Hispanic and 7 percent Native American.

UNM houses the state's only schools of medicine, pharmacy, nursing, architecture and law. UNM's main and branch campuses offer 88 certificates, 97 associate degrees, 145 bachelor's degrees, 83 master's degrees, 42 doctorate degrees, three professional degrees, 11 post-master's certificates and eight education specialists.

Total budget revenue for UNM is approximately $1.4 billion. UNM employs 19,443 people statewide, including employees of University Hospital. Alumni number more than 110,000 worldwide; nearly half remain in the state.

The Health Sciences Center is the state's largest integrated health care treatment, research and education organization. Among the university's other outstanding research units are the Center for High Technology Materials, Design Planning Assistance Center, Environmental Law and Policy and the Center for Non-Invasive Diagnosis. Significant technology research at UNM is carried out in joint partnership with the neighboring national laboratories. In 2002 U.S. News & World Report listed three programs in the UNM School of Medicine among the top 10 in the country - rural medicine, primary care and family medicine. The UNM clinical law training program is in the top 10 nationally. The UNM Anderson Schools of Management has been ranked for the fourth consecutive year as one of the Top 25 MBA Schools for Hispanics by Hispanic Business Magazine-- 4th in the nation in 2003.

The University has branch campuses in the northern part of the state - Gallup, Los Alamos, Taos and Valencia County. In addition, UNM offers graduate and upper division programs in Los Alamos and Santa Fe. UNM's libraries, museums, galleries and Center for the Arts form a rich cultural resource for the state.