

Washington University in St. Louis

Essay submitted in 2012



Letter of Introduction from Chancellor Mark S. Wrighton

Universities, by their very nature, serve to educate and empower their faculty, students and alumni to be leaders in their communities and bring about positive change. From their earliest origins, the world's universities have fostered innovation and the discovery of new knowledge. Today, more than at any time in recent history, great universities must strive to turn new ideas into enterprises that bring benefit to others. This notion is at the core of Washington University's vision for innovation and entrepreneurship.

The Kauffman Campuses Initiative (KCI) has been critical to our ongoing success in promoting innovation and entrepreneurship. Our programs have flourished under the leadership of the Skandalaris Center for Entrepreneurial Studies, and the KCI has been a critical, positive force in this rapid growth.

The heart of Washington University is its students, and they are the center of the success of Washington University. Our students come from all backgrounds and experiences, with different motivations and dreams, and they leave with aspirations to make an impact on their communities, their country and their world. KCI has fostered an environment and support system to help entrepreneurial students realize their aspirations.

This essay is designed to provide a brief overview of the Skandalaris Center and its history and impact over the past decade. Included are several "Skandalaris Stories" of our entrepreneurs and their successes.

These stories are only possible because of the vision and leadership of the Kauffman Foundation and the Kauffman Campuses Initiative. This partnership has allowed us to encourage good, innovative ideas and help develop the entrepreneurs who are already creating a brighter future for all of us.

*Mark S. Wrighton
Chancellor*

Philanthropy, Leadership and Relationships

How the Kauffman Campuses Initiative Grew and Sustained a Culture of Entrepreneurship at Washington University in St. Louis, and Beyond

By Ken Harrington, Managing Director, Skandalaris Center

I. Introduction

In 2003 the Kauffman Foundation challenged 30 of the nation's leading universities to create new models of entrepreneurship education that would be available to entire student bodies and campus communities. Through a proposal process, Kauffman selected Washington University in St. Louis (WUSTL) as one of eight inaugural Kauffman Campuses. The university received an award of \$3.7 million to implement its five-year plan to reshape the teaching, learning and research of entrepreneurship at Washington University. Since that initial award, the university has invested more than \$15 million and activated a cultural evolution that is impacting the university, the St. Louis region and beyond.

II. Where we Started

In 2003 Washington University received a challenge from the Kauffman Foundation to help create a new model of entrepreneurial education. The letter sparked an immediate interest on campus and Chancellor Mark Wrighton convened a meeting of all deans and other university leaders to measure interest in the initiative. Reactions were thoughtful, varied, and in some cases guarded as leaders expressed their opinions about how such an initiative might impact the university. The meeting resulted in a resounding consensus to seize the opportunity and embrace the challenge. Thus started a journey to craft a plan for innovation and entrepreneurship (I&E) as a permanent pillar in our culture that is now approaching its 10th year.

Over the few months that followed the Chancellor's decision to participate in the challenge, the university committed to a plan that would create new curricular, co-curricular and research initiatives in the area of entrepreneurship. The Kauffman Foundation had prescribed short time frames and crisp proposals to spur innovative thinking, and we responded within those parameters. Our proposal included a summary of our ability to meet the challenge, and our plan to legitimize and model entrepreneurship education. From our proposal:

Washington University (WU) has an extraordinary ability, exceptional desire and excellent plan to reshape the teaching, learning and research of entrepreneurship at WU and other campuses. We will raise the consciousness of and credibility for entrepreneurship at WU at all levels. Our program will establish a culture of entrepreneurship at Washington University that nurtures and accepts prudent risk-taking. It will provide the cohesive, cross-campus education that will teach the

entrepreneurial process and skills. Importantly, the university will commit the people and resources to implement and sustain the initiative. Our plan will enact a new model of entrepreneurship education that will enhance our mission and be transferable to other institutions.

With the Kauffman Foundation, we share an ambitious goal. We must proactively encourage entrepreneurship education. Its legitimacy needs to be established; people's involvement in it motivated; academic silos minimized; and resources for it secured. Our potential to accomplish these objectives is evident in the world-class excellence of our students, faculty, programs and facilities. However, we possess many other equally important attributes that enable us to implement a model Kauffman Initiative.

Among our distinguishing characteristics are an interdisciplinary design and a collaborative environment that permeate the campus. Every school has formal curricular collaborations (dual degrees, interdisciplinary courses) with other schools. The university has the critical mass to implement a major educational initiative such as this and its "academic silos" are low enough to allow nimble adaptation across school lines. Undergraduates are typically required to take up to 40% of their courses outside their major. Together, these factors ensure a flexible environment to help overcome the challenges inherent in this initiative.

We will integrate entrepreneurship throughout the campus, where atypical collaborations will occur between such diverse disciplines as law and art, social work and business, the humanities and science, medicine and engineering, among others. Our commitment to this initiative is passionate and includes ardent support from all of our school deans. Chancellor Mark Wrighton has chaired the planning of this initiative and will lead its implementation. The Chairman of the Board, as demonstrated at the site visit, is committed to the initiative, and other board members are active in the region in ways that will be helpful. There is strong interest among faculty and students. A latent environment for entrepreneurship obviously existed at WU, and the arrival of the Kauffman Campuses Initiative has greatly accelerated what would have taken much longer to actualize.

Our program will be university-wide, led by an acknowledged and successful contributor to entrepreneurship that will report to the Chancellor. The initiative will be guided by a Steering Committee comprising leaders from all eight schools and the board of trustees will appoint a national advisory council, the Entrepreneurship Council, to include trustees and entrepreneurs.

Entrepreneurship at WU: Lessons Learned...Ready to LEAP

Entrepreneurship at WU is a successful startup poised for expansion. Strategic planning led to the Skandalaris Entrepreneurship Program in the Olin Business School in 2001. It has been essentially a "magnet" model but has made some cross-campus inroads. High-energy leadership and student interest have tripled the program's size in three years. Outside the classroom, the Olin

Cup, our business plan competition, has led to the founding of 56 new businesses. Entrepreneurship at WU has a successful foothold but remains young and adaptable.

We propose to make “one giant leap” in entrepreneurship at WU. We will create a “radiant and magnet” hybrid that injects entrepreneurship into all schools, and leads to inter-school programs within a university environment that fosters this collaboration. The Skandalaris Entrepreneurship Program will be expanded to have university-wide responsibility. It will be led by Ken Harrington, guided by a Steering Committee, chaired by Mr. Harrington, and will include leaders from across the university. This effort will report directly to the Chancellor.

Highlights of our leap include the following:

- We will increase from one to seven the number of schools teaching entrepreneurship.*
- We will reach undergraduate, graduate and professional students, in and out of the classroom.*
- Approximately 20 faculty have come forward to be academic leaders in entrepreneurship.*
- Curriculum development grants will motivate more faculty to participate, innovate and lead.*
- To date, we have plans to introduce 10 new courses, with more projected in the future.*
- New centers and clinics supporting entrepreneurship will be opened.*
- We will offer a new entrepreneurship undergraduate major open to all students.*
- Our first professorships in entrepreneurship will be created.*
- We will increase the number of student-run businesses and allocate special housing.*

Ten years later, we are thankful to the Kauffman Foundation and other generous donors and supporters and proud to share what we have learned and what our Skandalaris entrepreneurs have experienced. Because of KCI, Washington University was able to develop a curriculum that engaged faculty and students; promote research that increased the world’s understanding of entrepreneurship; and share new knowledge about innovation and startup activity, including a better understanding of how a university contributes to a region’s entrepreneur support systems. With these three components, entrepreneurship has become part of the day-to-day fabric of the university.

Our mission is “the promotion of learning — learning by students and by faculty. Teaching, the transmission of knowledge, is central to our mission, as is research, the creation of new knowledge.” The Skandalaris Center’s mission that flowed from this was:

Work with others to create environments that encourage ideas, develop entrepreneurs, and hand off ventures

In our implementation of the KCI at WUSTL, we have consciously invested to develop and nurture champion-led innovation ecosystems to create an environment of innovation that has uncovered entrepreneurial intention, increased the region's creative energy, enhanced the vibrancy of our entrepreneurial culture and led to economic growth and social welfare.

III. Our Approach and Philosophy

The challenge we accepted from the Kauffman Foundation caused us to ask the question, "How do we get people to accept entrepreneurship as an important part of who they are and what they do?" Next came the question, "What do we, as a university, mean when we say 'entrepreneurship'?"

As we began to implement our plan, it became clear that the WUSTL culture has many characteristics and many "cultural" faces. We decided that it was not practical to try to get everyone to agree before starting. Rather, we set a goal of engaging 10-15 percent of the total population as entrepreneurial champions, and they would lay the foundation for dialogue about the entrepreneurial culture. This rationale came from the assumption that 10-12 percent of the nation's workforce is involved in startups at any point in time.

Faculty entrepreneurship champions would lead to entrepreneurship's becoming part of the day-to-day fabric of the university. We would encourage students to experience entrepreneurship in their interest areas so they could deeply learn and understand what it meant to them. We believed that over time entrepreneurship would become a meaningful part of WUSTL's culture. This would be accomplished only when entrepreneurship was owned by and important to the entrepreneurs (students, faculty, staff and alumni) who were interested in it. These entrepreneurial individuals would stimulate the dialogue and relationships that would impact behavior, values and thinking. Once this occurred we felt that policy or other institutional changes that supported a more comprehensive innovation culture would naturally evolve. So the approach, as the title of this essay states (Philanthropy, Leadership and Relationships), was based on strong philanthropic support and committed leadership, but was ultimately centered in new relationships. This patient, grass-roots approach would create an inner strength and permanence that would grow over time.

When the Kauffman Foundation announced that WUSTL was a KCI finalist, Chancellor Wrighton noted: "We believe deeply in the potential of entrepreneurship education across all disciplines and majors to open doors and change lives, and we welcome the opportunity to play a leadership role in making such learning accessible to all students at Washington University. It is an honor to be chosen as a finalist by the Kauffman Foundation, a national leader in the advancement of entrepreneurial education. We regard this invitation as a testament to the high quality of our interdisciplinary programs and our innovative approaches to learning.

The Kauffman Campuses Initiative provides us with an outstanding opportunity to build upon the strengths of our entrepreneurship initiatives.”

In 2012, we believe that thanks to KCI, Washington University has reached a critical mass of entrepreneurial activity and momentum. Chancellor Wrighton’s leadership around a theme of cross-campus entrepreneurship was critical to creating this momentum. The Skandalaris Center (SC) provided resources and support to faculty and students, curriculum, co-curricular programing and community relationships that allowed us to discover many entrepreneurial interest areas and learning tracks. This would not have been possible under single schools or deans who need to focus their strategy and goals on their academic unit. Over the past decade, deans have changed in each of our seven schools. As deans have changed, attitudes about entrepreneurship have also shifted, sometimes being viewed as an important activity, and sometimes not, based upon the school’s priorities. Our success has been the direct result of consistent leadership and vision at the highest level of the institution, combined with strong support from the Kauffman Foundation and the Skandalaris family. Because of these two consistent themes, the SC has been able to ensure patient and steady success leading to cultural permanence.

The Skandalaris Philosophy for Entrepreneur Development

In the beginning, many people asked “Can you teach entrepreneurship or is it a personality trait that someone is born with?” At Washington University, we believe that both are true. One of our earliest insights was that “entrepreneur” does not mean just “founder.” Rather, the term includes the people whom entrepreneurs recruit for their teams. Through team formation, ideas advance, relationships form and individuals uncover value that has impact. When people experience the emotional satisfaction that comes from this achievement their entrepreneurial intention increases. With KCI, WUSTL’s Skandalaris Center (SC) created the learning environment that caused this to happen on a large scale.

When students arrive on campus, they encounter myriad options for learning and investigating their life choices, including options to explore entrepreneurship through a cross-disciplinary curriculum. People and their activities and interests are key to the cultural longevity of entrepreneurship. Faculty and student engagement around entrepreneurship curricular and co-curricular activities is essential. One of our challenges was to have curricular and co-curricular consistency and impact when the SC itself was not responsible for appointing faculty, approving curriculum, meeting accreditation standards or conferring degrees.

In order to ensure consistency across all schools and disciplines, we developed the Skandalaris Philosophy for Entrepreneur Development as a guide for the design and pedagogy of entrepreneurship curriculum at WUSTL. Our role is to act as a catalyst using resources to incentivize action and entrepreneurial activities. The KCI influenced the development of the Skandalaris Philosophy to coordinate the many courses and co-curricular activities that were being and that continue to be

developed. All students observe entrepreneurial role models and are exposed to the concept even if they choose other areas of study.

Entrepreneurial learning is designed so students have the opportunity to develop perspectives and skills before they experience higher levels of uncertainty and form teams where they experience entrepreneurship. The Skandalaris Philosophy for Entrepreneur Development provides a campus-wide framework for developing, discussing and connecting entrepreneurial courses. Its learning objectives are:

1. To increase student self-efficacy and collaboration by offering a mix of academic and co-curricular entrepreneurship experiences.
2. To offer a diverse set of learning tracks that mesh with students' personal interests and motivations.
3. To develop entrepreneurial students who do work that has impact.

WUSTL has nearly 80 entrepreneurship courses that reside in all schools and serve all degree levels, and the number of courses and students continues to grow. These courses are classified as one of four types, each having a particular role in developing entrepreneurs. Course work leads to co-curricular experiences where students launch ventures.

1. **Perspective Courses** — Expand students' understanding of the role of entrepreneurship in the world.
2. **Skills Courses** — Teach students methods, analytical techniques and tools that build competency in core discipline(s).
3. **Simulated Experience Courses** — Apply **perspectives** and **skills** to test students' entrepreneurial abilities, comfort and self-confidence.
4. **Capstone Experiential Courses** — Further increase self-efficacy and maturity by allowing cross-disciplinary student teams to form and then launch ventures.

Personal motivations lead to ideas and ventures in entrepreneurial interest areas including commercial, social, design, invention, science, the law or a variety of other areas. Students and faculty choose different entrepreneurship interest areas based upon their background and motivations. Deans declare their commitment to being the home, or lead, school in particular interest areas, ensuring that courses are designed to match the motivations and interests of students and faculty in each school.

Declaring interest areas also simplifies coordination and collaboration among schools. The SC connects the schools to one another as well as with the region's entrepreneur support systems. This approach helps students and faculty identify people with interests that complement their own. Examples of home school designations include:

1. Commercial Entrepreneurship (Olin Business School)
2. Social Entrepreneurship (Brown School)

3. Design Entrepreneurship (Sam Fox School of Design & Visual Arts)
4. Entrepreneurship and the Law (School of Law)

We cross-list experiential entrepreneurship courses in multiple schools, stimulating interdisciplinary and cross-degree teams. Courses from different schools are combined to create majors, minors, platforms, specializations, concentrations and certificates.

Students also have a variety of co-curricular, non-academic credit entrepreneurship experiences to sharpen their abilities, supporting the SC goal of developing entrepreneurs. These activities extend student learning and test abilities, motivations and career decisions. They are critical to entrepreneurial learning and occur throughout a student’s experience. Highly motivated entrepreneurial students may pursue co-curricular options with no academic preparation.

The SC’s co-curricular programs allow students and community members to form new relationships as they experience entrepreneurship. Events occur weekly year-round. All are planned so entrepreneurs will meet one another, collaborate and advance ideas. The following table shows the diversity of co-curricular programs, including the large number of entrepreneurship student organizations.

**Entrepreneurship Co-curricular Programs:
Washington University in St. Louis**

Co-curricular Program	Timing
I*D*E*A* Skandalaris Center Undergraduate Pre-Orientation	First-year undergraduates only
12 Student entrepreneurship clubs and groups	Any time, All degrees
StEP business ownership and operation	Any time — undergraduates only
Skandalaris Center Internship Program	Rising undergraduate junior or senior
Skandalaris Center Summer Fridays	Any time, All degrees
IdeaBounce® Events	Any time, All degrees
Coffee with the Experts	Any time, All degrees
Skandalaris Seminar Series	Any time, All degrees
Olin Cup Competition (providing up to \$90K in commercial seed funding)	Any time, All degrees
YouthBridge Social Enterprise and Innovation Competition (providing up to \$130K in SoCal venture grants)	Any time, All degrees
Skandalaris Student Venture Fund (providing up to \$250K for students to invest in commercial ventures and private equity deals)	1 st - and 2 nd -year MBA students in Olin Business School
Innovate St. Louis Venture Mentoring Service and Information Technology Entrepreneur Network (ITEN) Mentoring Support	Upon acceptance — varies with individual team and maturity of idea
Kauffman Life Sciences Fellowships	PhD candidates in the Division of Biology and Biomedical Sciences

IV. Our Milestones

We began our implementation on campus, through curriculum development grants, and have slowly but steadily expanded our role to connect our campus colleagues and students with community entrepreneurs. Our timeline shows steady growth, increasing impact and critical successes that have been made possible through KCI funding.

2001

- Gift from Robert and Julie Skandalaris establishes the Skandalaris Entrepreneurship Program (SEP) and the Hatchery Seed Capital Fund at Olin Business School; Ken Harrington is appointed director, reporting to the dean of Olin Business School. SEP is one program of Olin's Center for Experiential Learning (CEL).
- Two entrepreneurship courses are offered at Olin and these are taught in the spring semester only. The Hatchery is open to undergraduate and graduate business school students, with the main deliverable a business plan for a student- or community-led venture. The best Hatchery team wins the Olin Cup and is recognized at Olin's diploma ceremonies. The second course, a venture capital and private equity course taught in the evening, is for MBAs only.
- The Student Entrepreneurial Program (StEP), launched in 1999, is the only co-curricular program available to students interested in entrepreneurship. Seven storefronts along the primary walkway between undergraduate housing and the main Danforth Campus are available for student-owned businesses. New ventures may be launched or existing businesses purchased by undergraduate students, who are required to sell the business upon graduation.

2002

- A Kauffman Foundation grant establishes the Entrepreneurial Internship Initiative (EII).

2003

- The Kauffman Foundation invites WUSTL to apply for the Kauffman Campuses Initiative. In December Chancellor Wrighton and several key leaders present their proposal in Kansas City and WUSTL receives grants of \$3,024,065 for curricular, co-curricular and outreach initiatives, and \$675,000 for entrepreneurship research. Additional gifts from Bob and Julie Skandalaris establish the campus-wide Skandalaris Center for Entrepreneurial Studies, including a \$350,000 gift for entrepreneurial research. Ken Harrington is appointed the Center's managing director, reporting to Chancellor Wrighton, and entrepreneurship becomes a campus-wide, interdisciplinary effort supporting all of WUSTL's seven schools.

- For the first time, the Olin Cup Competition awards \$70,000 in funding from the Hatchery Seed Capital Fund. The competition is open to all and not limited to Hatchery students.
- Olin Business School launches a 21-credit entrepreneurship major available to undergraduate business students.

2004

- Initial KCI funding is received and a governance plan created including a campus-wide Steering Committee and subcommittees for curriculum and research. The Chancellor directs Alumni and Development Programs to work with the SC to create the Entrepreneurship Advisory Council, which Bob Skandalaris agrees to chair.
- Curriculum and research subcommittees make their first awards and the grant process uncovers latent entrepreneurial faculty interest. Curriculum concepts from the original grant begin and others also start. The SC takes leadership for co-curricular entrepreneurial programming to ensure coordination across the schools and to simplify relationships with people and organizations outside the university. Advisor, mentor, coach, adjunct instructor, judge and volunteer recruiting increases as curricular and co-curricular activities grow.
- Theresa Wilson, founder of The Blessing Basket Project (BBP), an embryonic nonprofit that is stimulating entrepreneurial activity in developing countries, asks to enter the Olin Cup, and wins \$20,000.

2005

- The SC launches www.ideabounce.com and hosts the first IdeaBounce® event, connecting 80 to 100 people who can provide feedback and advice on a diverse mix of ideas. The format accelerates the formation of new relationships by allowing people with common interests to quickly connect and help each other. The SC registers the IdeaBounce® name and actively seeks collaborations with WUSTL groups, other universities, and community development organizations that use the site to gather ideas and host their own events. Collaborators include the School of Engineering & Applied Science, the First Year Reading Program, the Community Service Office, Webster University, the University of Missouri at Columbia, the University of Illinois at Urbana-Champaign, Rochester University and many others who use the IdeaBounce® website and concept.
- The SC launches “Coffee with the Experts,” when entrepreneurs may make a 10-minute appointment with a panel of community experts from various topic areas to request advice, ask for referrals or get help.
- Work starts on the social entrepreneurship curriculum and learning track.
- The School of Law restructures the KCI-funded Intellectual Property & Business Formation Legal Clinic into the Intellectual Property & Nonprofit

Organizations Clinic, adding to the support system for social entrepreneurship.

- A \$5,000 student prize is added to the Olin Cup for the best student-founded or -supported venture.

2006

- The SC hires three part-time collaboration coordinators for one-year appointments in the areas of Life Sciences, Economic Opportunity, and Social Entrepreneurship. The coordinators cause new relationships to form on campus and in the region. Their work connects students, faculty, the St. Louis community and other universities to one another, building momentum around entrepreneurial collaboration.
- WUSTL funds the undergraduate Entrepreneurial Scholars Program. These renewable four-year scholarships are for students with entrepreneurial spirit and vision who are innovative, creative, energetic and eager to make a difference in their communities.
- The SC launches the “Social Entrepreneurship and Innovation Competition” in partnership with the YouthBridge Community Foundation to provide seed funding for social ventures with sustainable and scalable solutions to social problems.
- StEP expands to include virtual businesses that do not require a retail storefront, including its first nonprofit, Sharing with A Purpose (SWAP), which collects end-of-year items usually discarded by students and sells them to returning students in the fall, donating the income to charity.
- Law School Professor Charles McManis, JD, introduces the Missouri Botanical Garden (MBG) to the SC. MBG employs over 130 in Madagascar and students in the law school’s IP clinic had worked with them on a project for IP rights for plant-related drug discoveries. The SC connects MBG with Theresa Wilson and BBP, which agree to partner with MBG and create a BBP weaver prosperity wage program in Madagascar.

2007

- The Skandalaris Philosophy for Developing Entrepreneurs is crafted to define the approach to teaching entrepreneurship, including aligning course work with co-curricular activities to create rich experiential opportunities.
- Lesa Mitchell at Kauffman introduces the SC to the MIT mentoring service and suggests its model for mentoring as part of WUSTL’s KCI activities. Dr. William Peck, MD, founding chairman of Innovate St. Louis (ISL), suggests that the mentoring program serve the St. Louis region and not just WUSTL. The SC agrees and ISL takes leadership in forming a multi-university, community-wide mentoring effort. Two Skandalaris staff members move to Innovate St. Louis to launch the Innovate Venture Mentoring Service (IVMS). This partnering success leads to more rapid scaling and larger impact, and the Skandalaris collaboration philosophy refines to “test ideas, start projects and hand off successes to others.”

- BBP and MBG approach the SC for its unbiased help in assessing the outcomes of the effort in Madagascar, which seems to be creating entrepreneurial wealth and promoting forest preservation. Ken Harrington leads the first student group to Madagascar to assist in this assessment.
- The SC receives a \$600,000 Partners for Innovation grant from the National Science Foundation to test ideas and uncover new approaches for commercializing university research. The University of Missouri-Columbia is a partner on the grant. The two-year grant funds seven fellows over two years who work with university researchers. Fellows receive support from the university's Office of Technology Management, the BioGenerator Seed Fund, the Center for Emerging Technologies, and a group of 30 venture capital, service provider and industry mentors recruited from the community.
- The SC creates the "Skandalaris Seminar Series: Developing Skills, Perspectives and Relationships," offering student and community commercial and social first-time entrepreneurs a free, noncredit option to pursue ideas, explore possibilities, learn and connect with each other as they develop their ideas and skills. The seminar series draws from the Skandalaris Philosophy for Entrepreneur Development by including both skills and perspectives sessions. The series, which includes four three-hour Friday afternoon sessions, is held in the fall and repeated in the spring.
- The Kauffman Foundation launches Entrepreneurship Week USA, and the SC and 12 other organizations in the St. Louis Regional Entrepreneurship Educators (STLREE) create the first Race to Entrepreneurship; 24 teams compete in driving rain and sleet and navigate the event, which is filmed by KCI videographers.
- The SC is restructured and three "collaboration coordinator" positions became two full-time permanent positions for Student Services and Community Outreach coordinators as we began to coordinate cross-campus curriculum and open co-curricular programs to the community.

2008

- Bob and Julie Skandalaris make a \$1 million gift to fund the Skandalaris Entrepreneurial Internship Program, an expansion of the EII that was started with Kauffman support. The effort subsidizes 25 undergraduate students from all schools at early stage St. Louis startups. Interns work closely with founders and prove to be an important factor in early venture success. The university commits to endowing the effort.
- The SC starts "Summer Fridays," where interns and community members come together at afternoon panel discussions and help sessions. Host company areas of interest determine discussion topics, including educational entrepreneurship, social entrepreneurship, IT entrepreneurship, clean energy and others. Weekly sessions attract 50-60 people each Friday in another SC event supporting entrepreneurs.
- The Kauffman Foundation renames Entrepreneurship Week USA Global Entrepreneurship Week. STLREE universities and organizations host a

- number of events in each of their schools, including workshops, an “entrepreneurship summit,” a simulcast of an MIT Enterprise Forum and a student entrepreneurship business fair. The 2nd Annual Race to Entrepreneurship kicks off St. Louis Global Entrepreneurship Week.
- ISL scales mentoring services by launching a second support organization, the Information Technology Entrepreneur Network (ITEN), founded by Jim Brasunas, again proving the value of focusing on social networks to support a specific entrepreneurial interest area.
 - The SC works with Olin Business School to test a new approach for expanding entrepreneurial teaching capacity. The SC partially funds curriculum development in combination with the salary for a new practitioner faculty, MBA alumnus Clifford Holekamp. Cliff successfully launched and sold the business he started in the Hatchery in 2000. Cliff’s appointment is “handed off” to Olin who funds his appointment after June 2010 and Cliff goes on to create other experiential entrepreneurship courses, including Venture Consulting, and becomes a key advisor to StEP. Other schools use this model to create more experiential courses and increase teaching capacity in specific interest areas including biotech, social entrepreneurship, technology commercialization, community conservation and design entrepreneurship,
 - SC launches IDEA (Innovation – Discovery – Experience – Action), a pre-orientation program for first-year undergraduate students to introduce them to entrepreneurship at WUSTL. The program sells out its first five years. During the three-day program students learn about the Skandalaris Philosophy; hear from panels of commercial and social entrepreneurs; work in teams and participate in their first IdeaBounce®; participate in a St. Louis region “Bear Hunt” where they use clues to find locations of entrepreneurial interest. Three of the first IDEA students form the Skandalaris Center Student Ambassadors. This group of undergraduates supports the Center by increasing awareness, staffing events and providing feedback on curriculum and co-curricular programming.
 - The Washington University Student Investment Fund (WUSIF) is founded with \$100,000 from the Hatchery Seed Capital Fund. WUSIF is a student-run investment club that manages a diversified portfolio of securities, providing students with practical financial experience and basic and advanced investing principles. WUSIF serves as a model for how motivated, self-organized students from a variety of academic disciplines and backgrounds can create a powerful and sustainable student organization.

2009

- One of WUSTL’s new KCI-funded Arts & Sciences courses receives national recognition. Steven Hause, PhD, senior scholar in the humanities, receives the Innovative Entrepreneurship Education Course award by the United States Association for Small Business and Entrepreneurship (USASBE) for his course “Economic History and Entrepreneurialism in Modern Europe.”

- The SC awards its first “Certificate of Accomplishment in Entrepreneurship” to three seniors. The program engages and connects undergraduate students who are interested in exploring entrepreneurship. The SC rewards undergraduates who complete predefined and significant entrepreneurial academic and co-curricular accomplishments.
- NSF-funded IAP Fellow Kunal Rehani, PhD, working with WUSTL researcher Rajendra Apte, founds Eyclen Therapeutics, Inc., developing a new therapeutic treatment for blindness caused by macular degeneration.
- Peter Finley is hired as adjunct professor of entrepreneurship to create and teach the Skandalaris Student Venture Fund (SSVF) course as part of a new entrepreneurial interest area — Entrepreneurial Investing — teaching practical skills and allowing student engagement in angel investing, venture capital and buyout investing. Students evaluate more than 25 investments each semester and present compelling investment opportunities to the Skandalaris Center Investment Committee for funding approval. More entrepreneurial relationships are formed between the university and the region.
- *Entrepreneur Magazine* selects Washington University as one of the top 25 Colleges for Entrepreneurship.

2010

- Olin Business School launches a 15-credit undergraduate minor to non-business school students; the major is available to all students across campus.
- New student groups move from ideas to sustainable organizations, based on the WUSIF model and formed around new entrepreneurial interest areas. Examples include the Bio-Entrepreneurship Core (BEC) and Washington University Technology Entrepreneurs (WUTE), which both have more than 100 members by 2012.
- The social venture business plan competition is renamed the “YouthBridge Social Enterprise and Innovation Competition” when YouthBridge Community Foundation expands its funding commitment. Other philanthropic foundations join as sponsors and offer mission-driven awards including the Incarnate Word Foundation, the Deaconess Foundation, the Lutheran Foundation of St. Louis and the Daughters of Charity Foundation of St. Louis.
- Robert E. Wilson is appointed the first Wells Fargo Advisors Visiting Lecturer in Entrepreneurship. Robert is a venture capital practitioner from Brazil.
- SSVF makes its first investment.
- SC partners with the Division of Biology and Biomedical Sciences (DBBS) to seek funding for the Bio-Entrepreneurship Fellowship Pathway, a one-year entrepreneurial experience supplementing the PhD programs in DBBS. The fellowship is based on outcomes from the KCI-funded Kauffman Bio-Fellows effort and the IAP Fellows NSF grant. PhD students will learn how to evaluate discoveries for commercialization potential, how to translate discoveries into products and how to start a company.

- *Entrepreneur Magazine* selects Washington University as one of the top 10 Colleges for Entrepreneurship.
- Jack H. Ladenson, PhD, receives the inaugural Chancellor's Award for Innovation and Entrepreneurship, presented to faculty members whose research has led to the successful development of an idea or business that brings great benefit to others.

2011

- "White label" IdeaBounce® sites are launched, allowing partners to each administer their own site, approve their own ideas, maintain their own contacts database, allow online registration for events and tailor the site to their audience.
- The Skandalaris IdeaBounce® website records its 2500th idea with nearly 700 ideas having been pitched to public audiences at IdeaBounce® events.
- IVMS mentors nearly 100 commercial and social ventures, with more than 140 mentors. ITEN also expands and becomes a comprehensive entrepreneurial support system that includes events, education, funding and an incubator that prove valuable to entrepreneurs. ISL starts to discuss multiple specialty entrepreneur support systems with SC collaboration and support.
- SC supports social entrepreneurship curriculum development and a visiting speaker series. The Brown School announces a new degree specialization in Social Entrepreneurship and becomes the first social work school to lead a US university social entrepreneurship initiative.
- The Olin Business School announces a new career platform establishing entrepreneurship as equal to established disciplines including finance, marketing, and strategy. The platform has two concentrations, Commercial Entrepreneurship and Social Entrepreneurship, with the latter designed in collaboration with the Brown School.
- SC awards a \$75,000 curriculum grant to the Sam Fox School to match a gift from private donors in support of The City Studio, providing curricular opportunities to connect artists and architects with students from liberal arts, business and engineering, to work on community-based projects with a focus on sustainable urban development, design-build and social entrepreneurship.
- Suren Dutia, an engineering and Arts & Sciences alumnus, former CEO of TiE Global and a Kauffman Foundation Senior Fellow, is appointed as the second Wells Fargo Advisors Visiting Lecturer in Entrepreneurship. He works closely with ISL to provide input on opportunities to improve the velocity and energy of the entrepreneurial environment at WUSTL and in the region.
- The "Declaration of Accomplishment in Entrepreneurship" is approved for graduate and professional students to complement the undergraduate "Certificate of Accomplishment in Entrepreneurship."
- *Entrepreneur Magazine* ranks Washington University undergraduate and graduate programs in entrepreneurship #6 nationwide.

Today

- Washington University Innovation and Entrepreneurship commitment increases, led by the Chancellor and board of trustees.
- Evan Kharasch, MD, PhD, vice chancellor for research, leads commercialization efforts, and the SC puts forward for his consideration the learning experiences and knowledge gained from the NSF and KCI initiatives.
- The SC works with Innovate St. Louis and new leadership at the Regional Chamber and Growth Association on specialized support systems in areas of entrepreneurial interest.
- St. Louis is increasingly recognized nationally as having a supportive environment for first-time entrepreneurs; Missouri is recognized as 6th nationally in the 2011 Kauffman Index of Entrepreneurial Activity.
- Community knowledge and understanding increases about how vibrant social networks operate and add to the supportive environment.
- The SC counts among its volunteers nearly 600 students, faculty, alumni and other community members who serve as experts, advisors, judges, mentors and National Council members, contributing more than 2,100 hours at 55 events in 2011–2012.

V. Skandalaris Stories

For the past 10 years, KCI has impacted entrepreneurial learning, projects, ventures and individuals. Foundational course work, mentor relationships, special programs and student groups have helped set the stage for a number of successful ventures. Current students and faculty, our alumni, as well as those in the region without official ties to the university, have benefited from KCI-funded support.

While we have many stories of entrepreneurial collaborations and successes, we have selected five stories to represent how relationships form to create innovative approaches and overcome the constraints of administrative, organizational, and cultural silos. These stories also show the power of collaboration that comes with new relationships and how curriculum, co-curricular activities and understanding about entrepreneurial support systems create innovation momentum and cultural permanence at Washington University and in St. Louis.

Although the credit goes to the entrepreneurial founders and teams who take an idea and continue to advance it, we are proud to share these stories of Skandalaris entrepreneurs and how their ideas and entrepreneurial skills have developed and add to the culture at Washington University and the sustainability of the Skandalaris Center.

1. Creating a Learning Environment in Student and Faculty Interest Areas — Social Entrepreneurship

Washington University's social entrepreneurship curriculum provides an example of the challenges and ultimate value of cross-campus, interdisciplinary collaboration.

In 2004, Olin Business School and the Brown School faculty received a KCI-funded curriculum grant through the SC to design a simulated experience course in social entrepreneurship (SE). The course was cross-listed in both schools, co-taught by the faculty from both schools and included students from both schools as well as the School of Law. The course demonstrated and clarified the power and challenges of comingling students from different schools and degree programs, with different backgrounds and motivations.

The Skandalaris Center, the Brown School, Olin and the School of Law worked together in this effort for several years, and social entrepreneurship efforts are now a key part of WUSTL's entrepreneurship strategy and culture.

In 2008, the Brown School's National Council convened a work group to analyze and make recommendations regarding launching a social entrepreneurship initiative at Brown. The SC supported this effort through participation in the work group and with a second KCI-funded grant to support the 2010–2011 Social Entrepreneurship Speaker Series. While on campus to speak to students, the speakers provided input into curriculum development.

The work group concluded there was tremendous enthusiasm among the student body for more activity in this area and that WUSTL already had resources that could provide a platform for the social entrepreneurship program. Finally, the work group noted that societal demand and need for social-value creation is enormous regionally, nationally and internationally.

The foundation course in 2004 was the first step in a journey that has helped create a support system for social entrepreneurs on campus that now includes:

- Four sections of the course taught annually over two semesters
- Expanded dual degree MSW/MBA effort
- SE specialization for Brown MSW students who take business-related courses at Olin
- SE concentration for Olin MBA students who take social-work related courses at Brown
- Law School's Nonprofit Organizations Clinic, which provides support for student and community entrepreneurs who need legal advice and filing support for not-for-profit or hybrid legal entities
- Course work for undergraduates interested in SE, including possibly an undergraduate SE minor awarded by the Brown School (graduate-only) program
- The YouthBridge Social Enterprise and Innovation Competition offering grants of up to \$150,000 annually
- New approaches to measuring social outcomes and value

- New thinking about the social economy and its nascent capital market

Washington University's Social Entrepreneurship program is being recognized nationally as a model for curriculum and learning. The #1 nationally ranked Brown School is the only social work school in the nation that is the home school for social entrepreneurship; typically it resides in the business school.

2. Creating a Support System for Entrepreneurial Activity in the Community — Innovate St. Louis, Innovate Venture Mentoring Service, and Information Technology Entrepreneur Network

As mentioned above, KCI and Kauffman's Lesa Mitchell stimulated the development of a mentoring program for WUSTL and the St. Louis region through her introduction to the MIT Venture Mentoring Service. Mentoring is critical to how student and community entrepreneurs advance. The SC provided funding and staff support for the founding of a community venture mentoring service in St. Louis, which was launched as a program of Innovate St. Louis (ISL) in 2007.

In its recent report to the community, Innovate Venture Mentoring Service (IVMS) positioned itself as filling the void between entrepreneurs with a great idea and their having access to the expertise available to larger firms. The goal is to support entrepreneurs at each step of the journey. Entrepreneurs work with a team of 3-6 mentors, and with specialized resources available to help in the key areas of legal, accounting and marketing support.

ISL is our community mentoring partner and the "hand-off" point for Skandalaris ventures. The Center works with each of our schools and with ISL to discuss and determine entrepreneurial interest areas. For example, as social entrepreneurship is evolving, the SC is working with IVMS, YouthBridge, campus colleagues and others to create an SE-specific mentoring program.

The Skandalaris Center has learned four important lessons from our mentoring experiences:

- Mentoring increases the chance of venture success.
- Mentor support increases the likelihood that entrepreneurs will take action because they aspire to be selected for mentoring after they refine and develop their ideas.
- Supporting a broad mentoring program over several years increases a community's "entrepreneurial IQ and understanding," adding momentum to entrepreneurial activity and success.
- Mentoring that is tailored to different entrepreneurship interest areas creates the foundation for more comprehensive and vibrant entrepreneur support systems.

It is perhaps this last point that is most important, and the impetus for developing SE-specific mentoring. We have learned the importance of identifying interest areas through the success of ISL's second mentoring program, the Information and Technology Entrepreneur Network (ITEN). Started in 2008, ITEN has seen the number of applications for its programs more than triple from 92 its first year to 297 in 2011. In addition to mentoring, ITEN provides unique programs to help move ventures to the next level as quickly and effectively as possible, as well as frequent networking and educational events. ITEN, with the Skandalaris Center, is sponsoring the "Something Ventured" showing in October 2012. They have two locations, including one in the downtown St. Louis incubator T-REx, which is also the location of two new funding sources for entrepreneurs, Arch Grants and Capital Innovators. ITEN is an integral part of the support system for entrepreneurs and its model is one the SC plans to support across other interest areas.

3. Encouraging Ideas and Developing Undergraduate Entrepreneurs - Janji

Janji is a socially conscious running apparel business launched in 2012. The idea for the business began during the WUSTL track team's travel to the 2010 Division III Outdoor Track and Field Championships. To-be-co-founders Mike Burnstein, then a junior urban studies major, and senior Dave Spandorfer, studying history and international business, were motivated by a vision to end the food and water crisis by using the passion of runners to help others. "We wanted to give runners something bigger to run for than their own personal performance," says Dave. The name, Janji, means "promise" in Malay, articulating the promise to "run for another."

That summer Mike was one of 26 Skandalaris summer interns who experienced entrepreneurship as he worked with the founder of a startup. During Summer Fridays, Mike and the other interns met and talked about various types of entrepreneurship, including panel discussions and opportunities to interact with community entrepreneurs. When Mike returned to school in the fall he told his co-founders, "Hey, I think we can really do this." They enrolled in an entrepreneurship course, recruited an interdisciplinary team of students, formed Janji and entered the YouthBridge Social Enterprise and Innovation Competition. They won \$15,000 that year, and have gone on to win additional funding and recognition through several competitions. But Mike says, "Competing offered us more than funding. It allowed us to refine our concept from a small idea to a sustainable business. Without that experience we wouldn't exist."

Janji launched in more than 170 running stores in 2012 and expects over \$500,000 in revenue its first year. The team is committed to having an impact on the global food and water crisis. Janji shorts and shirts are now appearing at running events and marathons. The designs have visually distinctive themes that match the flag colors for specific developing countries, the first two being Kenya and Haiti. Proceeds from apparel sales go directly to established agencies that seek capital to scale operations having large and lasting impact on water or nutrition problems.

One of the Janji team members, a student from the Brown School, selected the NGOs that will benefit from Janji donations, choosing ventures with proven social value and impact. In Haiti, Meds and Foods for Kids (MFK) was selected, which has also been recognized for its impact by the World Bank, UNICEF, and others. MFK was founded by a pediatrician at WUSTL's School of Medicine, and its deputy director is one of the first graduates of WUSTL's joint MBA/MSW program and a former instructor for the social entrepreneurship course. MFK is completing a new factory in Haiti that will increase the production of its lifesaving solution to malnutrition that will help save the lives of 80,000 Haitian children annually.

Mike Burnstein, in particular, has not only benefited but also contributed much to the entrepreneurial support system and culture on campus. He has served as a Skandalaris Center Student Ambassador and mentors other students who have early stage ideas or wish to know more about entrepreneurship at WUSTL. He has also been active in meeting with alumni who are involved in supporting entrepreneurship at WUSTL. Mike graduated in May 2012, and in a note to the Skandalaris Center staff, wrote: "Thank you for all your positive contributions to my experience at Wash U. If we had never crossed paths I'd be bored out of my skull applying to law schools and studying for the LSAT right now."

4. Encouraging Ideas and Developing Graduate Student Entrepreneurs — the BALSAs Group

KCI has stimulated many entrepreneurial outcomes in the WUSTL School of Medicine, from course work through co-curricular activities. A KCI-funded Skandalaris curriculum grant helped faculty develop the Biotech Industry Innovators course, and the NSF-funded Innovation Acceleration Partnership helped increase our understanding about commercialization and life science university startups. The SC also supports active student groups, including the BioEntrepreneurship Core (BEC), which fosters a spirit of innovation to inspire researchers to pursue opportunities for their discoveries beyond the lab. The BEC organizes events to educate the community, to make connections between researchers and entrepreneurs and to raise awareness about resources.

An exciting spinoff of the BEC is the Biotechnology and Life Science Advising (BALSAs) Group that began operations in late 2010. At that time, Amy Peng, Lucy Li, and other graduate students and post-doctoral fellows approached the SC with an idea. They had been involved with the Biotech Industry Innovators course and the BioEntrepreneurship Core, and wanted to know if the SC would help them start a volunteer consulting effort to support early stage life science startups in St. Louis. The students wanted to gain commercialization experience and make connections that would help them understand career options outside of academia. They felt their strengths included researching scientific papers, providing support for intellectual property strategies and doing market surveys with medical clinicians and researchers.

The SC agreed to help by first sharing what we'd learned about what is needed to create a sustainable high-quality student group. WUSIF (Washington University Student Investment Fund) served as a model for the student group, which after four years included training, succession planning and the organization needed to be sustainable over many years.

The SC also introduced Balsa to the law school's Nonprofit Organizations Clinic. The students formed a nonprofit because Balsa quickly needed to eliminate concerns from the university's Office of General Counsel about conflicts of interest and liability exposure. In addition, the SC helped Balsa form an advisory board that helped the students refine their thinking, client base and leadership. The SC also introduced the students to potential clients in the community; over the past three years, Balsa has completed more than 25 high-quality consulting assignments, grown to more than 80 members, become financially sustainable and demonstrated the ability to transition leadership after students graduate.

In April 2012, Balsa was recognized in the journal *Science* and shared what they have learned with other universities who wish to replicate the Balsa concept in an article entitled "Consulting for Career Enhancement." In another exciting outcome, the students have approached their faculty mentors and PIs with a proposal for a program where PhD students may accept industry internships outside the university. Medical school leaders and faculty are supportive, and the idea will be tested and would become an entrepreneurial program if there is high value for students and companies.

5. Skandalaris Entrepreneurs Giving Back and Sustaining the WUSTL Entrepreneurial Culture — Answers.com

In 2003 two undergraduate computer science students, David Karandish and Chris Sims, became SC entrepreneurial interns working for an Internet startup that specialized in search engine optimization and online stores and shopping. Following the internship and while still in school, they started a successful Internet venture, taking entrepreneurship course work to hone their skills and team. In addition to mentoring from the SC, the team was mentored by Professor Barton H. Hamilton, PhD, at Olin Business School, The funding for Bart's endowed professorship, the Robert Brookings Smith Distinguished Professor of Entrepreneurship, was part of the funds WUSTL secured to match the KCI funding. Bart introduced the team to Arts & Sciences alumnus Tom Hillman, who provided funding and mentorship as David and Chris founded AFCV Holdings, with the goal of better organizing the Internet consumer's online retail experience.

As the company grew the founders continued to stay involved at WUSTL, including hiring Skandalaris summer interns who helped move the company into a period of high growth. The founders also provided advice and mentorship for student entrepreneurs by serving as speakers and panelists in classes and co-curricular events.

Now known as Answers.com, the company is a highly profitable portfolio of search and community answers-driven websites that help consumers find the information they need. Its advertisers reach more than 150 million unique users each month. While still headquartered close to WUSTL in University City's Delmar Loop, "One of the 10 Great Streets in America," Answers.com now has offices in Jerusalem, New York, Mountain View, and Beijing. The company's 2010 revenue exceeded \$100 million, and the venture employs more than 100 people.

Tom Hillman and David Karandish demonstrated their leadership and commitment to the WUSTL entrepreneurial culture by becoming members of the Entrepreneurship National Council. Hillman also joined the WUSTL board of trustees. During 2011 he, David and Chris, have given back to the university and the Skandalaris Center by endowing a summer entrepreneurial internship named in honor of Bart Hamilton. They have contributed to the Hatchery Seed Capital Fund and have begun supporting the Skandalaris Student Venture Fund curricular learning and investment activity.

In early 2012, they decided to give back on an even larger scale by becoming the first entrepreneurial internship "graduate" company to offer and fund multiple internships for WUSTL students. They approached Chancellor Wrighton and offered a unique opportunity for up to 20 of the university's budding entrepreneurs from multiple disciplines: The students would take a "mini-CEO" role and be responsible for one of the more than 150 vertical sites owned by Answers.com. The students work together as a team and have the opportunity to interact with the company founders and executives. They are responsible for building content, designing sites and addressing business issues, giving them a once-in-lifetime glimpse into the strategic operations of one of the country's hottest Internet companies. The pillars of the internship devised by the Answers.com executive team ensures that students are challenged to learn, to act autonomously and to use entrepreneurial skills to make a difference.

Answers.com's support of this cohort of students marks another important step in the evolution of the university's entrepreneurial programs. Answers.com is helping to introduce WUSTL students to the opportunities available at startup companies like theirs, particularly in information technology, and living the model of "learn, succeed and give back."

VI. KCI's Impact at Washington University and in St. Louis

Our journey with KCI has left a permanent mark on Washington University's culture. This impact has been significant, and we know there is much more to come. Chancellor Wrighton and the board of trustees have identified Innovation and Entrepreneurship as one of Washington University's strategic themes for the era that lies ahead.

In his 2012 Commencement address, Chancellor Wrighton noted, "Projects like Janji,

Answers.com and others are important examples of innovation and entrepreneurship that stem from entrepreneurial, creative people dedicated to acting upon their innovative thinking. These examples of new enterprises, and those that stem directly from the research enterprise, are developments that should be valued and celebrated, because they all bring important benefits to our world.”

Universities have long been centers of innovation. Washington University is one of the world’s premier research universities with a distinguished history of producing new ideas from talented faculty and students. For over a century and half, research taking place at Washington University has been changing the way in which we think about our world and bringing positive benefits to many.

However, developing a strong culture of entrepreneurship, where innovation leads to new enterprises that will benefit others, is not as easy. Because of KCI, the Skandalaris Center for Entrepreneurial Studies has been able to provide a foundation and momentum that contribute to the cultural and financial permanence of innovation and entrepreneurship at Washington University. The relationships of entrepreneurial champions, curriculum, co-curricular and community groups are combining with philanthropy and leadership to provide a strong foundation that extends well beyond the Skandalaris Center.

The Center’s role is to be a catalyst that uses entrepreneurially directed resources to advance innovation and entrepreneurship as cultural elements for Washington University, the St. Louis region and the world. With KCI support, the framework we developed has helped us refine our mission and role in handing off successes.

The Skandalaris Center has funded and pursued 74 projects that have contributed to the university and region’s innovation and entrepreneurship culture. These projects fall into three broad activity areas of Student Learning (34 projects), Washington University Innovation and Entrepreneurship Culture (17), and St. Louis Regional Ecosystems (23). Our goal is to start projects and hand them off to our partners or others. About half the time the SC continues to own and manage the activity and in some cases we quickly determine a project is not valuable and don’t pursue it. We are still testing and transitioning many projects that may take 2–5 years to mature.

We group projects to help us set priorities and strategic context, as well as communicate with supporters or partners who may contribute resources for the projects. The project groupings and their priorities include:

First Priority	Second Priority
Regional Engagement	Student Groups
Curriculum	International Entrepreneurship

Medical School Innovation & Entrepreneurship	Energy & Environment Ecosystem
STL Ecosystems	Community Entrepreneurship
Entrepreneurship Awareness on Campus	Scholarly Research
Social Entrepreneurship Ecosystem	

Through these projects and priorities, the Skandalaris Center supports entrepreneurship and innovation as a key element of the WUSTL culture, but also as we hand off successes we create even greater momentum and scale. The Center is guided by a core belief that if we cause entrepreneurs with like interests to connect and form new relationships, good things will happen.

The Center's mission is to

Work with others to create environments that encourage ideas, develop entrepreneurs, and hand off ventures

KCI has been a distinguished champion for and partner with Washington University on this journey and we look forward to continued momentum for years to come.