The contributing members of the Entrepreneurial Strategies Committee membership comprised: Ken Stoner, Barbara Nelson, Nancy Biles, Jane Tuttle, Jerry Bailey, Mary Andrade Carlson, Andre McCloyn-Fortune.

The committee began by citing the immense task before it in attempting to frame a full entrepreneurial plan for Student Success. This requires a scope of information related to trends in the field, ongoing efforts within the organization and a full understanding of departmental and institutional priorities.

The committee felt that it could identify some broad approaches that would be useful in establishing some expectations for Student Success in the pursuit of resources necessary for meeting mission.

Three areas of opportunity were initially identified for pursuit: fundraising/development, grant writing, and collaboration/partnership. User fees were briefly discussed but were felt to be generally unproductive in that they add expense/irritation to the end customer (predominantly student) and can be costly/cumbersome to administer.

Five areas of activity were identified for pursuit: Practices, Portfolios, Partnerships, Priorities, and Platforms.

**Practices.** Research as to best or new practices was felt to be useful. Review of successful student affairs programs at other institutions that have developed needed resources would be in order. Each unit might identify best practice counterparts in their area that would be good models and adapt a KU approach.

**Portfolio.** A review of Student Success current efforts both at the vice-provost and individual unit levels would provide insights into current activities and proposed endeavors. This would give an overview for possible joint ventures, shared expertise, etc.

**Priorities.** While each unit will set its own priorities, overall resource priorities need to be established for Student Success—particularly for development efforts. The clearer these priorities can be made and communicated, the more effective will be the various units in meeting individual and overall resource goals.

**Platform.** The means for developing resource efforts must be created, enhanced, and extended. This could consist of a variety of mechanisms. Publication of an overall development brochure for the total organization would be an example. Creation of a common website related to resource needs would be another.
Partnerships. Possibilities may exist for joint endeavors that generate the critical mass in staff, expertise and “infrastructure” for successful resource expansion. Such partnerships may be unit to unit, or in alliances with other entities such as KU departments, community agencies, state consortiums, and national/international entities.

The committee may be most useful as a catalyst for organizational cultural change. Engendering discussions, facilitating interaction, and sharing information may instill the entrepreneurial spirit of the enterprise. The stage could be set by the following information efforts:

1. Reviewing the revised Student Success development priorities and plans
2. Reviewing the previous Academic Partnerships/Research committee efforts
3. Sharing of successful resource development efforts currently in-house
4. Providing pertinent, succinct and stimulating resource creation materials
5. Determining expectations specifically related to mission (“what we do best”)
   A. Raise friends not money
   B. Manage university connections (alumni, agencies, corporations, etc)
   C. “Touch”—appreciations, recommendations, collaborations, etc
   D. University representative role and functions

Some recommendations to be considered for action:

1. A presentation of the committee findings shared with the Student Success Directors’ Group. Review general entrepreneurial context (raise friends/manage connections/provide touch/leverage roles) and identify joint opportunities.

2. Identification of the following by unit and organization:
   A. Grant writing efforts/resources
   B. Donor development efforts/resources that engender contributed funds
   C. Collaboration efforts that yield resource returns/synergies
   D. Best practice counterparts by each unit for modeling
   E. Model projects, joint grant efforts, research funding interests, etc available through national associations.
   F. Capabilities of People Soft and other systems to track “contact” information by office or across the organization.
   G. Corporations, agencies, foundations and businesses that could be potential development or granting possibilities
   H. Unit contact responsible for coordinating development and/or grant writing efforts
   I. Methods of donor recognition (newsletters, events, plaques, etc)
3. Provide training and support for unit contacts and assigned individuals via:
   a. KUCR via a session with Nancy Biles
   b. KUEA via a session with appropriate personnel
   c. Student Success directors sessions dedicated to development techniques and policies

4. Work with KUEA and Alumni to establish an accepted mechanism for identifying and tracking alums, contacts and constituents.

5. Identify proprietary systems, services or merchandise suited for sale to clients, customers, and external constituencies (but remain within institutional guidelines related to unfair competition and commercial endeavors.

6. Submission on an annual basis of the following by unit:
   a. A current development plan, priorities and action item
   b. A review of collaborations undertaken/sought for resource enhancement
   c. A grant proposal to a funding source

7. Explore possible internal joint unit efforts in funding
   a. Grant writer
   b. Graphic/web designer for development purposes
   c. Development brochures and events

8. Deploy existing personnel more effectively
   a. Have conference goers make development calls while traveling
   b. Prepare students as our best fundraising ambassadors (now & later)
   c. Utilize boards and board members in creating resource/expertise base

In addition to leveraging our internal capabilities, consideration of leveraging external grant writing sources of expertise may be in order. These approaches would involve:

1. Engaging graduate level grant writing courses/instructors to undertake projects on a regular basis to meet organization needs.
2. Establishing a relationship with an institutional office with grant writing expertise, staffs, and systems
   A. KUCR designated research centers on campus could provide the best options (Research on Learning, Humanities, Psychoeducational Services, etc)
   B. This would require the assignment of appropriate resources to garner such partnerships.
   C. Student Success would garner the expertise and experience to potentially evolve the program to an in-house operation.
3. Creating our own in-house grant writing staff and office