



Horn Program
in Entrepreneurship

196 S. College Avenue
Newark, DE 19716
302.831.4393

December 20, 2012

Dear Members of the Faculty Senate Coordinating Committee on Education,

Thank you very much for your thoughtful and thorough consideration of the Horn Program in Entrepreneurship's proposal for adding a new major of Entrepreneurship & Technology Innovation. This letter and associated addenda (to the proposal for a new major) provide responses to the specific concerns outlined in the memorandum from your committee (dated November 30, 2012).

Please let me know if you have any additional questions or concerns.

Sincerely,

A handwritten signature in blue ink that reads 'Dan Freeman'.

Dan Freeman

Director, Horn Program in Entrepreneurship

RESPONSES TO SPECIFIC CONCERNS

- Text from the memo is included in its entirety *in italics*.
- Responses are indented and **in green**.

1) We need a letter from the library. The letter has been requested by the Senate office (but should have been included in your proposal) and should be arriving shortly.

We are now in receipt of a supportive memorandum from the library. It is attached as Addendum C. Thank you very much for initiating the request!

2) The proposal states in section V.B.: “The proposal calls for the creation of three new courses. Subject to the availability of faculty, each of these courses will be offered once per year.” This implies that these required courses may not be taught each year. Also, the “staffing” of these courses is proposed in a very indefinite manner. These descriptions raised concerns about continuity of the major by CCE members. Thus, we would like statements in the proposal to be more definite in the commitment to offer the 3 new courses regularly and specific as to whom will be used to teach these courses.

The language used in the proposal, which was suggested by a former department chair, does NOT accurately reflect our commitment to teaching these courses. The two new courses that will serve as the capstone experience for the major – ENTR455 and ENTR456 – are envisioned as the premier educational opportunities offered by the Horn Program. As such, their staffing is our top scheduling priority. For the foreseeable future, the Director of the Horn Program will be teaching both courses each year.

The third course – ENTR458 – is one of three options students will have to complete an elective requirement. This course is important to the program because it gives students who are interested in innovation & entrepreneurship an opportunity to be immersed in the process of trying to move a nascent technology toward commercialization without having to come up with their own idea. Thus, we are fully committed to teaching this course at least once per year.

For example, the proposal states “these courses can be staffed by either part-time faculty or fulltime faculty who primarily teach in other programs (i.e., in a home discipline such as marketing, MIS, or chemical engineering). As a result, no new fulltime faculty will be needed to support the creation of the major.” There are no commitments by potentially involved departments in the Lerner College to do this, which makes the future of these 3 courses uncertain. Likewise, it is mentioned that faculty may be used from Chemical Engineering, but there is no commitment to do so.

The Horn Program has developed a substantial network of seasoned entrepreneurs, business executives, and commercialization consultants, many of whom have expressed interest in teaching. For example, a former Commercialization Director for RCA Labs and

a former Managing Director for the Maryland Venture Fund expressed interest in teaching for the program and both have committed to start teaching for the program in Spring 2013. Given this strong network of individuals, we are confident in our ability to staff all of our current and planned courses with high quality faculty, with or without explicit commitments from other departments. As the letter of support from Lerner College indicates (see Addendum A), the College is also committed to ensuring the qualifications of the faculty are sufficient to maintain AACSB accreditation and “confident that resourcing the Horn Program will not be an issue.”

3) The rationale for this new major is very concise, and the request to house an undergraduate major in a college instead of a department is very unusual. Thus, the CCE would like there to be an explicit rationale stating the advantages of doing so and the problems of housing it in a particular department, which is routine at UD.

There are three primary reasons for housing the major in an interdisciplinary program – the Horn Program in Entrepreneurship – within the Lerner College, rather than a particular department. First, housing the major in an interdisciplinary program provides an opportunity for increased faculty governance. The alternative home for the major – the Department of Business Administration – is comprised of faculty with four distinct areas of expertise – operations management, management, sports management, and marketing. While each of these areas is germane to entrepreneurship, only a very small portion of the BUAD faculty could be considered experts in entrepreneurship. Thus, locating the major in BUAD would make it subject to oversight by an unqualified faculty.

To capitalize on the opportunity for increased faculty governance, the Director of the Horn Program intends to work with qualified faculty who are spread across departments and colleges to develop program bylaws that define membership in an Entrepreneurship Faculty. As the revised letter from Lerner College’s Deputy Dean, Rick Andrews, indicates, the College is fully supportive of the constitution of such a faculty to govern the Horn Program in Entrepreneurship and all associated curricula. This faculty should be in place prior to the official launch of the major in Fall 2013.

A second reason for housing the major in a College-level program pertains to succession. Prospective directors of the Horn Program in Entrepreneurship may come from one of several departments. If the program was tied to a specific department, then a new faculty director may have the unenviable task of working with an unqualified faculty outside his or her home area. This is clearly suboptimal for the success of the major. Alternatively, the major and all other curricular programs would need to be moved to the new director’s home department, which would require the expenditure of precious administrative resources, and may create burdens on the students who are enrolled in the major.

A third reason for housing the major in a College-level program relates to visibility and impact. The development of a strong entrepreneurship program is imperative for fulfilling the University’s responsibility to its students (to prepare them for the new

economic normal) and the broader community (to be an impactful engine for economic development and job creation). The Horn Program in Entrepreneurship would be badly hindered if its curricular offerings were buried in a department that few key stakeholders would naturally associate with entrepreneurship (like BUAD). The program's history provides strong evidence for this claim. The entrepreneurial studies program (which recently became the Horn Program) was founded in 2005 and initially housed in the Department of Accounting/MIS. During its five years in this department, few non-Lerner students were aware of its existence, and even fewer alumni and other key stakeholders knew that the University even had an entrepreneurship program. Housing the major in a College-level interdisciplinary program will make it easier to generate awareness among key stakeholders - students, faculty, alumni, corporate & nonprofits partners, government officials, and community members. Higher awareness will lead to greater participation and engagement, thereby increasing impact.

4) The Deputy Dean's letter at the end of the proposal needs corrected. It endorses an "undergraduate major in Entrepreneurship & Technology Commercialization," which is not the major requested in the proposal. Since the college is requesting total responsibility for the new major, it is essential that this letter be accurate.

In response to 11th hour feedback from faculty, the proposed name of the major was changed from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation." As no substantive changes were made after the solicitation of the letter, we did not pursue a revised letter of support from the Deputy Dean. However, we are happy to do so to satisfy the committee's concerns. The revised letter is included as Addendum A.

In addition, the letter states "The proposed enrollment of 30 students per year poses no resourcing problems for the program." A concern of the CCE was that this new major may pose resourcing problems for the college, for the abovementioned reasons. Thus, we would like a statement that the new major will pose no resourcing problems for the college, especially since resources are proposed to be used potentially from existing departments to teach the 3 new courses.

Thank you for this comment. The Deputy Dean's revised letter addresses this concern – please see Addendum A.

In fact, multiple support letters endorse the same major as the Deputy Dean's letter, which is not the proposed new major. All of these letters should accurately endorse the proposed new major and not a different major.

We are happy to confirm support for the proposed new major in Entrepreneurship & Technology Innovation. To minimize the burden on the 13 Department Chairs who provided letters of support for the major, all were emailed a copy of their original support letters as asked to indicate whether they remain willing to support the inclusion

of the same courses in an “Entrepreneurship & Technology Innovation” major – YES or NO. The affirmative responses from the chairs are provided as Addendum B.

Addendum A

REVISED LETTER OF SUPPORT FROM LERNER COLLEGE

Provided by Deputy Dean, Rick Andrews



Alfred Lerner College
of Business & Economics
OFFICE OF THE DEAN

303 Alfred Lerner Hall
University of Delaware
Newark, Delaware 19716-2701
Ph: 302/831-2551
Fax: 302/831-6750

December 11, 2012

The Alfred Lerner College of Business and Economics is pleased to support the proposed undergraduate major in Entrepreneurship & Technology Innovation, which will become a central academic component in the newly named and revamped Horn Program in Entrepreneurship.

The Horn Program in Entrepreneurship will not be housed within a particular department in the Lerner College. To provide strong faculty governance for all academic components of the Horn Program, there are plans to develop bylaws to guide the creation and functioning of an Entrepreneurship faculty having specialized expertise and interest. At least initially, no new full-time faculty will be hired to staff the Horn Program; existing full-time faculty will constitute the Entrepreneurship faculty, with the support of their department chairs since some portion of faculty workloads may be allocated to the Horn program. The College will be responsible, with the advice and coordination of the program director and the Entrepreneurship faculty, for ensuring that the qualifications of faculty teaching in the Horn Program are sufficient to maintain the standards for accreditation set forth by the Associate to Advance Collegiate Schools of Business (AACSB).

Planning and analysis indicate that the Horn Program will generate adequate student tuition revenue to support the cost of offering the various academic components. So the College is confident that resourcing the Horn Program will not be an issue.

Sincerely,

A handwritten signature in black ink that reads 'Rick L. Andrews'.

Dr. Rick L. Andrews
Deputy Dean

Addendum B

CONFIRMATION OF SUPPORT FROM CONTRIBUTING DEPARTMENTS

- ACCT & MISY – Scott Jones
- BUAD – Tom Becker
- CISC – Errol Lloyd
- COMM – Jenny Lamb
- ECON – Jim Butkiewicz
- ELEG – Ken Barner
- ENGL – John Ernest
- FINC – Helen Bowers
- FREC – Titus Awokuse
- HRIM – Francis Kwansa
- LEAD – Audrey Helfman
- MATH – John Pelesko
- THEA – Sandy Robbins

CONFIRMATION OF SUPPORT FROM CHAIR of ACCT & MISY

From: Jones, Scott K.
Sent: Monday, December 10, 2012 7:55 AM
To: Freeman, Daniel J
Subject: Re: Support for new major

Yes.

SJ

On Dec 10, 2012, at 12:41 AM, "Freeman, Daniel J" <freemand@win.udel.edu> wrote:

Dear Scott,

Due to an 11th hour change in the title of our proposed new major (from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation") the Faculty Senate's Coordinating Committee on Education has requested letters of support that "accurately endorse the proposed new major."

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple "YES."

I am very sorry for any inconvenience.

Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware

From: Jones, Scott K.
Sent: Tuesday, October 02, 2012 9:13 AM
To: Freeman, Daniel J
Subject: RE: Permission to include courses in new major

Dan:

The Department of Accounting and MIS is pleased to support the proposed undergraduate major in entrepreneurship at a targeted enrollment of up to 30 students per year, as requested below. The following courses may be included:

MISY 160

MISY 225

ACCT 207

ACCT 208

ACCT 352

ACCT 395 and MISY 395 may also be included but these courses are only offered as part of study abroad
ACCT 483 when offered

Scott Jones, PhD
Professor & Chairperson
Department of Accounting & Management Information Systems
206 Purnell Hall
University of Delaware
Newark, DE 19716
302-831-8278

CONFIRMATION OF SUPPORT FROM CHAIR of BUAD

From: Becker, Thomas E
Sent: Monday, December 10, 2012 12:06 PM
To: Freeman, Daniel J
Subject: RE: Support for new major

YES.

Thomas E. Becker, Ph.D.
Chairperson and Professor
Dept of Business Administration
University of Delaware
Newark, DE 19716-2710
Phone: (302) 831-6822

From: Freeman, Daniel J
Sent: Monday, December 10, 2012 12:43 AM
To: Becker, Thomas E
Subject: Support for new major

Dear Tom,

Due to an 11th hour change in the title of our proposed new major (from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation") the Faculty Senate's Coordinating Committee on Education has requested letters of support that "accurately endorse the proposed new major."

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple "YES."

I am very sorry for any inconvenience.

Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware

From: Becker, Thomas E
Sent: Thursday, October 04, 2012 10:10 AM
To: Freeman, Daniel J
Subject: New Major in Entrepreneurship & Technology Commercialization

Hi Dan,

This is to grant permission for the inclusion of BUAD courses in the curriculum for the new undergraduate major in Entrepreneurship & Technology Commercialization. This includes the four required courses and 13 optional courses listed in the proposal. This permission is based on the

understanding that enrollment in the new major will be limited to 30 students per year and that the projected impact on enrollments in the required and optional courses will be minor.

We're happy to support this important and timely major!

Tom

Tom Becker | Chairperson and Professor

Department of Business Administration

237 Alfred Lerner Hall | Newark, DE 19716

P: 302-831-6822 | F: 302-831-4196 | E: beckert@udel.edu

Web: www.buec.udel.edu/beckert/



CONFIRMATION OF SUPPORT FROM CHAIR of CISC

From: Errol Lloyd [mailto:elloyd@UDel.Edu]
Sent: Monday, December 10, 2012 4:40 AM
To: Freeman, Daniel J
Subject: Re: Support for new major

Yes

Sent from my iPhone

On Dec 10, 2012, at 12:46 AM, "Freeman, Daniel J" <freemand@UDel.Edu> wrote:

Dear Errol,

Due to an 11th hour change in the title of our proposed new major (from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation") the Faculty Senate's Coordinating Committee on Education has requested letters of support that "accurately endorse the proposed new major."

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple "YES."

Thank you for your consideration. I am very sorry for any inconvenience.

Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware



To: Dan Freeman
Director, Horn Program in Entrepreneurship

From: Errol Lloyd *E.L Lloyd*
Chair, CIS

Date: October 3, 2012

Subject: Support for a Entrepreneurship & Technology Commercialization major

This memo affirms the support of the Department of Computer and Information Sciences for the proposed major in Entrepreneurship and Technology Commercialization. This blending of entrepreneurship and technology (of all kinds) seems spot on in providing UD students with the training to be successful in the today's business and market environments.

The proposal includes computer science courses in three locations:

- CISC108 and CISC181 are one of two options under "Computing/Programming"
- CISC356 is one of two options under "Legal"
- Computer Science is listed as one possible area under "Technical Competency"

The CIS Department supports each of these options. Given current course loads, we are able to accommodate the projected additional students in these classes within the context of our existing offerings.

CONFIRMATION OF SUPPORT FROM CHAIR of COMM

From: Jenny Lambe [mailto:jenny.lambe@gmail.com]

Sent: Monday, December 10, 2012 1:28 AM

To: Freeman, Daniel J

Subject: Re: Support for new major

Yes.

On Mon, Dec 10, 2012 at 12:50 AM, Freeman, Daniel J <freemand@udel.edu> wrote:

Dear Jenny,

Due to an 11th hour change in the title of our proposed new major (from “Entrepreneurship & Technology Commercialization” to “Entrepreneurship & Technology Innovation”) the Faculty Senate’s Coordinating Committee on Education has requested letters of support that “accurately endorse the proposed new major.”

Below, please find the text from your original letter of support (which I edited to reflect your subsequent decision to NOT permit the inclusion of COMM350). If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple “YES.”

Thank you for your consideration. I am very sorry for any inconvenience.

Dan

Dan Freeman, Ph.D.

Director, Horn Program in Entrepreneurship

University of Delaware

From: Jenny Lambe [mailto:jenny.lambe@gmail.com]

Sent: Sunday, September 30, 2012 10:51 PM

To: Freeman, Daniel J

Subject: Re: Permission to include courses in new major

Dr. Freeman:

I approve adding this requirement to your proposed new undergraduate major, with the understanding that yearly enrollment is not expected to exceed 30 added students per year to our COMM 212 class. If enrollment should be much higher, we would need to discuss options for growing the number of instructors for those classes.

Please let me know if you need any further information to move your proposal forward.

Best,

Jenny Lambe

--

Jennifer L. Lambe
Associate Professor & Acting Chair, Dept. of Communication
Senior Fellow, Center for Political Communication
University of Delaware
250 Pearson Hall
Newark, DE 19716
e-mail: Jenny.Lambe@gmail.com
phone: 302-831-8028
fax: 302-831-1892

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CONFIRMATION OF SUPPORT FROM CHAIR of ECON

From: Butkiewicz, James L
Sent: Monday, December 10, 2012 8:53 AM
To: Freeman, Daniel J
Subject: RE: Support for new major

Dan,

YES.

Jim

From: Freeman, Daniel J
Sent: Monday, December 10, 2012 12:52 AM
To: Butkiewicz, James L
Subject: Support for new major
Importance: High

Dear Jim,

Due to an 11th hour change in the title of our proposed new major (from “Entrepreneurship & Technology Commercialization” to “Entrepreneurship & Technology Innovation”) the Faculty Senate’s Coordinating Committee on Education has requested letters of support that “accurately endorse the proposed new major.”

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple “YES.”

Thank you for your consideration. I am very sorry for any inconvenience.
Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware

From: Butkiewicz, James L
Sent: Monday, October 01, 2012 4:44 PM
To: Freeman, Daniel J
Subject: RE: Permission to include courses in new major

Dan,

We are happy to have our courses included.

As Jim O’Neill is retiring, I’m not sure who will teach Econ 350 (our entrepreneurship course) in the long run. We do have someone for the spring, and possible the immediate future. Just though you should know.

Jim

From: Freeman, Daniel J
Sent: Sunday, September 30, 2012 9:14 AM
To: Butkiewicz, James L
Subject: Permission to include courses in new major

Dear Jim,

I am writing to formally request your permission to include ECON courses in the proposal for a new undergraduate major in Entrepreneurship & Technology Commercialization. Specifically, we would like to include **ECON151 as a required course for all students, ECON152 and ECON350 as options for a second required ECON course, and ECON311 and ECON340 as two of more than a dozen options for fulfilling an international requirement.**

Enrollment in the new major will be limited to **30 students per year**. As some of these students will likely transfer internally from majors that require ECON151 and ECON152, the net impact on enrollments should be minor (perhaps totaling 25 per year for ECON151; 10-15 total per year for ECON152 and ECON350; and 1-2 for ECON311 and ECON340).

Please let me know if you have any questions or concerns. Thank you very much for your consideration!
Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware
302.831.6158 (O)
302.383.9484 (M)
www.udel.edu/e-studies

CONFIRMATION OF SUPPORT FROM CHAIR of ELEG

From: Barner, Kenneth E.
Sent: Wednesday, December 12, 2012 1:30 PM
To: Freeman, Daniel J
Subject: Re: Support for new major

Yes.

Ken

Sent from my iPad

Kenneth E. Barner
Professor & Chair
Department of Electrical and Computer Engineering
University of Delaware Newark, Delaware 19716
Phone: (302) 831-6937 Fax: (302) 831-4316
Email: barner@udel.edu Web: www.ece.udel.edu

On Dec 12, 2012, at 12:31 PM, "Freeman, Daniel J" <freemand@win.udel.edu> wrote:

Ken,

Very sorry to be pesty, but I now have 12 of the 14 responses needed, and want to get this back to the Faculty Senate's CCE ASAP (see below). Thank you very much for your consideration!

Dan

From: Freeman, Daniel J
Sent: Monday, December 10, 2012 12:55 AM
To: Barner, Kenneth E.
Subject: Support for new major
Importance: High

Dear Ken,

Due to an 11th hour change in the title of our proposed new major (from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation") the Faculty Senate's Coordinating Committee on Education has requested letters of support that "accurately endorse the proposed new major."

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple "YES."

Thank you for your consideration. I am very sorry for any inconvenience.

Dan

Dan Freeman, Ph.D.

Director, Horn Program in Entrepreneurship
University of Delaware

From: Barner, Kenneth E.
Sent: Sunday, September 30, 2012 6:27 PM
To: Freeman, Daniel J
Cc: Boncelet, Charles, JR
Subject: RE: Permission to include courses in new major

Dan:

The ECE Department approves the inclusion of the courses noted below in the proposed major. Good luck with the new program!

Ken

From: Freeman, Daniel J
Sent: Sunday, September 30, 2012 9:20 AM
To: Barner, Kenneth E.
Subject: Permission to include courses in new major

Dear Ken,

I am writing to formally request your permission to include ELEG courses in the proposal for a new undergraduate major in Entrepreneurship & Technology Commercialization. Specifically, we would like to include **ELEG458 and ELEG460 among a set of fourteen entrepreneurial electives**. Students will be required to choose two of the fourteen to fulfill degree requirements.

Enrollment in the new major will be limited to **30 students per year**. Given that students will have a broad array of options, the impact on enrollments should be minor (perhaps totaling a handful of students each year).

Please let me know if you have any questions or concerns. Thank you very much for your consideration!
Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware
302.831.6158 (O)
302.383.9484 (M)
www.udel.edu/e-studies

CONFIRMATION OF SUPPORT FROM CHAIR of ENGL

From: Ernest, John Richard
Sent: Monday, December 10, 2012 12:44 PM
To: Freeman, Daniel J
Subject: RE: Support for new major

Yes.

From: Freeman, Daniel J
Sent: Monday, December 10, 2012 12:56 AM
To: Ernest, John Richard
Subject: Support for new major
Importance: High

Dear John,

Due to an 11th hour change in the title of our proposed new major (from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation") the Faculty Senate's Coordinating Committee on Education has requested letters of support that "accurately endorse the proposed new major."

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple "YES."

Thank you for your consideration. I am very sorry for any inconvenience.
Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware

From: Ernest, John Richard
Sent: Thursday, October 04, 2012 9:13 PM
To: Freeman, Daniel J
Subject: RE: Permission to include courses in new major

Dear Professor Freeman,

I write to express the support of the English Department for the proposed undergraduate major in Entrepreneurship & Technology--but with one qualification. We cannot support a requirement in ENGL 312, since we cannot meet the demands for that course and therefore cannot ensure that your students would be able to take the course. However, we do agree to the inclusion of ENGL 110 as a University Requirement. I wish you well with this important educational initiative.

Sincerely,

John Ernest

John Ernest, Chair

Department of English

University of Delaware

208 Memorial Hall

Newark, DE 19716

302-831-3351

CONFIRMATION OF SUPPORT FROM CHAIR of FINC



**Alfred Lerner College
of Business & Economics**

DEPARTMENT OF FINANCE

306 Purnell Hall
Newark, DE 19716-2712
Phone: 302-831-1484
Fax: 302-831-3061

TO: Dan Freeman, Director
Horn Program in Entrepreneurship

FROM: Helen Bowers, Associate Professor and Chair
Department of Finance

A handwritten signature in black ink that reads 'Helen Bowers'.

DATE: September 30, 2012

RE: Letter of support for the proposed major in Entrepreneurship & Technology Innovation

The Department of Finance strongly supports the proposed major in Entrepreneurship & Technology Innovation.

We understand that FINC311 Principles of Finance is a required course in this program. The Department of Finance agrees to make this course available to students majoring in Entrepreneurship & Technology Innovation who have met the prerequisites.

We also agree to make FINC419 Financial Modeling and Valuation available as an elective course and FINC392 Seminar on International Financial Management and FINC415 International Finance available as international options to students in the Entrepreneurship & Technology Innovation major who have met the prerequisites.

We appreciate the opportunity to work with the Horn Program in Entrepreneurship on offering the Entrepreneurship & Technology Innovation major.

CONFIRMATION OF SUPPORT FROM CHAIR of FREC

From: Titus Awokuse [mailto:kuse@UDel.Edu]
Sent: Monday, December 10, 2012 7:55 AM
To: Freeman, Daniel J
Cc: Awokuse, Titus O
Subject: Re: Support for new major

Yes

Thanks.

TOA

Titus O. Awokuse
Professor and Chair
Dept. of Applied Economics & Statistics
213 Townsend Hall
University of Delaware
Newark, DE 19716
Phone: 302-831-1323
Website: http://www.udel.edu/FREC/awokuse/web/TOA_Homepage.htm

On Dec 9, 2012, at 10:00 PM, "Freeman, Daniel J" <freemand@UDel.Edu> wrote:

Dear Titus,

Due to an 11th hour change in the title of our proposed new major (from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation") the Faculty Senate's Coordinating Committee on Education has requested letters of support that "accurately endorse the proposed new major."

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple "YES."

Thank you for your consideration. I am very sorry for any inconvenience.
Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware



Department of Applied Economics & Statistics
531 S. College Avenue
University of Delaware
Newark, Delaware 19716

October 10, 2012.

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware
Newark, DE 19716

Dear Dr. Freeman,

Re: Letter of Support for BS in Actuary Science Degree

The Department of Applied Economics and Statistics (APEC) is pleased to support the newly proposed undergraduate degree major in the Entrepreneurship & Technology Commercialization. We are in support of your plan to use one of our courses (APEC 316) as part of the elective courses for the degree. My department is excited to be a part of this initiative and looks forward to having your students in the classroom. Please contact me if I can be of additional assistance in this process.

Sincerely,

A handwritten signature in blue ink that reads 'Titus O. Awokuse'.

Titus O. Awokuse
Professor and Chair

CONFIRMATION OF SUPPORT FROM CHAIR of HRIM

-----Original Message-----

From: kwansa@UDel.Edu [mailto:kwansa@UDel.Edu]
Sent: Thursday, December 13, 2012 7:41 AM
To: Freeman, Daniel J; Kwansa, Francis A
Subject: Re: Support for new major
Importance: High

YES!

Francis A. Kwansa, Ph.D. | Interim Chair Hotel, Restaurant and Institutional Management Alfred Lerner
College of Business and Economics
14 W. Main Street | Newark, DE 19716
P: 302-831-6083 | F: 302-831-6395 | E: kwansa@udel.edu
Web: www.lerner.udel.edu/hrim

---- Original message ----

>Date: Mon, 10 Dec 2012 06:01:02 +0000
>From: "Freeman, Daniel J" <freemand@UDel.Edu>
>Subject: Support for new major
>To: "Kwansa, Francis A" <kwansa@UDel.Edu>
>
> Dear Francis,
>
>
>
> Due to an 11th hour change in the title of our
> proposed new major (from "Entrepreneurship &
> Technology Commercialization" to "Entrepreneurship &
> Technology Innovation") the Faculty Senate's
> Coordinating Committee on Education has requested
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>
>
>
> Below, please find the text from your original
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>
>
>
> Thank you for your consideration. I am very sorry
> for any inconvenience.
>
> Dan

>
> Dan Freeman, Ph.D.
> Director, Horn Program in Entrepreneurship
> University of Delaware
>
> From: kwansa@UDel.Edu [mailto:kwansa@UDel.Edu]
> Sent: Monday, October 01, 2012 8:27 AM
> To: Freeman, Daniel J
> Cc: Kwansa, Francis A; Miller, Brian L; Laws, Donna
> E
> Subject: Re: Permission to include HRIM314 in new
> major
>
> Dear Dan:
>
> HRIM is pleased to contribute HRIM314 to the list of
> elective courses available to the Entrepreneurship
> and Technology Commercialization major. We look
> forward to having the students in our class.
> Thanks.
>
> Francis A. Kwansa, Ph.D. | Interim Chair Hotel,
> Restaurant and Institutional Management Alfred
> Lerner College of Business and Economics
>
> 14 W. Main Street | Newark, DE 19716
>
> P: 302-831-6083 | F: 302-831-6395 | E:
> kwansa@udel.edu
>
> Web: www.lerner.udel.edu/hrim

CONFIRMATION OF SUPPORT FROM CHAIR of LEAD

From: Audrey Helfman [mailto:ahelfman@UDel.Edu]

Sent: Monday, December 10, 2012 10:29 AM

To: Freeman, Daniel J

Subject: Re: Support for new major

Dear Dan,

Yes!

Audrey

Sent from my iPad

On Dec 10, 2012, at 12:02 AM, "Freeman, Daniel J" <freemand@UDel.Edu> wrote:

Dear Audrey,

Due to an 11th hour change in the title of our proposed new major (from “Entrepreneurship & Technology Commercialization” to “Entrepreneurship & Technology Innovation”) the Faculty Senate’s Coordinating Committee on Education has requested letters of support that “accurately endorse the proposed new major.”

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple “YES.”

Thank you for your consideration. I am very sorry for any inconvenience.

Dan

Dan Freeman, Ph.D.

Director, Horn Program in Entrepreneurship

University of Delaware

From: Audrey Helfman [mailto:ahelfman@UDel.Edu]

Sent: Sunday, September 30, 2012 12:22 PM

To: Freeman, Daniel J

Subject: Re: Permission to include LEAD300 in new major

Dear Dr. Freeman,

I wholeheartedly support the inclusion of LEAD 300 as an elective for the new major in Entrepreneurship & Technology Commercialization.

Regards,

Audrey Helfman, Ph.D.

Director, Organizational and Community Leadership program

CONFIRMATION OF SUPPORT FROM CHAIR of MATH

From: John A Pelesko [mailto:pelesko@math.udel.edu]
Sent: Monday, December 10, 2012 6:34 AM
To: Freeman, Daniel J
Subject: Re: Support for new major

Yes!

John A. Pelesko, Ph.D.
Professor and Chair
Department of Mathematical Sciences
University of Delaware

On Dec 10, 2012, at 1:03 AM, "Freeman, Daniel J" <freemand@udel.edu> wrote:

Dear John,

Due to an 11th hour change in the title of our proposed new major (from “Entrepreneurship & Technology Commercialization” to “Entrepreneurship & Technology Innovation”) the Faculty Senate’s Coordinating Committee on Education has requested letters of support that “accurately endorse the proposed new major.”

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple “YES.”

Thank you for your consideration. I am very sorry for any inconvenience.
Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware

From: John A. Pelesko [mailto:pelesko@math.udel.edu]
Sent: Monday, October 15, 2012 12:22 PM
To: Freeman, Daniel J
Subject: Re: Permission to include courses in new major

Dear Professor Freeman,

We are happy to support your new program in Entrepreneurship & Technology and will gladly provide space for your students in the required courses, Math 201 and Math 202. In addition, we are glad to accommodate your students in Math 221 or Math 241 as options for their third required math course. Best of luck with your new program!

John A. Pelesko

CONFIRMATION OF SUPPORT FROM CHAIR of THEA

From: Robbins, Sanford L. [mailto:srobbins@art-sci.udel.edu]
Sent: Monday, December 10, 2012 8:09 AM
To: Freeman, Daniel J
Subject: RE: Support for new major

YES.

From: Freeman, Daniel J [mailto:freemand@UDel.Edu]
Sent: Monday, December 10, 2012 1:05 AM
To: Robbins, Sanford L
Subject: Support for new major
Importance: High

Dear Sandy,

Due to an 11th hour change in the title of our proposed new major (from "Entrepreneurship & Technology Commercialization" to "Entrepreneurship & Technology Innovation") the Faculty Senate's Coordinating Committee on Education has requested letters of support that "accurately endorse the proposed new major."

Below, please find the text from your original letter of support. If it is acceptable to you to provide **the exact same support** for a new major in Entrepreneurship & Technology Innovation then please reply to this email with a simple "YES."

Thank you for your consideration. I am very sorry for any inconvenience.
Dan

Dan Freeman, Ph.D.
Director, Horn Program in Entrepreneurship
University of Delaware

From: Robbins, Sanford L. [mailto:srobbins@art-sci.udel.edu]
Sent: Tuesday, October 02, 2012 9:55 PM
To: Freeman, Daniel J
Subject: RE: Permission to include THEA courses

I support your request to include THEA204 and THEA226 as two of three options for fulfilling a communication requirement for the new major in Entrepreneurship & Technology commercialization with the proviso that you know our THEA students have first priority for seats.

All the Best,

Sanford (Sandy) Robbins
Chairperson, Department of Theatre

Addendum C

MEMORANDUM OF SUPPORT FROM UNIVERSITY LIBRARY

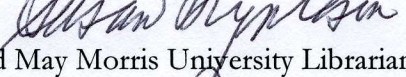
Provided by Susan Brynteson, Vice Provost and May Norris University Librarian



December 5, 2012

Memorandum

To: Daniel J. Freeman
Associate Professor, Business Administration
and Director, Horn Program in Entrepreneurship,
Marketing Department

From: Susan Brynteson 
Vice Provost and May Morris University Librarian

I am responding to your request to supply information about the capability of the University of Delaware Library to support the proposed new Bachelor of Science degree in Entrepreneurship and Technology Innovation in the Alfred Lerner College of Business and Economics.

The University of Delaware Library with its strong interdisciplinary and electronic collections is well able to support the proposed new degree. Enclosed is a description of collections, resources and services available.

I would be pleased to respond to any questions.

SB/nb
Enclosure

c: Thomas E. Becker, Professor and Chairperson, Business Administration
Karren Helsel-Spry, Administrative Assistant IV, Faculty Senate
Pauly C. Iheanacho, Associate Librarian, Reference and Instructional Services Department
Francis C. Poole, Head, Film and Video Collection Department
Shelly L. McCoy, Head, Student Multimedia Design Center
Shirley Branden, Head, Reference and Instructional Services Department
Sandra K. Millard, Associate University Librarian for Services, Outreach and Assessment

Report on Library Services and Collections in Support of the
New Bachelor of Science Degree in Entrepreneurship and Technology Innovation
for the Alfred Lerner College of Business and Economics

General Description

The University of Delaware Library includes the Hugh M. Morris Library, where the main collection is housed; three branch libraries located on the Newark campus, the Agriculture Library, the Chemistry Library, and the Physics Library; and a fourth branch library, the Marine Studies Library, located in Lewes, Delaware. The Library collections parallel the University's academic interests and support all disciplines. The new degree proposal is directly supported with the Library's strong collections in Business, Economics and Operations Research.

Books, periodicals, microforms, government publications, computer databases and other electronic resources, maps, manuscripts, and media provide a major academic resource for the University of Delaware, the surrounding community, the state of Delaware, and the nation. Library staff members provide a wide range of services, including reference assistance, circulation, interlibrary loan, instructional programs, multimedia design, and assistance to the visually impaired.

The University of Delaware Library is a U.S. depository library and a U.S. patent depository library and contains a complete file of every patent the U.S. Office of Patents and Trademarks has issued.

The online catalog, DELCAT, provides access to millions of items by author, title, subject, and keyword.

Library collections number over 2,800,000 and are broadly based and comprehensive. In 2011/2012, the Library Web <www.udel.edu/library/> received over 1,600,000 virtual visits.

Electronic Access

The University of Delaware Library collects and makes available electronic resources (e.g., electronic journals, electronic books and databases) to support the instructional and research needs of University of Delaware students, faculty and staff. Providers of electronic resources employ licenses as a legal means of controlling the use of their products. Thus, the University of Delaware Library abides by legally binding license agreements for the use of the electronic resources.

Comment on Specific Proposal Intent

The Proposal mentions (Section V.A.) that "In addition, the Horn Program will be undertaking the creation of a comprehensive online resource exchange for entrepreneurs during the 2012-2014 academic years." It needs to be noted that license restrictions may limit some electronic content to only students, faculty and staff of the University of Delaware.

National Memberships

The University of Delaware Library is a member of the Association of Research Libraries, OCLC, the Center for Research Libraries, LYRASIS, CIRLA (The Chesapeake Information and Research Library Alliance), NERL (NorthEast Research Libraries), Portico, the OCLC Research Partnership and the HathiTrust.

Specific Support for the Bachelor of Science Degree in Entrepreneurship and Technology Innovation

Funds are designated at the beginning of each fiscal year for the support and strengthening of the collections including those related to Business Administration. Support for the Department of Business Administration is supplemented by funds used to purchase materials in other areas as well as funds for the licensing of electronic resources.

The Library subscribes to hundreds of print journals and electronic journals which support Business Administration. A list of electronic journals by subject is available by clicking on "E-Journals" on the Library Web page <www.udel.edu/library/>. The Library makes available several electronic databases which support Business Administration, including ABI/INFORM Global, Academic OneFile, Business Insights: Essentials, Business Source Premier, Credo Reference-Economics, Digital Corporate Manuals, EDGAR Database of Corporate Information, EIU ViewsWire, EconLit, Key Business Ratios, LexisNexis Academic, Mergent Online, Mergent BondViewer, Mergent Equity Research Reports, Reference USA, Regional Business News, ReportLinker: Market Research Reports, RIA Checkpoint, Springer eBooks, Standard & Poor's NetAdvantage, and Value Line Research Center. These databases are enhanced further by an array of reference sources in print, audio and video (see "Research Guides," on the Library Web page).

The Library also subscribes to RefWorks, a web-based bibliographic and database management system that can be used with most databases.

An expanded, selected list of databases and electronic resources includes:

Biographical databases: American National Biography, Biography and Genealogy Master Index, Biography Reference Bank, Dictionary of National Biography, Wilson Biographies Plus Illustrated

Business databases: ABI/INFORM, Business and Company Resource Center, Business Source Premier, Company ProFiles, EconLit, EDGAR Database of Corporate Information, General BusinessFile ASAP, Industry Norms and Key Business Ratios, Investext Plus, RIA Checkpoint, Standard and Poor's NetAdvantage

eBooks, Current: Credo Reference, Knovel, OECD iLibrary, Safari Books Online, Springer eBooks

eBooks, Historic: African Writers Series, Caribbean Literature, Early American Imprints (Evans), Early English Books Online, Eighteenth Century Collections Online, Gerritsen Collection, Making of the Modern World, Past Masters

eJournal databases: 19th Century UK Periodicals, APS (American Periodicals Series) Online, International Index to Black Periodicals Full Text, HarpWeek, IEEE/IET Electronic Library, JSTOR, Opinion Archives, Project MUSE, ScienceDirect (Elsevier), Springer eJournals

General multidisciplinary: Academic OneFile, COS Pivot, Expanded Academic ASAP Plus, General OneFile, LexisNexis Academic, Nineteenth Century Masterfile, Opposing Viewpoints in

Context, Periodicals Index Online, ProQuest Dissertations and Theses, SCOPUS, Statistical Abstracts, Web of Science (Science Citation Index; Social Sciences Citation Index; Arts and Humanities Citation Index)

General Reference: Credo Reference, EIU Country Profiles, EIU Country Reports, EIU ViewsWire, Oxford English Dictionary, RefWorks, WorldCat

Government: American State Papers (1789-1838), CQ (Congressional Quarterly) Researcher Plus Archive, CQ Weekly, LexisNexis Congressional Parliamentary Papers (House of Commons, 1801-1900), U.S. Congressional Serial Set (1817-1994)

Image databases: AP Images, ARTstor

Literature databases: African Writers Series, Black Drama, Caribbean Literature, Essay and General Literature Index, Literature Online, Literature Resource Center, MLA International Bibliography

Multimedia databases: American History in Video, Theatre in Video, VAST: Academic Video Online

Music databases: American Song, Classical Music Library, Contemporary World Music, Jazz Music Library, National Jukebox, Naxos Music Library, Oxford Music Online, Smithsonian Global Sound

Newspapers, Current: Ethnic NewsWatch, LexisNexis Academic, ProQuest Newspapers, World News Connection

Newspapers, Historic: 17th-18th Century Burney Collection Newspapers, 19th Century British Library Newspapers, 19th Century U.S. Newspapers, Accessible Archives, African Newspapers, African American Newspapers 1827-1998, America's Historical Newspapers, British Newspapers 1600-1900, Early American Newspapers, The Illustrated London News (1842-2003), Latin American Newspapers, New York Times (1851-2007 updated annually), South Asian Newspapers, Times Digital Archive (1785-1985), Times Literary Supplement Historical Archive (1902-2006 updated annually), Times of India (1838-2001), Wall Street Journal (1889-1993)

Science/Technology/Medicine databases: AGRICOLA, Aquatic Sciences Set, Biological Abstracts, Biological and Agricultural Index Plus, Biological Sciences Set, CINAHL Plus with Full Text, Compendex, Engineering Village, Environmental Sciences and Pollution Management, General Science Index, GreenFILE, GREENR, Health and Wellness Resource Center, Health Reference Center Academic, Inorganic Crystal Structure Database, Inspec, Journal Citation Reports, MEDLINE, Physics Abstracts, PubMed, Reaxys (formerly Beilstein), SciFinder (Chemical Abstracts), Springer Protocols, Web of Science

Social Sciences/Humanities databases: America: History and Life, Anthropology Plus, Art Abstracts/Art Index Retrospective, Berg Fashion Library, Black Drama, Black Studies Center, Black Thought and Culture, China: Trade, Politics, and Culture 1793-1980, Communication and Mass Media Complete, Education Full Text, ERIC, Grove Art, Grove Music, Historical Abstracts, Hospitality and Tourism Complete, Linguistics and Language Behavior Abstracts, Oxford Art Online, PAIS International, ProQuest History Vault, PsychINFO, Sociological Abstracts, WGSN (Worth Global Style Network)

A full list of databases is available on the Library Web (see: <www.udel.edu/library/>). Census information and other demographic data are available as is a wide range of printed and electronic reference sources.

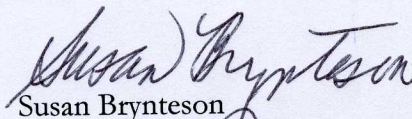
The Library also maintains an Institutional Repository (see: <dspace.udel.edu:8080/dspace/>), which archives research reports and documents and other resources produced by University of Delaware faculty.

The Library has a strong collection of film and video which covers a wide range of subjects that are used by all students and faculty, including the Department of Business Administration. The video collection is heavily used; is increasing in size; and there has been much consultation about it by Francis C. Poole, Librarian and Head of the Film and Video Collection Department, with faculty in a number of disciplines.

The Library has a nationally recognized Student Multimedia Design Center located on the Lower Level of the Morris Library which provides University of Delaware students, faculty and staff access to technology and training related to creation of multimedia programs. The Student Multimedia Design Center includes 80 workstations, six studios, and two classrooms focused on multimedia creation, and is open all hours the Library is open. University of Delaware users may also borrow a wide variety of multimedia equipment. The Center also provides assistance to faculty and students related to multimedia literacy skills to help integrate multimedia into instruction. Shelly L. McCoy is Head of the Student Multimedia Design Center. More information is available at: <www.lib.udel.edu/multimedia/>.

A professional librarian, Dr. Pauly C. Iheanacho, Associate Librarian in the Reference and Instructional Services Department, serves as liaison to the faculty in Business Administration. Suggestions for purchases received by the Library for materials related to Business Administration are directed to Dr. Iheanacho, who also regularly consults faculty about priorities and the direction the collections should take. Dr. Iheanacho is also available for instruction in the use of the Library for students and faculty.

He maintains a subject website for Business Administration, which can be accessed from the Library Web <www.udel.edu/library/> via the "Research Guides" search box on the main Library Web page or directly by the URL <guides.lib.udel.edu/busadmin/>, as well as a subject website for Small Business and Entrepreneurship, which can be accessed directly by the URL <guides.lib.udel.edu/smallbusiness/>. In addition to electronic resources, it contains detailed descriptions of selected primary resources including printed collections; visual material; and manuscripts and archival materials.



Susan Brynteson
Vice Provost and May Morris University Librarian