

Entrepreneurship in Colorado

Competitive Landscape

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1 Overview

Nearly 80% of all new job creation in the United States is produced by new ventures and emerging growth businesses; therefore, the organizations supporting the creation and growth of new business are critically important to regional and national economic recovery.

In Colorado there are many university based resources that support entrepreneurial start-up endeavors including: academic entrepreneurship centers, offices of technology transfer, business incubators, university run venture capital funds, business plan competitions, Small Business Development Centers (SBDCs), law school clinics, and entrepreneur- or venture capitalist-in-residence programs. Furthermore, there are numerous community based programs that have similar offerings to those found in more traditional academic environments.

This competitive landscape analysis will focus on the following university based core activities that support entrepreneurship in the region:

- For-Credit Courses
 - degrees and certificates in entrepreneurial studies
- Business Incubators
- Venture Capital Funds
- Business Plan Competitions
- Non-Credit Courses

Others have approached this topic from different perspectives. The following two linked articles are among the most comprehensive for different aspects of the entrepreneurial ecosystem in Colorado. Their material is not duplicated in this landscape analysis.

Higher Education & Entrepreneurship in Colorado by Micah Schwalb on behalf of the Silicon Flatirons Center & the Governor's Innovation Council

Summary: *Campus communities and entrepreneurial clusters overlap and affect one another. This Report examines entrepreneurial education led by Colorado's colleges and universities as well as through specific interactions between institutions of higher education and entrepreneurial clusters in Colorado.*

<http://www.silicon-flatirons.org/documents/publications/policy/SchwalbHigherEdEntrepreneurshipColorado.pdf>

The Entrepreneurial University: What the University of Colorado has to learn from MIT and Stanford.

by Kaleb A. Sieh for The Silicon Flatirons Roundtable Series on Entrepreneurship, Innovation and Public Policy
Summary: *Nationwide, there are a few universities with a commitment to supporting entrepreneurship that can serve as examples. Notably, MIT and Stanford are two schools renowned for using the knowledge creation and invention that takes place on their campuses to create high quality companies. In contrast, many schools do not achieve such results, even with similar characteristics. This disparity raises the two questions addressed by the roundtable: (1) what separates a university that engages in this process effectively--i.e., the "Entrepreneurial University"--from the university that does not?; and (2) how can the University of Colorado- Boulder become an Entrepreneurial University?*

<http://www.silicon-flatirons.org/documents/publications/report/SiehEntrepreneurialUniversity.pdf>

2 For-Credit Programs & Courses

Most of the universities in Colorado offer specialized graduate and undergraduate curriculum in Entrepreneurship. Several of these institutions have Entrepreneurship Centers and cross disciplinary programs that emphasize entrepreneurship and innovation across disciplines. The major programs are summarized in **Table 2.1**.

Subsequent sections outline in more detail the unique features of the programs at the University of Colorado Denver and competing institutions, especially those which are nationally ranked or have entrepreneurship centers.

University	Accreditation	National Ranking	Entrepreneurship Centers	Curriculum Overview
University of Colorado -Denver	Association to Advance Collegiate Schools of Business (AACSB) International	N/A	Bard Center for Entrepreneurship	15 graduate level electives; Graduate level certificate in Entrepreneurship; Undergraduate courses
University of Colorado -Boulder	AACSB	71 (2010 US news); 50 (2007 Wall Street Journal); 93 (Undergrad: Business Week)	Deming Center for Entrepreneurship ; ATLAS (Alliance for Technology, Learning and Society) Institute ;	Undergraduate Certificate, MBA electives; PhD; E-ship program in school of Engineering; ATLAS MS program for Arts, Media and Entrepreneurship
University of Colorado -Colorado Springs	AACSB	N/A	El Pomar Institute for Innovation and Commercialization (EPIIC)	Cross disciplinary Bachelor's degree in innovation & entrepreneurship
Metro State College of Denver	The Higher Learning Commission; North Central Association of Colleges and Schools	N/A	Center for Innovation	Undergraduate Minor in Entrepreneurship
Colorado State University	AACSB	84 (Undergrad: Business Week)	Center for Entrepreneurship ; Global Innovation Center ; Center for the Advancement of Sustainable Enterprise	Undergraduate Certificate in Entrepreneurship; MS Global Social & Sustainable Enterprise

University	Accreditation	National Ranking	Entrepreneurship Centers	Curriculum Overview
University of Denver - Daniels College of Business	AACSB	20 (2007 Wall Street Journal); 74 (Undergrad: Business Week)		MBA concentration in Innovation and Entrepreneurship (INE)
University of Denver - Women's College	The Higher Learning Commission; North Central Association of Colleges and Schools	N/A	Center for the Advancement of Business Leadership and Entrepreneurship (ABLE) for Women	Undergraduate courses; Undergraduate Certificate in Entrepreneurial Studies
Fort Lewis College	AACSB	N/A	-	Undergraduate Minor in Entrepreneurship
University of Northern Colorado	AACSB	N/A	Colorado Business Resource Center ; Small Business Development Center	Undergraduate Certificate in Entrepreneurship
US Air Force Academy	AACSB	N/A	-	Undergraduate Technology Innovation Program
Johnson & Wales University	New England Association of Schools & Colleges, Inc. through its Commission on Institutions of Higher Education	N/A		Undergraduate major in Entrepreneurship
Colorado School of Mines	The Higher Learning Commission; North Central Association of Colleges and Schools	N/A		Specialized courses for technology entrepreneurship

2.1 University of Colorado - Denver

The Richard H. and Pamela S. Bard Center for Entrepreneurship was founded in 1996 at the University of Colorado Denver to foster economic development in Denver and the Rocky Mountain Region. The Bard Center offers a variety of graduate level courses for entrepreneurship and a certificate in entrepreneurial studies. Undergraduate courses are currently hosted by the Business School on the main campus.

There are several unique aspects to the Bard Center classes:

1. Courses for Corporate Entrepreneurship (Intrapreneurship) are available:

- a. [Corporate Entrepreneurship and Innovation](#)
- b. [Design and Manage New Entrepreneurial Organizations](#)
2. Courses using Social Media and Online Games to deliver education are available:
 - a. [Strategic Web Development](#)
 - b. [Virtual Entrepreneurship](#)
3. Many of the classes are offered fully on-line or in a hybrid on-line/in classroom mix preferred by UC Denver students.

A number of the ENTP electives at the Bard Center can be used to fulfill requirements for other MBA and MS specializations.

- **Managing for Sustainability:** [Business Planning for Social Entrepreneurs](#), [Innovation in the Social Sector](#) and [Sustainable Management Research](#).
- **International Business:** [International Entrepreneurship](#)
- **Finance:** [Entrepreneurial Financial Management](#)

Certificate in Entrepreneurial Studies at the Bard Center

Like many of the other schools in the area, the University of Colorado Denver offers a [certificate in entrepreneurial studies](#). At the Bard Center, the following graduate level courses are currently required to earn a certificate:

1. At least one of the following ENTP courses:
 - Fundamentals of Entrepreneurship (ENTP 6000)
 - Entrepreneurial Financial Management (ENTP 6824)
 - New Concept Development (ENTP 6842)
2. Capstone Business Plan Course:
 - The Business Plan (ENTP 6020)
 - Business Planning for Social Entrepreneurs (ENTP 6860)
3. Any ENTP 6000 elective or higher

2.2 University of Colorado – Boulder

The University of Colorado Boulder offers the most comprehensive academic program for entrepreneurship in the state. While many of these offerings are at the Deming Center for Entrepreneurship at the Leeds School of Business, there are many other programs with entrepreneurship curriculum at the University of Colorado Boulder. Some of these programs partner with the Deming Center for Entrepreneurship at the Leeds School of Business while others are hosted in other centers or schools.

E-Ship Program: Engineering Entrepreneurship Certificate

This undergraduate certificate from the school of Engineering is offered in partnership with the Deming Center for Entrepreneurship. The focus of the [Engineering Entrepreneurship certificate](#) program is on how to launch, lead and manage a viable business starting with concept validation to commercialization and business formation. The program culminates with the development of a business plan for a project which is then pitched to business community leaders and venture capitalists.

ATLAS

The [Alliance for Technology, Learning and Society \(ATLAS\)](#), established in 1997, is a campus-wide entrepreneurial catalyst and incubator for innovative interdisciplinary research, creative, educational and outreach programs that are enabled by information and communication technology. Masters and PhD level programs are available and are customized to admitted students.

The **Entrepreneurship Center for Music** at CU-Boulder provides training in communication, business, and technical skills to music students and professional musicians, all within the context of a global music market. Offerings include condensed workshops, internships, and courses for credit. From the basics of marketing to the application of talent and training, the goal is to foster an entrepreneurial spirit and skills that yield a competitive advantage. With the Center as a catalyst, music students and professionals alike can approach their career more resourcefully, capable of creating successful opportunities that allow them to excel and prosper in their art.

The Silicon Flatirons Center at Colorado Law School

The Silicon Flatirons Center (SFC) focuses on entrepreneurship, innovation policy, and the law as they relate to information communications technology (ICT). SFC oversees and operates a variety of ICT-related initiatives designed to train and support entrepreneurs. Many of SFC's offerings facilitate networking interactions between CU- Boulder and the local entrepreneurial community; these programs are discussed elsewhere. SFC also trains law students interested in law and entrepreneurship. Its offerings include an entrepreneurial law clinic (ELC) as well as a certificate program offered to law students. The ELC provides free legal help to area start-up businesses. The ELC differs from other entrepreneurship classes by training students to help entrepreneurs instead of helping students become entrepreneurs. ELC students interact directly with clients on a variety of issues including entity formation, intellectual property, employment, and contracts. Clients of the clinic include individual entrepreneurs, start-up companies, professors, graduate students, and entrepreneurs with special needs, all of whom receive free legal services. In order to receive a certificate entrepreneurial law, students must participate in the ELC and several other classes so that students learn about issues typically faced by transaction-side lawyers who work with entrepreneurs.

Undergraduate Certificate in Entrepreneurial Studies

The [Certificate in Entrepreneurial Studies](#) provides knowledge, understanding, and skills to create, organize, and manage new ventures or small- to medium-sized and emerging growth businesses as independent entities, or within corporate structures.

Undergraduate students enrolled full-time at the Leeds School of Business must complete three required entrepreneurship courses, and an approved 60-hour internship with an entrepreneurial company. Finally, candidates will have an oral exam with a panel of selected entrepreneurship faculty. Students who satisfactorily complete the courses, internship, and pass the exam will be awarded the Certificate in Entrepreneurial Studies.

The required courses for the undergraduate certificate are:

- Entrepreneurial Environments (ESBM 3700)
- Entrepreneurial Finance (ESBM 4570)
- Business Plan Preparation (ESBM 4830)

MBA Entrepreneurship Concentration

Students enrolled in the Leeds School of Business MBA program may follow a [concentration in entrepreneurship](#). This MBA concentration requires completion of these three courses:

- Entrepreneurship and Small Business Management
- Entrepreneurial Finance
- Business Plan Preparation

And one of the following elective courses:

- Sustainable Venturing
- Start Up Execution
- Projects with Entrepreneurial Companies
- Entrepreneurial Marketing
- Social Entrepreneurship for Emerging Markets
- An entrepreneurial law course (varies by year)

Ph.D. in Business Strategy & Entrepreneurship

The University of Colorado Boulder is the only school in the state offering a [PhD in Entrepreneurship](#). The Ph.D. program in Business Strategy & Entrepreneurship at CU-Boulder prepares students for a career in business strategy & entrepreneurship research and teaching. Typically students perform two years of course work followed by two years of dissertation work. Program deliverables include: comprehensive written and oral exams, internship paper, successful defense of research proposal and dissertation.

Social Entrepreneurship

CU-Boulder has been selected as an Ashoka Changemaker Campus. Learn more about Ashoka on the [Ashoka blog](#). Curriculum Emphasis on Social Responsibility (CESR) is an academic program in the Leeds School of Business that integrates business ethics and corporate social responsibility throughout the business curriculum. Hands-on experiential learning for undergraduates is offered to juniors and seniors through two new elective course entitled, 'Global Small Business: Learning through Service' and "Finding Business Opportunities in a Resource-Challenged World".

An interdisciplinary, multi-generational group of faculty, graduate and undergraduate students- **Social Entrepreneurship for Equitable Development (SEED)@CU** - is working on research relating social entrepreneurship and sustainable community development in Nepal and Kenya. The findings from this research are being incorporated into courses and seminars across campus.

Recently CU launched the **Mortenson Center in Engineering for Developing Communities (MC-EDC)**, which will expand the activities and reach of the six-year old Engineering for Developing Communities Program. The MC-EDC promotes integrated and participatory solutions to humanitarian development . In many instances, the MC-EDC projects link social entrepreneurial processes with efforts to solve technical community problems. [Engineering for Developing Communities](#) is one of several Active Learning Opportunities and Exploration Beyond the Classroom experiences available to students in the College of Engineering and Applied Science at the University of Colorado at Boulder.

The internationally recognized **Engineers Without Borders**-USA program was founded at CU-Boulder by MC-EDC Executive Director Bernard Amadei. EWB-CU is an affiliated student organization and continues to draw a diverse group of students to work on sustainable community development. The Deming Center social entrepreneurship course connects MBA students to EWB students.

Social entrepreneurship is an emerging field of study at CU. Graduate and Undergraduate Coursework and extracurricular activities are available across a range of disciplines:

- **ENTREPRENEURIAL ENVIRONMENTS (MBAX 6100)** examines the environments of entrepreneurial firms from start-up to development of ventures where the key element is learning the process of determining the difference between ideas and commercializable opportunities through feasibility analysis and plans.
- **SOCIAL ENTREPRENEURSHIP IN EMERGING MARKETS (MBAX 6845)** looks at emerging economies of the world that provide incredible opportunities for new avenues of profitable innovation for firms and entrepreneurs. This course will increase awareness and understanding of these environments and help evolve the skills needed to participate as entrepreneurs in these emerging opportunities.
- **CROSS-CULTURAL ASPECTS OF SOCIOECONOMIC DEVELOPMENT (Anthropology 4500)** examines goals of international agencies that support development in underdeveloped countries
- **GEOGRAPHIES OF GLOBAL CHANGE (Geography 2002)** familiarizes students with spatial and ecological perspectives on economic, political, social, cultural, and environmental changes; and examines roles of transnational corporations, global media, world cities, food security, labor, migration, human rights, ethnicity, nationalism, resources, environmental degradation, and sustainable development in global change.
- **ENTREPRENEURIAL LAW CLINIC (LAW 7619)** allows law students to advise indigent clients who need legal services in the founding of their business or not-for-profit firms, registering LLCs, and drafting employment and intellectual property agreements.
- **THE POLITICS OF IDEAS (PSCI 4751)** examines theoretical arguments and case studies of interactions of ideas, interests, and institutions in policymaking. Analyzes processes through which ideas come to the public agenda, how institutional settings shape those ideas, and why some ideas and interests are more successful.

Bioscience Entrepreneurship

The Deming Center for Entrepreneurship and the Leeds School are currently assessing opportunities to partner with the new [Colorado Initiative in Molecular Biotechnology](#), CU's Biotech Initiative. Led by Nobel Laureate Dr. Tom Cech, and Dr. Leslie Leinwand, the Biotech Initiative will focus on key research priorities, as well as seeking to address the gap in education between 'the bench and the bedside.' Traditionally, the gap has been the business skills and expertise that help bring transformational scientific research and medical breakthroughs through the process of regulatory approval and commercialization. Professors from the Leeds School and the Biotech Initiative are currently developing a plan for implementation of curriculum and other aspects of the collaboration.

Organic Business Initiative (OBI)

The Organic Business Initiative (OBI) began in 2007 to promote education and entrepreneurship in the increasingly important area of natural and organic products and services, a key industry sector in the Boulder community. Natural products and services have a significant impact on the Boulder area economy, contributing approximately \$2 billion annually. The mission of OBI is to foster entrepreneurial leaders, world-class scholarship

and research in natural and organic business that result in sustainable business models and innovations that inspire transformation across all sectors. Scholastically, OBI provides business school students a connected learning environment by building bridges with the natural and organic business community through case-based coursework, sustainability curriculum, mentorships and internships.

Sustainable Entrepreneurship

Renewable energy and clean technologies have been a focus of the Sustainable Entrepreneurship program since its inception. CU Boulder was recently ranked number 6 in Top Ten Cleantech Universities by [Sustainable World Capital](#). The Deming Center partners with [RASEI](#), the Renewable and Sustainable Energy Institute led by CU-Boulder and the National Renewable Energy Laboratory. Students may also pursue a [Graduate Energy Certificate](#). Required coursework includes: energy science and technology, policy, and business; electives on energy economics, journalism. Interested students can also pursue a dual degree [MBA/MS in Environmental Studies](#).

For Students:	For Businesses:
<ul style="list-style-type: none"> • Energy Certificate Program • CU Energy - the Student Alliance of RASEI • Cleantech Venture Challenge 	<ul style="list-style-type: none"> • RETool executive education programs in renewable energy • RASEI entrepreneurship and business development

Courses at the Leeds School integrating sustainability into business planning, operations, and strategy are constantly expanding.

Current Business School Sustainability Courses Include:

- BUSINESS AND SOCIETY (MBAC 6000)
- SUSTAINABLE BUSINESS (MBAC 6825) - explores business strategy in response to (and anticipation of) the threats and opportunities created by persistent problems of environmental degradation and related economic market failures.
- INTRODUCTION TO SMART GROWTH AND SUSTAINABILITY (MBAX 6815) - explores the techniques, processes, tools and capabilities required to effectively and creatively manage growth and land use change in the light of the dramatic shifts beginning to transform the way we approach and even conceive land use and development.
- SUSTAINABLE BUSINESS VENTURING (MBAX 6130) - focuses on environmentally sustainable business ventures and businesses that solve natural environmental challenges while achieving profitability.
- ENTREPRENEURIAL STRATEGIES FOR EMERGING MARKETS (MBAX 6845) - The emerging economies of the world provide incredible opportunities for new avenues of profitable growth and innovation for firms and entrepreneurs. This course will increase understanding of these environments and help evolve the skills needed to participate as entrepreneurs in these emerging opportunities.

Additionally, interdisciplinary offerings with fields such as engineering and environmental studies help broaden students' understanding of how to design sustainable business systems.

2.3 University of Colorado - Colorado Springs

The University of Colorado – Colorado Springs offers an interdisciplinary program leading to a [Bachelor of Innovation \(BI\)](#) degree. Students have the option of majoring in Business Administration, Computer Science,

Computer Science Security, Electrical Engineering, or Game Design and Development. Each major leaves open the opportunity for a cross discipline core from Business, Creative Communication, Engineering Technology or Globalization. The undergraduate Business Administration major is AACSB accredited.

A Bachelor of Innovation™ in Business Administration provides students with both the business background and skills of a classical Bachelor of Science in Business Administration plus the technical and team skills to work on innovative projects. Learning goals include: (1) the ability to recognize the broader issues in engineering technology-related problems or in global innovation problems; (2) the ability to understand business, legal, and societal constraints affecting this technology; and (3) the ability to communicate key issues, needs, potential options, and final solution to a challenge.

A sample curriculum is included below:

BI in Business Administration Sample Curriculum – Freshman Year

Fall	Spring
<ul style="list-style-type: none"> • ENTP 1000-3 Introduction to Entrepreneurship • ECON 1010-3 Introduction to Microeconomics • ENGL 1310-3 Rhetoric & Writing I • MATH 1040-3 College Algebra or 1110 Linear Algebra • Innovation Elective-3 ID 1010 Approved Freshman Seminar or Innovation related course approved by advisor 	<ul style="list-style-type: none"> • ECON 2020-3 Introduction to Macroeconomics • MATH 1120-3 Calculus for Business & Economics • ENGL 2090-3 Technical Writing and Presentation • INOV 1010-3 The Innovation Process • INFS 1100-3 MS Office Apps and Computer Basics

BI in Business Administration Sample Curriculum – Sophomore Year

Fall	Spring
<ul style="list-style-type: none"> • ACCT 2010-3 Financial Accounting • BLAW 2010-3 Business and Intellectual Property Law • COMM 2010-3 Comm in Workplace or 2100 Public Speaking • QUAN 2010-3 Business Statistics • INOV 2010-1 Innovation Team • <i>Cross Discipline Core - 3</i> 	<ul style="list-style-type: none"> • ACCT 2020-3 Managerial Accounting • BUAD 3000-3 Integrated Skills for Management • QUAN 2020-3 Process & Statistics-Based Decisions • INOV 2100-3 Technical Writing, Proposals and Presentations • INOV 2020-1 Innovation Team • <i>Cross Discipline Core - 3</i>

BI in Business Administration Sample Curriculum – Junior Year

Fall	Spring
<ul style="list-style-type: none"> • FNCE 3050-3 Basic Finance • MGMT 3300-3 Intro to Management & Organization • MKTG 3000-3 Principles of Marketing • INOV 3010-1 Innovation Team • Open Elective-3 • <i>Cross Discipline Core - 3</i> 	<ul style="list-style-type: none"> • INFS 3000-3 Intro to Mgmt Information Systems • OPTM 3000-3 Fundamentals of Operations Mgmt • Natural Science Elective – 3 • INOV 3020-2 Innovation Team • <i>Cross Discipline Core-3</i> • <i>Writing Portfolio Submission</i> (required, zero credit)

BI in Business Administration Sample Curriculum – Senior Year

Fall	Spring
<ul style="list-style-type: none"> • BUAD 4000-3 Business, Government, & Society • HUM 3990-3 Special Topics in Humanities • Approved Business Elective-3 • INOV 4010-2 Innovation Team • <i>Cross Discipline Core-3</i> 	<ul style="list-style-type: none"> • ENTP 4500-3 Entrepreneurship and Strategy • Social Science Elective-3 • Approved Business Elective-3 • INOV 4020-2 Innovation Team • Open Elective-3 (upper division if Engineering Core)

2.4 University of Denver

Entrepreneurship education is spread across several of the schools at the University of Denver (DU) including the Daniels College of Business and the Women's College.

At the undergraduate level, DU has established a Living and Learning Community for Creativity and Entrepreneurship for students who want to convert their creativity into viable businesses. Students take three 2-credit hour courses in the first year including business fundamentals and an experience in an entrepreneurial business in the Denver area. Students then create a virtual business and ultimately host a catered event at the School of Hotel Tourism and Restaurant Management.

The Women's College

The Women's College at DU offers an undergraduate Certificate in Entrepreneurial Studies. The goal of the [Entrepreneurial Studies Certificate](#) is to prepare entrepreneurially minded women with the tools they need to grow and sustain new or existing start-up businesses through the study and application of entrepreneurial theory as well as fundamental business and professional skills and practices. Students in this program:

- Examine entrepreneurial theories, practices, models, and applications with a particular emphasis on women
- Develop a comprehensive business plan
- Present their business plans to a panel of entrepreneurs and venture capitalists
- Develop the skills necessary to launch and manage a new venture

The Entrepreneurial Studies Certificate requires Entrepreneurial Concepts (ENT 3700) and four other electives chosen from the following courses:

- Entrepreneurial Women (GWST 2605)
- Introduction to Marketing (MKTG 2805)
- Introduction to Financial Reporting (ACTG 2205)
- Financial Decision Making (FIN 2805)
- Foundations of Business Law (LGST 2005)
- Advanced Public Speaking (COMM 3500)
- Organizational Behavior (MGMT 2150)
- Global Social Entrepreneurship (MGMT 3700)
- Special Entrepreneurship Topics (ENT 2701)

Daniels College of Business

Daniels College of Business at DU offers an MBA concentration in Innovation and Entrepreneurship (INE).

Typically, INE students take the following four courses to complete the concentration:

- Opportunity and Feasibility (EVM 4350)
- Planning the New Venture (EVM 4351)
- Cases in Entrepreneurship (EVM 4700)
- Leading Innovation (EVM 4710)

However, students can substitute any of these courses as needed to fit their schedules and interests and still fulfill the concentration in Innovation and Entrepreneurship:

- Social Entrepreneurship (EVM 4704)
- Independent Study (EVM 4991)

- e-Business Entrepreneurship (ITEC 4700)
- Project Management (ITEC 4488)
- Business Plan (MGMT 4280)

2.5 Colorado State University

The College of Business at CSU's Fort Collins campus and the Malik Seeme Hasan School of Business at CSU's Pueblo campus both offer entrepreneurship classes. The Center for Entrepreneurship in Fort Collins offers an undergraduate certificate in entrepreneurship and a master's program in entrepreneurship.

Students who complete the undergraduate certificate program have a number of benefits:

- Seven entrepreneur speakers each year
- Personal mentoring from the Entrepreneur in Residence
- Access to the feasibility fund for up to \$10,000 of 'next step' funding
- Lifelong support for the College of Business Entrepreneurship Center

To complete an [Entrepreneurship Certificate](#), students must take:

- Fundamentals of Entrepreneurship (MGT 34)
- New Venture Creation (MGT 420)
- one elective from this list:
 - Innovation and Corporate Entrepreneurship (MGT 330)
 - Social and Sustainable Venturing (MGT 360)
 - New Venture Management (MGT 440)

The College of Business started the [Global Social & Sustainable Enterprise \(GSSE\)](#) Program, a specialized MBA that takes 25 students per year (half domestic and half international) and trains them in social entrepreneurship in part through an overseas stint focused on distribution. This concentration is in the business of creating a better world, improving the lives of people, while building profitable ventures.

The GSSE Program is a highly structured full time 1.5 year program:

Fall Semester:

- ACCOUNTING FOR GLOBAL SUSTAINABLE ENTERPRISE (ACT 501: Basics of US and international financial reporting and budgeting for business and non-profit organizations.)
- INFORMATION TECHNOLOGY AND PROJECT MANAGEMENT (CIS600: Strategic management of information technology, project planning and implementation.)
- MARKETING FOR SOCIAL SUSTAINABLE ENTERPRISES (MKT601: Customer and stakeholder value creation and capture. Marketing strategy with emphasis on issues of social and sustainable organizations.)
- GLOBAL SOCIAL SUSTAINABLE ENTREPRENEURSHIP (MGT667: Introduction to global challenges of poverty, environmental degradation, and public health and the role of entrepreneurial management in private and public sector approaches.)
- CONTEMPORARY ISSUES IN BUSINESS (BUS690: A series of seminars emphasizing current topics related to the Global Social and Sustainable Enterprise. Topics may include: Leadership Across Cultures, Micro-Finance, Ecological Perspectives for Business, and Marketing Research in Developing Countries.)

Spring Semester:

- FINANCIAL MANAGEMENT AND MARKETS (FIN601: Integrated coverage of financial management, investments, and markets and institutions from the public, private, and non-profit perspective.)

- BUSINESS DECISION MAKING (BUS601: Analysis and management of information; decision tools and concepts)
- LEGAL AND ETHICAL ENVIRONMENT OF BUSINESS (Bus505: Legal and regulatory issues impacting business operation. Ethical and social responsibility concepts applied to business setting.)
- DEVELOPMENT OF SOCIAL SUSTAINABLE ENTERPRISES (MGT668: Early stages of a new venture, including creation of business plan. Additional study of social entrepreneurship and sustainable business strategies.
- CONTEMPORARY ISSUES IN BUSINESS (BUS690: Seminars on current topics related to the Global Social and Sustainable Enterprise.)

Summer Semester:

- PRACTICUM/INTERNSHIP (BUS686/687: Summer fieldwork involving research, implementation planning, and hands-on experience for student projects.)

Fall Semester:

- MANAGING IN A GLOBAL CONTEXT (MGT612: Global management and human resource development issues and practices. Cross cultural issues in organizational behavior, recruitment, selection, training, and compensation.)
- SUSTAINABLE ENTERPRISE FUNDING AND EVALUATION (MGT669: Funding social and sustainable enterprises. Grant writing, venture philanthropy, angel investors, and venture capital. Project development, evaluation, and execution.)
- INDEPENDENT/GROUP STUDY (BUS 695/696) or Thesis (BUS699): The Independent/Group Study for the Plan B students will entail a final project, report, and presentations. The thesis option for Plan A students involves a traditional research study.
- CONTEMPORARY ISSUES IN BUSINESS (BUS690: Seminars on current topics related to the Global Social and Sustainable Enterprise.)

2.6 Metro State College of Denver

The Metro Center for Innovation offers a variety of undergraduate entrepreneurship classes. Students can elect to earn a [minor in entrepreneurship or a certificate](#). The Minor in Entrepreneurship helps students develop the requisite business skills needed to build a successful start-up. The Certificate in Entrepreneurship is for members of the Denver Metro community who want to study entrepreneurship, but do not want to pursue a Bachelor's degree. The requirements are identical to that for the minor except that certificate students do not need to do an internship to earn a certificate.

The following courses are required to complete a Minor or Certificate in Entrepreneurship:

- CREATIVE PROBLEM-SOLVING (CFI 1910) - This introductory course focuses on creative problem-solving from an entrepreneurial perspective.
- NEW VENTURE FEASIBILITY (CFI 2910) - This course helps students determine whether their own previously identified opportunities are suitable for the marketplace.
- INTERNSHIP (CFI 3980) - This course provides an advanced internship experience in a for-profit or non-profit enterprise supervised by professionals on-the-job in the field of entrepreneurship.
- NEW VENTURE CREATION I (CFI 3910) - This course provides first-hand experience working alongside entrepreneurs and facilitating the launch of student conceived business plans.
- NEW VENTURE CREATION II (CFI 3920) – continuation of New Venture Creation I.
- One Approved Elective

Approved Electives for both programs include:

- ENTREPRENEURIAL PROMOTIONS (CFI 3930) - The course presents the entrepreneur with the fundamental theories of marketing and selling a product or service.
- ETHICS AND ENTREPRENEURSHIP (CFI 1920) - This course presents theories and principles of ethics in two contexts.
- ARTREPRENEURSHIP (CFI 3940) - This course is designed to give students the tools, techniques and resources to turn their passion for art into a thriving business. Special consideration will be given to traditional approaches to marketing, such as galleries, festivals, public venues and retail, as well as emerging marketing channels like online direct sales, direct sales, business to business and online galleries/representation.

2.7 Colorado School of Mines

The Colorado School of Mines does not have a formal business school or certificated program in entrepreneurship. Instead they have a selection of entrepreneurial courses in their [Engineering and Technology Management \(ETM\)](#) program for interested students. These include:

- TECHNOLOGY ENTREPRENEURSHIP (EBGN556) Introduces concepts related to starting and expanding a technological-based corporation. Presents ideas such as developing a business and financing plan, role of intellectual property, and the importance of a good R&D program.
- ENTREPRENEURIAL FINANCE (EBGN573) Entrepreneurial activity has been a potent source of innovation and job generation in the global economy. In the U.S., the majority of new jobs are generated by new entrepreneurial firms. This course focuses analyzing the unique financial issues which face entrepreneurial firms and to develop a set of skills that has wide applications for such situations.
- MANAGING NEW PRODUCT DEVELOPMENT (EBGN564) Develops interdisciplinary skills required for successful product development in today's competitive marketplace. Small product development teams step through the new product development process in detail, learning about available tools and techniques to execute each process step along the way.
- MARKETING FOR TECHNOLOGY-BASED COMPANIES (EBGN565) This class explores concepts and practices related to marketing in this unique, fast-paced environment, including the defining characteristics of high-technology industries; different types and patterns of innovations and their marketing implications; the need for (and difficulties in) adopting a customer-orientation; tools used to gather marketing research/intelligence in technology-driven industries; use of strategic alliances and partnerships in marketing technology; adaptations to the "4 P's"; regulatory and ethical considerations in technological arenas.

The Colorado School of Mines also hosts an annual Engineering Technology Management Seminar series that is presented by their Executive in Residence. The ETM Seminar Series is designed to be interactive and practical, exploring contemporary business issues and trends with a focus on the career implications for ETM professionals within the global innovation environment. The topics are intended to provide context for many of the skills and tools addressed in coursework for the ETM Master's program. Overall, the purpose of the seminar series is to enhance awareness about what professionals should expect in organizations and economies confronted with the

new innovation economy realities, and how professionals must take ownership of their career, craft their definition of success, and prepare for and be receptive to change.

Topics for 2010 included:

- Career Implications of Global Innovation
- The Value of Networking -Social Media & Professional Association
- Job Hunting – The Nuts and Bolts of Resumes and Interviewing.
- Executive Round Table – Q&A with Company Executives on ETM Careers and Managing Your own Future
- Becoming a Leader of Consequence – Personal Skills, Reputation and Measurement
- Organizational Implications - Technology Collaboration and Open Innovation Issues for Management

2.8 Johnson & Wales University

While not AACSB accredited, Johnson & Wales University has an extensive array of [undergraduate entrepreneurship classes](#) in their Business programs. Students can graduate with a concentration in entrepreneurship by completing any three of the following courses:

- Managerial Economics (ECON3030)
- Introduction to Entrepreneurship (ENTR1001)
- The Business Plan (ENTR2030)
- Financing the Entrepreneurial Venture (ENTR2040)
- Business Expansion Strategies and Tactics (ENTR3025)
- Global Entrepreneurship (ENTR4020)

Students can also choose Entrepreneurship as a major. Such students complete an n integrated mix of custom entrepreneurial courses, traditional management and marketing classes, and extensive experiential opportunities both in and out of the classroom, to prepare them for a career as a business starter and/or corporate intrapreneur in an extensive variety of industries.

Students completing an Entrepreneurship major have access to a variety of business and entrepreneurship focused courses:

- Business Accounting I and Lab (ACCT 1021)
- Business Accounting II and Lab (ACCT1022)
- Managerial Accounting (ACCT3023)
- Introduction to Entrepreneurship (ENTR1001)
- The Business Plan (ENTR2030)
- Financing the Entrepreneurial Venture (ENTR2040)
- Small Business Consulting (ENTR3010)
- Business Expansion Strategies and Tactics (ENTR3025)
- Global Entrepreneurship (ENTR4020)
- Marketing Research for Entrepreneurs (ENTR3030)
- Managing Change and Innovation (ENTR4010)
- Organizational Behavior (MGMT2020)
- Service and Production Operations Management (MGMT2030)
- Managerial Technology (MGMT3030)
- Strategic Management (MGMT4020)
- Principles of Marketing (MRKT1001)

- Principles of Professional Selling (MRKT1011)

Students may elect to take a variety of other courses in business law, etc.

3 Business Incubators

A variety of business incubators are available to entrepreneurs in Colorado. Many of these incubators partner with or are run by Universities. Some of these, such as CleanLaunch or the Science and Technology Park at Fitzsimons, support companies in a specific industry while others are less restrictive in focus.

Some but not all of the Colorado business incubators have joined the [Colorado Business Incubator Association](#). The Colorado Business Incubation Association (CBIA) is a 501c3 organization that provides a forum to share resources, information, and best practices among business incubators and their supporters throughout the state. Membership is open to incubator professionals, educators/students, economic developers, service providers, and policy makers as well as individuals and organizations that support strengthening Colorado's entrepreneurial environment.

3.1 Bard Center for Entrepreneurship Business Incubator

The [Bard Center Incubator](#) at the University of Colorado Denver is open to early stage Colorado companies who meet the admission criteria. There are 10 offices available for rent. The business incubation process is currently overseen by a committee of Bard Center Advisory Council members with support of Bard Center staff. Businesses from all industries relevant to Colorado's economy are welcome to join the incubator. The office space is not suitable for biotechnology research or manufacturing.

Admission Criteria*

- Executive Summary on Innovative Business Idea
- Growth strategy to exit incubator within 12 to 18 months
- Goals & objectives to execute strategy
- Successful interview(s) with Advisory Council member(s)
- Business must be consistent with the values of the University of Colorado.

**Preference given to University of Colorado (Faculty, Staff, Students, & Alumni) or Bard Center (e.g. Business Plan Winner) affiliates*

Incubation Process

- Matched to specific business mentor for optimal growth & success of the company
- Potential for meetings with mentors-in-residence for legal, accounting, public relations & others as needed
- Quarterly updates on financial progress and goals toward meeting milestones to Incubation & Mentorship Committee or Bard Center Advisory Council
- Access to Rutt Bridges Venture Capital Fund or Angel Investors in the Bard Center community

Office Amenities

- Furnished Offices
- Private Kitchen & Meeting Room
- Wireless and Wired Internet Service
- Nightly Cleaning Service

- Moderate Fax/Copy Usage
- Scheduled use of shared conference and class rooms

Leasing Options (per month):

- 6 month lease to start
- Virtual - \$150 (mailing address, use of shared spaces up to 10 hrs per month)
- Small Office - \$500
- Medium Office - \$750
- Large Office - \$1000

3.2 CleanLaunch

[CleanLaunch](#) is Colorado's Cleantech Incubator. The mission of CleanLaunch is to stimulate the development and success of early-stage companies who will provide the next generation of clean, renewable, and efficient energy technologies. CleanLaunch helps clean tech companies assemble solid management teams, secure adequate funding, and accelerate the commercialization of sound product ideas into the market.

CleanLaunch provides:

- Business advisory services
- Fundraising preparation and introduction to investment capital providers
- Low-cost, turn-key office, industrial, and research space

Each applicant goes through an extensive review and each client must be approved by the CleanLaunch Board of Directors. The goal is to select the companies which have tremendous potential but require assistance to realize that potential.

CleanLaunch focus exclusively on clean technology, or clean tech, companies in the following sectors:

- Energy Generation (Wind, Solar, Biofuels, Geothermal)
- Energy Storage (Fuel Cells, Advanced Batteries, Hybrid Systems)
- Energy Infrastructure (Management, Transmission)
- Energy Efficiency (Controls, Lighting, Buildings, Glass)
- Transportation (Vehicles, Logistics, Fuels)
- Water & Wastewater (Water Treatment, Water Conservation, Wastewater Treatment)
- Air & Environment (Cleanup/Safety, Emissions Control, Monitoring/Compliance, Trading & Offsets)
- Manufacturing/Industrial (Advanced Packaging, Monitoring & Control, Smart Production)
- Agriculture (Natural Pesticides, Land Management, Aquaculture)
- Recycling & Waste (Recycling, Waste Treatment)

Currently CleanLaunch is located in the old CTEK Stapleton Business Incubator. However, CleanLaunch should be relocated to the NREL campus by the end of 2010. CleanLaunch companies pay a monthly fee and may give up a small equity stake (negotiated for each company) to CleanLaunch upon successful exit from the incubator.

3.3 Colorado Science + Technology Park at Fitzsimons

The [Colorado Science and Technology Park at Fitzsimons](#) is the result of a partnership between the Fitzsimons Redevelopment Authority (FRA) and Forest City Enterprises.

With 184 acres of developable land and a full range of buy, lease and build-to-suit opportunities, the Fitzsimons Life Science District lets a life science company find — or create from scratch — the perfect place for their organization.

There are several buildings on the campus with laboratory space pre-built in a variety of configurations including fully equipped wet labs with short-term leasing arrangements, which allow companies to expand and contract as their company growth requires. The different facilities have different amenities.

Bioscience Park Center

Bioscience Park Center is the primary business incubator with 15 pre-built labs, 21 executive office suites, and many shared services and amenities spread over 60,000 square feet on three floors. Space agreements are available in one-year terms with possible renewals. Incubator companies can make use of:

- A location adjacent to the University of Colorado Anschutz Medical Campus, with access to the core laboratory facilities of the University of Colorado Anschutz Medical Campus
- Home of the [Fitzsimons BioBusiness Partners \(FBBp\)](#) business development program
- Conference rooms with A/V equipment
- Kitchen and catering space
- Building-wide phone system
- High-speed internet
- Shared scientific and administrative equipment
- Event space
- Free Parking
- Outsource referral program
- Lab coat rental program
- Safety training
- Access to Fully furnished executive suites, including administrative support

Bioscience East

A 25,000-square-foot, single-story building offering:

- Newer bioscience lab space, including benches, biological and chemical fume hoods
- Private offices and cubicles, fully furnished
- Shared conference room with built-in A/V
- Shared kitchens and break rooms
- A location adjacent to the University of Colorado Anschutz Medical Campus, with access to the university's core labs
- Large dock area
- Enhanced HVAC and electrical systems
- Plenty of free parking
- Flexible lease terms

FBBp

Companies in the Colorado Science + Technology Park at Fitzsimons have access to the [Fitzsimons BioBusiness Partners \(FBBp\)](#). To become a client, a brief overview in the form of a non-confidential 2 page Executive Summary should be submitted to Dr. Michael Artinger (m.artinger@fbbp.org). Following an initial review, an in person meeting will be scheduled to allow a thorough discussion of the concept as well as provide a summary of FBBp's capabilities and processes.

Upon acceptance of a client, the technology/company will receive guidance and support in identified priority areas, such as:

- Company formation
- Business model development
- Technology assessment
- Research planning
- Market analysis
- Patent and competitive landscape evaluation
- Regulatory considerations
- Reimbursement issues
- Sales and marketing strategy
- Identifying management candidates
- Alliance development
- Fundraising

When appropriate, clients are rigorously prepared by the FBBp team to present to the Advisors, a group of local and regional venture capitalists, angel investors, life science executives and domain experts. This provides an excellent forum for FBBp clients to test assumptions and gauge general receptivity to the opportunity in a setting similar to what they will encounter out on the road. Feedback from the Advisors is used to improve the Client's pitch as well as address any identified weaknesses prior to initiating national fundraising and partnering efforts, where FBBp provides:

- Access to angel networks and seed funding, including identifying State-based funding for technologies originating from Colorado universities
- Nation-wide venture sourcing
- Assistance with alliance development
- Identifying additional non-dilutive funding sources, such as small business (STTR/SBIR) grants from a variety of sources, including NIH, NSF, DOD as well as philanthropic organizations

3.4 Tech Stars

TechStars is not a typical business incubator, but has many features in common with business incubators. While it started in Boulder, CO, the TechStars program has now been replicated to New York City, Seattle and Boston. TechStars is a mentorship-driven seed stage investment program. They run an annual three month long program in Boston (MA), Boulder (CO), New York City (NY) and Seattle (WA). Hundreds of companies apply but only ten companies per city are chosen each year. These companies get up to \$18,000 in seed funding, three months of intensive top-notch mentorship, and the chance to pitch to angel investors and venture capitalists at the end of the program. [More information.](#)

In exchange for the TechStars program, seed funding, advice, mentorship, connections, and investor demo day, TechStars receives a [6% equity stake](#) in the mentored companies.

Since its inception in Boulder in 2007, TechStars has invested in 60 companies. As of May 2010, TechStars has already developed an impressive [track record](#).

Success of TechStars Companies		
Status	Number of Companies	Percentage
Active	27	69.24%
Acquired > \$2M	5	12.82%
Acquired <= \$2M	1	2.56%
Failed	5	12.82%
Other	1	2.56%

TechStars Companies get \$6,000 per founder, up to 3 founders (max \$18,000), primarily as living expenses for the 3 months of the program. Typical companies are technology focused primarily web-based or other software companies with national or worldwide potential. TechStars does not fund medical device companies, biotechnology companies, restaurants, consultancies, or other local service oriented companies. TechStars Companies have the option to locate in the 10,000 square foot TechStars office in downtown Boulder, Colorado just off the beautifully awesome Pearl Street pedestrian mall which is affectionately known as [The Bunker](#).

About two or three times per week, mentors speak on relevant topics. These are presented by highly successful entrepreneurs, angel investors, legal experts, venture capitalists, investment bankers, etc.

TechStars provides working and meeting spaces, as well as a lounge all with fast and reliable wireless Internet access. In spite of this, many founders choose to work from their apartments or local coffee shops. A variety of local businesses provide pro bono services to TechStars companies.

- [Media Temple](#) provides companies with free top-notch hosting during the program
- [Cooley Godward Kronish](#) and [Kendall, Koenig, and Oelsner](#) provide free legal council and services
- [Metzger and Associates](#) is a premier new media public relations agency which provides free services

Near the end of the three month program, companies pitch at [Investor Demo Day](#) to angel investors and venture capitalists from all over the country. Usually about 200 investors attend. So far, about 75% companies have received follow on funding and/or immediately became profitable after TechStars ended.

3.5 Start Up Guru

[Startup Guru](#) has a unique approach to helping entrepreneurs start and grow their businesses. The 12 month Startup Guru Incubator program is a comprehensive program which combines every service they offer in a structured format that allows the entrepreneur to continue focusing on business during the day while accessing the combined knowledge and wisdom of experts who are committed and aligned with your success.

Each Business Incubator consists of 11 entrepreneurs. Every business is unique, and the opportunity for growth and collaboration is huge.

Startup Guru's 12-month program starts by building a strong inner foundation to guide the creation of the right business for the entrepreneur. Startup Guru also focuses on helping entrepreneurs raise capital from non-VC or Angel sources.

Startup Guru provides a work setting that allows the entrepreneur to focus on the business and collaborate with like-minded entrepreneurs and experts. Incubator resources include:

- 50 group coaching sessions

- 25 group workshops
- 50 CEO roundtables
- Mentors and advisors
- Free professional services
- 24/7 use of facilities
- Private placement program
- Weekly consulting sessions
- [CrowdLabor program](#)
- [CrowdFunding program](#)
- [E-Quest Process](#)

3.6 Boulder Innovation Center (BIC)

The [Boulder Innovation Center \(BIC\)](#) provides virtual (no office space) incubation services to Boulder Area Businesses.

The Boulder Area Business Program is designed to help new and developing companies overcome many of the roadblocks and obstacles encountered. BIC Staff and Advisors work with Clients to identify the key challenges they are facing and create a solid plan to overcome these challenges to achieve personal and professional goals. Each Client is paired with a BIC Program Manager who acts as the point of contact, provides resources, identifies Advisors, and manages the interaction between the Clients and Advisors

Client Benefits

1. Access to experienced business leaders through the BIC Advisor Corps
2. Customized plan and resources to grow a business and meet personal and professional goals.
3. One-on-one Program Manager access
4. Access to invitation-only events and professional seminars
5. Networking opportunities

The Boulder Innovation Center charges a fee of \$750 per month. This fee covers some of operating expenses with the remaining costs covered by our generous Sponsors. There is no minimum time commitment for BIC Clients, but the typical engagement is 6 months long.

Past Client projects include working with entrepreneurs to optimize finances (pitch development, investor introductions, financial modeling, pricing), people (management team recruiting, compensation packages, board member recruitment), product/technology (competitive strategy, distribution, marketing & sales) as well as business planning, business model, and infrastructure.

The BIC also worked with the Technology Transfer Offices from the University of Colorado and the Colorado School of Mines to help them launch new businesses around University technologies and intellectual property. The BIC also works with the University of Colorado [Renewable and Sustainable Energy Institute](#) to identify key industry leaders for their [Market Assessment Program](#).

3.7 Rocky Mountain Innovation Initiative (RMI2)

[Rocky Mountain Innovation Initiative \(RMI2\)](#) is helping new clean energy, technology and scientific startup companies turn their great ideas into great businesses. RMI2 was created to help entrepreneurs launch their businesses and get connected with resources that will help them survive, thrive and compete in global markets. RMI2 delivers programs and services tailored to the needs of startup companies developing innovative new technologies, products and processes.

RMI2 services include a variety of mentoring, advisory, educational, fundraising, marketing and networking programs and events. Their cornerstone *Innovation Center* program is a multi-year in-residence incubation program for high potential startup companies. RMI2 also brings together more advanced companies in the clean energy, bioscience and geospatial information systems (GIS), assisting them with next stage business goals through industry cluster initiatives and networking events.

RMI2 is adding programs and capacity to keep up with the demand from entrepreneurs. In 2009 RMI2 opened a fourth facility in Fort Collins and began working with the Kauffman Foundation, Colorado State University and NoCo government entities to launch Kauffman's nationally recognized FastTrac program for entrepreneurs.

Brightworks, a new 32,000 square foot state-of-the-art energy efficient LEED Gold building, complete with office space, bioscience laboratories, conference facilities and other amenities for RMI2 companies should be opened in Fort Collins, Colorado at the end of 2010.

3.8 Metro State College of Denver Center for Innovation

The Metro Center for Innovation plans to have a physical incubator in the long term. In the short term, the Center for Innovation has established an E-Coaching Program in collaboration with the Denver Metropolitan Area entrepreneurial community. The Center for Innovation E-Coaching program offers advisement, support, expertise, resources, accountability, and start-up business ownership support for entrepreneurs. Historically, mentoring was done face-to-face. Because of this, the Center for Innovation is able to meet the needs of these participants using an online meeting space called **JourneyPage**. *“JourneyPage is a virtual business incubator that helps individuals turn their passions into scalable businesses that make an impact.”*

Currently the E-Coaching program is available **only to students** enrolled in courses offered by the Center for Innovation, and members of the Collegiate Entrepreneurship Student Organization (CEO). Materials for the entrepreneur and mentors can be downloaded from the Center for Innovation website.

Materials for E-Coaching – Entrepreneur	Materials for E-Coaching - Coach
<ul style="list-style-type: none">• Application• Contract• Handbook	<ul style="list-style-type: none">• Application• Contract• Handbook

3.9 Colorado Springs Technology Incubator

The mission of the [Colorado Springs Technology Incubator \(CSTI\)](#) is to provide resources and services to innovative entrepreneurs, enabling them to create and grow their companies into major primary employers in the region. CSTI focuses on high growth and high technology companies which have trade secrets or patentable intellectual property that will be investable at a high level (i.e., angel or venture capital) at some point in the future.

Major services available to CSTI Clients include:

- Market research
- Competitor Analysis
- Technical feasibility
- Financial forecasting
- Business planning
- Investor relations
- Executive mentoring
- Business networking
- Training courses

Major facility features available to CSTI Clients in their 22,000 square foot incubator include:

- 800 to 2,500 sq. ft. suites
- Fully furnished suites
- Print and copy center
- High-speed internet
- Digital phone system
- Low-cost starter lease
- Resident and nonresident programs are available.

3.10 Pueblo Business & Technology Center

The [Business & Technology Center \(BTC\)](#) in Pueblo Colorado is a small business incubator. It helps new and growing companies to be successful by providing valuable support services in a professional office environment. Business incubation is a business support process that accelerates the successful development of start-up and fledging companies by providing an array of targeted resources and services.

The BTC currently has 33 units ranging in size from 160 to 1,346 square feet, with an additional 6,500 square feet located in the lower level, for single office to light assembly/manufacturing.

Tenants of the BTC have access to many shared resources:

- During regular business hours there is a receptionist to greet visitors.
- A directory listing all BTC tenants by company and suite number is prominently displayed in the lobby foyer allowing clients quick and easy location information.
- There is a copy/fax machine available for the tenants use. Charge per copy/fax is \$.08 cents per page

- The BTC maintains two conference/training rooms located on the first and third floors of the building. These rooms are offered to BTC tenants at no cost. Scheduling for the two rooms is on a first come first served basis and is handled by the BTC Administrator
- Limited housekeeping functions are provided to BTC tenants at no additional monthly charges.
- Break room with vending machines and a microwave oven.
- The Business & Technology Center offers tenants a secured environment maintaining an alarm system with 24 hour monitoring. Security cameras are in place at each entrance/exit and are in operation and monitored 24 hours each day.
- A small periodical library is located on the first floor and access is made available to all BTC tenants.
- A computer with internet access, Word and Excel is available for use by BTC tenants.

3.11 The Metro Denver Enterprise Center

The [Metro Denver Enterprise Center](#) is a business incubator in the Cherry Creek East Office Building in Denver, CO. The building was renovated in March of 2008 and features office suites of all sizes, executive conference rooms, meeting and seminar spaces, and much more. The Metro Denver Enterprise Center frequently provides office suites and other resources – without charge or subsidized – until a start-up company finds its feet.

Industry sectors supported include: technology; manufacturing; financial services; retail; real estate; legal services; health care; education; insurance; consulting; and aerospace. In addition to offices, the Metro Denver Enterprise Center can assist with business coaching, information technology, fund-raising and venture capital advice, marketing and branding, human resources, access to legal and financial professionals.

Unlike many of the other business incubators, The Metro Denver Enterprise Center is a for-profit enterprise. While its services are completely free of charge, once established, clients pay rent for their office suites. Similarly, members of the Metro Denver Enterprise Center board of advisors can profit from their relationship with – and access to – participating companies. Metro Denver Enterprise Center companies regularly hire the professionals on the board for outside projects and work, making their involvement profitable for them.

3.12 Business Incubator Center at the Grand Valley Center for Entrepreneurship

The [Business Incubator Center at the Grand Valley's Center for Entrepreneurship](#) in Grand Junction, CO serves to accelerate the successful development of businesses from start-up, through the growth stages, and on.

Entrepreneurs at the Business Incubator Center receive an array of targeted resources and services through the [Small Business Development Center](#), the [Business Loan Fund of Mesa County](#), and the Kitchen Incubator. Through these programs, the Business Incubator Center offers business owners, or those who are considering starting a small business, free individual consultations, low cost [Workshops](#), sources of needed working capital, and even office or manufacturing space. A [commercial kitchen](#) is also available for those interested in food services or food processing.

The purpose of the Business Incubator Center's Incubator Program is to assist new, expanding, or fledgling small businesses by providing affordable space, shared administrative/office services and equipment, along with management assistance services, thus helping businesses succeed, creating new jobs and bringing new dollars into the area economy.

The Business Incubator Center has one of the most well established and comprehensive programs in the state. The [2009 handbook](#) provides extensive information on their program. The incubator has specific admittance and graduation requirement.

The typical Incubator Client Company enters into a one-year formalized lease agreement. Short-term month-to-month rentals (up to six months) may be considered, assuming appropriate space availability, in situations involving pre-startup or pre-expansion, feasibility studies, business/marketing/financial plan development, facility readiness, etc. Lease agreements provide reasonable flexibility in allowing the Client Company to expand or retract within the Incubator, or to move to another facility at an appropriate time. Incubator Client Companies must agree to consult regularly with staff members, who provide ongoing assistance to establish a plan for technical assistance and training. The total length of tenancy by a particular business is dependent on various factors, including the growth and maturity of the Client Company itself. Average Incubator tenancy is 3-5 years, with a maximum of 5 years.

Cost: Incubator spaces are valued at Fair Market Rate (FMR) for similar properties in Mesa County. Client companies pay a graduated percentage of FMR each year of their participation in the Incubator program, beginning at 75 percent. Utilities (water, sewer, trash, gas, and electric) are included in monthly rents with the exception of the Manufacturing Building, whose tenants pay ½ of the electrical charges based on square footage occupied. Amenities incorporated in a \$30 monthly common space charge include:

- Shared-use equipment: copiers; faxes; telephone system; computers with spreadsheet, word processing and accounting software; typewriters; air compressor; other equipment such as overhead projector, laptop, and TV can be made available for short-term use.
- Shared-use spaces: reception and product display area; conference rooms in each building; training room; resource room stocked with reference materials, periodicals and computers; break rooms with kitchen facilities; paint booth; and loading dock.
- Central Office services: up to 2 hours per month of light secretarial, typing and word processing (with potential to negotiate additional services); incoming and outgoing mail service; optional telephone answering; and Notary Public.
- Janitorial services are provided in common areas.

3.13 Northern Colorado Food Incubator (NCFI)

The [Northern Colorado Food Incubator](#) in Fort Collins Colorado provides low-cost technical assistance and consultation for people engaged in starting up or growing a food-related business.

4 Start-up Funding

Colorado is home to dozens of investment clubs, as well as venture capital and private equity firms. These will not be covered here. This section focuses on very early stage funds that are primarily tied to higher education organizations.

4.1 Rutt Bridges Venture Capital Fund at the Bard Center for Entrepreneurship

The [Rutt Bridges Venture Capital Fund](#) was started by a generous gift from S. Rutt Bridges and is matched by the University of Colorado Foundation. The Fund is managed by a team of student associates and Bard Center Advisory Council members. The Advisory Council members all have significant investment, M&A or entrepreneurial expertise. Because UC Denver has non-traditional students, the student associates include a CPA, an attorney and several people with extensive marketing and business development experience.

- Initial investments are generally \$25,000 and typically cannot be the only source of funding for prospective companies
- The Fund does not invest in real estate, gambling or other industries deemed incompatible with the mission of the University of Colorado

Companies must have an affiliation with the Bard Center or the University of Colorado Denver to be eligible for funding. Companies are considered eligible to apply if:

- An operating officer (CEO, CFO, COO or CTO) who owns at least 20% of the prospective company is a student or alumnus/alumna of the Bard Center or the University of Colorado Denver
- The company is a past or current Bard Center Incubator Tenant
- The company is a past or current Bard Center for Entrepreneurship Business Plan Competition Top 6 finalist

The Fund principal is maintained as an endowment fund at the University of Colorado Foundation and cannot be spent. However, interest generated by the fund can be used for investments, the 1st place prize of the business plan competition, and legal fees generated when preparing investment documents. If the Bard Center invests \$25,000 from the Fund then the University of Colorado Foundation will match that investment from other sources. The Rutt Bridges Venture Capital Fund Committee will provide ongoing support and guidance to the invested companies on as needed basis (much like the mentorship of the Bard Center incubator companies). The typical requirements needed from the company are as follows:

- Monthly Financials, Income statement, Balance sheet and Cash flow statement
- Periodic updates on the business development issues and challenges
- Assist the company in forming advisory boards as needed. Participate on Company's advisory board as required.

Historically investments have been made as convertible debt at 10% interest with 3 year terms.

4.2 Deming Center Venture Fund

The [Deming Center Venture Fund \(DCVF\)](#) at the University of Colorado Boulder supports emerging companies in Boulder and surrounding communities. The Deming Center for Entrepreneurship's fund makes investments of

\$10,000 to \$50,000 in Denver/Boulder-area companies in the technology, clean-tech and healthy- lifestyles sectors. No affiliation with the University is required to be eligible for investment.

The Fund is managed by Leeds MBA and Colorado Law School students. Student team members benefit from the guidance of an experienced advisory board that includes University faculty and local leaders in venture capital and angel investing.

The DCVF focuses on investments in the “funding gap” providing financial support that early-stage companies often require to develop and test new products and technologies. The Fund is well positioned to invest without a partner, and, where appropriate, is capable of leveraging strong relationships with local angel investors to make co-investments. Although investment size will vary greatly, the median capital investment of the Fund is targeted at a range of \$20,000 to \$25,000. A co-invested round could total significantly more than the target median.

The Fund is designed to provide substantial additional value beyond its capital investment. Student managers work closely with portfolio companies to provide ongoing support and guidance through subsequent rounds of investing. In addition, portfolio companies have at their disposal many of the broader resources of the University of Colorado. Investment by the DCVF can also provide credibility and a solid platform for constructive interactions with venture capital funds, angel investors, faculty, alumni, industry professionals, and other entrepreneurs in the community. The Fund strives to be exceptionally entrepreneur-focused. It recognizes that a positive student experience is closely associated with a positive entrepreneur experience.

4.3 Innovation Fund at Metro State College of Denver

The Center for Innovation and the Rocky Mountain Microfinance Institute have teamed up to offer small loans to Metropolitan State College students, [Business Serious™](#), and community entrepreneurs that are looking for a small amount of money to grow their business.

Details for **The Innovation Fund** are below:

- \$250, \$500 & \$1000 loans
- 9% interest, 6 month terms
- \$10,000 to be lent out each quarter
- Application deadline - to be announced
- Loans awarded based on demonstrated need and business viability

For more information contact loans@rmmfi.org

4.4 Colorado State University

CSU Fund I LLC:

Colorado State University closed a \$3 million venture-capital fund in July 2010 aimed at helping entrepreneurs whose technology was developed at or in partnership with the school. The CSU Fund I LLC is managed by the [CSU Management Corporation](#). Companies seeking investment must meet the following criteria:

- Colorado State University start-up or licensee
- Colorado State University research partner
- Legal Joint Venture created in part by one or more of Colorado State University’s affiliate entities
- Other business opportunity related to Colorado State University

- Emerging, high growth companies seeking seed or early stage funding
- An experienced, dedicated and highly motivated management team
- Large market opportunity
- Potential for rapid company growth
- Strong IP position
- Strong potential for follow-on funding / syndicated rounds of financing
- Previous investments into the company or underlying technologies, including government grants and contracts, and private investments
- No substantial corporate and founder debt or liabilities

No state money is involved in the fund. The fund also will try to help companies get money from venture capital firms, angel investors and private equity companies. CSU Fund also will work with federal agencies, such as the Small Business Innovation Research and Small Business Technology Transfer programs, to find money for companies.

CSU Commercial Opportunity Fund

The CSURF Commercial Opportunity Fund (COF) was established by the CSURF Board of Trustees in 2004. The purpose of COF is to provide monetary support to CSU affiliates to increase the probability for commercial success of promising and commercially viable technologies. This is similar to the "proof of concept" grants available to University of Colorado researchers. Funding of \$20,000 or less is available. Researchers must provide an itemized milestone list of what the COF funding will support (e.g. proof of concept, prototype, laboratory scale-up, market analysis, hiring a CEO, competitive grant/award applications, bridge a funding gap, etc.) and describe how the researcher will leverage the small investment to acquire and attract additional funds. Finally, COF Funding repayment must be planned.

4.5 TechStars

As described above in Section 3.4, TechStars is not a typical investment fund or business incubator but has features in common with both. TechStars runs an annual three month long program in Boulder (CO). Hundreds of companies apply but only ten companies are chosen each year. Typical companies are technology focused primarily web-based or other software companies. TechStars does not fund medical device companies, biotechnology companies, restaurants, consultancies, or other local service oriented companies. TechStars Companies get \$6,000 per founder, up to 3 founders (max \$18,000), primarily as living expenses for the 3 months of the program.

In addition to seed funding, companies receive 3 months of mentorship, and a chance to pitch to angel investors and venture capitalists at the end of the program. [More information](#). In exchange for the TechStars program, seed funding, advice, mentorship, connections, and investor demo day, TechStars receives a [6% equity stake](#) in the mentored companies. Since its inception in Boulder in 2007, TechStars has invested in 60 companies. As of May 2010, TechStars has developed an impressive [track record](#).

Success of TechStars Companies		
Status	# of Companies	Percentage
Active	27	69.24%
Acquired > \$2M	5	12.82%
Acquired <= \$2M	1	2.56%
Failed	5	12.82%
Other	1	2.56%

4.6 Proof of Concept Funding

The Bioscience Discovery Evaluation Grant Program was created by the Colorado legislature (specifically House Bill 1001) to foster development of the bioscience industry in Colorado, supporting both new business development and quality jobs for Coloradans. Grants have been available to develop technologies coming out of Colorado's non-profit, research institutions over the last several years. Strategic funds are also supporting the development of new infrastructure that will support Colorado's growing bioscience industry.

The Proof-of-Concept grants under the Bioscience Discovery Evaluation Grant Program (BDEGP) are intended to support bioscience discoveries that will likely lead to the development of new products, services, businesses and employment in the bioscience industry in Colorado. Grants up to \$150,000 will be accessible to Offices of Technology Transfer (OTT) affiliated with qualified Research Institutions (generally CSU, CU, CSM, etc.) in order to enhance the commercial potential of bioscience research projects that focus on life sciences, engineering, material sciences computer sciences, photonics, or nanotechnology.

The Early-Stage Bioscience Company grants under the Bioscience Discovery Evaluation Grant Program are intended to spur economic development and help new companies born out of Colorado research institutions to succeed in developing new technologies, business structures, and product development. Grants up to \$250,000 will be accessible to qualified Early-Stage Companies whose technology is licensed from a qualified Research Institution. Grants will support the commercialization of therapeutic or diagnostic products, devices, or instruments to improve human health; bioscience technologies that improve agriculture; or biofuels. To be eligible for the Early-Stage Company grants a bioscience company must be headquartered in Colorado and have a license to commercialize technology from one of Colorado's universities or research institutions.

Each university handles their portion of state funding separately.

Information on the University of Colorado's proof of concept funding for Bioscience can be found [here](#). Colorado State University also has proof of concept funding for [Bioscience](#).

Information on Clean Tech opportunities for University of Colorado affiliated companies is [here](#).

5 Business Plan Competitions

There are numerous university affiliated business plan competitions in Colorado that support entrepreneurs at various stages of development.

5.1 University of Colorado Denver

The [Bard Center Business Plan Competition](#) was established in 2002. While briefly open to state-wide competitors, it has returned to being a University of Colorado only competition. The competition focuses on early stage Colorado based companies which have not yet received significant Angel or Venture Capital funding. Historically cash prizes and in-kinds services were awarded to the winners.

5.2 University of Colorado Boulder

The University of Colorado Boulder hosts several business plan competitions that serve various constituencies.

New Venture Challenge

For faculty, staff and students who want take their ideas one step further, the cross-campus New Venture Challenge business plan competition is held during National Entrepreneurship Week in April of each year.

Recognizing the immense talent and research capabilities at the University of Colorado-Boulder, the [New Venture Challenge](#) facilitates ideas that may have commercial possibilities. The Challenge is coordinated jointly by the Deming Center, the Law School's Silicon Flatirons program, Engineering's E-Ship, and Office of Technology Transfer.

The Challenge offers workshops, entrepreneurial mentors, and opportunities to explore new business ideas for all University of Colorado Boulder students, faculty, and staff. Interdepartmental collaboration is encouraged.

Cleantech Venture Challenge

The Deming Center has hosted this student focused international competition annually since 2005. The Cleantech Venture Challenge's sustainable venturing focus is appropriate for teams that can demonstrate business models, practices or technologies with high growth potential that also provide innovative solutions, services or products in the cleantech sector.

These international teams demonstrated business models, practices or technologies with high growth potential that also provide innovative solutions, services or products in the cleantech sector.

Winning entries in past years have included:

- **Ecoviv** founded by students from Oxford University, U.K. enables data centers to manage the power consumption of their servers through patent-pending software resulting in lower operating expenditure and increased resource capacity.
- **Husk Insulation** from the University of Michigan is devoted to energy efficiency and conservation through the manufacture and deployment of high-performance insulation.
- **NALION Technologies** from the University of Waterloo in Ontario, Canada is commercializing a breakthrough in Li-ion battery technology for the emerging hybrid electric and electric vehicles market.

A minimum of \$25,000 in prize money is awarded each year to the winning teams. Leeds MBA students are encouraged to enter the competition or volunteer their time with the development and hosting of the actual event.

For more information visit [Cleantech Venture Challenge](#). [Registration](#) information is available including the Intent to Compete Forms that are due in **November**.

Venture Capital Investment Competition

For University of Colorado Boulder student teams interested in the world of venture capital, this exciting competition, held each spring at a host university, allows a team of students to compete in evaluation and funding of real world start-ups. The competition includes interviewing the company management, preparing valuations and term sheets, and presenting fund allocation to a judging panel of venture capitalists. This intensive one-day event provides students with the opportunity to practice their venture capital skills and learn how VCs think. Regional winners go on to compete at national finals. The University of Colorado Boulder also hosts a regional VCIC competition, so students can learn from their peers. For complete information on how VCIC runs go to www.vcic.org.

Business Plan Competition

As the culmination of the Business Plan Preparation course, the competition challenges students to generate an innovative concept for a product or service and to design a comprehensive business plan around it. The course requires student teams to collaborate and research all aspects of starting a business from marketing and finance to manufacturing and operations. Finalists must present their plan in a convincing and compelling way, as if the judges were actual investors. Local entrepreneurs, venture capitalists, and other successful members of the business community are the judges. The interaction between students and our business colleagues is a strength in the Deming Center's approach to entrepreneurship education. The competition is as close to a real-world environment as possible and is often the launch pad for new start-ups among our graduates. Only students enrolled in the business plan course present their plans.

Leeds Net Impact Case Competition

Since 2002, Leeds has hosted the International Net Impact Case Competition. This event brings together teams from across North America to formulate sustainable and profitable solutions to a current company's business issue. Leeds MBA students are encouraged to enter the competition or volunteer their time with the development and hosting of the actual event. Past cases have included Shell, Diageo, and Vail Resorts. For more information visit [Leeds Net Impact Case Competition](#).

Urban Land Institute Design Competition

[The Urban Land Institute Gerald D. Hines Student Urban Design Competition](#) competition is open to Leeds MBA students in real estate. In 2005 a [Leeds MBA student team](#) prevailed over 71 teams with a plan focused on minimizing the negative impacts of urban sprawl. First place carries a cash purse of \$50,000.

5.3 Colorado State University

Colorado State University hosts **Venture Adventure** to give undergraduate students from across the country the opportunity to present their ideas and plans for realistic new ventures to a panel of judges made up of entrepreneurs and investors. Teams receive valuable feedback from the judging panel that offers them insights into "real world" entrepreneurial challenges and allows them to focus on sharpening their business planning and presentation skills. Further, students hear about the work of others nationwide and discover different ways of

planning and presenting their ideas. Participants report that the judges' feedback was "priceless" and as good as professional consulting.

Last year's winners include:

1. **First place** - SolarCycle from University of Wisconsin - SolarCycle has developed a revolutionary reflective material made from recycled shopping bags and metalized packaging film to replace expensive reflectors in solar cookers and pasteurizers for use in the developing world.
2. **Second place** - Elevate Medical from University of Arkansas - the LiftAssist, is a product intended to alleviate the pain and risks associated with patient transfers between wheelchair and bed.
3. **Third place** - Hydrangle Systems from Johns Hopkins University - Hydrangle Systems has developed a proprietary device to reduce the impotence risk of the cryoablation treatment for prostate cancer.
4. **Fourth place and winner of the Green Elevator pitch** - nuLabel from Brown University - Printing Solutions is developing a cost-effective liner-free label printing system to meet companies' demands for cost savings, waste reduction, and low end-user effort.
5. **Fifth Place** - Frontline Tools from Colorado State University - Frontline Tools and Equipment designs specialty tools and equipment for wildland firefighters, starting with a multi-tool for chainsaws.

5.4 Metro State College of Denver

The Community Financial Services Association of America (CFSA), and Metro State's Center for Innovation, have teamed up to identify and award top student and alumni entrepreneurs. This is not a formal business plan competition. The **Entrepreneur of the Year Award** Presented by The Community Financial Services Association of America has been created to showcase emerging and established entrepreneurs from Metro State College. The award recognizes entrepreneurs who have successfully started and maintained businesses that have positively impacted the community through job creation, innovation, philanthropy and/or eco-friendliness. The 2010 deadlines were in April. Winners were announced during the awards ceremony. Attendance is open to all nominees and their guests.

Criteria for Nominations

- Students are enrolled full-time or part-time
- Student businesses must have at least three customers
- Alumni entrants must have graduated from Metropolitan State College of Denver and have helped to start an organization that has been in business at least two years
- Nominees should save the date of the awards ceremony. **Finalists MUST attend the awards ceremony**

Winners

- One student entrepreneur and one alumni entrepreneur will be selected as Entrepreneurs of the Year Presented by The Community Financial Services Association of America. CFSA will award a \$1000 scholarship to the student entrepreneur and a \$500 cash award to the alumni winner

Innovation Challenge

The Metro State College of Denver Center for Innovation hosts an annual [Innovation Challenge Business Plan and Idea Competition](#). The Challenge is open to Metro State students, alumni and metro-area high school students. Winners will receive up to a \$1,500 scholarship or cash prize for a great idea or business plan.

6 Non-Degree Non-Credit Programs

Colorado, especially in the Denver-Boulder corridor is teeming with opportunities for continuing or executive education in topics relevant to entrepreneurs.

The major Colorado technology associations, which include the the [Colorado Bioscience Association](#) (CBSA), the [Colorado Technology Association](#) (CSIA) and the [Colorado Cleantech Industry Association](#) (CCIA), host weekly seminars and education programs for members.

Similarly, the major local law firms host frequent free seminars and panel discussions on topics such as board formation, corporate structure selection and intellectual protection that are relevant to entrepreneurs. While free, these high quality seminars are often only advertised to clients and friends on select email lists.

Regional [Small Business Development Centers](#) (SBDCs) host valuable seminars and workshops for small business owners and new entrepreneurs.

There are many independent [Meetups](#) for entrepreneurs in Colorado. Many of these blend networking with programmatic content. The most popular of these may be the [Boulder Denver New Tech Meetup](#) with 5000+ members which has bimonthly standing room only meetings in the Denver and Boulder area.

There are also many independent groups like StartUp Guru (section 3.5), the Founders Institute, Rocky Mountain Micro Finance Institute and the DaVinci Institute that host regular seminars and programs for entrepreneurs.

Event Calendars (non-university programs)	
CBSA	http://www.cobioscience.com/programsandevents.php
CSIA	http://www.coloradotechnology.org/events/event_list.asp?
CCIA	http://www.coloradocleantech.com/events.html
Colorado Small Business Development Centers	http://www.coloradosbdc.org/events.aspx
Colorado Leading Edge Entrepreneur and Start Up Business Training Program	http://coloradosbdc.org/DocumentMaster.aspx?doc=38
Denver Entrepreneurship Meetups	http://entrepreneur.meetup.com/cities/us/co/denver/
Boulder Entrepreneurship Meetups	http://entrepreneur.meetup.com/cities/us/co/boulder/
Fort Collins Entrepreneurship Meetups	http://entrepreneur.meetup.com/cities/us/co/fort_collins/
Colorado Springs Entrepreneurship Meetups	http://entrepreneur.meetup.com/cities/us/co/colorado_springs/
DaVinci Institute	https://www.davinciinstitute.com/events/
StartUp Guru	http://startupguru.com/Events.html
Founder's Institute	http://founderinstitute.com/
Rocky Mountain Micro Finance Institute	http://www.rmmfi.org/?page_id=27

In this entrepreneurial milieu, Colorado universities host a variety programs for the community. Some of these programs are free and open to the public while others are certificated and potentially lucrative for host institutions. Those programs most relevant to new business formation are discussed in this document. Many other executive education programs are offered by local institutions but are not primarily relevant to new or emerging businesses.

6.1 BioBootCamp

[BioBootCamp](#) is a 2 day seminar offered in partnership with Holland and Hart, the Fitzsimons Redevelopment Authority, the Colorado Bioscience Association (CBSA) and the Bard Center for Entrepreneurship.

Biobootcamp attendees learn valuable information from experienced practitioners about how to design an early stage company to commercialize bioscience (both medical device and pharmaceuticals) technologies while avoiding dangerous pitfalls that are typically encountered along the way.

Biobootcamp is open to inventors, entrepreneurs, university faculty, post-docs, graduate students and early stage companies in the bioscience industry. This conference is provided at no cost to approved attendees.

6.2 University of Colorado Denver

The Bard Center for Entrepreneurship at the University of Colorado Denver hosts a variety of free or low cost [seminars](#) for community members. As described in section 2.1, the Bard Center also offers a certificated program in Entrepreneurship for graduate level degree and non-degree seeking students.

6.3 University of Colorado Boulder

The University of Colorado Boulder hosts a variety of non-degree non-credit programs and events for Entrepreneurs in the community.

The Silicon Flatirons Center at Colorado Law School

The Silicon Flatirons Center (SFC) focuses on entrepreneurship, innovation policy, and the law as they relate to information communications technology (ICT). SFC oversees and operates a variety of ICT-related initiatives designed to train and support entrepreneurs. Many of SFC's offerings facilitate networking interactions between CU- Boulder and the local entrepreneurial community. SFC hosts the monthly Boulder/Denver New Technology Meet-Up, which attracts 350 members of the entrepreneurial community to networking functions and show-and-tell demonstrations of new businesses. The audience includes entrepreneurs, start-up employees, attorneys, business people, investors, and other members of the Front Range entrepreneurial community. A [Crash Course Series for Entrepreneurs](#) supplements the New Technology meet-ups. The monthly Crash Course series offers two-hour discussions on legal and business topics that entrepreneurs confront when launching new ventures. And the monthly [Entrepreneurs Unplugged](#) series brings serial entrepreneurs to campus to talk about their experiences in starting businesses.

Leeds School of Business

The Deming Center for Entrepreneurship has recently launched a program for the renewable energy sector called [RETool: Opportunities in the New Energy Economy](#). The intensive four-day certificate program offered by the Deming Center for Entrepreneurship at CU-Boulder provides an in-depth look at renewable energy technologies and policies.

The program costs \$1200 for the four course series. This program is for:

- Managers & executives wanting to understand the impact of renewable energy on their business and clients.
- Professionals and service providers looking to identify clients in this rapidly growing industry
- Individuals wanting to learn more about renewable energy and its job opportunities

- Investors or entrepreneurs seeking new high-growth opportunities in renewable energy
- Anyone needing to quickly and efficiently learn the essentials of renewable energy

Upon the completion of the certificate program, participants will be able to answer:

- Which renewable energy technologies have the greatest short- and long-term promise?
- How are costs and pricing for renewable energy technologies changing?
- How do federal and state policies affect the growth of different technologies?
- What are the key challenges of to the growth and success of renewable energy and how can they be overcome?
- How can I identify business, commercial, and job opportunities with renewable energy?

Participants may take all four courses to earn a RETool Renewable Energy Certificate, or may take courses individually. Each course will be led by CU faculty with expertise in clean technology development, and will include a panel of industry experts. Courses Include:

- RENEWABLE POWER | [Fall 2010 agenda \[pdf\]](#)
- UNDERSTANDING SMART GRIDS | [Fall 2010 agenda \[pdf\]](#)
- RENEWABLE TRANSPORTATION ENERGY | [Fall 2010 agenda \[pdf\]](#)
- ENERGY EFFICIENCY | [Fall 2010 agenda \[pdf\]](#)

6.4 University of Denver

The [High Performance Leadership Program](#) at the Daniels College of Business is an intensive experience designed for individuals who have significant leadership potential but need to hone their skills to take on larger and more critical responsibilities.

The High Performance Leadership programs include topics drawn from the Daniels Executive MBA including:

- Leadership skills and the competencies needed to execute them.
- A balance of business knowledge and skill in foundational subjects such as finance, marketing and strategic decision making.
- “Practice fields” for individual and team leadership development through experiential learning outside the classroom.
- An underlying foundation of business ethics to prepare tomorrow's leaders for the decisions they will be asked to make.

Individual Benefits include:

- Learning how to achieve organizational goals through personal leadership and the ability to inspire, engage and lead others' performance.
- Transitioning from focusing on your own area of expertise to a more holistic and global view of the organization, improving your decision-making abilities.
- Learning new methods, tools and best practices in the areas of innovation, strategy and market analysis.

High Performance Leadership Program Overview:

Day 1 (Daniels)	Day 2 (The Nature Place)	Day 3 (The Nature Place)	Day 4 (Daniels)	Day 5 (Daniels)
Leadership and Org Performance Frameworks, Daniels Model, Insights, Self Leadership	Building High Performance Teams	Making Ethical Decisions & Taking Personal Responsibility (Locus of Control)	Leading Change	Attracting and Developing Talent
Personal Leadership Leadership/ Emotional Intelligence	Interpersonal Leadership	Values Based Followership	Leading in a Global Environment	Attracting and Developing Talent
<i>Interval</i>				
Day 7 (Daniels)	Day 8 (Daniels)	Day 9 (Daniels)	Day 10 (Daniels)	Day 11 (Daniels)
Strategic Thinking	Execution Disciplines - - Building Your Management Operating System	Marketing, Innovation and CRM	Execution Processes	Leadership Transitions & Integration
Understanding and Analyzing Financial Statements	Valuation in Financial Decisions	Negotiations	Systems Thinking & Organizational Alignment	Program Summary/ Graduation

Summer Business Institute

The [Summer Business Institute](#) at the University of Denver is an immersion program designed exclusively for undergraduate students and recent alumni who are non-business majors. It is an opportunity to spend three weeks focusing on critical topics that will give participants a competitive advantage over others who are heading out into the workforce.

Program Benefits:

- Gain greater awareness of your strengths, your ability to manage weakness and present yourself as a valued professional.
- Create your Individual Career Development Plan.
- Participate in an experiential learning retreat, a "practice field" for developing and refining your leadership and followership skills.
- Complete the Insights® Discovery Profile, a personality profile offering a framework for self-understanding and development.

Summer Business Institute Program Overview:

Day 1	Day 2	Day 3	Day 4	Day 5
Program Introduction and Logistics	Accounting	Accounting	Finance	Finance
Ice Breaker Lunch	Open Lunch	Leadership Lunch	Open Lunch	Open Lunch
Leadership Foundations	Marketing	Marketing	Creativity and Innovation	Organizational Culture and Structures
Welcome BBQ	Open Dinner	Open Dinner	Protocol Dinner	Open Dinner
Day 6	Day 7	Day 8	Day 9	Day 10
Leadership Retreat (leave on Sunday afternoon)		Finance	Execution Disciplines	Strategic Thinking
		Open Lunch	Recruiter's Panel	International Lunch
		Life Skills	Career Development	Global Perspectives
		Open Dinner	Networking Reception	Open Dinner
Day 11	Day 12	Day 13	Day 14	Day 15
Presentation Skills	Marketing	Customer Service Audits	Personal Finance	Group Presentations
Open Lunch	Leadership Lunch		Open Lunch	Open Lunch
Sales Skills	Customer Experience		Final Project Preparation	Individual Development Commitments and Program Wrap-Up
Open Dinner	Open Dinner		Open Dinner	Graduation Reception

6.5 Colorado State University

Colorado State University offers a variety of undergraduate certificates that are relevant to students who wish to start businesses. The [Undergraduate Certificate Program](#) is open only to current Undergraduate Business Degree seeking students.

The College of Business offers a [business certificate](#) to students in the Professional Vet-Med program. This certificate provides a foundation in business to future veterinarians.

A certificate program in organizational leadership entitled "The Dynamics of Leading in a Changing Global Economy" will be offered in downtown Denver. This comprehensive certificate program meets once a month for eight months and features outstanding guest speakers and facilitators. Participants will be provided with cutting edge leadership tools and techniques that are supported by personal coaching between each of the eight sessions.

The Certificate in Core Business Competencies is an online certificate consisting of five, three-credit hour classes. This certificate is designed for professionals and non-business majors who are seeking common body of knowledge courses to prepare for a graduate degree in business or for those who simply need to improve their business skills before starting a new supervisory position. The classes are also appropriate for students who want to supplement an undergraduate minor in business

6.6 Colorado School of Mines

The Colorado School of Mines hosts an annual [Engineering Technology Management \(ETM\) Seminar series](#) that is presented by their Executive in Residence and is free and open to the public. The ETM Seminar Series is designed to be interactive and practical, exploring contemporary business issues and trends with a focus on the career implications for ETM professionals within the global innovation environment. The topics are intended to provide context for many of the skills and tools addressed in coursework for the ETM Master's program. Overall, the purpose of the seminar series is to enhance awareness about what professionals should expect in organizations and economies confronted with the new innovation economy realities, and how professionals must take ownership of their career, craft their definition of success, and prepare for and be receptive to change.

Topics for 2010 included:

- Career Implications of Global Innovation
- The Value of Networking -Social Media & Professional Association
- Job Hunting – The Nuts and Bolts of Resumes and Interviewing.
- Executive Round Table – Q&A with Company Executives on ETM Careers and Managing Your own Future
- Becoming a Leader of Consequence – Personal Skills, Reputation and Measurement
- Organizational Implications - Technology Collaboration and Open Innovation Issues for Management