



UNIVERSITY OF DELAWARE  
**HORN ENTREPRENEURSHIP**

# Strategic Framework

*February 1, 2022*

Built by entrepreneurs to power a better world.



# Horn Vision & Mission

**Vision:** To optimize the positive impact of entrepreneurship education for students, the university and the broader community, and to create conditions for the realization of personal potential, economic value and societal improvement.

**Mission:** To empower world changers by developing and delivering world-class entrepreneurship education programs that help students to gain knowledge, skills, entrepreneurial capacities, firsthand experiences and connections needed to realize their potential, create value from new ideas and successfully and sustainably adapt to rapid change.



# Strategic Goals

1. Serve as UD's domain expert for entrepreneurship education and work to develop, co-create and deliver relevant, accessible and empowering educational opportunities for all students (including youth and continuing education).
2. Ignite innovation and support nascent startups that offer opportunities to advance student learning.
3. Be a catalyst for the propagation of a vibrant, equitable culture of innovation and entrepreneurship across campus and into the broader community.
4. Provide thought leadership for entrepreneurship education and gain national and international recognition for the University.
5. Build for long-term impact, growth and sustainability.



# Brand Personality & Values

## Horn Entrepreneurship exudes:

- **passion** for entrepreneurship education and supporting student success
- **empathy** and **benevolence** in seeking to deliver a personalized, empowering experience to all students
- **openness** to new people, new ideas and experimentation with novel solutions that create value (**an entrepreneurial and growth mindset**)
- **collaboration** and **authenticity** in seeking to create lasting, mutually beneficial connections with people (experts, mentors, peers)
- **vitality, integrity** and the **strength** to overcome challenges, adapt to change and remain true to our purpose



# Unique Value Propositions

## **Horn accelerates the life trajectories of students by ...**

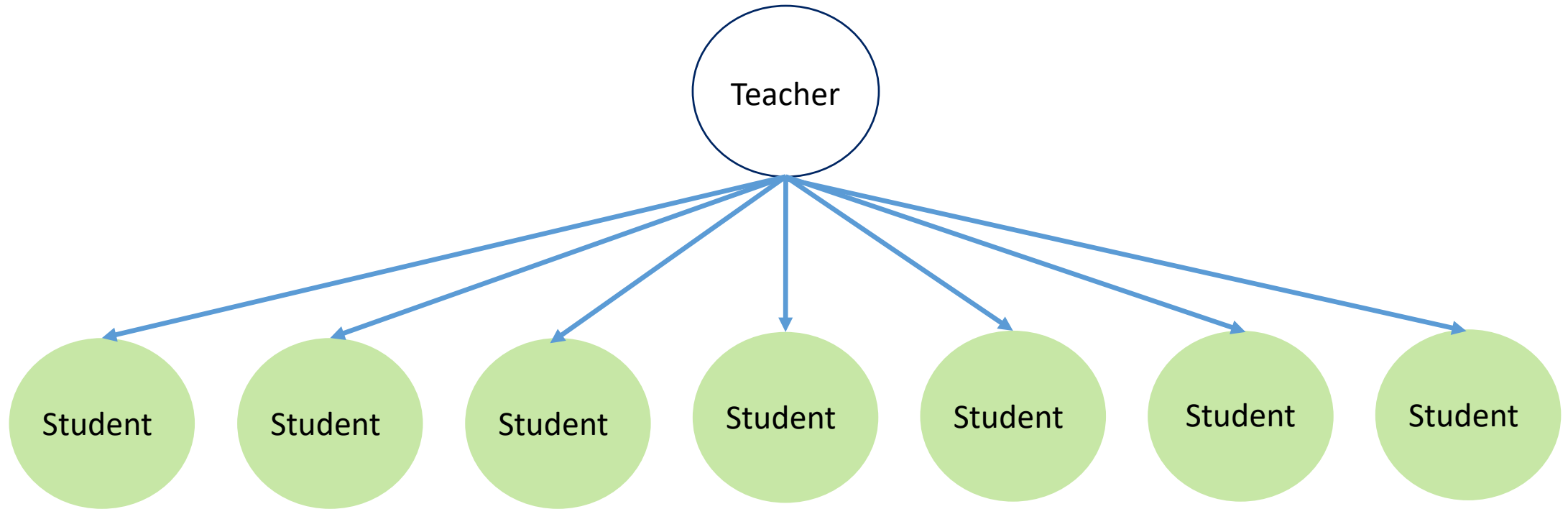
- ... cultivating valuable mindsets & skillsets
- ... facilitating interest discovery and opportunity pursuit
- ... enhancing means for creating, delivering and capturing value from new ideas in any context

## **Horn amplifies the impact of supporters' generosity by ...**

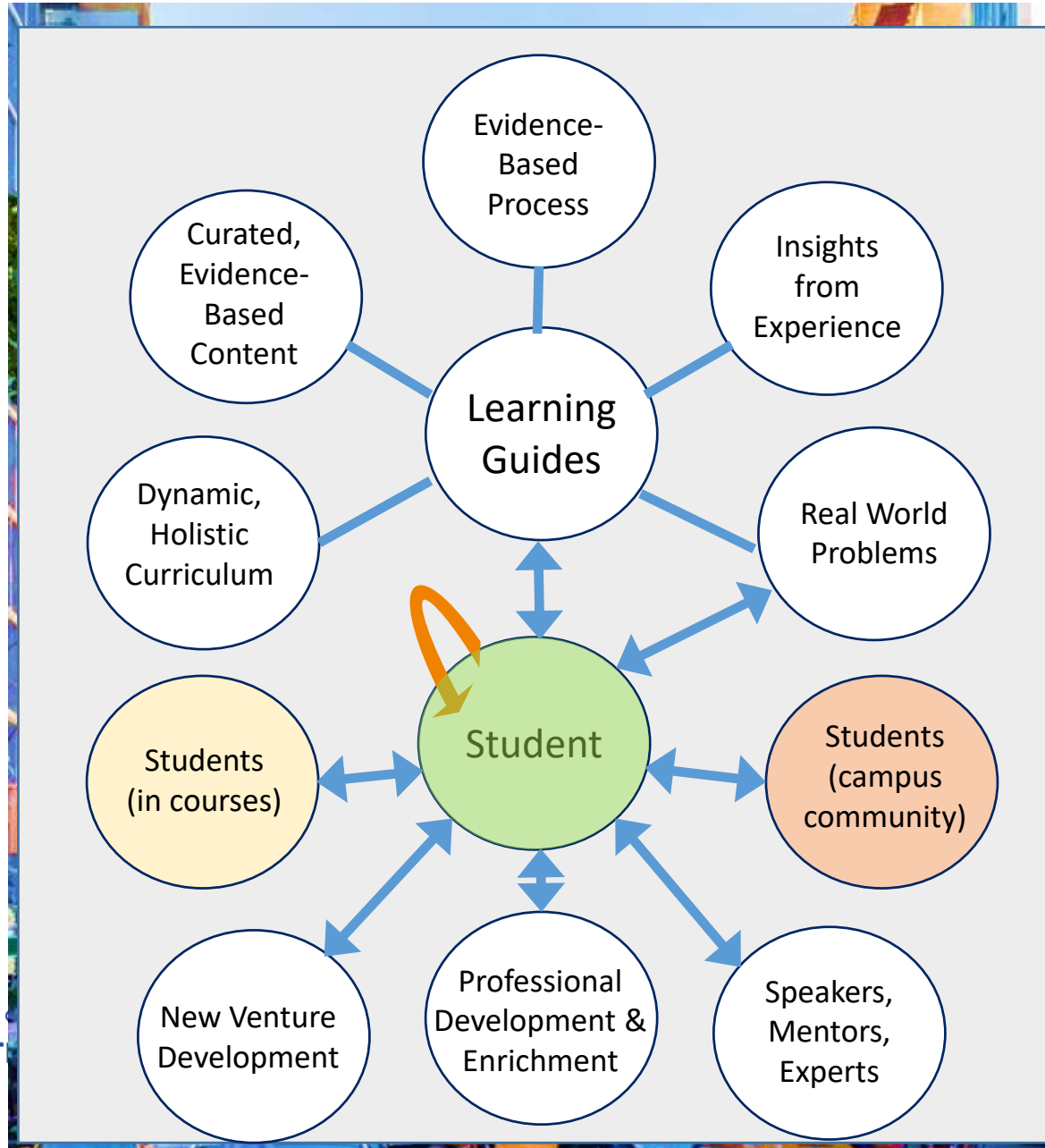
- ... utilizing resources effectively and efficiently to provide high impact, real world learning opportunities to students
- ... being entrepreneurial in pursuing sustainable revenues
- ... directly supporting the next generation of innovators and entrepreneurs who are working to make a better world for us all



# Traditional Educational Model



# Educational Model 2.0 (for Delivering Horn's UVP)



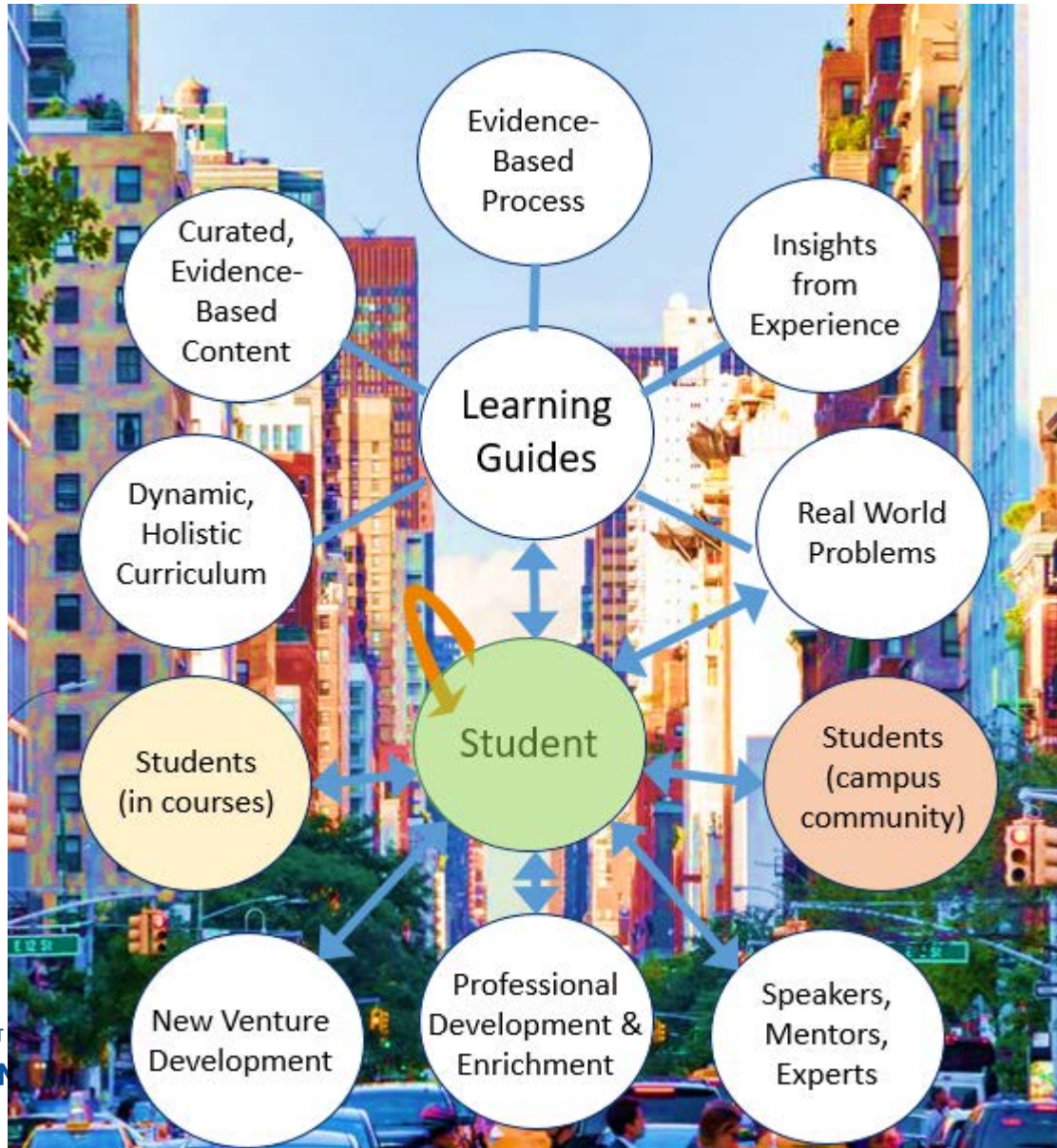
## Model differentiators:

- Personalized experience
- Holistic preparation & growth
- Interest & ability discovery
- Accelerated learning
- Lifelong connection & support





# Model Dependencies & Catalysts



## Dependencies

- Creative, innovative & entrepreneurial students from diverse backgrounds
- Passionate, collaborative & connected faculty & staff
- Extensive external engagement
- Pathways to support transitioning ventures

## Catalysts

- Brand equity
- UD-wide awareness & buy in
- High visibility impacts
- Entrepreneurial culture





# Synergistic Strategic Projects

- Invest in **marketing & PR** to: (1) breakthrough UD's noisy messaging environment, (2) drive interest and participation, (3) raise awareness among potential partners and supporters, and (4) increase equity in the Horn Entrepreneurship brand.
- Invest in **youth programming** to: (1) increase the flow of creative, innovative and entrepreneurial students into UD, (2) position Horn to thrive amidst the changing higher education landscape, and (3) leverage our intellectual assets to achieve broader impacts.
- Invest in **ETE, WE Hatch and other specialty offerings** to: (1) enhance representation and equality of opportunity, (2) attract students who may not otherwise participate in Horn offerings, and (3) meet the unique needs of specific audiences.
- Invest in the **commercialization** of UD inventions & discoveries to: (1) draw graduate students and faculty into our educational offerings, (2) enhance experiential learning opportunities, (3) increase internal & external support and (4) leverage our intellectual assets to achieve broader impacts.
- Invest in the **alumni community** to: (1) demonstrate Horn's commitment to lifelong support, (2) enhance UD's entrepreneurial culture, and (3) open doorways to external engagement.
- Invest in the **broader entrepreneurship community** to: (1) create pathways to support transitioning ventures, (2) enhance external support, (3) raise the ceiling for Horn's potential impact, and (4) support the creation and continuous strengthening of a virtuous cycle.



# Impact & Success Metrics

## Academic Offerings

- Degree program enrollments
- Total credit hours delivered
- #/% women & URM
- % ENTR major job placement
- % course & program learning objectives accomplished
- Cost effectiveness: \$/credit hour of instruction

## Specialty Offerings - Youth, ETE, WE Hatch

- # participants
- #/% women & URM
- Youth: # UD credits awarded, # matriculating to UD
- % satisfied & program learning objectives accomplished
- Cost effectiveness: % self-sustaining

## Enrichment Offerings

- # unique participants & total points of engagement
- #/% women & URM
- # of majors & grad degree programs represented
- % of ENTR majors gaining internships
- % satisfied & program learning objectives accomplished
- Cost effectiveness: incremental \$/participant

## Alumni & Community Engagement

- # of individuals engaged; # new; % satisfied
- #/% women & URM
- # volunteer hours; \$ total value
- # donors; # new donors; total \$ received
- # partners, # of sponsorships, grants; total \$ received
- Cost effectiveness: total incremental \$ program/fundraising cost as % of total funds raised

## Venture Support & Commercialization

- # student participants; # ventures supported
- #/% women & URM founders
- \$ UD/Horn funding awarded
- \$ follow on funding received by ventures
- % satisfied & program learning objectives accomplished
- Cost effectiveness: % of incremental programming \$'s from external sources

## Strategic & Augmented Impact

- Impactful service: # invited presentations, external board participation
- # and impact of peer-reviewed publications
- # student success stories & anecdotes reported in UD, regional and national press
- Student, faculty, staff and program awards & rankings



# ENTR Major – Learning Outcomes (AACSB)

Students will:

1. Demonstrate an understanding of the evidence-based entrepreneurship process.
2. Cultivate an entrepreneurial mindset and skillset, providing them with the ability to recognize opportunity and the capacity to utilize their means to pursue the creation of value from new ideas.
3. Demonstrate effectiveness in pitching/selling their new ideas.
4. Understand the applicability of entrepreneurship education (and especially the value of an entrepreneurial mindset and skillset) in any context.

