



PHOTO COURTESY OF ANDREA MARRON

Andrea Marron '08 (left), founder of Studio 28 Couture, Inc., gets measured by Becky Moar, the company's head seamstress.

COVER STORY

Rochester's many faces of entrepreneurship

By Dave Dorsey

A new spirit of activism is stirring at the University of Rochester. Students, faculty, and administrators are acting more like entrepreneurs. Students discover they can find a mission in life without getting hired. Faculty applies principles of entrepreneurship to improve education. Administrators find ways to make a school more financially self-sustaining.

Before graduating last spring, Andrea Marron '08, an optics major from Pittsford, founded a successful online company allowing customers to design and order their own clothing. Other students participating in the Kauffman Entrepreneurial Year—a fifth year of learning-by-doing—have undertaken projects as diverse as renovating a rare organ at Strong Auditorium, organizing a colloquium on climate change, and finding ways to encourage productive innovation in Ghana. They've discovered that entrepreneurship can be a way of changing the world for the better.

The Simon Graduate School of Business teaches entrepreneurship as an essential part of its graduate program. "Dean [Mark] Zupan wants

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“For an entrepreneur, money is not the driving force; it's the burning idea that drives you.”

—Bob Tobin, entrepreneur-in-residence



Duncan T. Moore
Vice Provost
of Entrepreneurship

A platform to discuss entrepreneurship

The University of Rochester understands entrepreneurship to mean the transformation of an idea into an enterprise that creates value. And that value may be economic, social, cultural, intellectual, or any combination of the four.

With the support of President Joel Seligman and Provost Ralph Kunl, the deans and faculty have worked hard to embed entrepreneurship in all areas of study: arts and sciences, business, dentistry, education, engineering and applied sciences, medicine, music, and nursing.

Our entrepreneurship programs at the Eastman School of Music and the School of Nursing date back to the 1990s—quite significant considering the field is still a relatively young discipline in academia.

Entrepreneurship at the University was given a boost in 2003 when we received a \$3.5 million grant from the Ewing Marion Kauffman Foundation. This award launched such programs as the Kauffman Entrepreneurial Year (KEY), a tuition-free fifth year that lets students pursue entrepreneurial endeavors, and allowed for the creation of new courses such as “Entrepreneurial Skills for Educators” at the Warner Graduate School of Education.

In light of our University-wide entrepreneurship initiative, I felt it was time (if not overdue) for us to capture and share the stories of our students, faculty, and alumni who are involved and passionate about entrepreneurship.

Furthermore, the University's Center for Entrepreneurship recently identified almost 900 names (just a start) of entrepreneurs who are part of the University of Rochester community. We realized that we needed a platform to communicate with them—and a way to reach the entrepreneurs we have yet to discover.

So welcome to the inaugural issue of *Innovations*, made possible by the generous support of Simon alumnus Mark S. Ain '67. Read on. Enjoy. And I hope to hear from you.

Eastman hosts music school leaders for workshop on place of entrepreneurship in musical higher education

By Helene Snihur

Musicians have always had to be innovative, creating careers that combine performance, teaching, administration, and business. The entrepreneurial skills to support those diverse demands—from writing grant proposals to protecting intellectual property—were developed on the job, though, not taught in school.

In January, Eastman School of Music will host the leaders of nearly 50 higher ed music schools for a workshop on incorporating entrepreneurship into their curriculums. The event builds on a workshop led by Eastman at last year's National Association of Schools of Music annual conference, where participants were asked to come up with and then implement an entrepreneurial idea at their institutions.

Eastman has been a leader in educating students about musical entrepreneurship since the mid-1990s, when the Eastman Initiatives were launched. The groundbreaking series of programs and partnerships was designed to give students the skills and experience needed in the changing music world and to encourage them to think entrepreneurially about their careers by reaching out to new audiences and creating new performance opportunities. Today, those and other innovative programs are part of Eastman's Institute for Music Leadership. Created in 2001, the Institute is the first center of its kind in the country, serving as a hub for creating, sharing, and implementing cutting-edge ideas for Eastman students,



PHOTO COURTESY OF BABSON COLLEGE

Heidi Neck, associate professor of entrepreneurship at Babson College, will facilitate the Jan. 22–24 workshop at Eastman.

alumni and professional musicians.

“Most people think of business start-ups when they think of entrepreneurship,” said Ramon Ricker, senior associate dean and director of the Institute for Music Leadership. “In the arts, entrepreneurship is about being pro-

active; it's about thinking ahead and looking for and recognizing opportunities. We have to prepare students for the musical landscape of today and the future, and that has to be different from the way we prepared students in the 1950s.”

Heidi Neck, associate professor of entrepreneurship at Babson College and a renowned expert on entrepreneurship education, will facilitate the Jan. 22–24 workshop. Titled “Preparing the Generation-E Musician ... The Place of Entrepreneurship in the Higher Education Music School Curriculum,” the workshop will also involve students selected to attend by their deans in discussions on such topics as the difference between teaching entrepreneurially and teaching entrepreneurship. Groups will be asked to come up with additional ideas for integrating entrepreneurship into music curriculums.

Illustrating the entrepreneurship promoted by the Institute for Musical Leadership, Eastman has partnered with the Rochester International Jazz Festival to present Grammy Award-winner Maria Schneider for a ticketed concert that will be open to the public. In 2005, Schneider, an Eastman alumna and composer-performer, became the first artist to win a Grammy Award for an album distributed entirely over the Internet. Additionally, Schneider will be a guest speaker for the workshop.

Warner conducts groundbreaking study of innovative educators

By Natalie Yager Antal

Researchers at the Warner Graduate School of Education have embarked on a groundbreaking study of how entrepreneurship applies to education. By conducting in-depth case studies of local educators who have demonstrated entrepreneurial qualities and behaviors in different domains of education, the researchers hope to gain a better understanding of what it means and what it takes to be entrepreneurial in the field of education.

The case studies will also provide guidance in the creation of instructional materials for courses on entrepreneurship in education.

“Currently, very little is known about what it means to be an ‘entrepreneurial educator,’” said Raffaella Borasi, dean of the Warner

School. “We want to empower educators to be more effective at what they are doing by learning and using specific entrepreneurial skills and processes.”

Five of the eight case studies have been completed. According to Borasi, her team anticipates the study will be finished this spring.

The research subjects, all from the greater Rochester area, range from an experienced urban elementary teacher to an assistant superintendent of a suburban school district to a chief executive of an educational nonprofit.

Borasi and seven other Warner faculty and doctoral students presented preliminary findings at the 2007 American Educational Research Association (AERA) Conference, an

annual gathering of 25,000 educators from across the country. Rochester was the only university to present a study on entrepreneurship in education.

Borasi said these case studies reveal specific practices that educators can use to carry out innovations in education—and all subjects exhibited entrepreneurial skills and attitudes.

The Warner School plans to publish its findings in a book, tentatively titled *Making Change in Education: Lessons Learned from Case Studies of Entrepreneurial Educators*.

“We hope this study will be replicated in other cities,” said Borasi. “One of our goals for this project is to contribute to the literature available on entrepreneurship and education.”

University's center supports nurses as entrepreneurs

The University of Rochester Center for Nursing Entrepreneurship (CNE), an initiative spearheaded by Pat Chiverton, the former dean of the School of Nursing and



Dean Kathy Parker, School of Nursing

the University's first Pamela York Klainer Endowed Chair in Nursing Entrepreneurship, empowers nurses to pursue entrepreneurial endeavors.

According to Kathy Parker, dean of the School of Nursing, nurses are on the front

lines of health care delivery, so they recognize what services and programs could improve patient care in the future.

She believes it is nurses' extensive knowledge, strong organizational skills, and a practical, results-oriented style that allow them to take an entrepreneurial approach to health care.

Established in 2004 as the first of its kind, the CNE is made up of a multidisciplinary team of health care and business professionals who work in its departments of research, education, and practice. Faculty, staff, students, and community providers collaborate to design solutions for gaps and needs in the health care industry through sustainable models of care.

"The Center gives nurses the opportunity to develop new products and then helps market them in creative ways to be potentially profitable," says Parker.

One example is the innovative work of Russell Rooms, assistant professor of clinical nursing at the School of Nursing, who developed the "T-Blue Swab." The creation of disposable single-use applicators, containing toluidine blue dye to identify abrasion injury in sexual assault patients, responded to a need in forensic nursing.

The CNE operates several businesses that respond to needs in other health care areas, such as weight management, travel medicine, corporate wellness, flu prevention, and health care education and career development. Additionally, the Center offers an idea incubator to support potential startup businesses and assists nurses in extending these services beyond traditional nursing and patient care.

Students propose sustainable practices

By Kathleen McGarvey

What if Rochester's residence halls provided live energy feedback so students could better monitor their own energy use? Or what if Danforth Dining Center were redesigned for more sustainable practices? Or could the University's Cogeneration plant's hot-water load be maximized?

Those are just a few of the ideas generated by students this spring as part of a new course called Solving UR's Environmental Footprint.

While the students' suggestions are largely hypothetical, the experience was quite practical, say students like Seth Stein '10, a history major from Yardley, Pa.

"It affected me in a way no other class has before," Stein said.

Created with support from the Ewing Marion Kauffman Foundation through the University's Center for Entrepreneurship, the course was conceived as a form of research, to test whether entrepreneurship could be taught to undergraduates experientially. Students in the course were asked to produce business-driven analyses of energy consumption and greenhouse gas emission at the University.

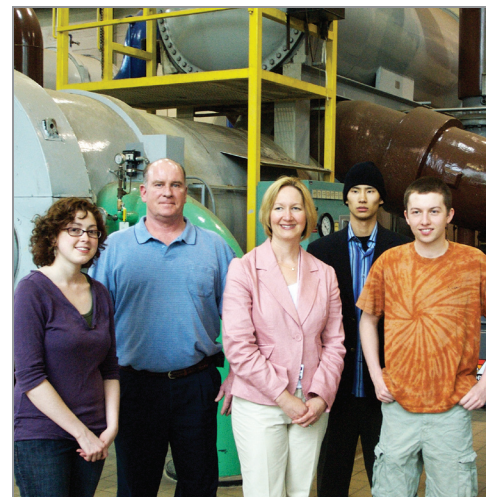
The course brought together four instructors, each with a different area of expertise: Ben Ebenhack, senior lecturer in chemical engineering; Jack Fraser, deputy director of the Office of Technology Transfer and an adjunct instructor in the Simon School; Katrina Korfmacher, research assistant professor in environmental medicine at the Medical Center; and Maryann McCabe, senior lecturer in anthropology.

Students in the course also came from an array of majors. Environmental studies is built around multidisciplinary problem solving, Korfmacher said, and "students saw that working together across disciplines can be very powerful."

Through readings, discussions, and guest lectures from a range of campus administrators and staff members—on topics such as transportation, parking, the power plant, and budgets—students not only studied issues of sustainability, but also grappled with how to make feasible, consequential changes in a highly complex institution.

The course examined the technical issues of improving sustainability and the cultural and social issues that underpin change, said McCabe. "Students looked at people's perspectives on sustainability: their beliefs, their values, what motivates them."

Investigating those motivations was an ex-



Students Kim Etingoff '08, David Codrea '10, and Eli Ruben '10 tour the University's power plant with Bruce Smith, director of central utilities (second from left), and Lisa Glover-Henderson, assistant director of facilities (center).

citing dimension of the course for Gerald Abt '08, a mechanical engineering major from Cleveland.

"At the end of the day, I want to be an engineer," Abt said, "but I want to understand why people do the things they do."

As the culmination of the course, students developed business plans recommending specific steps the University could take to improve sustainability and presented their findings to staff members in the relevant areas and to the new University Council for Sustainability, so that their suggestions can be considered for implementation.

The practical relevance of their efforts was critical to the energy and enthusiasm students brought to the course, said Ebenhack. "It made their work applied, and not just an exercise."

In fact, some projects may already be headed for adoption. After the semester's end, Stein and other group members met with Laurel Contomanolis, director of residential life, who agreed to their idea of introducing "eco-representatives"—freshmen who would educate residents of each hall about their energy use and encourage involvement in campus sustainability efforts.

"If we can effect change here," said Stein, "who said we can't do it for the state, the United States, or the world?"

This story first appeared in the July–August 2008 issue of Rochester Review. For publication in Innovations, the article was edited for length.

Home-based monitoring inventions win Forbes Entrepreneurial Awards

Two health-monitoring inventions and an identity confirmation system designed by senior engineering students won the 2008 University of Rochester's Charles and Janet Forbes Entrepreneurial Awards. The first-place winners, four biomedical engineering students, received a prize of \$3,600. Their design, the "sAMY Monitor," is a small, non-invasive device that can track a patient's daily stress levels. "ToiletMD," one of the devices that tied for a \$1,500 prize and second place, detects medication in urine. This device helps elderly patients monitor their health from home. Also tied for second place was a team that created the rKEY project—wireless technology to function as a keyless entry system to identify people approaching a door.

Three entrepreneurship faculty at Simon retire

Executive Professors of Business Administration James N. Doyle, Sr. and Peter L. Waasdorp; and Lecturer in Entrepreneurship Paul D. Wetenhall each retired from the Simon Graduate School of Business at the end of the 2007–08 academic year. Doyle, who retires after 15 years with Simon, helped establish the entrepreneur internship program. Waasdorp was instrumental in creating the Master of Science, Science & Technology Commercialization (MSSTC) program during his 15 years with the business school. Wetenhall, who taught at Simon since 2001, was honored with a Key to the City of Rochester and July 25 declared "Paul Wetenhall Day."

Students showcase businesses at inaugural trade show

The first-ever student entrepreneur trade show, featuring five businesses founded by University of Rochester undergraduates and one founded by a Simon Graduate School of Business MBA student, was held in Wilson Commons last spring. Businesses ranged from OutdoorEquipmentSupplier LLC, a retailer that produces ultralight camping gear; to ClearedCommunity.com, an online resource that provides information on government-issued security clearances; to Andrew's Toyz, an e-commerce company that sells action figures, making upwards of six figures annually.

Undergrad pair wins Ain Business Competition

The \$10,000 first-place award of the second annual Mark Ain Business Model Competition went to students James Cassuto '08 and Carlin Gettcliffe '09. The pair teamed up to create Thermal Ventures to produce high-performance ceramic coatings for application in a variety of industries. The winners competed against four other finalist teams of graduate and doctoral students. A panel of three alumni judges, including Mark Ain '67 SB, evaluated the business models. Ain, founder of the workforce management company Kronos, sponsored the competition.

SEND US NEWS BRIEFS Please submit your University-related entrepreneurship news and your contact information to Innovations at 1-211 Carol Simon Hall, P.O. Box 270360, Rochester, NY 14627-0360 or e-mail cfe@rochester.edu.

1961 Ann Labounsky (ESM) recently released a new DVD documentary, *Life and Music of Jean Langlais*. The DVD, available for purchase on her Web site www.annlabounsky.com, was released at her all-Langlais recital at St. Cyril of Jerusalem Church in Encino, Calif.

1966 Robert Sutherland (MD), vice president for commercialization at the Ontario Institute for Cancer Research in Toronto, leads the institute's new Intellectual Property and Commercialization Program. The program will help transform laboratory discoveries by Ontario scientists into novel treatments and devices for patients.

1975 Michael J. McKenna (MD) has recently returned to his consulting practice, Navigator Life Science Advisory, which assists entrepreneurs, companies, and investment funds with a variety of scientific and business projects in the life sciences. McKenna was previously the founder and chief executive of Merrion Pharmaceuticals, an Irish company with offices in Wilmington, N.C.

1979 Stephen Fantone (EAS), founder and chief executive of Optikos Corp., was profiled in a special supplement of *Bizjournals* during National Small Business Week 2008. His Wakefield, Mass.-based company is a leading designer and maker of equipment that measures optical-image quality.

1980 Pamela York Klainer (WE) established a Manhattan business presence, with two Midtown and one Downtown locations, for her Rochester-based company, Klainer Consulting Group. Dr. Klainer is also currently working on a new book about legacy.

1989 Carla Vaccaro ('94 SB) recently became owner of two Cold Stone Creamery franchise sites in Victor and Webster, N.Y. She was also recently profiled in *Her Rochester*, a bimonthly magazine published by the *Democrat and Chronicle*.

2000 Jon Scahill ('04 SB) was named president and chief operating officer of Quest Patent Research Corporation, a NYC-based intellectual property asset management firm.

2004 Eli W. Hale ('06 SB), the cofounder of Kailo Advertising, will teach an advertising course at the Savannah College of Art and Design in Georgia.

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- School of Engineering and Applied Sciences
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- Simon Graduate School of Business Administration
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Are you an entrepreneur?

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Key to School Abbreviations

ESM	Eastman School of Music
EAS	School of Engineering and Applied Sciences
MD	School of Medicine and Dentistry
SON	School of Nursing
SB	Simon Graduate School of Business
WE	Warner Graduate School of Education

SEND US CLASS NOTES If you have an announcement you'd like to share with your fellow alumni, please submit your professional news to Innovations at 1-211 Carol Simon Hall, P.O. Box 270360, Rochester, NY 14627-0360 or e-mail cfe@rochester.edu.

Faces

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to raise the profile of entrepreneurship as one of the school's subdisciplines," said David Hessler, a Simon faculty member. Entrepreneurship has spread, as well, throughout many other departments, but perhaps most surprisingly at the Eastman School of Music, the School of Nursing, the Warner Graduate School of Education, and the School of Medicine and Dentistry.

Musicians emerge with an understanding that it will take more than excellent playing to be successful in music. Ramon Ricker, director for the Institute of Music Leadership at the Eastman School, said, "We try to present our students with tools that will help them make a smoother transition into professional life—practical real-world information."

The School of Nursing runs various health-related businesses that support the school through alumni development and unique student experiences. This is the first nursing school in the world to have this type program. Kathy Parker, dean of the School of Nursing, said, "We have garnered national recognition for the program's scope and effectiveness."

Raffaella Borasi, dean of the Warner School of Education, has led a team of 16 Warner faculty and doctoral students over the last three years to explore how entrepreneurship concepts and practices can be applied to the field of education. Their case studies of local innovative educators showed that a governing vision for change; a commitment to a mission—often without visible resources; and a willingness to take risks were some "entrepreneurial" characteristics shared by this group of educators and at the root of their success.

The School of Medicine and Dentistry offered a newly created semester-long seminar on medical entrepreneurship last fall. Open to doctors, medical staff, faculty, and students, the Clinical and Translational Research Studies Seminar Series covered such topics as "How to Talk to an Investor" and "Exit Strategies for Technology Companies."

It's all part of a campus-wide initiative to encourage entrepreneurship as a social and individual force for change rather than simply a way to make a profit. "People associate entrepreneurship exclusively with business, and we don't offer an undergraduate business degree at Rochester. Yet social entrepreneurship is taking off," said Bob Tobin, the entrepreneur-in-residence at the University's Center for Entrepreneurship. "For an entrepreneur, money is not the driving force; it's the burning idea that drives you."

CALENDAR

Entrepreneurship Events for Fall 2008

WEDNESDAY, OCTOBER 1

Kalmbach Executive Lecture*: Thomas Ealy, COO, Willis Group; 4:30–5:30 p.m.; Schlegel 102

THURSDAY, OCTOBER 2

Emmanuel Jal Lecture*: Sudanese Child Soldier and Hip-hop Artist; 7:30 p.m.; Strong Auditorium; Preregistration required

MONDAY, OCTOBER 6

Kalmbach Executive Lecture*: Gerald Ostrov, President and CEO, Bausch & Lomb; 4:30–5:30 p.m.; Schlegel 207

MONDAY, OCTOBER 13

Farash Executive Lecture*: Digby Clements, Sr. VP of Product Management, Oppenheimer Funds; 12:40–1:20 p.m.; Schlegel 107

WEDNESDAY, OCTOBER 15

Kalmbach Executive Lecture*: Mark Erickson, COO, Erickson Retirement Communities; 4:30–5:30 p.m.; Schlegel 103

FRIDAY, OCTOBER 17

The Stanton/Anthony Luncheon and Keynote*: "Challenges to Women's Corporate Leadership;" Ilene Lang, President, Catalyst; Noon–1:15 p.m.; Interfaith Chapel, River Level

The Stanton/Anthony Conversations*: "Women Negotiating Leadership: The Consequences of Difference;" Karen Smith Bogart, President, Pacific Tributes, Inc.; Hannah Riley Bowles, Associate Professor, Harvard University; Ilene Lang, President, Catalyst; moderated by Ann McDaniel, VP, Washington Post Company; 1:30–2:45 p.m.; Interfaith Chapel, Sanctuary; Meliora Weekend events; Preregistration required

WEDNESDAY, OCTOBER 29

Farash Executive Lecture*: Pierre Héroux, Owner, Simply Crepes; 12:40–1:20 p.m.; Schlegel 102

Kalmbach Executive Lecture*: Jennifer Lawless, Assistant Professor, Brown University; 4:30–5:30 p.m.; Schlegel 102

FRIDAY, OCTOBER 31

Club Rochester: 4–6 p.m.; Meliora, Salon D

MONDAY, NOVEMBER 3

Kauffman Entrepreneurial Year (KEY) Applications Due*: 4 p.m.; Lattimore 312; (See Web site for KEY Information Sessions)

TUESDAY, NOVEMBER 4

Kalmbach Executive Lecture*: Patrick Howard, Partner and VP, IBM Global Business Services; 4:30–5:30 p.m.; Schlegel 207

WEDNESDAY, NOVEMBER 5

Extreme Entrepreneurship Tour*: 3–7 p.m.; Alumni and Advancement Center, Seminar Room; Preregistration required

THURSDAY, NOVEMBER 6

Farash Executive Lecture*: Denise Fitzgerald, CEO, Midlakes Management Corp.; 12:40–1:20 p.m.; Schlegel 207

FRIDAY, NOVEMBER 7

Western N.Y. Resource Entrepreneurial Leadership Conference: 8 a.m. – Noon; Alumni and Advancement Center, Auditorium

WEDNESDAY, NOVEMBER 12

Kalmbach Executive Lecture*: Kevin Glazer, Owner, Tampa Bay Buccaneers and Manchester United; 4:30–5:30 p.m.; Schlegel 102

THURSDAY, NOVEMBER 13

Farash Executive Lecture*: Daniel Forrester, Director of Government Services, Sapien Corp.; 12:40–1:20 p.m.; Schlegel 207

TUESDAY, NOVEMBER 18

Farash Executive Lecture*: Peter Lijewski, VP of East Coast Operations, Constellation Brands; 12:40–1:20 p.m.; Schlegel 207

Global Entrepreneurship Week

NOVEMBER 17–NOVEMBER 21

Global Entrepreneurship Week*: Look for University-wide entrepreneurship events Monday through Friday. To learn more, visit www.unleashingideas.org.

WEDNESDAY, NOVEMBER 19

Center for Entrepreneurship Lecture Series: Steve Mariotti, President and Founder, National Foundation for Teaching Entrepreneurship (NFTE); 4:30–6:30 p.m.; Gleason 318/418

THURSDAY, NOVEMBER 20

Faculty Seminar: "The Future of Entrepreneurship Education;" Steve Mariotti, President and Founder, NFTE; 9–11:30 a.m.; Alumni and Advancement Center, Board Room

* Check www.rochester.edu/entrepreneurship/events for the latest information.

Center for Entrepreneurship

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Change Service Requested**SPOTLIGHT**

Simon alumnus Mark S. Ain '67 adds 'trustee' to his many roles

By Natalie Yager Antal

"It's an incredible task to start a company," said Mark S. Ain '67 SB, founder of Kronos Incorporated, the Chelmsford, Mass.-based market leader in the workforce management industry.

In his own quest to create a \$100 million company, Ain researched more than 100 products before building a prototype for the automated time clock in 1977.

"It's fun to create something new," he said. "But you're stepping out of your comfort zone. So it's also a little scary."

Challenges that Ain faced early on, such as a board member who tried to usurp him as CEO, taught him the many roles an entrepreneur must assume when leading a startup.

Today, Kronos has revenues of \$662 million—surpassing Ain's initial goal six times over. It employs 3,400 people who serve customers in more than 60 countries. The company also has a relatively new executive chairman of the Board of Directors—its founder.

After leading Kronos for 28 years, Ain assumed the post of chairman in 2005. Although happy with the new role, he admits the transition from CEO to chairman has been difficult at times.

"I still have the inclination to jump in and do things myself," Ain said. "But I hold back. As chairman, my new role is to ask questions and propose possible courses of action. The final decision and style of execution are the responsibilities of the CEO and management team."

In another new position, Ain recently joined the University of Rochester Board of Trustees. He is committed to planning the University's next



Mark S. Ain '67 SB (right), founder of Kronos Incorporated, congratulates Carlin Gettliffe '09 (center) and James Cassuto '08, who won the 2008 Mark Ain Business Model Competition.

phase of change and growth.

During the Board of Trustees Retreat last spring, University CFO Ronald Paprocki showed footage of Rochester's River Campus being constructed in the 1920s; George Eastman was pictured alongside the contractors. Ain immediately decided to read the biography of Eastman.

"I enjoy learning the history of issues I'm currently working on," said Ain. "I'm discovering so much about what Rochester was like in the late 19th and early 20th centuries. That knowledge of what Rochester was and what it has become

is going to help me in my role as a trustee at the University."

Last spring, Ain acted as a judge for the second annual University of Rochester student business model competition that bears his name.

"One thing we are trying to do at the University is revive the kind of entrepreneurship that built Rochester 100 years ago," said Ain. "By emphasizing entrepreneurship at the Simon School and at the University, hopefully we can get people interested in taking the next step—become entrepreneurs, start companies, and create jobs."