Innovation and Enterprise (I&E) Ventures ensure that the University’s teaching and research have practical, positive implications for the wider community. We collaborate with a diversity of stakeholders across many contexts. It is within this extended network that we believe teaching and research is most effective. Innovation and entrepreneurship are often catalysed by environments rich in challenges, abnormalities and pressing needs. Assumptions are confronted and adaptive thinking is necessary. The impact can be invaluable, instigating change through new products, processes and markets, and creating value both socially and economically. Our intention is to initiate and develop entrepreneurial capacity within the community and to disseminate best practice. This collaborative process also informs the way we think about, do and teach entrepreneurship at the University.

I&E Ventures thrive on support from external organisations and from student involvement. We would like to thank all our supporters and participants for their assistance and enthusiasm, including:

- Thyne Reid Foundation (Remote and Rural Enterprise Program)
- Department of Family, Housing, Community Services and Indigenous Affairs (Remote and Rural Enterprise Program, CDEP Indigenous Social Ventures)
- AusAID (Developing Entrepreneurial Women in ASEAN countries)
- Innovation Capital (Genesis student business plan competition)
- The Indus Entrepreneurs (TIE) (Genesis student business plan competition)

Megan Donnelly
Innovation and Enterprise Ventures Coordinator

Richard Seymour
Program Director, Innovation and Enterprise

Andrew Lee
Associate Director of Finance

Lisa Kelaher
Undergraduate Program Adviser, Clubs and Societies Program

Jim Rooney
Lecturer in Accounting

Julia Di Kang
Coordinator, Genesis Student Business Plan Competition

The mission of I&E Ventures is to facilitate engagement between the multiple players contributing to the development of entrepreneurship (academia, industry, government, entrepreneurs, not-for-profits and the broader community). By participating in the initiation and development of entrepreneurial activity, we aim to:

- broaden and deepen student learning through engaged practice
- encourage and support cross-disciplinary business research
- strengthen businesses and their communities
- build collaborative relationships.

I&E Ventures fuse teaching and research activities with a broad range of community, government and industry engagements. The projects facilitate the entrepreneurial development of communities and students through an emphasis on collaboration, two-way learning and development. It is the practical, hands-on approach to our projects and partnerships that ensures real, co-created outcomes are achieved and rich learning and knowledge sharing environments created.
I&E Venture activities and networks are more than merely faculty-directed volunteerism. They are deliberately developed to integrate our teaching and research with service to the community, with the intention that all stakeholders benefit from the associated processes and outcomes.

Teaching in the Innovation and Enterprise Program is based on enquiry-based learning. Students work with real clients and real business cases, requiring them to identify and solve the challenges in a dynamic and practical entrepreneurial setting. We work closely with a suite of domestic and international entrepreneurs, exposing students to a range of industries and commercial and social enterprises. Students navigate real human and economic influences to present a viable opportunity to their entrepreneur, who provides guidance and feedback throughout the process. Many of our units feature industry guest speakers who provide insight into the intricacies of their profession and current practical examples.

In 2011 our entrepreneurial partners included:
- Read How You Want (student business case)
- GEA (student business case)
- Enterprise Connect (student business case)
- Broken Hill Art Exchange (student business case)
- Jack Thompson Foundation and Urapuntja Aboriginal Corporation (student business case, venture partner)
- ATP Innovations (adjunct teaching)
- WRAYS Patent Attorneys (adjunct teaching)
- The Strategy Group (adjunct teaching)

We will continue to provide students with hands-on experience and engagement with real entrepreneurs and their businesses through 2012.

CROSS-DISCIPLINARY AND COMMUNITY-ENGAGED TEACHING

In June 2011 we were awarded an internal Strategic Teaching Enhancement Project Scheme (STEPS) grant for a community-engaged learning and teaching proposal. The project will be delivered in partnership with Professor Michael Tawa from the Faculty of Architecture, Design and Planning. The academic staff involved have extensive experience leading community-engaged research and teaching projects, and have previously collaborated under the RARE Program. Postgraduate business and architecture students will work in cross-disciplinary groups to address a community-identified need. These action-research projects will require students to consider both the commercial and design requirements and to adapt their thinking and models to a rich sociocultural context. It will be a valuable learning experience both professionally and personally, as the students learn to manage multiple stakeholder demands and navigate the many human and economic factors involved.

REGIONAL INSTITUTIONAL NETWORKS

The quality of our partnerships and the scope of our networks are crucial to the development of our entrepreneurial research, teaching and venture activities. Our strong relationships ensure that we learn from and contribute to entrepreneurial developments occurring both in local settings (whether mainstream or marginalised) and internationally. We collaborate with leading regional institutions including Vietnam National University, Zhejiang University China and Indian Institute of Management Bangalore. More information about our networks can be found in the IERG 2010 and 2011 Annual Reports.

We are currently planning to launch a regional organization to support these activities – EDNA – Entrepreneurship Development Network Asia, which will concentrate on the ASEAN countries and India and China. We seek to identify the leading local universities who have the desire and capacity to develop coordinated entrepreneurship and innovation teaching, research and outreach initiatives.
The I&E Ventures can be grouped as those led by the Business School, and those led by students and facilitated by the Business School.

GENESIS 2011
In 2011 Genesis created two award categories, with each winner receiving a $3000 cash award from Innovation Capital. The winners were as follows.

BEST INNOVATION CAPITAL AWARD
- SIFe (Students in Free Enterprise) Sydney Chapter
- Jim Rooney
- Andrew Loo

BEST SOCIAL/NOT-FOR-PROFIT AWARD
- Hessian
- Michael Fay
- Richard Seymour
- Andrew Lee

From the 50 entries received, five finalists were selected for each award category. These finalists attended a series of workshops and were assigned an expert industry mentor from The Indus Entrepreneurs (TIE) to further refine and develop their ventures. Genesis relies on participation from students, faculty staff and industry representatives. We would like to thank the following people for their contribution and enthusiasm.

ORGANISATION AND IMPLEMENTATION
- Julia Di Kang
- Andrew Loo
- Jim Rooney

JUDGING
- Michael Fay
- Andrew Loo
- Richard Seymour
- Michael Gilbert
- Jim Rooney

Funding and industry involvement
We would like to thank Innovation Capital for their ongoing financial contribution to Genesis, which complements funding received from the Business School. TIE also supports our Genesis participants, providing a unique opportunity for finalists to be mentored by their industry experts.

STUDENTS IN FREE ENTERPRISE (SIFE) SYDNEY CHAPTER
SIFE is an organisation managed by the University of Sydney Union that focuses on supporting social enterprise activities. Its mission is ‘to bring together the top leaders of today and tomorrow to create a better, more sustainable world through the positive power of business’. SIFE teams use educational outreach projects to teach important concepts including market economics, entrepreneurship, personal and financial success and business ethics. As they do, they develop leadership, teamwork and communication skills to better themselves and their communities.

SIFE programs are run on more than 2000 campuses in 48 countries. The Sydney chapter has enjoyed recognition and awards for their projects at each of the past three national championships.

180 DEGREES CONSULTING
180Degrees is an international student consultancy offering pro bono services to growing non-profits, helping them achieve greater social impact.

We are currently exploring opportunities for collaboration to strengthen 180Degrees as a student-run group and to encourage further student involvement in I&E Venture activities.

YOUNG ENTREPRENEURS SOCIETY (YES)
YES has a strong membership base of more than 400 students at the University and more than 900 members in total. It encourages students to participate in entrepreneurial learning and activity across the University, organising speakers, workshops, competitions and other entrepreneurship events.
BUSINESS SCHOOL-LED ACTIVITIES
REMOTE AND RURAL ENTERPRISE (RARE) PROGRAM

The RARé Program focuses on engaging with remote and rural enterprise, ensuring that the University’s entrepreneurial activity benefits some of our most challenged communities and businesses. RARé supports two-way learning and development through student exchanges and action-research projects that require students to adapt their business skills to specific community needs and sociocultural contexts. It aims to build rich and ongoing relationships between students and remote and rural enterprises, benefiting businesses and communities, policymakers and the Business School. As an I&É Venture, it complements existing teaching and research activities within the Innovation and Enterprise Program.

Mission
– To further develop student learning through ‘engaged practical’, i.e. applying their knowledge and skills to real-world situations.
– To participate in the initiation and development of sustainable business activity in remote and rural Australia.
– To support business research that will develop understanding of remote and rural Australia.
– To initiate and enrich relationships that will support teaching, research and outreach activity in remote and rural Australia.

Funding and support
Start-up funding received from the Thye Reid Foundation has underwritten the initial student exchanges and funded crucial administrative activities.

We would also like to thank FaHCSIA for its funding and support of the RARé Program.

STAKEHOLDER | BENEFIT
--- | ---
STUDENTS | Provides a platform for learning and engaged practice, complementing and supplementing what is possible in a classroom setting.
REMOTE AND RURAL ENTERPRISES | Strengthens the networks and sustainability of remote and rural businesses.
INDIGENOUS ENTERPRISES AND COMMUNITIES | Develops stronger local Indigenous-owned and -run businesses that will help alleviate unemployment and welfare dependency, improve the community’s health and wellbeing and provide training opportunities.
RESEARCHERS AND POLICYMAKERS | Provides insights and data to drive research and analysis, which will be of particular interest to governments increasingly demonstrating their focus on rural and remote issues.

Who benefits

| PROJECT | LOCATION | ACTIVITIES | RARE INVOLVEMENT |
--- | --- | --- | --- |
UTOPIA PROJECT | 2/3 km north-east of Alice Springs, NT | Arup consult, housing, cultural village | Five projects completed |
CDEP INDIGENOUS SOCIAL VENTURES | Darwin, NT | Supported accommodation Youth hub and online learning centre for disengaged youth | One staff planning visit |
LITIGHOW MICRO-FRANCHISING | Lithgow, NSW | Developing a blueprint for micro-franchising | One project completed |
CREATIVE INDUSTRIES IN BROKEN HILL | Broken Hill, NSW | Scoping and developing opportunities to expand Broken Hill’s creative industry enterprises and infrastructure and create opportunities for young people | Two projects completed |
THE GREEN | Tumbarri, Forster, NSW | Scoping sustainable social enterprise opportunities regarding a waste-management site | One staff planning visit |

THE UTOPIA PROJECT

The Utopia Project is a joint initiative between the Urapuntja Aboriginal Corporation (chaired by Rosalie Kunoth-Marks) and the Jack Thompson Foundation. Its objective is to tackle three major factors that have lead to widespread poverty and welfare dependency in the Urapuntja Homelands at Utopia: lack of skills, lack of income-producing enterprise owned and driven by the community, and lack of housing.

The project provides the community with in-country, practical skills training and certification, giving emphasis to:
– hands-on, experiential training, to more deeply engage community participants;
– use of local materials and the ‘living ground’, to minimise costs and ensure that practices are sustainable;
– staged development of enterprise, to allow skills and training to develop progressively.

At the heart of the project’s success is a collaborative approach whereby the community is strongly engaged in decision making and management. This ensures that the project outcomes satisfy their needs and fit within their cultural structures and values.

Supporting the project is a network of educational institutions, government agencies and experienced organisations, all working to inform the project’s development and identify areas for research and policy change.

The Utopia Project is a cross-disciplinary student exchange between the Faculty of Architecture, Design and Planning and the Business School. Dr Richard Seymour from the thompson Foundation. Its objective is to support the creation of an enterprising and self-sustaining location.

CDEP INDIGENOUS SOCIAL VENTURES
The Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA) has engaged RARé students and staff to identify appropriate Indigenous social ventures that would benefit from student action research and engagement. From June 2011, the RARé Coordinator visited remote and rural Indigenous communities across Australia, working with the community local CDEP (Community Development and Employment Program) providers and FaHCSIA to establish opportunities for student engagement that will facilitate two-way learning and community enterprise development. In 2012, the selected postgraduate student placements will work with the CDEP Indigenous Social Ventures to develop their businesses. This will include a visit to the community and completion of an action research project.

Supported accommodation

Darwin, NT
Darwin Regional Indigenous Accommodation Complex Project aims to provide supported accommodation for Indigenous people travelling from their communities to participate in training, internships or employment in Darwin. Three self-contained demountable cabins will be constructed by Indigenous trainees, and a caretaker/support worker will be employed to manage the facility and provide holistic support to its users.

RARé students will conduct a feasibility study of opportunities for expansion of supported accommodation in the region, travelling to Darwin to meet with key stakeholders, experience the venture’s day-to-day operations and ensure that the project remains aligned with the contextual challenges and influences.

Youth hub and online learning centre

tjutjunaku Worka Tjuta Inc (TWiT) is developing a youth hub and online learning centre in Ceduna to address the high level of youth disengagement. The youth hub will provide a coordinated offering of training and employment services and referral programs, working with a range of youth service providers.

Benefits will include greater visibility of and accessibility to these services, and the coordination of the region’s youth programs, enabling more holistic and far-reaching engagement.

RARé students will be involved in the venture’s business development and in planning for its long-term viability. Collaboration with TWiT, other key stakeholders and community users is essential to this project. Students will spend time in Ceduna ensuring that their research is aligned with community needs.
Rabbit meat harvesting
Tjuntjuntja community, WA

The Paapiyal Tjuntjuntja Aboriginal Corporation within the Tjuntjuntja community has identified an opportunity for a rabbit meat harvesting enterprise, which will supply the local community with a healthy food source and have the potential to expand regionally once capacity has developed. Local sourcing and production overcomes logistical costs and provides the community-owned enterprise with a revenue stream. It is an all-inclusive activity that encourages collective participation of people on country and helps to strengthen both community relationships and knowledge, and economic activity and awareness.

RARE students will develop a staged business plan for the enterprise’s development. The project will require students to analyse regional market opportunities and requirements, address logistic challenges and capacity building, and develop a marketing strategy and appropriate community governance of the enterprise.

Laundromat
Walgett, NSW

The Project has developed a local laundromat in Walgett. This is a laundromat in Walgett. this joint project is one of many with their own sustainable enterprise venture will provide a real business opportunity for a rabbit meat project designed to showcase sustainable living and building practices, and provide opportunities for social engagement for the Great Lakes Community of NSW. It is run from a waste management site and provides numerous opportunities and resources for accredited training and skills development, artistic experimentation and workshops promoting the message of ‘Reduce, Reuse, Recycle’.

The Green
Broken Hill

The Green is a three-year community project designed to showcase entrepreneurial and architectural design skills to support its rurivization.

THE GREEN

The Green is a three-year community project designed to showcase sustainable living and building practices, and provide opportunities for social engagement for the Great Lakes Community of NSW. It is run from a waste management site and provides numerous opportunities and resources for accredited training and skills development, artistic experimentation and workshops promoting the message of ‘Reduce, Reuse, Recycle’.

The Green is currently funded by the Department of Human Services NSW ending in late 2013. To ensure its long-term economic viability, the project will require a framework for a supported micro-franchising service to be developed, providing graduates from the local TAFE and other community members with the mentors and training needed to start a micro-enterprise.

The RARE Program is currently supporting the project’s progression through implementation stage. RARE students will apply their expertise to a living, growing, progressing social enterprise addressing real community challenges.

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CREATIVE INDUSTRIES IN BROKEN HILL

Broken Hill is a remote city in New South Wales with a surprisingly strong creative industry, including 35 independent art galleries, numerous art residencies and a local film studio. The community vision is to expand these creative activities and enterprises to create training and employment opportunities for Broken Hill’s young people.

Three RARE students completing the Creative Industries and Enterprise unit visited Broken Hill in September 2011 to conduct research for their group projects. They conducted interviews and met with community stakeholders to develop business proposals that were financially viable and provided training and employment opportunities to youth in the creative industries. In November the students presented their ideas to their client, and received positive feedback for their practical and innovative approaches.

We will continue to work with Broken Hill in 2012, applying entrepreneurial and architectural design skills to support its rurivization.

DEVELOPING ENTREPRENEURIAL WOMEN (DEW)
Building female entrepreneurial skills for small-to-medium enterprises in ASEAN countries

The aim of this AusAID-funded program is to develop and launch locally tailored training programs for women in SMES in ASEAN countries to develop their entrepreneurial and business skills. The program consists of two sub-projects in:

- Vietnam, in partnership with the University of Economics and Business – Vietnam National University (UEB-VNU);
- Cambodia, in partnership with the University of Battambang, (UBB); Dr Marylouise Caldwell and Professor Paul Henry from the Business School are managing this project in Cambodia with UBB staff.

A brief profile of our regional partners is provided below.
Objectives
The DEW Program aims to achieve the following outcomes:

- Strengthen the entrepreneurial business skills of local women in Cambodia and Vietnam who complete the program and build successful SMEs in their respective country. This will increase their opportunity for permanent employment, which in turn will reduce inequality and facilitate inclusive growth.
- Strengthen the educational capability of UBB and UEB-VNU in business and entrepreneurship. At the end of the program both organisations will have the legacy of an ongoing and sustainable teaching program in entrepreneurship that is staffed by locally trained teachers.
- Build a local research focus that will complement teaching and outreach programs already existing at UBB and UEB-VNU, and enable these institutions to inform local education as well as practice.
- Build productive networks within country (between industry, government and educators).

Support and funding
AusAID is supporting the initiative with a $240,000 grant from June 2011 to 2013.

Progress and activities in Vietnam in 2011
The Vietnam project took full effect in June 2011 with the start of the AusAID grant. It was decided that a train-the-trainer program would have the greatest impact in terms of both reach and sustainability. Vietnam has a number of professional bodies, associations and unions already engaged with local women running micro-to small-medium enterprises, and the training program will equip these trainers with knowledge and skills in business and entrepreneurial thinking to include in their training delivery.

Progress throughout the year can be attributed to the key activities and events outlined below.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TIME FRAME</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLANNING AND VISIT TO UEB-VNU HANOI</td>
<td>June – August</td>
<td>Developed a six-month work plan, planned a workshop at the University of Sydney and identified potential stakeholders to engage with.</td>
</tr>
<tr>
<td>WORKSHOP AT THE UNIVERSITY OF SYDNEY</td>
<td>September</td>
<td>Six UEB-VNU delegates attended a five-day workshop in Sydney to develop the teaching curriculum and program framework in collaboration with Sydney staff, government and industry representatives.</td>
</tr>
<tr>
<td>PROGRAM DEVELOPMENT</td>
<td>October – November</td>
<td>Engaged stakeholders and established an Advisory Council, developed draft teaching material, curriculum and schedule.</td>
</tr>
<tr>
<td>INTERNATIONAL SEMINAR HOSTED BY UEB-VNU HANOI</td>
<td>December</td>
<td>Representatives from the Indian Institute of Management Bangalore, the University of Battambang in Cambodia, the University of Economics and Business in Vietnam, Chiba University in Japan and the University of Sydney shared their expertise on women in entrepreneurship, reviewed the program’s progress and planned a research agenda for future development and collaboration.</td>
</tr>
<tr>
<td>PROJECT LAUNCH CEREMONY</td>
<td>December</td>
<td>UEB-VNU and the University of Sydney jointly organised a launch ceremony with the participation of the Australian Ambassador in Vietnam, local training organisations and other partners. UEB signed an agreement with the University of Sydney detailing the program’s implementation. An MOU was also signed by UEB and the Hanoi Business Association, the Central Women’s School (Vietnamese Women’s Union) and the 8/3 Career Training Center (Ha Duong Women’s Union) to deliver the program. The ceremony was attended by 15 media organisations and received media coverage across four television channels, three print newspapers and 21 online articles.</td>
</tr>
</tbody>
</table>

The collaborative efforts of both University of Sydney and UEB-VNU staff and input from key stakeholders resulted in the establishment of a coherent and pragmatic program structure, the details of which are outlined below.

**TRAIN-THE-TRAINER PROGRAM TEACHING SCHEDULE**

<table>
<thead>
<tr>
<th>COHORT</th>
<th>COMMENCEMENT DATE</th>
<th>NUMBER OF PARTICIPANTS</th>
<th>COURSE STRUCTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>March 2012</td>
<td>Up to 25</td>
<td>5 classes totaling 30 hours</td>
</tr>
<tr>
<td>2</td>
<td>May 2012</td>
<td>Up to 25</td>
<td>5 classes totaling 30 hours</td>
</tr>
<tr>
<td>3</td>
<td>September 2012</td>
<td>Up to 25</td>
<td>5 classes totaling 30 hours</td>
</tr>
<tr>
<td>4</td>
<td>October 2012</td>
<td>Up to 25</td>
<td>5 classes totaling 30 hours</td>
</tr>
</tbody>
</table>

Funding from AusAID provides scholarships for 100 female trainers to complete the train-the-trainer teaching program.

**Local training partners**
- Hanoi Business Association
- 8/3 Career Training Center of The Ha Duong – Vietnam Women Union
- Central Women’s School – Vietnam Women Union
- University of Economics and Business

**Progress and Activities in Cambodia in 2011**
The Cambodian initiatives continue to develop with the programme officially commencing in 2011. The first cohort of undergraduates to undertake the programme was accepted, and the relationships between the University of Battambang and the University of Sydney Business School are developing well.
FINANCIAL SUMMARY

Below is the Innovation and Enterprise Ventures financial summary for the calendar year 2011.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>OPENING BALANCE</th>
<th>RARE</th>
<th>REGIONAL</th>
<th>SIFE</th>
<th>VIETNAM</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENESIS</td>
<td>(1,822)</td>
<td>31,280</td>
<td>23,946</td>
<td>10,566</td>
<td>0</td>
<td>65,970</td>
</tr>
<tr>
<td>RARE</td>
<td>27,638</td>
<td>41,919</td>
<td>13,946</td>
<td>0</td>
<td>12,265</td>
<td>134,000</td>
</tr>
<tr>
<td>REGIONAL</td>
<td>31,280</td>
<td>41,919</td>
<td>13,946</td>
<td>0</td>
<td>12,265</td>
<td>134,000</td>
</tr>
<tr>
<td>SIFE</td>
<td>23,946</td>
<td>10,566</td>
<td>0</td>
<td>12,265</td>
<td>134,000</td>
<td></td>
</tr>
<tr>
<td>VIETNAM</td>
<td>10,566</td>
<td>0</td>
<td>12,265</td>
<td>134,000</td>
<td>134,000</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>65,970</td>
<td>83,746</td>
<td>26,192</td>
<td>0</td>
<td>12,265</td>
<td>272,102</td>
</tr>
</tbody>
</table>

**INCOME**

- **University/Business School Funding**
  - GENESIS: 27,638
  - RARE: 41,919
  - REGIONAL: 13,946
  - SIFE: 0
  - VIETNAM: 12,265
  - TOTAL: 134,000
- **External income**
  - GENESIS: 31
  - RARE: 35,578
  - REGIONAL: 0
  - SIFE: 10,445
  - VIETNAM: 134,000
  - TOTAL: 180,053
- **External funding**
  - GENESIS: 31
  - RARE: 35,578
  - REGIONAL: 0
  - SIFE: 10,445
  - VIETNAM: 134,000
  - TOTAL: 180,053

**EXPENDITURE**

- **Salaries and wages**
  - GENESIS: 6,535
  - RARE: 41,919
  - REGIONAL: 0
  - SIFE: 376
  - VIETNAM: 13,380
  - TOTAL: 62,209
- **Travel and related costs**
  - GENESIS: 1,909
  - RARE: 16,481
  - REGIONAL: 0
  - SIFE: 682
  - VIETNAM: 14,003
  - TOTAL: 33,076
- **Other costs**
  - GENESIS: 9,717
  - RARE: 2,937
  - REGIONAL: 0
  - SIFE: 12,582
  - VIETNAM: 20,319
  - TOTAL: 45,555
- **Total expenditure**
  - GENESIS: 18,161
  - RARE: 61,337
  - REGIONAL: 0
  - SIFE: 13,640
  - VIETNAM: 47,702
  - TOTAL: 140,840

**CLOSING BALANCE**

- GENESIS: 7,687
- RARE: 16,821
- REGIONAL: 23,946
- SIFE: 9,191
- VIETNAM: 86,298
- TOTAL: 143,943

The above accounts show the I&E Ventures to be well funded. All projects are continuing on an ongoing basis, and we expect new injections of funds in 2012 for Genesis, SIFE and RARe.

FUTURE DEVELOPMENTS

In 2012 I&E Ventures will continue to expand in alignment with our mission. The expected arrival of new funds will see current projects developed, while new opportunities for collaborative partnerships and engaged student learning will be scoped. We will continue to engage in initiatives that enable our teaching and research to strengthen entrepreneurial activity across multiple industries and settings.

**STUDENT-LED ACTIVITIES**

The rich entrepreneurial spirit at the University of Sydney can be attributed to the range of Business School-led initiatives and student-led organisations, incubators and business competitions. In 2012 we intend to build a more cohesive entrepreneurial community, harnessing the skills, networks and resources of everyone on campus. The intention is to develop the entrepreneurial abilities of our students and provide them with further opportunities to express their talents, while presenting a coordinated front to interested external parties.

To achieve this goal we will organise biannual planning workshops and annual showcasing and networking events, and integrate teaching, research and Business School-led activities with student-led activities.

**RARE PROGRAM**

In 2011 the RARE Program attracted substantial interest from communities, students, academics and government. In 2012 we will refine and standardise procedures and strengthening the program’s profile to ensure that we develop a strong platform for sustainable growth. Key objectives for 2012 include:

- refining the program’s evaluation procedures and developing a social impact measurement framework
- building the program’s profile both on campus and externally
- engaging and cultivating an active and supportive network including donors, entrepreneurs, community leaders, alumni, academics, relevant professional bodies, government and industry
- scoping funding opportunities with key stakeholders through a staged process of identifying, engaging, proposing, securing, managing and evaluating.

Throughout the year, program updates will be available at:
sydney.edu.au/business/innovation_ and enterprise/outreach/rare

**DEW PROGRAM**

The collaborative activities and events of 2011 saw the AusAID-funded DEW Program’s network of participants expand and new initiatives emerge. Below is an overview of our intended activities for 2012 and beyond.

Throughout the year, program updates will be available at:
sydney.edu.au/business/innovation_ and enterprise/outreach/rare/SME

Capacity building and training

Two UEB–VNU and two UBB delegates will visit the NS Raghavan Center for Entrepreneurial Learning at the Indian Institute of Management (IIMB), in February 2012. They will engage with academic staff and the wider networks involved in training and supporting entrepreneurial women in India. The visit will address curriculum development for the train-the-trainer course.

Case studies for teaching and research

Over the next year case studies on female entrepreneurs in micro-and small-to-medium enterprises will be collected, providing a cross-section of activity in the ASEAN region. These case studies will form teaching materials for the train-the-trainer program and be published as a book for broader stakeholder access. Preparing the case studies will also act as a research training exercise for early-career researchers in ASEAN academic institutions. University of Sydney staff and students will work with IIMB, UEB–VNU, UBB and other academic institutions in the region to develop sound research methodologies and build local research capacity.

First student cohort

In March 2012 the first cohort of female trainers will complete the train-the-trainer course delivered by UEB–VNU. A review and refinement of the course, involving input from the University of Sydney, UEB–VNU, the Advisory Council and the students, will address any issues before the second cohort commences in May 2012.
Evaluation
Continuous evaluation and monitoring of the DEW Program will occur at both program level (networks, promotion, partnerships with training organisations, administration and course structure) and course level (teaching curriculum, materials and assessments). This will require collaborative input from UEB–VNU, the University of Sydney, the Advisory Council, local training partners and student alumni.

BEYOND THE DEW PROGRAM
The activities, materials and skills being developed under the DEW Program need support from wider teaching, research and venture initiatives to be sustainable. Viable teaching initiatives include student and faculty exchanges across the region and entrepreneurial units of study at both undergraduate and master’s level. Joint research projects, annual regional workshops and PhD students would foster research expertise in entrepreneurship. UEB–VNU also intends to develop both faculty- and student-led activities including business competitions and incubators.

The vision is for a long-term partnership between UEB–VNU and the University of Sydney as part of a wider regional network. Entrepreneurship Development Network Asia (EDNA) has been established, encouraging collaboration among its members to develop best practice in entrepreneurial training and to share lessons learnt and materials with the wider community.

SOCIAL ENTREPRENEURSHIP AND SOCIAL IMPACT MEASUREMENT
The Innovation and Entrepreneurial Research Group (IeRG) actively contributes to developments taking place in the social enterprise sector. In 2012 IeRG will collaborate with industry, not-for-profits, investors, government and social entrepreneurs to shape, refine and strengthen the approach to social impact reporting through academic and PhD research. Integrating I&E Ventures with this research project will benefit involved stakeholders, provide rich learning experiences for our students and increase awareness of this emerging sector.

THE CREATIVE INDUSTRIES
The creative industries provide a dynamic setting for entrepreneurship and innovation. We currently offer a postgraduate unit of study in Creative Industries and Enterprise, and program director Dr Richard Seymour is an active member of the Sydney VIVID board. In 2012 we will be looking to deepen our participation in the creative industries through involvement in the VIVID Festival of Lights Music and Ideas.

GETTING INVOLVED
We are always interested in hearing from the entrepreneurial community, industry, government, not-for-profits, other educational institutions and students who would like to become involved in I&E Ventures, teaching and/ or research. There are many levels of involvement available, including guest speaking, providing students with a live business case, mentoring, participating on judging panels and funding specific ventures or units of study. We are always open to exploring new partnerships, projects and ideas. If you would like to learn more about the Innovation and Enterprise Program or get involved in our activities, please contact us.