

THE BAYLOR ENTREPRENEURSHIP CULTURE

2023

**Entrepreneurship and
Corporate Innovation**



Baylor University
HANKAMER SCHOOL OF BUSINESS

The Baylor Entrepreneurship Culture



A LETTER FROM THE CHAIR
Peter Klein, PhD

CHAIR AND PROFESSOR,
 DEPARTMENT OF ENTREPRENEURSHIP
 AND CORPORATE INNOVATION

It's an honor to serve as Chair of the Department of Entrepreneurship and Corporate Innovation. Baylor was one of the first universities to offer entrepreneurship programming, with our first courses and projects launching in 1978. Since then we've developed a national and international reputation as a top-tier entrepreneurship program featuring an Entrepreneurship major and minor, a graduate certificate in Technology Entrepreneurship, a host of student engagement and community outreach programs and—starting in 2016—a PhD program in entrepreneurship research.

What makes our departmental culture unique—aside from our outstanding faculty, staff and students—is the integration across our various activities and initiatives. I taught at two large, public research universities before coming to Baylor. At those schools, I was one of one or two entrepreneurship researchers, but there were hardly any entrepreneurship courses. Other universities have courses in entrepreneurship but few connections to practitioners and little interest in academic research in the field. Many places bring professional entrepreneurs into the classroom but without any overall structure to the curriculum. At Baylor, we bring all the pieces together. Our cutting-edge scientific research informs our teaching and outreach programs. Our student and professional programs provide inspiration, examples and data for our researchers. Our outreach and engagement programs combine the best of theory and practice. All this creates synergies, excitement and collaboration opportunities—often serendipitous—that make the whole more than the sum of the parts. Few other programs have a portfolio like this.

Rankings, awards and recognitions aren't everything—but we receive a lot of them. We continue to be in the national top 10 in rankings of undergraduate entrepreneurship programs from *U.S. News & World Report* and from *Entrepreneur Magazine*. In the 2022 edition of the TCU Global

Baylor Entrepreneurship Highlights

Baylor University started one of the first entrepreneurship programs in 1978

An Entrepreneurship PhD program was launched in 2016

Baylor Entrepreneurship has consistently been ranked nationally as a top-10 program

Connections with practitioners and a focus on research sets Baylor Entrepreneurship apart from other programs

University Entrepreneurship Research Productivity Rankings, which ranks universities based on publications in peer-reviewed scientific journals in our field, Baylor ranked #4 in the world. The Academy of Management's Entrepreneurship Division sponsors two annual prizes for the best doctoral dissertations in entrepreneurship. In 2021, one award went to **Justin Yan**, one of our assistant professors, and the other went to **Russell Browder**, one our recent PhD graduates now teaching at the University of Oklahoma.



Our Entrepreneurship major and minor continue to be strong, and we are adding a new program that teaches entrepreneurship to students in Fine Arts—an example of how entrepreneurship touches every aspect of human life. The Business and Innovation Living and Learning Community, a campus living community for students interested in entrepreneurship and innovation, has been so successful that we went from occupying two floors of a four-story dormitory to occupying the entire building. Our other outreach and engagement programs, which you can read about in the following pages, continue to offer a dazzling array of programming and support for current and aspiring entrepreneurs and for anyone interested in learning more about the entrepreneurial process, having an entrepreneurial mindset and the role of the entrepreneur in society.

We look forward to continuing to grow and improve our programs and activities and creating the synergies from having so much great stuff all in one place. The next time you're on campus, drop by and see us!

Peter Klein, PhD
 Chair and Professor,
 Department of Entrepreneurship
 and Corporate Innovation

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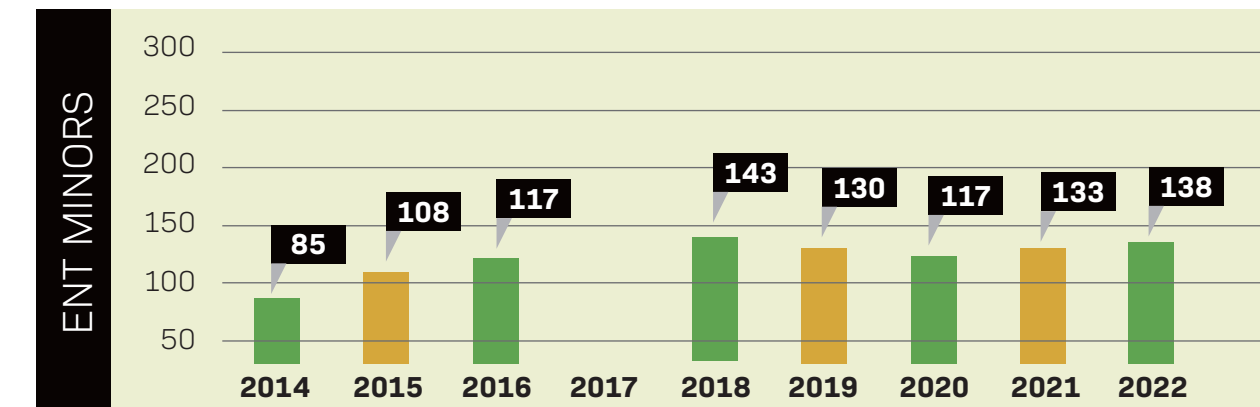
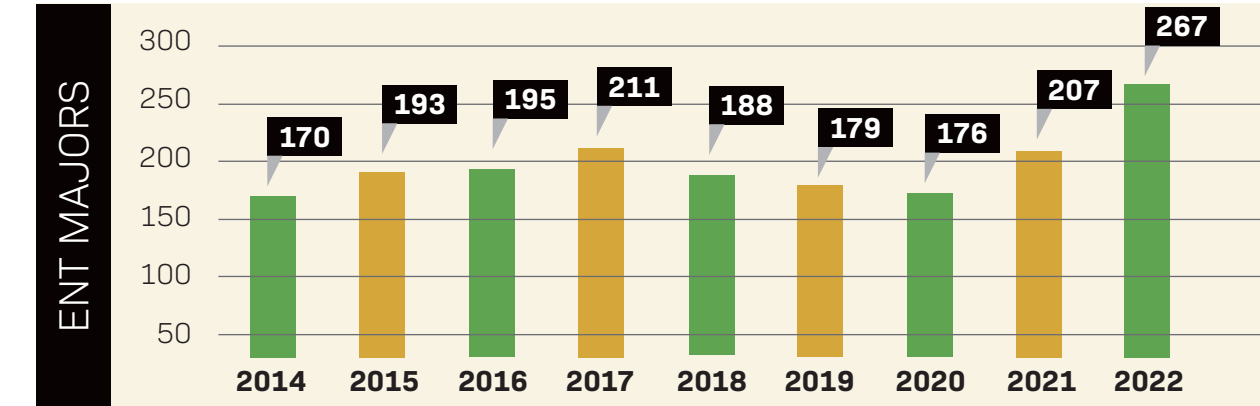
26 Entrepreneurship Faculty and Staff



QUICK INSIGHTS

ENTREPRENEURSHIP STATISTICS

Student enrollment numbers (by year)



Major GPA

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022
GPA	-	3.32	3.33	-	3.32	-	3.30	3.35	3.50

WHERE BAYLOR ENTREPRENEURSHIP RANKS AMONG OTHER PROGRAMS

STATE RANKINGS

#1 The Baylor Entrepreneurship Program has been ranked **tops in the state of Texas** (U.S. News 2023 rankings)

NATIONAL RANKINGS

#8 The Baylor Entrepreneurship Program is ranked **#8 among U.S. Undergraduate Programs** (U.S. News 2023 rankings)

#17 The Baylor Entrepreneurship Graduate Program is ranked **#17 nationally** among U.S. Graduate and Professional Programs (U.S. News 2023 rankings)

#6 The Baylor Entrepreneurship Program is the **#6 U.S. Entrepreneurship Undergrad Program** (The Princeton Review 2023 rankings)

WORLD RANKINGS

#4 Baylor Entrepreneurship ranks **#4 in the world** for Research Productivity (2022 TCU Global University Entrepreneurship Research Productivity Rankings)

A Wealth of Research

GABRIELLA CACCIOTTI, PhD
Assistant Professor

Baylor Entrepreneurship is one of the world's top-ranked entrepreneurship research departments. The faculty consistently publish in the most prestigious academic journals in entrepreneurship and other business fields. Emeritus Professor Ray Bagby was the founding editor of *Entrepreneurship Theory and Practice (ETP)* and Peter Klein currently serves as co-editor of the *Strategic Entrepreneurship Journal (SEJ)* and many of the faculty serve on the editorial boards of other top journals. These positions give the department opportunities to shape the scientific conversation on topics related to entrepreneurship and innovation.

BAYLOR UNIVERSITY'S DEPARTMENT OF ENTREPRENEURSHIP HAS BEEN RANKED #4 IN THE WORLD AND #1 IN TEXAS FOR RESEARCH PRODUCTIVITY

Designated by the TCU Global University Entrepreneurship Research Productivity Rankings from the Neely School of Business at TCU.

A BRIEF LOOK AT RECENT RESEARCH SUCCESSES

Assistant Professor David Scheaf published a 2022 *ETP* paper on entrepreneurial fraud, synthesizing prior work and offering a new framework for analyzing how and why entrepreneurs sometimes attempt to deceive and how fraud causes harm for perpetrators as well as victims. In a 2022 paper in the *Journal of Business Venturing*, he empirically examined entrepreneurial "resourcefulness" or frugality, showing that individuals with a predisposition toward self-reliance also perceive, often mistakenly, higher resource burdens imposed from the outside.

Assistant Professor Gabriella Cacciotti published a 2022 paper in *ETP* using recent developments in psychology to develop a theory of entrepreneurial resilience in the face of stress and coping.

Justin Yan's work on the growth rates of new public firms appeared in the *Journal of Business Venturing* (2021).

Peter Klein's paper on the relationship between entrepreneurial capability and resource ownership appeared in *Strategic Management Journal* (2021). Additionally, Klein and **Steve Bradley** guest-edited a special issue of *SEJ* (2021) on the role of public policy in promoting innovative entrepreneurship.

These are just a few examples. The Baylor Entrepreneurship faculty has 12 new articles accepted in the "premier" and "elite" journals (using the business school's classification system) in the 2021-2022 school year and we expect to continue this pace in the years to come.

FACULTY RESEARCH SPOTLIGHT

David Scheaf, PhD
Assistant Professor

Research Title
"An agentic perspective of resourcefulness: Self-reliant and joint resourcefulness behaviors within the entrepreneurship process"



“IT'S A WONDERFUL FEELING TO BE PART OF A TOP-RANKED PROGRAM WITH AN UNAMBIGUOUS CHRISTIAN COMMITMENT, WHERE THE FACULTY AND STAFF UPHOLD A HIGH STANDARD OF EXCELLENCE AND THE STUDENTS ARE SO EAGER TO LEARN.”

Research Takeaway

Resourcefulness behaviors (i.e., the use of clever and creative ways to get more benefits from fewer resources) can be categorized as self-reliant resourcefulness (i.e., behaviors that only depend on the entrepreneur) or joint resourcefulness (i.e., behaviors that involve coordinated effort with other entrepreneurs or community members). When looked at from a self-reliant and joint resourcefulness perspective, it was noted that frugal entrepreneurs tend to enact higher amounts of self-reliant resourcefulness behaviors because these entrepreneurs hold, as a goal, the desire to reach a state of self-sufficiency. While "going at it alone" gives frugal entrepreneurs more control over their venture's future, these frugal entrepreneurs may miss out from the unintended benefits of engaging in joint resourcefulness behaviors, like sharing cost burdens, enhanced social capital and/or referrals.

Gabriella Cacciotti, PhD
Assistant Professor

Research Title
"Integrating Psychological Resilience, Stress, and Coping in Entrepreneurship: A Critical Review and Research Agenda"



“I AM GRATEFUL FOR THE OPPORTUNITY TO WORK ALONGSIDE AMAZING COLLEAGUES WHO PROVIDE INVALUABLE FEEDBACK AND SUPPORT.”

Research Takeaway

The concept of resilience cannot be understood disconnected from the concept of stress and coping. Individuals do not have to be labeled as resilient to pursue entrepreneurship. Resilience is not just a quality; it is also a process (the process of becoming resilient). Entrepreneurship can also be seen as a coping mechanism to build resilience for people experiencing stressful events in life.

A Certain Level of Excellence

JUSTIN YAN, PhD EARNS THE 2021 HEIZER DOCTORAL DISSERTATION AWARD IN NEW ENTERPRISE DEVELOPMENT

This award is given by the Entrepreneurship Division of the Academy of Management and is widely considered the most prestigious dissertation award in the field of entrepreneurship.

Justin Yan, PhD
Assistant Professor

In his two-essay work, Yan addresses the uncertainty entrepreneurs experience as they engage in internationalization. He

applied real options theory, a theoretical perspective that emphasizes decision making at high levels of uncertainty as well as taking advantage of changing levels of uncertainty over time to achieve better organizational outcomes, to re-conceptualize the role of uncertainty in entrepreneurial firms' internationalization process and entrepreneurs' internationalization decision making. Together, the two studies contribute to entrepreneurship, internationalization, and real options literature by conceptually modeling and empirically testing the effects of both perceived and actual host country uncertainty in entrepreneurial firms' internationalization process and entrepreneurs' internationalization decision making.



Title: "Exploring the unknown requires leveraging uncertainty: Two Essays on A Real Options Perspective on the Pattern and Decision-Making of Entrepreneurial Internationalization"

The Apprentice

Recognizing the ongoing, growing need for well-trained scholars in the field of entrepreneurship, Baylor Entrepreneurship responded in true entrepreneurial fashion.

The Entrepreneurship PhD is a four-year degree in which students take structured courses during the first two years, pass a rigorous comprehensive examination, then focus on dissertation writing and teaching during the last two years. The students are encouraged from the first year in the program to submit their written work to professional journals for publication and to apply for competitive program and panel slots at academic and professional conferences. The top journals and conferences are very selective, and most submissions are rejected, which is more the reason to start early. Faculty work

closely with students to refine and package their ideas to handle requested editorial revisions and improvements and to deal with frequent rejection. A PhD program is more like an apprenticeship than a traditional degree program and students learn by doing, all under the supervision of an experienced guide.

The program leverages Baylor's reputation as national leader in the classroom and a world-wide leader in research to not only train the next generation of scholars, but to also prepare them for careers as entrepreneurship researchers, teachers, analysts, policymakers and other scholarly positions.

The Baylor Entrepreneurship PhD Program is personalized to reflect the intellectual interests of the students, and it also capitalizes on the strengths and expertise of the entrepreneurship faculty. The program emphasizes great teaching as well as research in an environment that equips students with the skills to conduct rigorous research that meaningfully advances the discipline, eventually launching high-impact careers as faculty members at leading research-oriented universities or in equivalent academic, industry or policy positions.

WHERE ARE THEY NOW?

ENTREPRENEURSHIP PHD PROGRAM STUDENT PLACEMENTS

2022 Baylor University Entrepreneurship PhD Program Graduates
Ileana Maldonado-Bautista Assistant Professor, Iowa State University
Austin Brown Assistant Professor, Belmont College
Gordon Miller Assistant Professor, King's College

2020 Baylor University Entrepreneurship PhD Program Graduates
Russell Browder Assistant Professor, University of Oklahoma
Eric Mota Assistant Professor, Wichita State University
Anna Long Assistant Professor, California State University – San Bernardino

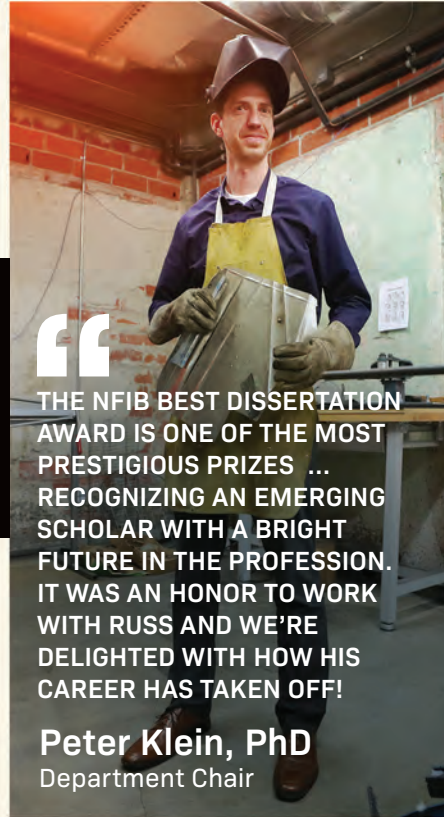
MAKING GOOD

2020 BAYLOR UNIVERSITY ENTREPRENEURSHIP PHD PROGRAM GRADUATE **RUSSELL BROWDER** HAS WON THE 2021 NFIB BEST DISSERTATION AWARD

This award targets research on the founding, management, growth, and development of new ventures, such as small businesses, family businesses, and minority businesses, and the support systems (other than venture capital) that facilitate their development.

Title: "Intermediation and Disintermediation of Resources for Entrepreneurship and Innovation in the Maker Movement"

Abstract: The maker movement phenomenon represents potential disintermediation of producer innovation as well as intermediation of creative processes for entrepreneurs and innovators. This dissertation introduces the maker movement phenomenon and its relevance for research on entrepreneurship and innovation. I discuss how, through shared access to tools and digital fabrication technologies, makers can act as producers in the sharing economy and potentially increase entrepreneurship rates, catalyze advanced manufacturing, and spur economic development. I develop a model of the maker movement configured around social exchange, technology resources, and knowledge creation and sharing. Through a multiple case study design, I build a theoretical understanding of the conditions and mechanisms underlying physical maker spaces as collective resource systems that can lead to value capture and creation. I distinguish between selection and treatment effects by delineating the role of maker spaces for productivity intermediation and creativity intermediation through the interactions of their physical, social and knowledge resources.



“THE NFIB BEST DISSERTATION AWARD IS ONE OF THE MOST PRESTIGIOUS PRIZES ... RECOGNIZING AN EMERGING SCHOLAR WITH A BRIGHT FUTURE IN THE PROFESSION. IT WAS AN HONOR TO WORK WITH RUSS AND WE'RE DELIGHTED WITH HOW HIS CAREER HAS TAKEN OFF!”

Peter Klein, PhD
Department Chair

BROWDER (above) is an assistant professor at the University of Oklahoma.

Developing “Leaders of Leaders”

BAYLOR'S BUSINESS EXCELLENCE SCHOLARSHIP TEAM IS A TRAINING GROUND FOR THE WORLD'S FUTURE CHRISTIAN BUSINESS LEADERS

BEST CORE VALUES

- BUSINESS**
World-class experience that focuses on real-world practice
- EXCELLENCE**
Diverse selection of high achieving students in-and-out of the classroom
- SCHOLARSHIP**
Faculty and alumni supported events from international trips to alumni dinners
- TEAM**
Responsible and collaborative teams focused on executing on an overall vision

The year 2023 will mark thirty years since the first official Business Excellence Scholarship Team (BEST) class was developed and launched by Baylor President Linda Livingstone who was then a professor at Baylor's Hankamer School of Business. Thirty years of business, excellence, scholarship and team.

BEST is a yearlong academic leadership cohort made up of the “leaders of leaders” within the business school student body. The purpose of the program is to identify, select and recruit—and then to educate, develop and launch—the world's future global Christian business leaders. BEST is intentionally designed to foster an environment that encourages students to inspire each other to make a difference in the world. By keeping the BEST cohort size small, students develop a tight-knit community that lives on even beyond graduation.

BEST is organized with student teams made up of four students each. These teams serve local businesses and nonprofits within the Central Texas community through pro bono strategic consulting evaluations. The teams also research and analyze public companies to recommend mock long-term strategies.

With BEST, students receive a world-class experience that focuses on real-world practice. The classroom setting is utilized for actual business case analysis and discussion which is typically combined with a campus visit from a CEO or entrepreneur. Students collaborate both in and out of the classroom to learn general strategic management practices.

Outside of the classroom experiences for the 2021–2022 school year included trips to Tennessee and Florida. While in Tennessee, the class visited Barnhardt Crane and Rigging, NaviHealth, Belmont University and the Country Music Hall of Fame and Museum. In Florida the group visited Walt Disney World and had a chance to talk with Stephanie Young who serves as the President of consumer products, games and publishing at Disney. The group was also able to meet with Jon Langford who serves as a pastor with a ministry focus of engaging with the various cast members around Disney parks.

These outstanding leaders of today strive to build a better BEST for future students in the years and decades that come after them.



THE MOMENTS, FRIENDSHIPS AND LESSONS LEARNED OVER THE COURSE OF THIS PAST YEAR WILL ACCOMPANY US FAR INTO THE FUTURE.

Lincoln Veitenheimer
2021–2022 BEST student cohort

RECOGNIZING EXCELLENCE

THREE VETERAN FACULTY MEMBERS ARE HONORED



PETER KLEIN, PhD

Entrepreneurship Chair

2022 Hankamer School of Business Faculty Award – Research Advancement Award

Recognizing faculty excellence that results in publishing impactful research

PATRICIA NORMAN, PhD

Associate Dean of Graduate Programs

2022 Hankamer School of Business Faculty Award – Teaching Excellence Award (Tenured)

Recognizing faculty excellence in and beyond the classroom in delivering transformational educational experiences



LES PALICH, PhD

W.A. Mays Professor of Entrepreneurship

2022–2023 Fulbright U.S. Scholar Award to Ireland

Fulbright Scholar Awards are prestigious and competitive fellowships that provide unique opportunities for scholars to teach and conduct research abroad.



Seeing Positive Lab Results

BAYLOR'S LAB-TO-MARKET COLLABORATIVE MARKS THE INTERSECTION OF INNOVATION AND COMMERCIALIZATION

Lab-to-Market Highlights

\$36M has been raised by Waco Ventures for Baylor technology startups over the past 2.5 years

\$15M has come back into Baylor as sponsored research

\$35,000 in scholarships is awarded annually by Technology Entrepreneurship (a coordinated effort of initiatives between Baylor Entrepreneurship and Lab-To-Market)

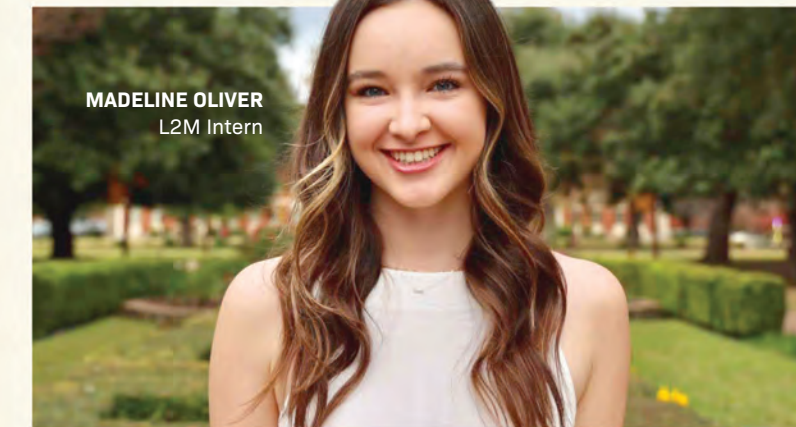
An **EXECUTIVE IN RESIDENCE PROGRAM** is in development by Lab-To-Market

The Lab-To-Market Collaborative (L2M) is a cross-campus, multi-department partnership with Baylor Entrepreneurship, the Office of the Vice Provost and Waco Ventures. L2M is Baylor's

unique approach to the commercialization of technology innovation created within a research lab setting. L2M is most clearly expressed as the work of the Hankamer School of Business and the School of Engineering and Computer Science to expand student access to entrepreneurship education. With L2M, students receive real-world experiential learning opportunities via "sponsored" projects in the cross-listed Technology Entrepreneurship course.

To promote student engagement on multiple fronts, the L2M Fellows Internship Program provides students with opportunities to not only assist with the management of innovations, but to also participate in research activities on campus and with the L2M startup companies. There are currently 10 student interns, representing multiple disciplines across campus, who work on deep-tech innovations from life science, engineering, computer science and more.

Madeline Oliver is one of the L2M interns. Oliver is a senior with a double major in Entrepreneurship and Management. As an L2M intern, she works with a team to research and evaluate new technology innovations that come from research at the Baylor Research and Innovation Collaborative (BRIC) and Baylor professors from various departments. The team is responsible for disclosures for innovations and conducts market research to determine the best path for commercializing the innovation into a startup company or partnership with an existing firm. Based on the findings, the team then decides if it's appropriate to defend funding inventions for the purpose of bridging the gap between raw innovation and finished products that are scalable businesses, conducting world-changing work.



MADELINE OLIVER
L2M Intern



MY INTERNSHIP AT THE BRIC IS EXCITING AND FAST-PACED. I HAVE HAD THE OPPORTUNITY TO MEET WITH BRILLIANT RESEARCHERS AND LEARN ABOUT TECHNOLOGIES BEYOND WHAT I COULD HAVE EVER IMAGINED.

Madeline Oliver
L2M Intern

Oliver's L2M work includes technology investigations such as:

- TLR4 Inhibitors to help protect the inner ear from damaging high decibel shock
- Tris-Ortho-Carborane, a new type of Lewis Acid catalyst for industrial chemical processes
- Waixenicin A, a treatment for ischemic stroke to save newborns from oxygen starvation

Oliver said that through the L2M internship experience, she has gained a greater appreciation for the process and difficulty of turning research innovations into viable, tangible businesses. Because the internships are structured in such a way that prepares student for life after college, Oliver would highly recommend students seek out opportunities to get involved with Baylor Entrepreneurship for unique hands-on experiences.

"My internship at the BRIC is exciting and fast-paced," Oliver said. "I have had the opportunity to meet with brilliant researchers and learn about technologies beyond what I could have ever imagined."

Out of the Classroom and into the Community

LOCAL BUSINESSES FLOURISH WITH HELP FROM THE COMMUNITY ENTREPRENEURSHIP PROGRAM

The Baugh Center’s community entrepreneurship programming expands the department’s reach beyond the classroom, to a place where a color-outside-of-the-lines type thinking is a way of survival. The Community Entrepreneurship Program (CEP) is a prime example of such thinking. CEP is a direct response to a need within the local business community for business and entrepreneurship training, particularly among small businesses that exhibit great potential but may lack certain core business fundamentals.

Participants in CEP are local, small business owners who simply want to grow their business. The program provides peer-to-peer networking and valuable mentorship, along with training and coaching. CEP utilizes Baylor Entrepreneurship faculty, staff, students, alumni and donors in delivering this best-in-class Baylor content in a non-threatening, caring environment that welcomes small business owners from all backgrounds.

With CEP, Baylor Entrepreneurship works side-by-side with local churches. The program is an eight-week entrepreneurial training course

offered to Waco small business owners. The CEP curriculum includes marketing, resource management, budgeting and other topics necessary to owning a successful business. By facilitating faith-based entrepreneurial training coordinated with local churches, CEP allows for both economic and spiritual transformation within the Waco small business community.

Since inception in fall 2018, CEP has served more than 70 businesses. In 2021 CEP administered its first CEP program in a foreign country, with a program based in South America in conjunction with Compassion International (as part of Baylor’s joint venture program with Compassion International). As Baylor Entrepreneurship seeks new ways to leverage its resources in order have a long-term impact on local business, CEP plans to expand the curriculum to make it applicable to as many participants as possible.

Like CEP and many things entrepreneurial, the Revolve initiative was also borne out of a necessity. Local small business owner, Denitia Blount, was drastically impacted by the winter storm in February of 2021. Blount is the owner of Oh My Juice (OMJ), Waco’s original juicer and a local favorite. When OMJ was forced to close its doors indefinitely after a pipe burst and flooded the building, Blount faced incredibly tough decisions.



70+
BUSINESSES HAVE BEEN SERVED BY CEP SINCE ITS LAUNCH IN 2018

Blount’s initial contact with Baylor Entrepreneurship was through Professor Shaun Limbers. With a coordinated effort between Baylor Entrepreneurship, Student Operations and External Affairs, plans were under way to place OMJ on campus. This would allow Baylor to serve not only a small business owner in town, but also the many Baylor students who enjoy OMJ. Blount was ultimately approved to bring OMJ to campus temporarily in the SUB. Based on the success of OMJ, the Revolve concept was born.

Revolve continues with a rotation of local businesses setting up in the SUB. Revolve is a way for these small and medium sized restaurant owners to showcase their restaurants on Baylor’s campus, in a space that not only offers restaurant operators kitchen space and accommodations that would take thousands of dollars to procure on their own, but also access to a space where more than 5,000 visitors frequent each year—making it arguably one of the most valuable pieces of real estate in all of Waco.

The community entrepreneurship programming continues to find solutions to problems that could benefit from a little outside-of-the-lines coloring.

The Sweet Taste of Success

WACO BUSINESS OWNER CREDITS BAYLOR ENTREPRENEURSHIP WITH HELPING HER MAKE “LEMONADE OUT OF LEMONS”

Oh My Juice (OMJ) was created in 2014 when Baylor graduate Denitia Blount introduced Waco to its first juicer at the Waco Downtown Farmers Market.

What started out as a healthy hobby, soon became an in-demand commodity. Locals wanted juice every day, not just once a week. OMJ took a leap in 2016 and moved into its first brick and mortar location at the downtown River Square Center.

With an exceptionally unique product line and a fun, local vibe, the OMJ storefront was an immediate hit. The fast pace of the growth was a bit of a surprise for Blount, but the growing pains eventually started to subside. Locals became regulars and OMJ was making a name for itself downtown.

Weathering hard times

Things took an odd turn in February 2021. What started out as excitement for a potential snow day or two turned into a week-long event with an unprecedented amount of snow for Waco. Roads were impassable. Businesses were closed. Classes were canceled. Electricity blackouts became the norm. Frozen plumbing pipes were bursting en masse.

When Blount received the call that the OMJ alarm system was triggered, the initial

thought was that someone had snuck into the shop trying to find shelter during the snowstorm. She didn’t expect to find water pouring out of OMJ because of broken pipes. The storefront was a complete loss, and the doors were closed indefinitely.

As Waco began to thaw, the trail of destruction left by the snowstorm was devastating. Blount leaned on her business connections and the relationships she had nurtured by participating in the Community Entrepreneurship Program. As a program facilitator and participant, Blount had surrounded herself with a reliable business network. Blount contacted Entrepreneurship Professor Shaun Limbers and the ripple effect of that talk led to Blount opening a temporary OMJ location on Baylor campus. This temporary location paved the way for other local food service businesses to come to campus with Revolve.

As OMJ’s time ended with Revolve and the downtown storefront reopened, Blount was launching a new adventure with a second brick and mortar location a short distance from downtown in the local suburb of Woodway. The transition to two brick and mortar locations was harder than expected, nonetheless, very timely. As downtown Waco construction projects ramped up, locals avoided the area. The Woodway location soon became the new OMJ brick and mortar hot spot.

As Blount waited on another cycle for a Revolve rotation during the 2022–2023 school year, she was presented with an opportunity to open a permanent location on campus at the East Village Dining Commons. In September 2022, OMJ officially opened a permanent home on Baylor Campus. Blount acknowledges that Revolve was a great way to get a foot in the door on campus, but the East Village location is a direct result of the business relationships that she has nurtured.



“ I HONESTLY THINK THE REASON I AM STILL IN BUSINESS IS BECAUSE OF THE SUPPORT SYSTEM I HAVE WITH BAYLOR ENTREPRENEURSHIP. IT’S ALMOST LIKE A SAFETY NET.”

Denitia Blount
Owner, Oh My Juice



OH MY JUICE TIMELINE

- 2014** Waco Downtown Farmers Market
- 2016** Downtown Waco storefront
- 2021** Baylor University, Revolve rotation at the SUB
- 2022** Woodway storefront
- 2022** Baylor University, East Village Dining Commons

QUICK INSIGHTS

AWARDS AND RECOGNITIONS



2022 Baylor Entrepreneurship Student of the Year **MAC MILLER**

A May 2022 graduate of Baylor University, **Mac Miller** was selected as the 2022 Entrepreneurship Student of the Year. Following graduation, Miller was commissioned as an active duty U.S. Army infantry officer.

Recent Student of the Year Honorees



2020
Jeremiah Allison



2021
Madeline Yancey



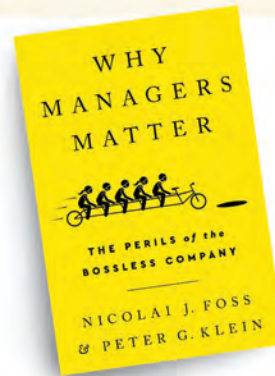
2022 Outstanding Graduate Student Research Award Winner **SEAN DWYER**

Dwyer, an Entrepreneurship PhD student, was one of three students to be recognized.

2022 HSB Faculty Award Recipients
Peter Klein, PhD – Research Advancement Award
Patricia Norman, PhD – Teaching Excellence Award (Tenured)

2022 Fulbright U.S. Scholar Award
Leslie Palich, PhD – Fulbright U.S. Scholar Award to Ireland

Doctoral Dissertation Awards from the Academy of Management
Justin Yan, PhD – Heizer Best Doctoral Dissertation Award
Russell Browder, PhD – NFIB Best Dissertation Award



Department Chair **PETER KLEIN**

released a new book, co-authored with internationally known economist **Nicolai J. Foss**. *Why Managers Matter: The Perils of the Bossless Company* was included in the *Financial Times'* October 2022 "What to Read This Month" list.



2022 Texas Business Hall of Fame Award Recipient **ANTONIO CANO ESTRADA**

The Texas Business Hall of Fame Foundation recognized Baylor's **Antonio Cano Estrada** with the Paul Foster Future Texas Business Legend Award. Estrada, who is scheduled to graduate in 2023, is the CEO and co-founder of Heebe, an app designed to help students achieve their professional and educational goals through job opportunities.

2022 Oso Launch Elevator Pitch Competition

1st Place Shea Walk • **2nd Place** Victoria Bingaman
3rd Place Ellie Meinershagen

Making an Impact on the World

ALUMNI SPOTLIGHT

RAJ LANDRY SENIOR ASSOCIATE PRICEWATERHOUSECOOPERS



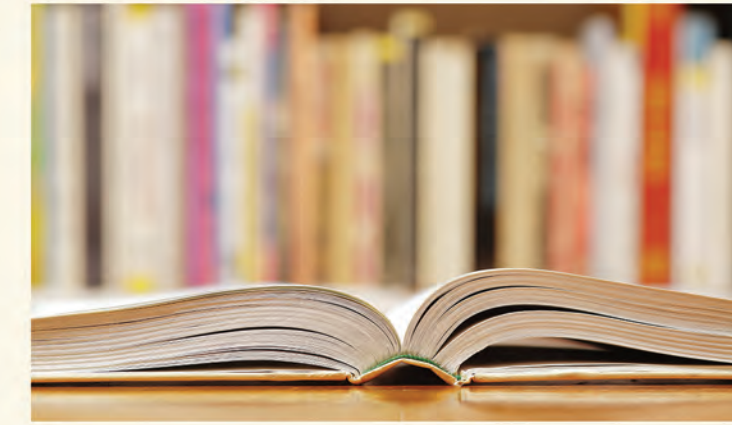
Raj Landry knew early on that he wanted to attend Baylor. He was looking for a faith-based university with a strong entrepreneurship program and Baylor without a doubt hit all the check marks.

After taking the short drive from Dallas to Waco for a campus visit, he fell in love with the environment and was immediately drawn to Baylor Entrepreneurship and all it had to offer students.

While at Baylor, Landry took advantage of every opportunity to get involved and to network within Baylor Entrepreneurship. He was a student volunteer for the Baylor New Venture Competition, helped start the Community Entrepreneurship Program, mentored freshmen in the Oso Launch Program and studied abroad in Rwanda with the Social Entrepreneurship Program. Elsewhere on campus, Landry also helped start a student support organization called Baylor Shield, a program that accepted textbook donations for a lending library for the Baylor VETS program.

Landry graduated Baylor with a double major in Social Entrepreneurship and Finance and a minor in Poverty Studies and Social Justice. He received a Master of Business Administration from the University of Dallas and now works as a Senior Associate in the Finance

LANDRY HELPED START a student support organization called Baylor Shield, which accepted textbook donations for a lending library for the Baylor VETS program.



Transformation at PricewaterhouseCoopers specializing in financial operations, financial systems and digital finance strategy.

“THE PROFESSORS IN BAYLOR ENTREPRENEURSHIP TAUGHT ME HOW TO INTEGRATE MY PASSION FOR BUSINESS AND MY BELIEFS AS A CHRISTIAN INTO ONE PROFOUND CALLING THAT CONTINUES TO PUSH AND ENCOURAGE ME EVERY DAY, ESPECIALLY IN MY CAREER NOW.

Raj Landry
Senior Associate
PricewaterhouseCoopers

Landry credits his experiences at Baylor for helping him gain the technical skills needed to succeed in the workplace, but also for providing an understanding of how to approach complex problems while maintaining a “level head.” When asked if there was a particular professor who made a significant impact during his time Baylor, Landry’s list was quite comprehensive: Kendall Artz, Shaun Limbers, Tyler Self, Colene Coldwell, John Laurie, David Dicks, Gib Reynolds, Michael Wright, Bradley Norris and Steve Bradley. Still today, Landry keeps in touch with several of his Baylor professors.

“I challenge anyone to find another department on campus or at another university that combines business and faith as seamlessly as Baylor Entrepreneurship,” Landry said.



Kendall Artz, PhD

DIRECTOR OF THE JOHN F. BAUGH CENTER FOR ENTREPRENEURSHIP AND FREE ENTERPRISE

A Culture Immersed in Student Engagement

How can you teach someone to be an entrepreneur? What methods are best for creating in students the confidence to start a new venture and the persistence to overcome failure?

These questions are difficult to answer for all entrepreneurship faculty. While research shows that motivated students can learn the entrepreneurial process, less clear to many educators is the teaching approach that yields the best result.

At Baylor, more than four decades of experience has enabled Entrepreneurship faculty to build a culture of teaching that emphasizes student engagement. This culture fosters a teaching approach that has proven effective in helping students acquire the entrepreneurial mindset and skills needed to a) develop ideas for new products or services, b) evaluate whether those ideas represent a viable business opportunity and c) pursue the actions required to turn the opportunity into a successful business.

At the heart of the Baylor Entrepreneurship teaching approach is a fundamental commitment to student engagement; where students become heavily invested in their own education and motivated to form mental images of “what could be” and then work to make those dreams a reality. While the specific tools and techniques offered to students differ in each entrepreneurship course, three core principles are evident throughout our curriculum—relevance, relationships and collaboration.

RELEVANCE. Students must see the content provided as relevant to their own situation so to waken their desire for deep understanding. Entrepreneurship faculty believe that the best way to learn entrepreneurship is by being an entrepreneur. One common approach to encourage the “student as entrepreneur” is by having students identify businesses they want to start and then applying course content to the successful launch of that business. For example, in the New Venture Finance course students build elaborate financial projections for their unique businesses. By doing so, they must master typically “uninspiring” subjects such as free cash flow as a byproduct to their more interesting and relevant objective of trying to build a successful cash-generating business.

RELATIONSHIPS. Consistent with Baylor’s mission, Entrepreneurship faculty take seriously their role as Christian servant leaders. The faculty understand their job as teacher is a ministry given by God. Students learn best from teachers who they believe respect them and who have genuine concern for their needs and wants. Therefore, entrepreneurship faculty prioritize knowing their students as individuals; and foster a culture of listening, encouragement and mutual respect that fosters confidence and hopefulness. These stewardship-based relationships are initiated in the classroom but are deepened in the extensive out of classroom interactions that often occur between student and professor.

COLLABORATION. The mythological entrepreneur as lone wolf—an outsider struggling alone against daunting odds to create a brilliant innovation—is usually just that, a myth. A man with an idea is just a man until others work with him to fulfill the idea. Entrepreneurship faculty understand that successful entrepreneurship requires teamwork and work to create a community of learning that emphasizes collaboration. Understanding how to build a new business is an inherently uncertain process. Much of the information that can reduce this uncertainty is not in a textbook, but in the minds of experienced entrepreneurs. Baylor professors have years of entrepreneurial experiences that are shared with students. Having practicing entrepreneurs guest lecture is also critical, as successful entrepreneurs share their wisdom with

students. Equally important, students engage in a variety of curricular and co-curricular experiential activities designed to stimulate and screen ideas through fieldwork involving talking to existing entrepreneurs, potential customers, suppliers and the like. Through these experiences students learn first-hand that entrepreneurship is a set of interdependent decisions and by engaging in research, experimentation and iteration the decision path becomes much clearer.

ENTREPRENEURSHIP FACULTY UNDERSTAND THAT SUCCESSFUL ENTREPRENEURSHIP REQUIRES TEAMWORK AND WORK TO CREATE A COMMUNITY OF LEARNING THAT EMPHASIZES COLLABORATION



A Place to Live and Learn

FIRST-YEAR STUDENTS FIND CAMARADERIE, SHARED GOALS IN BAYLOR'S BUSINESS AND INNOVATION LIVING-LEARNING COMMUNITY

Where are you going to live? For an incoming freshman, that may just be one of the single most important questions asked.

At Baylor first-year students have the option to preference a first-year community, a living-learning community or a residential college. During the spring 2022, 372 incoming freshmen selected the Business and Innovation Living-Learning Community (B&I LLC) as their first preference for fall housing. The B&I LLC was the second most requested on-campus housing community, just behind the Science and Health LLC.

The B&I LLC is a by-product of a close-knit partnership between Baylor Entrepreneurship, the Hankamer School of Business and Campus Living and Learning. Historically, the B&I LLC has been located on the top two floors of Brooks Flats. However, a persuading proposal for expansion was accepted and as of fall 2022 the B&I LLC is a full-building LLC, doubling the occupancy for the LLC.

Since just over a fourth of first-year students are pre-business majors, expanding the LLC to the entire residence hall will have a huge impact on overall programming initiatives and student engagement. As with most LLCs on campus, students experience a shared identity and camaraderie by living with and learning from peers with similar passions and goals. What separates the B&I LLC from other communities, however, is the unique way the programming provides students with opportunities to think about their calling within the field of business, make connections

with mentors and business leaders and engage in activities that will help them develop academically, personally and professionally.

The mission of the B&I LLC is to immerse students in a transformational approach to faith-based business education by fostering community, cultivating a culture of innovation, encouraging personal and professional development and connecting students with Business School faculty and entrepreneurial professionals.

From a programming standpoint, the expansion of the LLC is a huge win. It's due in part to the commitment and hard work of B&I LLC Program Director Lauren Ross. Ross was persistent in her pursuit to transition Brooks Flats into an all-hall LLC and it paid off.

Ross came to Baylor in 2013 to pursue a master's degree in Higher Education Administration and Student Affairs. During that time, she served as a graduate assistant for New Student Programs and was able to work with Orientation, Baylor Line Camp and Welcome Week.

Building a career at a university where faith was integrated into student experiences was important to Ross, so she applied to be a residence hall director (RHD) at Baylor following graduation. As an RHD, Ross saw firsthand the impact that living-learning communities (LLCs) can have on first-year students. LLCs allow for students with common interests to live together in community in a space where both student affairs and



LAUREN ROSS
Program Director,
Business and Innovation
Living Learning
Community

“BAYLOR ENTREPRENEURSHIP COMPLETELY STANDS BEHIND THE B&I LLC AND ITS ABILITY TO TRANSFORM THE LIVES OF COLLEGE STUDENTS. I NOW HAVE A BETTER UNDERSTANDING OF THE ACADEMIC PERSPECTIVE WHEN IT COMES TO INCORPORATING MEANINGFUL AND ENGAGING ACADEMIC COMPONENTS INTO THE LLC PROGRAMMING.

Lauren Ross
Program Director, B&I LLC

academic affairs professionals work together to create an integrated curricular and co-curricular experience for residents. Ross knew she wanted to grow her career in an LLC environment, and she was over the moon with the opportunity to move over to Brooks Flats and lead the B&I LLC.

The reaction to the B&I LLC expansion has been overwhelmingly positive. From a programming point of view, an all-hall LLC encourages the blending of students' academic experiences with experiences throughout the entire residence hall. Since every student living in Brooks Flats is a member of the B&I LLC,

there's a shared identity that will foster long-lasting traditions that inspire students and make them feel connected to the LLC long after they have graduated from Baylor.

"An all-hall LLC means over 300 students with common interests will live together and support one another in an authentic Christian community," Ross said.

At the B&I LLC it's about community, connections and entrepreneurship.



Giving Aspiring Entrepreneurs a Leg Up

DYNAMIC PROGRAMMING GIVES STUDENTS ACCESS TO GUIDANCE, SUPPORT AND MENTORSHIP

The Baugh Center programming is likened to a three-legged stool with student entrepreneurship, community entrepreneurship and wide-net-tossing entrepreneurship contests.

All three legs play a vital role in the success of the Baugh Center. With the student entrepreneurship leg, the scope of the programming is to support, counsel, mentor and guide student entrepreneurs to be successful business owners. What that success looks like, however, varies from student to student.

The student entrepreneurship programming is developed in such a way that students are immersed in an environment that is rich not only in classroom knowledge that provides the tools in the toolkit, but also real-world experiences that give a hands-on know-how for life as a business owner. Together, the classroom knowledge and the real-world experiences present value-added opportunities for student entrepreneurs to grow and flourish.



The Oso Launch Program falls under the umbrella of student entrepreneurship. Created as a way for Baylor Entrepreneurship to walk hand-in-hand with student entrepreneurs across campus, Oso Launch is a place for like-minded students to network with each other as well as with business owners. Connections made through Oso Launch meetings have resulted in part time jobs, internships and



mentoring relationships. Oso Launch students have also had opportunities to participate in the vendor market at Christmas on 5th as well as compete in the Oso Launch Elevator Pitch Contests in conjunction with the Baylor New Venture Competition.

In its fourth year, the Oso Launch Program has grown to encompass a three-hour, for credit component (ENT 4398 Oso Launch Practicum) for juniors and seniors. The practicum allows upper-level students to dig a little deeper into the grit and grime of what it takes to be an entrepreneur by discussing topics that are often overlooked or

forgotten. Twelve student business owners, often referred to as “best-of-the best” in the program, enrolled in the fall 2022 inaugural practicum class.

A select group of these high-performing student business owners also participate in the 1846 Incubator. By providing a platform for these aspiring entrepreneurs to explore ideas, test assumptions and receive continual feedback from both academic partners and experienced entrepreneurs, the 1846 Incubator is actively supporting the dreams and aspirations of this next generation of business owners who will, with no doubt, make a valued impact on the business world of tomorrow.

2022 OSO LAUNCH ELEVATOR PITCH CONTEST AWARD WINNERS

OSO LAUNCH ELEVATOR PITCH CONTEST AWARD WINNERS are (l-r) Victoria Bingaman (2nd place), Shea Walk (1st place) and Ellie Meinershagen (3rd place).



Always an Open Door

A quick search in Pinterest for *when God closes one door, He opens another one* will result in memes, tees, coffee mugs, posters, stickers—the list goes on and on. For Oso Launch student Shea Walk, however, this is more than just a novelty item slogan, it’s something that she lives by.

Walk grew up in Frisco, Texas, surrounded by a family of entrepreneurs. Her maternal grandfather ran a farming business, paternal grandfather operated a car dealership and mom started a cookie business but later changed to a jewelry business. It was only a matter of time before the passion for entrepreneurship lit a spark with Walk.

During the tail end of fifth grade, Walk noticed that her three-ring binder was looking rather “worn, torn and just plain nasty” as compared to its original state. Unbeknown to her, Walk responded in true entrepreneurial fashion. She identified a problem and sought a solution. Walk made a beeline to the nearest fabric store and bought furry, hot-pink fabric and rhinestones and

FOR OSO LAUNCH STUDENT **SHEA WALK**, OBSTACLES PRESENT THEMSELVES AS NEW OPPORTUNITIES

created a three-ring binder cover to conceal the yuck. The spark was lit. GoKover was now in the making, even though Walk didn’t quite realize it at the time.

During the seventh grade, Walk continued with her binder cover idea and participated in the Frisco Chamber of Commerce Young Entrepreneur Academy (YEA!) where she won the regional pitch competition. Four years after YEA! Walk was presented with a U.S. patent for her binder cover while speaking at the Dallas Inventors Association. When it came to higher education, Baylor wasn’t immediately Walk’s first choice. Her goal was always to play Division 1 tennis.

However, she did apply to Baylor because of the high standards for academics and the renowned reputation of Baylor Entrepreneurship. After a foot surgery resulted in a less than favorable outcome, Walk was forced to come to the realization that her dreams of a tennis career would not become a reality.

When God closes one door, He opens another one

After the initial shock and disappointment subsided, Walk realized that Baylor was where she



belonged. She was accepted into the Hankamer Scholars Program and was the recipient of the Baylor2Baylor Law Scholarship. She explains that while it was hard to accept that the door to a tennis career had been closed, it was ultimately that closed door that led her to Baylor.

“God opened the door to these tremendous opportunities at Baylor, and it was obvious I needed to further my education as a Baylor Bear,” Walk said.

At Baylor, Walk has continued to thrive with GoKover. GoKover is more than a binder cover company that turns a boring binder into a chic, personable statement. It’s a company with a purpose. GoKover also gives students an opportunity to go green. While most binder covers end up in landfills, with a GoKover students are able to reuse their three-ring binders year after year.

Walk is currently obtaining a U.S. trademark and forming a Limited Liability Company (LLC) with GoKover. The goal is to begin selling binder covers in the Waco community focusing on Magnolia Market at the Silos, Waco Downtown Farmers Market, Baylor campus and Waco ISD book fairs with the hopes of expanding and growing across the U.S.

Game, set, match.



“THROUGH OSO LAUNCH I’VE HAD OPPORTUNITIES TO COMPETE IN AN ENTREPRENEURSHIP COMPETITION, SPEAK IN FRONT OF ALUMNI AND GAIN A GREAT MENTOR WITH ENTREPRENEURSHIP PROFESSOR SHAUN LIMBERS.”

Shea Walk

Oso Launch Student,
Owner of GoKover

Rising to the Challenge

BAYLOR NEW VENTURE COMPETITION OFFERS COLLEGIATE ENTREPRENEURS OPPORTUNITIES TO COMPETE AGAINST—AND LEARN FROM—THE VERY BEST

The Baugh Center programming initiatives through entrepreneurship contests have a broad reach that extends beyond the confines of Baylor University. The impact of these contests, most specifically with the Baylor New Venture Competition (BNVC), can even be felt on a global stage.

At the BNVC, these accomplished collegiate entrepreneurs are empowered to dream big and to actually pursue those dreams. There are many business plan competitions, but the differentiator with BNVC is the amount of support and mentorship that the competing teams receive throughout the entire competition process. Student teams are given vital feedback, presentation coaching and exclusive networking opportunities. The goal is that BNVC has a role in cultivating the competing companies in such a way that leaves a positive impact on society.

Underwritten by an anonymous gift to Baylor University and the Hankamer School of Business, the BNVC has garnered applications from more than 600 student entrepreneurs world-wide, awarding nearly \$1 million in cash and prizes to these collegiate entrepreneurs. Several BNVC finalists have had additional successes beyond the contest. Most notably, Orai (2018 second place winner) and Nanodropper (2019 top-ten finalist) were both named to the 2021 Forbes 30 Under 30.

With the BNVC, Baylor Entrepreneurship is positioned as a leading provider of excellence in experiential education.



BAYLOR NEW VENTURE COMPETITION has been ranked a top-10 largest collegiate entrepreneurship competition by *Times of Entrepreneurship* two years in a row.

BNVC is a multi-round, business plan and elevator pitch competition that showcases collegiate student-created, managed and led ventures from across the globe. BNVC has featured teams representing revolutionary innovations such as leading-edge technology, life-enhancing healthcare and energy-efficient solutions.

BAYLOR IMPACT AWARDS



2021 Baylor Impact Award Recipients

- Dean's Award - Capital Factory
- Waco's Finest Award - Green Eye Associates
- Great Commission Award - Superior Shot Peening & Coatings, International
- Community Commitment Award - Encouragement Media Group
- Fastest Growing Business Award - Essentium Inc.
- Recent Alumni Award - Campus Crates
- Diversity Award - MannaQure
- Texas Family Business of the Year, Small - OK Pipe & Fittings
- Texas Family Business of the Year, Medium - Black Plumbing
- Texas Family Business of the Year, Large - TFP Nutrition

2022 Baylor Impact Award Recipients

- Dean's Award - Moody Foundation
- Waco's Finest Award - Another Season Consignments
- Great Commission Award - Students Standing Strong
- Community Commitment Award - Community Bank & Trust
- Fastest Growing Business Award - Mooala
- Recent Alumni Award - Right at Home
- Texas Family Business of the Year, Small - Superior Shot Peening & Coatings International
- Texas Family Business of the Year, Medium - Community Bank & Trust

Focusing on Honesty, Excellence and Service

BAYLOR IMPACT AWARD RECOGNIZES LOCAL BUSINESS FOR ITS HEART FOR SERVING OTHERS

To shine a light on the spirit of entrepreneurship within local communities, Baugh Center programming also includes opportunities to recognize notable businesses that are led by Baylor alumni. The

Baylor Impact Awards (BIA) is a celebration of the entrepreneurial successes of Baylor alumni-owned businesses across the country as well as family-owned businesses within the state of Texas.

Businesses are recognized for the transformative impact made within industry, community and company.

The unique aspect of BIA that sets it apart from other recognition programs is instead of recognizing an individual CEO or founder, the overall business is celebrated for its

influential impact under the leadership of a Baylor alumni. In addition, all award recipients are invited to campus for an awards gala, which provides an opportunity to network with like-minded Baylor alumni who represent companies with a high standard for making a positive influence.



IF YOUR DREAM IS INSPIRED BY GOD ... YOU SHOULD CONSIDER IT A GREAT HONOR TO SHARE YOUR GOD-GIVEN TALENTS WITH THE WORLD.

Leigh Anne Green
Green Eye Associates

LEIGH ANNE GREEN
Green Eye Associates



One such company making a positive difference is **Green Eye Associates**. Green

Eye Associates received the BIA 2021 Waco's Finest award, which recognizes a local Waco business that exhibits the University's mission and values. Under the leadership of Baylor alumni Leigh Anne Green, Green Eye Associates is a comprehensive eye care company that is focused on honesty, excellence and a servant's-heart spirit.

"If your dream is inspired by God, and He has given you the talent to live out your dream, you should consider it a great honor to share your God-given talents with the world," Green said.

As BIA completes a second cycle of recognizing worthy Baylor alumni-owned business, the goal is to continue to provide value-added programming by expanding the reach of BIA in effort to celebrate of the entrepreneurial impact these Baylor-alumni led companies are making around the world within industry, community and the company.

“

THERE'S A RESERVOIR OF UNTAPPED POTENTIAL IN THE HEALTHCARE AND BUSINESS COMMUNITIES AT BAYLOR AND I CAN'T WAIT TO SEE ALL THE INTERESTING IDEAS OUR FOUNDERS COME UP WITH.

Abhinav Mehta

Baylor Sling Health Co-Founder;
Cell and Molecular Biology Major

A Healthy Collaboration

SLING HEALTH BAYLOR
POSITIONS FUTURE MEDICAL
INNOVATORS FOR SUCCESS

Sling Health Baylor is a healthcare startup incubator aimed at equipping Baylor undergraduate and graduate students with the resources needed to turn medical technology ideation into a reality.

The Baylor chapter is part of a national Sling Health network that provides student founders with resources such as faculty, industry professionals and investors which all come together to help students launch successful companies in a space that encourages innovation across multiple disciplines. Companies launched by Sling Health student founders have raised hundreds of thousands of dollars in venture capital funding nationwide.

The Baylor chapter is the result of Arvind Muruganantham's ideation for a low-cost, diagnostic device for kidney transplant rejection. While the device was never fully operational, Muruganantham was able to identify a critical gap between Baylor students and healthcare entrepreneurship. To bridge this disconnect, Muruganantham teamed up with his roommate Abhinav Mehta with an idea for an enhanced interdisciplinary collaboration solution using a healthcare startup incubator.

The pre-medical, engineering and business communities are each uniquely strong across Baylor's campus, but these communities often work independently from each other. With Sling Health Baylor, the hope is to create a connection that fosters collaboration. Working with relationships with various academic departments, the Baylor Research and Innovation Collaborative, local partners and the

Sling Health national network student entrepreneurs will receive the support they need to take the steps from ideation to investment.

Mehta and Muruganantham welcome all students with an interest in healthcare to connect with Sling Health Baylor. The invitation is open to undergraduate and graduate students with or without actionable ideas. Students with ideas that aren't quite polished may still be a good fit for an existing project. The ultimate goal of Sling Health Baylor is to promote a campus culture of interdisciplinary work among students joining together and collaborating in innovative ways to solve the medical problems of tomorrow.

“

BAYLOR IS UNIQUELY POSITIONED FOR A BOOMING START-UP ENVIRONMENT AND SO WE LOOK FORWARD TO GUIDING STUDENT IDEATION AND PROJECT DEVELOPMENT THROUGHOUT THE UPCOMING YEAR.

Arvind Muruganantham

Baylor Sling Health Co-Founder; Baylor Business Fellow and Finance Major

In Good Legal Standing

BAYLOR LAW CLINIC HELPS STUDENT ENTREPRENEURS ESTABLISH FIRM LEGAL FOUNDATIONS FOR THEIR BUSINESSES WITH COST-EFFECTIVE SERVICES

Small businesses can have a significant impact on communities by creating new jobs and meeting community needs. However, the

correlation between a successful business and a strong legal footing cannot be ignored. Access to sound legal advice can often be the tipping point between the success and failure for these businesses. Yet, many times insufficient capital is the roadblock preventing a business owner from acquiring proper legal setup for the company.

Many Baylor student business owners are first-time entrepreneurs in need of such guidance, but they lack the necessary funds to pursue services. The Baylor Law Entrepreneurship Legal Clinic was established in September 2021 to assist student business owners by providing low bono or pro bono services (based on need), while also providing students at Baylor Law valuable opportunities to gain legal experience under the guidance of experienced practitioners and professors.

Foundationally, this service allows student entrepreneurs to move from the initial, more theoretical formation stages of a venture into the more tangible stages of venture execution. Most of the services

provided by the Baylor Law Entrepreneurship Legal Clinic fall into two categories. The first is legal entity formation. The Baylor Law Entrepreneurship Legal Clinic does entity formation on behalf of students, including requisite filings with the Texas Secretary of State, along with all required documentation and governing documents (such as a limited liability company operating agreement). The second area is intellectual property / IP. The Baylor

Law Entrepreneurship Legal Clinic also provides IP services, including patent and trademark work. Through grants obtained by Baylor Law, these services are generally available at no cost to student entrepreneurs.

Together, Baylor Entrepreneurship and the Baylor Law Entrepreneurship Legal Clinic provide much needed services that can give the student business owners on campus a confidence and assurance that their business was formed correctly from a legal perspective.

“

WE WANT BAYLOR STUDENT BUSINESS OWNERS TO FOCUS THEIR TIME AND MONEY ON GROWING THEIR BUSINESSES AND MAKING AN IMPACT ON THE COMMUNITY, WHILE KNOWING THAT THEIR BUSINESS WAS FORMED CORRECTLY FROM A LEGAL PERSPECTIVE.

Allen Page

Assistant Professor of Law



ALYSSA SALTER KITA PURSE



Alyssa Salter came to Baylor in the fall of 2019 after spending the summer in Madagascar. She knew one day she would work with the people of Madagascar, but she didn't know what that would actually look like. As a freshman she participated in the Baylor Entrepreneurship Oso Launch Program. With Oso Launch, Salter was immersed in an environment that fostered the ideation of her entrepreneurial path. During Thanksgiving break of her freshman year, Salter contacted English-speaking missionaries she met in Madagascar. After a lengthy conversation and the realization of shared interests, an agreement was made, and Kita Purse was created.

The heart of Kita is to be an experiential brand that celebrates art and culture. Kita is first and foremost a fashion company and the people of Madagascar are the fashion designers. During her senior year at Baylor, Salter started the process of bringing on a partner. She sought guidance from the Baylor Law Entrepreneurship Legal Clinic to assist with an operating agreement and protect her intellectual property. With the proper legal foundation for Kita, Salter can continue to dream big as she strives to make a difference.

"Trying to figure out legal issues has been my biggest stress as a business owner, but with the help of the Entrepreneurship Legal Clinic I can concentrate more on my vision to make significant changes while doing God-fearing business," Salter said.

**Entrepreneurship and
Corporate Innovation
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