



The following writing examples are from previous Excellence in TBED award winners, excerpted with permission. Included is an example of a well-written project overview, best practice implications and responses to questions addressing context and lessons learned.

Project Overview:

Until the 1980's, the Pittsburgh region prospered from the presence of heavy industry - the production of steel, aluminum and glass made the region one of the richest and most important industrial hubs in the world. But an economic death spiral took place almost overnight. In a period of less than a decade, our community lost that industry and that economic engine in one of the most severe disappearing acts ever felt by a region. In the course of 10 years, almost every mill closed down and the population left in droves, clearing out half the city's population. Fast forward 25 years. Pittsburgh is now seen as a case study in how to successfully utilize economic stimulation and proper resources to build a healthy and sustainable economy. Innovation Works and the Ben Franklin Technology Partners have spent that 25 years creating programs that diversify the economy into a variety of technology sectors, stimulate business formation and business growth, and help established companies become more competitive.

Specifically, Innovation Works' Innovation Adoption Grant Fund was established to support manufacturing companies in southwest Pennsylvania's rural counties and distressed communities, and to support the nonprofit organizations that provide research and development to these companies.

In brief, the IAG Fund pairs small manufacturing companies (with less than 250 employees) with nonprofit centers of excellence. The centers help the companies develop new products or create new or better manufacturing processes. (*excerpted with permission from Innovation Works*)

Best Practice Implications:

JumpStart's experience in building an entrepreneurial ecosystem in Northeast Ohio offers insights and learnings to any community working to jumpstart its entrepreneurial capacity. First, supporting entrepreneurship requires the commitment of an entire community. Entrepreneurs' needs vary from funding types to levels of assistance, and only with alignment of funders, civic leaders, and nonprofit leaders will a community have the collaboration necessary and the broad range of skills available to help entrepreneurs grow companies that transform economies. Second, it takes time for entrepreneurs to grow these companies; patience and a long-term view from the region's community and entrepreneurial collaborators are required. Finally, programmatic activity must be focused on creating outcomes and there must be an effective strategy and means to communicate those outcomes.

JumpStart has helped advance other TBED organizations, such as the region's six physical incubators and two pre-seed funds, by securing dollars that result in entrepreneurial resources for the region, primarily as a lead entity in submitting funding proposals to Ohio Third Frontier. JumpStart also supports the ecosystem operationally, setting up the region's first organized angel fund, North Coast Angel Fund, to which JumpStart continues to provide marketing, financial, and operational support. JumpStart leads the region's Venture Capital Task Force,

which is focused on increasing capital formation for the region's entrepreneurs, and also communicates the region's entrepreneurial successes via our email newsletters and websites. *(excerpted with permission from JumpStart Inc.)*

Context:

Historically in Georgia, strong, productive relationships have existed between the political and business leadership. The creation of the Georgia Research Alliance brought the academic leadership into this mix. It is the GRA partnership of research universities, the corporate community and state government, now firmly established and driving the state's technology-based economic development strategy, that is the context for the Georgia Research Alliance Eminent Scholars program.

The GRA Eminent Scholars program is the scientific talent component of the TBED continuum from research through commercialization. At the time of the program's creation (1990), the market failure was the lack of a coordinated, collaborative strategy for recruiting top scientific talent to Georgia's research universities. It was to address this need that the GRA Eminent Scholars program was created. The Eminent Scholars would compete successfully for a larger share of federal and foundation research funds, develop and lead nationally-recognized centers of research excellence, and foster new companies and create new relationships with industry to commercialize technologies developed through their research.

While the efforts of the Eminent Scholars most immediately serve Georgia, the impact of their research and development success in terms of new technologies -- from breakthrough techniques for video compression to the discovery of a critical gene in predicting type 1 diabetes -- reaches far beyond the state. The success of the program is clear in terms of a number of economic development factors: the growth and economic impact of the research enterprise, the creation of new high-value, high-tech companies and jobs, and a strong culture of collaboration among universities and with industry. *(excerpted with permission from the Georgia Research Alliance)*

Lessons Learned:

Advancing TBED Efforts - The RTD program model has great potential for any state looking to enhance traditional economic development or other efforts that broaden TBED reach. The process of commercialization through technology transfer is relatively new, and as such, university and nonprofit research centers approach it differently. For institutions in Washington, the RTD program assists the critical role of finding commercial outlets for technology inventions. In addition, the RTD program targets companies statewide, assisting in directing economic impact to geographic regions beyond the state's highly industrialized urban centers. The RTD program builds further on the state's record of technology transfer by adding another tool to support commercialization. According to the U.S. Patents and Trademark Office, the total number of patents granted to Washington companies and inventors increased by more than 70 percent from the period of 1995 through 1999. About half of all these patents are in the technology areas. *(excerpted with permission from the Washington Technology Center)*