Introductory Entrepreneurship Course Fills Cook

On January 5th more than 250 Dartmouth students, alumni, faculty, and staff filled Cook auditorium at Tuck for the first session of a nine week mini-course in entrepreneurship. For a fourth year the Tuck School of Business, Dartmouth Medical School, and the Dartmouth Entrepreneurial Network offered members of the Dartmouth community the Introductory Entrepreneurship course.

The mini-course was created four years ago to serve the broader Dartmouth community using Tuck resources and instruction. It provides the opportunity for Tuck students to work with medical and engineering researchers and others in the community. The course provides basic education in commercialization of technology, entrepreneurship and the starting of new business ventures. It addressed the fundamentals of launching a new business including concept development, market assessment, business plan development, team building, financing and execution.

The course combined lectures from Professors Gregg Fairbrothers D’76, Phil Ferneau D’84, T’96 and Fred Wainwright T’02 as well as visiting speakers including Bob Koski ’51, Founder, Sun Hydraulics Corporation,

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Focus on Introductory Entrepreneurship Projects

AraGuard

Darnell Nance D’06 and PJ Scheufele D’06 learned about the Introductory Entrepreneurship course when they contacted the DEN with their idea for a cleat guard. "We brought our idea to Gregg Fairbrothers in an effort to get some guidance", said Darnell. "Almost immediately he offered us a dollar for it. I was confused, but what he explained—and what this course has taught me—is that even though a business begins with an idea, there are a lot of steps that must be taken in order to manifest that idea into a business or a product. The dollar he offered was for the idea. The rest of the value comes from the execution.”

Currently there is no product on the market that allows athletes to walk off the field without either taking off their cleats or damaging their studs and floor surfaces. Darnell and PJ have developed a patent pending cleat guard as an easy-on-and-off accessory to every pair of cleats, no matter the sport. They enrolled in the course to learn what it would take start their own business or to license the technology to manufacturers.

The team is currently working on finalizing their prototype design and experimenting with different types of materials. They have several different models and are working to determine which one is best. They have a Chinese manufacturer ready to develop their first prototype which will be tested in the field once received.

“PJ and I have both played soccer from a young age and have a rather extensive network of associates. We plan on using our network to pitch our business and product to the athletic departments of colleges throughout America and hopefully gain some sponsorships and orders. We will also make any necessary modifications to our prototype based on consumer feedback.”

Advanced Transit Enterprises, Inc.

Andrew Smith T’07 has had a passion for the environment for as long as he can remember. During the summer of 2005, before his first year at Tuck, he led the Treasure America Project. The project is an initiative to promote sound economic policy in the United States and the preservation of the Arctic National Wildlife Refuge. During the summer of 2005, a bipartisan team of business people, including Andrew, traveled the country analyzing ways that the American public, indigenous peoples, Alaskan citizens and corporate America could profit from protecting the Refuge in its pristine state. It was through his experience with the Treasure America Project that two inventors with a technology for reducing rear drag on tractor trailers were put in touch with Andrew. Shortly after, Advanced Transit Enterprises was born.

Attending business school at Tuck was part of Andrew’s plan to focus on businesses that reduce global oil consumption and commercialize environmental technologies that are cleaner or more efficient. Founded at the end of 2005 with Andrew as CEO and Keith White T’07 as COO, Advanced Transit Enterprises seeks to commercialize a patented tractor-trailer rear drag aerodynamics technology to reduce fleet vehicle oil consumption by more than 200 million gallons annually.

In the United States alone over 1.5 million tractor trailers log more than 92 billion miles per year. With diesel prices doubled in the past year, the trucking industry faces increased costs. ATE’s patented drag reduction devise provides fuel efficiency gains of 8-10% by creating smooth air flow behind a tractor trailer to reduced rear drag.

ATE is currently in the process of finalizing commercial design and plans to introduce the product to the market in 2007. They are also busy entering business plan competitions. For each competition they have entered they have been selected as a finalist, including the Global Social Venture competition in which ATE was one of nine finalists from 97 business plans accepted from around the world.
Every day, as they carry out the work of the College, members of the Dartmouth community rely on a complex web of relationships to get things done and sustain an environment of trust and goodwill. Whether those relationships involve the work of the Board of Trustees, collaborations among faculty, policies on student employment, or the administrative support that helps Dartmouth fulfill its mission, the welfare of the institution rests on a foundation of ethical standards and a spirit of integrity.

"The reputation and success of Dartmouth depend on each member of the community following applicable laws, regulations, and College procedures, and dealing fairly and honestly with each other and with those outside the College," wrote President James Wright (http://www.dartmouth.edu/~presoff) in a recent message encouraging employees to use the new online resource, Business Ethics at Dartmouth (http://www.dartmouth.edu/~businessethics)

Developed by Executive Vice President for Finance and Administration Adam Keller, General Counsel Robert Donin, and Controller Michael Wagner, the site provides guidance on such areas as business practices, regulatory compliance, and conflict of interest matters, and includes a section, called Business Ethics Helplines, (http://www.dartmouth.edu/~businessethics/helplines) where employees can ask questions or confidentially report suspected violations. The practices are guided by Dartmouth's Code of Ethical Business Conduct (http://www.dartmouth.edu/~businessethics/code), which outlines the expectations and responsibilities of each person employed by the College.

The Code describes a broad spectrum of topics that College employees deal with in different ways and at different times. Contractual and grant obligations, compliance with laws, financial reporting, and the use of confidential information are just a few of the areas that fall within its scope. "These may seem like highly technical matters," says Donin, "but in fact, almost every Dartmouth employee will encounter them at one point or another."

Donin acknowledges that it isn't always easy to identify what constitutes ethical conduct in business and other areas, and that College employees are involved in complicated transactions that can be confusing. "We tried to ask ourselves all the questions that might come up for people, and to provide answers in a ‘Frequently Asked Questions’ section," he says. Donin notes that there is also a "Resources" section with links to Dartmouth departments for people to use if they have questions about policies and procedures. "Our hope is that this will clarify the issues in ways that are easily understandable."

In his message, Wright noted that the careful adherence to ethical standards and practices is nothing new to the College. "As long ago as 1919," he wrote, "former President William Jewett Tucker observed that '[a] college administrator is expected to be more than a financier, more than a school master. He [or she] must be in some tangible and expressive way the ‘corporate’ conscience of the College."

"Everyone who works here represents the College," adds Keller. "We have a shared responsibility to protect Dartmouth's assets and resources, including its good name. This means not only complying with specific laws or regulations, but also practicing fairness and honesty, and treating others with care and respect."
Trademarks and Their Place in Intellectual Property Portfolio Management

On Tuesday, January 17th, DEN, Tuck’s Center for Private Equity and Entrepreneurship and the Portman Fund/Rockefeller Center hosted a workshop: Trademarks and their Place in Intellectual Property Portfolio Management. Dartmouth students, faculty, staff and other community members filled Stoneman classroom at Tuck to join a discussion with Attorneys Bill Hansen D’74 of Lathrop & Gage and Sean Gorman D’76 of Sheehan Phinney Bass + Green.

Named as one of the World's Leading Trademark Law Practitioners by Managing Intellectual Property magazine, Bill Hansen regularly serves as lead trial counsel in intellectual property matters for Fortune 500 U.S. companies and international companies in cases filed under the U.S. Lanham Act and copyright law. Prior to joining Sheehan Phinney in 2002, Sean Gorman worked in the General Counsel’s Office at Dartmouth College for eighteen years.

Trademarks and service marks are key elements in any company's intellectual property estate, and crucial in a context of brand development. Trademarks are often the most important assets of established businesses. Bill and Sean discussed various aspects of trademark management, from creation, to filing and protection against infringement and answered questions from the audience.

If you are interested in viewing the video of the event please contact Carrie Newton at 603-646-0295

Founder’s Forum with Marc Buntaine Still River Systems

On Thursday, February 23rd, DEN, Tuck’s Center for Private Equity and Entrepreneurship and the Portman Fund/Rockefeller Center hosted a Founder’s Forum with medical device entrepreneur Marc Buntaine. Students, faculty and staff from Tuck and Dartmouth, as well as visitors from DHMC, filled Barclay classroom at Tuck for the interactive two hour session.

DEN Director Gregg Fairbrothers interviewed Marc Buntaine as he told the story of his path from comparative religion major to medical device entrepreneur. After finishing his undergraduate degree, Marc moved to San Francisco where he spent several years restoring old homes. Marc then attended Yale University School of Management where he received his MBA and then took a position as a financial analyst. A few years later Marc joined Bain & Company as a management consultant where he built connections that would eventually take him down the entrepreneurial path.

Over the past 15 years, Marc has founded and directed the growth of three companies, each of which developed new therapeutic technologies, and has successfully sold each to a publicly traded medical company. In 1990, Marc acquired a neurosurgery instruments company for Elekta AB and became the USA President of the Swedish Gamma Knife Radiosurgery company. In 1995, Marc led Surgical Navigation Technologies in its growth from an early stage Image Guided Surgery start-up to sale of the company to a division of Medtronic. In 2000, Marc completed a leveraged buyout from Medtronic of image-guidance technology for application in radiation delivery and then founded Zmed. He directed the growth of Zmed until 2003, when he sold the company to Varian Medical Systems.

Marc shared his struggles, including the lessons learned as an entrepreneur. He provided insight into the world of medical device start ups, including tips for working with the FDA and the art of selling to hospitals.

Marc is currently CEO of Still River Systems, a new company dedicated to commercializing proton beam radiotherapy for cancer treatment.

If you are interested in viewing the video of the event please contact Carrie Newton at 603-646-0295
Spring Term Events

Spring Founders Forum, Tuesday, April 25th
The Founder’s Forum is a series that features a successful entrepreneur sharing his or her advice on how to turn ideas into a successful businesses. On Tuesday, April 25th DEN Director Gregg Fairbrothers will interview Samuel Straface, President and Founding CEO of Triton BioSystems.

Dr. Samuel Straface
President and Founding CEO
Triton BioSystems
April 25th, 2006
7:00pm-8:30pm
Murdough Center, Stoneman Classroom
Tuck School of Business

SamuelStrafacehas 16 years experience in global sales, marketing and medical R&D at Boston Scientific Corporation and Johnson & Johnson. He co-founded Sensera, Inc., a development stage biological sensor company developing products for the point of care clinical diagnostics market. He was the former Director of New Ventures Group at Boston Scientific Corporation and previously served as the General Manager for three divisions of Johnson & Johnson in Australia. Dr. Straface has also held numerous positions at Ethicon Endo-Surgery, a Johnson & Johnson company. Dr. Straface began his career as a Scientific Officer, researching the neurophysiology of the retina and methods for early diagnosis of neuronal disease. He holds a Ph.D. in neurophysiology from the University of Western Australia and has published articles in his previous field of research.

This event is open to all members of the Dartmouth and DHMC Community: alums, staff, faculty, students and friends and family. Register Today! Email denet@dartmouth.edu

Tune Your Skis and Your Pitch
Peak Pitch ’06 Hits the Slopes of Northern New England

Borealis Ventures is pleased to announce Peak Pitch 2006, a unique entrepreneur and investor program, taking place at three locations across Northern New England this March. Peak Pitch ’06 offers a high stakes and potentially high reward chance for business one-on-one time with potential investors from across New England," said Jesse Devitte of Borealis Ventures, a spokesperson for Peak Pitch ’06.

Peak Pitch brings entrepreneurs and investors together for a uniquely Northern New England version of the classic “elevator pitch”. In the traditional elevator pitch, entrepreneurs take advantage of an unexpected opportunity to share an elevator ride with a potential investor and present their business idea. At Peak Pitch, a shared chairlift is substituted for the elevator, giving entrepreneurs the opportunity to pitch their business plans to a variety of venture capitalists, angel investors, commercial lenders, and other entrepreneurial advisors as they ride together up a mountain on a high-speed chair lift.

The success of Peak Pitch ’05 in linking Northern New England’s unique natural assets with its entrepreneurial culture and business community has motivated Peak Pitch founder and series organizer Borealis Ventures to expand the program for 2006. The Peak Pitch ’06 program will include a series of events co-organized with local hosts to support the entrepreneurial communities across Maine, New Hampshire and Vermont. Local hosts include the Mt. Washington Valley Economic Council, Fresh Tracks Capital, the NH Advantage Foundation, and the Maine Investment Exchange.

The final Peak Pitch event for 2006 takes place on March 30 at Sunday River, ME. This event is co-hosted by the Maine Investment Exchange.

More information and registration details on Peak Pitch ’06 are available on www.peakpitch.com or by contacting Meagan Pryor at 603-643-1500 x 0 or meagan@borealisventures.com.
DEN COMPANY UPDATE  Artemis Woman hits Wal-Mart shelves in March

DEN company Artemis Woman will soon have products on the shelves of more than 3,400 Wal-Mart stores. Sold under the brand AW by Artemis Woman, two products—the new Heel Smoother and Topaz Foot Butter—will be available in stores by the end of March.

Both products will be shelved in the foot care section of the store, in front of the pharmacy. In addition, Artemis Woman has secured a Mother's Day display program in the top 2,000 Wal-Mart stores. The display will be located in the center isle of the Health and Beauty Aids section and will be available in stores early May, 2006.

Artemis Woman was founded by Lisa Porter Kable ’90 and Ann Buivid. For more information visit www.artemiswoman.com

Bernie Marcus' vision of a "new and improved home center for the do-it-yourselfer," became reality as The Home Depot. The first three stores opened in Atlanta, Georgia in 1979, and The Home Depot became a modern day success story, revolutionizing the home improvement industry.

The Home Depot is now the world's largest home improvement chain and the second-largest retailer (after Wal-Mart) in the US. With sales of more than $73 billion, there are more than 2,000 stores in all 50 states, the District of Columbia, Canada, Mexico, and Puerto Rico.

Bernie Marcus will share his story, and reveal what he learned about customers, employees, competitors, growing a business, building a brand, and giving back.

This event is open to the public. No registration required.

Bernie Marcus, Co-founder and former CEO, Home Depot

"The Bernie Marcus Story: Visionary, Entrepreneur and Philanthropist"

Friday, April 28, 2006
4:30 PM
Cook Auditorium
Tuck School of Business at Dartmouth
As a venture capitalist working in Portland, Maine and investing in companies across northern New England, I often hear from entrepreneurs looking to raise “local” capital. From an investor’s view and those of an entrepreneur, working with a local/regional partner can often be advantageous. The reason is simple: when you are closer, it’s easier to spend time with each other. An investor can keep a closer eye on their investment. They can get to know the team, join management in strategic meetings beyond Board meetings and can help connect other local contacts. Increased interaction can provide additional insight into strengths, weaknesses and company needs. An entrepreneur, especially one in an early or development-stage venture, will also gain from more regular interactions. An informed investor can translate to a better partner.

So what sources of venture capital exist for growth companies in northern New England? The following lists help sort through these sources, differentiating by interests in company stage, industry sector and target regions.

**Venture Capital Funds in Northern New England**

- **Borealis Ventures** Hanover and Concord, NH $20MM technology fund in Village Ventures network: target ME and NH  
  www.borealisventures.com

- **Community Ventures** Portland, ME $10MM sector-and stage-agnostic fund: targets ME, NH, VT  
  www.ceicommunityventures.com

- **CEI Ventures, Inc.** Portland, ME $20MM double bottom-line sector– and stage-agnostic fund: targets: eastern seaboard  
  www.ceiventures.com

- **Fresh Tracks Capital** Middlebury, VT $11M fund, primarily tech; in Village Ventures network target: VT and bordering countries  
  www.freshtracksicap.com

- **Masthead Venture Partners** Portland, ME and Cambridge, MA $160MM early stage tech fund: national reach with Northeast focus  
  www.mvpartners.com

- **North Atlantic Capital**, Portland, ME $75MM tech fund; expansion to late stage; national reach  
  www.northatlanticcapital.com

- **Small Enterprise Growth Fund**, Augusta, ME $9MM state of ME sponsored fund; invests only in ME  
  www.segfmaine.com

- **Tuckerman Capital**, Hanover, NH Private Investment fund acquiring manufacturing companies.  
  www.tuckermancapital.com

Doing venture capital in Maine, New Hampshire or Vermont is nothing like sitting in Boston or Northern California. To be successful, funds must be proactive – deals do not just show up at the door. As with any fund, deal flow is critical to success. But in Northern New England, the best deals are often found and made, not just discovered. To “make” the deal, VCs have to roll up their sleeves: deals ready for money are the rarity. Once uncovered, opportunities often require management enhancing, strategy rework and business plan development. Once ready for equity, deals may encounter syndication issues. Although there are several funds in Northern New England, most are relatively small, requiring deals to have syndicates of several investors in order to complete a given round. With smaller deals (up to roughly $1.5MM) angel investors can often come in as co-investors with VCs or as lead investors. More and more angels are organizing themselves in groups and acting like small VC funds. For deals in non-traditional sectors like consumer products, even more work may be required to raise secondary and tertiary rounds of financing, requiring more on the part of the VC to syndicate both in and out of the region. Syndication in the region can be hard work (much more so than for traditional VCs in urban markets) but must be done to ensure deal and fund viability. Fortunately in this market, most of the players know each other and are happy to work with each other if there is a fit. However, despite the apparent abundance of funds, the diversity of these funds can make syndication within the region a challenge, despite the desire on all fund partners to work with each other. The region seems to breed friendly, cooperative VCs who all have good intentions to support the region and help one other, but the differences in fund focus, stage and fund manager preferences make it a challenge to find opportunities to co-invest.

Despite the structural and regional challenges described in this article, it’s hard not to feel at times that we Northern New England venture capital investors are “living the dream”. Where else can you get to do this work living in a rural town, a mere four miles from your downtown office, located on the end of a fishing pier in Portland?
QUESTION
How much should we pay the CEO of a startup?

I'm on the compensation committee of a pretty successful startup (so far, at least). I feel we should give the founder/CEO a hefty raise, because he's doing a great job. But the other board member on the committee says the CEO is 'just a hired hand' who doesn't have any of his own money at risk, and therefore doesn't deserve exceptional pay. We're deadlocked. Your opinion?

ANSWER
In a sense, your CEO is playing a double role: As a manager, he's a hired hand who should be paid a market-rate salary for doing his day-to-day job. But he's also an entrepreneur whose efforts can help drive the return realized by the investors. My advice is to develop a comp plan that's heavily weighted toward incentive pay—that is, the CEO should get exceptional pay only if there are exceptional returns for the investors. This usually means a plan that's heavy on the equity side (options, restricted stock, etc.) and light on cash.

Of course, you should be aware that founders don't always feel this way. Often, they've struggled for years to get their companies properly financed, and then they see brand-new hires getting paid highly competitive salaries by the investors. Telling the founder to make further sacrifices can be demoralizing, so make sure the incentives you offer are really attractive and not impossible to achieve.

QUESTION
How can we clear checks faster?

We have an out-of-state client who sends us monthly checks for $20,000 each. Trouble is, the checks take at least two weeks to clear. The client says the money leaves his account the day after we deposit the check, so what's going on here?

ANSWER
Banks have a legal right to put a hold on funds in case a large check bounces, but some banks—probably including your own—are clearly abusing this right. One solution might be for you to open an account at your customer's bank (which might have a branch near you), which cuts your own bank out of the loop. If necessary, you can even express mail the checks back to the branch that issued the check and then wire the funds back to yourself the next day. It's a hassle, but you can probably get the turnaround time down to just a few days.

You might also try talking to your customer about the problem. They might be willing to send you a certified check or wire the funds directly to your bank. If you're an important vendor, they should be happy to do you a small favor like this.
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CLASSIFIEDS

Job Opportunity for Financial Sales Professional
Financial Sales Position in NYC


We are looking to hire an experienced sales professional to promote and sell our products and to expand our current client base. The ideal candidate has a proven record of success in either the financial or the financial compliance industries, and is a motivated, aggressive and entrepreneurially-minded individual.

We offer an aggressive salary and commission package, commensurate with experience, and upside incentive based on growth.

For an exciting and rewarding sales career opportunity, please send resumes and cover letter to
jobs@adaptivegroupware.com

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