



HILLMAN
ENTREPRENEURS

PROGRAM MANUAL

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INTRODUCTION

The Hillman Entrepreneurs Program was created in 2006 at the behest of David and Suzanne Hillman. Its intent is to identify promising entrepreneurs at the community college level and provide them with financial support and mentoring, which enable them to earn associate degrees at the community college and then bachelor's degrees from University of Maryland College Park (UMCP) in an acceptable transferrable major of their choosing. Ultimately, they will become leaders in their communities.

The David and Suzanne D. Hillman Family Foundation fund the Hillman Entrepreneurs Program under a multi-year Memorandum of Understanding executed among participating institutions. The Foundation provides scholarships for the Hillman Entrepreneurs (HEs), supplemental internship funding, enrichment opportunities, and some administrative costs, to which the participating institutions also contribute.

In addition to the Program Directors on each campus, the Program is supported by a Governance Council that is accountable to the Hillman Family Foundation for ensuring that the Program is true to the intent of MOU currently in effect. The composition, roles and responsibilities of the Council are described more fully in this Manual.

PROGRAM ELEMENTS

Mentorship and Advising

The Program Director on each campus is responsible for providing or coordinating academic advising and mentorships for students in the Hillman Program. Students meet regularly with their Director to discuss academic, business, and career goals and to solve problems as needed.

Financial Support

Hillman Entrepreneurs receive tuition support as well as funds for fees, books and required electronic devices during the time they are in the program as well as merit awards and support for unpaid internships. Details are elaborated in the Financial Assistance section of this Manual.

Internship Opportunities

Hillman Entrepreneurs are encouraged to pursue internships for experience-based learning with traditional or social-venture start-up companies. The internship application process, guidelines, and funding limits vary by institution. Program Directors provide internship information and availability to their students and HEs are encouraged to seek internships independently.

Minor in Technology Entrepreneurship

Hillman Entrepreneurs complete six courses (one each semester) throughout their three years in the program, the last five of which earn them a UMCP minor in Technology Entrepreneurship. The community college courses are transferable credit courses offered exclusively to Hillman students.

Building the Hillman Ecosystem

Hillman Entrepreneurs are provided with experiences designed to build a supportive ecosystem within the individual cohorts and between cohorts on all participating campuses as well as alumni. These experiences may include orientation activities, site visits, conference participation, or recreational trips. In addition, all HEs gather to celebrate accomplishments and to develop service learning and other group projects. Students are expected to participate in these experiences to the highest level possible.

THE SELECTION PROCESS

The Hillman Entrepreneurs Program selects ethical students with both entrepreneurial and academic capability. Applicants should exhibit an entrepreneurial mindset – the initiative, resourcefulness and dedication identified with people who create their own ventures or lead organizations. Additionally, applicants must demonstrate their capacity to complete their studies successfully at participating community colleges and UMCP. The goal is to identify and support entrepreneurial students who can persist in the Program and successfully complete a bachelor's degree exclusively at UMCP.

Program Eligibility

Minimum Requirements

To be eligible for the Hillman Entrepreneurs Program, students must:

- Be Maryland residents and either U.S. citizens, permanent residents, or students certified to be eligible under the Maryland's 2012 DREAM Act who intend to reside in Maryland long term and contribute to its economy (*To determine eligibility under the Maryland DREAM Act, students should go their respective College's Admissions Office or website for specific information.*);
- Have at least a 2.5 GPA (which must be maintained throughout the selection process);
- Be enrolled at a participating community college, having completed a minimum of 30 credits including one transferrable math course or be eligible to take and complete a transferrable math course during first semester in the program at the time they enter the Program;
- Be available to take an afternoon course required by the Program each semester;
- Be able to attend day classes full-time at UMCP.

Selection Criteria

To be selected, students must also meet the following eligibility criteria:

- Have an entrepreneurial mindset;
- Demonstrate potential to become a successful entrepreneur or leader within a larger organization;
- Show that they can be successful academically and graduate from their community college and ultimately from UMCP; and
- Have determination, motivation, creativity, persistence and the potential for ethical leadership.

Eligible Majors

Program Directors review the curriculum codes (majors) for all applicants to determine applicability and eligibility. All accepted students must be pursuing a major transferable to UMCP. Students should take advantage of on-campus advising to ensure their current course load meets this transferability requirement. Students pursuing a computer science or engineering degree are encouraged to apply to the MTAP program and may take required courses at UMCP prior to obtaining their AA degrees. *The Program is not available to students interested in pursuing careers in law or political science.*

Applicants should be aware that to transfer to a Limited Enrollment Program (LEP) at UMCP, a higher GPA and completion of specific gateway courses are required. The following link provides specific information: www.lep.umd.edu.

The Application Process

An online application for admission to the Program is available at participating community colleges' Hillman Program websites. The process includes completion of this application, including an attached resume and transcripts for any other higher education institute attended.

Applicants must also submit to the community college Program Director:

- Proof of U.S. citizenship, a green card or evidence of DREAM Act eligibility (as provided by the respective College's Admissions Office);
- Proof of Maryland residency; and
- A recommendation letter sent directly to the Program from a community college instructor and, if applicable, an employer.

The Selection Process

The selection process has three steps: applicant screening by the Program Director; telephone interviews by the Program Directors, if needed, for clarification; and a decision by at least two Program Directors based on face-to-face interviews. Split decisions are referred to the third Program Director for resolution.

Applicant Screening

The Program Directors from each community college make the initial determination of eligibility for interview. If the Program Director is uncertain about a candidate, he/she will confer with the UMCP Program Director to make the determination about eligibility for interview. The community college Program Directors are responsible for ensuring that applications are complete before the screening begins.

The Program Director looks at both collegiate academic records as well as professional and entrepreneurial history. In addition to ensuring that applicants meet program requirements, screeners consider:

- The applicant's resume;
- College major or intended major to ensure transferability to UMCP (This potentially disqualifies many pharmacy, nursing, physical therapy and some computer-related majors unless the courses of the major provide a sufficient number of transferable courses to make the transfer reasonable and the student can find a parallel major at UMCP.);
- Entrepreneurial experience, characteristics or plans described in the responses to the questions in the application and quality of the writing, including grammar and writing ability;
- Ethical orientation;
- Academic record; and
- Recommendation(s).

Applications that do not pass this initial screening are not given further consideration.

The Interview

The key feature of the Hillman Entrepreneurs selection process is the interview scheduled by the community college Program director and conducted by him or her and the UMCP Program Director or Assistant Director. Each interviewer is provided with a set of standard interview questions and creates his or her own notes and independent assessment of the applicant. One consideration explored is whether the applicant is realistically available for daytime classes and able to enroll full time at UMCP.

Selection of Finalists

The interviewers share their impressions of the interview and qualifications for acceptance into the Program. Students' record of academic success and their potential for future academic success also weigh heavily in the selection process, because students must be able to perform satisfactorily at UMCP to earn their bachelor's degrees. Thus the interviewers must consider both entrepreneurial characteristics, character and experience as well as the likelihood of retention and completion of the program.

Three outcomes are possible: 1) If both interviewers agree that the applicant is a good match for the Program, the applicant is invited to join the program. 2) If interviewers disagree, the applicant is invited for a second interview (in person or by phone) by the third Program Director or designee. 3) If

interviewers agree that an applicant is *not* a good match, the applicant is no longer considered. The community college Program Director is responsible for formally inviting applicants to participate and for notifying applicants that they are no longer under consideration.

If there are more qualified candidates than available slots, Program Directors must select applicants deemed most likely to persist in the Program, the basis of which cannot rely exclusively on GPA. Since not all accepted applicants may join the Program, wait listing is allowable.

STUDENT FORMAL ACCEPTANCE AND ORIENTATION

Once students are selected for the Hillman Entrepreneur Program, they meet with the Program Director for a one-on-one conversation. This meeting has four objectives:

- To review program expectations and agreements with the student;
- To have the student choose freely to participate or not based on the expectations;
- To complete the applicant's file with required documents; and
- To review the student's major and transcript and approve the student's academic schedule.

For students who have accepted admission, a formal and obligatory orientation event is conducted every summer to the program at UMCP, so they can meet each other, interact with HEs at UMCP and develop a better understanding about how the Program works.

In addition, before transferring to UMCP, all HEs are required to participate in the following activities:

- Schedule an in-person meeting with the Program Director to discuss plans and potential issues;
- Attend a mandatory Program orientation the week prior to the start of fall courses;
- Update their FAFSAs annually by UMCP's priority deadline of February 15 each year; and
- Complete surveys and participate in focus groups conducted by the program evaluators from the Maryland School of Public Policy (MSPP).

COURSE SELECTION AT MC AND UMCP

Once an appropriate major is identified, course selection is relatively straightforward. Curriculum planning guides are available online showing which courses are needed for degree completion. Care must be taken to ensure course prerequisites are planned ahead or concurrently with desired courses. Additionally, electives must be chosen that correspond to transfer requirements at UMCP. The Program does not pay for courses that do not transfer to UMCP.

Math and Foreign Language Requirements at UMCP

Math skills must be considered when selecting a major. Based on the student's strength in math, certain majors are less appropriate because of the extensive mathematics courses and knowledge required for the major. At UMCP, majors are divided into three broad areas with regard to math requirements.

- Majors requiring the highest understanding of math include math, engineering, computer science, and life science. Students pursuing a major in one of these areas should speak with their Program Director or a transfer advisor to be certain they meet the math requirements.
- Computer science accepts only Calculus I, II and one additional higher level math course towards the major, which may require additional semesters at UMCP. Computer classes at the community college may also not be accepted by the major at UMCP; therefore some students should consider participating in the MTAP program and taking courses at UMCP while still at community college. See <http://undergrad.cs.umd.edu/prospective-cs-students> and <https://www.admissions.umd.edu/requirements>.

- All majors in the Smith School of Business as well as majors in the College of Social and Behavioral Sciences and a few other schools and colleges require calculus and statistics as a part of the curriculum. Students should review these requirements carefully.
- Majors at the University of Maryland's College of Arts and Humanities that require only a fundamental level of math include history, English, foreign languages and similar majors that study culture or an art form.

Students pursuing a major within the College of Arts and Humanities are required to complete two years of a *foreign language*. It is highly advisable to study language at the community college because these courses are accelerated at UMCP (typically, six hours per semester) just when difficult major courses are also on the students' schedules and time is of the essence to complete the major requirements. While the language requirement does not hold a person back in the way a gateway requirement to a major does, getting the requirement completed early is helpful to student success.

Some majors at UMCP offer special benefits for our students. For example, the *American Studies major* offered through the College of Arts and Humanities provides much flexibility in electives and offers a 12-hour concentration that cuts across many interests including business and economics, social sciences, communication and the arts.

Limited Enrollment Programs at UMCP

Selection of electives is especially important for students desiring to transfer into UMCP's Limited Enrollment Programs (LEPs). The Limited Enrollment Program website (www.lep.umd.edu) provides updated information and a UMCP admissions officer can provide assistance. Program Directors distribute applicable contact information to students at the beginning of each semester.

All students may apply for an LEP. These are competitive majors that control enrollment numbers to maintain program quality. A student transferring to UMCP must successfully complete a specific set of courses called "gateway" requirements. The following guidelines pertain to these gateway courses:

Only one gateway course may be repeated to earn the required grade and that course may only be repeated once. **If a student receives a grade of "W" in a gateway course, the course must be retaken, which will count as a repeated course.**

PROGRAM REQUIREMENTS AND BENEFITS

Participation Agreement

Because the Hillman Entrepreneurs Program is a highly competitive and generous scholarship program, HEs must agree to the following conditions, which facilitate the Program's ability to support them as well as to conduct program evaluation:

- Register for and complete one designated Hillman course per semester;
- Participate in the academic enhancement activities and community outreach initiatives coordinated by the Program Directors;
- Become a member in campus organizations or Collegian Centers as specified by the respective Program Director;
- Meet regularly with their Program Director for mentoring, reviewing and planning academic schedules, assessing progress and performance, and discussing non-academic aspects of Program;
- Complete and update annually the FAFSA by the UMCP February 15 priority deadline;
- Complete on-line questionnaires and participate in focus groups conducted by the program evaluators (Students may decline to respond to questions that they consider personally intrusive.);
- Maintain the minimum required program GPA;

- Agree to release of the following data to allow the Program Director to assess the student's continuing Program eligibility, academic progress and need for support services and to inform program evaluation in compliance with FERPA regulations:
 - ✓ College transcripts for all college-level institutions attended;
 - ✓ Semester and mid-semester grades;
 - ✓ Financial aid records and the completed FAFSA; and
 - ✓ Admission and Registrar records.
- Agree to stay engaged with and contribute to program success after graduating from UMCP.

Financial Assistance

The Hillman Entrepreneurs Program provides robust financial assistance for students, which can also be supplemented other financial aid to a maximum coverage of 100%. Accepted students must complete a FAFSA prior to entry into the Program and update it annually by UMCP's priority deadline of February 15 each year. Because DREAM Act students may be unable to file a FAFSA, other documentation of need may be requested. *Non-compliance may exclude students from Hillman scholarship support at UMCP.*

Funding Structure at the Community College

The Hillman Entrepreneurs Program scholarship pays:

- Two-thirds of the tuition and fees for up to 30 credits for the academic year including summer and intersession courses;
- A one-time \$500 bonus for completion of the first semester with a with a 2.8 GPA or above, participation in required activities and no withdrawal or grade of F in any semester course;
- Required textbooks up to \$500 per semester for full-time students and \$350 maximum per semester for part-time students, based on a per credit book/technology allowance of \$33 per credit;
- A one-time allowance for the purchase of a tablet to be used for class assignments and activities.
- Based on available funding, a stipend to supplement unpaid internships directly related to the student's academic and career goals and has an entrepreneurial component;
- Individual or group tutoring as needed;
- In cases of extreme hardship, additional funds as approved by the Governance Council.

Support for additional courses may be available but must be approved by the Program Director prior to registration. These are limited to courses required for degree or gateway course completion. In the case of summer courses, the student must earn a C or better or be prepared to cover the full cost of tuition. Finally, the Program only pays for a course once; students are responsible for paying for any course they repeat.

Funding Structure at UMCP

All Hillman Entrepreneurs agree to complete their FAFSA by the priority deadline in order to receive the tuition scholarship at UMCP, unless precluded by DREAM Act status. Students, provided they are in good academic and program standing, will receive:

- A waiver of enrollment and orientation fees prior to transferring to UMCP;
- One-third of the tuition per semester as a merit scholarship; and
- The possibility of an additional one-third scholarship based on financial need, which, when combined with the student's HE merit scholarship, can cover up to two-thirds of tuition.

Merit scholarships require students to maintain academic and participation standards set forth in the Participation Agreement. Other conditions that may affect scholarship support at UMCP:

- If a student drops below the minimum requirement of 12 credit hours per semester, the merit awards will be decreased accordingly.
- Hillman Entrepreneurs are expected to complete their bachelor's degrees in two years after transferring to UMCP. If a student's graduation is delayed through reduced course loads, double majoring, or for any other reason, the Governance Council may approve the extension, if recommended by the Program Director and subject to fund availability.

Hillman Course Requirements

The Hillman Program provides students with the skills required to evaluate, create and grow new business ventures and reach their full potential as leaders in the community. To accomplish this, the Program requires students to take one Hillman course every semester they are in the Program. In each course, students attend talks, workshops, and networking events given by leaders of successful business ventures, venture capitalists, consultants, educators, legal experts and others who provide knowledge, skills and advice for building success. They also work on developing and evaluating their own business ideas.

These required courses lead to a minor in Technology Entrepreneurship at UMCP. When possible, Hillman-only sections of these courses are created. This fosters the community building that is critical to the Program and that creates the basis for supportive relations while completing the program and for networks of potential business partnerships in the future. The courses are described below:

Prince Georges Community College Courses

BMT 2750: Leadership Development

Development of practical, effective workplace leadership skills through study, observation and application. Integrates reading from humanities, experiential exercises, films and contemporary readings on leadership. (3 credits, transfers to UMCP as a Humanities requirement for Business and General Studies majors only)

BMT 1570: Small Business Management

The basics of acquainting students with the many diverse areas of entrepreneurship, including but not limited to: identifying a viable product or service, target markets, financing and ethics. Emphasis is placed on how aspiring entrepreneurs can develop their entrepreneurial mindset and opportunity recognition capabilities to develop winning entrepreneurial plans for future ventures. (3 credits, transfers to UMCP and credited toward the Minor in Technology Entrepreneurship)

Montgomery College Courses

ISTD 140: Discovering New Ventures - Foundations of Entrepreneurship

Multi-disciplinary study introducing students to the basic business, strategy, and leadership skills needed to launch and manage new ventures. Students learn how to assess the feasibility of a new venture, as well as how to apply best practices for planning, launching, and managing new companies. Students discuss issues of importance to entrepreneurs and learn to recognize opportunities, assess the skills and talents of successful entrepreneurs, and learn models and "rules of thumb" that help them navigate uncertainly. The opportunities and challenges of entrepreneurship are explored, as is the ability to use entrepreneurial skill sets in a corporate environment. (3 credits, transfers to UMCP as a general elective course)

ISTD 210: Entrepreneurial Opportunity Analysis & Decision-Making in Technology Ventures

Interdisciplinary studies in the principles of entrepreneurial opportunity analysis and decision-making in an increasingly dynamic and technically inclined society. Emphasis is placed on how aspiring technology entrepreneurs can develop their entrepreneurial mindset and opportunity recognition capabilities to develop winning entrepreneurial plans for future ventures. (3 credits, transfers to UMCP and credited toward the Minor in Technology Entrepreneurship)

University of Maryland College Park Courses

At UMCP all HEs are expected to satisfactorily complete a Minor in Technology Entrepreneurship, which requires completion of a five sequential courses (one at the community college). At UMCP, these include:

HLMN 470: Fundamentals of Entrepreneurial Ventures

Learn the processes and skills needed to launch and manage start-up ventures, including technology startups. Assess the feasibility of a startup ventures, as well as how to apply best practices for planning, launching, and managing new companies by using real-world examples and in-depth case studies. Discuss a wide range of issues of importance and concern to entrepreneurs and learn to recognize opportunity, assess the skills and talents of successful entrepreneurs, and learn models and approaches that help navigate uncertainty. (3 credits)

HLMN 471: Entrepreneurial Finance

Examine the elements of entrepreneurial finance, develop and analyze financial statements, focusing on technology-based startup ventures and the early stages of company development. Address key questions that challenge all entrepreneurs: how much money can and should be raised; when it should be raised and from whom; how to define a reasonable valuation of a company; and how to structure funding, develop employment contracts, and make exit decisions. Analyze the variety of financing models across a venture's life cycle, with an aim to understanding the incentives of each type of investor and the relative costs and benefits of each source of funding. (3 credits)

HLMN 472: Strategies for Innovation & Entrepreneurship

Understand the process of technological change; the ways that firms come up with innovations; the strategies that firms use to benefit from innovation; and how to create new value not only through new products or services, but with novel technologies, business concepts, organizing structures, transaction/financing mechanisms, distribution channels, and market segmentation. Challenge students to think about how to create value and build a productive business organization with available resources (e.g. intelligence, insight, energy, initiative and personal relationships). (3 credits)

HLMN 473: Consulting in Tech Entrepreneurship

Apply the entrepreneurship/business principles learned in the classroom to real-world consulting projects. Gain practical experience by solving actual business situations and by dealing with ambiguity and uncertainty inherent in fast-moving technical organizations. Develop key skills in negotiation, group dynamics, organization, and planning. (3 credits)

Successful Academic Performance

Hillman Entrepreneurs must make satisfactory progress each semester and ultimately complete their Associate's degree at their community college to transfer to UMCP and progress toward graduation. The Program Director must approve a schedule of fewer than 15 credit hours in any semester or enrolling in summer or winter classes. Similarly, the Program Director must approve dropping classes during the semester resulting in a course load of fewer than 15 credits. In addition, an HE who transfers to UMCP prior to graduation from community college must transfer credits back to the community college and complete graduation requirements there.

Lastly, HEs must agree to matriculate into UMCP, which is targeted to full-time students who attend daytime classes. Options for evening, on-line, and weekend classes are limited. Choosing to enroll in a four-year institution other than UMCP excludes HEs from further participation in the Program. Some students confuse UMCP with University of Maryland University College (UMUC), also located in College Park. Promising to transfer to UMCP and opting out of that commitment in favor of another institution is considered unethical behavior and will result in expulsion from the Program.

Probation and Removal

Probationary status alerts HEs that they are at risk of being removed from the Program and provides time for education and correction. It is meant to assist students in understanding the program values, including:

- Performing academically to ensure success;
- Remaining dedicated to learning entrepreneurship and leadership principles in the Hillman courses;
- Participating in the program activities that promote team-building; and
- Adhering to the ethics expected of all HEs.

There are five grounds for placing a student on probation:

1. Grade Point Average. Students must maintain a 2.5 cumulative GPA, or above, to continue in good standing in the Program. Any student who earns less than a 2.0 GPA in *any semester* is automatically placed on probation. Probation requires a HE to develop a success plan, which must be approved by the Program Director prior to the start of the next semester. If the student earns less than 2.0 in the following semester, the student is referred to the Governance Council and may be removed from the Program.
2. A Grade of C or Below in a Required Hillman Course. Because of the generous scholarship funding, HEs are expected to take the required Hillman courses seriously, even if these courses are not perceived to be helpful to their majors. Grades of B- or above constitute an acceptable norm for meeting this expectation.
3. Insufficient Participation in Program Activities. The Program Director may place any student on probation for failure to participate in the Program fully. This includes, but is not limited to, completion of Program surveys and participation in focus groups conducted by the Program Evaluation Team at MSPP. Each institution defines the participation standard in its Participation Agreement, which is then signed by the student and kept on file by the Program Director.
4. Failure To Uphold Program Values. Hillman Entrepreneurs represent themselves and the Program in everything they do. Thus, they are expected to uphold the values of the Program, including being honest and ethical in all professional, academic, and personal dealings, including the use of social media. If one HE observes another HE not living up to the Hillman values, he or she must consult with the respective Program Director so that the problem can be addressed. Breaches in the academic institution's code of academic integrity require immediate review and may lead to expulsion from the Program.
5. Failure To Comply with Program Participation Agreements. To receive scholarship funding, students agree to the participation requirements described above and on the Participation Agreement. Failure to fulfill these obligations will result in the student being placed on probation.

If an HE is placed on probation, the Program Director will send the student formal written notice that explicitly documents deficiencies and their implications and articulates future expectations. The Program Director must update the Governance Council on the status of any student on probation at regularly scheduled meetings.

If an HE is not in compliance by the end of the probationary semester, the Program Director must refer that student to the Governance Council with a recommendation for action. If dismissal is approved, the Program Director is to notify the student and all appropriate College offices within five business days.

If an HE is dropped from the program for poor participation, weak academic performance or personal challenges, the student can write to the Governance Council requesting readmission and providing evidence that the problems have been corrected. Based on this appeal and the recommendation from the relevant Program Director, the Governance Council makes the final decision about readmission.

Leave of Absence Provision

If an HE faces extraordinary circumstances that prevent him or her from being successful in school to the point that it becomes necessary to take a break from academics, the HE or Program Director may request a Leave of Absence. In consultation with the Program Director, the HE determines a plan of action for handling the challenges and returning to the Program in good standing after one semester. The Governance Council must approve a Leave of Absence upon receipt of a written request from the HE and recommendation of the Program Director. If the Leave of Absence extends beyond one semester, the student is removed and must apply to the Governance Council for re-admittance into the Program.

OVERSIGHT, REPORTING AND EVALUATION

Roles and Responsibilities of the Governance Council

The Governance Council consists of at least two representatives of each participating institution, one representing the institution's foundation and one in the Program Director's supervisory chain. Board meetings shall be set for four to six times a year, i.e., at least quarterly. The chair for each meeting shall be the host institution's designated leader. For urgent matters, conference calls and polling can be used to obtain decisions. Program Directors provide staff support to the Governance Council.

The Governance Council is accountable to the Hillman Family Foundation for ensuring that the Program is true to the intent of MOU currently in effect. It shall:

- Approve the Program Manual and all proposed amendments to it;
- Establish conditions and parameters for selection and admission to the Program. The Council will not make admission decisions, but may be asked to provide input, if asked to do so by a Program Director or if there is a compelling reason for the Council to be involved (for example, to break a deadlock between the Program Directors);
- Set policy, via the Program Manual, regarding Program probation, removal from a readmission to the Program, and may vote on removals and readmissions to the Program when required to do so by the Program Manual;
- Set policy by which students may apply for extensions to participate in the program beyond five semesters at UMD, and vote on extensions and recommendations of Program Directors;
- Seek alignment between and among institutions' courses leading to the Entrepreneurship minor that support Hillman Program goals;
- Review and advise on any suggested Program policy changes provided such changes are not inconsistent with or in conflict with institutional policy;
- In consultation with the appropriate institution's office of financial aid and Program Directors, approve the award of additional need based scholarships in excess of the amount agreed to in the MOU, in order to meet an otherwise unmet student need;
- Receive and comment to the HFF on the annual Program evaluations performed in a manner consistent with the current MOU;
- Receive quarterly verbal reports from the Program Directors regarding aggregate student performance, participation data and variances from any budgeted line item exceeding 10% as well as other relevant issues as they arise;
- Be advised by the Program Directors regarding progress on recommendations made by the Council;
- Periodically review and make recommendations about the Program evaluation and design; and
- At turnover of decision making parties or Program Directors, ensure that new personnel are educated about the Program's history and requirements.

Program Evaluation

The Maryland School of Public Policy is responsible for reporting and evaluation. Two graduate students working under the supervision of a person designated by the HFF prepare two reports annually:

- A financial report for the prior fiscal year prepared in the fall semester for the Hillman Foundation, which covers performance at all participating institutions; and
- An in-depth program evaluation about performance at all participating institutions during the prior fiscal year, which is completed in the spring semester, presented to the Governance Council for comment and transmitted to the Foundation. Participating institutions are committed to providing access to all relevant records to ensure accuracy of the data. Both MSPP and UMCP's Undergraduate Studies work together to make reporting as complete and efficient as possible.

Longitudinal files are stored at MSPP, so that they are available to future researchers and annual evaluations are available upon request.

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