

JAY HURT HUB FOR INNOVATION & ENTREPRENEURSHIP AT DAVIDSON COLLEGE

CATALYZING INNOVATION & ENTREPRENEURSHIP FOR ALL

# ANNUAL REPORT

FISCAL YEAR 2022









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# A LETTER FROM OUR DIRECTOR

## WE'RE IN THE ARENA WITH A BELIEF THAT "IT'S KIND OF FUN TO DO THE IMPOSSIBLE"



Liz Brigham '04  
Director, Hurt  
Hub@Davidson

Heading into the new fiscal year last summer, we were incredibly optimistic that we were returning to “normal,” but the universe had a few acts left with the pandemic, the Great Resignation, and tectonic shifts in the social movements. Fortunately, we are in the arena and building a community to support explosive growth in entrepreneurship with those looking for a better way to connect their personal values to their professional work. According to NPR and the U.S. Census Bureau, 5.4M new business applications were filed in 2021. While the Census Bureau estimates that only about a third of these applications are businesses that hire additional employees, that is approximately 1.6M new businesses creating an estimated 8 to 10M new jobs. Similarly, in North Carolina, we have seen about 40% year-over-year growth (2020 to 2021) in new business creation; in Mecklenburg County alone, the Secretary of State reported 93% year-over-year growth. We are emboldened by the growth in entrepreneurship and the need for our services across educational programming, access to talent, experiential learning, mentorship, access to capital, and an inspirational space to drive innovation.

Embracing a growth mindset is foundational to the work that we do at the Hurt Hub and what we hope to inspire others to adopt. In the spirit of continuous improvement, we employed the Objectives and Key Results framework in October 2020 and have been building upon that quarterly since. At the beginning of fiscal year 2022, we continued with the following strategic objectives:

- Make innovation and entrepreneurship accessible to all.
- Develop and consistently deliver exceptional experiences every day for our Hurt Hub Community.
- Make the Hurt Hub an integrated and integral part of the Davidson College Experience.
- Become financially self-sustaining by FY 2023.




Throughout this report, you will find our key results, outcomes, and stories that underscore our progress against these objectives and the impact we've made. With a deliberate focus on inclusion across all our programming - from speaker selection, to outreach for new mentors, to partnerships with student organizations, to event design and accessibility, and new offerings like daily "ask us anything hours" - we have seen an increase in engagement with underrepresented groups. While we have plenty more work to do, we strive to achieve our vision through intentionality, reflection, and empathy-informed decisions. We believe that with this focus, we can illustrate for our community that entrepreneurship and innovation are relevant, approachable, and applicable regardless of what industry or vocation they pursue. Moreover, we strongly believe that by providing access and exposure for all to these frameworks and skills, we will materially impact economic mobility and development in our community.

In FY2022, we expanded our work by bringing the College's innovation portfolio into the Hurt Hub. This portfolio of programs includes DavidsonX on the online EdX educational platform, pilot leadership classes in partnership with Minerva Project, Davidson in Silicon Valley, and facilitating design projects on campus. With the addition of this portfolio, we have a new lens through which to explore innovation in the context of a liberal arts education with learners across the globe and in our backyard.

To support the expansion of our portfolio, we also welcomed new team members and shifted responsibilities for the existing team to set a strong foundation for growth:

- Beth Adams joined us as the Innovation Project Manager in July after successfully leading COVID testing across campus.
- Mbye Njie '04, CEO & Founder of Legal Equalizer, joined in August as our inaugural Innovator in Residence.
- Kara Brown joined in November as our new Community Manager.
- Zee Holmes shifted into a new Marketing Manager role after three successful years as Community Manager.



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- Kevin Cook '09 took on a new funding programs coordinator role stewarding relationships with student and alumni ventures across the Try It Fund, Avinger Impact Fund, and Nisbet Venture Fund.
  - Evan Rozantes, one of our original coworking members, joined in April 2022 as the new Innovation Portfolio Manager.
  - Erin Moreau took on additional responsibilities providing finance and operations support for the Innovation Portfolio.
  - Amy Gascon, who joined us in June 2021, expanded her responsibilities overseeing educational programming for the Nisbet Venture Fund.
  - Kelly Weaver expanded the Gig-Hub program through new funding for the Tech Impact Fund and exploring new partnerships with the Matthews Center for Career Development.

In FY 2022, we also deepened our focus on audience listening and storytelling across a range of media. By cultivating and stewarding the stories of those whom we've served, we can more empathetically convey the value we bring to the community and identify opportunities to improve. Moreover, it was with these stories that we launched a fundraising campaign to fuel our operational growth so that we could offer new and differentiated programs as well as endow our long-term financial sustainability.

We are excited to share that this year we have secured commitments for over \$4.8M in endowed and expendable funds from Davidson alumni, state-wide organizations like NC IDEA Foundation, the Town of Davidson, and corporate sponsors. As we transition into financial independence from the College, securing these funds is imperative to sustain our operations and continue to grow. We are grateful for the partnership with all of our sponsors and their support of our vision to drive economic development in our communities.

Last year, we were certain that "work" would never be the same. This year, we're even more convinced that that is true, but also see that our community is emboldened to chart their own purpose-driven adventures.

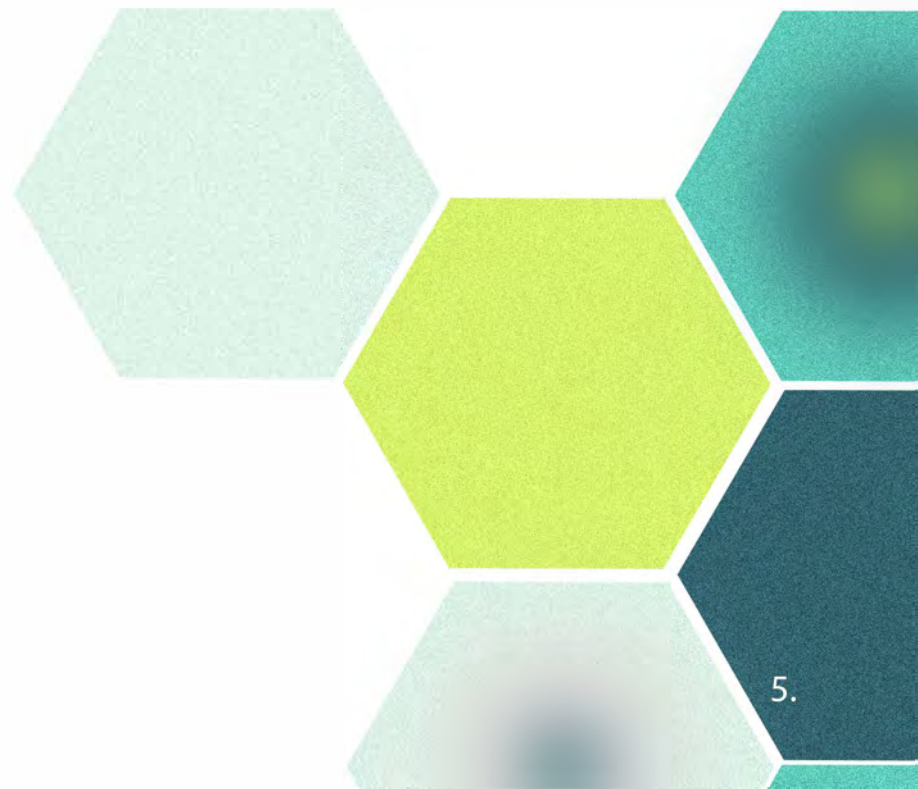


We are here to co-create success with them through access and exposure to educational programming, experiential learning and talent development, mentorship, startup capital, innovation consulting, and an inclusive space to expand the limits of their curiosity.

With gratitude,

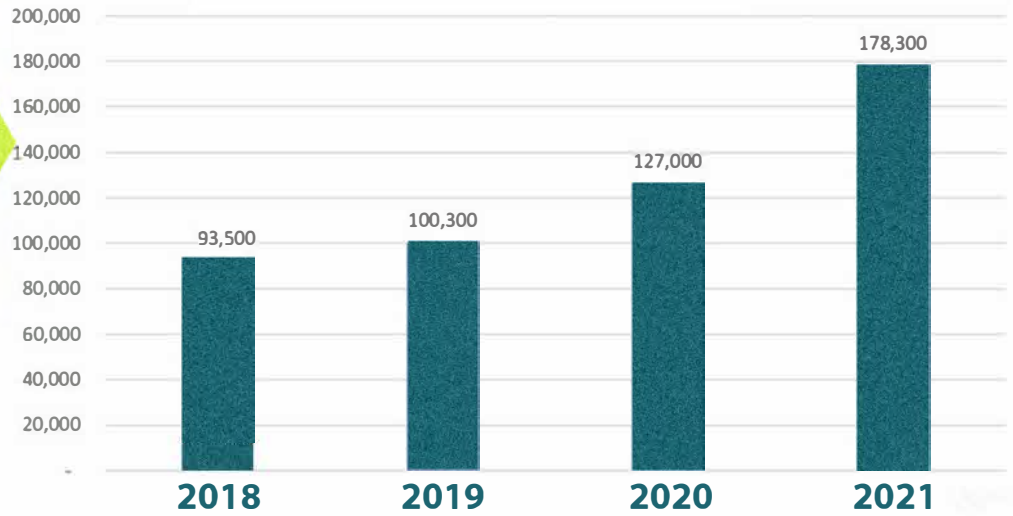
A handwritten signature in a cursive script, appearing to read "Liz".

W. Spencer Mitchem '59 Director of Innovation & Entrepreneurship  
Jay Hurt Hub for Innovation & Entrepreneurship at Davidson College



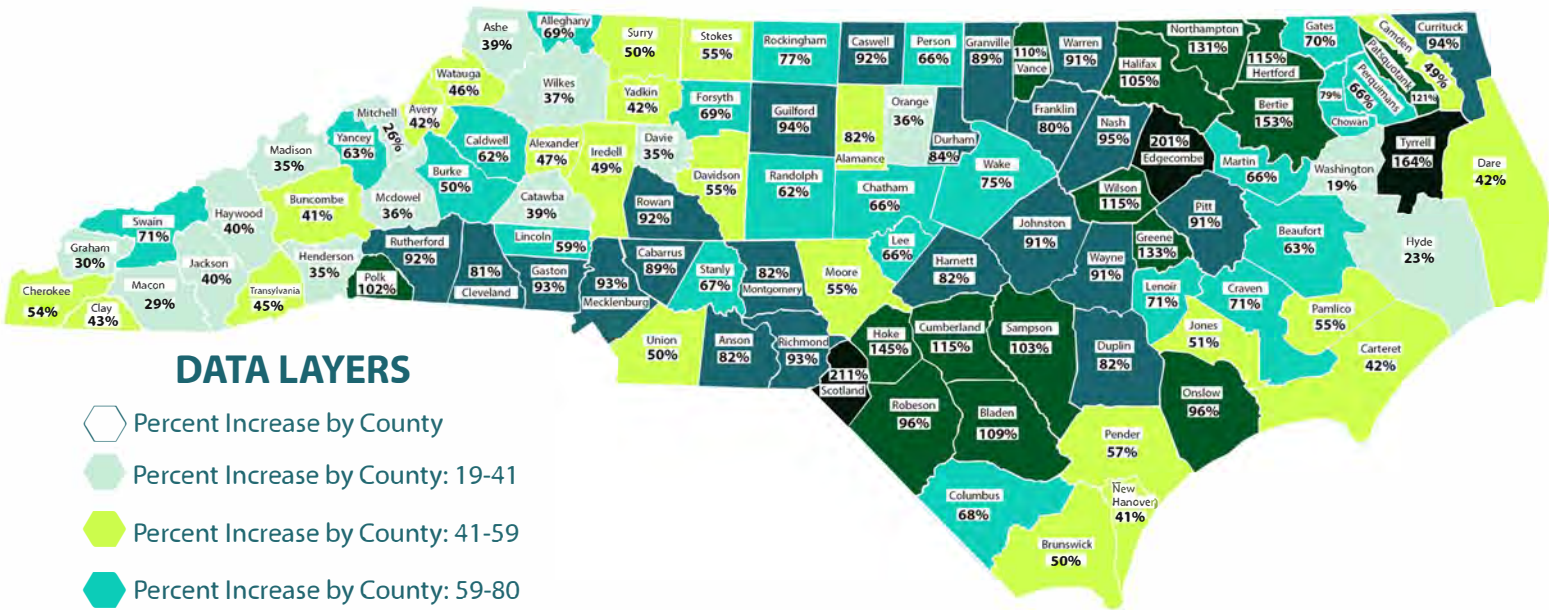
# NORTH CAROLINA BUSINESS CREATIONS CALENDAR YEAR BASIS

SOURCE: NORTH CAROLINA SECRETARY OF STATE



# NORTH CAROLINA BUSINESS CREATIONS YEAR OVER YEAR INCREASE (July 1, 2019 - June 30, 2020 compared to July 1, 2020 - June 30, 2021)

SOURCE: NORTH CAROLINA SECRETARY OF STATE



## DATA LAYERS

- Percent Increase by County
- Percent Increase by County: 19-41
- Percent Increase by County: 41-59
- Percent Increase by County: 59-80
- Percent Increase by County: 80-96
- Percent Increase by County: 96-164
- Percent Increase by County: 164-211



# OUR VISION, VALUES, AND MISSION

## VISION

We facilitate access and exposure to **INNOVATION** and **ENTREPRENEURSHIP** for all.



We believe innovation is born out of Freedom, Integrity, and Inclusion.

- Freedom to take risks. Freedom to fail and to succeed.
- Integrity is our expectation.
- Inclusion is the foundation of everything we do.

## VALUES

**FREEDOM**  
**INTEGRITY**  
**INCLUSION**





# OUR VISION, VALUES, AND MISSION



The Hurt Hub@Davidson convenes innovators and entrepreneurs in the Davidson college community and the Greater Charlotte region to catalyze innovative solutions to critical problems through educational programming, experiential learning in a safe environment, an inclusive coworking space, uncompromising ethics, a robust mentor network, and access to startup capital.



“To develop humane instincts and disciplined, creative minds for lives of leadership and service in an interconnected and rapidly changing world”

~ Davidson  
College's  
Statement of  
Purpose



# INNOVATION Week

From Friday, September 10, 2021 through Friday, September 17, 2021, we hosted our inaugural “Innovation Week” bringing together entrepreneurs and innovators in the greater Charlotte area, Davidson students, faculty, staff, and alumni. We focused on reaching underrepresented audiences with our programming, outreach and invitations for speakers.

We kicked off the week with a TechStars Startup Weekend and then followed each day/evening with business and Gig-Hub showcases, skills-based workshops, mentorship opportunities, and a community-wide block party celebration to close the week.

Our goal was to engage at least 200 people in our programming in person and an additional 100 via live streaming/on-demand viewing. We intended for attendees to leave with a deeper understanding of what the Hurt Hub is and how they can engage in our programming to further their interests in innovation and entrepreneurship.

Nearly 450 people attended our events across the week with many people coming back multiple times, far exceeding our goals. About half of our attendees had never been to the Hurt Hub and most were unaware of the breadth of resources available from educational programming, experiential learning opportunities, the ability to hire and get hired for gigs with startups through our Gig-Hub program, mentorship, co-working and access to capital. Moreover, we were intentional about being inclusive from the speakers we invited to how we marketed the program, which yielded one of the most diverse audiences we’ve ever had at the Hurt Hub across all of our activities.

We also incorporated art, music and creativity into our programming to underscore our liberal arts approach to entrepreneurship and innovation. Namely, we wanted to illustrate that innovation isn’t just about technology. We believe developing an entrepreneurial mindset is applicable and valuable regardless of industry or professional path. As an example, we launched our partnership with the Van Every/Smith Art Galleries hosting the first-ever student-curated, student art show in the Hurt Hub wherein student artists-turned-entrepreneurs pitched and sold their work.

As was our hope, Innovation Week ignited our community engagement and led to new businesses being developed, new research projects getting kicked off, new job offers tendered and, most importantly, that our community felt like they belong here regardless of their background.

We are very grateful for the generous support from the NC IDEA Foundation and the Town of Davidson for Innovation Week!





# MEET OUR TEAM

## HURT HUB LEADERSHIP TEAM



1. **Liz Brigham** - W. Spencer Mitchem '59 Director of Innovation and Entrepreneurship
2. **Kevin Cook** - Funding Programs Coordinator
3. **Beth Adams** - Innovation Project Manager (joined July 2021)
4. **Kara Brown** - Community Manager (joined November 2021)
5. **Amy Gascon** - Educational Programming Manager (joined June 2021)
6. **Zee Holmes** - Marketing Manager
7. **Wendy Johnson** - Facilities Custodian
8. **Erin Moreau** - Operations Manager
9. **Evan Rozantes** - Innovation Portfolio Manager (joined April 2022)
10. **Kelly Weaver** - Gig-Hub Program Coordinator



# STUDENT TEAM MEMBERS

## COMMUNITY & EVENTS AMBASSADORS:

SANZARI ARANYAK '22

JUAN DIAZ '22

BEN LAUMAKIS '24

EINSTEIN NHARA '24

LOUIS ONORATINI '23

ISABEL WALTER '24

ABBY WOODWARD '24

## MARKETING:

HOPE CARPENTER '22

JARED HERR '22

TORI KRIEGER '22

EMILY SCHMITT '23

## BUSINESS INTELLIGENCE:

HOPE CARPENTER '22

SANDRO CHUMASHVILI '24

DAN OUKOLOV '24

## DATA CATS:

BRYCE ANTHONY '23

TAHMID AWAL '24

SEBASTIAN CHARMOT '22

ALEXANDER DONALD '23

PAIGE DOYLE '24

XINYI FAN '22

LEO HU '23

MALAVIKA KALANI '24

DAVIN LIM '25

CHARLIE MCGEE '24

ALEXIS MOORE '24

STEPHEN SKYNECKI '23

GRACE SMITH '22

MAXINE TANG '22

SREYLIN TOUCH '22

WILL TOWLE '23

KRISTAN VYAS '24



# YEAR IN REVIEW- BY THE NUMBERS

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# EDUCATIONAL PROGRAMMING

The Hurt Hub's educational programming embraces a unique position in serving at the intersection of Davidson College and the entrepreneurship community. In shaping our educational offerings, we operate from the following beliefs:

- **The Hurt Hub should continue to provide core entrepreneurship education to all;**
- **Facilitating skill-development learning experiences is critical in helping individuals develop self-efficacy, especially as they transition from academia to industry or between industries;**
- **Learning experiences are enriched for all when Diversity, Equity, and Inclusion are foundational in our work.**


Through these guiding beliefs, this year we built upon the successes of our Hurt Hub educational framework, and expanded our strategy and content based on feedback, learner goals, and historical program data. This year, we have engaged **168 unique learners** (many of whom participated in multiple programs), **representing 39 unique startups and small businesses**, across **nearly 100 instructional contract hours** for **11,850 total learning hours**.

## ENTREPRENEURIAL CORE PROGRAMS

**Belief 1:** The Hurt Hub should continue to provide core entrepreneurship education to all.


Through entrepreneurship core programming, participants learned the fundamental principles of entrepreneurship. Learners explored how an idea is taken from inception to launch and what it takes to turn something into a viable venture. We offered multi-week classes for learners who wanted to engage with the content deeply, as well as shorter workshops for learners who were limited on time. New this year, we expanded our **Nisbet Venture Fund** business preparation workshops to be open to all, not just student and young alumni finalists in the competition.





In structuring the flow of the curriculum, we recruited industry experts to develop and instruct on topics that are pertinent for the new business owner. In total, we offered the following programs:

- **TechStars Startup Weekend**
- **Building a Lean Startup 7-week class**
- **6 foundational workshops as part of the Nisbet Venture Fund:**
  - **Intro to Entrepreneurship - Dezbee McDaniel (CliniSpan Health)**
  - **Best Practices in Pitching - Juan Garzon (Innovate Charlotte)**
  - **Understanding your Customer and your Market - Liz Brigham (Hurt Hub)**
  - **Developing a Go-to-Market Strategy- Laura McGuire (Fifty Fifty Marketing)**
  - **Prioritizing your Startup's People, Tools, and Processes Panel: Cailin Santos (MVMT Studios), Rosie Schepisi (Sole Strap), Carla Vestal (Vestal Immigration Law)**
  - **Structuring Contracts and Agreements- Michael Fulks and Sigmon (Michael Best and Friedrich LLP)**



“ What I found the most valuable in the course was building an MVP and testing a hypothesis before investing greatly. Finding ways to measure success, adapt often and pivot. I also loved the network of people in all different areas that this class opened me up to - the collaborative environment. ”

~ Coworker Peter Marino



# BUSINESS SKILL DEVELOPMENT

**Belief 2:** Facilitating skill-development learning experiences is critical in helping individuals develop self-efficacy, especially as they transition from academia to industry or between industries.

Through skill-development experiences, learners engaged in opportunities that have applicability to innovation and entrepreneurship-focused endeavors. These skills ranged from technical abilities to professional communication prowess to job readiness. The Hurt Hub partnered closely with the Matthews Center for Career Development and worked with industry and academic professionals to identify which skills were relevant not only to startups, but also to “intrapreneurship” within larger companies. In addition to the group experiences we offered, we also facilitated professional consulting and mentoring for individual students with specific skill-development needs. Our group experiences included:

- **3 Business Case Competitions with Amazon Fresh, Barings, and Venture for America**
- **4 CAT CLAWS skills workshops in Adobe Illustrator, Developing Web APIs, Personal Branding and Storytelling, and preparing for a Marketing role**
- **4 Design Thinking workshops with learners ranging from local high schools to Davidson staff and local entrepreneurs**

# DIVERSITY, EQUITY, & INCLUSION

**Belief 3:** Learning experiences are enriched for all when Diversity, Equity, and Inclusion is foundational in our work.

Inclusion is a core value of the Hurt Hub and an area that we encourage learners to consider while pursuing their big idea.



By being intentional in providing diverse learning environments and experiences, we executed the following programs and observed these results:



Aniyia Williams  
Keynote Speaker

- **Engaged about 25 attendees in a panel discussion focused on inclusion and innovation in product development with experts from Google/Youtube, the Davidson College English Department, and a local small business consultant;**
- **Increased our recruitment of instructors and content experts ensuring over half were female and /or people of color;**
- **Saw a major increase in International Students across all programming, but most notably in our funding programs;**
- **Continued to recruit community members of diverse ages and professional stages to attend classes alongside Davidson students;**
- **Saw a strong distribution of race and gender in our finalists for the Nisbet Venture Fund with 47% of finalists being female, 52% were people of color, and 30% were international.**

## NISBET LECTURE

On March 1, 2022 Aniyia Williams visited Davidson College as the keynote speaker for the Nisbet Lecture, established in 2014 through the generous support from Marian Nisbet and Chip Nisbet '86. Aniyia Williams is a systempreneur, creator, inventor, tech changemaker, and investor. She is a principal on the Responsible Technology team at Omidyar Network, and works to help the tech world live up to its promise of changing lives for the better. Aniyia also founded Black & Brown Founders, a nonprofit which helps Black and Latinx entrepreneurs launch tech businesses. She continues to serve as the organization's board chair. Aniyia is also co-founder of Zebras Unite, an entrepreneur-led movement focused on creating a more ethical and sustainable start up ecosystem.



Before becoming an entrepreneur, Aniyia held roles in marketing, business development, and nonprofit fundraising. She also has a background in the arts, with a decade of training as an opera singer.

In her discussion, Aniyia Williams laid out the three steps it takes to create a start-up:

- 1. Gather People and Information**
- 2. Prototype and Monetize**
- 3. Listen and Iterate (and Pivot, if necessary)**

After her keynote address, Aniyia spoke with Carson Crochet '22, creator of CAbuddy, for a more in-depth chat. As a student herself, Carson's questions focused on where to find resources and how to move forward without necessarily having a degree in business. Carson and Aniyia's discussion highlighted the following:

- **Perfection can cripple you. Aniyia labeled herself a "recovering perfectionist," but at a certain point, you've got to let go and just go for it.**
- **In discussing failure and her relationship to it, an important lesson to learn is not only being ok with hearing no, but also realizing that sometimes a 'no' is simply a way of saying "I don't know how to solve that" or "that creates too much work for me." And , if you can solve and work your way around that problem, that 'no' can become a yes.**
- **Finally, love and human connection are more important than money being made or the products being sold. "Humans are born with an inherent need to be loved, and once they learn how, to give love."**

A recording of the full lecture can be found on our website.

## HUB & SPOKE

This year, we continued with Season 2 of Hub & Spoke, a storytelling platform that aims to build a strong community of entrepreneurs and innovators by sharing the stories of Davidson alumni, students, faculty, parents, friends, and our greater community.







Jared Herr '22  
Film and Media  
Studies Major

Jared Herr '22 joined the team in summer 2021 as our media producer and quickly demonstrated his deep skill for audio, video and creative asset development and editing. Jared turned all Season 1 episodes into a podcast and distributed them on Spotify and Apple Podcasts. He also revamped all of the previous Youtube videos with new branding and cut clips of our most popular episodes to be distributed on our social media channels, embedded into Davidson College Major webpages, and in our newsletter to reach a larger audience than ever before. Similarly, Jared developed a new show format branded "Hub & Spoke Sparks," a 10-minute quick-fire interview that he hosted featuring senior leaders in our community such as Mike Tattersfield, CEO of Krispy Kreme, and student entrepreneurs alike.

All in, we recorded 13 new episodes on Hub & Spoke featuring:

- **Cynthia Beeiler, CEO & Founder of Leverage Mind Consulting**
- **Liz Brigham '04 (interviewed by Jared Herr)**
- **Carson Crochet '22, CEO & Founder of CA' Buddy**
- **Brian Helfrich '07, CEO of Summit Coffee**
- **Kevin Lewis, Global CMO Alimentation Couche-Tard (Circle K, Sparks episode)**
- **Frank Myers '82, Strategic Advisor at Splunk**
- **Lee Sult, Founder Sult Capital (Sparks episode)**
- **Mike Tattersfield, CEO Krispy Kreme (Sparks episode)**
- **Jamie Brown '99 & Jeff Tonidandel '98, Founders & operators of Supperland, Haberdish, Ever Andalo, Growlers Pourhouse & Reigning Doughnuts**
- **Ed Van Deman '69, CEO & Founder Forest Systems**
- **Michelle Lim Warner '02, CEO of DCANTER**
- **Whitney A. White '08, founder of Afara Global & creator of Take Back Your Time**
- **Sarah Woods '21, Coffee Quality Coordinator at Summit Coffee**

With our cache of 22 episodes of Hub & Spoke, we are spending the next several months refining our marketing and distribution strategy for these stories to maximize our reach.



# EXPERIENTIAL LEARNING


## GIG-HUB PROGRAM

Our Gig-Hub Program has proven to be a cornerstone in connecting talented Davidson students and commercial venture, especially startups and small businesses, for short-term internships. This year, we had **56 Gig-Hub student consultants work almost 100 gigs, supporting 57 clients, totaling over 3,400 hours of project-based work** with businesses across many industries and geographies. While gigs typically last 30-40 hours, some student consultants continue working with their clients throughout the semester. These longer gigs provide an ongoing opportunity for students to engage in the full lifecycle of a project. One such student is River Meng '24. River collaborated with his client throughout the academic year and secured an internship as a result of his Gig-Hub work.

“ My Gig-Hub project has not only provided me a chance to apply and learn more about R [programming language] in the real world, River commented, “but also, [gave me] the skills to communicate with customers/supervisors in a professional setting. I believe this experience helped me greatly in securing my internship with Morningstar this summer, as my interviewer was very interested in this experience and asked me to specifically talk about this among the numerous experiences I listed in my resume. ”







To ensure students can articulate the value of their Gig-Hub experiences on resumes and in interviews, we began requiring Gig-Hub consultants to meet with a career advisor from Matthews Center for Career Development at the conclusion of their gigs. Many students, like River Meng and others, have reported that their Gig-Hub stories have helped them differentiate themselves and illustrate that they have had high-impact experiences while an undergraduate.

Similarly, given how critical a student's LinkedIn profile is today in recruiting, we partnered with Matthews Center for Career Development to offer students a "Rock My Profile" session with Davidson alumna, Megan Falvey '14, Sr. Product Marketing Manager at LinkedIn. The session offered tactical tips for students to implement resulting in a standout profile. Seekers of both first-time roles and students with internship experience attended and benefited from the session.

Other students point to their experiences with Gig-Hub as a way to prepare them for summer internships and eventually, full-time employment. Rising Junior and President of Davidson's Entrepreneurship Club, Constantine Desjardins '24, notes:



“ Working as a Gig-Hub consultant for Reesmarx, [a global recruitment agency with US headquarters in Charlotte], this past spring was incredible! Because I lacked any internship experience prior to working for the Gig-Hub, looking for summer internships proved to be a tedious and fruitless process for most of the year. However, becoming a Gig-Hub consultant allowed me to demonstrate my skills on small projects and prove my potential despite my lack of experience. ”



This quotation summarizes some the key aspects of the Gig-Hub program - curated opportunities, real-world projects, and connections. Year after year, the unique nature of the program shines through with new client partnerships and engaged students.

In order to continuously improve the program for all participants, we spent the fall semester reevaluating Gig-Hub skill pool offerings. Collaborating with Davidson faculty, alumni, Hurt Hub coworkers and the Matthews Center for Career Development, we set out on a path to develop many solutions to better support students in developing more technical and tactical skills, such as search engine optimization and WordPress web development.

In early Spring, we began offering self-directed learning paths with LinkedIn Learning to provide students more curated access to skill-based educational programs. These learning paths range in topic from project management to Photoshop to Python, an in-demand programming language. Students are “assigned” learning paths, complete them at their own pace, and upon successful completion, add the course to their LinkedIn profile as a digital credential.

As we enter the new fiscal year, we intend to expand this offering and establish a formal training program with a mix of in-person and online classes for Gig-Hub consultants. This program will serve to certify that students have completed courses that satiate a skills-based “badge,” preparing them for success in a wider range of gigs, and instilling confidence in the client. We are grateful for the generous support from Charlie Hinnant '72, providing the funding to establish this program.



Charlie Hinnant '72







Looking ahead, programs, both client and student-centered, are being developed to meet the goal of providing access to all. Since launching the Tech Impact Fund in March 2021, through generous support from Whitney A. White, Davidson Belk Scholar '08 and founder of Afara Global & creator of Take Back Your Time, and Baker Shogry '10, former Head of Product at Plaid, we have offered women and minority-owned businesses over 300 hours of pro bono Gig-Hub consultant time. These hours have been distributed across 21 clients and 22 student Gig-Hub consultants. For four students, this was their first gig. Gigs included projects such as: competitor research, video production for a new product launch, and promotional materials development.

After receiving a \$50,000 Regional Ecosystem Partner grant from the NC IDEA Foundation, we had the opportunity to offer additional pro bono consulting hours to underrepresented founders across Mecklenburg County. During the spring semester we established a partnership with Innovate Charlotte and their Co.Starters group. Co.Starters is a national entrepreneurship cohort program that was modified for Charlotte-area female entrepreneurs to provide participants with tools to foster and grow their ventures. Through this partnership, the Gig-Hub program offered each venture 30 hours of project-based work at no cost (students were paid through the NC IDEA grant). The partnership resulted in two spring gigs, one internship, and two gigs planned for the summer. Additionally, funds from the NC IDEA Foundation grant have supported three new gigs with female founders in the Lake Norman area.





# HIGH-IMPACT EXPERIENTIAL LEARNING PROJECTS IN THE CLASSROOM

In partnership with Professor John Kello as part of Psychology Practicum 291, we offered four Davidson Psychology majors the opportunity to serve as strategic consultants for ADUSA Supply Chain, a major grocery warehousing and distribution firm across the US. Under John's leadership and in partnership with Liz Brigham at the Hurt Hub, these four students conducted qualitative research, interviewing over 40 employees at various warehouse locations to determine how best to position employee benefits to drive stronger retention and loyalty. The students made recommendations for messaging and other interventions to improve retention and strengthen culture. At the conclusion of the class, these students presented their research and recommendations to a team of senior HR leaders. These leaders praised their professionalism and noted that their analysis validated their assumptions and their recommendations were very aligned to ideas they were discussing as a team.

One of the student consultants, Jessie Doyal '24, shared:

“This was the first time I participated in an experiential learning course, and it provided me with unrivaled hands-on work in the field of consulting. The Hurt Hub facilitated our consulting project by connecting us with helpful alumni, providing a space equipped with state-of-the-art technology, and expanding out methodology with innovative brainstorming and analysis skills.”



Similarly, Kendall Bushick '22, noted:

“ This class was truly a hands-on, experiential learning course. As students we were involved in every step of the process. We were a part of the initial intro meeting with the client company, we conducted background research, led interviews with employees from the client company, identified major themes in our findings, analyzed our findings, helped brainstorm recommendations and gave the final presentation to HR leadership of the client company. Though we were led by Dr. Kello and Liz and they helped us work through each step, we were given responsibilities as students. This whole experience and being involved from start to finish gave me insight into what an OD [Organizational Development] consulting gig would look like.

”



## R. CRAIG AND SHEILA YODER APPLIED RESEARCH FELLOWSHIP

The R. Craig and Sheila Yoder Applied Research Fellowship supports one student each summer for research with a faculty member and an external mentor. The Yoder fellowship, administered by the Hurt Hub, seeks proposals for projects that have as a significant component the application or development of new processes, products or services with potential for commercialization. The fellowship is for 10 weeks of full-time work (40 hours per week) during the summer. The student must spend the entirety of the fellowship in close collaboration with either the faculty or external mentor (meeting with one or both mentors at least once per week). At least half of the fellowship must be in close collaboration with the faculty mentor. At the conclusion of the project, the student must submit a reflection and presentation of their research.



In summer 2021, Ben Santiago '21 was selected as the Yoder Fellow focused on developing a methodology to reduce bias in machine learning models. In his own words,

“The bias and fairness of machine learning models are a growing concern within artificial intelligence. Models which produce biased outputs, such as performing better on some demographic groups than others, can produce disparities if used in real world settings. Because of this it is important to determine the sources of bias in machine learning so we can be more prepared to detect and mitigate it. Existing research proposes a multitude of definitions for fairness and how to achieve it. The consensus is that more needs to be understood about how data introduces bias into machine learning models and how the models reproduce that bias.”



After his summer research, he determined that **“The similarity in subgroup performance across all models suggests that the training data is highly informative of a model's displayed bias.”**

He also argued that in order to reduce bias, it is recommended that multiple models should be tested with the same data sets to determine the “fairest” one. Only after this assessment should one model be selected as the default.

This Summer, Angelo Dean '23, working with project mentors Dr. Mitch Anstey and Dr. Ewan Clark at the University of Kent in Canterbury, England, will be focused on exploring the viability of an innovative approach to developing “breathing batteries.”

Angelo Dean '23





Dr. Mitch Anstey  
Assistant Professor  
of Chemistry and  
Project Mentor

As Angelo describes it, “Metal-air batteries are often called ‘breathing batteries.’ Oxygen from the surrounding air is used as one of the electrolytes. The battery discharges as it inhales the breathable oxygen, and then upon recharge, it exhales. . . One major drawback for most metal-air batteries, and particularly for lithium-air, is that the electrode becomes coated with a non-conductive layer of oxide. To counteract this complication, we are proposing and testing a new solution that would allow for the deepest breathing possible, and realizing the potential that has been promised when this first technology was proposed.”

Angelo and Dr. Anstey will work on Davidson's campus, in the Hurt Hub, and will travel to Canterbury this summer to complete their research. We look forward to hearing the results and encouraging Angelo to participate in the Hurt Hub's programming to further the potential commercialization of this work!

## ACCESS TO CAPITAL

The Hurt Hub offers Davidson students and young alumni access to start-up capital through three signature programs:

- **Try It Fund** (students only) - up to \$1,000 in grant funding
- **Avinger Impact Fund** (students only) - up to 3 grant awards of \$10,000 each
- **Nisbet Venture Fund** (students and young alumni up to 5 years past graduation)-
  - **Accelerator track** - winner receives a \$25,000 equity investment
  - **Incubation track**- winner receives a \$2,500 grant
  - **People's Choice award**- winner receives a \$5,000 grant



Compared to last fiscal year, the Hurt Hub doubled the amount of startup capital awarded this year to \$73,000 across 17 different grants or investments to 14 unique student ventures. Grants spanned many industries, such as: emerging technologies in the cryptocurrency/NFT space, app development for construction firms, consumer goods, wine distribution, fashion, and sports.

## TRY IT FUND

We awarded 10 Try It Fund grants in total - the most ever - for ideas ranging from sustainable fashion to NFT art projects to new soccer clubs for at-risk youth. Five out of the ten grant recipients also went on to apply for the Nisbet Venture Fund, two were Avinger Impact Fund recipients, and all participated in other educational programming at the Hurt Hub throughout the year.

While everyone loves success stories, we know that students learn just as much - if not more - from their failures. Mitchell Trigg '22 - a physics major, and computer science minor - used Try It funding to develop an app for construction firms to streamline their ordering process after observations he made during a summer job. As Mitch put it, **“while I was unable to proceed with my original plan [to commercialize the app]...I will be sure to use the skills I learned from creating this program in my future endeavors.”**

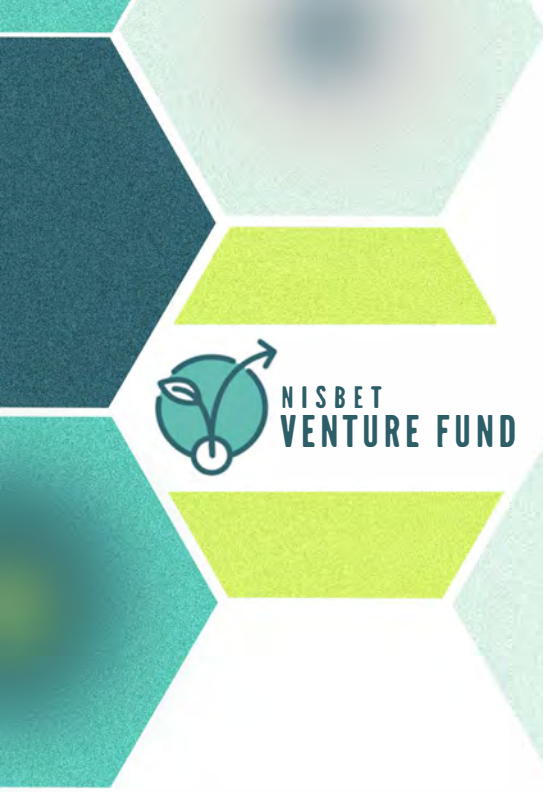
## AVINGER IMPACT FUND

The Avinger Impact Fund fuels the vision, qualities, and passions of an innovator, giving evidence of creativity, energy, and initiative that will lead to success in future endeavors. Each fall, Davidson College students with new business ideas are encouraged to apply for grants of up to \$10,000. This academic year, seven students applied and we selected four teams to be interviewed by a panel of judges.



Mitchell Trigg '22  
Physics Major and  
Computer Science  
Minor





The judges selected three student entrepreneurs to be funded \$10,000 each: Carson Crochet with CABuddy '22, Thomas Athey '24 with Portfolio Kings, and Sandro Chumashvili '24 with US Georgia Wines.

## NISBET VENTURE FUND

The Nisbet Venture Fund, formerly the Davidson Venture Fund, was established in 2014 through generous support from Marian Nisbet and Chip Nisbet '86 and has run each year since with the exception of spring 2020. We expanded the program this year with the introduction of two competitive tracks - the Incubation Track and the Accelerator Track.

The Incubation track, which awarded a \$2,500 grant prize, was designed to encourage idea-stage and new venture teams to participate. This track also allowed us to include teams of international students who would have been ineligible for the traditional equity investment. We accepted five finalist teams into the incubation track. The winning venture was Davidson NFTickets, a decentralized system to sell and purchase tickets with a resale royalty.

The Acceleration Track, which awarded a \$25,000 equity investment, had three finalist teams compete. These ventures were established businesses, having generated over \$5,000 in revenue or capital raised at the time of application. Another notable characteristic of these teams is that they had all engaged with the Hurt Hub's resources in some capacity before going through the competition season.

This year's Nisbet Venture Fund Acceleration Track winner, CABuddy, was started by German and Arab Studies double major Carson Crochet '22. Carson's venture manufactures and sells care packages featuring a plush stuffed naked mole rat - the first of its kind on the market - for cancer patients. Naked mole rats are resistant to cancer and Carson was determined to create a business that could both give back to cancer research and develop into a profitable business.





Carson availed herself of nearly all of the Hurt Hub's support resources beginning by attending "ask me anything" hours with the Hurt Hub team, then taking the Building a Lean Startup class, and subsequently winning the Try It Fund, an Avinger Impact Fund grant, and the Nisbet Venture Fund equity investment. She also sought mentors through our partnership with Launch LKN. Carson launched her CA'Buddy packages in May 2022 and has begun generating revenue. She employs eight people, including many other Davidson students, in some capacity.


Other finalists' ventures ranged from exploring NFT opportunities, to international work placement platforms, to cryptocurrency education, to an online clothing boutique. Finalists from both tracks competed for the online people's choice vote which awarded \$5,000 to Rise Together, a job searching application that matches young professionals with potential opportunities based on their skill set in Greece.

## MENTORSHIP MENTOR NETWORK IN PARTNERSHIP WITH LAUNCH LKN

In partnership with Launch LKN, a local community of mentors, entrepreneurs and community leaders dedicated to sharing knowledge and motivating growth of startups in Greater Charlotte, this year we have offered structured mentorship to 35 ventures with nearly 60 mentors with experience across 25 industries and functional areas. Six of these ventures are led by either current Davidson students or Davidson alumni.

Our work with Amy Kazmierczak at Periscope Health Analytics exemplifies our partnership and the collective impact of our strategic pillars of the Hurt Hub. Amy and her team applied for mentorship, getting paired with former founders/CEOs and Healthcare executives Fred Shilmover, Fred Fink, and Donald Herrema (current Davidson parent).





As a first-time founder with deep expertise in Healthcare, this group of mentors is supporting her team as they prepare to launch their business.

Similarly, to expand her capacity at this early stage, Amy and her team employed two Davidson Gig-Hub consultants, Kendall Bushick '22 and Bao Vu '23. These students were tasked with conducting a market landscape analysis reviewing over 40 companies that could be potential competitors. Through their analysis, they narrowed the field to 9 competitors in the health analytics space, and delivered a competition matrix identifying the other firms' products, positioning, pricing models, and other key elements of their strategies. **"Kendall and Bao have completed their project work with us,"** Amy commented, **"and delivered an excellent competitor summary and research documents. They were very easy to work with, professional, and hit their deliverables on time. I really enjoyed this experience and think it worked well for what we needed."**

Bao shared the following:



“ Despite no prior market analysis experience, I have managed to quickly build myself a solid foundation for that skill. After working with my clients and listening to their constructive feedback through my Gig-Hub position. I gained tremendous experience in conducting not only market research, but also data management, business analytics, and client relationships. ”



Over the past year, we also collaborated with the Launch LKN team to co-sponsor several educational events under the “Infinite Possibilities” brand. In November, we welcomed Michael Slaby, former head of technology for the Obama presidential campaigns, entrepreneur, and author, along with Spokeo CEO Harrison Tang. Our conversation traversed ideas of data ownership, social networks, and the value of more open debate in our public spheres.

As we look ahead, Launch LKN has launched an effort to create a venture capital fund to back founders in the Charlotte metro area. The fund, which will be at least \$5 million, will invest 80% of its capital into later-stage companies with a lower risk profile, and the other 20% into seed-stage companies. The fund will be structured so that more than half of the profits generated (after returning capital to investors) will flow to Launch LKN to support the local startup ecosystem and form the foundation for the follow-on fund.

## INNOVATOR IN RESIDENCE

In August 2021, we welcomed our first Innovator in Residence delivering on the recommendation from Davidson’s Commission on Race and Slavery: **“The college will create an ‘Innovator in Residence’ program at the Jay Hurt Hub for Innovation and Entrepreneurship for alum entrepreneurs whose businesses promote equity or combat systemic racism.”** The position aligns directly with our vision, values and mission and allowed us to bring Mbye Njie ‘04, Founder and CEO of Legal Equalizer, Inc. to campus. Mbye has spent the last year actively working to grow his venture while employing 6 Davidson students through the Gig-Hub program, moderating panels, serving as a judge for pitch competitions, engaging with our Hurt Hub co-workers, and providing mentorship for the broader Davidson community.

Mbye has reflected on his experience sharing, **“The two semesters as the Innovator in Residence could not be more different. They were both rewarding in their own rights as I have learned a lot and hopefully the role has provided value to the students.”**



Mbye Njie '04  
Founder and CEO  
of Legal Equalizer,  
Inc.





Mbye Njie '04  
Founder and CEO  
of Legal Equalizer,  
Inc.

In the fall, 5 students that were hired through the Gig Hub program to work on everything from marketing and advertising, research, company finances, data analytics to helping put together an investor deck [for Legal Equalizer, Inc].” These students worked alongside Mbye at the Hurt Hub as he was actively fundraising from venture capital firms, angel investors and was participating in an MIT startup incubator program.

As he progressed in the second semester, he shared, **“there was a strong urge to help students build their own projects and companies.”** While Mbye retained 4 students to work with Legal Equalizer running social media, researching all the local laws and ordinances in North Carolina, and partnering with Legal Equalizer’s Chief Technology Officer (CTO) on app updates, he pivoted more of his time to mentor budding student entrepreneurs.

In the spring, Mbye began working with student teams on two NFT cryptocurrency projects. **“I was also able to mentor more students and connect them with some of my resources to help them gain customers, grow their companies, and coach them on next steps,” Mbye recounted. “I will leave here in August extremely satisfied because this role will have provided me the opportunity to help change the lives of a couple of students. Before I leave, I’m confident that these students have the skills and support from participating as finalists in the Nisbet Venture Fund, other Hurt Hub programs, and working with me directly, to grow to 7-figures in revenue within a couple years. That is the impact that I hope I am leaving - something tangible for the students that have interacted with me.”**

We are grateful for Mbye giving back to our community in this way and working directly with students, coworkers and others to support the growth of their businesses. It is rare that students have the opportunity to work directly with a seasoned founder on every aspect of his business as well. We look forward to recruiting for our next Innovator in Residence in the late summer 2022.



# NISBET VENTURE FUND MENTORSHIP

A cornerstone of the Nisbet Venture Fund program is a robust mentor and consultant network provided to the finalists throughout the competition season. For 2022, each venture team was assigned 2-3 dedicated mentors, totaling 18 professionals, 13 of whom were Davidson alumni, who were available for weekly check-ins leading up to the final pitch. In addition to this resource, we coordinated a speed mentoring event for the finalists to practice their pitches through a rotation of six Charlotte-based entrepreneurs and business executives. Finally, based on feedback from last year's Venture Fund winner, we arranged for pro-bono consulting for our grand prize winner with legal (Michael Best Law Firm) and financial (Northwestern Mutual) services sponsored by Davidson alumni.

Mentorship is a key ingredient to entrepreneurial success. In the new year, we will continue to focus on recruiting and retaining more diverse mentors and mentees through our partnership with Launch LKN and across our programming as we strive to provide access and exposure to entrepreneurship for all in our community.

## COWORKING

As COVID-19 continued to force many to work from home this past year, we were able to maintain a strong workforce of coworking members and external clients requesting meeting room bookings, as well as an increased interest in our Corporate Retreat packages. As we began 2022, we saw memberships, daily attendance, and engagement in our programming steadily increase. Year-over-year, we recorded 20% growth in coworking memberships, increasing from 125 to 150 coworking members, representing 109 different companies, and a growing waitlist for our office space. The following officeholders call the Hurt Hub home:





- **Boomerang Water** <https://boomerangwater.com>  
(employing Max Vierling '21)
- **Control - Race Winning Telemetry** <https://cntrl.io/contact>
- **Elite Roofing & Solar** <https://eliteroofandsolar.com>
- **Everblue** <https://www.goeverblue.com>
- **Gatherware** (Co-Founded by Davidson alum and 2021 Nisbet Venture Fund Winner, Owner Bezick '21) <https://gatherwareinc.com/>
- **Matthew Hill Consulting**
- **Nicole Perri Architecture** <https://davidsonarchitect.com>
- **Nissa Consulting** <https://nissaconsulting.com>
- **Opticrib** <https://opticrib.com>
- **ProctorFree** <https://www.proctorfree.com>
- **Purple Dot** (Co-Founded by Davidson alumna, Madeline Parra '09) <https://www.purpledotprice.com/>
- **Quiet Light Brokerage** <https://quietlight.com>
- **Satellogic** <https://satellogic.com>
- **Sweet Relish** <https://www.sweetrelish.com>
- **The Aesculus Group**
- **The Learning Curve LKN** <https://www.thelearningcurvekn.com>

In addition to coworking memberships at the Hurt Hub, a number of community members also served as mentors, clients, and speakers across a variety of events and programs. A few examples include serving as mentors for TechStars Startup Weekend and to our Nisbet Venture Fund finalists (Jean Pierre LeJacq Co-Founder of Quoin, Katie Hotze Founder of Grocery Shopii, Owen Bezick Co-Founder of Gatherware, and Mike Murphy Founder of ProctorFree), as well as serving as panelists for various educational workshops (Carla Vestal Founder of Vestal Immigration Law, Cailin Santos Founder of MVMT Studio Pilates, and Rosie Schepisi Founder of Soul Strap).

We also had 10 coworking members participate in the Business Showcase event during our inaugural Innovation Week. Katie Hotze, Founder of Grocery Shopii and former Hurt Hub member, was the guest speaker for the Business Showcase event and a frequent Gig Hub client. Reesmarx and Elite Roofing and Solar also hired students through Gig Hub client this year.





A number of members also gave testimonials for our marketing purposes and are featured on our new “Wall of Possibilities” at the entrance of the social commons space at the Hurt Hub.

As we move into the next fiscal year, our objectives will continue to focus on creating exceptional services and nurturing a community of innovative entrepreneurs. We will also shift slightly toward creating avenues for our coworking community to receive the same opportunities as student entrepreneurs, such as access to capital and other awards through pitch competitions and grants.

## INNOVATION AT THE HURT HUB

Innovation @ Davidson College endeavors to support redefining a liberal arts education for the 21st century by serving as a catalyst for experimentation. By encouraging curiosity, we strive to introduce multiple perspectives to serve faculty, staff, students and our community in the mutual goal of driving Davidson College's mission forward. The department formerly known as Innovation Initiatives underwent a leadership transition and moved from the Office of the President to the Hurt Hub in July 2021. This year was largely focused on redefining the strategy for Innovation initiatives and securing talent that positions us for the future.

### 2020 - 2021 Innovation Portfolio Objectives:

- **Successfully merge the pre-existing Innovation Initiatives department into the Jay Hurt Hub;**
- **Gain deeper understanding of the long standing partnership Davidson College and EdX and redefine our strategy;**
- **Facilitate a Design Team process bringing together representatives across campus to re-imagine an open space on Patterson Court;**
- **Launch a pilot course focused on supporting economic mobility in the Charlotte area (“Ready to Lead”);**
- **Oversee the continued pilot for Davidson in Silicon Valley in partnership with the Matthews Center for Career Development.**





## ESTABLISHING THE INNOVATION PORTFOLIO TEAM

Beth Adams joined the Innovation Portfolio team as the Innovation Project Manager at the beginning of the fiscal year after serving as the lead project manager for all COVID-19 testing on campus. Prior to that role, she served for two and a half years as an Assistant Director for Career Development focusing on business and finance in the Matthews Center for Career Development. Beth has also completed the Project Management Professional certification and is a Disciplined Agile Scrum Master. She brings a deep knowledge of the Davidson College community and a passion for innovation in Higher Education to this role.

Evan Rozantes joined the Innovation Portfolio team as our Innovation Portfolio Manager in April 2022, after spending four years as a coworker, mentor and three-time entrepreneur at the Hurt Hub. Evan brings over two decades of experience in management consulting, finance, entrepreneurship and business leadership to this new role.

In close partnership, Beth and Evan are responsible for developing the Innovation portfolio strategic plan and road map, optimizing existing programs such as DavidsonX on the EdX platform, piloting new programs like Ready to Lead, and partnering with the Davidson College campus to facilitate innovation consulting opportunities.

### EdX

We spent most of FY22 conducting deep research and analysis into our relationship with EdX, understanding our content and how we were engaging with learners, assessing our operational capacity, and beginning to build our strategy for the next phase of this program. We also quickly identified a need for a dedicated Innovation Portfolio manager to collaborate with Beth Adams to realize the potential of our long-standing relationship with EdX, especially after they had merged with 2U.



In the past eight years, we have engaged with over 300,000 learners globally and our classes continue to drive interest and engagement across a myriad of topics. While demand for our data analytics classes have dominated our enrollments, we are partnering with EdX to determine how best to optimize all the content we already have on the platform and to better align future class development with learner interests.

In May, we were excited to have won a very competitive request for proposal for \$100,000 to support the development of two new classes focused on storytelling in the workplace with Professor Steve Kaliski '07. We see this as a positive indication that classes rooted in the Humanities and Communications, both considerable strengths at Davidson, are in high demand on the EdX platform.

## FACILITATING A DESIGN TEAM PROCESS FOR SHARED SPACE ON PATTERSON COURT

Beth Adams collaborated with the Division of Student Life to support a student-led process that resulted in an innovative decision-making framework rooted in equity and inclusion best practices. Putting this framework into action, in partnership with the Office of Student Activities, we facilitated an eleven-person process team comprised of students and staff members in order to determine how to reallocate student space most recently known as Patterson Court (PC) House #12.

Claire Pearce '23 reflecting on her involvement in the Process Team for PC House #12 stated **"It made me feel more connected to campus and showed me that I can make a change and impact on campus."**



Claire Pearce '23  
Psychology Major  
and Intended  
Education Minor





## PILOTING “READY TO LEAD,” A POTENTIAL SOLUTION TO ECONOMIC MOBILITY CHALLENGES IN GREATER CHARLOTTE

Beth Adams, Liz Brigham, and Evan Rozantes collaborated closely with two Davidson faculty members, Dr. Shireen Campbell (English, Writing Center Director) and Dr. John Kello (Psychology), to develop a customized curriculum aimed at training emerging managers with supervisory and leadership skills. This 10-week, part-time course leveraged the Minerva Project’s Forum Learning Environment software to create an immersive, virtual experience for eighteen learners including 53% women and 36% minorities and underrepresented identities. Learners joined from First Turn Innovations, Burkert Corporation, Moves, and various departments within Davidson College.

Dani Gariglio, Assistant Director of Athletic Communications at Davidson, reflecting on her involvement in the Ready to Lead pilot shared, **“I learned through this course that my biggest area for improvement is being confident in high stress, controversial situations where I can focus and listen to what another person in the conversation is saying to me, but then also be calm, concise and really deliberate in my response.”**



## PILOTING THE MINERVA PROJECT FORUM IN THE CLASSROOM

Associate Professor of Biology, Dr. Kevin Smith, continued to use Minerva Project’s Forum in the spring semester to facilitate his Biostatistics for Life Scientists course. This semester, compared to the fully remote course during spring 2021, allowed for Kevin



to experiment with the Minerva team on how Forum could be utilized in a hybrid in-person context:

**“Even though remote learning during COVID was a response to a crisis, it was also an opportunity to innovate and experiment with how we can blend our pedagogy with different technologies and learning platforms. Even now, with full, in-person learning, the Innovation Team and I continue to learn from and experiment with the pedagogical approaches and platforms we used during COVID. I love that we’re still benefiting from what we learned during the 2021-22 academic year and applying it to our teaching and learning at Davidson, and it’s immensely helpful to have the support of the Hurt Hub as we think through how we can keep what we learned during a crisis and apply it to our residential liberal arts experience at Davidson.”**



## DAVIDSON IN SILICON VALLEY

The Davidson in Silicon Valley (DiSV) program was an immersive “coding-plus” experience for undergraduate students. The program initially piloted in the summer of 2019 with two, six-week cohorts and was the result of a collaborative partnership between Davidson College faculty and Adjacent Academies, a startup incubated by The Entangled Group in San Francisco, CA. This program distinguished itself from other intensive coding programs, often called “coding boot camps,” by situating itself within a liberal arts education and incorporating interpersonal skills development, an immersive and self-driven learning approach, and applications to other fields. Continued travel restrictions and health and safety concerns perpetuated during the COVID-19 pandemic severely impacted program enrollments and prevented three attempted program iterations. Ultimately, the decision was made, through partnership with the Matthews Center for Career Development, to proceed with pilot closure and share learnings and outcomes with senior leadership at Davidson College.



# INNOVATION FOCUS FOR FISCAL YEAR 2023

After this year of setting a foundation for Innovation work, getting the right team in place, and evaluating the pilots we launched, we are focusing on the following:

- **Digital Course Offerings:**
  - **Establish a data-driven decision making process to determine the selection criteria for new digital course offerings;**
  - **Optimize existing digital course offerings on EdX through multiple experiments in marketing across search engine optimization, paid media, and content marketing in fall 2022;**
  - **Launch four new classes on EdX across applied storytelling, entrepreneurship, and data science by fall 2023 experimenting with new online community offerings for track learners.**
- **Engage Davidson College faculty, staff and students in ways that inspire innovative opportunities and integrate the Hurt Hub into the College experience.**
- **Collaborate with the community at large to drive innovation activities back to the Hurt Hub.**

## TEAM GROWTH, MARKETING, & OPERATIONS

The last year brought us the opportunity to fully form our team and set the path for growth. We recruited new team members to ensure that we had leadership in each of our five core pillars and implemented a shared services model to recognize economies of scale in operations and marketing. We also reaffirmed our partnership with Launch LKN for our mentorship program and developed a new alliance with First Turn Innovations in Cornelius to offer more resources to entrepreneurs interested in hardware and physical goods development.



# DIVERSITY, EQUITY, & INCLUSION TRAININGS

As a leadership team, we committed to at least 20 hours of DEI training annually through a combination of monthly team lunch and learns and self-paced education through LinkedIn Learning and other resources. Each team member has taken responsibility for preparing a one-hour session including engaging with new content and then facilitating a conversation around the chosen topic. These conversations have not only deepened our awareness and knowledge of DEI topics, but have also served as a significant bonding and relationship building opportunity for our team. We intend to continue these sessions monthly in the coming year.

## STUDENT ASSOCIATES

In keeping with our objective to become an integrated and integral part of the Davidson College Experience, we are employing Davidson students in nearly every aspect of our operations. These roles provide them the opportunity to hone their business skills and gain practical experience, while co-creating this community with us.

### Business Intelligence Analysts

- Hope Carpenter '22
- Sandro Chumashvili '24
- Dan Oukolov '24

The business intelligence team at the Hurt Hub@Davidson is the nucleus of our operations measuring, analyzing, and identifying insights to push the limits of our thinking and to support us achieving our objectives. This year, the team delivered several high-impact projects that supported our marketing strategy and student program development.



Hope partnered with Zee Holmes to establish Google Analytics dashboards for our website and began running and refining paid and organic search experiments. With her analysis and recommendations for refinement, she helped Zee realize an over 400% return on media spend supporting our EdX classes. Hope shared:

“ My time at the Hurt Hub has taught me so much about areas such as business intelligence, marketing, and web design. Most importantly, however, the Hurt Hub has afforded me an opportunity to work with a dynamic, professional team dedicated to each other's success. Through the Hurt Hub's Leadership Team, I gained valuable role models I could watch and actively learn from in meetings and other interactions. ”



Hope, Dan, and Sandro also conducted 12 qualitative interviews with students, wrote and deployed a quantitative survey that yielded over 420 student responses, and delivered strategic recommendations to the Hurt Hub leadership team to more deeply engage students based on the insights gathered from their research.



“ My experience at the Hurt Hub has been one that fits perfectly with the Liberal Arts education of Davidson -- intellectual exploration and helping others. The impact of my time at the Hurt Hub is not just on me, but also the businesses that work there, the people that work there, and the people that rely on these businesses. I firmly believe that the work being done at the Hurt Hub will have serious effects on the development of the Lake Norman and Charlotte area. The Hurt Hub can transform businesses, and therefore it is on its way to transforming lives. ”



Dan Oukolov '24

Lastly, the team developed an interview script for qualitative research for the broader entrepreneurship community in Davidson, Cornelius, and Huntersville. Their work will continue with new members in the next academic year.

### Community & Event Ambassadors

- Sanzari Aranyak '22
- Juan Diaz '22
- Ben Laumakis '24
- Einstein Nhara '24
- Louis Onoratini '23
- Isabel Walter '24
- Abby Woodward '24



One of our strategic objectives is to provide exceptional experiences in the Hurt Hub every day. Our student Community & Event Ambassadors are a vital part of our first impression and ongoing reputation as a professional and engaging workplace, as they are usually the first contact for new clients and coworking members. They are responsible for greeting all guests, maintaining the front lobby and coffee station, preparing various meeting spaces for clients and corporate bookings, and being an ongoing resource to students, faculty, coworking members, and external clients. Additionally, they serve as representatives of the Hurt Hub on campus and sharing our messaging and offerings with their student groups.

In partnership with Davidson College Admissions, we implemented a new campus tour option to allow Prospective Students the opportunity to learn about the Hurt Hub. Adding a supplemental tour, yielded over 160 Prospective Student tour requests in the spring semester alone. Moreover, through a partnership with Davidson Athletics coaches, our team provided over 25 tours to student athlete recruits, their families, and existing athletic teams on campus.

### Data CATS

- Bryce Anthony '23
- Tahmid Awal '24
- Sebastian Charmot '22
- Alexander Donald '23
- Paige Doyle '24
- Xinyi Fan '22
- Leo Hu '23
- Malavika Kalani '24
- Davin Lim '25
- Charlie McGee '24
- Alexis Moore '24
- Stephen Skrynecki '23
- Grace Smith '22
- Maxine Tang '22
- Sreylin Touch '22
- Will Towle '23
- Kishan Vyas '24

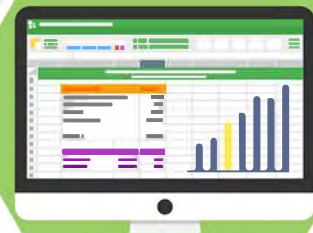






Data CATS, housed within the Forest Systems Lab at the Hurt Hub, provides Davidson College students and faculty as well as the Hurt Hub with statistical data analytics consulting services. The primary objective of the Data CATS lab is to provide the students and faculty of Davidson College with free statistical consulting services, in order to complete class assignments, research projects, and other statistical inquiries. Additionally, Data CATS, and its student consultants, serve as an educational outlet for Davidson College and the Hurt Hub by being able to provide expertise and guidance across a wide range of statistical analysis and computer programming languages. Finally, with the primary objective being consulting services, Data CATS serves as an extension of the Hurt Hub and of Davidson College in its engagement with Davidson, and surrounding areas, by providing these services to external entities as well.

The functions and daily tasks of the Data CATS lab are operated primarily by its director, Dr. Jason Byers. The director's responsibilities include the full management of the consultants, which includes procurement and onboarding, scheduling, and any additional tasks that are required to ensure that the consultants are able to successfully complete their duties. Additionally, the director provides consulting services within the lab for students during drop-in service hours and meets with those students who cannot attend drop-in hours outside of the lab. Another primary responsibility of the director is to provide the entire faculty and numerous departments of Davidson College with statistical consulting services, which serves to strengthen the research that is conducted by members of the Davidson College community.



Lastly, the director serves Davidson College as a professor in data science, by teaching several classes during the academic year, where the duties include all of those that are required by Davidson College professors. Overall, the director serves to provide a link between the Hurt Hub, Davidson College, and the Davidson community in matters of data science and statistical consulting.



## MARKETING

In fall 2021, Zee Holmes began transitioning to her new role as the Hurt Hub's Marketing Manager after serving as the Community Manager for over three years. Her role is a shared service across all offerings at the Hurt Hub, including our Innovation Portfolio.

In spring 2022, after scores of interviews, focus groups and surveys across our audiences, Zee refined our marketing strategy and operations, recruited a new student team, and began running experiments to test messaging and promotions. An example of one of our most successful marketing experiments was testing new messaging for the Data Analysis Basics with Excel program. We ran the experiment for 30 days with paid ads on social channels and paid search driving audiences to register for the \$398 verified program track on EdX. While small, this experiment yielded a 485% return on marketing investment and revealed strong demand and conversion in international markets. The results of this experiment led us to double down on this marketing investment and we have begun extending the experiment to other programs on EdX to determine if we can get similar results.

### **FY22 Student Marketing Team**

- Hope Carpenter '22 (Business analyst)
- Jared Herr '22 (Media production)
- Tori Krieger '22 (Social media and graphic design)
- Emily Schmitt '23 (Communications)



Another major project we delivered this year was the reimagining of the “Honeycomb” wall, now branded the “Wall of Possibilities.” This wall greets our guests as one of their first impressions of the Hurt Hub engaging them in a more interactive storytelling experience to showcase what we’re about. As viewers approach the wall, they can scan the QR code and be redirected to a short story on our website of the entrepreneur, mentor or innovator highlighted on the plaque. We also wanted to reinforce our five core pillars, our vision, values, and mission prominently anchoring the visual design around these elements. We’re confident that we will run out of space soon, filling the entire wall with stories!



Moving into fiscal year 2023, our goal is to increase awareness of the Hurt Hub as the place where campus and community come to generate, test, and launch new ideas. We intend to launch multi-channel marketing plans for all of the core pillars at the Hurt Hub rooted in sharing the success stories of our audiences especially underrepresented founders that rarely get the spotlight.



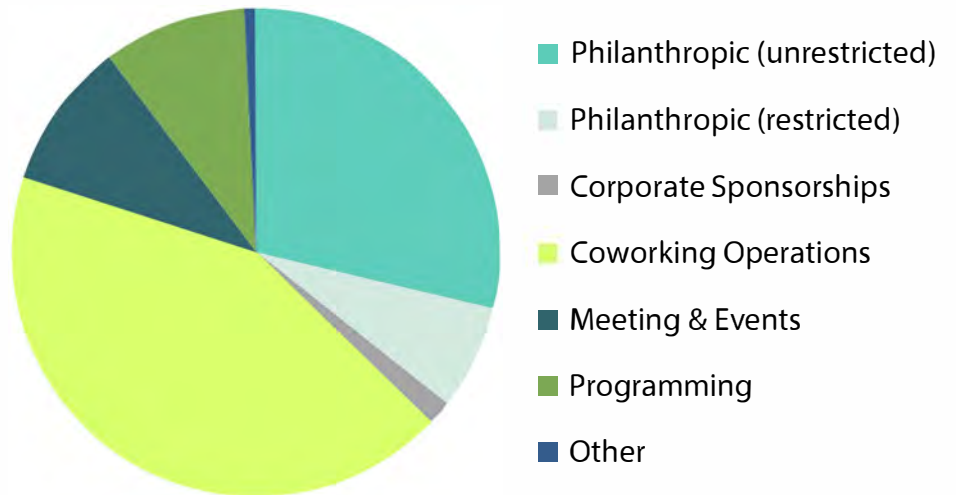
We will also continue to refine our marketing operations with more structure such as implementing annual editorial calendars, consistently surveying audiences after events and program engagement to drive continuous improvement.

**We will measure success through tracking increases in:**

- Brand recognition annually
- Engagement on social channels and website monthly (e.g. tour requests, story views and increased time spent on site)
- Newsletter subscriptions
- Positive return in paid media investment
- Coworking memberships
- Corporate sponsorships and grant awards
- Registration and attendance for all programming and events
- New Gig-Hub clients secured and successful gig completion (as measured through qualitative surveys and customer satisfaction scores)

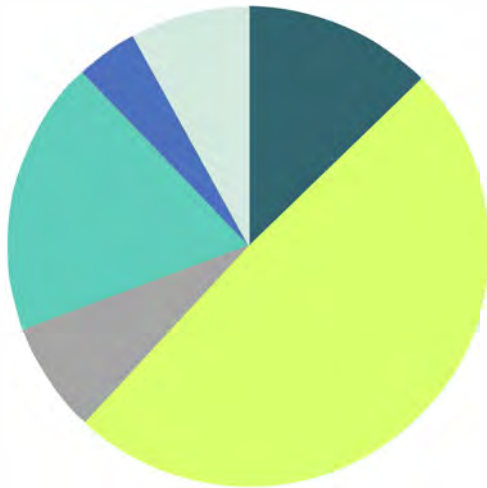
## OPERATIONS

2021-2022 REVENUE (FORCAST)





## 2021-2022 EXPENSES (FORECAST)



- Building
- Personnel
- Programming
- Philanthropic Programming (restricted)
- Technology
- Operating



## BUILDING UPGRADES

This year we implemented additional revenue-generating spaces and services into our offerings as well as made overall improvements to enhance the everyday experience of our guests and coworkers. We are near completion on an enhanced patio that includes additional seating arrangements, covered tables, added electrical outlets, a door card reader, and accessibility features on the door for easy and secure entry. We anticipate the completion of a sun shade for the patio space by early fall 2022.

Per feedback from our coworking members and as a result of a design thinking workshop we conducted during Innovation Week, we have launched phase one of our podcast studio in the former VR lab section of the Van Deman Innovation Lab. We partnered with a coworking member team - Rygid AV - to purchase and install the podcasting equipment and are testing with a few coworking members who have their own podcasts before fully launching the studio as an available space to rent.

This year, we also launched a new partnership with the Van Every/Smith Galleries on campus to bring student art into the Hurt Hub through a curated annual show. The student curators and student artists launched the show during Innovation Week and had the opportunity





to sell their work as well, blending entrepreneurship and art for the entire academic year. Next year, we will curate at least two shows and open up the call for art from students, faculty, staff, alumni and community members. We're thrilled to expand this partnership as we believe that infusing creativity and art into our space is a critical ingredient to driving innovation.

## STAY CONNECTED

The best way to stay updated and to get involved in the Hurt Hub Community is by following us on social media, subscribing to our newsletter, and coming in person to take a tour!

### SOCIAL MEDIA HANDLES:



<https://www.facebook.com/TheHurtHubatDavidson/>



<https://twitter.com/HurtHubDavidson>



<https://www.instagram.com/thehurthubdavidson/>



<https://www.linkedin.com/company/the-hurt-hub-davidson/>

### NEWSLETTER:

<https://hurthub.davidson.edu/#news-letter>

### WEBSITE:

<https://hurthub.davidson.edu/>



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# JAY HURT HUB FOR INNOVATION & ENTREPRENEURSHIP AT DAVIDSON COLLEGE

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