

**Excellence in Specialty Entrepreneurship Education**  
**Rutgers University Center for Urban Entrepreneurship & Economic Development (CUEED)**

**1. Clearly state the target audience for your specialty program and the genesis of the program.**

The Center for Urban Entrepreneurship and Economic Development's (CUEED) main target audience is women and minority entrepreneurs with businesses located in an urban area. Each program at CUEED has its own specific target audience. For example, the Entrepreneurship Pioneers Initiative's (EPI) target is first generation of entrepreneurs; CUEED Pipeline to Inclusive Innovation (CUEED PII) is inventors, scientists, and technology-focused minority business enterprises to increase the number of minority and women entrepreneurs that receive SBIR and STTR grants; Black and Latinos in Technology Initiative (BLT) is Black and Latino entrepreneurs with technology startup to help increase the number of minority and women startups that raise capital and/or are accepted into accelerators; The Newark Business Hub (The Hub) is individuals with a business interest in the arts, media, and entertainment industry; Etsy Craft Entrepreneurship is low-to-moderate income individuals that have a craft; and the Youth Entrepreneurship target is middle and high school students. Through innovative thinking and research on entrepreneurial activity in urban environments we have built a world-class research-driven, teaching and practitioner-oriented urban entrepreneurship and economic development program that transforms the economy of the City of Newark, New Jersey, and other urban centers.

**2. Outline the program including expected outcomes, participants and partners.**

CUEED has a portfolio of programs offered to entrepreneurs in our local community and nationally. CUEED embodies Rutgers University's mission of social impact and serving the community where we are located. Our goal is to assist small businesses in having profitable and sustainable businesses and to create wealth and jobs in urban communities. We offer a variety of training programs to entrepreneurs. Please find in the appendix a complete list of programs.

CUEED leverages the strengths of our community partners from non-profit, for-profit, corporate, and community-based organizations to collaborate on our initiatives. These partners provide services for different aspects of ours programs including serving as mentors, counselors, guest speakers, panelists or competition judges.

Each of our programs have different outcomes. Here is a list of outcomes from our flagship program, Entrepreneurship Pioneers Initiative (EPI):

- Program participants will add 20 business peers to their business network
- Increase knowledge in key business management topics
- 80% of the businesses will still be operational
- 50% of the graduates of the program will increase the number of employees
- 34% of the graduates of the program will increase profits
- 10% of the graduates of the program will obtain financing for their business

All of our programs have similar goals, in relation to their purpose. A survey of EPI program graduates notes the following:

- *89% of the businesses are still operational*

- *50% of respondents reported an increase in revenue*
- *32% of respondents reported an increase in profit*
- *Collectively graduates of the EPI program generated over \$46 million in total revenue*
- *50% of respondents reported an increase in the number of paid employees*

**3. Identify some of the unique characteristics of this program compared to your peers & discuss how other schools could replicate this program to serve specialty audiences.**

CUEED is unique compared to other university centers because of our specialized research and practitioner oriented approach. Our business school faculty research the varied facets of entrepreneurship in different industries and then create targeted programs with new knowledge and tools that address these issues. Furthermore, unlike many university centers that focus on students CUEED's focus is the entrepreneurs in our community. CUEED intentionally makes the connection between entrepreneurship and community revitalization. We promote and foster a new generation of urban entrepreneurs who actively seek socially conscious urban renaissance. We are the first center of our kind in the nation to integrate scholarly works with private capital, government, and non-profit sectors to develop citywide resources and bring renewed economic growth and vitality through urban entrepreneurship.

All of our programs have models that can be replicated and other universities and organizations can license our programs. For instance, ArtUp in Memphis, TN recently licensed our Newark Business Hub program to bolster their creative community to have a greater positive impact on their city. Our programs have an innovative curriculum and show impact on economic development, winning awards for their success. They can be easily replicated in other communities to derive similar results.

CUEED has spent the last 10 years building and creating a community of strong entrepreneurs by establishing programs that are proven to build economic wealth and revitalize urban communities. We are now expanding our reach to other areas, other states across the nation, to galvanize the impact underserved communities can make when they begin to thrive.

**4. Provide a list of three to five specific achievements to date with a brief explanation.**

1. EPI won the United States Association for Small Business and Entrepreneurship's Special Recognition in Entrepreneurship Education Innovation award for its innovative curriculum and won the International Economic Development Council Excellence in Economic Development Gold Award for impact on economic development.
2. CUEED received the Rutgers Ernest E. McMahon Award for making significant and creative contributions to the extension of the University's educational resources through executive training, counseling and mentoring of first generation entrepreneurs in Newark and across New Jersey, enabling fledgling urban entrepreneurs to generate, thus far, more than \$23 million in new revenue for the state.
3. CUEED has provided assistance to over 400 entrepreneurs, 62% women-owned businesses, 65% minority owned businesses where 79% of the businesses are still operational, and collectively they generate over \$138 million in revenue.
4. CUEED was founded in 2008 with the revitalization of Newark as a key focus. An early initiative was to spur economic development on Halsey Street by providing business support services and marketing plans to highlight the retail potential of the corridor. The early success has led entrepreneurs to open more small businesses on Halsey Street in

Newark. This, in turn, catalyzed support from the city of Newark, which implemented a façade improvement program, installed new street furniture, and hosted block parties. What was once a desolate street is now vibrant and flourishing with small businesses.

## 5. Appendix:

- Provide up to two (2) items of your choice that best reflect the goals and outcomes of your specialty entrepreneurship program.
  1. CUEED's Urban Retail Acceleration Program (URAP), in partnership with Save Latin America, a New Jersey based non-profit organization, is a program designed specifically for minority entrepreneurs who currently operate a retail or restaurant business in New Jersey and are interested in opening a new retail store or restaurant. URAP, which initially launched with a focus on Hudson and Essex County, cultivated diverse retail business owners and restaurateurs from different counties. Gaining recognition, the Bayonne UEZ approached CUEED to launch a cohort that focuses on businesses located in Bayonne, NJ. As an important driver in New Jersey's economy, Hudson County is home to a diverse population. The cohort, currently in session, receives professional training, business development, financial counseling, and hands-on strategies and support to entrepreneurs to strengthen, grow and expand their businesses. The recognition and expansion of URAP, which was modeled on our success with EPI, is in line with CUEED's vision to transform the economy of New Jersey, other urban centers; create wealth and sustainability; and be a model for all urban universities.
  2. The CUEED BLT initiative is a 3-month long “pre-accelerator” for founders and women of color to develop critical skills, develop relationships and refine business ideas to attract capital investment. The goal of BLT is to assist Black, Latino and women founders with admission into accelerators or to attract significant capital investment and to develop a pipeline of Black and Latino technology entrepreneurs for our established venture capital partners. Research shows that about 1% of VC funding is to minority owned businesses. Our goal is to increase this number. Just finishing its second cohort, BLT in collaboration with strategic partners of the broader entrepreneurial ecosystem, provides Black and Latino startup entrepreneurs with educational training, coaching, mentorship, networking, potential funding, and connection to resources and experts. We have awarded seed funding to startups who were successful in obtaining matching capital, which increases their likelihood of succeeding. This includes social entrepreneurship companies like an internationally award winning tech firm designing touch navigation for the physically impaired, engineers creating a green company to help city residents, including renters, co-ops, and condo owners, access clean energy, and a platform that partners with schools to harness the power of their tutors and empower academic success. The value of BLT, the first program of its kind in the New Jersey tri-state area, is its ability to focus on key elements that nurture the probability of successful tech growth: connections, mentorship, knowledge and capital. In conjunction with this, CUEED has developed the first ever Angel Network Fund made up of a majority base of minority members, to specifically fund minority entrepreneurs. Through this groundbreaking strategy, CUEED is fostering new generations of urban entrepreneurs who actively seek socially conscious urban renaissance. We are working across constituencies for global development and vitality.

## CUEED PROGRAMS

### **1. Entrepreneurship Pioneers Initiative (EPI) - <http://www.business.rutgers.edu/cueed/epi>**

This program is designed for first-generation entrepreneurs at growth stage. EPI provides entrepreneurs with the tools and resources needed to grow their businesses and thrive in their communities. Over a nine-month period, participants receive intensive training, individual business and financial counseling, peer coaching, networking opportunities, and mentoring. Over 200 graduates have now completed this program. They own and operate businesses with revenues ranging from \$100,000 to over \$10,000,000. These businesses are in Newark, Paterson, Jersey City, East Orange, New Brunswick, and other urban cities throughout New Jersey. EPI graduates have created new jobs and generate substantial revenue in the communities where they are located and contribute to the revitalization of those neighborhoods. Since its inception, EPI graduates' businesses have a survival rate exceeding 85percent.

### **2. CUEED Pipeline to Inclusive Innovation (CUEED PII) - <http://www.cueedpii.com/>**

CUEED PII is a federally funded program supported by a substantial grant from the U.S. Minority Business Development Agency (MBDA). CUEED PII aims to increase the number of underrepresented inventors, scientists, and technology-focused minority business enterprises engaged in federally funded innovation and technology programs. CUEED PII provides comprehensive training and support around three key stages of the commercialization process.

We are working to help promising minority and women entrepreneurs from around the country to apply for small business innovation research (SBIR) grants. The SBIR program provides nondilutive funding to enable small businesses to explore the technical feasibility and prototype development of a concept with the incentive to profit from the commercialization. The company retains ownership of any resulting intellectual property and has the potential for government sole-source contracts.

### **3. Black and Latino Tech Initiative (BLT) - <http://blackandlatinotech.com/>**

CUEED has secured resources to launch a technology initiative focused on helping black and Latino entrepreneurs pursue high-growth and high-value technology business opportunities. African American or Latino individuals lead less than 2 percent of all technology start-ups, in part, because they have difficulty building business teams that get accepted into top tech start-up accelerators or otherwise securing venture capital. Other studies show that minority-owned businesses were 34.7 percent less likely to receive investment from the \$48 billion venture capital industry.

We believe that important and profitable businesses are being launched but not growing to scale because of capital. This new initiative provides access to education resources, incubated business environments, mentorship, and facilitation of active bridges to the investment community. By creating an academic pre-accelerator program, entrepreneurs will be able to receive help with issues related to product development, implementation, and execution. Participants will engage

in a part-time program to share ideas and resources to increase their chances of getting admitted to an accelerator or attracting venture capital.

#### **4. Newark Business Hub Program (The Hub) – <http://www.newarkbusinesshub.com/>**

The “HUB Program” provides education resources as well as inspiration and collaboration opportunities to help creative individuals start and expand profitable businesses and create wealth and jobs. These creative individuals include those with a business interest in music, film, news, fine arts, and other media and entertainment pursuits. The program supports these local creative entrepreneurs with capacity-building programs, business training and planning services, access to state of the art production facilities and equipment in *Express Newark* (Rutgers University- Newark’s Arts Incubator), signature entertainment events and social networking opportunities, and access to student talent. Twenty-two entrepreneurs have completed the program. We recently learned that NBC has accepted a proposal from CUEED to run a similar program for a cohort of creative entrepreneurs in New York in partnership with the Ghetto Film School.

The creative class historically has played a vital role in the revitalization of urban areas. This connection is being seen with the revitalization of the city of Newark. With the opening of *Express Newark*, creative artists, anchor institutions, and the community will intersect. The connection and interplay between the creative community and its influence in the transformation of the city of Newark will be studied.

#### **5. Etsy Craft Entrepreneurship - <http://www.business.rutgers.edu/cueed/etsy-workshop>**

In partnership with Etsy, CUEED offers classes to help craft makers establish an online business to sell their products to a wider market and earn extra income. We target individuals with low to moderate income to participate in the program. To date, over twenty entrepreneurs have completed the program, and we expect to start recruiting a new cohort in fall of 2017. Our Etsy Craft Entrepreneurship aspires to teach people to take a hobby and turn it into a profitable venture.

#### **6. AcCelerate 2020 CEO Academy**

CUEED developed this program in partnership with the NYNJ Minority Supplier Development Council. The goal is to help minority business enterprises with revenues between \$1,000,000 and \$10,000,000 grow their businesses to the next level. The focus is to help create a stronger supply chain for corporate members of the Council, build more results-focused supplier diversity programs, and enhance supplier diversity opportunities for Council-certified minority business enterprises. CUEED developed and delivers an executive entrepreneurial education curriculum for this program.



## **7. Youth Entrepreneurship**

CUEED partners with internal and external organizations to host workshops to teach middle and high school students about entrepreneurial thinking, business ownership, and economic development with an emphasis on creating companies that develop communities and create jobs. These programs are held at RBS-Newark after school during the school year and on weekends during the summer.

**Education**

## Beyond the Tenure Track signs national licensing agreement

By **David Hutter**, December 14, 2018 at 2:06 PM



(THINKSTOCK)

**Beyond the Tenure Track**, a New Brunswick-based provider of career education, networking, and training services for graduate and Ph.D. students, has signed a national licensing agreement for its Options for Success program with **Versatile PhD**, a professional development community of 85,000 doctoral students across the country.

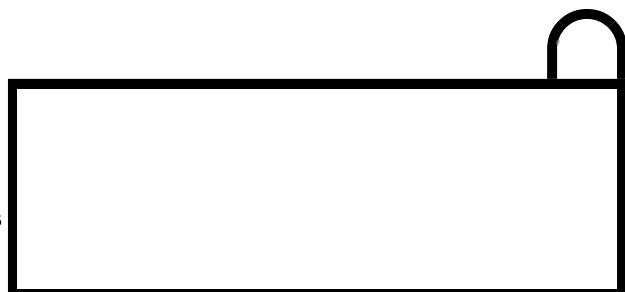
Options for Success was developed by Beyond the Tenure Track's founder Fatimah Williams, and is designed to help graduate students and postdoctoral scholars identify viable career paths, understand the link between their degrees and the professional world and manage the transition from university to professional placement.

Williams began Beyond the Tenure Track in 2015 to provide electronic-learning career development content to students. The company has helped thousands of Ph.D. students and doctoral graduates get hired by universities, nonprofits and corporations.

In 2019, Beyond the Tenure Track will launch its Professional Pathways Planner, a goal-setting and organizational system that will help academics to focus their career plans, plan for degree completion and improve their priority management skills as they prepare to enter the job market.

### More From This Industry

- **Affordability, STEAM curriculum, and preparing students**
- **Berkeley College appoints Pollard as provost**
- **Stevens Institute of Technology adds Artificial Intelligence Institute**





# Global impact

Jalima & Associates provides financial services to small businesses around the world

BY MEG FRY

**M**arcela Zuchovicki speaks five different languages: English, Spanish, French, Portuguese and German.

She has lived and worked in five countries and in four different states within the U.S.

Today, at age 54, she runs a multimillion-dollar, global management and strategic advisory firm specializing in financial services with offices in Bangalore, India — from her home office in Phillipsburg.

The secret to her worldly success lies in Zuchovicki following her father's advice:

"Never go to bed without learning something new," she said.

For Zuchovicki, CEO and president of **Jalima & Associates**, her global experience in industries from the arts to nonprofits made it possible for her to make the world of financial services much more compact and accessible for small businesses today.

■■■

Born in Argentina, Zuchovicki was raised in Mexico by her father, an Argentinian engineer, and her mother, a Holocaust survivor.

"Growing up, I was expected to become a person of accomplishment," Zuchovicki said. "I took many lessons with experts in music, painting — any-

thing to ground me as a human being."

Inspired by her mother's commitment to helping others, Zuchovicki worked as a tutor for the underprivileged and with UNICEF while studying to be a mathematician and an actuary at the Universidad Anahuac Mexico Norte in the early 1980s.

"I taught children and adults in marginal areas of Mexico reading, writing and arithmetic," Zuchovicki said. "And I worked with UNICEF to install water filtration units for the Mayan people."

Even when she married a professional musician — a decision that would lead her to Cleveland in 1985 in support of her then-husband's musical education — she continued to work, volunteer and travel with UNICEF and AFS Intercultural Programs for student exchange.

After she completed her bachelor's degree in actuarial science in 1987 — the youngest actuary at the time to do so at age 24 — her husband got a scholarship to attend The Juilliard School in New York City, where Zuchovicki continued her work with both organizations.

"From 8 a.m. to 4:30 p.m. I would work with AFS and then from 5 p.m. to 10 p.m. I would work at UNICEF," Zuchovicki said. "It was during this time that I learned how to work within corporate structures."

Only to discover a year later that she worked well as an entrepreneur.

When Zuchovicki's then-husband got his first job out of school in Portugal, she realized it would be easier to keep relocating if she started her own company.

"That's when I decided to start an arts management business on my own while helping my husband with his career," Zuchovicki said.

From 1989 to 1992, Zuchovicki represented nearly 250 clients, including members of the Cleveland Orchestra, performers in New York City and artists who, after the former Soviet Union opened its borders, did not know how to represent themselves.

"With just a fax machine, a phone number, a printer and a computer with no Internet, I managed all kinds of activities, events, programs and public relations for the artists," she said.

When her husband got a job in Spain, relocation wasn't an issue.

"All I needed to do was change my number to continue doing what I was doing," Zuchovicki said.

Mobility was key — as was the ability to adapt.

Moving back to the U.S. in 1992 meant selling her business — and rejoining the corporate world.

"I would not have been successful running an arts management company

## Impressive resume

Continuing in her mother's tradition of giving back, **Marcela Zuchovicki** is a recognized instructor and volunteer around the state.

"There are pockets of entrepreneurs and people that want to be successful in this state that need help," Zuchovicki said.

Here are just a few of her credentials:

■ **Rutgers University:** Entrepreneurship Pioneers Initiative program. Zuchovicki has been teaching finance and business management with this program since 2010 and served as president of its Alumni Association from 2012 to 2014.

■ **Rutgers University:** Veterans Environmental Technology and Solutions program. Zuchovicki has been teaching financial management since 2015.

■ **New Jersey Small Business Development Center:** Zuchovicki has been teaching business and finance classes, as well as webinars in strategic management, since 2010.

■ **U.S. Small Business Administration:** Emerging Leaders. Zuchovicki was an instructor and business coach from 2014 to 2015.

■ **Rising Tide Capital:** Zuchovicki has been a help desk provider, instructor and business coach since 2014.

■ **Volunteer:** Money manager for Warren County Senior and Disabilities Center and a trilingual doctor's aide for a free health clinic in Phillipsburg since 2012.

Zuchovicki has been recognized as a Top 25 honoree of the group Leading Women Entrepreneurs and was awarded the 2014 George Perrott Macculloch Award for Leadership by AJC, a Jewish advocacy group, for her history and contributions as an immigrant entrepreneur.

here in America," Zuchovicki said. "In Europe, it was a novelty."

Zuchovicki moved with her husband to Sarasota, Florida, in 1992, when he got a job with what is now the Sarasota Orchestra.

"I thought I might actually start working as an actuary," she said.

However, after Zuchovicki started volunteering with the orchestra, she was hired as its development director.

"The orchestra at the time was operating with less than \$1 million and did not have an endowment," she said. "In a little over three years, I helped them to actively work within a budget of \$4.5 million, gain an endowment of \$25 million and successfully complete two capital campaigns of \$10 million each."

After divorcing her husband in 1996, Zuchovicki would leverage that professional experience into a new job as the New York-based national development director for AFS Intercultural Programs in 2000.

"I did as much as I could and had a wonderful time, but the culture had changed since I had worked with them last," she said. "It was time for me to move and again do something on my own."

■■■  
Zuchovicki always had been passionate about coffee.

"(I had learned that) illegal immigrants were abandoning their coffee farms in Mexico in order to go harvest grapes in California," she said.

Naturally, Zuchovicki created a fair-trade company — **Jalima Coffee** — that would encourage the import of gourmet, organic Mexican coffee to the U.S. in 2004.

The coffee was sold in 250 stores — including **Whole Foods** — within six months.

That boom was short-lived.

"I was successful at everything else I had ever touched, but this company just started not to have the same tracking," Zuchovicki said.

In an effort to keep Jalima Coffee afloat, she attended the Entrepreneurship Pioneers Initiative program at The Center for Urban Entrepreneurship and Economic Development at Rutgers-Newark in 2009.

"That is when the university helped me realize that I already had a successful business," Zuchovicki said.

To supplement her income while managing Jalima Coffee, Zuchovicki had been providing bookkeeping and financial services on a freelance basis since 2007.

"I ended up going by myself to India in 2011 to create the infrastructure for what would become (Jalima & Associates)," Zuchovicki said.

"I used all of my experiences and everything that I learned through my different careers and volunteer opportunities to create my own strategic management tools that would help companies grow."

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Zuchovicki's virtual bookkeeping and financial services firm currently serves nearly 200 clients around the world by employing 250 employees in both the U.S. and Bangalore, India.

"We are virtual in bookkeeping and financial services, but we also provide strategic management solutions," she said. "We create resilience programs that provide personality and behavioral assessment tools in which to create effective change and build efficiencies."

Her business has been particularly helpful for entrepreneurs like herself.

"We help small businesses here in the U.S. because they have the ability to hire our services that they would not otherwise be able to afford had we not been virtual," Zuchovicki said. "The world has become more global and the cloud has become the place to be."

The ability to run her business from her home office, however, never changed



Zuchovicki's mind about moving the company elsewhere.

"When I started my own company and graduated from the Rutgers (program), I was so grateful that I decided to keep my business here in New Jersey," she said. "Yes, it's expensive to be in business in New Jersey, but the quality of support that you get from the state is of incredible value."

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Above photos: Marcela Zuchovicki has run Jalima Coffee, from Mexico, since 2004.

- PHOTOS COURTESY JALIMA & ASSOCIATES

## The mountains of Oaxaca

UNICEF approached **Marcela Zuchovicki** in the mid-1980s with a special project.

"Sixteenth-century missionaries had gone up to the mountains of Oaxaca and introduced musical instruments to the indigenous people living there," she said. "They've since developed their own traditional music."

"On a very narrow piece of land in Mexico — where you can see both the Atlantic and the Pacific oceans — you can hear in the distance the sound of drums and cymbals."

The National Indigenist Institute was therefore seeking donated musical instruments to help the indigenous people continue that tradition.

"When you're young and motivated, nothing is impossible," Zuchovicki said.

She worked closely with the Cleveland Institute of Music and contacted anyone willing to listen in order to receive more than 250 instruments. Then, she had to create an entire distribution channel in order to ship them by truck onto an airline that would take them to UNICEF and The National Indigenist Institute to bring them up in the mountains.

"UNICEF then flew me to Mexico to visit with the indigenous people — in which I suggested they thank the American donors by touring in the U.S.," Zuchovicki said.

That responsibility fell on her, too — she organized a youth concert tour in 1987 for the indigenous performers of Oaxaca in New York, Cleveland, Buffalo and Rochester.

"Those people had never left their homes," Zuchovicki said. "It was an amazing project and I have so many great memories and testimonials."

