Dan De Liberty's parents don't quite understand. Why did they send their son to Syracuse University only to have him end up a bus driver?

"The bus is part of Campus Caravan Student Tours, a business I've just started in Syracuse," explains De Liberty, a 1996 graduate. "I'm not actually going to drive the bus. But it is a key part of the business."

De Liberty's new venture grew directly out of his studies in the School of Management's innovative Program in Entrepreneurship and Emerging Enterprises (EEE). "The idea started as a class project," he says. "I did a full-scale business plan, trying to foresee problems, make financial projections, and determine the capital I'd need."

De Liberty is one of the people for whom the undergraduate EEE program was created, says its co-director, David Wilemon, professor of marketing. "Most of our students share a strong desire to start or manage their own businesses," he says. "Others want to use entrepreneurial skills in large organizations."

Students are interested in learning how to transform ideas and dreams into something worthwhile and then test them in the marketplace.

Wilemon has long taught graduate courses in innovation management that focus on encouraging innovation in large, mature organizations. He and EEE co-director Allan Young, professor of finance, wanted to broaden that to emphasize the skills required to start new businesses and make them grow.

Their plan was supported by the school, its alumni, and the school's advisory council. In fact, entrepreneurial management was identified as one of the school's major future thrusts.

The program began modestly in 1993 with a few pilot courses. Soon students were crowding in, some 200 over the past two years. They eagerly soaked up a 12-credit course of study in the managerial, financial, legal, human, strategic, and ethical dimensions of entrepreneurship. Some took dual majors in marketing or finance. Word of the program's timeliness spread and attracted students from other disciplines—advertising, architecture, industrial design, and retailing. A graduate component is in the planning stage.

The need for such a program is borne out by recent history. Between 500,000 and 700,000 new companies are started in the United States each year. Franchise operations are almost always started by entrepreneurs, as were CNN, McDonald's, and Domino's Pizza. Science and technology-based startups are an integral part of the U.S. economy, and most biotechnology companies are entrepreneurial organizations.

But it's not only new businesses that demand these skills. "Many traditional jobs are disappearing with corporate downsizing," says Wilemon. "Employers want people who can take the initiative, discover and transform ideas into businesses, and build productive teams."

Wilemon is well aware that not everyone in the program will race out and start a new business. "Some dis-
cover the entrepreneurial life is not for them. Others have entrepreneurship as a long-term goal but want to learn more about markets, management, and organizations by first joining a large company. Others will join family businesses. For some, of course, this is the only life they want to live.

Jonathan Holtz '78, president of Win-Holt Equipment Group of Westbury, New York, is a nationally recognized entrepreneur who applauds the program. "Entrepreneurship is a trend, not a fad," he says. "In today's business climate, people must understand how to do more with tighter budgets and less support staff. That's exactly what entrepreneurs do."

So just what are EEE students doing?

Lori Richmond '95 is an assistant buyer with Bloomingdale's in New York City, using planning skills she learned in the program. "My buyer and I manage this part of the business, so even though we don't own it, in a way it's like our company," she says.

Van Dean '96 started his own firm, LEXNET, in Stamford, Connecticut, offering computer consulting and multimedia services. "I had plenty of knowledge about what I wanted to do, but none on how to do it," he says. "The EEE program gave me hands-on, practical information and showed me I was cut out to be an entrepreneur."

And what about De Liberty and that bus? Well, this fall Campus Caravan Student Tours began offering area students who don't have cars a low-cost, no-fuss way to visit locations such as New York City and Niagara Falls, and attended major rock 'n' roll concerts in other cities. De Liberty raised the necessary capital himself.

"The EEE program taught me not to limit myself. I want what I do to affect not only my company's bottom line, but my own bottom line. This is the time in my life to try this. If it hits, I can branch out and it can have a major impact on the rest of my career. If it misses," he says with a shrug, "well, I don't have too much to lose, and the next idea will be better." —CAROL NORTH SCHMUCKLER

Along with gold, silver, and bronze, there was a showing of Orange at the 1996 Summer Olympic Games. Several Syracuse University alumni and student athletes were among the 11,000 competitors from 197 nations who participated in the centennial Games. "The whole experience was tremendous," says SU heavyweight wrestler Jason Gleasman, who, at age 21, was the youngest member of the United States Greco-Roman wrestling team. "I made a lot of friends, met a lot of new people, learned a lot, saw a lot, and had a good time."

In his first outing in the 220-pound weight class, Gleasman, who took time off from school to train, upended a Chinese opponent, 15-2. The SU junior from Boonville, New York, lost his next two matches to seasoned veterans, but gained valuable international wrestling experience. "I know now what I need to focus on to improve for Sydney (site of the next Summer Olympic Games)," he says. "I'm really looking forward to it."

Along with Gleasman, two SU wrestling alumni took to the mat—one in freestyle wrestling, the other in judo. Former SU All-American wrestler Jason Morris '89, a 1992 silver medalist in judo, posted one win in the half-middleweight division before being stopped by a Turkish opponent in his second match. Nonetheless, Morris' victory placed him in the record books as the first American to win at least one judo match in three separate Olympics.

Jose Betancourt '86 grappled in his third Olympic Games for Puerto Rico. Wrestling in the 198-pound freestyle class, Betancourt dropped matches to opponents from Mongolia and Nigeria.

Also at the games, top American discus thrower Anthony Washington '90 advanced to the discus finals, where he launched a throw of 214 feet, 7 inches to finish fourth—15 inches shy of a bronze medal.

In swimming, SU junior Miroslav Vucetic competed for Croatia, while SU teammate Jose Gonzalez, a sophomore, hit the water for Puerto Rico. Vucetic swam in four events, including the 200- and 400-meter freestyle, and the 400- and 800-meter freestyle relays. In the 200 freestyle, Vucetic won the third heat and established a Croatian national record with a 1:51.26 clocking. He also set Croatian national marks in the 400 freestyle and for his leg in the 400 freestyle relay.

Gonzalez swam in both the 400-meter freestyle and medley relays. In one head-to-head encounter, Croatia posted a fourth-place finish in the first heat of the 400 freestyle relay preliminaries, and Puerto Rico collected fifth.

Rower Don Smith '90, a member of the American eight that captured the 1994 world championship, helped power the U.S. men's eight to a preliminary heat win and advancement to the A Final. The team finished fifth there.

—Jay Cox