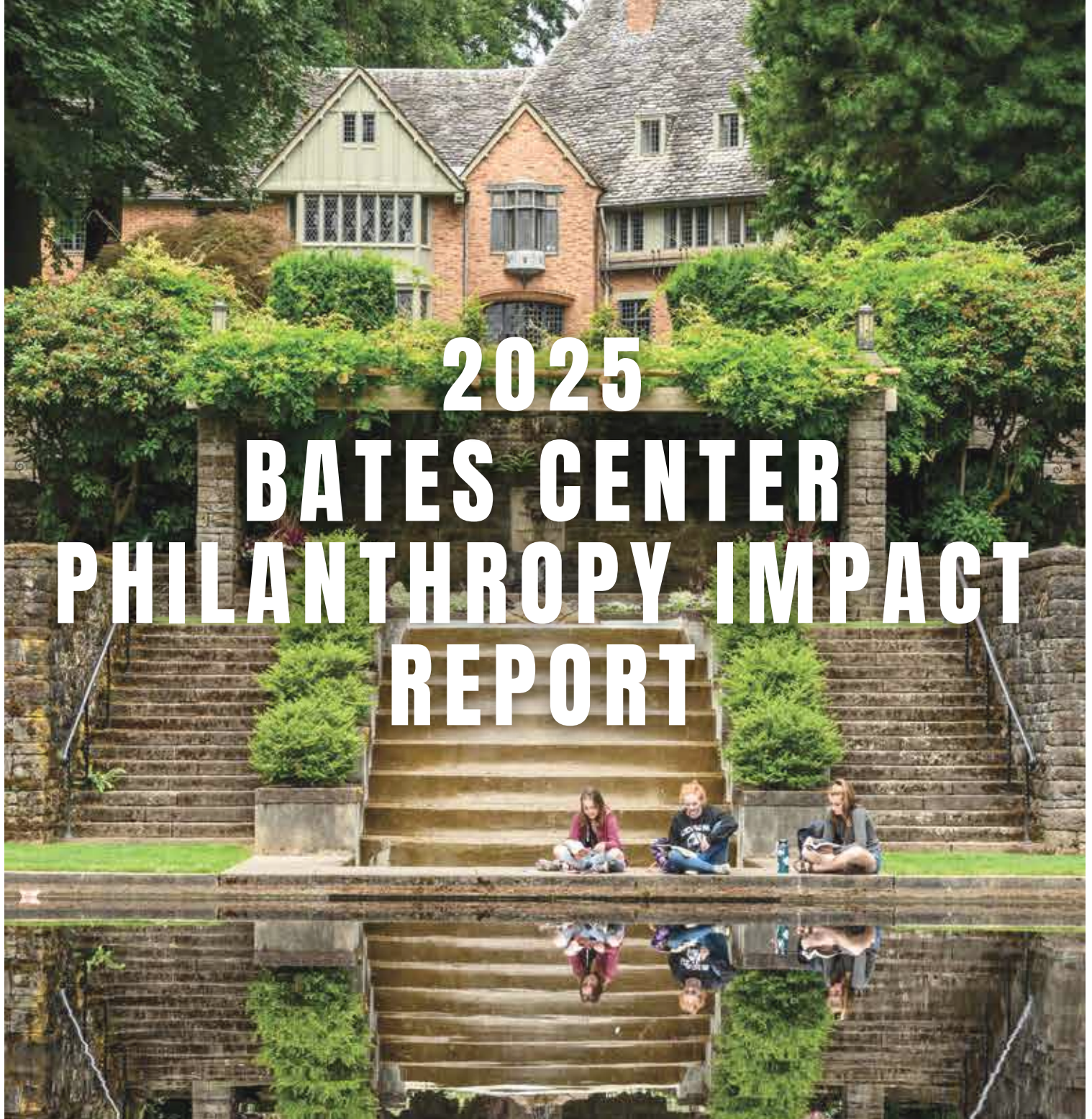




Lewis & Clark



Bates Center for
Entrepreneurship and Leadership

HOW IT STARTED

The original entrepreneurship center started in 2012 when the Board of Trustees challenged the College to teach entrepreneurship and thus meet the needs of the next generation of students in a quickly evolving economy. Initial funding provided by the trustees was combined with funding from the President's office and used to support the first weeklong Winterim session "Entrepreneurship and the Liberal Arts." The Center itself was formally launched in 2013, with a small number of introductory courses, a venture competition, and Winterim.

Three years later, the President pulled the Center's funding, only permitting the fledgling effort to spend down what was left of its funding. When President Wim Wiewel joined the College, he challenged the center to raise its own funding and the VP of Advancement, Josh Walter, helped create an Advisory Board to seed and navigate this uphill financial journey.

John and Susan Bates stepped forward in 2017 with their lead endowment gift of \$1M, and in their honor the Center was renamed the John E. and Susan S. Bates Center for Entrepreneurship and Leadership.

We subsequently re-organized the Advisory Board to include only donors contributing \$5,000 or more per year. At Advisory Board member Jeff Jones' suggestion, that expectation was later raised to \$10,000 or more per year.

As a self-funded entity, we have the ability to pivot quickly and the support of alumni and friends of the College has allowed us to do that. Thank you for your generosity and the impact you've had on our students, the College, and the Portland community.

HOW IT IS GOING

Because endowed funding typically vests over many years and is limited to a 5% spending rate, annual donations to our operating fund (from our Advisory Board, etc.) have been the primary vehicle for paying for our growing teaching staff and programming. This has enabled us to scale quickly to meet growing student demand for greater ROI on their liberal arts education.

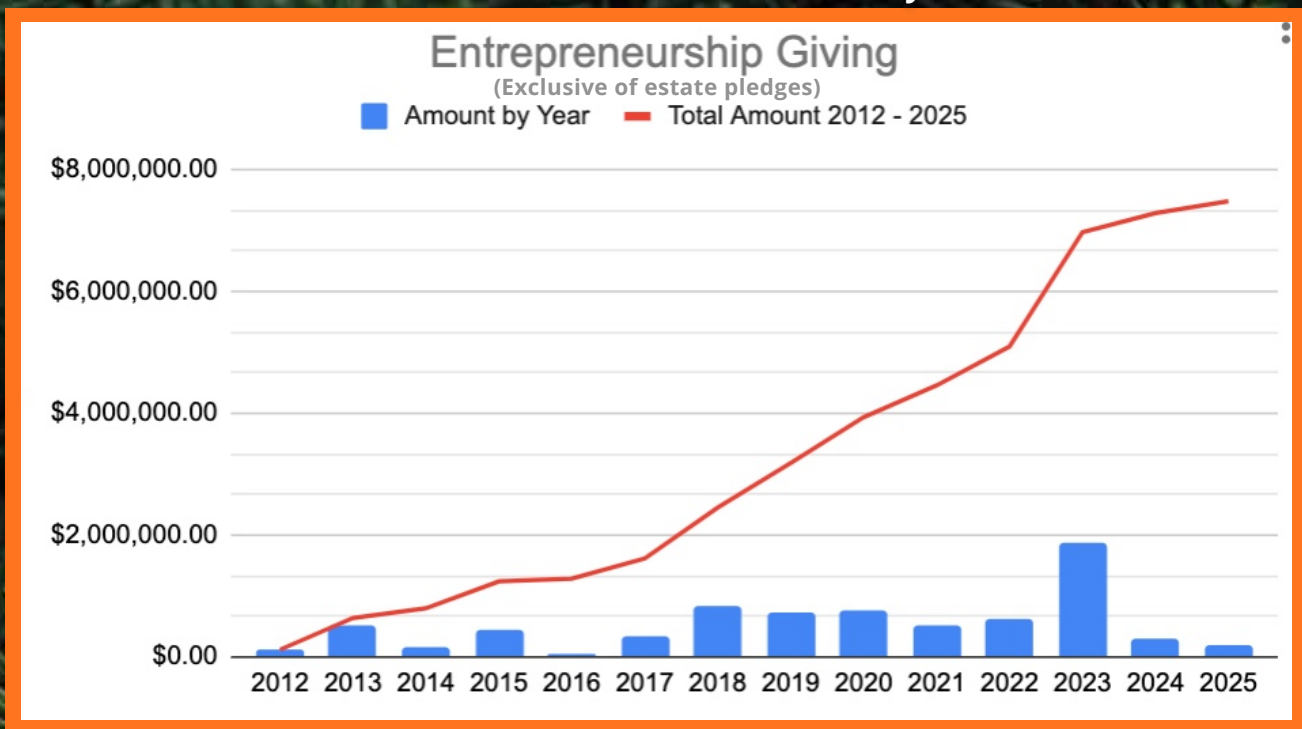
Individual gifts to our operating funds have turbocharged our reach, allowing us to provide additional classes and programming today rather than years later. For example, our operating funds allowed us to pilot and offer a paid internship class for the past seven years, the success of which inspired Trustee Heidi Hu's and her husband Dan Hsieh's \$5.6M gift to establish the new Career Accelerator.

The Center's current endowed income supports one full-time professor and contributes approximately \$150K toward the additional \$450K yearly budget currently needed to staff and run our operations.

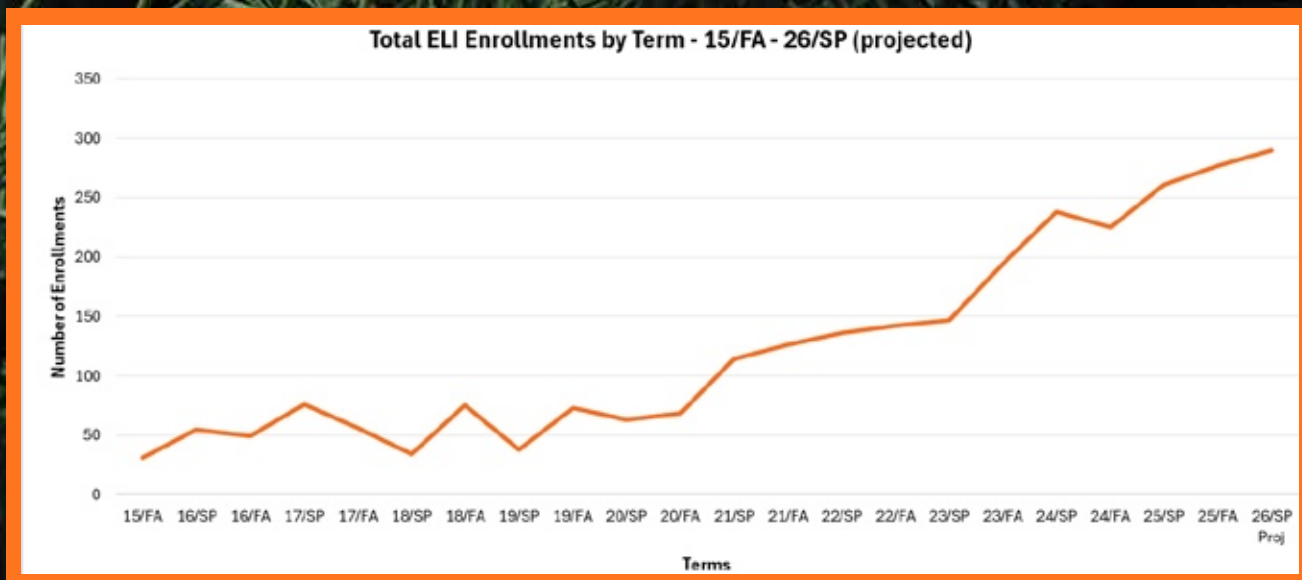
It's often said that endowments are the seeds of future trees, the shade of which donors rarely enjoy, but your collective support has greatly accelerated that growth. Students are already stepping outside their normal classwork and applying their liberal arts training to a wealth of experiential opportunities provided by the Bates Center. These new pathways have been shaped and sheltered by your generosity.

GROWTH AT A GLANCE

The chart below shows the growth and impressive, cumulative result of giving (toward our endowed and operating funds) which has fueled the successes described throughout this report. Whereas we could only offer three or four classes per semester from 2015 to 2017, we now offer over 30 classes each year.



The chart below shows the significant increase in number of students enrolled in our academic courses each semester. It does not include the large number of students involved in our co-curricular programming in Winterim, Lunch with a Leader, Ideas on Tap, Seed Fund, meetings with our Experts and Entrepreneur in Residence, and summer camps.



Through this growth, we have greatly increased the number of professors and instructors serving our students, but we have not increased our administrative staff.

Bates Center for Entrepreneurship & Leadership

TURNING PURPOSE INTO PRACTICE

Mindset

Skill Sets

Experiential

Networking

MISSION

Leverage the liberal arts and better equip students with the mindset, toolkit, story, and network to launch a life of opportunity and choice.

The liberal arts give students the critical-thinking skills needed to navigate the uncertainty of today's world. The connections and experiences we provide enable students to channel those skills into results in the nonprofit and for-profit worlds.

INDEPENDENT FUNDING
MEANS WE OFFER
**MORE CLASSES THAN
ANY OTHER MINOR**
(AND MORE THAN SOME MAJORS)

**300+ STUDENTS
REGISTERED SPRING '26**

Greater enrollment than
Economics, Computer
Science, Math, History,
Philosophy, or Political
Science

4-CREDIT COURSES

- Innovation 101
- Design Thinking
- Leadership
- Entrepreneurial Finance
- Sales & Negotiations
- Investing & Influence
- Real Estate & Society
- Sustainability & Eship
- Grant Writing
- Paid Internship & Seminar
- Tech of the Future
- Communicating a Vision
- Innovations in Social Justice
- Media Internship
- Marketing

LEARNING

Mindset

Skill Sets

Experiential

Networking

BATES CENTER STUDENTS EARN

\$11,000

MORE ANNUALLY THAN THE
AVERAGE LC GRADUATE

1-CREDIT SKILLS CLASSES

- Excel
- Data Visualization
- Financial Planning
- AI Prompting
- Cybersecurity
- Salesforce
- Website Building
- SEO

As Steve Jobs observed: **"Technology alone is not enough—it's technology married with liberal arts, married with the humanities, that yields us the results that make our heart sing."**

**Broadly Educated + Specifically Skilled + Networked
= Well Employed Liberal Arts Graduates**



Bates Center for Entrepreneurship & Leadership

EXPERIENTIAL

Mindset

Skill Sets

Experiential

Networking

PORTLAND
BUSINESS JOURNAL

“Lewis & Clark seminar seeks to place student interns with local firms”



By Maria Spencer • Portland intro, Portland Business Journal
Aug 4, 2025

THE ONLY PAID IN-SEMESTER COURSE
IN THE COUNTRY

where students receive a list of paid internships on the first day of class (a list longer, often double, than the number of students in the class)

Class includes career readiness, networking and skills training (Spring '26 the skill is vibe coding)

1  POST

150 REACTIONS

2.8K REACH

32 SHARES

WINTERIM

Winterim is an immersive week of problem-solving and networking where students collaborate to identify problems and then formulate and execute innovative solutions, culminating in a pitch competition with \$8,000 of prizes provided by Tony Abena '86. We are grateful that our over 60 business and non-profit leaders treat our students not just as mentees, but as future colleagues.



CIRCULAR INNOVATION CHALLENGE



A six-day entrepreneurship summer program for high school students passionate about sustainability and innovation. Throughout the week, students are connected to Portland's best entrepreneurial leaders to learn strategies for ideation and innovation, including the lean startup methodology and the business model canvas. The week culminates in a team pitch competition.

18 EVENTS OVER THE LAST YEAR, INCLUDING TWO WEEK-LONG BOOTCAMPS

Bates Center for Entrepreneurship & Leadership

REAL-WORLD IMPACT

Mindset

Skill Sets

Experiential

Networking

Combining the liberal arts' strength in critical thinking with direct connections to the world of business and positive social change empowers students to turn their goals into action.

STUDENTS NETWORK AND LEARN FROM OVER

100

PORTLAND LEADERS (AND BEYOND) EVERY YEAR VIA WINTERIM, LUNCHEES AND OTHER EVENTS, CLASS SPEAKERS AND CLIENTS, RESIDENT EXPERTS, AND DIRECT CONNECTIONS WE CURATE FOR THEM.

We do not just tell students that networking is important, we help them build their own network specific to their strengths and interests. We emphasize internships and skills classes because employers and investors do not hire resumes. They hire based on concrete signals. An internship or skills class signals curiosity, reliability, and the ability to operate in a real environment with deadlines, feedback, and expectations. Research consistently shows that students with an internship experience are much more likely to receive job offers after graduation, even if the internship is brief, because it signals lower perceived hiring risk.

In 2022, Susan Bates made the lead gift to establish the Student Managed Investment Fund (SMIF). Additional contributions are welcome and Tom Haller and Josh Ulmer have already made generous gifts to grow the fund further. Students are taught that income from this will support the investment class and other investment-related learning opportunities. After only three years, we have made our first distribution from the fund. Chris Bates has been instrumental to the fund's success, and Noel Johnson's *Investing & Influence* class has been the perfect vehicle for teaching the importance of analysis, diversification, and global considerations.

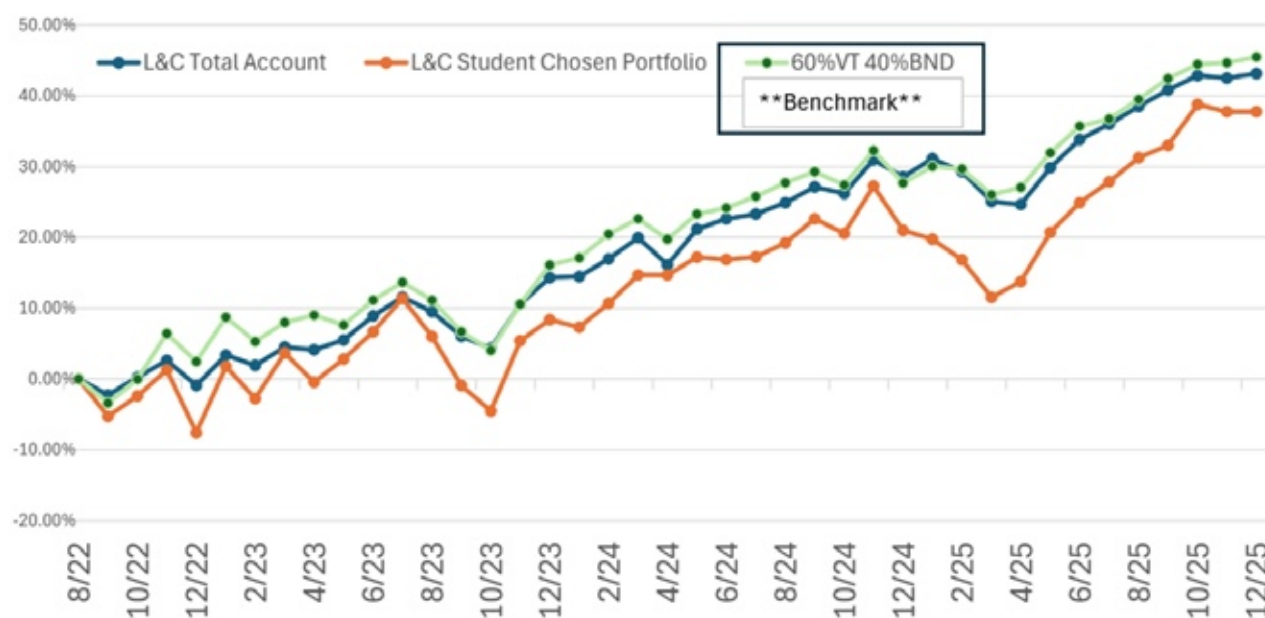
Lewis and Clark College
Bates Center for Entrepreneurship
Student Managed Investment Fund

AS OF
12/23/2025

Beginning Capital: \$ 235,000

Current Account Value: \$ 336,431

Cumulative Inception Returns - Start Date September 2022



DONOR OVERVIEW

250+
DONORS

3.75M
FROM 3 SOURCES

19
DONORS AT \$100K+

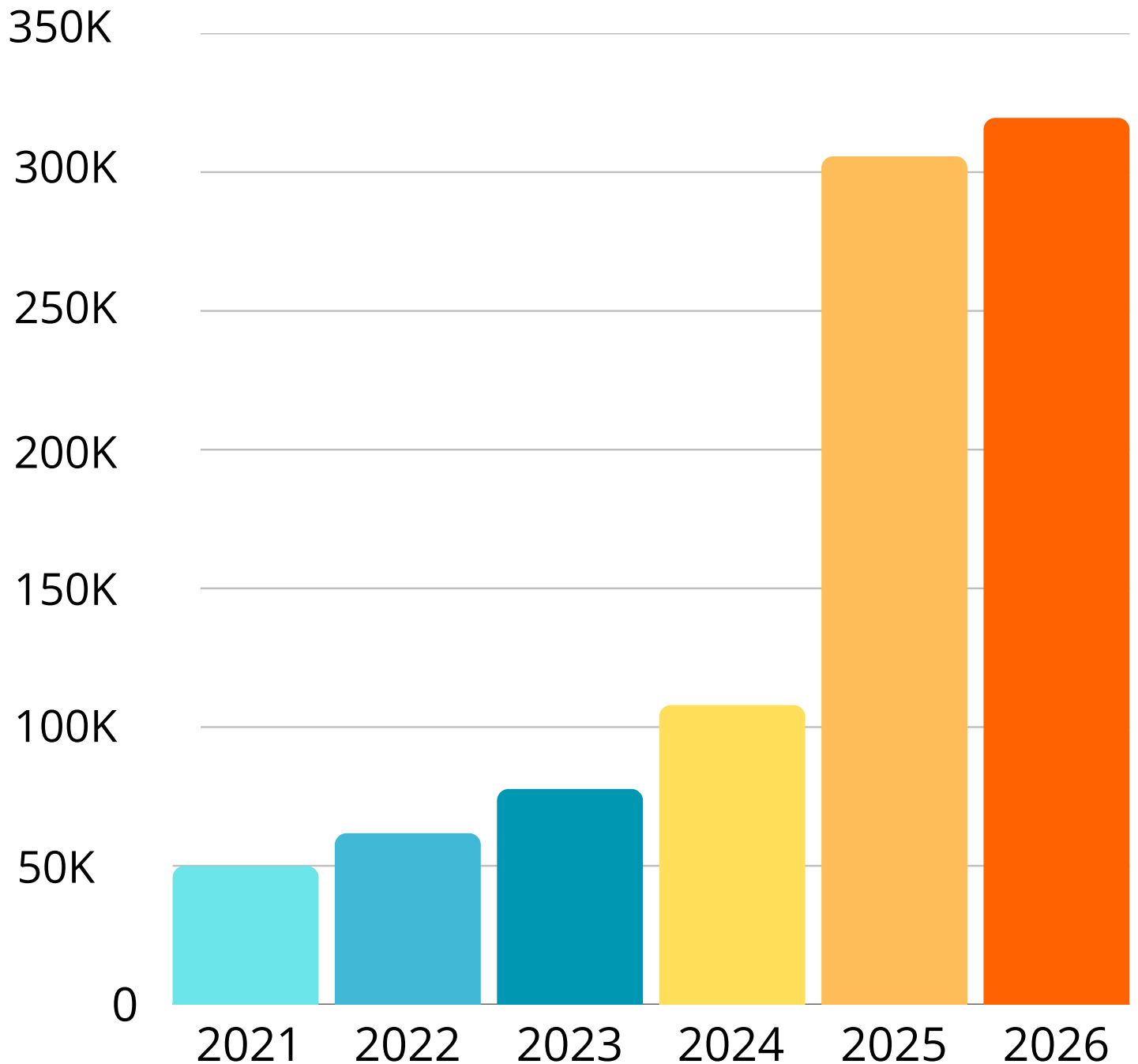
Entrepreneurship at Lewis & Clark has been supported by over 250 donors, generating nearly \$7M in current endowment funding (and a total of over \$13M including estate gift pledges) plus contributions to the operating fund. While the majority of our donors contribute at the grassroots level, a small group of deeply engaged alumni, trustees, families, and trusts have anchored the program through six and seven figure commitments. This combination of lead-gift philanthropy and broad, grassroots participation reflects a robust, wide base of community support and strong institutional confidence.

Alumni represent ~75% of total donors

Alumni are the primary source of philanthropic support for entrepreneurship at Lewis & Clark, contributing three-fourths of total giving and the majority of leadership-level gifts. Beyond alumni, members of the Board of Trustees, parents of alumni, and local business leaders have contributed significant support. Marcia Randall, through the Randall Charitable Trust, recently made a transformational \$1.5M gift toward a \$3M fund to support our first endowed professorship. Marcia recognizes that well educated, ethical leaders are at the heart of a healthy city and society.

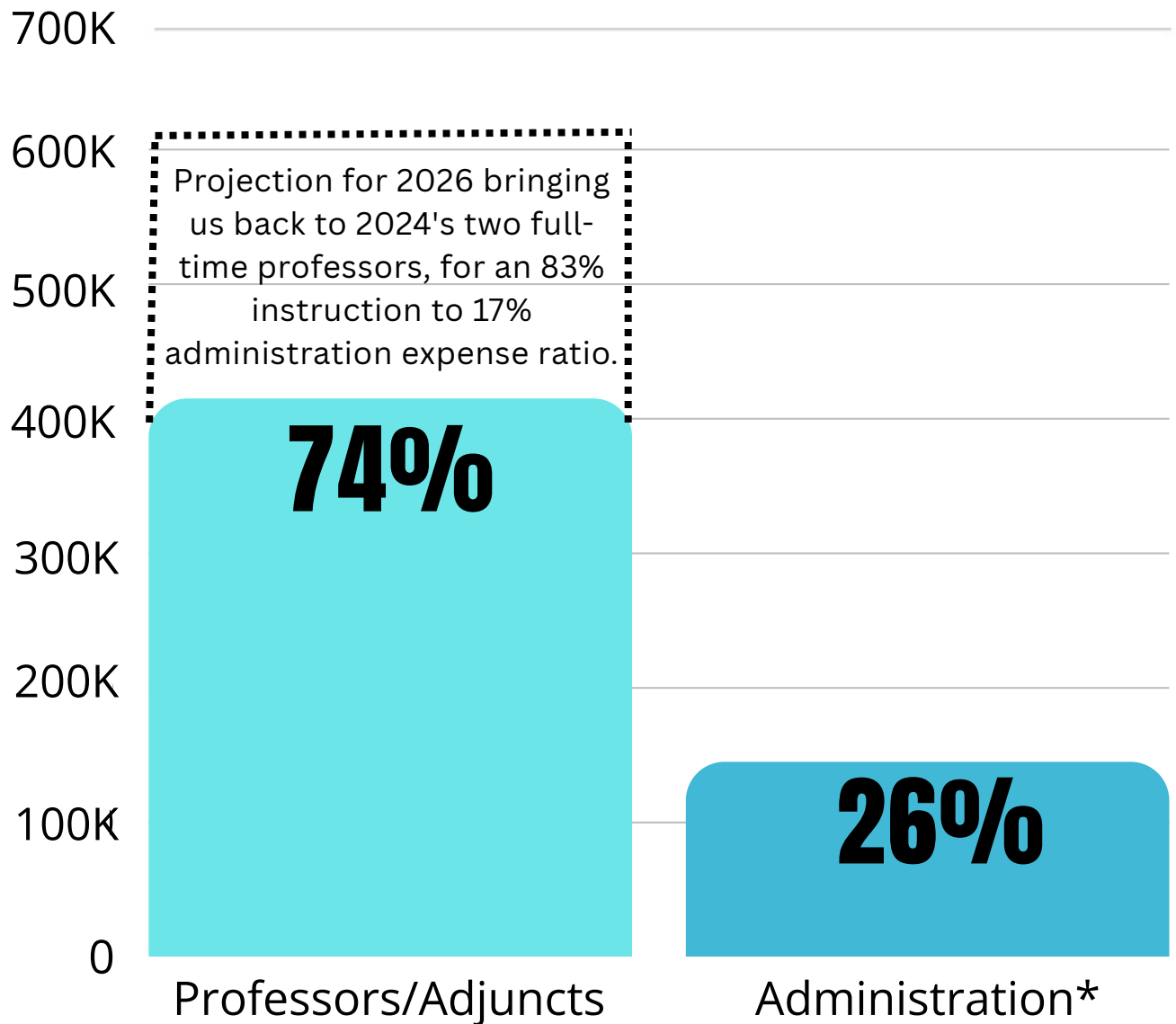
BY THE NUMBERS

ENDOWMENT INCOME



BY THE NUMBERS

How Bates Revenue Was Used in 2025



*Includes administrative support, Babson Collaborative membership (thus far, 20 students applied, 18 admitted, and 10 attended Babson for masters degrees), Winterim awards, software, subscriptions, memberships, equipment, meetings and professor recruitment expenses, marketing, printing, etc.

FROM STUDENTS

Deenie Bulyalert, BA '27



"This minor has rounded out my education at Lewis and Clark. I have been mostly going down the nonprofit side of the ELI minor and have been working in nonprofits for at least five years now. It has given me so many connections to people and the courage to reach out and seek opportunities even if 'no' ends up being the answer."

Jeremiah Bernal, BA '25



"The Bates Center sparked my interest in business and made me realize my worth. I now do marketing and management."

Rebeka Lazova, BA '25



"As much as I am grateful for the ways in which my liberal arts education has shaped me, we need the hard skills to be more well-rounded. From Lunch-with-a-Leader to Winterim to the Skills classes, the Bates Center has helped me foster many important connections and cultivate my entrepreneurial mindset. The many events and classes expose you to different avenues. They help you realize that you have more power in steering the wheel if you have the desire and grit to create your own business and effectively collaborate with others."

Cameron Stewart, BA '23



"Lewis & Clark prepared me for my work by teaching me how to expand my creativity, enrich my understanding of the world, and how to endure the often overwhelming nature of the business side of my job."

Victor Cho, BA '26



"The Bates Center is a great program that truly helps set students up for life after college, and I highly recommend it. I honestly wish I had known about it earlier. With a liberal arts education, there's often uncertainty about what comes after graduation, but this program gives you a chance to explore and get a glimpse of what's out there. It connects leadership and entrepreneurship in a way that feels practical and inspiring."

Farjad Madataly, BA '25



"I strongly believe that the integration of entrepreneurship in the liberal arts allows students to develop an awareness about many practical aspects of the world, including finance, marketing, and project management, all of which apply to any job, and all of which also open many doors for students, preparing them better for the professional world."

THANK YOU TO OUR ADVISORY BOARD FOR YOUR COMMITMENT, GENEROSITY AND DIRECTION



John Bates



Christopher Bates



Stephen Dover
'83



Janice Etzold
'80



Jerry Fischer
'68



Patricia Francy
'67



Jennifer Fronk
'81



Tom Haller
'81



Brent Hutchings
'84



Jeff Jones
'77



Kay Fischer



John Stadter
'79



Joshua Ulmer
'01



Andre Stewart



Charles Watkins
'74



Mario Landau-Holdsworth
'08



Amy Miller
'80



Bob Julier
'66



Matthew Jubitz
'01



Gary Korotzer
'85



Adam Merino
'05



David Mabie
'85



David Officer
'85



Patrick Nielson
'71



Jim Richardson
'70



Brian Riffel



Linda Robertson
'80

Bates Center for Entrepreneurship & Leadership

What is Next

Mission

Leverage the liberal arts and equip Lewis & Clark students with the entrepreneurial mindset, skills, experiential opportunities, and network to launch a life of opportunity and choice.

Strategic Priorities Over The Next Three Years:

1. Raise funding to pay for a third full time professor (\$3M endowment) and strategically aligned instructors with broad industry expertise, who are engaging, committed to experiential learning and well-networked in Portland and beyond. Ensure the strength, breadth, and coherence of our curriculum, and develop tracks within the entrepreneurship minor that enable students to add depth to their studies such as Finance, Technology, or Art & Entrepreneurship. Continue to collaborate with Health Studies, Data Science, and Sustainability and support the creation of new applied minors to meet student needs.
2. Continually develop new skills and internship classes that are responsive to employers' and investors' needs, with a strong focus on skills development, accountability, communication, and networking.
3. Seek direct introductions to decision-makers at large and name brand organizations that will pay to train our students in skills they seek and provide these students post-training job interviews. Focus in particular on the development of AI skills that enable students to use AI productively, evaluate AI output, and make wise decisions about AI's uses. Adapt our current curriculum to AI, so that what students learn in college is relevant to the world they enter upon graduation.

4. Develop new Bates Center traditions (including courses, events, and maker-space incubators) that are centered on community, fun, and hands-on experiential learning. These traditions will incorporate the very best of the Bates Center's teaching: Strategic innovation, leadership, systems-thinking, creative design, customer-centered validation, and an unrelenting commitment to students' need for experiential education. The power of a liberal arts education in an uncertain world is to "learn by doing" while students are in college. What students remember best from college is what opened their eyes, the joy they felt alongside their fellow students and faculty, and how the deeper lessons of their education came to life in these experiences.
5. Gain national recognition in publications and media outlets that parents and prospectives read and watch.

Metric: Increase the quality and quantity of applications to Lewis & Clark and increase Net Tuition Revenue per student because students will choose Lewis & Clark for its distinct, Portland-based experiential learning and Bates-Center-style internship and skills courses. Students will come to the College because it is a place where they can be curious and creative within the liberal arts, have incredible overseas and outdoor experiences, and leave with the entrepreneurial mindset, skills, work experience, and network that set them up for success when they graduate.

Bold, Audacious Goal to Meet Our Vision of the Future:

Towards the goal of increasing national recognition and increasing revenue to the Bates Center and College as a whole, in the next five years, start a summer executive education institute for alumni, individuals, and corporate groups where the liberal arts, skills, leadership, and strategic innovation are taught on campus with attendees living in dorms, and with sessions bookended with signature outdoor trips around beautiful Oregon.

Brian Detweiler-Bedell
Executive Director

Chrys Hutchings
Managing Director

Catarina Hunter
Associate Director



<https://go.lclark.edu/entrepreneurship>