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Emre Toker  
Managing Director  
Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship  
Washington University in St. Louis  
Mallinckrodt Center  
Room 128  
6465 Forsyth Blvd  
St. Louis, MO 63105

To Whom It May Concern:

I am the Managing Director for the Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship at Washington University in St. Louis (“WashU”). In this capacity, I oversee all entrepreneurship programming and related interdisciplinary activities across the University. I am also a serial entrepreneur and angel investor in the U.S. and abroad.

Helping students find their path and purpose in entrepreneurial roles is one of my greatest passions. As such, I am writing to provide my unqualified endorsement of the programming and people behind the [InSITE Fellowship Program](#) (“InSITE”).

InSITE is a 501(c)3 non-profit organization that was founded in New York in 1999. The organization’s mission is to create a community of intellectual leaders at leading academic institutions who share a common passion for entrepreneurship, technology and impact. Fellows, who are selected through a rigorous acceptance process, have the desire, ability and demonstrated commitment to support innovative companies and unique research projects across the US in local entrepreneurial ecosystems. InSITE Fellows across seven city chapters engage in semester-long consulting projects for emerging companies, research projects on behalf of venture capital firms, and participate in unique hands-on learning sessions led by industry leaders as well as truly unique networking events. Now entering its eighteenth year, InSITE has over 700 active alumni, and supports a community of 300 fellows every year.

The InSITE chapter at WashU was founded in 2015. The first class started with thirteen graduate students from our business school, law school, and PhD programs. In 2016, our chapter grew to twenty students, and in 2017, we expect to enroll between thirty and thirty-five students. The rapid growth of the size of the InSITE chapter at WashU not only speaks to

vibrancy of our entrepreneurial community on campus, but also to the value students place on being InSITE Fellows.

This value is realized in three main ways:

First, students are better prepared to find jobs with established technology companies, startups, and venture capital firms through their direct interactions and project experience. Fellows learn about the needs and mechanics of early-stage companies, which gives them an advantage in the recruiting process for companies as well as venture firms and law firms catering to emerging clients. Additionally, through InSITE's national programming, Fellows attend events like SXSW and treks to innovation centers in Silicon Valley and New York. This enhances each student's connectivity to the people and mentors in the InSITE network who can steer them towards hard-to-find openings. While our InSITE chapter is only two years old, we are already seeing a measurable improvement in the ability of our graduate students to find jobs within the technology and venture capital industries.

Second, InSITE augments our staff efforts, providing students with a strong foundation to start and launch companies that make a difference. InSITE Fellows are constantly working on projects that directly help companies with strong ties to the WashU community, and those successes have garnered positive attention for the University. A relevant example is [Cofactor Genomics](#), a startup that is commercializing science originating from WashU laboratories. The company partnered with InSITE in the Spring 2017 semester, and subsequently raised \$18M million from investors this summer. By working with such companies, InSITE Fellows are directly helping to generate a return on the investment we've made by bringing InSITE to campus -- one that has the potential to echo across the entire University.

Third, once we founded the WashU chapter, our graduate students were instantly connected to InSITE's vibrant alumni network comprised of leaders at companies such as Google, Facebook and Amazon, and who invest in promising startups at well-known venture firms such as Andreessen Horowitz and Bessemer Venture Partners. WashU is now a node on InSITE's powerful network, and this strengthens our ability to attract top tier candidates to our graduate programs who exhibit a strong interest in careers in technology innovation, venture capital and venture law.

I can vouch from personal experience for the commitment InSITE alumni make to the organization and to the Fellows. InSITE alumnus and WashU graduate Richard Nespola, Jr. spearheaded the founding of our InSITE chapter. Working alongside InSITE staff, Rich socialized the idea of starting the chapter among students, faculty, and administrators, led recruitment of the first class, and funded a pilot with capital from his family's foundation. While Rich's level of commitment is an extreme case, it represents the strong affinity alumni have for InSITE as well as their willingness to volunteer their time to support Fellows.

Bringing InSITE to campus and working with the Fellows has been a tremendous boon to the culture of entrepreneurship at WashU. I highly recommend that you explore ways that you can bring a chapter of the InSITE Fellowship to your campus.

Sincerely,

A handwritten signature in black ink, appearing to read "Emre Toker". The signature is fluid and cursive, with the first name "Emre" being more prominent than the last name "Toker".

Emre Toker  
Managing Director  
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