I can’t believe that a year has already gone by since I first assumed the Presidential role of USASBE during the 2015 conference in Tampa, Florida. For those of you who heard my opening remarks at that time, you may recall that I dedicated this presidential year to honor my mentor and dissertation advisor, Dr. Max S. Wortman. I was one of Max’s doctoral students in 1981, when he was involved in the founding of this great organization. He served as the fifth president of USASBE in 1986 and now, 29 years later, I have the honor of serving as the 33rd President. When I look at the list of all past presidents on the USASBE history page, I am reminded of the legacy and leadership qualities of each individual who came before me. Each of you has left an enduring mark of achievement in advancing the field of Entrepreneurship in ways that will benefit many new generations of entrepreneurs. So, as this presidential year draws to a close, I honor our history by saluting all of our past leaders and look with great optimism to the future as I pass the baton to our next President, Ted Zoller and President-elect, Heidi Neck. Our organization is strong and our new leadership team is poised to take USASBE to even greater heights of achievement.

What an honor it is for me to be hosting our annual conference in my home town of San Diego. But this conference would not have been possible without the financial support and encouragement of the people and schools who came together early on to bring this conference to San Diego. I wish to thank my fellow co-presenting sponsors: Dr. Jeffrey Hornsby the University of Missouri Kansas City, Dr. Kendall Artz, Baylor University, Mario Dipp, CETYS University, Peter and Irwin Zahn, the Moxie Foundation, Dr. Michael Cunningham, National University and Dean Dennis Cradit, San Diego State University. Thanks also to the many other schools and sponsors whose support and belief in this organization have enabled us to put on a “conference to remember”!

Our planning committee has been hard at work for over a year to make the 2016 conference a memorable, meaningful and productive event for all of our constituents. We want you to experience the unique and thriving entrepreneurial culture of this region. We encourage all conference participants to take advantage of the many activities that this conference has to offer. Start out by venturing into our community with one of three very special Learning Journeys - Arts Entrepreneurship, the Craft Brew Industry and Baja California. Then participate in one of the many pre-conference workshops that touch on special themes related to the entrepreneurial experience. Enjoy our opening reception on Saturday evening overlooking the Bay and the San Diego skyline. Then immerse yourselves in two and one half days of stimulating and thought provoking entrepreneurship research and pedagogy sessions, puctuated by keynote pillar talks from Professors Don Kuratko, Johann Wickland and Andrew Corbett. On Monday evening, we will honor San Diego’s legacy and our nation’s military with a closing dinner on the USS Midway aircraft carrier. It will be a night you will not soon forget. As we then bring our conference to a close on Tuesday morning, we invite you to join one more learning journey to Southern California’s wine country in Temecula. Come learn about the exciting world of family business while sampling the fruits of their labor.

As the 2016 San Diego conference draws to a close, we then will look with great anticipation to next year’s conference in Philadelphia! We know that Dean Donna DeCarolis from the Close School at Drexel University and her team are already hard at work in thinking about how we can take this conference to even greater heights!

With heartfelt thanks to all of you who have contributed to making this a very special year for me, please know that I am eternally grateful.

Alex DeNoble
President, USASBE
Welcome to USASBE 2016 in beautiful San Diego! This conference was truly a team effort with significant collaboration from our host schools and hard work by our track chairs and USASBE home office. We had a record number of submissions and hope this yields an excellent conference experience.

The theme of the conference is Entrepreneurship Everywhere: Across Campus, Across Communities, and Across Borders. This theme was not meant to mean that entrepreneurship is generic but instead it was meant to emphasize that we need to improve our approaches to advancing the entrepreneurship mindset and processes. We have strong tracks that focus on informing us about the latest research and the best practices. We also have formal and informal events that allow you to meet, discuss and learn from each other. The USASBE family has always been a close knit and generous one with its members willing to share information and motivate improved practices.

In addition to great papers, workshops, poster sessions, roundtables, cases and exercises we also have many other great programs and events including an excellent preconference lineup, learning journeys, outstanding plenary speakers, and of course a grand gala aboard the USS Midway! I urge you take advantage of these many opportunities to learn and network with some of the best teachers and researchers in the world.

Again, thanks to our partner sponsor schools, our conference sponsors, the USASBE home office, and you for your support.

Have a great conference!

Jeff Hornsby, Conference Chair
University of Missouri – Kansas City

Thank you to our conference meeting planner Alissa Thompson – tenthandmarketdesign.com
January 8, 2016

Welcome to San Diego!

On behalf of our 340,000 students, faculty, staff and alumni, I am pleased to welcome you to San Diego and “USASBE 2016: Entrepreneurship Everywhere.”

We at San Diego State University share your commitment to entrepreneurship education and research and to developing the next generation of entrepreneurs. We are proud that SDSU is ranked as one of the top 25 universities for entrepreneurship education and training by Forbes, Fortune and U.S. News and World Report.

We are building a campus culture that values innovation, collaboration and business creation. Our minor in entrepreneurship is open to students in all disciplines, and our Lavin Entrepreneurship Center and Zahn Innovation Platform not only teach entrepreneurship but also provide the mentoring, resources and facilities for student teams to develop, prototype and launch businesses and social enterprises. Shake Smart, SOLO Eyewear and Balance Tracking Systems are among the successful businesses that were nurtured on campus.

In the past year, an SDSU team won a $100,000 international prize for developing a human-powered grain thresher that is three times more efficient than traditional methods and holds promise for reducing malnutrition in the developing world. Another team landed its first round of funding for its system that incorporates students’ phones, tablets and computers for classroom engagement – a platform already in use at five universities.

Our entrepreneurship efforts will soon be housed in our new Engineering and Interdisciplinary Sciences Complex, which will spark even greater collaboration among our entrepreneurs, engineers and scientists.

We are pleased to move forward on entrepreneurship education with our partners at the United States Association for Small Business and Entrepreneurship. I hope that you find “USASBE 2016” inspiring and productive and that you will return to San Diego soon.

With best regards,

Elliot Hirshman
President
Dear Colleagues,

On behalf of the International Council for Small Business (ICSB), the current Board of Directors and the members around the world, I am pleased to welcome you to the USASBE 2016 Conference - *Entrepreneurship Everywhere: Across Campuses, Across Communities, Across Borders*.

The theme of the conference this year is fitting as this annual event plays an important role in advancing the disciplines of entrepreneurship across many avenues to reflect the unique demands of the 21st Century. This week’s program is very impressive and includes a great mix of events for delegates to enjoy such as academic presentations, experiential exercises, and exciting social and pre-conference events.

Congratulations to the USASBE leadership and the organizing team, especially President Alex DeNoble, Past-President Tony Mendes, President-Elect Ted Zoller, Conference Chair Jeffrey Hornsby, and Executive Director Patrick Snyder for their tremendous job. The task of planning and executing a conference is a great one and this promises to be a memorable week.

In addition to hosting the Mid-year Board Meeting at USASBE 2016, ICSB is excited to also support the ICSB Korea-USASBE 10/10 Research Exchange Program that will take place for the first time this week. We have worked with both affiliates to match Korean scholars attending the event with USASBE scholars based on research topic and interest. Further, the Journal of Small Business Management (JSBM) and Guest-Editor Jeff Hornsby will be hosting working sessions with authors who submitted work for the upcoming special issue.

Around the world, ICSB affiliates and chapters continue to strengthen the information-exchange network in many countries. Our colleagues in Egypt recently participated in Global entrepreneurship Week (GEW); the Asia/Pacific network, Asia Council for Small Business (ACSB), hosted their 3rd annual conference in Miri, Malaysia last October; the ICSB China Mainland affiliate hosted it’s 6th Annual Meeting at the World Entrepreneurship Forum; the RENT 2015 Conference was held in Zagreb, Croatia in November; and the Red Pymes Mercosur network hosted it’s 20th Annual Meeting in Bahia Blanca, Argentina, to name a few activities.

I see ICSB as the facilitator for collaboration and the platform for creating mega-synergy around the world. Let’s go together shoulder-to-shoulder for the new era of ICSB and Entrepreneurship. Thank you very much for your support and we hope to see you in New Jersey/New York City in June 2016 for the ICSB 2016 World Conference.

Best regards,

Ki-Chan Kim

ICSB President (2015-16)
A BRIEF INTERPRETATIVE HISTORY OF USASBE (2016)

Max S. Wortman, Jr., Harold P. Welsch, and Gerry Hills, USASBE Historians

The first predecessor organization of USASBE was the National Council for Small Business Management Development (NCSBMD) in 1955. Its purpose was to provide an integrated gathering point for persons involved in helping small businesses evolve and develop in the United States. Wilfred White, Wendell Metcalf, and Grant Moon were among some of the original founders of the organization. The organization was founded almost simultaneously with the Small Business Administration of the U.S. federal government. Later, Canadian members were added to the rolls.

Annual program meetings were held continuously from the first year. Bids for the annual meeting were taken and were selected at academic institutions. These meetings were held on campuses until 1981-1982. The last meeting on a campus was held in 1981 at Baylor University in Waco, Texas. Since that time, annual meetings have been held in hotels and conference centers nationally and internationally.

The Journal of Small Business Management Development was founded immediately after the NCSBMD was founded. In 1962, the Journal was published quarterly at the University of Iowa under the editorship of Clifford Baumback. Then, it was sixteen pages long. During the mid-1970s, the NCSBMD began to run into financial difficulties with the Journal. As a result, West Virginia University agreed to become a part-owner of the Journal and to provide a continuing Managing Editor for it. Its name became the Journal of Small Business Management.

During the late 1970s, the Canadian members began to feel that the organization should be changed because the NCSBMD was not a national organization, but was indeed an international organization. Therefore, the name of the organization was changed to the International Council for Small Business in 1978-1979. The first affiliate of the ICSB was the Canadian affiliate in 1979.

In 1981, the U.S. affiliate was founded and was named the U.S. Affiliate of the ICSB; the name was shortly changed to the United States Association for Small Business and Entrepreneurship (USASBE). The first president of the U.S. affiliate was Gerald Hills, who was a member of the faculty at the University of Tennessee (Knoxville). At the same time, Gerald Hills was also the President of the ICSB (the only person to hold both presidential positions simultaneously). Initially, the organizational structure was patterned after the structure of ICSB.

The University of Georgia Small Business Development Center became the first headquarters of USASBE under the supervision of Dean Flewellen. The second headquarters was at Kennesaw College in Marietta, Georgia. In 1989 the third was located at the University of Wisconsin-Madison, with Joan Gillman as the Executive Director.

Rodger Alderman assumed the position of USASBE Executive Director on August 28, 2006, following an extensive national search. His first task was the transition of the USASBE Central Office from Madison, Wisconsin to Florida Atlantic University in Boca Raton. With professional executive directors and diligent officers, USASBE continued to grow in quality and numbers.

In 2008 the Venture Financing Group reported that with the downturned economy, venture capitalists’ confidence level declined to the lowest level in 5 years. The downturn also forced the State of Florida to retrench its support to Florida Atlantic University’s USASBE Central Office. Belmont University picked up the flag and appointed Becky Gann as the new director. All operations were running smoothly again and extraordinary conferences were held in Nashville and Hilton Head.

Over the years, the following have served as president of USASBE:

1981-82 Co-Founder and First President, Gerald Hills (University of Tennessee, now at Bradley University)
1983 Thomas Dandridge (State University of New York, Albany), Emeritus
1984 Harold Welsch (DePaul University)
1985 Alvin Star (University of Illinois at Chicago), Emeritus
1986 Max Wortman (University of Tennessee; most recently at Iowa State University), Deceased
1987 Joseph Latona (University of Akron), Retired
1988 Alan Filley (University of Wisconsin), Deceased
1989 Eugene Gomolka (University of Dayton), Deceased
1990 Catherine Ashmore (Ohio State University)
1991 William Ward (Susquehanna University), Emeritus
1992 Fred Kiesner (Loyola Marymount University)
1993 Donald Kuratko (Ball State University; now at Indiana University-Bloomington)
1994 Ray Bagby (Baylor University)
1995 Dale Meyer (University of Colorado)
1997 V.K. Unni (California State University, Bakersfield; now at Bryant University)
1998 Charles Hofer (University of Georgia; now at Kennesaw State University)
1999 Lynn Neeley ((Northern Illinois University)
2000 Scott Kunkel (University of San Diego)
2001 Joan Winn (University of Denver)
2002 George Solomon (The George Washington University)
2003 Frank Hoy (The University of Texas at El Paso; now at Worcester Polytechnic Institute)
2004 Charles Matthews (University of Cincinnati)
2005 Dianne H. B. Welsh (University of North Carolina at Greensboro)
2006 Howard Van Auken (Iowa State University)
2007 Geralyn Franklin (University of South Florida, St. Petersburg; now at University of Dallas)
2008 Jeffrey R. Alves (Wilkes University)
2009 Michael Morris (Oklahoma State University)
2010 Jeff Cornwall (Belmont University)
2011 K. Mark Weaver (Louisiana State University; University of South Alabama)
2012 Rebecca J. White (The University of Tampa)
2013 Pat H. Dickson (Wake Forest University)
2014 Tony Mendes (University of North Texas)
2015 Alex DeNoble (San Diego State University)
2016 Ted Zoller (University of North Carolina - Chapel Hill)

In 1984, Max Wortman chaired the Strategic Planning Committee of USASBE. The present structure of officers and divisions (although some of the divisions have changed their names) was founded. Over the years, the structure has changed to reflect the challenges facing the organization. In the same year, he chaired the first biennial program which was held in Orlando with 82 full paid participants. Two years later, the first annual program was held in Milwaukee.

During the period from 1990-1995, USASBE suffered from membership erosion. Part of the decline appeared to be due to competing organizations and programs such as the Entrepreneurship Division, Academy of Management; the Babson College Annual Conference, the Small Business Institute Directors Association; the Family Firm Institute and other competing conferences.

In 1997 USASBE received its first grant from The Coleman Foundation to fund the IntEnt 97 in Monterey, California. The original grant was written to the Foundation by Joyce Brockhaus, Bob Brockhaus, Gerry Hills and Harold Welsh to fund the conference and give scholarships to new members to encourage attendance and to introduce them to USASBE. It was the beginning of tremendous growth for the organization.

As USASBE grew, other organizations began to participate and support USASBE. The Ewing Marion Kauffman Foundation, The John E. and Jeannie T. Hughes Foundation and The Edward Lowe Foundation began playing increasingly important roles in the conference and organization. In 2002 and 2003, with the generous help of The Coleman Foundation grant, USASBE redesigned its web site and increased the member services. Past conference proceedings, white papers, syllabi, job postings, videos, online journals, and training opportunities are available online.

When USASBE lost one of its most beloved members in 2005, the USASBE Fellows sought to honor the late author, scholar, and friend by adopting the name of Justin G. Longenecker as the official name for all past, present, and future Fellows of USASBE. At the 2005 National USASBE conference, Justin Longenecker was also awarded the Max S. Wortman, Jr. USASBE Lifetime Achievement Award for Entrepreneurship.

The annual USASBE conference is the largest of its kind in the United States. As a special forum, it brings together educators, scholars, entrepreneurs, practitioners, policy makers, and economic development professionals from across the country and the world. The spotlight is placed on papers, case studies and workshops that create and redefine processes for facilitating new venture creation and small business management and growth. Attendees continue to have the opportunity to learn about leading edge research, share best practices in entrepreneurship curriculum and program development, and network.

Structural modifications continued throughout this period. Four foundational pillars were identified: teaching and pedagogy, scholarship, centers and outreach, and public policy. In Anaheim, there were several innovations. The first joint Academy of Management and USASBE session was led by Ron Mitchell (Texas Tech) and Michael H. Morris (Oklahoma State). In addition, scholarship recipients were invited to attend the conference version of the Experiential Classroom, a program designed to provide valuable instructional skills to those who are new to teaching entrepreneurship education. Dr. Jeffry Timmons was posthumously awarded the Max S. Wortman, Jr. Award for Lifetime Achievement in Entrepreneurship while George Solomon received it in 2011. The same year Raymond Smilor received the Hughes Award and Steven P. Nichols received the 2011 Educator of the Year Award.

In January 2007, the VISION 2020 Task Force was created. The group was charged with bringing to the Association’s Strategic Planning Committee recommendations for identifying the long-term strategic vision of USASBE and actions required to achieve this “new vision.” This included (1) Revising the vision to read “Creating the new generation of entrepreneurs through teaching and
research”; (2) Developing a new operations structure that shifts operational and administrative duties from member volunteers to full-time staff at the USASBE headquarters; (3) Realigning the Board to better fit the new vision framework and separate the governance structure from the conference organizational structure; (4) Improving the quality of research with specific attention to the impact of entrepreneurship education, the development of alternative education models, venture creation, small business, and public policy; (5) Revamping the annual conference program offering primary focus on entrepreneurship education best practices and entrepreneurship education research, venture creation and small business research, and public policy research; (6) Establishing a diverse portfolio of membership benefits related to pedagogy, curriculum and programs; (7) Expanding and diversifying funding sources (including establishing new revenue streams) and developing specific fundraising targets by staffing and programmatic areas; and (8) Partnering with key organizations that are aligned with our mission.

The first annual doctoral consortium was held in San Antonio (2008) with 16 doctoral students. Later in 2008, USASBE introduced a Special Group Structure providing forums for collaboration in specialized areas: Corporate Entrepreneurship and Innovation; Entrepreneurship in the Arts; Entrepreneurship Pedagogy and Teaching; Family Business; International Entrepreneurship; Law and Entrepreneurship (added in 2010); Minority and Women Entrepreneurs; Small Business; Social Entrepreneurship; Technology and Life Science Entrepreneurship; and Venture Financing.

As a professional academic organization, USASBE plays a preeminent role in advancing the discipline of entrepreneurship. We do this by serving our members. Our value proposition includes:

- the USASBE Annual Conference
- subscriptions to Entrepreneurship Theory and Practice and the Journal of Small Business Management as part of your membership
- the Entrepreneurship Syllabus Exchange
- electronic and live career center
- awards recognizing entrepreneurship programs
- USASBE newsletter, Liaison
- website with materials to support entrepreneurship educators
- USASBE special interest groups (SIGS) that interact with members on an ongoing basis regarding focused specialty areas within entrepreneurship, and
- ongoing development of new initiatives that serve entrepreneurship educators

In 2010 ICSB returned to the United States at Cincinnati to host its 55th annual conference with participants from over 70 countries, with USASBE playing an important coordinating role under the direction of Charles Matthews. Nashville hosted the USASBE conference in 2010, Hilton Head the 2011, New Orleans served as host in 2012, followed by San Francisco in 2013. The first Host Institution was established in 2014, hosted by Texas Christian University at The Renaissance Worthington Hotel Fort Worth, Texas. The 2015 conference was hosted by the University of Tampa at the Hilton Downtown Tampa. This year, the 2016 conference will be hosted by San Diego State University at the Sheraton San Diego Hotel and Marina. In 2017, USASBE members can look forward to attending the conference in Philadelphia, hosted by Drexel University.

USASBE is currently housed at University of Wisconsin-Whitewater and is enjoying a period of tremendous growth and success.
USASBE FELLOWS

Selection as a USASBE Fellow is the highest recognition that the United States Association for Small Business and Entrepreneurship (USASBE) gives to individuals who have made an outstanding contribution to the development, furtherance and benefit of small and medium businesses. The USASBE Fellows Award recognizes the achievements of those men and women whose passion and burning desire for small business and entrepreneurship is reflected in their teaching, writing, research, training and public service. Since 1986, 71 distinguished educators, researchers, government officials, small business advocates and trade association leaders have been selected as USASBE Fellows.

The USASBE Fellows are:

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<tr>
<th>Jeffrey Alves</th>
<th>Pat H. Dickson</th>
<th>Frank Hoy</th>
<th>Kelly Shaver</th>
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<td>Catherine Ashmore</td>
<td>Lillian Dreyer</td>
<td>John Hughes</td>
<td>Betsy Schwammberger</td>
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<td>Kendall Artz</td>
<td>Vivian Edwards</td>
<td>Jerome “Jerry” Katz</td>
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<td>Howard Van Auken</td>
<td>Lloyd W. Fernald, Jr.</td>
<td>Fred Kiesner</td>
<td>Judith Stack</td>
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<td>D. Ray Bagby</td>
<td>Alan Filley (dec)</td>
<td>Scott Kunkel</td>
<td>Alvin Star</td>
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<td>James Black</td>
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<td>LeQuita Booth</td>
<td>Geralyn McClure Franklin</td>
<td>Justin Longenecker (dec)</td>
<td>George S. Vozikis</td>
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<td>Don B. Bradley III</td>
<td>Eugene Fregetto</td>
<td>Stanley W. Mandel</td>
<td>William A. Vozikis</td>
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<td>Robert H. Brockhaus, Sr.</td>
<td>Fred Fry</td>
<td>Charles Matthews</td>
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<td>Joyce Brockhaus</td>
<td>Becky Gann</td>
<td>G. Dale Meyer</td>
<td>Harold Welsch</td>
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<td>Joan Gillman</td>
<td>Dorothy Perrin Moore</td>
<td>Dianne H.B. Welsh</td>
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<td>George R. Butler</td>
<td>Eugene G. Gomolka (dec)</td>
<td>Michael H. Morris</td>
<td>Rebecca J. White</td>
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<td>Gary Castrogiovanni</td>
<td>Patricia G. Greene</td>
<td>Donald D. Myers</td>
<td>Joan Winn</td>
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<td>James J. Chrisman</td>
<td>Edward Harris</td>
<td>Heidi Neck</td>
<td>Erik K. Winslow</td>
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<td>Jeffrey R. Cornwall</td>
<td>Michael Hennessy</td>
<td>Lynn Neeley</td>
<td>Max S. Wortman, Jr. (dec)</td>
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<td>Thomas Dandridge</td>
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<td>Charles Davis</td>
<td>Charles W. Hofer</td>
<td>Pat Roberson-Saunders</td>
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<td>William J. Dennis, Jr.</td>
<td>Jeffrey S. Hornsby</td>
<td>Norman M. Scarborough</td>
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USASBE OFFICERS FOR 2015–2016

**Elected Officers**

**President**  
Alex DeNoble, San Diego State University

**President-Elect**  
Ted Zoller, University of North Carolina-Chapel Hill

**Senior Vice President-Operations and Planning**  
Amy Brownlee, The University of Tampa

**Senior Vice President-Programming**  
Doan Winkel, Illinois State University

**Senior Vice President-Elect-Programming**  
Michael Camp, The Ohio State University

**Senior Vice President-Finance**  
Sherry Hoskinson, The University of Arizona

**Senior Vice President-Development**  
Jeff Reid, Georgetown University

**Senior Vice President-Marketing and Membership**  
Mark T. Schenkel, Belmont University

**Vice President-Publications**  
Eric Liguori, The University of Tampa

**Vice President-Research**  
Nathalie Duval-Couetil, Purdue University

**Directors-At-Large**  
Alex Bruton, The Innographer  
Nola Miyasaki, University of Florida  
Terri Lonier, DePaul University  
Wendy Plant, Florida State University

**Past President**  
Tony Mendes, University of Missouri-Kansas City

**Appointed Officers**

**Vice President, Conference**  
Jeff Hornsby, University of Missouri-Kansas City

**Vice President, Events and Programs**  
Mindy Walls, West Virginia University

**Vice President, Member Services**  
Connie Bourassa-Shaw, University of Washington

**Vice President, Placement/Career Center**  
Mary Jo Jackson, The University of Tampa

**Assistant Vice President, Electronic Communications and Social Media**  
Josh Bendickson, East Carolina University

**Assistant Vice President Print Publications**  
Katherine “Polly” Black, Wake Forest University

**Secretary**  
Jay Azriel, York College of Pennsylvania

**Historian**  
Robert D’Intino, Rowan University

**Executive Director**  
Patrick Snyder

**University of Wisconsin – Whitewater Liaison**  
Jeff Vanevenhoven, University of Wisconsin – Whitewater

**Association Auditor**  
Bill Petty, Baylor University

**Assistant Vice President, Outreach**  
Denise Ehlen, University of Wisconsin-Whitewater

**Assistant Vice President, Development**  
Joseph Picken, The University of Texas at Dallas

**Assistant Vice President, Finance**  
Bud Gayhart, University of Wisconsin-Whitewater

**Assistant Vice President, Mentoring**  
Harold Welsch, DePaul University

**Assistant Vice President, Assessment & Assurance of Learning**  
Rebecca White, The University of Tampa

**Assistant Vice President, Certificate Programs**  
Anthony Luppino, University of Missouri-Kansas City

**Assistant Vice President, International Relations**  
Mark Weaver, University of South Alabama
USASBE OFFICERS FOR 2016–2017

Elected Officers

President
Ted Zoller, University of North Carolina-Chapel Hill

President-Elect
Heidi Neck, Babson College

Senior Vice President-Operations and Planning
Amy Brownlee, The University of Tampa

Senior Vice President-Elect-Programming
Jeff Vanevenhoven, University of Wisconsin-Whitewater

Senior Vice President-Programming
Michael Camp, The Ohio State University

Senior Vice President-Finance
Mark Schenkel, Belmont University

Senior Vice President-Development
Jeff Reid, Georgetown University

Senior Vice President-Marketing and Membership
Craig Watters, Oklahoma State University

Vice President-Publications
Josh Bendickson, East Carolina University

Vice President-Research
Eric Liguori, The University of Tampa

Directors-At-Large
Nathalie Couetil-Duval, Purdue University (SIG Liaison)
Lois Shelton, California State University, Northridge
Nola Miyasaki, University of Florida
Luke Pittaway, Ohio University

Past President
Alex DeNoble, San Diego State University

Assistant Vice President, Electronic Communications and Social Media
Jay Azriel, York College of Pennsylvania

Assistant Vice President, Print Publications
Polly Black, Wake Forest University

Assistant Vice President, Financial Management
Bud Gayhart, University of Wisconsin-Whitewater

Secretary
Bruce Kingma, Syracuse University and The University of Texas at El Paso

Historian
Robert D’Intino, Rowan University

Association Auditor
Sherry Hoskinson, University of Arizona

Vice President of Outreach
Denise Ehlen, University of Wisconsin-Whitewater

Vice President, Placement
Bill Petty, Baylor University

Vice President, Mentoring
Alex DeNoble

Vice President, Certificates
Tony Luppino, University of Missouri-Kansas City

VP Certificates - Global
Tony Mendes, University of Missouri- Kansas City

Central Office Host School Liaison
Denise Ehlen, University of Wisconsin-Whitewater

Executive Director
Patrick Snyder

Executive Administrative Assistant
Bonnie Nolan

Doctoral Consortium
Matt Rutherford, Virginia Commonwealth University

Assistant Vice President, Assessment and Assurance of Learning
Rebecca White, The University of Tampa

Assistant Vice President, Development
Starr Marcello, University of Chicago

International Relations
Mario Dipp, CETYS Universidad
AWARDS & RECOGNITION

USASBE EXCELLENCE IN ENTREPRENEURSHIP
EDUCATION AWARDS

National Model Undergraduate Entrepreneurship Program
Finalists
University of Wisconsin-Whitewater
The University of Tampa

Outstanding Emerging Entrepreneurship Program
Finalists
St. Joseph’s University, Haub School of Business
The University of Mississippi
University of Massachusetts Amherst

Outstanding Specialty Entrepreneurship Program
Finalists
Babson College
University of Florida, Center for Entrepreneurship and Innovation, Warrington College of Business Administration

Outstanding Entrepreneurship Program Abroad
Finalists
St. Mira’s College for Girls, Pune, India
University College Ghent, Belgium
University of Acalá, Spain
University of Pecs, Hungary
CETYS Universidad, Mexico

Special Recognition in Entrepreneurship Education Innovation
Finalists
Jim Hart, Southern Methodist University
Drs. V Paul Pauca and William Conner, Wake Forest University
Dr. Jay Ebben, University of St. Thomas

INDIVIDUAL AWARDS

Max S. Wortman, Jr. USASBE Award for Lifetime Achievement in Entrepreneurship
Award was instituted on the occasion of the 22nd anniversary of the founding of the United States Association for Small Business and Entrepreneurship (USASBE). This award is presented in recognition of a lifetime in entrepreneurial achievement that encompasses the ideals of entrepreneurial activity – through new venturing, corporate venturing, or social venturing. Eligibility extends to both those who have pursued a lifetime of successful venture creation as well as those whose life’s pursuits supported and advocated entrepreneurial ideals. Announced at conference.

John E. Hughes Award for Entrepreneurship Advocacy sponsored by the Coleman Foundation
Award named after its first recipient John E. Hughes recognizes an individual who has consistently over time contributed encouragement; support; physical, and/or intellectual resources; time; talent and/or skills; development; and/or financial contribution to further the field of entrepreneurship and support structures that nurture emerging and practicing business owners. These individuals actively support entrepreneurship in education, practice, and/or other venues. Nominees need not have founded a company (or organization) and may come from the corporate world or any level of academia. Announced at conference.

USASBE Entrepreneurship Educator of the Year Award
Announced at conference.

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sponsored by Online Venture Challenge, George Hadjis, Oggi’s Pizza

John Jack Award
Announced at conference.
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**BILL AULET**

Bill Aulet is changing the way entrepreneurship is understood, taught and practiced around the world. Bill, who has degrees from Harvard (Engineering) and MIT (Management), has over 25 years of business success first at IBM, then as a three time serial entrepreneur. He has directly created hundreds of millions of dollars in shareholder value through his companies. During the past seven years he has been responsible for leading the development of entrepreneurship education across MIT, where he has been recognized with numerous awards. His book, Disciplined Entrepreneurship, which was released in August 2013, has become an international best seller due to its accessible and methodical approach to entrepreneurship. Bill writes and speaks logically on how entrepreneurs are created and the importance of both education and ecosystems.

**DR. ANDREW CORBETT**

Andrew Corbett is a Professor of Entrepreneurship and serves as Chair of the Entrepreneurship Division at Babson College. He is a Babson Research Scholar and Faculty Director for the John E. & Alice L. Butler Venture Accelerator at Babson College. As an educator Professor Corbett focuses primarily on graduate courses but he teaches across all degree programs. In addition to teaching feasibility, new venture creation, and marketing for entrepreneurs, his extensive, practical experience finds him consulting and teaching to corporate clients, entrepreneurs, and other educators across the globe. He is one of the lead instructors for the world renowned Price-Babson Symposium for Entrepreneurship Educators (SEE) program. Professor Corbett’s research examines behavioral aspects of the entrepreneurial process and the role of individuals within strategic renewal and innovations efforts within organizations.

**DR. DENNIS CRADIT**

Dennis Cradit is the dean of San Diego State University’s College of Business Administration, responsible for more than 5,400 graduate and undergraduate students and 110 full-time and adjunct faculty. He brings to this position a passion for innovative and sustainable business education, a desire to establish the College of Business Administration as a nationally and internationally renowned business school, and a commitment to continue the college’s vision as the educational backbone of the San Diego business community. Prior to joining SDSU, he served as dean of the College of Business at Southern Illinois University and championed fiscally sustainable programming, the incorporation of digital and technological changes to curriculum, a strong culture of collaboration and innovation, and an unwavering commitment to excellence in student services.

**DR. DAVE DONNELLY**

Dr. David P. Donnelly is Dean and Professor of Accounting at the Henry W. Bloch School of Management at the University of Missouri-Kansas City. He is a graduate of the University of Illinois (Ph.D.) and Kansas State University (B.S. and M.B.A). Donnelly’s research interests include behavioral judgment and decision-making as it relates to organizational performance, job satisfaction and stress. Most recently his research has examined how behavioral factors lead to dysfunctional audit behaviors and turnover. Donnelly has received numerous research grants and teaching awards and has made many professional and educational presentations. Donnelly has received numerous research grants and teaching awards and has made many professional and educational presentations.
**DR. DONALD KURATKO**


**DR. FRANCISCO TORRES**

Francisco Vélez Torres is the Dean of the College of Business and Management at CETYS University in Baja California, Mexico. He is a full time professor at CETYS, consultant and lecturer. His field of interest is planning, strategy and competitiveness. Current research is on locational determinants of foreign direct investment, and cluster analysis. Prior to fully embracing academic life, his extensive professional experience in the position of Director of Continuing Education at CETYS, and his previous experience as a Training Manager in the manufacturing field (Grupo Vitro), led him to become involved in university-industry partnerships and consulting activities in the state of Baja California, that continue to this date.

**DR. LENA RODRIGUEZ**

Lena T. Rodriguez, Ph.D., an award-winning leader in the nonprofit and higher education sectors and expert in entrepreneurship, has been named Endowed Chair of the Sanford Institute of Philanthropy at National University where she will oversee the advancement of innovative programs designed to help nonprofits increase their fundraising potential. Dr. Rodriguez has a proven track record in advancing organizations and causes, having served as chief marketing and development officer for the nonprofit Kauffman Foundation Program-The Urban Entrepreneur Partnership Inc. (UEP) and through her involvement with higher education institutions in the San Diego region.

**DR. JOYCE GATTAS**

Joyce Gattas is Dean of the College of Professional Studies and Fine Arts at SDSU where she leads ten schools and departments with several centers and research institutes ranging from the visual and performing arts to communication, hospitality management and ROTC programs with more than 5,000 majors and nearly 400 faculty and staff. Well known in the San Diego civic and philanthropic community, she is dedicated to connecting the college to the community through her direct involvement. Dr. Gattas currently serves on the Boards of Balboa Park Conservancy; San Diego Museum of Art; San Diego Public Library Foundation; Inewsource; and, e3 Civic High.

**DR. JOHAN WIKLUND**

Johan Wiklund is Professor of Entrepreneurship at Whitman School of Management, Syracuse University, USA Lund University, Sweden, and Nordland University, Norway. His research interests include entrepreneurship and mental health as well as the performance, exit, and failure of entrepreneurial firms. He is considered a leading authority in entrepreneurship research with over 50 articles appearing in leading entrepreneurship and management journals. He is editor for Entrepreneurship Theory and Practice, and previously editor for Journal of Business Venturing and Small Business Economics. Wiklund has conducted research for European governments and the OECD and was a board member of the Swedish Agency for Economic and Regional Growth.
they’re not fond of rules

YOU CAN QUOTE THEM, BUT THE ONLY THING YOU CAN’T DO
DISAGREE WITH THEM, IS IGNORE THEM
GLORIFY OR VILIFY THEM,

because they change things...
THEY PUSH THE HUMAN RACE FORWARD.

BECAUSE THE ONES CRAZY ENOUGH TO
THINK THEY CAN CHANGE THE WORLD,
are the ones who do.

– Steve Jobs

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Dates: March 10-12, 2016
Location: San Diego State University
To date, the usage of experimental methodologies in entrepreneurship has been limited primarily due to criticisms that the results obtained from experimental research may be very different from what happens in actual entrepreneurship environments. Our goal in this pre-conference workshop session is to demonstrate that appropriately designed experimental studies are powerful methodological tools that can address gaps and answer questions that are left open by correlation or retrospective self-reporting studies in the entrepreneurship literature. In the workshop, we will explore the advantages and disadvantages of experimental research designs that use contexts which are real or constructed, and in which participants passively observe or actively participate in manipulations. We also will group think on questions that can be explored and assumptions that can be refined using experimental methodologies in the areas such as but not limited to: opportunities, human and social capital; cognition and emotions; risk and decision-making; business exits and failure; corporate venturing logics and methodological investigations.

In this interactive session, we will suggest that an optimal alternative to traditional classroom-based entrepreneurship education is the clinical model whereby teaching and research are integrated in a structured set of coextra-curricular activities centered around an Entrepreneurship Clinic. We discuss the Entrepreneurship Clinic Model, as inspired by the university teaching hospital model, which integrates research, teaching and real world experience. Entrepreneurship clinics, broadly speaking, can provide a place where faculty, students, entrepreneurs and service providers go to teach, learn and build the next generation of businesses. In this interactive session we will explore how a clinic model can enhance entrepreneurship education and research.

In the first half of the day, we will play games. Games are a successful tool when teaching abstract ideas in and out of the learning environment. Ideas at Play is a fun and informative hands-on experience made specifically to convey key entrepreneurship concepts, engage students and promote retention. Come and partake in activities that can be applied to teaching communication skills, observation, teamwork, dealing with ambiguity and preconceived constraints. Take your Eship Courses to the next level with Ideas at Play! During the second half of the day, we will explore other ways to inject experiential learning into your courses.

Designed to encourage you to learn as we want entrepreneurship students to learn: this workshop is all about experience and doing. Join us for a highly interactive, practical, hands-on, and applied session where facilitators support you as you test out various instructional technologies to enhance the entrepreneurship classroom experience. Attendees will enter the session room to find a “live lab” set up, with 16 computer stations; attendees will rotate through stations, finding at each station a different activity designed specifically for entrepreneurship educators. In just a few hours, you will practice with an array of tools that can be deployed immediately - in your classes. Leave with a deck of cards on which you’ll find example activities and tools across various entrepreneurship topics. (A special thanks to Dell, for providing the computers.)
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Saturday, 9:00am-5:00pm in Executive Center 2A

Pre-conference: Workshop

Workshop on Angel Investing

William Petty, Baylor University
Bob Okabe, Angel Resource Institute at Williamette University

Most of the attendees are university faculty members who teach entrepreneurship, but may have limited understanding of and connection with successful angel investors. The purpose of the workshop is to provide a better understanding of the business angel world for the USASBE members attending the workshop. The workshop will begin with an overview of angel investing, followed by active engagement of the attendees with angel investors through panel discussions and short cases.

Saturday, 9:00am-5:00pm in Executive Center 2B

Pre-conference: Workshop

Teaching Entrepreneurial Finance

David Altounian, St. Edward's University

Entrepreneurial finance education is unique and integral to entrepreneurship education. As demand grows for entrepreneurship curriculum across departments and disciplines, much of the activity has been in the area of new venture creation and entrepreneurial thinking. The area of entrepreneurial finance is a unique overlap of accounting and finance approaches. From building proforma statements to valuing going concerns and understanding capitalization tables, this area is broad in application but critical in delivery. This workshop is split into two half-day sessions with the morning session focused on the basics of teaching entrepreneurial finance, including syllabus development and available teaching materials, an overview of proforma financial statements, ratios, and breakeven analysis, to options for teaching different typologies and models. The afternoon session will incorporate more advanced topics such as understanding valuation models and cap tables, teaching using cases, and new developments in the field.

Saturday, 1:00pm-5:00pm in Marina 4

Pre-conference: Workshop

Technology Certificate Module 6—Financing the Tech Startup

Saturday, 1:00pm-4:00pm in Marina 1

Pre-conference: Workshop

Crafting and Maintaining Engaging Family Business Programs

Whitney O. Peake, Western Kentucky University

This pre-conference workshop will focus on three areas of crafting, revitalizing, and/or maintaining engaging family business programs within the university setting from or directors of academic centers. As determined by the FB SIG membership at the 2015 meeting, attendees will receive advice and participate in discussions in these three key areas: (1) Family business center structures, revitalization, and growth; (2) Obtaining buy-in from administration; and, (3) Engaging the community in family business curriculum and research. Interactive discussion among the panelists and attendees will provide opportunities for each member to grow and learn in these respective areas.

Saturday, 1:00pm-4:00pm in Marina 2

Pre-conference: Workshop

Multi-Purpose Entrepreneurship and Innovation: Uniting our Split Elephant in the Room

Arthur L. Sherwood, Western Washington University

There is a split elephant in our collective room. Social vs. Commercial Entrepreneurship and Innovation. These two perspectives continue to grow yet at many institutions, are separated by a variety of virtual and physical walls. Some might even go as far as saying that there is a ‘good’ vs ‘bad’ and an ‘idealistic’ vs ‘realistic’ fight taking place.

Saturday, 1:00pm-4:00pm in Marina 3

Pre-conference: Workshop

e-Business for Entrepreneurs: An experiential course (delivered online) which provides training for rapidly testing a business model or launching an eBusiness

David Rahn, California State University, Chico

A 12 module experiential course focused on training students on how to develop and run the online portion of a business, delivered fully online. Covers web development (for non-technical users), sales funnel design, value propositions, home page and landing page design, headlines, copyrighting, marketing campaigns, blogging, product launch and web-analytics and more. An overview of the course will be given, along with an in-depth demonstration of the chapter reading, quiz, PPT, instructional video and instructor notes for one or more modules.
Saturday, 1:00 - 4:00 p.m. in Marina 5

Game-based approaches for engaged students, deeper learning, and great teaching - both inside and outside the curriculum

Alex Bruton, The Innographer

This dynamic and practical workshop is for the professor, teacher, and instructional designer who wants to teach with with game-based approaches; but not just short and/or silly classroom activities. We’ll explore how low-tech games and game-design techniques can be used to help people learn, frame and accelerate their “experience gaining”, and encourage them to solve complex real-world problems almost without realizing that they’re doing it. We’ll consider frameworks for teaching and learning with games. We’ll look at a variety of game-based approaches to teaching innovation and entrepreneurship, and we’ll see some of the best examples available today. You’ll get the chance to play an ideation game yourself - and experience the impact from the learner’s perspective. We’ll consider the possibilities in your context - from the shortest intervention or curricular tweak, right up to a design that could span a weekend event or even last half a semester or more. Participants of the session will take home a version of The Innographer’s Idea Maker game to refer to as an example and/or to use in their own classrooms or incubators.

Saturday, 1:30pm-6:00pm in Grand Ballroom

Exhibitor Set-up

Saturday, 4:00pm-6:00pm in Executive Center 3A

Meeting of SIG Leaders

3:00pm-3:50pm Special Interest Group Meetings – First Session
4:00pm-4:50pm Special Interest Group Meetings – Second Session

Saturday, 3:00pm-5:00pm in Marina 5

ICSB Korea-USASBE 10/10 Program Meet and Greet

Saturday, 5:00pm-6:00pm in Shoreline

Exhibitor and Sponsor Reception

Invitation Only: Exhibitor, Sponsors, and USASBE Board Members

Saturday, 6:00pm-7:00pm in Shoreline

New Member Reception

Sponsored By: Direct Selling Education Foundation

All new members welcome! Have a drink and learn more about USASBE—the largest organization in the world for faculty who teach entrepreneurship. There is a free gift for newcomers and we have some fun in store. SIG leaders will be highlighting the opportunities to further engage within USASBE.

Saturday, 7:00pm-9:00pm in Pavilion

Welcome Reception

Sponsored by: San Diego State University

The San Diego Co-Consortium looks forward to welcoming you to San Diego! Come enjoy a truly San Diego event—Local craft beers, will be on tap, passed Hors D’oeuvres and live music by our USASBE Rock stars.

Sunday January 10, 2016

Sunday, 7:00am-6:00pm in Bayview Foyer

Conference Registration

Sunday, 7:30am-9:00am in Executive Center Break Area

Past-Presidents Breakfast

Invitation Only: Past Presidents

Sunday, 7:30am-10:30am in Grand Ballroom

Conference Breakfast

9:00am—Welcome, Alex DeNoble

Thank you to the Co-Consortium of sponsors:
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9:00am-10:00am Conference Key-Note Speaker Dr. Donald F. Kuratko, Indiana University

Topic: Entrepreneurship Everywhere… What is the Future Trajectory?

AWARDS:

USASBE Best Practitioner Paper Award
Sponsored by: Journal of Business and Entrepreneurship

USASBE Best Paper in Entrepreneurial Finance Award
Sponsored by: Entrepreneurial Finance Venture Finance

Sunday, 8:00am-5:00pm in Bayview Foyer

Career Services Registration

Sunday, 8:00am-5:00pm in Spinnaker 1

Career Services Interview Space

Sunday, 8:00am-6:00pm in Grand Ballroom

Exhibitors

Sunday, 8:00am-12:00pm in Marina 4

Technology Certificate Module 7—Managing the Venture

Sunday, 8:00am-12:00pm in Spinnaker 2

Social Entrepreneurship Certificate Module 6

Sunday, 10:15am-12:00pm in Executive Center 1

CP1: Teaching Entrepreneurship in Higher Education
Facilitator: Todd A. Finkle, Gonzaga University
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NACCE 2016

Award Nominations Accepted: 4.15.16-5.29.16
Call For Presentations: 11.15.15-1.29.16

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For more than 40 years, National University has provided business leaders and aspiring entrepreneurs with timely, relevant education programs that prepare them to successfully manage a diverse range of organizations and stay on the cutting edge of change.
We present a mind mapping method for evaluating entrepreneurship education. Scoring Concepts in students’ mind maps are scored against Moore’s staged model of entrepreneurship to measure the emphasis of retained knowledge. We use this method to compare two cohorts of entrepreneurship to measure the emphasis of retained knowledge. Mind maps demonstrate significant difference in knowledge depth and emphasis, with French students more focused on the decision to launch a start-up and US students more focused on its implementation.

**Entrepreneurship Education between Europe and the United States**

*Global entrepreneurship has recently gained much attention around the globe as a driving force of business expansion and economic growth. Experiential learning has been emphasized in entrepreneurship education in a multi-disciplinary and multi-cultural environment. This research re-examines the role of diversity and reports an entrepreneurial initiative as an exploratory study of a replicable and scalable education model for higher education institutions.*

**Entrepreneurship Programs**

*The independent effects of autonomy support, individual autonomy, and team efficacy in the development of innovative project outcomes is of considerable interest to educators, researchers, and corporate leaders. Little research, however, has systematically considered the possibility that the relative importance of these individual and team-level factors varies in influence on the success of project outcomes. Results from a unique dataset (n=425) suggest that whereas autonomy support is influential on perceptions of personal autonomy and team efficacy, only team efficacy mediates the effect of such support on project outcomes. Implications for future theory and research are discussed.*

**Salaries of Entrepreneurship Faculty within Higher Education**

*Based on an annual survey of 325 American Association for Colleges and Schools of Business (AACSB) schools within the United States, this study examines the trends in salaries for entrepreneurship faculty from 2004-2015. The study breaks down the faculty into rank (Full Professor, Associate Professor, Assistant Professor, and Instructor), type of school (Public versus Private) and gender. The findings and their implications to administrators and faculty are discussed.*

**From Innovation Success to Commercialization Success**

*Entrepreneurial activities are often undertaken by a group of entrepreneurs rather than individuals by themselves. This study analyzes the entrepreneurial potential construct at the team level and explores multilevel influences between team entrepreneurial potential dimensions and individual reasoning strategies – effectuation and causation. Using a sample of 47 entrepreneurial teams, our results indicate that team creativity and team innovation had a positive association with effectuation; and team communication and persuasion, team resource mobilization and team entrepreneurial self-efficacy had a positive association with effectuation. Theoretical and managerial implications are drawn for team-level processes of entrepreneurship.*

**The Stakeholder Approach to Assessing Entrepreneurship Programs**

*Evaluating entrepreneurship education programs is of considerable interest to educators, researchers, and corporate leaders. Little research, however, has systematically considered the possibility that the relative importance of these individual and team-level factors varies in influence on the success of project outcomes. Results from a unique dataset (n=425) suggest that whereas autonomy support is influential on perceptions of personal autonomy and team efficacy, only team efficacy mediates the effect of such support on project outcomes. Implications for future theory and research are discussed.*

**A Comparison of Knowledge Retention in University Entrepreneurship Education between Europe and the United States**

*We present a mind mapping method for evaluating entrepreneurship education. Concepts in students’ mind maps are scored against Moore’s staged model of entrepreneurship to measure the emphasis of retained knowledge. Scoring entropy and the number of concepts represent the breadth and depth of retained knowledge, respectively. We use this method to compare two cohorts of students enrolled in entrepreneurship courses: one in France and the other in the United States. Mind maps demonstrate significant difference in knowledge depth and emphasis, with French students more focused on the decision to launch a start-up and US students more focused on its implementation.*

**A Replicable and Scalable Education Model for Higher Education Institutions**

*Experiential learning has been emphasized in entrepreneurship education in a multi-disciplinary and multi-cultural environment. This research re-examines the role of diversity and reports an entrepreneurial initiative as an exploratory study of a replicable and scalable education model for higher education institutions. The findings from this program confirm that entrepreneurial learning has been very effective when students from diverse cultures and disciplines are immersed in an intensive two-week program.*

**Team Entrepreneurial Potential: Construct Definition and Multilevel Interactions**

*Team entrepreneurial potential is a multi-level construct where the role of autonomy support, autonomy, and team efficacy in the development of innovative project outcomes is of considerable interest to educators, researchers, and corporate leaders. Little research, however, has systematically considered the possibility that the relative importance of these individual and team-level factors varies in influence on the success of project outcomes. Results from a unique dataset (n=425) suggest that whereas autonomy support is influential on perceptions of personal autonomy and team efficacy, only team efficacy mediates the effect of such support on project outcomes. Implications for future theory and research are discussed.*
Thanh Huynh, Bournemouth University

This paper explores academic entrepreneurial teams to enrich our knowledge of the impact of capabilities and social networks of entrepreneurial teams have on the engagement of external supporters in seed investments. Resource-based view theory was employed to evaluate the capabilities of entrepreneurial teams and the conceptual model of Hoang and Antonic (2003) to scrutinize the characteristics of social networks. The results from an examination of the sample of 181 Spanish university spin-offs demonstrate that by exploiting social networks an entrepreneurial team can shape its capabilities, which in turn improve its ability to access external seed investments.

11:30am-12:00pm Discussion

Sunday, 10:15am-12:00pm in Seabreeze 1

CP15: International Entrepreneurship
Facilitator: Oleksiy Osiyevskyy, Northeastern University and St. Petersburg University

Oleksiy Osiyevskyy, Northeastern University and St. Petersburg University
Karina Bogatyreva, St. Petersburg University
Galina Shirokova, St. Petersburg University

Existing studies traditionally conceptualize entrepreneurial actions as deliberate, goal-oriented behaviors, driven primarily by entrepreneurial intentions. Yet, the intention-behavior translation remains the least studied link in the models explaining entrepreneurial actions. Ample empirical evidence suggests that not every entrepreneurial intention is eventually transformed into actual behavior of starting a new venture, indicating a tangible intention-behavior translation in student entrepreneurship. Do they matter?

(10:35am-10:50am) #228 External Influence of Early Internationalization Process—GEM-based Evidence

Przemyslaw Zbierowski, University of Economics in Katowice
Milena Gojny-Zbierowska, University of Economics in Katowice

The decision of an entrepreneur to internationalize the business is under the influence of many factors, including those concerning the entrepreneur and the contextual ones. It seems that they play even more important role when it comes to early internationalization or starting up a born-global company. The main question of the paper is: Who is more likely to internationalize at the early stage of activity? The paper therefore aims at empirically examining the influence of selected personal and contextual factors on international orientation of ventures in early stage of their activity. We take into consideration gender, education, age, family size, family income, type of motivation and a number of cultural factors.

(10:55am-11:00am) #73 An Exploratory Study on Antecedents and Dimensions of International Entrepreneurial Self-efficacy of Chinese New Ventures

Bifei Tian, Zhongnan University of Economics & Law
Jing Zhang, Zhongnan University of Economics & Law
Guclu Atinc, Texas A&M University Commerce

Using the survey of Chinese individuals who have been engaging in international entrepreneurial activities, this paper explored the antecedents and dimensions of a new construct named international entrepreneurial self-efficacy (ISEE). It was found that ISEE has six dimensions and is significantly influenced by demographics like gender and age. Moreover, institutional environment and cultural values positively influenced ISEE. Meanwhile, personality traits and general traits have significantly positive relationship with ISEE. Entrepreneur cognition script and style were also important factors of ISEE. As a result, ISEE can be enhanced by improving the international entrepreneurial environment, entrepreneur traits, and entrepreneur cognition.

(11:15am-11:30am) #32 Is Prospecting Profile a Determinant of Nascent Entrepreneurial Financing Decisions? Empirical Evidence From the Panel Study of Entrepreneurial Dynamics

Diana Hechavarria, University of South Florida
Charles Matthews, University of Cincinnati
Paul Reynolds, Aston University

New firms may obtain financial resources from external debt, external equity or from internal reserves. The founder’s orientation toward risk and uncertainty may affect the capital structure and this may vary during the start-up process. These relationships were examined for a representative sample of 830 nascent ventures with three follow-up interviews. A tolerance for risk tended to increase equity investments, and uncertainty over debt increased the use of internal financial sources, uncertainty over start-up capital increased equity investments, and uncertainty over venture capital support decreased debt and equity investments.

(11:30am-12:00pm) Discussion

Sunday, 10:15am-12:00pm in Executive Center 2B

Experiential Exercises: Pedagogy, Curriculum and Entrepreneurship Education
Facilitator: Mark V. Cannice, University of San Francisco

Mark V. Cannice, University of San Francisco

This case simulation is an experiential learning exercise that focuses on the potential acquisition of a Silicon Valley venture capital-backed firm by a non-U.S. company. Student teams, acting as different consulting advisory groups hired by the top management of the acquiring firm, are tasked to research the potential acquisitions, conduct preliminary due diligence, analyze specific aspects of the potential acquisitions to be considered, and develop and present an initial acquisition recommendation. The simulation develops students’ capabilities in entrepreneurial finance and strategy along with international negotiation skills.
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Pauline Assenza, Western CT State University

The objective of this 90 minute experiential exercise is to expose students to the creative process by asking them to transform existing resources into something entirely new. The purpose is to help them realize that they CAN, in fact, be creative. The end goal is to raise student’s self-efficacy about their ability to engage in opportunity identification/recognition – doing ideation that could lead to a potentially profitable entrepreneurial opportunity.

Caroline Glackin, University of North Carolina Fayetteville State University

Connecting the Dots: Making Sense from Nonsense is an ideation exercise in which students make connections between hobbies, passions, and problems which they often see as completely unrelated. They “connect the dots” to generate business ideas. The transition from isolated nonsensical pairs to business ideas and opportunities requires ingenuity, creativity and active engagement. Participants will experience the exercise.

Sunday, 10:15am-12:00pm in Executive Center 3A

*FINALIST Outstanding Workshop Award* CW: Creative Cross-Disciplinary Entrepreneurship Applied to Your University

Dianne Welsh, University of North Carolina Greensboro
Keith Debbage, University of North Carolina Greensboro
Duane Cyrus, University of North Carolina Greensboro
Cathy Hamilton, University of North Carolina Greensboro

The workshop will explain how to customize the basic concepts of Creative Cross-Disciplinary Entrepreneurship so it can be used at any university or college. Examples from implementing the program at a public university of 18,000 students in the Southern United States as well as at a private university in Florida and a state university in Maryland are given. Professors from the Department of Dance in the School of Music, Theatre and Dance, the Department of Geography and the Department of Tourism, and the Center for Leadership and Service Learning will explain step-by-step how they implemented cross-disciplinary entrepreneurship and ongoing revisions. An interactive course discussion including hands-on class revisions will be included. Participants are urged to bring an electronic syllabus they wish to revise.

Sunday, 10:15am-12:00pm in Executive Center 3B

CW: Enhancing Team Performance Through Personality Insights

Anthony Mendes, University of Missouri, Kansas City
Patrick Handley, Insight Institute, Inc.

Many entrepreneurial ventures fail, not because of lack of funding or insufficient resources, but from “personality implosion.” Founding entrepreneurs and leaders fall into conflict not over what needs to be done, but how it needs to be done and their personalities clash. When this happens, they begin working from their weaknesses rather than strengths. Entrepreneurship education rarely includes tools and strategies to identify team member strengths and communication activities to build and nurture teamwork.

This is often left to chance. The INSIGHT Inventory is a proven personality strengths assessment that has provided value to corporations and organizations for the past 35 years. It helps leaders identify their own personality strengths, see the best in others, and eliminate triggers and hot buttons that blow up teams. It helps teams intentionally create a positive work culture of effective communication and teamwork rather than ignore issues until they become problems.

Sunday, 10:15am-12:00pm in Executive Center 4

CW: Family Business and Entrepreneurship Curriculum Models Workshop: Programs and Centers

Whitney Peake, Western Kentucky University
Esra Memili, University of North Carolina-Greensboro
Clay Dibrell, University of Mississippi
Kevin McCurren, Grand Valley State University
Linda Niehm, Iowa State University
Ritch Sorenson, St. Thomas University
Carol Wittmeyer, St. Bonaventure University

At the last Family Business special interest group (SIG) meeting at the 2015 USASBE meetings in Tampa, a broad consensus was reached to provide a curriculum model workshop outside of the pre-conference workshop to make the topical area more readily available not only for members of the Family Business SIG but for USASBE members outside of the SIG, who are interested in becoming more proficient teachers of entrepreneurship and family business. As such and following the recommendations of the Family Business SIGs, the following topics were selected for inclusion in this teaching workshop: pedagogy in family business and entrepreneurship; are they different?; entrepreneurship across the curriculum; experiential learning; best practices in entrepreneurial education; and, building entrepreneurship programs and centers.

Sunday, 10:15am-12:00pm in Marina 2

CW: Embracing Entrepreneurship Across Disciplines

Satish Nambsan, University of Wisconsin–Milwaukee
Robert Brown, Case Western Reserve University
Lisa Canning, IAEOU, Entrepreneur The Arts, Learning Flies, Inc.
Joyce Thomas, University of Illinois at Urbana-Champaign

Scholars and educators in fields such as engineering, medicine, science, arts, and design have indicated their potential to offer unique perspectives on entrepreneurship education and practice. While there are differences among these diverse entrepreneurship perspectives there is also considerable opportunity to cross-fertilize unique ideas and insights from the different fields. Towards this end, the lead author of this proposal recently edited a new book titled “Embracing Entrepreneurship Across Disciplines”. The proposed workshop will build on this book effort and seek to broaden the dialog by involving the participants at the USASBE conference. Specifically, this interactive workshop will involve co-authors from four different disciplines (engineering, science, arts/music, and design) and focus on building a broader cross-disciplinary understanding of entrepreneurship.
Sunday, 10:15am-12:00pm in Marina 3

**CW: Keeping It Real! Implementing Corporate Social Responsibility in Small Businesses and Startups**

**Julian Lange**, Babson College  
**Megan Carpenter**, Texas A&M University School of Law  
**Sandra Malach**, University of Calgary Haskayne School of Business  
**Marcia Narine**, St. Thomas University School of Law  
**John Tyler**, Ewing Marion Kauffman Foundation

Entrepreneurial and small businesses are increasingly incorporating “people, planet, and profits” into their business models and operations to a degree that goes beyond simply fulfilling the requirements of government regulations. Moreover, it can be argued that expanding a company’s mission to include issues such as sustainability can create competitive advantage in nurturing customer loyalty and employee commitment to company success. Through the use of presentations, interactive exercises, and group discussion, this workshop will provide participants with an opportunity to examine the implications for entrepreneurs and small business owners of including corporate social responsibility in their business models.

Sunday, 10:15am-12:00pm in Seabreeze 2

**Special Recognition in Entrepreneurship Education Innovation**

**Games for Teaching Arts Entrepreneurship**

**Jim Hart**, Southern Methodist University  
**Pro Humanitech**

**Dr. V. Paul Pauca**, Wake Forest University

**Dr. William Conner**, Wake Forest University  
**The Tommie Tank**

**Dr. Jay Ebben**, University of St. Thomas, Schulze School of Entrepreneurship

Sunday, 10:15am-12:00pm in Marina 5

**Outstanding Specialty Entrepreneurship Program**

**Center for Women’s Entrepreneurial Leadership (CWEL)**  
Babson College

**Young Entrepreneurs for Leadership and Sustainability (YELS)**  
University of Florida, Center for Entrepreneurship and Innovation, Warrington College of Business Administration

Sunday, 10:15am-12:00am in Marina 6

**VentureWell Workshop: Evaluating Student Ideas and Ideation Activities: A Problem Solving Approach**

**Ronda Smith**, Ball State University  
**Michael Goldsby**, Ball State University

Assessing student performance in educational settings is often constrained by the needs of various stakeholders which may make some course activities and assignments challenging for instructors to implement, especially when it comes the creative process of generating, producing and evaluating idea related assignments. In this workshop, we will guide participants through a series of exercises and educational experiences to help them determine who their true customer is and the problem they are experiencing when it comes to these types of assignments. The facilitators will help participants clarify their true performance criterion by contrasting traditional educational assessment with performance evaluation approaches.

Sunday, 10:15am-12:00pm in Natulis 2, 3, 4

**Developmental Track Poster Sessions: Global 1**

#141 Afghanistan: Student Perceptions About Entrepreneurship  
**Mark Pruett**, DLPB-US

#190 Elderly vulnerable groups in Mexico strategic perspectives for social Entrepreneurship

**Ulysses Moreno López**, Cetys Universidad at Mexicali  
**Paulina Angelina Vargas Lraguivel**, Cetys Universidad at Mexicali  
**Marina Alvelais**, Cetys Universidad at Mexicali

#246 Entrepreneurship Flame in Nigerian Universitiesa mile long and an inch deep  
**Teresa Nmadu**, University of Jos, Nigeria

#116 Innovation and Growth: Why Malaysian SME needs a new performance measurement system?

**Nor Mahirah Mustapha**, Universiti Malaysia Pahang  
**Shahryar Sorooshian**, Universiti Malaysia Pahang  
**Noor Azlinna Azizan**, Universiti Malaysia Pahang

#90 Analysis of the internationalization of Brazilian entrepreneurs in Orlando – USA, according to Uppsala model

**Eduardo Cruz**, Universidade Federal Fluminense  
**Cesar Barreto**, Universidade Federal Fluminense  
**Sabrina Amaral**, Universidade Federal Fluminense

(11:50am-12:00pm) Discussion
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Sunday at 2:45 PM in the Exhibit Hall
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Robert A. Baron

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Developmental Track Poster Sessions: Global 2

#260 An Entrepreneurial EcoSystem: A New Model for Economic Development for Puerto Rico
Lisa Escobales, ICSB Puerto Rico & Caribbean
Zulma Quinones Rivera-Howell, ICSB Puerto Rico & Caribbean

#140 The Unlikely Grouping: When Healthcare in the Mississippi Delta Region meets Iranian Health Houses, and Entrepreneurship
Donald Causey, Jackson State University
Saundra McFarland, Jackson State University

#258 Mapping the Entrepreneurial Ecosystem in Tijuana, Mexico
Eduardo Durazo-Watanabe, CETYS Universidad
Lorena Santana, CETYS Universidad
Celsa Guadalupe Sanchez, CETYS Universidad
Laura Lu, CETYS Universidad

#277 Embeddedness, Resource Constraint, and Entrepreneurship Practice: The Case of two African Villages
Bernard Obeng, Ghana Institute of Management and Public Administration

(11:30am-12:00pm) Discussion

Developmental Track Poster Sessions: Global 3

#285 Climbing and building entrepreneurial mountains in developing countries Discovery and creation theories amongst Ethiopian tour ops
Shiferaw Eyana, VU University Amsterdam

#182 Generational Succession and Entrepreneurial Attitude in the Family Business in Baja California
Rosa Sumaya, CETYS Universidad

#92 Small businesses of Brazilian immigrants abroad: in search of a theory
Cesar Barreto, Universidade Federal Fluminense
Eduardo Cruz, Universidade Federal Fluminense

#191 The Woman Entrepreneur’s Paradox: Entrepreneurial Intentions, Entrepreneurial Self-Efficacy and Behavior
Gloria Sweida, Claremont Graduate University
Rebecca Reichard, Claremont Graduate University
Michelle Bligh, Claremont Graduate University

(11:30am-12:00pm) Discussion

Exhibitor Panel: Innovative Products in Entrepreneurship

This panel discussion will help you make decisions on different platforms that help students learn and enterprises grow.

Kauffmann Lunch

Guest Speaker Bill Aulet
Topic: The Past, Present and Future of Entrepreneurship Education

The state of entrepreneurship education has been less than satisfactory and this, in turn, has been detrimental to society as a whole. The speaker will be addressing this problem, how we can overcome it, and how we can improve the academic pursuit of entrepreneurship in higher education.

Moderator: Jeff Hornsby
Sponsor Spotlight
Kauffman Foundation, Amisha Miller
Speaking on the Kauffman Foundation’s work to extend and improve entrepreneurship education.

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Knowledge, Self-Efficacy, and Intentions


Olukemi Sawyerr, California State Polytechnic University, Pomona
Winny Dong, California State Polytechnic University, Pomona
H. Erkan Ozkaya, California State Polytechnic University, Pomona
Sandra Emerson, California State Polytechnic University, Pomona

We examined the efficacy of a STEM entrepreneurship program in developing the entrepreneurial intentions (EI), entrepreneurial self-efficacy (ESE), creative self-efficacy (CSE) and entrepreneurial competencies (EC) of the participants using a quasi-experimental design with pretest posttest. The results indicate that the Entrepreneurship in STEM Education (ESTEIM) program resulted in an increase in ESE, CSE, and EC for the participants. However, the level of EI did not increase for the study participants. We discuss the implications.


Melissa Jean, Western University
Colleen Sharen, Western University

The purpose of this paper is to better understand how to strengthen the female entrepreneurial pipeline by evaluating the effectiveness of two distinct entrepreneurship education programs designed for female adolescents. The studies attempted to understand if the interventions were effective by measuring changes in entrepreneurial self-efficacy (ESE), knowledge and intentions. The results of the analysis reveal that the gender-specific programming effectively increased ESE in the intervention of longer duration and intensity and that both programs significantly increased both objective and self-perceived knowledge of entrepreneurship. The authors recommend a scaffolded and integrated approach to future entrepreneurship education programming.

The Effect of Experiential Entrepreneurship Education on Intent when Viewed Through a Temporal Construal Lens

Cory Hallam, University of Texas at San Antonio
Gianluca Zanella, University of Texas at San Antonio

This paper studies the effect of cross-disciplinary experiential entrepreneurial learning on students’ Entrepreneurial Intent (EI). A controlled study involving 350 senior students in engineering and entrepreneurship majors applies a Temporal Construal Theory (TCT) lens to the measure of intent. Entrepreneurial intent was defined using a short-term entrepreneurial intent (STI) and a long-term entrepreneurial intent (LTEI) question. Results show that experiential learning positively affects entrepreneurial intent, however the positive effect only holds significance for STI, and not LTEI. These results have implications for intent models in entrepreneurship research, namely Sarasvathy’s Entrepreneurial Event Model (EEM) and Ajzen’s Theory of Planned Behavior (TPB).

The Effect of Experiential Entrepreneurship Education on Intent when Viewed Through a Temporal Construal Lens

Nathalie Duval-Couetil, Purdue University
Jacob Wheadon, Purdue University

The purpose of this paper is to summarize a number of developments in entrepreneurial cognition and reports on the results of a pilot study applying Sarasvathy’s Theory of Effectuation to measure differences in entrepreneurial logic employed by engineering students. Using verbal protocol analysis, this study evaluated the types of logic that senior-level students, who had and who had not participated in entrepreneurship education, utilized when faced with highly uncertain and ambiguous entrepreneurship problems. This pilot is an early step in creating an instrument to measure the degree to which students think using the same patterns that are used by expert entrepreneurs.

The Effect of Experiential Entrepreneurship Education on Intent when Viewed Through a Temporal Construal Lens

Jeffrey Petty, University of Lausanne
Marc Gruber, Ecole Polytechnique Fédérale de Lausanne

The business planning – performance relationship is one of the most studied topics in entrepreneurship. However, little research exists that peels back the layers and turns to the cognitive antecedents of opportunity exploitation, although one may expect that people with different knowledge endowments will engage differently in their approaches. Analyzing a unique, representative data set obtained from 2,535 individuals residing in The Netherlands, we provide evidence showing how individuals with distinct knowledge endowments systematically diverge in exploitation approaches, and our results allow us to specify key path dependencies that exist between a person’s knowledge and his or her opportunity exploitation.

The Effect of Experiential Entrepreneurship Education on Intent when Viewed Through a Temporal Construal Lens

Indu Khurana, Florida International University

Using the Kauffman Firm Survey (KFS) this paper determines the timing of diversification activities by the business start-ups. It captures when a start-up diversifies for the first time, and explores the association between an early diversification strategy adopted by a firm, and its survival rate. A semi-parametric Cox proportional hazard model is used to examine the survival pattern. The results demonstrate that firms diversifying at an early stage in their lives show a higher survival rate; however, this effect fades over time.

The Effect of Experiential Entrepreneurship Education on Intent when Viewed Through a Temporal Construal Lens

(4:30pm-4:45pm) Discussion

Facilitator: Indu Khurana, Florida International University

Towards an Improved Understanding of the Antecedents of Business Planning: A Knowledge-based Perspective

Joern Block, Trier University

The business planning – performance relationship is one of the most studied topics in entrepreneurship. However, little research exists that peels back the layers and turns to the cognitive antecedents of opportunity exploitation, although one may expect that people with different knowledge endowments will engage differently in their approaches. Analyzing a unique, representative data set obtained from 2,535 individuals residing in The Netherlands, we provide evidence showing how individuals with distinct knowledge endowments systematically diverge in exploitation approaches, and our results allow us to specify key path dependencies that exist between a person’s knowledge and his or her opportunity exploitation.
Sunday 3:15 to 4:45 p.m. in Executive Center 2B

“Hotel Belmar: Challenges of an Eco Hotel” – Authors: Marlene M. Reed and Les Palich, Baylor University

Ugur Uygur, Loyola University of Chicago, Discussant

“Starting a Student-Run Business at Loyola University Chicago” – Authors: Johnathan Ferrera and Ugur Uygur, Loyola University of Chicago

Marlene M. Reed, Baylor University, Discussant

Sunday, 3:15pm-4:45pm in Executive Center 3B

CW: Crowdfunding: Doing it right & What

Eden Blair, Bradley University
James Hart, Southern Methodist University
Tanya Marcum, Bradley University

Through a joint collaboration between the Arts and Law SIGs, this workshop will be looking at crowdfunding platforms that can be beneficial to arts entrepreneurs and others. We will discuss crowdfunding platforms and their advantages to arts entrepreneurs and others, look at uses of these platforms and some successful cases, and then discuss what happens when fully-backed creators do not meet their obligations from both the creator and backer perspectives.
Sunday, 3:15pm-4:45pm in Executive Center 4

*FINALIST Outstanding Workshop Award* CW: Social entrepreneurship through service

Paul Sanchez-Ruiz, Oklahoma State University
Craig Watters, Oklahoma State University

This workshop offers basic steps that will help instructors emphasize the need for business students to gain exposure to the growing importance of cultural and demographic factors in conducting social enterprises internationally. We will discuss how best to immerse the business student with hands-on experience in unstructured problem solving, critical thinking, and decision making under uncertainty.

Sunday, 3:15pm-4:45pm in Marina 1

CW: Black and Latino Entrepreneurship

SherRhonda Gibbs, University of Southern Mississippi
Herman Aguinis, University of Colorado Denver
LaKami Baker, Auburn University
John Sibley Butler, University of Texas Austin
Jennifer Sequeira, University of Southern Mississippi
Michelle Spain, Walsh University
Craig Watters, Oklahoma State University
Michael Morris, University of Florida

This session provides interactive feedback from leading researchers to workshop participants interested in developing high quality research articles focusing on Black or Latino Entrepreneurship. Scholars also discuss key gaps and issues in the field and provide participants with information to improve research in preparation for submission to top tier management or entrepreneurship journals.

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CW: Teaching Entrepreneurship using a Flipped Classroom Approach

Chris Mumford, University of North Carolina Chapel Hill
Ted Zoller, University of North Carolina Chapel Hill

Teaching Entrepreneurship is evolving quickly given the competitive nature of startups and more evidence-based research from the learning sciences. A strong case can be made to teach how to do entrepreneurship versus concepts of entrepreneurship. The traditional business plan model of teaching entrepreneurship is fading. Long form research and format is being replaced by a short, punchy presentation that includes evidence of product and market validation.

Sunday, 3:15pm-4:45pm in Marina 3

Competitive Workshops

(3:15pm-4:00pm) What Got Them Launched Won’t Keep Them Afloat: Relevant Training for Small Business Growth
Karen S. Altekruse, Small Business Initiative

This interactive workshop helps participants identify opportunities to better serve practicing and growth-minded small business owners and entrepreneurs in their communities. By comparing and contrasting current training and educational offerings within their organization, workshop participants will identify opportunities to enhance those programs and create relevant curriculum for practicing entrepreneurs and small business owners. Participants will leave with a plan in place and the tools they need to increase the number of clients served.

(4:00pm-4:45pm) Teaching Creativity to Entrepreneurs
James Hart, Southern Methodist University
Megan Matthews, University of Wisconsin–Whitewater

Entrepreneurship is a highly creative process. It is bigvision creativity, with the entrepreneurs’ products, services, jobs, economic stimulation, culture and opportunities often changing the way we live, work and interact with the world around us. However, when polled, it has been the experience of one of the authors of this proposal that many business students do not necessarily think of themselves as creative. Pablo Picasso is alleged to have said, “Every child is an artist. The problem is how to remain an artist once he grows up.”
Sunday, 3:15pm-4:45pm in Executive Center 3A

CW: How Do I Publish Quality Research in Family Business? Workshop on Best Practices in Family Business Research

Esra Memili, University of North Carolina-Greensboro
Whitney Peake, Western Kentucky University
Clay Dibrell, University of Mississippi
Kim Eddleston, Northeastern University
Don Neubaum, Oregon State University
Rich Gentry, University of Mississippi
Jim Cater, University of Texas at Tyler
Lorraine Uhlaner, EDHEC Business School

At the last Family Business special interest group (SIG) meeting at the 2015 USASBE meetings in Tampa, a broad consensus was reached to provide a research workshop outside of the pre-conference activities to make the topical area more readily available to members of the Family Business SIG and to USASBE members outside of the SIG, who are interested in becoming more proficient researchers in family business. The primary objective of this workshop is to provide a better understanding of what distinguishes family business research from more traditional entrepreneurship scholarship. Specifically, the workshop will consider family business theoretical trends, family business empirical trends, and boundary spanning outside of the traditional family business research journals. Nine scholars have agreed to take part in this workshop.

Sunday, 3:15pm-4:45pm in Marina 5

Outstanding Emerging Entrepreneurship Program

St. Joseph's University, Haub School of Business
The University of Mississippi
University of Massachusetts Amherst

Sunday, 3:15pm-4:45pm in Marina 6

Certificate Program

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VentureBlocks is a remarkable feat. For the first time we are seeing the art and science of learning on how to identify an opportunity and the steps needed for success.

— Dr. Ayman Tarabishy
The George Washington University

Until I came across VentureBlocks, I never thought it was possible to enable such powerful learning in a simulated environment.

— Dr. Boyd Cohen
EADA Business School, Barcelona
Sunday, 3:15pm-4:45pm in Seabreeze 2

**Workshop: Building successful entrepreneurship programs through strong advisory boards and mentoring programs**

**Alex DeNoble**, San Diego State University  
**Stephen Osinski**, San Diego State University  
**Jeff Hornsby**, University of Missouri - Kansas City  
**Michael Begelfer**, University of Missouri - Kansas City  
**Malika Simmons**, University of Missouri - Kansas City

Key practices and advice from two programs that rely on strong volunteers to build successful entrepreneurship programs.

Sunday, 3:15pm-4:45pm in Seabreeze 1

**JSBM Special Issue**

(3:15pm-3.30pm) #202 Orchestration of ‘Entrepreneurial Ecosystrem’ for New Venture Growth

**Sumita Sarma**, University of Missouri

The concept of an entrepreneurial ecosystem has been gaining traction as governments across the globe become more decentralized and there is a shift towards an entrepreneurial economy from the traditional managed economy. Entrepreneurial ecosystem is an emerging framework to explain the sustainability of high-growth entrepreneurship within geographies. The basic idea underlying an ecosystem framework is the belief that certain elements exist outside of the firm but within a region that can impact a new venture’s success or failure. Eco-system elements such as government influences, availability of venture capital, labor market conditions, supplier networks and a host of other factors will continue to play a greater role in impacting a new venture’s success or failure.

(3:35pm-3.50pm) #151 Conjoint Analysis of Successful Born-Global Start-Ups: A Comparative Study of Korean and German Students’ Perceptions

**Eun Jin Han**, Yonsei University  
**Dong Ha Kim**, Yonsei University  
**Lorenz Bernauer**, Yonsei University  
**So Young Sohn**, Yonsei University

Pursuing business opportunities by the foundation of start-ups has become a desirable career choice for university students. As economies merge and boundaries between markets vanish, strategies for successful born global for those students are necessary. We perform a conjoint analysis to identify significant factors of born global start-ups for German and Korean students.
surrounded by different economic circumstances. According to the results, students in both countries, in general, pay most attention to the market entry mode. However, German students tend to select the target market for pure economic reasons while Korean students favor target markets with small cultural differences.

(3:55pm-4:10pm) #161 Investigating student coworking as a catalyst for entrepreneurial success

Christoph Winkler, Baruch College, The City University of New York
Ethlyn Saltzman, The Graduate Center, The City University of New York
Shu Yang, Baruch College, The City University of New York

This study applies action research (AR) – defined as a cyclical process of continuous improvement of practical and real-life problems – to investigate how student entrepreneurs participate in a voluntary, non-credit, collaborative coworking environment. The goal of the paper is to illustrate how AR has been utilized at the City University of New York to build and support a community of student entrepreneurs in a non-residential college. We conclude with a general reflection about the AR project and its implications to the larger entrepreneurship education community.

(4:15pm-4:30pm) #96 The Moderating Role of National Culture in the Relationship between University Offerings and Students’ Start-up Activities: Embeddedness Perspective

Galina Shirokova, St. Petersburg University
Tatyana Tsukanova, St. Petersburg University
Michael H. Morris, University of Florida and St. Petersburg University

Entrepreneurship among students can be influenced by the multiple contexts in which it is embedded, including the university context and national culture. They are highly interconnected as entrepreneurial behavior can be affected not only by the university environment where students can get some initial resources, but also by perceptions of how useful these resources are and how desirable and feasible the entrepreneurial activities are considered in a given society, as reflected in national culture. Based on a double embeddedness perspective, we study the role of university entrepreneurship-related offerings in different countries in encouraging student start-up activities, and provide a deeper insight into the role of cultural contexts in facilitating or discouraging these entrepreneurial initiatives.

(4:30pm-4:45pm) Discussion

Sunday, 3:15pm-4:45pm in Natulis 2, 3, 4
Developmental Track Poster Sessions: Entrepreneurship Education

#31 Entrepreneurship Education: Process, Method, or Both?
Dianne Welsh, University of North Carolina-Greensboro
William Tullar, University of North Carolina-Greensboro
Hamid Nemati, University of North Carolina-Greensboro

#33 Developing an Entrepreneurial Mindset across the University Curriculum
Dennis Ridley, Florida State University

#54 The Case for Exposing Every Student to Entrepreneurship
Roy Carriker, Drexel University

#195 Entrepreneurial Behavior: Understanding Sources of Variation
Bruce Teague, Eastern Washington University
William Gartner, Copenhagen Business School and California Lutheran University

#86 Modeling the Evolution of New Entrepreneurial Ventures
Michael Lawless, University of San Diego

Effectiveness of Microfinance-ing: comparison of 3 models
Kelly Armstrong, San Diego State University
Chamu Sundaramurthy, San Diego State University
Mujtaba Ahsan, San Diego State University

#33 Developing an Entrepreneurial Mindset across the University Curriculum
Dennis Ridley, Florida State University

#54 The Case for Exposing Every Student to Entrepreneurship
Roy Carriker, Drexel University

#195 Entrepreneurial Behavior: Understanding Sources of Variation
Bruce Teague, Eastern Washington University
William Gartner, Copenhagen Business School and California Lutheran University

#86 Modeling the Evolution of New Entrepreneurial Ventures
Michael Lawless, University of San Diego
### Developmental Track Poster Sessions: Entrepreneurial Intention

**#231 Role of Entrepreneurship Education in Influencing the Intention to become an Entrepreneur by Entrepreneurship Education programmes. Study based on London and Delhi**

**Kavita Panwar**, Brunel University London  
**#42 What is Motivation a Student to be Entrepreneur?: The Comprehensively Research on Accounting Bachelor Student, University of Airlangga, Indonesia**

**Daniel Pandapotan**, Universitas Indonesia  
**#124 The mediating role of entrepreneurial orientation in the market orientation– performance relationship**

**Chemi Tsering**, University of Montpellier  

**(4:15pm-4:45pm) Discussion**

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### Developmental Track Poster Sessions: Finance

**#205 Evaluating Entrepreneurial Family Firms Finances in Developing Countries**  
**Rafiu Olaore**, ICSB  
**#200 Overcoming Hybrids’ Conflicting Logics Rhetoric: Toward a New “Born-Hybrid” Logic**  
**Maria Ballesteros-Sola**, California State University Channel Islands  
**#77 Crowdfunding’s Impact on Entrepreneurial Finance: A Systematic Review of Current Trends and Future Research**  
**Mike Seay**, CSUCI  
**Lois Shelton**, CSUN-Northridge  
**#189 The Rise of Crowdfunding: How Emancipation Transformed the Field of Entrepreneurial Finance**  
**Denis Iurchenko**, University of Lausanne  

**(4:30pm-4:45pm) Discussion**

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### Emerging Impact Track

**Family Business in the 21st Century: Preliminary Results from a Grounded Theory, Ethnographic Case Study in Northeastern, PA**  
**Morgan Clevenger**, Wilkes University  
**Ellen Newell**, Wilkes University  
**Jeffrey Alves**, Wilkes University  
**Emergence of Cooperative Programs between Technology Transfer Offices and Entrepreneurship Educational Programs**

**Michael Fountain**, University of South Florida  
**Alex DeNoble**, San Diego State University  
**Entrepreneurial Mindset of the Healthcare Workforce: Meeting the needs of the emerging healthcare market place**

**Priya Nambisan**, University of Wisconsin-Milwaukee  
**Entrepreneurship Policy and Opportunity Search Behaviors: Using Big Data to Steer the Ship**

**Douglas Miller**, Virginia Commonwealth University  
**Dave Noack**, Weber State University  
**Women Veterans and Entrepreneurship: The Healing Catalyst Theory**

**Denise Williams**, Metropolitan State University  

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The Entrepreneurship Educators Forum (www.eef.io), and how you can benefit from it

Michal Gilon-Yanai and Bill Aulet, MIT

The Entrepreneurship Educators Forum (EEF) is an open-source platform launched and sponsored by the Martin Trust Center for MIT Entrepreneurship, for the benefit of entrepreneurship educators. The goal of this initiative is to promote entrepreneurship education by building a collaborative community that shares information and best practices, then integrates them and improves on them through open discussion and a crowd sourced collection and ranking system of teaching approaches and materials. Over the past year, we began building the community and developing content by hosting a series of webinars on central topics in the entrepreneurial process, with excellent speakers from both academic institutes and industry. In this session, we will introduce the initial version of the platform and will ask for your feedback. We will also discuss how you may benefit from www.eef.io, and how you can get involved to help us continually improve entrepreneurship education, together.

Sunday, 5:00pm-6:30pm in Executive Center 1
Pedagogy SIG Meeting

Sunday, 5:00pm-6:30pm in Executive Center 2A
International Entrepreneurship SIG Meeting

Sunday, 5:00pm-6:30pm in Executive Center 2B
Venture Finance SIG Meeting

Sunday, 5:00pm-6:30pm in Executive Center 3A
Women and Minority SIG Meeting

Sunday, 5:00pm-6:30pm in Executive Center 3B
Family Business SIG Meeting

Sunday, 5:00pm-6:30pm in Executive Center 4
Arts Entrepreneurship SIG Meeting

Sunday, 5:00pm-6:30pm in Marina 1
Social Entrepreneurship SIG Meeting

Sunday, 5:00pm-6:30pm in Marina 2
Small Business SIG Meeting

Sunday, 5:00pm-6:30pm in Marina 3
STEM SIG Meeting

Sunday, 5:00pm-6:30pm in Seabreeze 2
Law SIG Meeting

Sunday, 5:00pm-6:30pm in Marina 5
Public Policy SIG Meeting

Sunday, 5:00pm-6:30pm in Marina 6
Corporate Entrepreneurship SIG Meeting

Sunday, 6:30pm-7:30pm in Shoreline
Special Interest Group (SIG) Reception
Sponsored by: The Ohio State University and the University of Ohio

Sunday, 7:30pm
Special Interest Group (SIG) Dine Arounds
Location: Restaurant provided by each SIG leader

Sunday, 7:30pm (Off-Site)
Fellows Dinner
Meeting Spot: Meet in the Sheraton Lobby Location: To be Announced Later

Sunday, 7:30pm in Spinnaker 2
Incoming USASBE Board Meeting
Sponsored by USASBE
By Invitation Only – Dinner will be provided

Monday, January 11, 2016

Monday, 7:00am-5:00pm in Bayview Foyer
Conference Registration

Monday, 7:00am-5:00pm in Grand Ballroom
Exhibitors

Monday, 7:30am-10:00am in Grand Ballroom
Conference Breakfast
8:00am-9:00am Breakfasts with the Dean’s

PANELISTS:
Dean Dennis Cradit, San Diego State University
Dean David Donnelly, University of Missouri – Kansas City
Dean Francisco Velez Torres, Cetys University
Dean Lena R. Rodriguez, National University
Dean Joyce Gattas, San Diego State University
Dean Donna DeCarolis, Drexel University
AWARDS:
USASBE Best Paper in Family Business Award
Sponsored by: Florida Atlantic University
Sponsored by: Northeastern University

Monday, 8:00am-5:00pm in Bayview Foyer
Career Services Registration

Monday, 8:00am-5:00pm in Spinnaker 1
Career Services Interview Space

Monday, 9:15am-11:15am in Spinnaker 2
JSBM Editorial Board Meeting

Monday, 9:15am-11:00am in Executive Center 1
CP11: Opportunities and Entrepreneurship
Facilitator: Raymond J. Jones, III, University of Minnesota Duluth

(9:15am-9:30am) #262 Properties of Opportunity Emergence: The Influence of Innovative Environmental Contexts
Raymond J. Jones, III, University of Minnesota Duluth
The context in which entrepreneurs operate and the innovative nature of the new venture is a major factor in entrepreneurial performance and success. We explore the nature of entrepreneurial opportunities and their innovativeness in the context of the discovery – creation debate of opportunity emergence. We empirically capture the relevance of these two perspectives ad hoc by linking the assumptions of the formation process to specific properties of entrepreneurial actions under different environmental contexts of innovativeness.

(9:35am-9:50am) #263 The impact of prior knowledge on the identification of entrepreneurial opportunities: A cross-country meta-analysis of institutional factors
Sergio Canavati, California State University, Los Angeles
Dirk Libaers, Northeastern University
Hessam Sarooghi, University of Missouri Kansas City
Andrew Burkemper, University of Missouri Kansas City
Jeffrey Hornsby, University of Missouri Kansas City

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A meta-analysis of 70 studies comprising 168,694 observations has been performed to investigate the institutional factors that moderate the relationship between prior knowledge and entrepreneurial opportunity identification. The results show that the abundance of financial capital in a society and the regulatory protection provided by government enhance the strength of the link between prior knowledge and discovery of opportunities, while the availability of entrepreneurship specific education weakens this link. Moreover, cultures with more orientation toward collectivism and uncertainty avoidance are found to be more conducive to leveraging prior knowledge in the process of identifying entrepreneurial opportunities.

9:55am-10:10am #6 Entrepreneurial Climate and Innovative Behavior: A Multilevel Investigation

Jae Hyeung Kang, Oakland University
James G. Matusik, Michigan State University
Tae-Yeol Kim, China Europe International Business School
Jonathan Mark Phillips, Belmont University

We examined how organizational entrepreneurial climates influence employee innovative behavior. Multilevel analyses revealed that organizational innovative climate was positively related to employee innovative behavior indirectly through employee passion for inventing. In addition, the multi-dimensions of entrepreneurial climates interactively influenced employee innovative behavior: when proactive climate increased, the positive relationship between innovative climate and passion for inventing became stronger; when risk-taking climate increased, the positive relationship between passion for inventing and innovative behavior became stronger; and the indirect effect of innovative climate on employee innovative behavior via passion for inventing was the strongest when proactive and risk-taking climates were both high.

10:15am-10:30am #87 Complex start-ups: A thematic analysis into the entrepreneur-opportunity fit concept

Richard J. Miller, University of Dallas
Laura Munoz, University of Dallas

Entrepreneurial research has provided scant insight into how the entrepreneur views the fit between themselves and the opportunity they are pursuing. This study provides the first empirical exploration of this fit by interviewing entrepreneurs that have launched ventures in the complex market of craft brewing. The thematic analysis provides an inclusive and holistic research approach in which the themes that emerged show that entrepreneurs do actively perceive the fit between themselves and the opportunity. They must also reassess this fit frequently as market forces change the opportunity as gaps between the two develop.

10:30am-11:00am Discussion

Monday, 9:15am-11:00am in Executive Center 2A
CP12: Entrepreneurial Intention and Identity
Facilitator: Ratan J. S. Dheer, Florida Atlantic University

9:15am-9:30am #112 Understanding the Process by which Acculturation Impacts Entrepreneurial Intentions

Ratan J. S. Dheer, Florida Atlantic University

The past few decades have seen a rapid increase in the number of individuals who leave their country of origin and start entrepreneurial ventures in different parts of the world. Despite ample anecdotal evidence, little theoretical attention has been paid to understanding the role played by acculturation, cognitions and motivations in shaping the entrepreneurial intentions of these individuals. Based on theories of acculturation and entrepreneurial cognitions, this paper attempts to fill these gaps. It develops a model to understand the process of formation of entrepreneurial intentions among immigrants as well as difference in entrepreneurial intentions amongst these individuals.

9:35am-9:50am #137 “Cruel Intention” or “Entrepreneurship Intention”: What did you expect? An overview of the Entrepreneurship Intention research field an interaction perspective

Adnane Maalaoui, PSB Paris School Of Business
Charles Perez, PSB Paris School Of Business
Gael Bertrand, PSB Paris School Of Business
Mariem Razgallah, HEC Tunis
Rony Germon, PSB Paris School Of Business

During the last 20 years, many studies have been conducted in various contexts on entrepreneurial intent and behavior (Krueger N.F, Carsrud A.L,
As a result, numerous researchers have addressed issues, but now, due to the number of works, it becomes more and more difficult to link all those different issues. Therefore, the aim of this research paper is to tend to structure topics around entrepreneurial intent and behavior, and get an appropriate sightseeing of this entrepreneurial sub-theme that is becoming increasingly relevant.

**Mandy Wheadon**, Purdue University  
**Nathalie Duval-Couetil**, Purdue University

Women face a number of identity-related obstacles that prevent them from thinking of themselves as “entrepreneurs.” The term’s masculine connotation can be significant when considered in relation to identity construction, gender norms, and valuation. This study examines discourse occurring during the popular television series Shark Tank, to examine: 1) terms used to identify female entrepreneurs, and 2) how linguistic concepts associated with entrepreneurship discourage the identification of women as entrepreneurs. The intent is to show that a more flexible and pluralistic views of entrepreneurs and entrepreneurship are needed to recognize and encourage increasingly diverse participants.

**Tammi Redd**, Ramapo College of New Jersey  
**Sibin Wu**, University of Texas-Rio Grande Valley

This study investigates the difference between male and female entrepreneurs’ social networks, the resources obtained from those networks, and the evolution of the ever valuable weak tie. Hypotheses are tested using analysis of variance and analyses reveal women that female entrepreneurs and male entrepreneurs use the online network connections very differently in terms of the type of relationship and the type of resource acquired. The findings create implications for organizations which support female, minority or disadvantaged business development.

**Shalini Gopalkrishnan**, University of Florida

This exercise is aimed at students finding their unique blend of Heart and Head to come up with a “hustle”: an idea for a venture. Students are taken through a series of personal questions pertaining to their emotion, unique abilities and come up with a venture which uses their expertise and something that speaks to their sentiments too. This exercise seems to have a huge impact on students in creating ventures which last longer as they are more engaged. It also has a section which enables students to follow up on their ideas through structured activities.
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entrepreneurship should be defined (Kickul & Lyons, 2012). Brock and Steiner (2009) identified 13 unique definitions of social entrepreneurship. Their content analysis of definitions, featured in a variety of sources, resulted in seven common elements.

Monday, 9:15am-11:00am in Executive Center 4

Competitive Workshops

(9:15am-10:00am) Aligning Entrepreneurship Education Methods to Students’ Entrepreneurial Development Levels

Christoph Winkler, Baruch College, City University of New York
Stuart Schulman, Baruch College, City University of New York

The main feature of the workshop will be an experiential exploration of the Entrepreneurship Education Implementation Strategy Matrix (EEISM). EEISM presents a general decision framework that links entrepreneurship education pedagogies/methods to students’ entrepreneurial development level based on desired educational objectives. The goal of the workshop is to provide a collaborative environment to (1) discuss best practices in entrepreneurship education, and (2) investigate how these best practices can be strategically implemented in order to better guide students during their journey of becoming entrepreneurs.

(10:00am-10:45am) How to Create High Impact Community Outreach Through A Veteran Entrepreneurship Training Program

Ron Cook, Rider University
Lee Zane, Rider University
Diane Campbell, Rider University

This workshop will provide attendees with a blueprint to create an entrepreneurial training program for area veterans on their campuses. Takeaways include benefits for the university from this outreach activity, why this program can have a high community impact, how to identify key issues, and how to avoid pitfalls in the process.

(10:45am-11:00am) Discussion

Monday, 9:15am-11:00am in Marina 1

Competitive Workshops

(9:15am-10:00am) The Next Frontier of Crowdfunding: Creating a Crowd Leveraged Investment Fund

Dale Jasinski, Quinnipiac University
David Tomczyk, Quinnipiac University

The next step in the evolution of crowd funding provides universities with the ability to create crowd leveraged investment funds to its students, faculty and alumni. For students, this means that business ideas that may have previously been discarded as having too small of a market or not being appealing to investors have an alternative funding option. Led by a team comprised of university entrepreneurship educators and a partner from a venture capital firm, this interactive workshop provides participants with the ability to understand and plan for this exciting new development in the field of entrepreneurship.
Entrepreneurship class as a playground
Irmeli Pietilä, Haaga-Helia University of Applied Sciences
In this workshop participants will in a playful manner explore two
Effectuation principles: the Crazy-Quilt principle (self selected stakeholder
pre-commitment) and the Affordable loss principle. In the workshop the
participants will play together, and they will use their whole body in the play.
The workshop also touches upon concepts like game and gamification, as
well as risk and uncertainty as impediments to action.

(10:45am-11:00am) Discussion

Monday, 9:15am-11:00am in Marina 2
Competitive Workshops

(9:15am-10:00am) Goodbye Business Plan. Hello Action. Using GrowthWheel
Tools to Create Experiential Entrepreneurship Education in the Classroom
David Madié, GrowthWheel International, Inc.
In this workshop, David Madié will present the founding principles of
GrowthWheel® and will share strategies and new ideas for supporting and
motivating entrepreneurs and students through the different stages of start-
ing and growing a business using visual and practical GrowthWheel tools.

(10:00am-10:45am) Uberism
R. Wiburn Clouse, Vanderbilt University, Middle Tennessee State
University
Joseph Aniello, Frances Marion University
Joe Roberts, Webster University
Noel McDowell, Entrepreneur
Uberism On-demand services have become an integral and related part of our
economy. Customers want things now and at their convenience and place.
On-demand services such as Uber is changing our economy and our lives.
The point-to-point transportation provided by Uber is just one example of the
changing nature of the point-to-point transportation system. This workshop
will be designed to provide an interface between faculty members and
creative and innovative students. The workshop will investigate the changing
nature of the American economy with emphasis on just-in-time marketing,
purchasing, consuming, legal and medical services etc.

(10:45am-11:00am) Discussion

Monday, 9:15am-11:30am in Marina 5
Outstanding Entrepreneurship Program Abroad
Entrepreneurial Development Cell, Dr. Shobha Dadlani
St. Mira’s College for Girls, Pune, India
Entrepreneurship Award
University College Ghent, Belgium
School of Entrepreneurship
University of Acalá, Spain
Simonyi Business and Economic Development Center
University of Pecs, Hungary
Graduate School of Business MBA with Concentration in
Entrepreneurship
CETYS Universidad, Mexico

Monday, 9:15am-11:00am in Marina 4
Competitive Workshops

(*FINALIST Outstanding Workshop Award* CW: How to Teach
Design Thinking within Entrepreneurship—A Practical Guide
Chris Mumford, University of North Carolina Chapel Hill
Ted Zoller, University of North Carolina Chapel Hill
In the workshop, participants will learn about practical creative exercises,
do comedy improv exercises to build chemistry quickly and walk through the
design thinking process. Participants will complete the workshop with a clear
plan on how to teach innovation creativity, improvisation and design thinking
—in different contexts.)
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Student entrepreneurs’ face a variety of challenges in building their ventures, including acquiring new knowledge, developing entrepreneurial identity as well as recruiting, managing, and motivating their teams. Theories of mentorship and affect could shed light on the development of entrepreneurial ventures. However, previous research has neither integrated these factors nor linked them with the development of student entrepreneurs or their ventures. Utilizing a grounded theory approach we build a 2x2 model of mentor relationship, founder affect and venture development performance. Our findings indicate that the psychosocial aspect of mentorship provides benefits beyond the business development aspect for student entrepreneurs; consistent positive affect greatly facilitates venture development; and a combination of both enables successful launch of the student venture.

Entrepreneurs: Revolutionaries or Rulers? Insights from the Relationship between Social Dominance Orientation and Entrepreneurial Intention

Can individuals’ socio-political views affect their intention to pursue entrepreneurship? Based on a survey of university students in two different countries, we discover that their views toward social hierarchy and inequality in society, as indicated by social dominance orientation (SDO), is related to their entrepreneurial intentions (EI) for starting for-profit companies. Particularly interesting is the finding that perceived behavioral control (PBC) mediates the relationship between SDO and EI, implying that higher SDO influences people to think more positively of their own capability which in turn leads to higher EI. Our findings suggest that adding individuals’ socio-political orientation to models of entrepreneurial intention can enhance their explanatory power.

Entrepreneurship Unleashed: Understanding Entrepreneurial Education Outside of the Business School

Cantered entrepreneurial programs (BEPs) – programs that merge entrepreneurial curriculum with a technical degree in areas such as engineering, the sciences, and the arts – are becoming popular. In this paper we first survey different types of BEPs to better understand the range of offerings and to benchmark the current practice. Secondly, drawing on the theory of industry specific alertness, we test the effects of entrepreneurial education within an accredited doctorate of pharmacology BEP at an accredited US university. Our study suggests that both industry specific entrepreneurial education and personal attributes – an individual’s entrepreneurial passion – increase the likelihood of entrepreneurial intention among its students.
Monday, 9:15am-11:00am in Natulis 2, 3, 4

Developmental Track Poster Sessions: Operations

#254 What You See is Not Always What You Get: Customer Perceptions and Behaviors in the Fuzzy ‘For-Benefit’ Space

Michael Wasserman, Clarkson University
Zhan Wen Li, Clarkson University
Amy Beekman, University of Tampa
Marc Compeau, Clarkson University
Erin Draper, Clarkson University

#265 A Re-conceptualization of Opportunity Evaluation

David Scheaf, University of North Carolina at Charlotte

#38 Disaster management: Recognizing opportunities during and post crises

Furkan Gur, Northern Illinois University
Josh Bendickson, East Carolina University
Laura Madden, East Carolina University

#78 Introducing a new-old research topic: the decision to use an imitation strategy as an entrepreneurial approach to venture creation

Jean-christophe Pic, University of Paris Dauphine at Paris-France
Kevin Hindle, IMENCA

#203 A Mitigation and Adaptation Framework for Classifying Entrepreneurial Opportunities from Changes in the Natural Environment

Nathan Greidanus, University of Manitoba

(10:50am-11:00am) Discussion

Monday, 9:15am-11:00am in Natulis 2, 3, 4

Developmental Track Poster Sessions: Leaders

#76 Antecedents and Correlates of Ethical Leadership in a Public Sector Organization Undertaking an Entrepreneurial Endeavor: What Motivates Change?

Jamey Darnell, College of Central Florida & University of Florida

#244 Strategic Leadership Motivation in U.S. Small Businesses

Corinne Jenni, United States University

#172 An accidental paradox of bosses? Work satisfaction of “autonomy preferrers” in entrepreneurial teams

Chihmao Hsieh, Yonsei University
Wooin Lee, Kookmin University

#211 Business Environment and Small Business Growth: Does Confidence in the Business Environment Influence small business owner’s Intention to Grow and Growth Decisions?

Angelo Dossou-Yovo, Dalhousie University

#74 Innovation and Cognitive Conflict: Interventions Designed to Mitigate the Harms of Affective Conflict

Tim Cole, DePaul University
Dan Letchinger, DePaul University

(10:50am-11:00am) Discussion

Monday, 9:15am-11:00am in Natulis 2, 3, 4

Developmental Track Poster Sessions: Marketing

#35 Defining Entrepreneurial Marketing Through A Review Of Current Literature

Renae Michalski, Indiana University South Bend
Leon Schjoedt, Indiana University South Bend

#257 Social Media and Small Business: A Model for Marketing Campaigns

Cortlandt Dunn, Rollins College
Tim Pett, Rollins College

#236 Social Media Interaction and Venture Performances through the Effectuation Lens: An Empirical Evidence from Creative Economy

Atthaphon Mumi, University of Massachusetts Lowell
Yi Yang, University of Massachusetts Lowell
Steven Tello, University of Massachusetts Lowell

#51 Is Local the New Organic? The Marketing Decision of Small Food Businesses

Ariana Torres, Purdue University
Maria Marshall, Purdue University
Corinne Alexander, Purdue University
Michael Delgado, Purdue University

(10:50am-11:00am) Discussion

Monday, 9:15am-11:00am in Natulis 2, 3, 4

Developmental Track Poster Sessions: Age/Wisdom

#14 Older entrepreneurs: Do they work smarter or harder?

Francine Schlosser, University of Windsor

#175 Novice Entrepreneurs at the Age of 65 and Above

Noga Gulst, Ashqelon Academic College
Monday, 11:15am-12:15pm in Grand Ballroom

**Research Pillar Session**

Sponsored by the Journal of Ethics & Entrepreneurship and the Alfred & Shirley Wampler Caudill Center for Ethics and Entrepreneurship in the Godbold School of Business at Gardner-Webb University

**Guest Speaker**

Dr. Johan Wiklund, Syracuse University

Topic: Making a Difference as an Entrepreneurship Scholar

Moderator: Jeff Hornsby

**AWARDS**

USASBE Best Empirical Paper Award

Sponsored by: American Journal of Entrepreneurship/ Turner College of Business at Columbus State University

10 minute presentation by the Direct Selling Education Foundation

Monday, 12:30pm-1:30pm in Grand Ballroom

**Conference Lunch and Awards**

**Lifetime Achievement Awards**

Wortman Award Hughes Award

Educator of the Year

Corporate Entrepreneur of the Year Award

Justin G. Longenecker Fellow Induction

Sponsor Spotlight:

Syracuse University, Alex McKelvie

Interise, J. Jean Hortsman CEO

VentureWell Presentation

Monday, 1:30pm-3:15pm in Executive Center 1

**CP4: The role of Employees in Small and Family Firms**

Facilitator: Jeremy Alan Woods, California State University Bakersfield

(1:30pm-1:45pm) #270 The Positive Influence of Industry Association Involvement on Decision-Making in Small Family Firms

**Jeremy Alan Woods**, California State University Bakersfield

Richard Gottschall, SUNY Plattsburgh

Alan Carsrud, Abo Akademi University

Charles Matthews, University of Cincinnati

This research addresses a gap in scholarly knowledge by looking at the use of industry associations as a potential way for small family business decision-makers to overcome their aversion to outside advice and make better decisions. Industry associations are fairly “unobtrusive” for small family business decision-makers, and they are readily accessible for small family business decision-makers in nearly all industries. Industry association involvement can expose small family business decision-makers to more
information, and it can expose these decision-makers to other opinions that challenge their decision-making assumptions. This can help small family business leaders to make better decisions. This research utilizes stepwise hierarchical regression analysis to examine survey responses from 219 small business decision-makers. It presents results which suggest that industry association involvement discourages certain types of bias in decision-making and improves the financial viability of certain types of decisions.

1:50pm-2:05pm) #44 First Response to Organizational Decline in Family Firms
Giacomo Laffranchini, University of La Verne
John S. Hadjimarcou, The University of Texas at El Paso
Si-Hyun Kim, University of La Verne

Using the socio-emotional wealth (SEW) preservation perspective and the turnaround process as driving theories, we study the first response to decline in the financial performance of family firms. We propose that SEW considerations affect the response of family firms to performance decline. This relationship is moderated by two relevant boundary conditions. A series of Feasible Generalized Least Square (FGLS) models performed on a sample of 416 firms-observations provided overall support for our hypotheses.

(2:10pm-2:25pm) #171 Does Entrepreneurs’ Optimism Pass on to the Employees?
Roger Brown, Northwestern Oklahoma State University
Sibin Wu, University of Texas-Rio Grande Valley

Optimistic employees often show positive outcomes, such as happiness, job satisfaction and commitment. While entrepreneurs generally are optimists, how entrepreneurs can transfer their optimism to their employees so to achieve needed performance has not been studied. Our research intends to fill such a research gap by studying employees at 328 SMEs. We propose and find that entrepreneur’s optimism indeed is contagious. Optimistic entrepreneurs are highly correlated with optimistic employees. In addition, certain characteristics like clarity of vision and leadership authenticity strengthen the contagiousness. Our findings may be useful for entrepreneurs. When entrepreneurs want to pass their optimism to their employees, we believe they should focus more on their quality of relationship with their employees, show his/her authenticity, and clearly define the organization’s vision so as to make the contagiousness stronger.

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Urban League of Greater Chattanooga

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IMAGINE. INSPIRE. ACHIEVE.
Researchers have grown increasingly interested in high performance work systems (HPWS) and their impact on performance in both large and small firm contexts. Generally supported by RBV (Barney, 1991), HPWS are considered intricate configurations of human resource practices that yield a competitive advantage for the firm. The effect of HPWS on performance in large (e.g., Guthrie, 2001; Huselid, 1995) and small firm contexts (e.g., Coder, Peake, and Spiller, 2015; Messersmith and Guthrie, 2010; Patel and Conklin, 2012; Patel, Messersmith, and Lepak, 2013) is well-established. The linking mechanism between HPWS implementation and performance, however, is less well defined. Prior researchers have deemed this a “black box” (Nyberg, Moliterno, Hale, and Lepak, 2014).

Using a qualitative case study approach and grounded theory analysis, we examined the reasons behind the expansion patterns of small family businesses. We found three expansion patterns – single unit operations, companies with multiple units in one trade area, and companies with units in multiple trade areas. We focused on six family factors that affect growth, including family dynamics, the leaders’ vision and planning, the preparation and development of successors, conflict management, community involvement, and attitude toward risk taking among the family leaders.

As spiritual expression at work grows in popularity, academics seek to define, measure and study it. Although much of the scholarly discourse focuses on large firms, this paper examines the personal meaning of spirituality for small business owners and how spirituality influences ways in which they operate their businesses. Using a phenomenological approach, the author discovered that small business owners’ definitions for spirituality include affective, cognitive, spiritual and mystical dimensions.

Although this journal has specifically emphasized the importance of inclusive growth to alleviate poverty (George et al., 2012), few studies have paid attention to the issue of social ventures’ scaling growth, and in particular, how social ventures cope with the challenges of unfavorable institutional changes. We develop the concept of institutional complexity to address institutions’ mutual conflict and contradictions within multiple dimensions. We argue that institutional complexity significantly reduces the scaling growth of social ventures such as microfinance institutes (MFIs).
Cross sector collaboration is regarded as an effective way of solving social problems. Several scholars (Waddock, 1988; Selsky, 2005; Bryson, Crosby, & Stone, 2006) suggest that most of the major issues confronting our society, including the environment, require strong cross-sector collaborations. This paper presents a critical literature review of cross-sector collaboration from the viewpoint of social enterprises, provides some guidelines for future research, and discusses implications for practitioners. Social enterprise is a promoter of social innovations, for which potential partners fulfill particular roles. This paper discusses the possibility for social enterprises to become initiators of and central actors within newly established cross-sector collaborations.

The aim of this paper is to explore the mechanisms by which indigenous social enterprises contribute to a rural community's sustainable development and improves the quality of life of its inhabitants. The work follows a qualitative methodology and uses the case study as a research technique. The research suggests that social enterprise uses four main mechanisms to promote rural sustainable development in the community where it operates: labor as a source of quality of life, gender equality, sustainable exploitation of the resources, and the equitable distribution of benefits between the economic, social and environmental dimensions.
been impacted to a much larger degree than large enterprises. SME, there is strong evidence suggesting that Greek entrepreneurship has immensely. Although the Greek government has created some policies for measures plus the lack of vibrant structural reforms, has affected SMEs through prudent policies. A protracted recession coupled with austerity enterprises (0-9 employees), it is imperative to alleviate the financial crisis of private employment derives from SMEs and more than 50% in micro on Entrepreneurship and Small Business in Greece. Considering that 85% This paper is an effort to contextualize the impact of policies and politics of Greece Policies, Politics, and Entrepreneurship (1:50pm-2:05pm) #101 Impact of Entrepreneurship on Social Welfare Facilitator: Farzana Chowdhury, Indiana University Farzana Chowdhury, Indiana University This article explores the relationship between entrepreneurship and income inequality in corrupt environment. We include three types of entrepreneurship measures in our study—new formal start-up firms, necessity opportunity ratio and total early-stage entrepreneurial activity (TEA). Using low and middle-income countries of South and East Asia and Latin and Caribbean regions, we find interesting and important results. First, the direct effect of entrepreneurship on income inequality is positive. Second, interactions of corruption and entrepreneurship lower income inequality. Third, not all types of entrepreneurship have a similar impact, quality of entrepreneurship is an important factor for reducing inequality. New formal start-up firms and necessity opportunity ratio have a similar impact and early stage entrepreneurial activity has a different impact.

Robert Moussetis, North Central College
Thomas Cavenagh, North Central College
Brian Hanlon, North Central College

This paper is an effort to contextualize the impact of policies and politics on Entrepreneurship and Small Business in Greece. Considering that 85% of private employment derives from SMEs and more than 50% in micro enterprises (0-9 employees), it is imperative to alleviate the financial crisis through prudent policies. A protracted recession coupled with austerity measures plus the lack of vibrant structural reforms, has affected SMEs immensely. Although the Greek government has created some policies for SME, there is strong evidence suggesting that Greek entrepreneurship has been impacted to a much larger degree than large enterprises.

Antonio Lecuna, Universidad del Desarrollo
Researchers have concluded that the levels of corruption in a country can become a significant deterrent to entrepreneurship, while research on the relationship between bureaucracy and startup rates has been inconclusive.

This study applies the Theory of Planned Behavior (TPB), particularly perceived behavioral control (PBC), and panel data from 54 nations for the 2006–2012 period to confirm that both government corruption and procedural bureaucracy are negatively associated with rates of startup activity and that in the context of highly corrupt countries, the two constructs interact to further reduce startup activity.

David Y Choi, Loyola Marymount University
Jae Hyeung Kang, Oakland University

The birth and growth of new businesses has widely been credited for job growth in most economics and entrepreneurship literature. However, there is little analysis on the specific processes of how employment increase actually occurs in an economy on a “net basis”. In this paper, we introduce a novel perspective on the mechanism of job creation and discuss some of the complexities involved in the process. The paper also presents a framework for analyzing the impact of a new company entry on total employment in an economy. It concludes with a set of observations for further evaluation and testing.

Steven A. Stewart, Georgia Southern University
Gary Castrogiovanni, Florida Atlantic University

Professional service entrepreneurs (PSEs) paradoxically practice their profession in highly institutionalized contexts that require intense socialization, while also enacting another role as an entrepreneur. We examine the relationships between the PSE’s professional and entrepreneurial role identities and the entrepreneurial orientation of their firms. Results suggest that entrepreneurial role identity is positively related to risk taking and innovativeness, while professional role identity is negatively related to risk taking. Interaction effects are also present. These findings imply that the importance of a role identity to an entrepreneur influences his or her attention to processes in the firm which are associated with an entrepreneurial strategic orientation.
On paper (or on a business model canvas) the tasks and goals of starting a venture may seem straightforward, but performing those tasks in real-life requires grit, persistence and creative problem solving, because starting a business venture in the physical world is filled with very real challenges. Through this experiential exercise, teams of students will experience a physical challenge designed to replicate starting a business venture. The final student products reflect the resourcefulness, leadership and creative problem-solving within the “market” represented by a classroom.

Keanon Alderson, California Baptist University

This experiential exercise has been performed successfully in 5 sections of an introduction to business class consisting of first and second year business students. The class requires the students create a micro enterprise as a class project. Many students seem to be at a loss as to what is possible. This exercise allows each student to understand how business is done and recognize opportunities. It sets their minds working.

Monday, 1:30pm-3:15pm in Seabreeze 1

*FINALIST Outstanding Workshop Award* VentureWell Workshop: How To Get Started -Helping Entrepreneurs Understand Business Entities

Lynn M. Forsythe, California State University, Fresno
Lizhu Davis, California State University, Fresno
John Mueller, California State University, Fresno
Corey Whitehead, California State University, Fresno
Manooecheh Zoghi, California State University, Fresno

Panelists will discuss how to select a legal form of business, using examples from different industries. Selection criteria entail the costs to form the entity, risks involved in the particular type of business, taxation, and the effect the choice will have on the ability to raise capital. Following an introduction, members of the audience will form groups and apply the information to hypothetical businesses written by the panelists from different disciplines. The exercise will conclude with a discussion of the answers and ideas on how to adapt the exercise to entrepreneurship courses and other courses with an entrepreneurship component.

Monday, 1:30pm-3:15pm in Executive Center 4

Experiential Exercises: The Entrepreneurial Process

(1:30pm-2:00pm) #57 Balloon Ventures: The Struggle is Real or Just a Bunch of Hot Air?

Julienne Shields, Millikin University
Open 2016 | VentureWell 20th Annual Conference

March 4-5, 2016 | Portland, OR | Downtown Marriott Waterfront

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the quality of entrepreneurship research. Across geographical regions, North America predominantly leads in the entrepreneurship research, whereas European institutions and scholars make considerable contributions as well and demonstrate prominent over-time advancement. Leading institutions in entrepreneurship research are not long-established research institutions; instead they are the ones with entrepreneurship emphasis and prolific scholars.

(2:10pm-2:25pm) Recognizing Opportunities across Campus: The Effect of Cognitive Training and Entrepreneurial Passion on the Business Opportunity Prototype

Silvia Fernandes Costa, Northeastern University and Instituto Universitário de Lisboa (ISCTE-IUL)
Dominika Wach, Technical University of Dresden
Susana C. Santos, Instituto Universitário de Lisboa (ISCTE-IUL) and University of Florida
António Caetano, Instituto Universitário de Lisboa (ISCTE-IUL)

The effect of the Cognitive Entrepreneurial Training on Opportunity Recognition on the accurate assessment of business opportunities’ prototypical viability is analyzed. This course integrates the principles of experiential learning. We investigate the moderator role of entrepreneurial passion on opportunity recognition learning, as well. We use an experimental design with pre and posttest with an experimental and a control group in two European universities. Results demonstrate that the training has a significant and positive effect on the accurate identification of business opportunities’ prototypical viability. Intense positive feelings toward entrepreneurship moderate the learning process by strengthening the relationship between training and the accuracy of the business opportunity prototype.

Monday, 1:30pm-3:15pm in Marina 2
Certificate Program

Monday, 1:30pm-3:15pm in Marina 3
JSBM Special Issue

Determinants of graduates’ startups creation across a multi-campus Entrepreneurial University: The case of Monterrey Institute of Technology and Higher Education

Maribel Guerrero, Deusto Business School
David Urbano, Universitat Autònoma de Barcelona
James Cunningham, Northumbria University
Eduardo Gajón, Instituto Tecnológico de Estudios Superiores de Monterrey

Individual/organizational entrepreneurial activity varies across regions/countries. Universities have been transformed into knowledge-intensive environments for supporting entrepreneurship. Extant studies evidence interesting opportunities to continue exploring graduates’ start-up across countries, using different level of analysis, and influence of generational cohort. This paper provides a better understanding about the individual/university/regional determinants of the number of startups created by graduates from different generational cohorts. We explored the start-up activity of 11569 graduates from a multi-campus entrepreneurial university (31 campuses located across 28 cities of Mexico). Our results show that specific human capital is the most relevant determinants of graduates’ start-ups moderated by generational cohorts.

Nianhang Xu, Renmin University in China
Yining Chen, Western Kentucky University
Johnny Kam Chan, Western Kentucky University

Entrepreneurship, although a relatively new research field, has gained noticeable momentum and recognition over the last decade. Using citation analysis on a rich database of 191,689 citations made on 2,154 entrepreneurship articles published in leading journals during 2002-2013, we find empirical evidence that geographic diversity and international collaboration enhance the quality of entrepreneurship research. Across geographical regions, North
What Is CampusStarter?

CampusStarter is a rewards model crowdfunding portal that supports only projects started by student Entrepreneurs at the college level.

In a nutshell a project lists on the website, offering a reward or product for a small amount of money. Those small amounts of money are combined to form a larger pool of money.

It’s a concept that’s been around since the late 1990’s, but CampusStarter is the first portal dedicated solely to college entrepreneurs.

What are the advantages to the school or organization?

- No cost to school or student organization
- Projects can leverage campus/local community for better success
- School/organization gains recognition for successful projects
- Tangible experience/validation of ideas
- Another tool for alumni engagement
- Great marketing and admissions tool

How Does It Work For A Project?

When a project lists on CampusStarter there is no setup fee. Instead CampusStarter charges 4% if a raise if the funding goal is met and a small fee is collected by the payment processor. If the goal is not met no money is collected and the person behind the project owes us nothing.

The project will be listed on a school-specific page within CampusStarter that leverages the campus community including alumni and friends of the school as well as being part of a searchable national website.

How Much Does It Cost?

CampusStarter charges your school/student organization nothing to create the page. All we ask is that you allow us use of a logo or graphics for your school/organization and assist us with marketing CampusStarter projects at your school via internal and external communications.

How does it Work For Your School/Student Organization?

Your school can have a dedicated page on CampusStarter within 24 hours. You simply contact us and we create a page with your school colors and any logo you give us permission to use.

All projects from your school will be tagged to appear on your school-specific page, and your school will be given some administrative control over the page.

Contact us at (312) 320-1597 or thomas@campussstarter.co
Monday, 1:30pm-3:15pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Developing Economies

#121 Technological Innovation Among Internationally Active SMEs in a Transition Economy: Role of Human and Social Capital

Preeti Wadhwa, Cal Poly Pomona
Marleen McCormick, Butler University
Martina Musteen, San Diego State University

#143 How Small and Medium-Sized Enterprises in Developing Economies Develop and Benefit from Coopetition Capability

Stella Zulu-Chisanga, University of Leeds
Nathaniel Boso, University of Leeds
Constantinos Leonidou, University of Leeds
Magnus Hultman, University of Leeds

#104 Valuable Entrepreneurship on Emerging Economies

Jorge Wise, CETYS University
Hector Maymi, CETYS University
Patricia Lopez, CETYS University

#111 NAU Yuma Business Innovation Center Challenges and Opportunities

Rakesh Pangasa, Northern Arizona University
Alex Steenstra, Northern Arizona University

(2:45pm-3:15pm) Discussion

Monday, 1:30pm-3:15pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Performance

#218 Revisiting SME Performance Examining the Role of Entrepreneurial Orientation and High Performance Organization Attributes

Tim Pett, Rollins College
Laurence Sie, ESC Groupe Pau France
James Wolfe, Wichita State University

#186 Entrepreneurially Driven Development From Within

J. Hanns Pichler, Austrian Institute for SME Research

#188 Accessing Autonomy and Entrepreneurial Orientation at Three Managerial Levels

Randal Schober, Point Loma Nazarene University
Jamie Ressler, Point Loma Nazarene University

#188 SBDC Maximum Business Series: A Framework for Developing a Successful Innovative Entrepreneur Education Program

Eric Bonaparte, The University of Georgia
Gwen Hanks, UGA Retiree

#271 The impact of compensation practices on productivity and performance in small firms: A resource-based perspective

Isaac Addae, Tennessee State University

(3:05pm-3:15pm) Discussion

Monday, 1:30pm-3:15pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Policy

#206 Do New Laws Catalyze or Destroy Entrepreneurship in Health Care?

William Martin, DePaul University

#11 Freedom of information and technology entrepreneurship

Andre Laplume, Michigan Tech

#128 The Role of Government in Driving University-Industry R&D Connections: A Case Study on Suzhou Dushu Lake Science and Education District

Yanli Zhang, Montclair State University
Yuhua Cao, Soochow University
Jielin Dong, Soochow University
(2:30pm-2:45pm) #219 Effects of the Hierarchical Bias on the Global Competitive Index: Implications of including the Employees' Perception in the Executive Opinion Survey

Edgar Soto, University of Puerto Rico at Mayaguez
Edgar Maiz, Pontifical Catholic University of Puerto Rico

(2:45pm-3:15pm) Discussion

Monday, 1:30pm-3:15pm in Natulis 2, 3, 4

Developmental Track Poster Sessions: Corporate Entrepreneurship

#215 Corporate Innovation: A Strategic Approach
Cheng (Andy) Tseng, Centennial High School
Chien-Chi Tseng, Morgan State University

#276 Corporate entrepreneurship and Entrepreneurial Organizational Culture in the Border
Monica Acosta, CETYS Universidad
Diana Woolfolk, CETYS Universidad

#186 Influence of Social Entrepreneurship in enterprises: Causes and solutions for success
Victor Mercader, CETYS Universidad

#207 Do B2B New Ventures Internationalize More and More Successfully?
Amin Zargarzadeh, University of Calgary
Mohammad Keyhani, University of Calgary

#276 Creativity as Problem Solving for Entrepreneurial Work Environments
Jake Duke, Oklahoma State University
Tracy Suter, Oklahoma State University

(3:05pm-3:15pm) Discussion

Monday, 3:30pm-5:00pm in Executive Center 1

CP9: Entrepreneurial Ecosystem

Facilitator: Sumita Sarma, University of Missouri

#19 The Genesis of Fabless Business Model: Institutional Entrepreneurs in an Adaptive Ecosystem
Sumita Sarma, University of Missouri–Kansas City
Sunny Li Sun, University of Missouri–Kansas City

How does an institutionally-contested business model originate, survive, and grow? What roles do institutional entrepreneurs play during different stages of evolution of such a business model? How such a business model cocreates an ecosystem? In the past four decades, the fabless model (which allows a semiconductor firm to operate without a fabrication unit) opened the semiconductor industry to a plethora of entrepreneurial design houses or ‘fabless’ firms in the US. In this paper, we trace the origin and evolution of the fabless model in four stages through comparative historical analysis, supported by Our findings indicate that actions of institutional entrepreneurs within specific temporal locations and structures played a crucial role in co-creation and co-evolution of the fabless business model and its surrounding ecosystem.

#22 Can a Thriving ‘Entrepreneurial Ecosystem’ Ensure New Venture Growth
Sumita Sarma, University of Missouri–Kansas City

The concept of an entrepreneurial ecosystem has been gaining traction as governments become more decentralized, and there is a shift towards an entrepreneurial economy from the traditional managed economy. The basic idea underlying an ecosystem framework is the belief that certain elements exist outside of the firm but within a region that impact a new venture’s success. But, being at the right place at the right time may not always prove fortuitous. Along with the ecosystem-level attributes, firm-level elements such as experiences of top management team are crucial to orchestrate and leverage the ecosystem for new venture growth. Such multilevel interactions between ecosystem and firm levels are rare. In this paper, I will attempt to fulfill a gap by investigating the main and moderating effects of ecosystem elements and founders’ prior experiences on a new venture’s growth.
Mario Geissler, Technische Universitaet Chemnitz
Steffen Jahn, University of Goettingen

Entrepreneurial ecosystems are a phenomenon of growing economic and cultural significance, which is attracting the attention of academics and practitioners. Studies have identified ecosystems’ key components, such as sources of financial capital. However, prior research has not put forth a theory of entrepreneurial ecosystems that embraces their complexity. To address this omission, we draw from work in wide-ranging disciplines and contend that entrepreneurial ecosystems can be better understood if examined through the lens of complexity theory and conceptualized as complex adaptive systems. We present the core concepts of complexity, apply them to entrepreneurial ecosystems, and discuss the implications of our theorizing.

Richard S. Brown, Pennsylvania State University Harrisburg

The theory of control rights in franchise systems predicts that leverage is garnered either through the franchisor’s system-specific assets or the franchisee’s local market assets. To date, the literature has neglected the market power of the franchisor, as excessive market power limits franchisees’ outside options. In this paper, I study the case of the LA Dodgers baseball franchise and its decision to file a strategic bankruptcy in 2011 to provide evidence for this additional factor and its implications for control rights and franchising research.

#5 Motivations for Entrepreneurship
Suzanne Minarcine, American Public University System
Cassandra Shaw, American Public University System

This research explored motivating factors for second career entrepreneurship. These second career participant entrepreneurs experienced push and pull factors for selfemployment, supporting Shinnar and Young’s research (2008). Five common themes emerged from this study. All participants were tired of corporate politics and had experienced a lack of job satisfaction. Some participants began entrepreneurial ventures in the same industry they worked while others ventured into new industries, but all had creative or innovative spirits. Lastly, success was defined as having some form of freedom, happiness, and having a quality of life balance, which all participants stated they had achieved success.

#147 Improving well-being and social relations of narcissistic entrepreneurs: Developing political skill
Jack Deem, Kaplan University
Jackie Einstein, University of Massachusetts Dartmouth

Narcissism is a trait that has been associated with entrepreneurs. Unfortunately, narcissists tend to experience a number of negative intrapsychic outcomes such as stress, strain and anxiety and reduced career, and overall life satisfaction. Furthermore, although narcissistic entrepreneurs tend to garner support from their followers, eventually followers realize that they are selfinterested and power-hungry and hence interpersonal relationships become fractured. The negative intrapsychic and interpersonal outcomes associated with narcissism pose a challenge to entrepreneurs. Political skill has been couched as a construct that has both positive intrapsychic and interpersonal outcomes. Consequently, in this paper we explain the intrapsychic and interpersonal outcomes of narcissism and how narcissistic entrepreneurs may use political skill to enhance their psychological well-being and improve their long-term interpersonal relationships.

#208 What Makes the SMEs to Grow! A Study of Entrepreneurs’ Behavioral, Cognitive and Expertise Impact
Irfan Siddique, University of Central Punjab

Small firms are more vulnerable to any internal or external jerks. Entrepreneurs working in SMEs have more concern to know why some firms grow and survive and others don’t. Studies have found certain factors which have an influence on firms’ growth. This study is an effort to gauge the specific characteristic of entrepreneur i.e. entrepreneur’s creativity on firm growth. To test whether entrepreneur’s creativity influences firm growth, firm innovativeness as a mediating variable has also been studied. The study is on SME sector of Pakistan which results that entrepreneurial creativity leads to firm innovativeness which in turn triggers firm growth.

(4:45pm-5:00pm) Discussion
Implications for entrepreneurship theory and practice are discussed. The study provides a definition of a firm-level construct – entrepreneurial organizational culture (EOC), and takes an important step toward refining our understanding of the relationship between entrepreneurship and new product performance. Two contingency factors are examined: entrepreneurial orientation’s relationship with customer co-creation, more specifically firm age and product innovativeness. The results show that when firms become older, entrepreneurial orientation’s impact on customer co-creation is lessened. Alternatively, a focus on more radical products enhances the relationship.

In a study of 204 SMEs across multiple industries, we examine the mediating mechanism of customer cocreation on the relationship between entrepreneurial orientation and new product performance. The results of the study show that entrepreneurial orientation is positively related to customer co-creation and co-creation mediates the relationship between entrepreneurial orientation and new product performance. Two contingency factors are examined: entrepreneurial orientation’s relationship with customer co-creation, more specifically firm age and product innovativeness. The results show that when firms become older, entrepreneurial orientation’s impact on customer co-creation is lessened. Alternatively, a focus on more radical products enhances the relationship.

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Ph.D. IN ENTREPRENEURSHIP AND INNOVATION

The Regnier Institute for Entrepreneurship and Innovation at the University of Missouri-Kansas City delivers exceptional entrepreneurship education and research programs. Students in the Ph.D. in Entrepreneurship and Innovation program take coursework in entrepreneurship theory and research methods. They submit papers to national research conferences and top refereed academic journals yearly, giving them the experience and credentials needed to compete for top-level jobs.

The demand for entrepreneurship faculty in today’s business schools far exceeds the supply of Ph.D. graduates. The average salary for new assistant professors in entrepreneurship is $100,000 - $135,000 for a nine-month contract.

The Regnier Institute has established a research agenda that focuses on the ways in which entrepreneurs develop, lead, and transform today’s dynamic global businesses. The program encourages doctoral students to design individual research programs with faculty members to:

EARN YOUR DEGREE IN ENTREPRENEURSHIP AND INNOVATION

UNDERGRADUATE
ENTREPRENEURSHIP EMPHASIS

The Bachelor of Business Administration (BBA) with emphasis in Entrepreneurship is designed to provide students with the toolkit, roadmap, skill set, experience and confidence to create a new business or play a strong role in innovative organizations.

We offer two different tracks for students with different aspirations.

Entrepreneurship Track
The Bachelor of Business Administration (BBA) with emphasis in Entrepreneurship is designed for students who know they wish to start a business of their own upon or near graduation.

Innovation Track
The Bachelor of Business Administration (BBA) with a focus on Innovation Management is designed for students who want to create value and distinguish themselves within an existing company.

GRADUATE
ENTREPRENEURSHIP EMPHASIS

The MBA with emphasis in Entrepreneurship provides students with experiential learning opportunities, role models, social and professional networks, toolkit of entrepreneurial skills, and a roadmap of the start-up process.

We offer part-time students two different tracks with different aspirations. Students may also take advantage of our 1 year intensive MBA program with an emphasis Corporate Entrepreneurship and Innovation.

Entrepreneurship Track
The MBA with emphasis in Entrepreneurship is designed for students who want to start, own and run a business. Courses build on each other with a view to launching and growing a new venture.

The Innovation Track
The MBA with emphasis in Entrepreneurship with a focus on Innovation Management is designed for students who want to learn about innovation management, or to apply entrepreneurship principles in a company or division.
ENT 5680 Multivariate Statistical Methods-I
Theory and managerial applications of multiple regression analysis, multivariate analysis of variance, discriminant analysis, factor analysis and canonical correlation. Computations via statistical software and spreadsheets.

ENT 5681 Multivariate Statistical Methods-II
Theoretical and research applications of MANOVA, canonical correlation, multi-discrimination analysis, factor analysis, and introduction to structural equation modeling using appropriate software. Students are expected to undertake a major research project during this class and to apply appropriate multivariate statistical analysis to their chosen academic research topic.

ENT 5682 Structural Equation Modeling
This course presents structural equation modeling (SEM) including a review of regression and the study of path analysis, including model specification, methods of estimation, recursive and non-recursive models; direct, indirect, and total effects methods of estimation; single and multi-group analyses; moderators; mediators; structural equation model specification; identification, methods of estimation, second-order factor analysis, and the assessment of casual structure. Students are expected to continue a research project started in ENT 5681.

ENT 5691 Doctoral Seminar In Theoretical Foundations of Entrepreneurship I
ENT 5691 is designed as a broad survey of major topics in the field of entrepreneurship. Its objective is to familiarize students with some of the primary theoretical underpinnings of the field as well as some of the common and/or promising methodological approaches to the study of entrepreneurial phenomena. Topics covered in the course include a theoretical overview; entrepreneurs, environment and organizational founding.

ENT 5692 Doctoral Seminar in Theoretical Foundations of Entrepreneurship II
ENT 5692 is designed as a continuation of ENT 5691, providing a broad survey of major topics in the field of entrepreneurship. Its objective is to familiarize the student with some of the primary theoretical underpinnings of the field as well as some of the common and/or promising methodological approaches to the study of entrepreneurial phenomena. Topics covered in the course include: entrepreneurship’s links with other disciplines, venture capital and venture capitalists, new venture strategy, new venture performance, growth processes and challenges, and entrepreneurial networks and alliances.

ENT 5693 Technology, Innovation, and Entrepreneurship
This seminar will explore academic literature of technology, innovation, and entrepreneurship. Specific topics include emerging technologies, evolutionary theory, building capabilities based on networks, organizational learning, technological innovation, institutional economics, network externalities, knowledge transfer, technological trajectories and path dependencies.

ENT 5694 Doctoral Seminar in Theories of the Firm and Strategy
In this course, students will become familiar with and develop an in-depth understanding of the concepts, models, and paradigms that collectively form the foundation for strategic thinking. Students will develop the ability to critically integrate findings from strategic research programs. Employing an appreciation for the interdisciplinary nature of strategic marketing and management, the purpose is to develop a keen awareness of major gaps that exist in the strategic literature. Students will strengthen the skills needed to conduct original strategic marketing research that can be published in the leading academic journals.
Entrepreneurship Student Programs

Entrepreneurship Scholars (E-Scholars) fills a critical need in the Kansas City area for early-stage entrepreneurial support. E-Scholars is the most comprehensive, supportive program in the Kansas City area for helping early-stage entrepreneurs take their business ideas from concept to reality.

Hosted by the Regnier Institute for Entrepreneurship and Innovation and the Henry W. Bloch School of Management at the University of Missouri-Kansas City, E-Scholars is the natural home for early-stage business starts. E-Scholars utilizes academic and practitioner lecturers in business strategy, marketing, finance, legal, and operations. This provides Kansas City’s most promising entrepreneurs the knowledge, support, resources, and mentoring they need to succeed.

Over its first five years of operation, the E-Scholars program has helped entrepreneurs launch businesses in industries ranging from intelligent transportation systems to software, digital magazines, food products, healthcare, and many others.

A major part of the mission of the Regnier Institute is to provide entrepreneurs with assistance, advice, and help as they develop their ideas, business plans, and ventures. This is accomplished in large part through the volunteer efforts of our many mentors, men and women with extensive experience and expertise. Starting with a smaller initial group, our mentors now number more than one hundred. Their support of entrepreneurial activities and education enriches our students and enhances UMKC’s standing as the home of one of the world’s premier entrepreneurship institutes.

Vets2Ventures is an entrepreneurial boot camp designed to provide transitioning military with the exposure to the entrepreneurial environment, as well as the introductory skills and confidence to pursue entrepreneurship.

This program provides a unique combination of both academic and applied perspectives. The program includes both pre-program preparation, as well as post-program mentorship support.

In the spring semester of 2016, the Regnier Institute launched its first hatchery for student venture teams. The Hatchery will provide students with the following support and guidance:

- Cross Campus teams to create for profit and non-profit ventures
- Ideal space where creativity and inspiration flow freely
- Mentorship by UMKC professors and successful entrepreneurs in the community
- Legal guidance and support from the UMKC Law School
- Networking with entrepreneur support organizations in the Greater KC Community
- Workshops and seminars on a wide range of topics of interest to entrepreneurs
- Access to entrepreneurship competitions where cash awards are available
Recently developed SEC guidelines provide the regulatory framework for Titles II, III, and IV of the Jump Start our Business (JOBS) Act of 2012, which legalizes interstate equity crowdfunding for non-accredited investors in the United States. Subsequently, many states have passed or are in the process of passing legislation regarding intrastate equity crowdfunding. At present, the literature has not addressed what this nascent funding mechanism will offer to investors, as well as, those seeking funding for entrepreneurial projects within the U.S. Therefore, this paper provides a review of current U.S. legislation, discusses the anticipated implications of equity crowdfunding, and develops a conceptual model that demonstrates potential outcomes.

Globally, family firms are the dominant type of organization ranging from large firms to more entrepreneurial firms. The integration of family business ethics and religion represents an area of scholarly inquiry that is lacking in the current literature. The aim of this paper is close this gap by exploring the ethical issues facing a family firm within the context of Islamic business ethics. A framework is proposed to enable family firm members and academicians to expand this topic or to use another religion to examine the relationship between ethical aspects of family firms and religion.

#269 U.S. Equity Crowdfunding: A Review of Current Legislation and a Conceptual Model of the Implications for Equity Funding

Lynda de la Vina, University of Texas at San Antonio

Stephanie Black, University at Albany

Recently developed SEC guidelines provide the regulatory framework for Titles II, III, and IV of the Jump Start our Business (JOBS) Act of 2012, which legalizes interstate equity crowdfunding for non-accredited investors in the United States. Subsequently, many states have passed or are in the process of passing legislation regarding intrastate equity crowdfunding. At present, the literature has not addressed what this nascent funding mechanism will offer to investors, as well as, those seeking funding for entrepreneurial projects within the U.S. Therefore, this paper provides a review of current U.S. legislation, discusses the anticipated implications of equity crowdfunding, and develops a conceptual model that demonstrates potential outcomes.

#131 The Impact of Content and Form on Reviewer Assessments: An Examination of a Department of Defense Funded Consortium Grant Program

Craig Galbraith, University of North Carolina Wilmington

Douglas Miller, Virginia Commonwealth University

Alex DeNoble, San Diego State University

Using a computer aided textual analysis program, DICTION, the study found that language cues indicating cooperation and human interest where associated with higher ratings by reviewers on the dimensions of management ability and ability to sustain advantage. Higher reviewer ratings on technical merit and commercial potential were positively associated with language cues of insistence, and negatively related to language cues of ambivalence. Based upon the findings of this study, grant writers need to pay attention not only to the content of their proposals, but also to the language cues used in the documents.

(4:45pm-5:00pm) Discussion

Monday, 3:30pm-5:00pm in Executive Center 3B

CP20: Religion, Institutes, and Entrepreneurship

Facilitator: Wm. Marty Martin, DePaul University

#177 Family Business and Islamic Business Ethics

Wm. Marty Martin, DePaul University

Mandy Terc, DePaul University

Globally, family firms are the dominant type of organization ranging from large firms to more entrepreneurial firms. The integration of family business ethics and religion represents an area of scholarly inquiry that is lacking in the current literature. The aim of this paper is close this gap by exploring the ethical issues facing a family firm within the context of Islamic business ethics. A framework is proposed to enable family firm members and academicians to expand this topic or to use another religion to examine the relationship between ethical aspects of family firms and religion.

#113 Saudi Arabian Women in Entrepreneurship: Challenges, Opportunities and Potential

Amal Basaffar, King Abdulaziz University

Linda Niehm, Iowa State University

Robert Bosselman, Iowa State University

Drawing on Kreuger and Brazeal's Model of Entrepreneurial Potential, this study investigated the perceived self-efficacy, perceived desirability, perceived feasibility, and propensity to act for a sample of Saudi female entrepreneurs. The data analysis revealed many of the women's strategic approaches and success factors, including their ability to work within or around cultural norms and rules. The most important finding of this study is that women must have perceived self-efficacy to realize their entrepreneurial potential. The study suggests ways in which Saudi society, government, business assistance and educational programs, and families can support women in realizing that potential.

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#97 Empirical Analysis of Firm Births in the Mexican States: The Role of Corruption

Andres Jauregui, Columbus State University

Kirk C. Heriot, Columbus State University

Entrepreneurship continues to captivate the interest of scholars throughout the world. Much of the research on entrepreneurship has focused on the creation of new businesses in advanced economies. However, much remains unknown about the exact determinants of entrepreneurship in developing nations. In this study, we evaluate the relationship between corruption and entrepreneurship in the 31 Mexican States. In addition to socioeconomic factors previously linked to entrepreneurship, we also evaluate the impact of corruption in each of the Mexican States. In this study, we find that corruption is negatively and significantly related to firm births. We discuss the implications of our findings.

#7 Creating and Implementing Business Plans: A Case Study of Retail Pharmaceutical Businesses in Nigeria

Perry Haan, Tiffin University

Oluwale Akinbowale, Robert Kennedy College

This research evaluates the existence of properly documented plans and the challenges of developing and using them by Small Business Owners (SBOs) in retail pharmaceutical businesses in Lagos, Nigeria. Using the exploratory multiple-case study approach, three retail pharmacies were engaged following carefully designed steps. The results from interviews and other documents from the organizations studied contributed insights into the operations of small businesses in Nigeria.

(4:45pm-5:00pm) Discussion
Monday, 3:30pm-5:00pm in Executive Center 4

Teaching Case Track

(3:30pm-4:00pm) Sazza—At the Fork

Vijaya Narapareddy, University of Denver
Haragopai Parsa, University of Denver

This field researched case features a small business restaurant, Sazza, by a husband-wife team, Jenni Rogoff and Jeff Hayes in 2007. Consistent with their green lifestyle and environmental stewardship that the owners valued, Sazza, a casual restaurant serving pizzas, salads, and drinks was positioned as an environmentally sustainable business. This case presents a detailed account of the business, the founders’ vision, and the painstaking implementation of their sustainability strategy.

Discussant: William Martin, DePaul University

(4:00pm-4:30pm) ISlide USA

Donna Stoddard, Babson College
Lakshmi Balachandra, Babson College

ISlide USA is the story of a nascent entrepreneur, Justin Kittredge, who uses his experience and knowledge of the athletic footwear market to start his own venture. The case illustrates many of the concepts of Entrepreneurial Thought and Action — where an entrepreneur starts with the concepts of Who am I, What do I know, and Whom do I know. The founder, Justin, a former Reebok executive and college basketball player, is passionate about basketball and coaching young people. The case illustrates how Justin builds a company in a niche that has not yet been exploited by the big footwear companies.

Discussant: Vijaya Narapareddy, University of Denver

(4:30pm-5:00pm) Zeo, Inc.: Is the Market Ready for Wearables?

William Martin, DePaul University

The case was organized to analyze how Zeo, Inc. had emerged and suddenly closed. The case traces the evolution of Zeo, Inc. from a startup launched by three undergraduates in 2003 through its closure ten years later in 2013. The founders of Zeo, Inc. focused a lot on the underlying technology and assumed that superior technology would be the key driver of market positioning, market acceptance, and market dominance. The case requires students to consider multiple variables when launching a technology firm that go beyond the technology and intellectual property.

Discussant: Donna Stoddard, Babson College

Monday, 3:30pm-5:00pm in Marina 1

Experiential Exercises: The Entrepreneurial Process

(3:30pm-4:15pm) #160 Introduction to Prototyping for Entrepreneurial Product Development

Andrew Zimbroff, The University of Nebraska-Lincoln

This workshop will introduce prototyping in the context of entrepreneurship. The presenter will introduce prototyping methodologies, and discuss how they can be integrated with other entrepreneurial functions. Using supplies provided by the presenter, participants will complete iterative prototyping and testing for feedback exercises. This will allow participants to learn this material experientially, and further understand how it fits into the overall entrepreneurial process.

(4:15pm-5:00pm) #239 Breaking Bad Learning about entrepreneurial and moral development through reflection on a crime drama

Ewald Mittelstaedt, South Westphalian University of Applied Sciences
Claudia Wiepcke, University of Education Weingarten

The exercise results in an analysis of Walter White’s dilemmas, in which his individual interests are opposed to the collectively desired (no crime). It comprises the development of a moral capacity for judgment and also includes economic patterns of thinking. The learning unit can be realized in 45 to 90 minutes and was applied in introductory entrepreneurship as well as management courses for 20 to 120 persons.
Monday, 3:30pm-5:00pm in Marina 2

**Experiential Exercises: Pedagogy, Curriculum and Entrepreneurship Education**

(3:30pm-4:15pm) #170 A Role-Playing Experiential Exercise to Reveal, Measure and Discuss Cognitive Errors in Venture Financing Decisions

*Susan Clark Muntean*, University of North Carolina, Asheville

I present an experiential exercise designed for students of entrepreneurship and staff at intermediary support organizations that mentor, resource and fund entrepreneurs. This exercise is designed to highlight cognitive errors commonly made in the decision to support or fund an entrepreneur or entrepreneurial team and their venture. Engaging in the exercise and discussing the outcomes promises to reduce the negative consequences of implicit association bias and result in more rational and objective decision making. Widespread adoption of this exercise in classrooms and boardrooms should bring greater economic efficiency through the rational allocation of resources to fund entrepreneurial talent and ideas.

(4:15pm-5:00pm) #196 Pitching Your Passion in 2-3 Minutes

*Alex Bruton*, The Innographer

This experiential activity is designed to teach people how to succeed at ‘making the pitch’ and getting their message across to the right people at the right times in ways that help them get the right kinds of support. We’ve had seasoned VCs tell us that our students’ pitches are better than all but the best of those that they’ve seen at regional venture forums. We credit this exercise and the associated framework, and we hope to share it with you.

Monday, 3:30pm-5:00pm in Marina 3

*FINALIST Outstanding Workshop Award* VentureWell Workshop: University Accelerators: Entrepreneurial Launchpads or Unsustainable Fads?

*Jonathan York*, Cal Poly San Luis Obispo  
*Lynn Metcalf*, Cal Poly San Luis Obispo  
*Thomas Katona*, Cal Poly San Luis Obispo

Summer accelerators are a rapidly growing focus of entrepreneurship centers at many universities. Yet the accelerator phenomenon is new enough that we are only beginning to realize that they consume an ever-growing amount of resources, including meaningful stipends and significant staff effort. Furthermore, University accelerators serve a wide range of stakeholders, making the definition of success, and even the allocation of resources, all the more challenging. We have yet to address, in any collaborative manner, the many thorny issues that accompany the university accelerator movement.

Monday, 3:30pm-5:00pm in Seabreeze 1

**CW: Utilizing Undergraduate Students in Faculty Entrepreneurship Research**

*Britton Heim*, Wilkes University  
*David Graff*, Wilkes University  
*Kate Thomas*, Wilkes University  
*Lauren West*, Wilkes University  
*Colleen McCabe*, Wilkes University

Monday, 3:30pm-5:00pm in Marina 4

**ICSB Korea-USASBE 10/10 Program Working Session**

Monday, 3:30pm-5:00pm in Marina 5

**Exhibitor Panel: Tools for Ventures**

Monday, 3:30pm-5:00pm in Grand Ballroom

**Roundtable #1**

**TRACK: MISC**

Franchising and Entrepreneurship The Future?  
*John Buzza*, Monmouth University  
Bitcoin and the Future of Alternative Electronic Currencies  
*Rachel Wilson*, Belmont University  
William McDowell, Middle Tennessee State University

Some Key Things Entrepreneurs Need to Know About the Law and Lawyers  
*Lawrence Trautman*, Educator, Entrepreneur & Professional Corporate Director  
Malika Simmons, UMKC  
*Megan Carpenter*, Texas A&M University School of Law

Infusing Innovation and Entrepreneurship into K-12 Education  
*Dawn Bowlus*, The University of Iowa

**TRACK: RESEARCH**

Strategic Pricing of Entrepreneurial Products & Services: Implications for Future Research  
*Donald Caudill*, Gardner-Webb University

Undergraduate students involved in ENT 395/396 Research in Entrepreneurship for the past year with two entrepreneurship research projects in 8 counties in northeastern Pennsylvania (NEPA) share their experiences about working with faculty, organizing, managing, and conducting undergraduate research related to faculty work. Discussion includes participant recruitment, database management, literature review writing, conducting interviews, transcoding and coding data, data analysis using Dedoose and SPSS, and teamwork.
Liking family involvement and firm performance: The role of entrepreneurial and market orientation

Chemi Tsering, University of Montpellier
Isabelle Guerrero, University of Montpellier

Finance Research: The Entrepreneurial Finance Double Helix: Finance Cross-Collaboration: Capitalists, Angels, Decisions and the research that binds COMBINED with Crowdfunding: Building a Research Agenda through Discussion and Furthering our Understanding of This Funding Option

Kurt Jacobs, University of Florida
John Mueller, California State University, Fresno

The Quest to Understand Student Experiences in Entrepreneurship Education
Emi Makino, Fukuoka University
Cynthia Sherman, California State Polytechnic University, Pomona
Masakatsu Ono, Claremont Graduate University

Applying Organization Theory Logic to Social Entrepreneurship
Mohan Pokharel, Concord University

Valuable Entrepreneurship as a New Topic for Research in Emerging Markets
Jorge Wise, CETYS University
Hector Maymi, CETYS University
Patricia Lobez, CETYS University

Is Mapping Entrepreneurship Ecosystems Significant
Muhammad Khan, Effat University

Leadership: Understanding Leadership in Social Enterprises COMBINED with Leadership and Risk Taking in Entrepreneurship
Mark Pomerantz, Seattle University
Seema Pissaris, Florida International University
Robert S. D’Intino, Rowan University
Concong Zheng, San Diego State University
Beth Chung, San Diego State University

Coming Out of the Cocoon: Exploring Entrepreneurship Scholarship in African Nations
Lynnette Claire, University of Puget Sound

TRACK: MINORITY POPULATIONS

Minority Business Centers: Best Practices and Road to Success
Ariana Torres, Purdue University
Omar Muhammad, Morgan State University
Mary White, Jackson State University
Tanya Pope, Interise
Michelle Spain, Walsh University
William Martin, DePaul University
Edwin Knox, Medgar Evers College

Driving Entrepreneurial Growth: Inclusive Engagement for Minority and Women Entrepreneurs
Kathey Porter, University of Florida
Nicole Cober, Cober Johnson & Romney PLLC
Karima Mariama-Arthur, Founder and CEO

Outreach: How Entrepreneurship Centers and Institutes Develop External Community Relationships COMBINED with Business Outreach 3.0 COMBINED with Community-based Enterprises Utilization of Networks to Create Sustainable Community Development
Chuck Sacco, Drexel University
Denise Ehlen, University of Wisconsin-Whitewater
Ronald Gayhart, University of Wisconsin-Whitewater
Choton Basu, University of Wisconsin-Whitewater
Jake Duke, Oklahoma State University
Jonathon Button, Oklahoma State University
The “Vetrepeneur” Education and Developmental ‘Toolkits’ for Veteran Entrepreneurs

Kurt Jacobs, University of Florida

Monday, 6:30pm-11:00pm in U.S.S. Midway

U.S.S. Midway Awards Gala

Sponsored by: National University

PROGRAM AWARDS

USASBE Outstanding Workshops Award

VentureWell Outstanding Workshop

Journal of Small Business Management (JSBM) Editor’s Choice Award

Sponsored by: ICSB

Other Events: Passing of the gavel

Tuesday, January 12, 2016

Tuesday, 7:30am-10:45am in Grand Ballroom

Conference Breakfast

Healthy Beginnings—Interise Presents

Tuesday, 8:00am-8:30am

USASBE Business meeting

Tuesday, 8:30am-9:40am in Marina 1

Student Success Panel – Plenary

AWARDS

John Jack Award

Journal of Small Business Management (JSBM) Editors Choice Award

USASBE Best Doctoral Student Paper Best Paper in Social Entrepreneurship Award

USASBE Best Paper in Family Business Award

Best Reviewer for 2016 USASBE Conference

Tuesday, 9:45am-10:30am

La Granja Camino Verde by ToroLab: A Social Entrepreneurial Experiment

Speaker: Raul Cardenas

ToroLab, founded by Raul Cardenas, is a multi-disciplined art movement that is focused on elevating the quality of human life beyond survival through art and aesthetics. Achieving all of these things in a poetic manner, La Granja Camino Verde by ToroLab is an incredibly ambitious and humane project that is truly making a difference in the lives of many of the native inhabitants in the barrios of Tijuana.

Tuesday, 10:30am-10:45am

Break

Tuesday, 11:00am-12:30pm

La Granja Camino Verde by ToroLab: A Social Entrepreneurial Experiment

Tuesday, 10:45am-12:30pm in Executive Center 1

CP17: In Search of Business Models

Facilitator: Xiaoming Yang, University of Missouri – Kansas City

(10:45am-11:00am) #146 Search and execution in an entrepreneurial process model

Xiaoming Yang, University of Missouri – Kansas City

Sunny Li Sun, University of Missouri – Kansas City

Xiangyang Zhao, Beijing Normal University

In this paper, based on an entrepreneurial process model, we argue that firms engage in more search activities in the early stage and more execution activities in the late stage. In addition, effectuation and causation are two different cognitive approaches an entrepreneur might use to conduct strategic moves. We argue that entrepreneurial effectuation cognition leads to more search behaviors and causation cognition leads to more execution behaviors. We test these hypotheses in a survey of 160 firms and find evidence in support of our arguments.

(11:05am-11:20am) #225 Is Business Model Validation Valid? Empirical Results from a Cleantech Accelerator

Ted Ladd, Hult International Business School and Case Western Reserve University

As anticipated in entrepreneurial literature, the validation of hypotheses around a proposed venture's business model generally contributes to venture success in 185 teams in a cleantech accelerator program. However, there is no relationship of success to the number of validated hypotheses or to the element of the Business Model Canvas being tested. Concurrent emphasis on customer segment, value proposition and distribution channel, however, more than doubles the likelihood of venture success. This research highlights the distinction between a complete theory of a business model and a useful tool for constructing a model during the nascent states of venture conceptualization.
Launch Your Future at UT Dallas!

Innovation is deep in our roots.

Founded by the same visionary team that formed Texas Instruments, The University of Texas at Dallas has innovation in its DNA. The Naveen Jindal School of Management proudly continues and builds on this tradition with highly practical, experiential curriculum in innovation and entrepreneurship at both the undergraduate and master’s levels.

Begin your entrepreneurial journey at:

Graduate: jindal.utdallas.edu/msie
Undergraduate: jindal.utdallas.edu/entrepreneurship

Team Edge at the UT Dallas Business Idea Competition

Songbird Solutions at the TCU Values and Ventures Competition

RollOut at the DEC Comerica Competition
Subjective performance as a driver of business model change intentions in SMEs

Oleksiy Osiyevskyy, Northeastern University
Dirk Libaers, Northeastern University

We concentrate on answering two basic questions: (i) when and how does organizational performance influence the managerial decision to initiate explorative and exploitative business model change? and (ii) what is the moderating role of organizational (e.g., slack) and individual (e.g., prior successful risk experience) factors in this process? To answer these questions, we integrated existing, disparate but complementary perspectives on the topic of managerial cognition and decision making into a unifying framework, linking the subjective evaluation of organizational performance with formation of intentions to change the organization’s business model, contingent on the decision context.

Tuesday, 10:45am-12:15pm in Executive Center 2B
CP19: Emotions, Creativity and Innovation
Facilitator: Dan Hsu, Appalachian State University

Experimental Studies in Entrepreneurship Research
Dan Hsu, Appalachian State University
Sharon Simmons, University of Missouri, Kansas City
Alice Wieland, University of Nevada Reno

This review discusses the use of experimental methods in entrepreneurship with an eye towards the validity challenges that face entrepreneurship researchers using such methods. Drawing upon a review of experimental studies in entrepreneurship research, we discuss the advantages and challenges of the experimental method. We also present a topology which organizes design choices based on the nature of the participant impact and the realism of the context and present guidelines for when a given design may be more appropriate for various kinds of entrepreneurship research questions. Finally, we discuss the challenge of addressing causality in a tightly controlled experiment, yet ensuring validity given the social nature of entrepreneurial phenomena.
Brent D. Beal, The University of Texas at Tyler

In a qualitative case study analysis of 35 U.S. companies, we explore the internal motivation of social entrepreneurs for operating a fair trade business and turn to the concept of conscious capitalism, a developing construct of corporate social responsibility, to provide a philosophical foundation for our investigation. We examine three positive external factors (family member involvement, the trend to for-profit status, and industry professionalism) that strengthen engagement in fair trade and two negative external factors (loss of identity and industry disagreement) that weaken social entrepreneur engagement in fair trade.

Howard Haines, University of South Dakota

In the practice of entrepreneurship, opportunities are developed by interacting with various stakeholders to enact and learn to create new ventures. I investigate the conversational practices between entrepreneurs and their peers used to shape a venture’s value proposition. Based on videotaped data from an entrepreneurial community of practice that leverages the Business Model Canvas as part of their practice, I describe a specific set of persuasive patterns of discourse used to negotiate shared meaning of entrepreneurial opportunities. Specifically, these patterns included evidence associations, experiential actualities, and engagement hypotheticals.

Maureen Casile, Penn State DuBois

Michelle D. Lane, Humboldt State University

This paper employs grounded theory to understand how social entrepreneurship ventures pursue the types of change that supporters demand with very limited budgets. A multiple case study found that organizations walk a fine line, inspiring supporters by emphasizing grand change goals while refraining from identifying as mission critical any goals for which the factors that would influence success are largely outside of the organization’s control. SEVs’ use of inter-organizational cooperation to pursue change goals where short term failures were likely and where eventual success was only possible after a protracted effort.

Ethné Swartz, Fairleigh Dickinson University

Frances M. Amatucci, Slippery Rock University of Pennsylvania

Susan Coleman, University of Hartford

Women increasingly start and lead growth ventures yet receive a small proportion of external equity funding. Term sheet negotiation is a pivotal moment for obtaining growth capital. We employ a multi-method, mixed mode research design to explore strategies of women entrepreneurs who have negotiated term sheets and discuss our quantitative findings. Results indicate that women entrepreneurs in our sample worked hard to achieve optimal outcomes yet come up short due to exogenous and endogenous factors linked to second generation gender bias in the negotiation process. Propositions for future research are generated given the results of this exploratory research.
Nawaf Alabduljader, The George Washington University

George T. Solomon, The George Washington University

Despite the extensive research on leadership in entrepreneurship, findings on how leaders influence new venture team performance remain inconclusive. A key limitation of prior entrepreneurship research is the examination of leadership at two levels of analysis independent of each other. This review applies the team personality model proposed by Lepine et al. (2010) to integrate research on the individual entrepreneur with research on new venture teams. In doing so, we shed light on important issues that could help the field of entrepreneurship develop a more comprehensive understanding of how leaders influence new venture performance.

(12:20pm-12:30pm) Discussion

Tuesday, 10:45am-12:30pm in Executive Center 3B

TEACHING CASE TRACK

(10:45am-11:30am) Rahul Yadav: Housing Com's Maverick Entrepreneur

Muralidhara GV, IBS Hyderabad, India
Hadiya Faheem, IBS Hyderabad, India

This case discusses the dilemma faced by the investors and board of real estate online search portal, Housing.com, with regard to retaining entrepreneurial, Rahul Yadav (Yadav), as the CEO of Housing.com. Yadav was involved in public spats with outsiders as well as board members of the company. Despite his antics, the board members decided to retain him in the best interests of the company. Yadav also agreed to work in full harmony with the board. Industry watchers said it remained to be seen what had prompted the board to compromise and retain an impulsive entrepreneur like Yadav as the CEO.

Discussant: Jody Thompson, The University of Tampa

(11:45am-12:30pm) Pursuing Innovation in a Commodity Market: The Case of CMP North America

Jody Thompson, The University of Tampa

Robert Jones was VP of Sales at CMP North America Inc. The company was a subsidiary of a family-owned company that manufactured concrete mixing machinery. The company was headquartered in Pescara, Italy. In early 2014 Jones was a little surprised that corporate headquarters in Italy had set such ambitious goals: grow revenue from $2.2 million annually to $5 million within five years. Jones truly believed that CMP was the most innovative company in the North American market and manufactured the highest-quality equipment. However, the industry was fragmented, mature, highly competitive, global, and dependent on the construction industry.

Discussant: Muralidhara GV, IBS Hyderabad, India

Tuesday, 10:45am-12:30pm in Executive Center 4

TEACHING CASE TRACK

(10:45am-11:15am) FamDoo Case Study

Alec Johnson, University of St. Thomas
Jay Ebben, University of St. Thomas

Highlighting traction and monetization challenges that are common in today's web/mobile business models, this case study is intended for entrepreneurship courses that use Ash Maurya’s Lean Canvas or Osterwalder’s Business Model Canvas. The case involves a company that has launched an online platform to help parents manage allowances and motivate their children through the use of redeemable points. While the company’s market research seemed to validate the concept, it has struggled to attract users and generate revenue. Through a basic business model analysis, students can tease out the main issues and debate whether this company can be a viable business.

Discussant: Jamie Ressler, Point Loma Nazarene University

(11:15am-11:45pm) To Sell or Not to Sell: The Dilemma of Small Business Owners Determining Professional and Personal Valuations

Dean Koutroumanis, The University of Tampa
George Alexakis, The University of Tampa
Amy Brownlee, The University of Tampa

The case study examines the decision of whether three business partners should sell a highly successful restaurant. Montegro’s Italian Grille epitomizes the small business that began as a concept and culminated into a local institution. Financial valuations along with professional and personal considerations weigh heavily on what will potentially be a life-altering decision for the three partners and their long-time employees. The focus of the case centers on the owners’ possible actions and the resulting implications. Students explore the decision calculus of the partners who feel compelled to consider other stakeholders, namely their family and staff, in making the important decision.

Discussant: Jay Ebben, University of St. Thomas

(11:45am-12:15pm) Embedding Innovation: PCI Innovation Case Study

Jamie Ressler, Point Loma Nazarene University
Randal Schober, Point Loma Nazarene University

Project Concern International (PCI) is a non-profit organization headquartered in San Diego. Founded in 1961, PCI currently operates in 16 countries with a $45 million annual budget. The mission of PCI is to empower people to enhance health, end hunger and overcome hardship. In 2012, PCI launched PCInnovAtion, an organization-wide focus on innovation. This case study presents the steps the organization has taken to strategically focus on embedding innovation within the organization. The case utilizes Hogan and Cooite’s (2014) model to assess implementation of an innovative culture in a service organization.

Discussant: Dean Koutroumanis, The University of Tampa

(12:15pm-12:30pm) Discussion

Tuesday, 10:45am-12:30pm in Marina 3

Organizations Professors should Explore

An overview of some excellent groups, you should be involved with, that can enhance your teaching and career!

Tuesday, 10:45am-12:30pm in Marina 1

Experiential Exercises

(10:45am-11:30am) #252 Diabetic Spaghetti Sauce Business Models teaching exercise

Jay J Janney, University of Dayton

This exercise encourages a systematic brainstorm by providing rules for
Fostering lives of significance in a world of opportunity

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students to follow when developing their business model. By then systematically changing some of the rules, most of the new ideas will be bad, but some gems are often unearthed as well. Students learn to modify five “make-buy” decisions (do-it-yourself, insourcing, outsourcing), and to apply 8 different revenue models to their idea. This exercise asks students to apply this to a pitch for diabetic spaghetti sauce.

Lynnette Claire, University of Puget Sound
If you are tired of students forming teams with their friends, rather than branching out to more suitable teammates or if you want to put research on team diversity into action, this exercise can help. The teammate selection exercise was developed in response to student requests for a class session about how to choose partners for their entrepreneurial ventures. Using research on the benefits and limitations of diverse teams as well as drawing on the differences in types of diversity (surface-level versus deep-level), the active exercise can help students learn to appreciate the strengths of a broader set of students in the classroom. This process has encouraged students to move outside of friendship groups for their business plan teams and provided substantive, research-based information from which they can choose teammates.

Tuesday, 10:45am-12:30pm in Grand Ballroom

Roundtable #2

TRACK: TEACHING

Experimental variation on business plan assignment
Karl Vesper, University of Washington
Creating a Winning Edge Small Business Success Stories and Lessons Learned from the field to the Entrepreneurship Classroom
Cathy Denison-Robert, Our Lady of the Lake College and Denison & Associates
Jody Robert, Denison and Associates
Maureen Orey, Workplace Learning and Performance Group
Dave Haller, San Diego Regional Chamber of Commerce
Business Plans versus Models: Understanding and Teaching Confounding Constructs
Michael Meeks, Louisiana State University
What Entrepreneurship Should We Teach?
John Friar, Northeastern University
Teaching Pedagogies: Optimal Teaching Methods for Entrepreneurship COMBINED with Teaching Pedagogies in Social Entrepreneurship
Deborah Brazeal, Cal Poly Pomona
Preeti Wadhwa, Cal Poly Pomona
Vance Gough, Utah Valley University

Case Methodology and Blended Learning Approach re Entrepreneurship Education
Didem Altop, Endeavor Turkey
Utku Tuncay, Endeavor Turkey
Doing ‘Learning by Doing’ Right: Sharing Best Practices in Experiential Entrepreneurship Education
Geoffrey Archer, Royal Roads University
Raymond Jones, UMN Duluth
Jon Schatz, George Fox University
Chris Street, University of Regina
Doan Winkel, Illinois State University
Kory Brown, Pacific Lutheran University
Jay Krysler, NAIT Polytechnic

TRACK: CENTERS AND OUTREACH

Developing Competency Based Education Programs in Entrepreneurship
Rebecca White, The University of Tampa
Colin Jones, Queensland University of Technology
Kevin Moore, The University of Tampa
No Business Background? No Wories? How and why faculty from non-business disciplines are collaborating to successfully design and deliver entrepreneurship skills across curricular boundaries
Barrett Baebler, Webster University
Infusing Entrepreneurship Across Campus: Teaching Honors Students
James Bell, Texas State University
Entrepreneurship Education at the Community College: how to facilitate a comprehensive approach
Jamey Darnell, College of Central Florida & University of Florida
Shalini Gopalkrishnan, University of Florida
Women Entrepreneurship COMBINED with The ABC’s of Women’s Entrepreneurial Identity: Aspirations, Behaviors and Confidence
Morgan Clevenger, Wilkes University
Ellen Newell, Wilkes University
Anne Batory, Wilkes University
Patricia Greene, Babson College Candida Brush, Babson College
Richard Harrison, University of Edinburgh
Creating a Student Incubation Program
Mauvalyn Bowen, Metropolitan State University
Finding Common Ground: The struggle between Entrepreneurship Programs and University Technology Incubators
Dr. Charles Crespy, Dean, College of Business Administration, Central Michigan University
Debra Zellner, Executive Director, College of Business
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