2017 USASBE ANNUAL CONFERENCE
WHERE ENTREPRENEURS START REVOLUTIONS
PHILADELPHIA, PA
January 19-22
Proudly Hosted By
LOEWS PHILADELPHIA HOTEL
Welcome to the USASBE Annual Conference 2017 in Philadelphia, which carries a most appropriate theme for this historic and visionary setting in Philadelphia – *Where Entrepreneurs Start Revolutions!* While our hosts at the Charles D. Close School of Entrepreneurship at Drexel University, Dean Donna De Carolis and Conference Co-Chair Chuck Sacco, may have been aiming at a memorable marketing message, this positioning truly reflects the vision and ambition of USASBE. As leading educators, practitioners and policymakers, and members of USASBE, we have set our sights to make our association the largest and most pervasive organization dedicated to advancing entrepreneurship in the USA.

Never before have we experienced an environment where best practices, tools, and strategic insight are updated literally on a daily basis due to the international community on the web engaged in the learning and practice of entrepreneurship across the globe connected through the web. We have seized the opportunity at USASBE to enhance the velocity and impact of best practices in entrepreneurship teaching, engagement, and research.

USASBE is responding to this ever-changing marketplace and the evolution of entrepreneurship by updating its mission to position the association as the leading national organization dedicated to entrepreneurship education. This has been made possible by the successive leadership of the USASBE Board and my predecessors serving as President (33 before me!) who have taken our organization to the next frontier. While this is an ambitious target, I am convinced it is not only achievable, but likely. A new chapter in the life of USASBE begins with this conference, ushered in through the strategic plan by my successor, Heidi Neck of Babson College, that positions the association for long-term growth and sustainability and delivers a compelling value proposition to USASBE members.

The commitment to the member value proposition has never been stronger at USASBE and is a function of continuous sound leadership at the Board level of USASBE. Specifically, this value proposition is defined by:

- a commitment to be a year-round membership organization as opposed to being just an organization whose purpose is to convene an annual conference;
- a focus on leading pedagogies, with a commitment to rigorous peer-review and best-practices and a complementary commitment to the leading research that underpins this teaching;
- a professionalized central office team who will guide the offerings of the association on an on-going basis;
- a dedicated and diligent working board of our colleagues who will continuously develop new value-added programs, building on the success of the Special Interest Groups, the Certificate Programs, and our Award and recognition offerings; and
- a core set of member schools who seek to improve the quality of their offerings and our knowledge of entrepreneurship teaching and research and are committed to bringing up the whole of field of educators, practitioners, and researchers.

We invite you to re-dedicate your work and your institution to co-create the future of USASBE. Let’s build an association that truly is the “go-to” organization in entrepreneurship!

I think you will see the work of our marvelous Board at work this week, a few of whom I’d like to especially call out, namely our conference co-chairs, Chuck Sacco, Craig Galbraith, and the conference committee (Luke Pittaway, Polly Black, Eric Liguori, Kimble Byrd, Curt Stiles, Doug Miller, Gary Palin, Doan Winkel, Ethne Swartz, Damian Salas, Andy Heise, Matt Rutherford, Bill Petty, Alex DeNoble, Jeff Vaneehoven, Andac Arikian, Whitney Peake, Esra Memili, Maureen Casile, SherRhonda Gibbs, Lois Shelton, Richard DeMartino, Michael Camp, Mindy Walls, and Heidi Neck) who made this conference possible, and our amazing central office team, Patrick Snyder and Bonnie Nolan of our host school, the University of Wisconsin Whitewater, who have kept us all on track and pointing to the horizon!

It has been my honor to have the opportunity to lead the association and work with the most incredible members of our Board of Directors. I look forward to leading the revolution at USASBE in the years to come. Welcome to Philly!

*Ted D. Zoller, PhD*
President
Distinguished TW Lewis Professor and Director, Center for Entrepreneurial Studies,
Kenan-Flagler Business School, University of North Carolina at Chapel Hill
January 19, 2017

Dear Friends:

It is a pleasure and a distinct privilege to welcome the 2017 United States Association for Small Business and Entrepreneurship® (USASBE) Annual Meeting to Philadelphia, January 19 – 22, 2017.

The USASBE is the largest independent, professional, academic organization in the world dedicated to advancing the discipline of entrepreneurship. The City of Philadelphia is pleased to welcome the USASBE’s 1,200 member attendees representing universities and colleges, for-profit business and nonprofit organizations, and the public sector—a diverse mix of professionals that share a common commitment to fostering entrepreneurial attitudes and behaviors. Guided by a mission to provide a network to advance knowledge and foster business development through entrepreneurship education and research, the USASBE conducts entrepreneurship outreach and advocates to help shape public policy.

The USASBE Annual Meeting, held in partnership with Drexel University, provides attendees with valuable opportunities to attend informative seminars and workshops, as well as network and share experiences and best practices with successful entrepreneurs and business development experts.

On behalf of the City of Philadelphia, I wish you a rewarding and productive Annual Meeting. I also encourage you to take this opportunity to explore our beautiful, business-friendly City, enjoy dining in our great restaurants, shop in our unique retail corridors, visit our outstanding cultural attractions, and see Philadelphia’s historic landmarks of America’s history. We invite you to return to visit Philadelphia again, soon and often.

Best regards,

James F. Kenney
Mayor
PROCLAMATION

The City of Philadelphia, America's historic "City of Firsts," has welcomed and fostered the innovative entrepreneurial spirit since its earliest founding days. Today, as a hub for small business development, Philadelphia encourages and nurtures that same revolutionary approach to starting, managing, promoting, and expanding a business.

From January 19 to January 22, 2017, Philadelphia welcomes the United States Association for Small Business and Entrepreneurship® (USASBE) Annual Meeting to our City. The USASBE is the largest independent, professional, academic organization in the world dedicated to advancing the discipline of entrepreneurship.

Founded in 1981, as the U.S. Affiliate of the International Council for Small Business, the USASBE is built around four pillars that guide the ongoing development of the organization which include entrepreneurship education, entrepreneurship research, entrepreneurship outreach, and the development and understanding of public policy.

The USASBE Annual Meeting is the largest convening of its kind in the United States and brings together policy makers and economic development professionals from across the country and from around the world. Held in partnership with Drexel University in Philadelphia, the Annual Meeting provides attendees with access to business development seminars and workshops and the opportunity to network with business development experts to share information on best practices and benefit from the experiences of fellow entrepreneurs.

THEREFORE...

I, James F. Kenney, Mayor of the City of Philadelphia, do hereby proclaim Thursday, January 19, 2017 to be

ENTREPRENEURSHIP EDUCATION DAY

in Philadelphia, and urge all citizens to be aware of the many contributions of creative and innovative entrepreneurs and business development professionals to the well-being, prosperity, and quality of life in our City and throughout the United States of America.

James F. Kenney
Mayor

Given under my hand and the seal of the City of Philadelphia on this nineteenth day of January, two thousand and seventeen.
Dear Colleagues,

On behalf of the International Council for Small Business (ICSB), the Board of Directors and the nearly 4,000 members around the world, I’m pleased to welcome you to the USASBE 2017 Conference – *Advancing Entrepreneurship Teaching and Research*.

ICSB and USASBE are two organizations aligned in their mission to promote small business and entrepreneurship. USASBE has been the U.S. Affiliate of the ICSB since 1981, and continues to play a leading role in advancing the discipline of entrepreneurship in the United States and abroad. The theme of this year’s conference speaks directly to the success of the organization in creating a new generation of entrepreneurs through teaching and research. There is no better place than the USASBE Annual Conference to learn from engaging speakers and connect with colleagues (both new and old) that are having a real impact in the field.

Special congratulations to the USASBE leadership and organizing team, especially President Ted Zoller, Past-President Alex DeNoble, President-Elect Heidi Neck, Conference Co-Chairs Craig Galbraith and Chuck Sacco, as well as Patrick Snyder and Bonnie Nolan for their tremendous job organizing this event.

In addition to hosting our Mid-year Board Meeting this week, ICSB has been involved in the abstract submission and review process for USASBE 2017 (the Global Entrepreneurship track received 16 submissions), and will participate in the Journal of Small Business Management (JSBM) Special Issue presentations and a Meet the Editors session. Further, this past October, ICSB hosted the first three modules of a new USASBE Social Entrepreneurship cohort in Washington DC as part of GW October 2016 Conference. Those enrollees who started in Washington will continue the program here in Philadelphia.

I look forward to an exciting week, meeting many of the delegates, and also visiting the Charles D. Close School of Entrepreneurship at Drexel University. We hope to see you in Buenos Aires, Argentina June 28-July 1, 2017 for the 62nd annual ICSB World Conference. Online submission and registration is now available at [www.icsb2017.org](http://www.icsb2017.org).

Best regards,

Dr. Luca Iandoli
ICSB President (2016-17)
Greetings from Drexel University!

I am thrilled to welcome you to the USASBE 2017 Conference in Philadelphia. We are honored to be the host university for this year’s event to celebrate entrepreneurship, and there is no more appropriate setting than in America’s historic city of firsts.

We are delighted to share what has been happening at Drexel University and the Charles D. Close School of Entrepreneurship, as we promote the development of innovators all across Philadelphia.

The spirit of entrepreneurship has long been alive at Drexel, an urban research university with more than 24,000 students studying at 15 colleges. Companies started by recent Drexel alumni run the gamut — from tech to financial services to online retailing and a range of other services. Recent standout products developed by Drexel-launched firms include Scholly’s scholarship-search app, smart faucets by Tern Water, folding bike helmets by AnneeLondon and Spor’s solar chargers. And more than a dozen enterprises are being developed by Drexel undergraduates right now.

Our decision to establish the Close School of Entrepreneurship in 2013 takes those entrepreneurial impulses to greater heights. As the nation’s first freestanding school of entrepreneurship to offer degrees, the Close School has pioneered an approach to entrepreneurship education that teaches students to be entrepreneurial thinkers and doers, to learn from setbacks, create their own opportunities, and, above all, to be curious problem-solvers.

Building on nearly a century of experience with cooperative education at Drexel, the Close School’s approach to entrepreneurship education is even more unique. Linking with our Baiada Institute for Entrepreneurship — Drexel’s incubator for student business ideas — the Close School offers all Drexel students the chance to compete to receive workspace, mentoring, and $15,000 in funding to work in a co-op at their own companies.

During your time at the conference, I hope you will have a chance to learn more about the Close School and Baiada Institute, as well as the ExCITe Center for research innovation, Drexel Ventures, and many more initiatives that help advance entrepreneurship at Drexel University and Philadelphia. Here’s hoping USASBE 2017 is inspiring and productive, giving you good reason to return to Philadelphia soon.

Best wishes,

John A. Fry
President, Drexel University
WELCOME TO USASBE 2017 IN PHILADELPHIA!

Philadelphia is a city of firsts at many levels. Not only is Philadelphia central to the founding of the country, it is also a center of learning, technology and innovation, with the nation’s first natural sciences museum in 1812 (the Academy of Natural Sciences of Drexel University – which will host our opening reception), the first computer in 1946 (the 30-ton ENIAC at the University of Pennsylvania) and the first demonstration of the telephone in 1876.

The city’s status as a health-care mecca was established early on, with the nation’s first hospital, medical school, women’s medical school (now part of Drexel), children’s hospital, and the first genetic link to cancer (the Philadelphia chromosome), discovered by researchers at Penn.

Of course, the city is also the source of many things that make people happier, but perhaps a little less healthy, such as the first soda, Dr. Physick, in 1807, the first Girl Scout Cookies, in 1933, and the oldest ice cream company, Bassett’s, in 1861. And let’s not forget the infamous Philly cheesesteak.

And as a USASBE first, Philadelphia is proudly hosting the USASBE annual conference during the winter time. We have much in store for you. We have strong conference tracks that focus on informing you about the latest research and the best practices in entrepreneurship education. 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, developmental sessions, cases and exercises, we also have many other exciting programs and events including an excellent pre-conference lineup, learning journeys, outstanding plenary speakers, and, of course, an amazing gala with many surprises in store.

I urge you take advantage of these many opportunities to learn and network with some of the best teachers and researchers in the world. This conference was a team effort with hard work by our track chairs and USASBE home office. Please thank everyone who was gave their many hours to deliver to you a great program. Again, many thanks to our conference sponsors, the USASBE home office, and you for your support.

Have a great conference!

Chuck Sacco, Conference Co-Chair, Drexel University  
Craig Galbraith, Conference Co-Chair, University of North Carolina Wilmington
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. It was sixteen pages long then.

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 headquarters 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:

- 1981-1982 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)
- 1996 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)
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 Welsch 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. 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 recommendations for identifying the long-term strategic vision of USASBE and actions required to achieve this “new vision” for the Association’s Strategic Planning Committee. 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 to offer a primary focus on entrepreneurship education best practices and entrepreneurship education research, venture creation, small business, 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 held by The University of Tampa at the Hilton Downtown Tampa and the 2016 conference was hosted by San Diego State University at the Sheraton San Diego Hotel and Marina. The 2017 conference is being hosted this year by Drexel University at the Loews Philadelphia and the 2018 conference will be hosted by the David Nazarian College of Business and Economics at the University of California, Northridge.

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

Jeffrey Alves
Catherine Ashmore
Kendall Artz
Howard Van Auken
D. Ray Bagby
James Black
Eugene Bonk
LeQuita Booth
Don B. Bradley III
Robert H. Brockhaus, Sr.
Joyce Brockhaus
Bernard Browning
**Candida Brush**
George R. Butler
Gary Castrogiovanni
James J. Chrisman
Jeffrey R. Cornwall
Thomas Dandridge
Charles Davis
William J. Dennis, Jr.
Pat H. Dickson
Lillian Dreyer
Vivian Edwards
Lloyd W. Fernald, Jr.
Alan Filley (dec)
William Flewellen
Michael Fountain
Geralyn McClure Franklin
Eugene Fregetto
Fred Fry
Becky Gann
Joan Gillman
Eugene G. Gomolka (dec)
Patricia G. Greene
Edward Harris
Michael Hennessy
Gerald E. Hills
Charles W. Hofer
Jeffrey S. Hornsby
Frank Hoy
John Hughes
Jerome “Jerry” Katz
Fred Kiesner
Scott Kunkel
Donald F. Kuratko
Joseph Latona
Justin Longenecker (dec)
Stanley W. Mandel
Charles Matthews
**Tony Mendes**
G. Dale Meyer
Dorothy Perrin Moore
Michael H. Morris
Donald D. Myers
Heidi Neck
Lynn Neeley
**Bill Petty**
Gary Roberts
Pat Roberson-Saunders
Norman M. Scarborough
Kelly Shaver
Betsy Schwammberger
George Solomon
Judith Stack
Alvin Star
Timothy Stearns
V. K. Unni
George S. Vozikis
William A. Ward
K. Mark Weaver
Harold Welsch
Dianne H.B. Welsh
Rebecca J. White
Joan Winn
Erik K. Winslow
Max S. Wortman, Jr. (dec)

USASBE.org
USASBE OFFICERS FOR 2016-2017

ELECTED OFFICES

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-Programming
Michael Camp, The Ohio State University

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

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
Joshua Bendickson, University of Louisiana Lafayette

Vice President-Research
Eric Liguori, The University of Tampa

Directors-at-Large
Nathalie Duval-Couetil, Purdue University
Lois Shelton, University of California Northridge
Terri Lonier, School of the Art Institute of Chicago
Luke Pittaway, Ohio University

Past President
Alex DeNoble, San Diego State University

APPOINTED OFFICES

Co-Vice President, Conference
Chuck Sacco, Drexel University

Co-Vice President, Conference
Craig Galbraith, University of North Carolina Wilmington

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

Vice President, Member Services
Richard DeMartino, Rochester Institute of Technology

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

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

Secretary
Bruce Kingma, Syracuse University

Director, Placement
Bill Petty, Baylor University

Historian
Robert D’Intino, Rowan University

Association Auditor
Sherry Hoskinson, University of Delaware

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

Assistant Vice President, Mentoring
Pat Dickson, Wake Forest University

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

Assistant Vice President, Certificates-Global
Tony Mendes, University of Missouri-Kansas City

Doctoral Consortium
Matt Rutherford, Oklahoma State University

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

Assistant Vice President, Dev.
Starr Marcello, The University of Chicago

Assistant Vice President, International Relations
Mario Dipp, CETYS Universidad

Executive Director
Patrick Snyder

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

Executive Administrative Assistant
Bonnie Nolan
# USASBE BOARD 2017

## ELECTED POSITIONS

### EXECUTIVE OFFICERS

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<th>Position</th>
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<tr>
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<td>Heidi Neck</td>
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<td>PRESIDENT-ELECT</td>
<td>Mark Schenkel</td>
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<td>Ted Zoller</td>
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<td>Amy Brownlee</td>
<td>The University of Tampa</td>
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<td>SR. VICE PRESIDENT-OPERATIONS &amp; PLANNING</td>
<td>Eric Liguori</td>
<td>The University of Tampa</td>
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<td>Jeff Vanevenhoven</td>
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<td>SR. VICE PRESIDENT-ELECT-PROGRAMMING</td>
<td>Doan Winkel</td>
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### DIRECTORS AT LARGE

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<tr>
<td>DIRECTOR AT LARGE SIG LIAISON</td>
<td>Nathalie Duval-Couetil</td>
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<td>Florida State University</td>
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### FUNCTIONAL OFFICERS

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<tr>
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<td>Lois Shelton</td>
<td>Cal State University, Northridge</td>
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<td>VICE PRESIDENT-MARKETING/MEMBERSHIP</td>
<td>Craig Watters</td>
<td>Oklahoma State University</td>
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<td>VICE PRESIDENT-PUBLICATIONS</td>
<td>Josh Bendickson</td>
<td>University of Louisiana- Lafayette</td>
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<td>VICE PRESIDENT-RESEARCH</td>
<td>Christoph Winkler</td>
<td>Long Island University - Brooklyn</td>
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## APPOINTED POSITIONS

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<tbody>
<tr>
<td>EXECUTIVE DIRECTOR</td>
<td>Patrick Snyder</td>
<td>University of Wisconsin Whitewater</td>
</tr>
<tr>
<td>MEMBERSHIP MARKETING SPECIALIST HQ</td>
<td>Bonnie Nolan</td>
<td>University of Wisconsin Whitewater</td>
</tr>
<tr>
<td>CENTRAL OFFICE HOST SCHOOL LIAISON</td>
<td>Denise Ehlen</td>
<td>University of Wisconsin Whitewater</td>
</tr>
<tr>
<td>EXHIBITOR &amp; SPONSOR LIAISON</td>
<td>Ernie Cadot</td>
<td>University of Tennessee / Marketplace</td>
</tr>
<tr>
<td>ASSOCIATION AUDITOR</td>
<td>Sherry Hoskinson</td>
<td>University of Delaware</td>
</tr>
<tr>
<td>SECRETARY</td>
<td>Terri Lonier</td>
<td>School of The Art Institute of Chicago</td>
</tr>
<tr>
<td>VICE PRESIDENT, CONFERENCE</td>
<td>Julie Shields</td>
<td>Milliken University</td>
</tr>
<tr>
<td>HISTORIAN</td>
<td>Pat Dickson</td>
<td>Wake Forest University</td>
</tr>
</tbody>
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**USASBE Connects Entrepreneurship Educators with Opportunities**

Post your position within our network of over 1,000 members. Add your CV to your USASBE membership for more visibility. Interview space available each year at the annual conference.

Contact Bill Petty bill.petty@baylor.edu for more information.
AWARDS & RECOGNITION

PAPER, CASE & WORKSHOP AWARDS

USASBE John Jack Award sponsored by Syracuse University
Conditioned to Care? Gender Differences in Entrepreneurial Social Responsibility
Whitney Peake, Western Kentucky University
Kimberly Eddleston, Northeastern University

USASBE Best Paper in Social Entrepreneurship Award
Understanding Biosphere Entrepreneurship through a Framework Approach
HH Frederick, Tecnológico de Monterrey

USASBE Best Paper in Entrepreneurship and Public Policy
A Multi-level Analysis of the U.S. Start-ups’ Relocation Decisions
In Hyeock Lee, Loyola University Chicago

USASBE Best Paper in Family Business Award
The price tag of family business investments: Trading entrepreneurship for socioemotional wealth
Giacomo Lafranchini, University of La Verne
Michael Braun, University of Montana
Si Hyun Kim, University of La Verne

Academic Paper Most Relevant to Entrepreneurs Award
Social Capital, Density, and Startup Survival: An Empirical Study Using the Kauffman Firm Survey
Cesar Bandera, New Jersey Institute of Technology
Ellen Thomas, New Jersey Institute of Technology

USASBE Best Empirical Paper Award
Does Globalization Help Inclusive Growth? An Opportunity Structure Perspective
Hao Liang, Singapore Management University
Sunny Li Sun, University of Missouri, Kansas City
Chris Marquis, Cornell University

USASBE Best Paper in Entrepreneurial Finance sponsored by the USASBE Entrepreneurial Finance Special Interest Group
Does Globalization Help Inclusive Growth? An Opportunity Structure Perspective
Hao Liang, Singapore Management University
Sunny Li Sun, University of Missouri, Kansas City
Chris Marquis, Cornell University

USASBE Outstanding Teaching Case Award
ANNOUNCED AT THE CONFERENCE.

Outstanding Workshop in Pedagogy Awards-Sponsored by Babson College
ANNOUNCED AT THE CONFERENCE.

Outstanding Workshop Award
ANNOUNCED AT THE CONFERENCE.

USASBE EXCELLENCE IN ENTERPRENEURSHIP EDUCATION AWARDS

National Model Undergraduate Entrepreneurship Program Sponsored by Fairleigh Dickinson University

FINALISTS
Syracuse University
San Diego State University

Outstanding Emerging Entrepreneurship Program

FINALISTS
Lake Forest College
Morgan State University
North Carolina State University
Entrepreneurship Clinic

Outstanding Entrepreneurship Program Abroad

FINALISTS
Liverpool John Moores University (England)
Michael Smurfit Graduate Business School, MSc Innovation, Entrepreneurship and Design (Ireland)

Special Recognition in Entrepreneurship Education Innovation

FINALISTS
Doan Winkel, Experiential Entrepreneurship Education Journal
Eric Liguori, Giles Hertz, and Birton Cowden - SOLD! An Entrepreneurial Sales Skills Bootcamp

Outstanding Specialty Entrepreneurship Program

FINALISTS
Meadows School of the Arts, Southern Methodist University
IBA Karachi
WIN Lab at Babson College

INDIVIDUAL AWARDS

Max S. Wortman, Jr. USASBE Award for Lifetime Achievement in Entrepreneurship Advocacy
ANNOUNCED AT THE CONFERENCE.

John E. Hughes Award for Entrepreneurship Advocacy sponsored by the Coleman Foundation
ANNOUNCED AT THE CONFERENCE.

USASBE Entrepreneurship Educator of the Year Award
ANNOUNCED AT THE CONFERENCE.
THANK YOU TO ALL OUR REVIEWERS!

An academic conference cannot happen without the many volunteers who take time out of their busy schedules to review papers and provide valuable feedback to all submitters.
At Clarkson, Entrepreneurship is more than just a program. It’s a way of life.

Our first-year experience puts students on the entrepreneurial path the moment they enroll. They build a team, develop a business plan, pitch investors, secure funding and launch a business. And that’s just the first six weeks.

At Clarkson, our entrepreneurial mindset never wavers.
The purpose of the Direct Selling Education Foundation is to engage, equip and empower educators to provide students with an accurate understanding of the direct selling industry as a powerful go-to-market strategy, distribution model and entrepreneurial option, and to teach the correct principles of direct selling.

We partner with professors and educators who are interested in including direct selling as a topic in their various curricula. We provide resources for educators and classrooms alike to streamline this process. We also sponsor and support various events, project and initiatives, like Campus Events, to further support our overall mission.
KEYNOTE SPEAKERS & PANELISTS

RICK ALEXANDER, Head of Global Policy, B-Lab

Rick Alexander is Head of Legal Policy at B Lab. Before coming to B Lab, he spent 26 years at Morris, Nichols, Arsht & Tunnell LLP as a corporate law attorney, including four years as managing partner. He remains counsel to the firm. Mr. Alexander formerly chaired the Council of the Corporation Law Section of the Delaware State Bar Association and the General Review Task Force of the ABA Committee on Corporate Laws. He currently chairs the ABA Task Force on Two Step Mergers and the State Law Initiatives Task Force. He is a member of the Delaware Access to Justice Commission and serves on the Advisory Committee for the Securities Regulation Institute. He is a member of the ABA Business Law Section Publications Board and an Inaugural Fellow of the American College of Governance Counsel.

JOHN FRY, President, Drexel University

John Anderson Fry has served higher education for his entire professional life. Through his roles as a consultant, board member, chief operating officer and chief executive, he has acquired a deep and broad understanding of the challenges of leading a major educational institution. Fry set out to transform Drexel into what he has termed the “modern urban university of the future”—an institution that harnesses both its long-established and still-emerging strengths to serve its students, its neighborhood, its city and the nation. Under Fry’s leadership, Drexel is setting a new standard for cooperative education, transforming its online and hybrid offerings, and becoming a powerful force for economic development in the Greater Philadelphia region. Fry led the University community’s collaboration on a five-year strategic plan, launched in 2012, to guide the pursuit of those goals.

HEIDI NECK, Ph.D., Babson College Professor and the Jeffry A. Timmons Professor of Entrepreneurial Studies.

She has taught entrepreneurship at the undergraduate, MBA and executive levels. Neck is the In-Coming President of the United States Association of Small Business & Entrepreneurship (USASBE), an academic organization dedicated to the advancement of entrepreneurship education. She is Faculty Director of The Babson Collaborative, a global institutional membership organization for colleges and universities seeking to increase their capability and capacity in entrepreneurship education. Additionally, Neck is Faculty Director of Babson's Symposia for Entrepreneurship Educators (SEE) – programs designed to further develop faculty from around the world in the of art and craft of teaching entrepreneurship and building entrepreneurship programs.

VICTOR HWANG, Vice President of Entrepreneurship, Ewing Marion Kauffman Foundation

Victor W. Hwang is Vice President of Entrepreneurship at the Kauffman Foundation, the world’s leading foundation for entrepreneurs. Prior to joining the Kauffman Foundation, Hwang was co-founder and CEO of Liquidity, a Silicon Valley venture-backed nanotech firm that makes filters for safe drinking water. He led the company through first product launch, early revenues, and winning the TechCrunch Disrupt startup competition. He was CEO and co-founder of T2 Venture Creation, a venture firm that built startup companies and designed the ecosystems that foster entrepreneurial innovation in dozens of countries and cities. In addition, Hwang was executive director of the Global Innovation Summit, a conference focused on building innovative ecosystems with delegates from over 50 nations.
**JAY COEN GILBERT,** Co Founder, B Lab

B Lab is a nonprofit organization that serves a global movement of people using business as a force for good. Its vision is that one day all companies compete not only to be the best in the world, but the best for the world and as a result society will enjoy a more shared and durable prosperity. Certified B Corporations meet the most rigorous standards of social and environmental performance and transparency, and legally expand their fiduciary duties to include consideration of stakeholder interests. Prior to B Lab, despite having no game, Jay co-founded and sold AND 1, a $250M basketball footwear and apparel company based outside Philadelphia. Jay led AND 1’s product and marketing and was AND 1’s CEO during its period of most rapid growth and decline.

**WILL ROZENWEIG,** Dean & Executive Director, The Food Business School

William B. Rosenzweig has spent more than twenty-five years integrating the practices and perspectives of an entrepreneur, venture investor, and educator. He is regarded internationally as an expert in cultivating and transforming impactful ideas into thriving enterprises. Will was founding CEO (and Minister of Progress) of The Republic of Tea, an award-winning specialty tea company that is credited with creating the premium tea category in the United States. As an entrepreneur and investor, he has been involved in Odwalla, Trinity Springs, Winetasting.com, Yummly, and Brand New Brands, a functional food incubator he founded in 2004. In November 2014, Will joined forces with The Culinary Institute of America (CIA) to launch The Food Business School (FBS), the CIA’s new center for executive and graduate education. As Dean and Executive Director of The Food Business School of The Culinary Institute of America, Will is working with industry experts to create specialized programs that enable and empower entrepreneurs to design, deliver, and lead transformative innovations that address the world’s most pressing food challenges—and its greatest business opportunities.

**ANDREW YANG,** CEO, Venture for America

Andrew is the Founder and CEO of Venture for America, and has worked in startups and early-stage growth companies as a founder or executive for more than twelve years. He was the CEO and President of Manhattan GMAT, a test prep company that was acquired by the Washington Post/Kaplan in 2009. He has also served as the co-founder of an Internet company and an executive at a health care software startup. Andrew has been selected by the White House as a Presidential Ambassador for Global Entrepreneurship and a Champion of Change for his work with Venture for America. He is the author of “Smart People Should Build Things,” published by Harper Business. He was named one of Fast Company’s “100 Most Creative People in Business;” and has appeared on CNBC, Morning Joe, Fox News, TIME, Techcrunch, the Wall St. Journal, and more. He is a graduate of Columbia Law and Brown University.

**DAVID AUDRETSCH,** Distinguished Professor, Ameritech Chair of Economic Development, Institute for Development Strategies, Indiana University

Dr. David Audretsch is a distinguished professor at SPEA and also serves as director of the SPEA Overseas Education Program, Ameritech Chair of Economic Development, and director of the Institute for Development Strategies. He is co-founder and co-editor of Small Business Economics: An Entrepreneurship Journal and also works as a consultant to the United Nations, the World Bank, the OECD, the EU Commission, and the U.S. State Department. Audretsch is a member of the advisory board to a number of international research and policy institutes, including chair of the the Deutsches Institut fuer Wirtschaftsforschung Berlin (German Institute for Economic Analysis Berlin), chair of the Stifterverband fuer die Deutsche Wissenschaft (Foundation for the Promotion of German Science), New York Academy of Sciences, the Swedish Entrepreneurship Forum, and the Jackstädt Centre for Entrepreneurship in Wuppertal, Germany.
Designing the Future of Entrepreneurship

California Entrepreneurship Educators Conference 2016

Attend an intimate, thought-provoking conference where your voice matters. One where we openly discuss the future of entrepreneurship education and research in highly interactive sessions. So, take a risk and share your thoughts. You might just change the way we teach entrepreneurship.

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Dates: March 9th, 10th, and 11th, 2017
Location: San Diego State University
Cost: Full Conference fee: $299
Single day fee: $199 per day
### THURSDAY JANUARY 19

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<tr>
<th>TIME</th>
<th>EVENT</th>
<th>LOCATION</th>
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</thead>
<tbody>
<tr>
<td>7:00 AM—5:00 PM</td>
<td>Registration</td>
<td>Millennium Foyer</td>
</tr>
<tr>
<td>8:00 AM – 11:30 AM</td>
<td>Pre-Conference Workshop - Entrepreneurial Mindset Profile (EMP) Certification</td>
<td>Regency C1</td>
</tr>
<tr>
<td>8:00 AM – 11:30 AM</td>
<td>Pre-Conference Workshop - Community Development Financing Programs</td>
<td>Regency C2</td>
</tr>
<tr>
<td>8:00 AM – 11:30 AM</td>
<td>Pre-Conference Workshop - Best Practices in Family Business Teaching, Research, and Outreach</td>
<td>Offsite at St. Joseph's University Meet at lobby at 8 am</td>
</tr>
<tr>
<td>9:00 AM – 4:00 PM</td>
<td>Learning Journey - Creative Arts Entrepreneurship Excursion</td>
<td>Meet at conference registration at 8:45am for 9am departure.</td>
</tr>
<tr>
<td>8:30 AM – 11:30 AM</td>
<td>Social Entrepreneurship Certificate Module 4</td>
<td>Washington A</td>
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<tr>
<td>8:00 AM – 4:00 PM</td>
<td>Doctoral Consortium</td>
<td>Washington B</td>
</tr>
<tr>
<td>9:00 AM – 5:00 PM</td>
<td>ICSB Board Meeting</td>
<td>Washington C</td>
</tr>
<tr>
<td>11:00 AM – 3:30 PM</td>
<td>Learning Journey - Philadelphia’s Phood Phamilies – A Tour of Family-based Food Businesses</td>
<td>Meet at conference registration at 10:45am for 11am departure.</td>
</tr>
<tr>
<td>1:00 PM – 4:30 PM</td>
<td>Pre-Conference Workshop - Entrepreneurship, Art and 3D Digital Design</td>
<td>Regency C1</td>
</tr>
<tr>
<td>1:00 PM – 4:30 PM</td>
<td>Pre-Conference Workshops - Fostering Entrepreneurial Ecosystems through an Entrepreneurship Clinic Model</td>
<td>Regency C2</td>
</tr>
<tr>
<td>1:00 PM – 4:30 PM</td>
<td>Pre-Conference Workshop - Finance-smart Entrepreneurship for Non-Financial Faculty</td>
<td>Commonwealth D</td>
</tr>
<tr>
<td>1:00 PM – 4:30 PM</td>
<td>Learning Journey - Community College Entrepreneurship and the Goldman Sachs 10K Small Business Program</td>
<td>Meet at conference registration at 12:45pm for 1pm departure.</td>
</tr>
<tr>
<td>1:00 PM – 4:30 PM</td>
<td>Learning Journey - Philadelphia Investment &amp; Innovation Ecosystem</td>
<td>Meet at conference registration at 12:45pm for 1pm departure.</td>
</tr>
<tr>
<td>1:30 PM – 4:30 PM</td>
<td>Social Entrepreneurship Certificate Module 5</td>
<td>Washington A</td>
</tr>
<tr>
<td>4:45 PM – 5:30 PM</td>
<td>Welcome to Philadelphia Plenary – kicking off the conference with a special Philly guest and Research Pillar featuring David Audretsch</td>
<td>Regency Ballroom A/B</td>
</tr>
<tr>
<td>5:30 PM – 6:30 PM</td>
<td>New Member Reception</td>
<td>Loews Hotel 33rd Floor— Howe and Lescaze Rooms</td>
</tr>
<tr>
<td>6:30 PM – 9:30 PM</td>
<td>Welcome Reception at Drexel University’s Academy of Natural Sciences (1900 Benjamin Franklin Pkwy, Philadelphia, PA)</td>
<td>Buses depart hotel starting at 6:15 &amp; will run continuously; walking distance 15 min.</td>
</tr>
</tbody>
</table>
CONFERENCE LEARNING JOURNEYS

LEARNING JOURNEY 1: Creative Arts Entrepreneurship Excursion in the City of Brotherly Love - Presented by the MWE and Arts Special Interest Groups
9:00.............Meet at Loew’s Hotel for walk or bus ride to Culture Works
9:30-10:30.....Culture Works Greater Philadelphia
11:00.............Dornsife Center tour
12:00.............Lunch at Landmark American University City
12:45.............James Wright from Lancaster Avenue’s People’s Emergency Center (PEC) will talk to the group at Savas and tour the Drexel gallery
2:00.............Drexel University ExCITe Center
3:00.............Presentation at ExCITe Center
4:00.............bus returns to Loewes Hotel

LEARNING JOURNEY 2: Philadelphia’s Phood Phamilies – A Food Tour of Family-based Food Businesses
Departure from hotel at 11am and returns at 3:30pm
Join USASBE and their learning journey host, Saint Joseph’s University’s Initiative for Family Business and Entrepreneurship, for a tour into the tastes of Philly that combines the spirit of family entrepreneurship and food innovation with some of our tastiest and best-known brands.

LEARNING JOURNEY 3: Community College Entrepreneurship & Goldman Sachs 10K Small Business Program
Departs hotel at 1pm and returns at 4:30 p.m.
Journey to the Community College of Philadelphia to learn more about two innovative programs helping to drive entrepreneurship in Philadelphia. The College runs a non-credit Mobile Food Management Program — Introduction to Food Truck Entrepreneurship in conjunction with faculty from the College’s Culinary Arts program. Chef John Olsen will provide an overview of the three part program helping spread Philadelphia’s vibrant foodie culture across the City. The group will also join in on the first day of class for a new cohort of scholars participating in Philadelphia’s Goldman Sachs Ten Thousand Small Businesses Program (10KSB), a national program, hosted and run at 14 Community College sites across the country.

LEARNING JOURNEY 5: Philadelphia Investment & Innovation Ecosystem
Departs hotel at 1pm and returns at 4:30 p.m.
This learning journey will take participants on a visit to Drexel University and the University City Science Center. The majority of the program will take place at ic@3401 at 34th & Market Streets in Philadelphia. The program will begin with a tour of ic@3401 and a presentation from their team. The program will continue with a presentation from the DreamIt team who will discuss the Philadelphia innovation and entrepreneurial ecosystem. Additional guests will discuss the University City and Drexel University ecosystems that are playing a key role in the revitalization of West Philadelphia. Finally, the program will include a panel discussion featuring Philadelphia-area investors and startup founders who will discuss their experiences from both sides of the table.

PRE-CONFERENCE WORKSHOPS

Pre-conference workshop: #1
Track: Corporate Entrepreneurship
8:00 AM - 11:30AM REGENCY C1
Entrepreneurial Mindset Profile (EMP) Certification Workshop (#13)
Pam Meyer, Eckerd College Leadership Development Institute
Nancy Pridgen, Eckerd College
The EMP Certification Workshop gives educators a thorough understanding of the Entrepreneurial Mindset Profile (EMP), a cutting-edge assessment based on research into the traits, motivations, and skills of entrepreneurs. Participants learn about the development, interpretation, and applications of the instrument so that they can help their students understand the concept of entrepreneurial mindset as well as their own unique profiles. After completing the workshop, participants are eligible to purchase and use the EMP with their students/clients.

Pre-conference workshop: #2
Track: The Entrepreneurship Interface
8:00 AM - 11:30AM REGENCY C2
Community Development Financing Programs- National, Regional, and Local (#31)
Caroline Glackin, UNC- Fayetteville State University
Purpose: To introduce USASBE members to a category of programs for entrepreneurial financing which is often overlooked in the academic literature that serves large numbers of enterprises annually.

Pre-conference workshop: #3
Track: Small and Family Business
8:00 AM - 11:30AM OFFSITE
Teaching, Research and Outreach within the domain of Family Business (#40)
Esra Memili, University of North Carolina-Greensboro
Whitney Peake, Western Kentucky University
This pre-conference workshop will focus on three areas of Teaching, Research, and Outreach within the domain of Family Business by panelists who are prominent scholars and leaders in the field and will lead into the half day learning journey on Food and Family Business. As deter-mined by the FB SIG membership at the 2016 meeting, attendees will receive advice and participate in discussions in these three key areas. Interactive discussion among the panelists and attendees will provide opportunities for each member to grow and learn in these respective areas.
Pre-conference workshop: #4  
Track: Pedagogy, Curriculum and Entrepreneurship Education  
1:00 PM - 4:30 PM REGENCY C1  
Title: Entrepreneurship, Art, and 3D Digital Design (#36)  
Romi Kher, Baruch College, CUNY  
Zoe Sheehan Saldana, Baruch College  
This workshop will familiarize faculty with some of the current technologies used in 3D digital design and how it can be leveraged to teach design-thinking and problem solving in the Arts. We will help faculty explore how they can utilize these technologies to teach conceptual and practical design thinking skills to students, along with business choices, processes and decision-making during the ideation phase. As a hands-on workshop, faculty will experience (1) the basics of the Arduino, Cuboids and 3D printing, (2) learn how to use these technologies for creating prototypes and concepts for Lean Startup methodology, (3) spend some hands-on play time with 3D printing and SketchUp software. Primarily targeting non-engineering faculty, we focus on the basics of three-dimensional design (3D), computer-aided design (CAD), and Rapid Prototyping (RP) processes in the context of entrepreneurial and startup up ventures.

Pre-conference workshop: #5  
Track: Pedagogy, Curriculum and Entrepreneurship Education  
1:00 PM - 4:30 PM REGENCY C2  
Fostering Entrepreneurial Ecosystems through an Entrepreneurship Clinic Model (#98)  
Jared Childs, North Carolina State University  
Jeffrey Pollack, North Carolina State University  
Lewis Sheets, North Carolina State University  
Jon Carr, North Carolina State University  
In this interactive session, we suggest that the resource orchestration setup optimally needed for building local and regional entrepreneurship ecosystems may come, in large part, from university-based initiatives. In particular, we explore the venture-specific advantages, as well as the community-based benefits, that co-exist in a novel framework based on the Entrepreneurship Clinic model. We discuss the theoretical as well as practical implications of this approach as well as effective and efficient ways for universities to help to engage, embed, and execute in ways that build, maintain and grow strong local and regional entrepreneurial ecosystems that facilitate high quality research and teaching opportunities.

NC STATE UNIVERSITY  
Entrepreneurship  
Our Mission

NC State Entrepreneurship integrates research, teaching and real world experience by providing a place where faculty, students, and entrepreneurs go to teach, learn and build the next generation of new ventures.

Embed
Housed in one of the Triangle’s largest co-working hubs, NC State Entrepreneurship students are immersed in an entrepreneurial ecosystem home to over 200 new ventures.

Engage
Students form diverse teams, based on the best mix of strengths, and act as consultants to partner companies - from early stage startups to scaling businesses.

Execute
Entrepreneurship students graduate with an expansive network, hands-on experience and skill development, and better concepts - ultimately making them better entrepreneurial thinkers.

www.entrepreneurshipclinic.ncsu.edu  I  @ncsueclinic
Pre-conference workshop: #6

Track: Pedagogy, Curriculum and Entrepreneurship Education

1:00 PM - 4:30 PM COMMONWEALTH D
Finance-Smart Entrepreneurship for Non-Financial Faculty (#0)

Dileep Rao, Florida International University
This workshop helps educators develop well-rounded, finance-smart entrepreneurs to help the 99.9% of entrepreneurs who will not get VC, and the 0.1% who should delay VC. Finance-Smart strategies benefits all students. This workshop shows educators how to teach their students to grow with capital-efficiency by linking business development and financing.

FRIDAY JANUARY 20

TIME EVENT
7:00 AM – 6:00 PM Registration
7:00 AM – 8:00 AM Past President’s Breakfast (by invitation)
8:00 AM – 9:15 AM Plenary Breakfast featuring John Fry, President of Drexel University and Heidi Neck, incoming USASBE President
9:30 AM Award–National Model Undergraduate Entrepreneurship Program
9:30 AM – 4:30 PM Career Services
9:30 AM – 12:15 PM Social Entrepreneurship Certificate Module 6
9:30 AM – 10:45 AM Competitive Papers Session 1
  Competitive Papers Session 2
  Competitive Workshops Session 1
  Competitive Workshops Session 2
  Experiential Exercises Track Session 1
  USASBE Journal Editorial Board Meeting
10:45 AM – 11:00 AM Coffee/snack break
11:00 AM Award—Outstanding Emerging Program
11:00 AM – 12:15 PM Competitive Papers Session 3
  Competitive Papers Session 4
  Competitive Teaching Cases Session 1
  Competitive Workshops Session 3
  Competitive Workshops Session 4
  Rocket Workshop Track Session 1
  Experiential Exercises Track Session 2
  Developmental Track Session 1
  Exhibitor Track Session 1
  Meet the Editors Session

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<tr>
<th>TIME</th>
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<tbody>
<tr>
<td>12:15 PM – 1:45 PM</td>
<td>Lifetime Achievement Awards Luncheon and Plenary featuring Victor Hwang, Kauffman Foundation, speaking at 1pm</td>
<td>Millennium Ballroom</td>
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<tr>
<td>1:45 PM – 3:00 PM</td>
<td>Outreach Pillar featuring Rick Alexander, Head of Global Legal Policy at B Lab (starts 2pm)</td>
<td>Millennium Ballroom</td>
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<td>JSBM Editorial Board Meeting</td>
<td>Regency C1 (by invitation)</td>
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<td>Competitive Papers Session 5</td>
<td>Washington B; details below</td>
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<td></td>
<td>Competitive Papers Session 6</td>
<td>Washington C; details below</td>
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<td></td>
<td>Competitive Workshops Session 5</td>
<td>Congress A; details below</td>
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<tr>
<td></td>
<td>Competitive Workshops Session 6</td>
<td>Congress B; details below</td>
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<tr>
<td>2:00 PM</td>
<td>Award—Outstanding Entrepreneurship Program Abroad</td>
<td>Commonwealth C</td>
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<tr>
<td>3:00 PM – 3:15 PM</td>
<td>Snack break</td>
<td>Washington B; details below</td>
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<td>Competitive Papers Session 7</td>
<td>Washington C; details below</td>
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<td></td>
<td>Competitive Papers Session 8</td>
<td>Congress A; details below</td>
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<td></td>
<td>Competitive Workshops Session 7</td>
<td>Congress B; details below</td>
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<td>Rocket Workshop Track Session 2</td>
<td>Commonwealth A2; details below</td>
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<td></td>
<td>Developmental Track Session 2</td>
<td>Regency A; details below</td>
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<td></td>
<td>Exhibitor Track Session 2</td>
<td>Commonwealth A1</td>
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<tr>
<td></td>
<td>3E Experiential Exercises Competition</td>
<td>Regency B (until 5p)</td>
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<tr>
<td></td>
<td>Competitive Teaching Cases Session 2</td>
<td>Regency C1 (until 5:30), details below</td>
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<tr>
<td>4:30 PM – 5:00 PM</td>
<td>Rest break</td>
<td>Various rooms (see registration desk)</td>
</tr>
<tr>
<td>5:00 PM – 6:00 PM</td>
<td>Special Interest Group Business Meetings</td>
<td>33rd floor —Lescaze Room</td>
</tr>
<tr>
<td>5:15 PM – 6:00 PM</td>
<td>Board &amp; Sponsor Reception (by invitation)</td>
<td>33rd floor—Howe Room</td>
</tr>
<tr>
<td>6:00 PM – 7:00 PM</td>
<td>Special Interest Group Reception</td>
<td>Offsite</td>
</tr>
<tr>
<td>6:00 PM – 10:00 PM</td>
<td>USASBE Sponsor Reception at Philadelphia 76ers game (by invitation)</td>
<td>Offsite</td>
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<tr>
<td>7:30 PM – 10:00 PM</td>
<td>Special Interest Groups (SIG) Dine-abouts</td>
<td>Offsite</td>
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<tr>
<td>7:30 PM – 10:00 PM</td>
<td>Fellows Dinner (by invitation)</td>
<td>Offsite</td>
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</table>
EXCELLENCE IN ENTREPRENEURSHIP EDUCATION AWARDS
Category: National Model Undergraduate Entrepreneurship Program

FINALISTS: Syracuse University
San Diego State University

SECTIONS DETAILS

Competitive Papers: #1
Track: The Entrepreneurship Interface

9:30 AM -10:45 AM WASHINGTON B
Conditioned To Care? Gender Differences In Entrepreneurial Social Responsibility (#62)

Whitney Peake, Western Kentucky University
Kimberly Eddleston, Northeastern University
Researchers generally agree that entrepreneurs’ socially responsible behavior and community economic health are intricately intertwined. However, relatively little research examines social responsibility in the small business realm. Prior research in this area suggests that although men and women do not differ in their propensities to engage in helping behaviors, gender is an important consideration. We extend this viewpoint by integrating the sorting model used in the civic engagement literature with self-construal theory to examine how social sorting via education and social priority values influences social responsibility engagement for entrepreneurs, as well as how gender gives context to these relationships. Facilitator: SherRhonda Gibbs, University of Southern Mississippi

Competitive Papers: #1
Track: The Entrepreneurship Interface

9:30 AM -10:45 AM WASHINGTON B
A Conceptual Model Of Gender-Entrepreneurship Fit (#122)

Jerald Wallace, Kennesaw State University
Elizabeth Boyd, Kennesaw State University
A rich and diverse stream of research has focused on assessing differential outcomes between men and women entrepreneurs. Much past work has used sex as a demographic proxy for more meaningful psychological variables, however. The purpose of this paper is to present a conceptual model based on Person-Environment (PE) fit theory and including a discussion of current conceptualizations of sex and gender, to consider more deeply the potential influence of gender on one entrepreneurial outcome of particular interest to educators: entrepreneurial intentions. Facilitator: SherRhonda Gibbs, University of Southern Mississippi

Competitive Papers: #1
Track: The Entrepreneurship Interface

9:30 AM -10:45 AM WASHINGTON B
Gender Differences And Entrepreneurial Munificence: The Pursuit Of Innovative New Ventures (#11)

Birton Cowden, University of Massachusetts
Jintong Tang, Saint Louis University
Much of the literature on gender differences in entrepreneurship focuses on entrepreneurial propensity and access to resources. This study takes a step further to explore gender differences in the type of new ventures pursued. Specifically, we investigate whether there is a gender difference in the pursuit of innovative vs. imitative new ventures. Additionally, we examine whether perceptions of the entrepreneur’s environment influence the pursuit of innovative new ventures for female vs. male entrepreneurs. Utilizing PSED data, we find that there is no significant difference between genders in the pursuit of innovative new ventures. However, entrepreneurial munificence (i.e., having friends that have started their own businesses, and perceived support of financial institutions) matters for female-led businesses in their pursuit of innovative new ventures. These findings have major implications for building effective entrepreneurial ecosystems. Facilitator: SherRhonda Gibbs, University of Southern Mississippi

Competitive Papers: #2
Track: The Entrepreneurship Interface

9:30 AM -10:45 AM WASHINGTON C
The Consequences Of Ties To The Parent Firm For The Strategic Discretion Of Spinoff Executives (#1)

John Pearce, Villanova University
Donald Schepker, University of South Carolina
Researchers argue that divestiture by spinning off a unit that has unique strategic needs reflects the firm’s priority to narrow the scope of its operations. However, research has not yet examined the conditions under which spinoffs actually undertake strategic change to improve their competitive engagement. Relying on the managerial cognition literature, we argue that ties to the parent firm and the level of parent involvement reduce the spinoff firm’s managerial discretion, which restricts the spinoff’s strategic change. We test hypotheses on these issues in 65 spinoffs’ across 194 firm-year observations and we find considerable support for our predictions. Facilitator: Nancy Forster-Holt, University of Rhode Island

Competitive Papers: #2
Track: The Entrepreneurship Interface

9:30 AM -10:45 AM WASHINGTON C
Institutional Pressures And Social Action: A Comparison Of Entrepreneur Support Organizations In St. Louis And Boston (#142)

Banu Ozkazanc-Pan, UMass Boston
Karren Knowlton, UPenn Wharton
Susan Clark Muntean, UNC Asheville
Entrepreneur support organizations (ESOs) function as intermediaries between entrepreneurs and the resources of local ecosystems. We focus on St. Louis,
MO and Boston, MA to compare and contrast a newly emergent versus an established entrepreneurial ecosystem to understand differences in why and how ESOs engage in gender inclusion efforts. Our in-depth fieldwork suggests inclusion efforts in St. Louis and Boston derive from different institutional pressures arising from distinct cultural cognitive, social normative, and regulatory forces in the local community. We unpack these differences and discuss implications for building an inclusive ecosystem in each context. Facilitator: Nancy Forster-Holt, University of Rhode Island

Competitive Papers: #2

Track: The Entrepreneurial Process

9:30 AM -10:45 AM WASHINGTON C

Compassion and Network Formation for Social Entrepreneurial Resource Mobilization (#234)

Eliada Griffin, Robert Morris University
Purpose – The purpose of this paper is to address the research question: How does compassion facilitate tie formation for resource mobilization within a social entrepreneurial network? Design/methodology/approach – A comparative case study analysis of seven high profile social entrepreneurs within Cape Town, South Africa. Data via in depth interviews, site visits, and archival information, and follow up conversations were collected and then analyzed via thematic coding and grounded theory. Facilitator: Nancy Forster-Holt, University of Rhode Island

Competitive Workshops: #1

Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM -10:45 AM CONGRESS A

Experimentation In Entrepreneurship Education (#44)

Kelly Shaver, School of Business, College of Charleston
Increasing demand by accrediting agencies for evidence of learning in business courses presents particular problems for entrepreneurship educators. In many entrepreneurship courses, however, the emphasis on projects can make it difficult to find an appropriate measure of the impact of the course. Fortunately, experimental methods adapted from social psychology can be used to show changes in entrepreneurial KSAs from the beginning of a course to its end. This workshop describes procedures, controls, and analysis methods specific to an experimental comparison between performance and attitudes at the beginning of a course (t1) and comparable measures taken at the end (t2).
Competitive Workshops: #2

Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM - 10:45 AM  CONGRESS B

Authoring Entrepreneurs: Helping Aspiring Entrepreneurs Build Industry Credibility By Creating And Publishing Books Aligned With Their Entrepreneurial And Startup Interests (#210)

Eric Koester, Georgetown University
Jeff Reid, Georgetown University

Learn how an experimental course turned 33 Georgetown entrepreneurship students into published authors in order to accelerate their careers as entrepreneurs. This is built on our new methodology: Book as the New Business Card. This methodology identifies passions/interests, turns that passion into expertise, helps students create (not write) a book - and get it published. You’ll get access to our teaching materials that help students build expertise through book creation – expertise that will be critical when they do choose to launch their ventures. Attendees will see examples of the published works and learn how to replicate this course.

Experiential Exercises: #1

Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM - 10:45 AM  REGENCY BALLROOM A

The Experiential Exercise About Nothing: Using Comedy To Teach Creativity (#50)

Jamey Darnell, University of South Florida Sarasota-Manatee

Team-based Learning (TBL) is based on the concept of “flipping the classroom” where students are required to prepare before coming to class so that class time can be used to engage in application activities that integrate course concepts with experiential learning. TBL is facilitated in three distinct learning phases: preparation, readiness assurance, and application. This experiential exercise will briefly teach the TBL method and provide attendees with a turnkey experiential teaching exercise on creativity. This exercise is appropriate for any course on entrepreneurship and or innovation.

Experiential Exercises: #1

Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM - 10:45 AM  REGENCY BALLROOM A

Using Music For Theory-Driven Entrepreneurship Education: Bringing Experiential Learning Back Into The Classroom (#32)

Emma Fleck, Susquehanna University
Matthew Rousu, Susquehanna University

Entrepreneurship educators have been encouraged to adopt ‘innovation
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pedagogies (Kakouris, 2015) where students participate in entrepreneurial activities. Recent evidence shows some entrepreneurial learning should take place outside the traditional instructional classroom (Pittaway and Edwards, 2012), however, Levy (1999), Bliemel (2013), and Hoppe (2016) argued that there needs to be a balance between activity-based and theoretical-based learning. However, much of the current pedagogy research in entrepreneurship focuses solely on outside-the-classroom methods. We think experiential learning shouldn’t be restricted to outside-of-the-classroom activities, and argue that innovative in-class experiences should receive more attention.

Entrepreneurial activity may be inconsistent with the need to conserve the planet. HH Frederick, Monterrey Institute of Technology argues that innovative in-class experiences should receive more attention. This article provides the theoretical basis for biosphere entrepreneurship. It theoretically justifies entrepreneurial activity that adds value to Earth. We expect short journal overviews, lots of personal conversation, insight into what it takes to publish in elite outlets, and feedback on any manuscript ideas you’ve been wondering if a given journal would be interested in. Editors and Associate Editors from Strategic Entrepreneurship Journal, Academy of Management Learning and Education, Journal of Small Business Management, Entrepreneurship Theory & Practice, Family Business Review, Journal of Small Business and Entrepreneurship, Journal of Business Venturing, New England Journal of Entrepreneurship, Management Decision, Journal of Ethics and Entrepreneurship, International Journal of Entrepreneurial Behavior and Research, International Small Business Journal, and others, will be present to speak with conference attendees.

**EXCELLENCE IN ENTREPRENEURSHIP EDUCATION AWARDS**

**Category:** Outstanding Emerging Entrepreneurship Program

**TIME: 11:00 AM – 12:15 PM**  COMMONWEALTH C

**FINALISTS:**

- **Lake Forest College**
- **Morgan State University**
- **North Carolina State University Entrepreneurship Clinic**

**Competitive Papers: #3**

**Track: Global Entrepreneurship**

**TIME: 11:00 AM - 12:15PM**  WASHINGTON B

**Understanding Biosphere Entrepreneurship Through A Framework Approach (#25)**

HH Frederick, Monterrey Institute of Technology. Entrepreneurial activity may be inconsistent with the need to conserve the planet and prevent environmental damage. This article provides the theoretical basis for Biosphere Entrepreneurship, which goes beyond business and social entrepreneurship. It theoretically justifies entrepreneurial activity that adds value to Earth. Extending the work of Kuratko, Morris, and Schindehutte on ontological frameworks (2000; 2001; 2015), we combine entrepreneurship, climate change economics, and sustainability research in an attempt to build a theoretical base for biosphere entrepreneurship. In the Implications, we ask, what can educators do to help biosphere entrepreneurs address the existential and catastrophic risks facing humanity?

Facilitator: **Maureen Casile**, Penn State DuBois

**Competitive Papers: #4**

**Track: The Entrepreneurial Process**

**TIME: 11:00 AM - 12:15PM**  WASHINGTON C

**Perception of Opportunity Novelty and New Venture Creation (#235)**

Angela Randolph, Babson College
Lakshmi Balachandra, Babson College
Jennifer Bailey, Babson College

Abstract: Purpose – The purpose of this paper is to advance scholarship on opportunity novelty, specifically, the entrepreneur’s perception of opportunity novelty. In this paper, the relationships among prior knowledge, the entrepreneur’s perception of opportunity novelty and new venture creation are examined. Design/methodology/approach – Data was collected and analyzed from survey and archival data on 330 entrepreneurs at a Small Business Development Center in the United States over a two year period. The data was analyzed using hierarchical regression and logistic regression.

Facilitator: **Maureen Casile**, Penn State DuBois

**Competitive Papers: #4**

**Track: Global Entrepreneurship**

**TIME: 11:00 AM - 12:15PM**  WASHINGTON C

**Saudi Arabian Female Start-Ups Challenges And Success Attributes (#157)**

Muhammad Khan, Effat University
Norean Sharpe, Tobin College of Business at St John’s University. The paper first identifies and presents a summary of literature on female start-ups and entrepreneurs in Arab world. The study then attempts to know exactly what has been identified in preceding paragraph. Based on empirical study of 80 female start-ups in Saudi Arabia. The evidence is created through this survey that the society is opening up, social taboos are evaporating, ecosystem is gaining tolerance in working with women and both the strategic and institutional levels of entrepreneurship ecosystem are now seriously dealing with the women. The study would provide a new element of start-up / entrepreneurship education as there has been a death of such studies. The paper recommends that when we study gender based entrepreneurship the learning from this paper may be kept in sight. The study also makes numerous practical implications and recommendations for the Saudi Arabian context as well.

Facilitator: **Ozlem Ogutveren-Gonul**, Drexel University
when considered in regard to identity construction, gender norms, and valuation. This study expands on existing research by developing a novel research approach that combines traditional computational linguistics data-mining techniques with inferential sociolinguistics methodologies, and conducts an empirical study that extracts contextual, implicit, and relational information from contemporary media sources to analyze the discourses being constructed about women as entrepreneurs in Western society. Facilitator: Ozlem Ogutveren-Gonul, Drexel University

The Significance Of Legal Form For Social Enterprise: Purpose, Accountability, Transparency And Assessment (#196)

Tony Mendes, University of Missouri-Kansas City
Frederick Alexander, B Lab
John Tyler, Ewing Marion Kauffman Foundation

This workshop compares recently-created “hybrid” organizational forms for social enterprise, including benefit corporations, social purpose corporations, and low profit limited liability companies, with respect to: mandated and permitted purposes; purposes alignment among and within stakeholder groups on commitment to doing good; accountability for mission drift; transparency; and susceptibility to assessment of social impact. This interactive session will demonstrate the use of hypothetical scenarios to teach choice of entity analysis within a social entrepreneurship curriculum. Takeaways will include presentation slides, “B Corp on Cam-pus” materials, charts comparing key features of the subject forms, and an extensive bibliography of relevant resources.

Online Learning Excellence (Ole) (#171)

Ayman Tarabishy, The George Washington University
Katia Passerini, St. John’s University
Carmine Gibaldi, St. John’s University

If you are working with today’s youth in universities around the world, you understand the importance of incorporating online tools in your pedagogy. The Online Learning Excellence (OLE) Initiative is designed to bring online education’s early adopters to you for a crash course in online learning. Learn firsthand,
Educator-to-educator, how to identify and tailor the best possible learning tools and exercises for specific online learning objectives. Presenters will share best practice from real courses and show you how to make online experiential learning more than just a collection of activities.

Developmental Sessions: #1A

Track: Global Entrepreneurship

11:00 AM - 12:15PM COMMONWEALTH B

Flexible Or Traditional Work Arrangements? Implications For Smes In Emerging Economies: The Case Of Mexico (#212)

Saida Perez, Cetys University
Yamel Ungson, Cetys University
Laura Lopez, Cetys University

Are entrepreneurs from small and medium size firms in Mexicali, Mexico implementing flexible work arrangements (FWA) policies in their SMEs to increase employees’ job satisfaction and reduce turnover rates? Surveys in Spanish were collected using convenient sample. Results indicate that if SMEs provide FWA as a benefit to their employees it will increase job satisfaction and retention. These findings have implications for SMEs, policy as well as entrepreneurship education.

The innovation from emerging economies has become a hot topic in the world. DJI, a trailblazer from emerging economies, is now the dominate firm of com-mercial drone market. It is developing rapidly and accounted for 70% market share. As a “born global” company, DJI shows its global mindset and make the best use of geographical advantages. Besides, the R&D capability and entrepreneurial traits plays a significant role in DJI’s success. DJI shows its strengths when encountering competition from developed countries. And the case points out the requisite re-search on trailblazers from emerging economies.

The purpose of our study is to encourage SMEs to achieve globalization and benefit from open innovation with local and global partners. The impact of open innovation for SMEs and analyzation along with globalization is valuable as SMEs face challenges. However, studies related to SMEs are lacking. A thorough analysis of the relationship between open innovation and globalization is performed using empirical data such as in-depth interviews, observations, and documents. To qualify case firms and examine them, we selected firms which export, own a subsidiary overseas, or produce overseas. We used the model of process of open innovation, the Upsala model for the steps of globalization, and ‘thinking strategy’ to compare each SME’s global strategies. Our study explores this phenomenon for the first time: how do different collaboration modes of R&D drives globalization? At the end of our study, we recommend an appropriate collaboration mode for each firm based on the firms’ globalization strategy: Open & Global, Open & Close, or Closed R&D.

Enterprises can leverage the latest technology to create ventures to combat social ills such as racism, sexism, etc. This paper details the impact of using “emotional gaming” and virtual reality to create firms to mimic the experience of the other race, gender to evoke empathy and thus effect change. The paper highlights cases where such attempts have been made and the issues and results thereof.

CEO’s mission is to inform, support and inspire college students to be entrepreneurial and seek opportunity through enterprise creation.
Teaching entrepreneurship and/or small business management: shifts in content tensions in Australian Universities (#144)

Brian Gibson, SEAANZ

The focus of this paper is on teaching in the entrepreneurship and small business domains and the tension that occurs because of blurring in the pedagogical understanding of these terms. As an example of this blurring, analysis of subjects being taught at leading Australian Universities in 2010 and 2013 is reported. The results confirm a confused use of the word entrepreneur and its derivatives in subject descriptions. While there is a need for teaching that pays attention to both entrepreneurship and small business management, there is also a need for a clearer understanding of the distinctions to avoid false expectations.

Cross-Disciplinary Competition: Entrepreneurship And Engineering Lessons Learned (#219)

Colleen Robb, California State University, Chico
David Alexander, California State University, Chico

A cross-disciplinary team was formed to compete in the Department of Energy Collegiate Wind Competition 2016 (CWC). Requirements of the CWC are to conceive of and develop a viable business with a marketable product that uses wind as its sole power source and develop a prototype wind turbine and load system. Competition judges evaluate a written business plan, public and private business plan and deployment strategy presentations, and wind tunnel testing of the proto-type wind machine. Given the cross-disciplinary requirements of the CWC, a team was formed through a collaboration between faculty in the colleges of business and engineering. A team of students from a business social entrepreneurship course formed the core business group while a senior mechanical engineering capstone team was formed to manage the technical challenges. Given that these groups do not normally work together in an academic setting, workshops were developed by the two faculty co-advisers and delivered throughout the semester with the objectives of providing students with just-in-time information and support to help manage and deliver on the competition requirements.

Understanding The Entrepreneurship Ecosystem In Higher Education: A Mindmap Approach (#221)

Jason Gordon, Georgia Gwinnett College
Brett Young, Georgia Gwinnett College
Phillip Hartley, Georgia Gwinnett College

A comprehensive review of the literature in entrepreneurship education indicates a great deal of divergence with regard to not only the practice of entrepreneurship education but also what entrepreneurship itself comprises. Our research, based on our own launch of a center for entrepreneurship within a 4-year public higher education institution, proposes a holistic approach to the development of an "entrepreneurial ecosystem." The primary contribution of this manuscript is to work...
towards developing a cohesive framework for both the practice of and empirical
research in the area of entrepreneurship education. With its focus on the inputs
to and the outputs of such education, we believe the framework will serve as a
standard for the creation of ecosystems conducive to entrepreneurial learning.
We expect that such ecosystems, which will span and incorporate elements of
curricula-based knowledge building as well as the acquisition of more practical
skills, improvement in students’ awareness of available resources, and mentoring
based in the philosophy of and experience in entrepreneurship, will yield results far
beyond those generated by traditional approaches to guiding student entrepreneurs.

Developmental Sessions: #1B

Track: Pedagogy, Curriculum and Entrepreneurship Education

11:00 AM - 12:15PM COMMONWEALTH B

Innovation To Launch (I2L) (#224)

H. “Ky” Holland, Alaska Pacific University
Rachael Miller, Alaska Pacific University
Cassandra Maurer, Alaska Pacific University

An integrated model of lean and traditional innovation and entrepreneurship
techniques for use in education curriculum design, academic and community program
delivery, and strategic alignment of economic development programs for existing
and new venture. The Innovation to Launch (I2L) model of new venture creation
offers an approach to integrating the use of lean entrepreneurship with traditional
business planning tools for entrepreneurship for students and new ventures that can
be applied broadly to startups and within existing organizations. The model offers a
three phase approach to educational curriculum design and community engagement
opportunities for students. For new ventures within existing organizations or a startup,
the model offers an approach for assessing the structure of a business accelerator
or other support programs and services that will reduce the risk of new venture
failure by focusing effort on the use of appropriate new venture development tools
and strategies. The experience and research behind this model suggests a need for
additional research in the “new venture strategy” and the final “launch” phases, which
could provide new clarity to the current gaps to new venture creation approaches.

Developmental Sessions: #1B

Track: Pedagogy, Curriculum and Entrepreneurship Education

11:00 AM - 12:15PM COMMONWEALTH B

Examining The Pedagogy Of Entrepreneurship Education And Its
Contribution In Creating Entrepreneurship Propensity In Kenya (#236)

Lucy Njeri Maina Kiganane, The Cooperative University College
of Kenya
Teresia Kyalo, Karatina University

In the last decade, the desire for career readiness programmes and courses
that can help prepare and equip college and university students with skills
that they need for employment as soon as they graduate has been on the rise
globally. Statistics indicate that self-employment is the last career choice for
most graduates in Kenya. As one of the most entrepreneurial economies in East
Africa, Kenya is to create a globally competitive and adaptable human resource
base aimed at meeting requirements of a rapidly industrializing economy by
2030. This can only be achieved by establishing life-long training, education
and enhancing networks and collaboration between the industry and entrepre-
nuership education. Researchers have sought to answer the question of not only
what should be taught in entrepreneurship but how it should be taught. This
paper critically examined the Pedagogy of Entrepreneurship education and its
contribution in creating entrepreneurship propensity in Kenya.

Developmental Sessions: #1C

Track: Global Entrepreneurship

11:00 AM - 12:15PM COMMONWEALTH B

Social Entrepreneurship: A Healing Approach To A More
Sustainable Society (#237)

Mark Pomerantz, Seattle U.

Though not well understood social entrepreneurship is an important concept
because it is a mobilizing process for very diverse groups of people who
want to improve society. Social enterprises which are central to the process
of social entrepreneurship need ethical leaders who act consistently with
their right minded values whether they are traditional, modern, post-modern,
or evolutionary. Social entrepreneurs are ethical leaders who recognize the
importance of multiple bottom lines that incorporate the wellbeing of clients,
customers, employees, the greater community, and the environment as well
as income generation. Social entrepreneur-ship pedagogy is reflective of
personal and institutional values, and worldview, yet has similar curricular
elements regardless of those values and worldview.
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TCU’s Neeley Entrepreneurship Center
IMAGINE. INSPIRE. ACHIEVE.
Alexey Baboshin, Russian Association for Entrepreneurship Education

This research identified critical factors contributing success of entrepreneurship training programs on Russian market and make set of recommendation for programs development. On the first stage of the research there was conducted a critical review of literature on entrepreneurship education and were identified the critical success factors for entrepreneurship training programs from academic and business perspective, were analysed the types of entrepreneurship education. On the next stage there were analysed the expectations different group stakeholders from successful entrepreneurship training programs in Russia through structured interviews. All interviewers were grouped according to three points of view: the viewpoint of those who taking the program, the viewpoint of those who giving (teachers, administration of the programs, etc.) the program and the viewpoint of those who financing (Government, NGO, etc.) the program. As a result of data analysis there were identified the critical factors for successful launching and development of entrepreneurship training program on Russian market.

Developamental Sessions: #1C

Alexey Baboshin, Russian Association for Entrepreneurship Education

Analysis of the impact of perceived entrepreneurial barriers to attitudes and intention to set up new businesses: the application of structural equation modeling (#59)

Roya Eshragi Samani
Ali Reza Poursaeed
Shahrazad Barani
Kiumarz Zarafshani

Despite the effective role of entrepreneurial ventures in development, entrepreneurship failure around the world (20% survival rate among businesses with over three years of establishment) in one hand and an overwhelming reduction new ventures have created a challenge among potential entrepreneurs. Moreover, entrepreneurship barriers have always created a challenge for entrepreneurs. In other words, potential entrepreneurs with weak coping capacity have experienced failure during the start-up phase. Therefore, this study sought to investigate the influence of perceived barriers of entrepreneurship orientation on student’s attitude and intentions in starting a new business. The population of the study consisted of agricultural students in Islamic Azad University in Ilam Province (N =320). Using simple random sampling, 169 students were selected through Bartlet table of sample size.

Developmental Sessions: #1C

What’s It Like? Experiences Of Women Entrepreneurship Students (Student Submission) (#193)

Sara Cochran, University of Missouri

A recent Kauffman study concluded that the future of American economic growth falls in the hands of women – who make up the majority of today’s college students yet the minority of entrepreneurship students. Scholars have looked to the impact of stereotype threat and lack of women role models as possible explanations, but have not explored students’ experiences. Using the theory of gendered institutions as a lens, this case study will explore women students’ experiences in their program. The results will shed light on ways to increase the number of women entrepreneurship students and subsequently the number of women entrepreneurs.

Developmental Sessions: #1C

Critical success factors for entrepreneurship training programs development on Russian market (#12)

Alexey Baboshin, Russian Association for Entrepreneurship Education

The research focuses on critical factors contributing success of entrepreneurship training programs on Russian market. As a result of data analysis it identified the critical factors for successful launching and development of entrepreneur-ship training program on Russian market; concluded set of recommendations based on key findings, which will help to lunch and develop entrepreneurship training programs on Russian market successfully.

Exhibitor Track: #1

Hacking Influencer Marketing for Brands

Mitchel Dumlao
Constantinos Skanavis

An interactive session that reviews the most up-to-date tools, trends and case studies of real-life brand execution for content strategy, production and posting. CreatorUp invites all attendees to learn about Influencer Marketing through video to effectively navigate their brand strategies and tell their story.

Experiential Exercises: #2

Money Match (#103)

Drew Harris, Central Connecticut State University

Money Match is a role playing exercise that provides students with the opportunity to play bankers, investors, and entrepreneurs. Students are given preset roles to play and have to find appropriate partners and make deals. The learning objectives include distinguishing between debt and equity, identifying appropriate sources of funding for different kinds of businesses, and determining fair deal terms. The exercise is aimed at undergraduate students in introductory entrepreneurship and entrepreneurial finance. It can be adapted for use in graduate courses by adding levels of sophistication to deal terms and options. It can be completed in 45 minutes.
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### Experiential Exercises: #2

**Track: The Entrepreneurial Process**

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<th>Room</th>
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<tr>
<td>11:00 AM - 12:15PM</td>
<td>REGENCY BALLROOM A</td>
<td>Are They Angels Or The Spawn Of Satan? A Founder-Investor Conflict Exercise In Entrepreneurial Finance (#92)</td>
<td>Colene Coldwell, Baylor University</td>
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<td>Les Palich, Baylor University</td>
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**Track: The Entrepreneur**

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<tr>
<td>11:00 AM - 12:15PM</td>
<td>COMMONWEALTH A2</td>
<td>To See What We Do Not See (#89)</td>
<td>Clifford Hurst, Westminster College</td>
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**Track: The Entrepreneurial Process**

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<td>11:00 AM - 12:15PM</td>
<td>COMMONWEALTH A2</td>
<td>Putting Out Fires: Problem Solving And Legal Issues In Entrepreneurship (In The Arts And Elsewhere) (#225)</td>
<td>Megan Carpenter, Texas A&amp;M University School of Law</td>
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<td>James Hart, Southern Methodist University</td>
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**Track: The Entrepreneur**

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<td>11:00 AM - 12:15PM</td>
<td>COMMONWEALTH A2</td>
<td>“Designing And Implementing Study Abroad Programs In Entrepreneurship” (#105)</td>
<td>Marlene Reed, Baylor University</td>
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### Teaching Cases: #1

**Track: The Entrepreneurial Process**

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<td>11:00 AM - 12:15PM</td>
<td>REGENCY B</td>
<td>“Auntie Anne’S: Searching For The Right Recipe For China” (#155)</td>
<td>Marlene Reed, Baylor University</td>
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**Track: The Entrepreneur**

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<td>11:00 AM - 12:15PM</td>
<td>Babson College</td>
<td>Shotspotter (#154)</td>
<td>Donna Stoddard, Babson College</td>
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**Track: The Entrepreneurial Process**

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<td>11:00 AM - 12:15PM</td>
<td>REGENCY B</td>
<td>A New Angel’s Investment Decision: What Does She Consider? (#84)</td>
<td>Monica Zimmerman, West Chester University</td>
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### Rocket Workshops: #1

**Track: The Entrepreneur**

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<tr>
<td>11:00 AM - 12:15PM</td>
<td>COMMONWEALTH A2</td>
<td>Are They Angels Or The Spawn Of Satan? A Founder-Investor Conflict Exercise In Entrepreneurial Finance (#92)</td>
<td>Colene Coldwell, Baylor University</td>
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<td>Les Palich, Baylor University</td>
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**Track: The Entrepreneurial Process**

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<td>11:00 AM - 12:15PM</td>
<td>COMMONWEALTH A2</td>
<td>Putting Out Fires: Problem Solving And Legal Issues In Entrepreneurship (In The Arts And Elsewhere) (#225)</td>
<td>Megan Carpenter, Texas A&amp;M University School of Law</td>
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<td>James Hart, Southern Methodist University</td>
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**Track: The Entrepreneur**

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<td>11:00 AM - 12:15PM</td>
<td>COMMONWEALTH A2</td>
<td>“Designing And Implementing Study Abroad Programs In Entrepreneurship” (#105)</td>
<td>Marlene Reed, Baylor University</td>
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</table>
Facilitator:
Open & Global, Open & Close, or Closed R&D.

R&D drives globalization? At the end of our study, we recommend an appropri-

this phenomenon for the first time: how do different collaboration modes of

'thinking strategy' to compare each SME's global strategies. Our study explores

process of open innovation, the Upsala model for the steps of globalization, and

export, own a subsidiary overseas, or produce overseas. We used the model of
documents. To qualify case firms and examine them, we selected firms which

ough analysis of the relationship between open innovation and globalization is

SMEs face challenges. However, studies related to SMEs are lacking. A thor-

innovation for SMEs and analyzation along with globalization is valuable as

The purpose of our study is to encourage SMEs to achieve globalization and

María Ballesteros-Sola, California State University - Channel Islands

Jacquelyn Forrester, California State University - Channel Islands

This real and undisguised case is based in Black Sheep Food (BSF) a social

enterprise located in Ventura County (California). The case features the decision

process followed by BSF's founder, Cindy Liu regarding the optimal legal

structure to optimize BSF's social impact. Cindy's professional background

ranged from senior marketing positions in corporate America to starting her

own Asian food catering service. In 2015, she launched Black Sheep Food, a

preserved food company that trains and employs young adults with disabilities.

Cindy pursued this path be-cause of her first daughter, Samantha, was born with

Down syndrome in 2012. Cindy's mission was to change cultural perceptions

about individuals with disabilities in the workforce and to show that individuals

with disabilities could make a positive contribution to any organization and

earn a living wage. To accomplish this social mission, Cindy needed to decide

between setting up a for-profit, a non-profit organization or an alternative hybrid

structure. The case introduces the students to the social issue (people with

disabilities & employment) and the concept of social enter prise in general and

work integration social enterprise (WISE) in particular.

12:15 PM – 1:45 PM SPEAKING AT 1PM MILLENIUM BALLROOM

Lifetime Achievement Awards Luncheon and Plenary featuring Victor

Hwang, Kauffman Foundation

1:45 PM – 3:00 PM (STARTS 2PM) MILLENIUM BALLROOM

Outreach Pillar featuring Rick Alexander, Head of Global Legal Policy

at B Lab

Competitive Papers: #5

Track: Small and Family Business

1:45 PM - 3:00 PM WASHINGTON B

Competitive Paper And/OR Workshop Paper (#127)

Rara (Hye-Seong) JEON, Doctoral Student and Business

Consultant

Daniel Degravel, Professor

The purpose of our study is to encourage SMEs to achieve globalization and

benefit from open innovation with local and global partners. The impact of open

innovation for SMEs and analyzation along with globalization is valuable as

SMEs face challenges. However, studies related to SMEs are lacking. A thorough

analysis of the relationship between open innovation and globalization is

performed using empirical data such as in-depth interviews, observations, and

documents. To qualify case firms and examine them, we selected firms which

export, own a subsidiary overseas, or produce overseas. We used the model of

process of open innovation, the Upsala model for the steps of globalization, and

'thinking strategy' to compare each SME's global strategies. Our study explores

this phenomenon for the first time: how do different collaboration modes of

R&D drives globalization? At the end of our study, we recommend an appropriate

collaboration mode for each firm based on the firms’ globalization strategy:

Open & Global, Open & Close, or Closed R&D.

Facilitator: Hanqing Fang, Mississippi State University

Competitive Papers: #5

The Entrepreneurial Process

1:45 PM - 3:00 PM WASHINGTON B

Gender Differences In Equity Crowdfunding: An Exploratory

Analysis (#47)

Ross Malaga, Montclair State University

Stanislav Mamonov, Crowdnetic Corporation

Janet Rosenblum, Montclair State University

Title II of the Jumpstart Our Business Startups Act (JOBS Act) aims to make it easier

for new ventures to raise funds from accredited investors. The goal of our study is to

understand whether Title II crowdfunding represents an opportunity for women-

owned companies (those that have one or more female owners/founders) to raise

capital at rates similar to companies owned by men. To address this question, we

explore a dataset containing 6,234 Title II crowdfunded offerings aggregated across

17 crowdfunding platforms between September 2013 and December 2015.

Facilitator: Hanqing Fang, Mississippi State University

EXCELLENCE IN ENTREPRENEURSHIP
EDUCATION AWARDS

Category: Outstanding Program Abroad

2 PM - 3 PM COMMONWEALTH C

FINALISTS: Liverpool John Moores University (England)

Michael Smurfit Graduate Business School,

MSc Innovation, Entrepreneurship and Design

(Ireland)

Competitive Papers: #5

Track: The Entrepreneurial Process

1:45 PM - 3:00 PM WASHINGTON B

A Multi-Level Analysis Of The U.S. Start-Ups’ Relocation Decisions

(#125)

In Hyock Lee, Quinlan School of Business, Loyola University

Chicago

Entrepreneurial relocation is for start-ups to move all or a part of their initial

business operations to a new place within six years from their founding activi-
ties. Using a sample of 4,928 U.S. start-ups from the Data Enclave (DE) version

of Kauffman Firm Survey (KFS) dataset, this study investigates firm-level internal

factors of the new firms resulting in their relocation decisions, and estimates

empirically the impacts of such entrepreneurial relocation decisions on the new

firms’ business outcomes in terms of firm survival and sales growth. It shows

that the U.S. start-ups are less likely to relocate when they grow in size, but

more likely to move when they are offering service outputs to their customers or

targeting a national market with their start-up business. It also finds evidence

of asymmetric effects of intra-state versus inter-state relocation decisions on

the new firms’ business outcomes in the market; the U.S. start-ups achieve

higher levels of firm survival and sales growth only through intra-state relocation

decisions, not through inter-state relocations. The study concludes with some

implications for practitioners and future research direc-tions for scholars.

Facilitator: Hanqing Fang, Mississippi State University
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Competitive Papers: #6
Track: Pedagogy, Curriculum and Entrepreneurship Education

1:45 PM - 3:00 PM  WASHINGTON C

A Decade Of Cross-Campus Entrepreneurship Education: Revisiting Old Findings And Asking New Questions (#63)

Nathalie Duval-Couetil, Purdue University

The paper examines topics and questions that have emerged as a result of the movement to cross-campus entrepreneurship education programs. While growth has increased the prominence of entrepreneurship on university campuses, it has also intensified long-standing issues within the field having to do with the academic discipline, the scope of pedagogy and research, individuals best suited to teach and learn it, outcome measures; and funding and administration. It summarizes topics that administrators and faculty should consider as they implement cross-campus entrepreneurship initiatives. A series of questions are intended to spur realistic discussions of goals, activities and outcomes.

Facilitator: Luke Pittaway, Ohio University

Competitive Papers: #6
Track: Pedagogy, Curriculum and Entrepreneurship Education

1:45 PM - 3:00 PM  WASHINGTON C

An Emerging Model For The Effective Teaching Of Innovation And Entrepreneurship At The Graduate Level (#110)

Lotfi Belkhir, McMaster University

Rafik Loutfy, Ryerson University

The Master of Engineering Entrepreneurship and Innovation (MEEI) program at McMaster University is an engineering entrepreneurship degree with the overarching objective to: “Develop leaders, through an experiential-based, interdisciplinary, student-centered learning experience, that support the development of technology-based enterprises that create jobs and accelerate the sustainable economy”. A core differentiating and innovative feature of our model to entrepreneurship education is its phase-gate technology commercialization approach that combines curriculum and co-curriculum programing in support of a real-world technology-based enterprise project. This in turn provides a unique learning experience that produces entrepreneurs and innovators who can successfully participate in the Knowledge Economy. Innovation is central to the program, where innovation is defined as the process of creating net market value with novel and creative thinking.

Facilitator: Luke Pittaway, Ohio University

Competitive Workshops: #5
Track: The Entrepreneurship Interface

1:45 PM - 3:00 PM  CONGRESS A

Leveraging Online Resources To Form & Finance New Ventures (#173)

Jeff Thomas, Central Michigan University

Bruce Marble, Central Michigan University

Praveen Kosuri, University of Pennsylvania

Participants will examine resources that can be used to organize and finance new ventures. Leading Silicon Valley law firms, accelerators and others have put their document generators and startup forms online. These resources can be used to form business entities, issue equity to founders, and raise seed capital. Many resources are high-quality and free. After giving an overview of what’s available (including a 1-page summary of where to find what), the presenters will “demo” items and complete exercises with participants. Participants will also engage in discussions about how they might leverage these resources inside and outside of the classroom.

Competitive Workshops: #6
Track: The Entrepreneurial Process

TIME: 1:45 PM - 3:00 PM  CONGRESS B

Why Universities Are Increasingly Collaborating Regionally Or Statewide In Entrepreneurship Education – Needs, Opportunities, Concerns (#197)

Kevin Moore, University of Tampa

Wendy Plant, Florida State University

Brad Burke, Rice University

Susan Sherreik-Hynes, Seton Hall University

Il Luscri, Villanova

Kay Molkentin, Hiram University

Diana Hechavaria, University of South Florida

Regional and statewide entrepreneurship program collaborations have organically taken root over the last few years. This interactive workshop highlights lessons learned and best practices developed by five distinct regional
interuniversity partnerships (viz., Roundtable of Entrepreneurship Educators of Florida, Philadelphia Regional Entrepreneurship Educators Consortium, UPitch New Jersey, The Entrepreneurship Education Consortium of Northeast Ohio, and Texas University Network for Innovation and Entrepreneurship.). Discussants from each program will, in an inter-active manor, share how they initiated their partnerships, what best practices they have discovered, what challenges they faced, and what creative solutions they’ve used to overcome those challenges. Overall, our efforts involve TK colleges and universities. Facilitator: Eric Liguori, U of Tampa

Competitive Papers: #7

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM WASHINGTON B

Predictors Of Early-Stage Entrepreneurial Activity Before And During The Economic Crisis: A Comparative Analysis Between Southern And Nordic European Regions (#54)

Susana Santos, University of Florida
António Caetano, ISCTE-IUL, Instituto Universitário de Lisboa
Paola Spagnoli, Second University of Naples
Silvia Fernandes Costa
Xaver Neumeyer, University of North Dakota

Entrepreneurship activity leads to economic growth, both at the local and national levels (Wennekers and Thurik 1999; Kreft and Sobel 2005), and re-search has been showing that different levels of entrepreneurial activity explain a significant part of the differences in the economic growth rates across countries (Reynolds, Hay, and Camp 1999). Nevertheless, changes in the macroeconomic systems impacts entrepreneurial intentions, activities and the creation of new ventures. Facilitator: Erica Berte

Competitive Papers: #7

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM WASHINGTON B

Social Capital, Density, And Startup Survival: An Empirical Study Using The Kauffman Firm Survey (#135)

Cesar Bandera, New Jersey Institute of Technology
Ellen Thomas, New Jersey Institute of Technology

Inconclusive performance of incubator and cluster start-ups is striking given the opportunity for social capital diffusion in high-density ecosystems and its importance to startup success. We hypothesize that being where social capital is available does not imply a startup will engage it. We present startup survival models that distinguish ecosystem density from exploitation. Using Kauffman Firm Survey and Census data, we model density as number of firms in the startup’s industry and ZIP code, and find a strong positive association between survival and collaboration but not with density. Incubator and cluster managers need to encourage tenants to develop social capital. Facilitator: Erica Berte

Competitive Papers: #8

Track: The Entrepreneur

3:15 PM - 4:30 PM WASHINGTON C

Patenting In The Sharing Economy: A Dual-Market Narrative Of Non-Practicing Entities (#138)

Sanwar Sunny, University of Missouri-Kansas City
Sunny Sun, University of Missouri-Kansas City
Cheng Shu, University of Missouri-Kansas City

Debates regarding Intellectual Property Rights (IPR) have centered along its ability to spearhead innovation or its propensity to stifle it. Over the years, IPR have evolved into being a special asset class, where an equally special group of non-practicing entities (NPE) has emerged to speculatively reap gains through knowledge and technology transfer services. Often shunned for their practices, we posit that NPEs leverage legal and institutional shortcomings of the innovation system and cater to two user groups of the process through an innovative, dual-platform business model. Enabling efficiency through the clearing of prices on the market, NPEs may actually be able to extend the innovation enhancing-hindering dichotomy in a way that benefits both sides of market. We take an ecosystem-perspective where this emergent business model may potentially implicate R&D processes, public policy, corporate venturing, or IP strategy for individual inventors and small, medium and large corporations. Facilitator: Erica Berte

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A Pilot Study Examining The Role Of Entrepreneurial Intent And Need For Achievement In Accounting Students’ Career Aspirations (#160)

Marco Lam, Western Carolina University  
Jay Azriel, York College of Pennsylvania  
Susan L. Swanger, Western Carolina University  

This study examines accounting majors’ intended career choices in order to better understand the factors that influence their career aspirations in pursuing a career in public accounting, particularly self-employment. In particular, we sought to uncover the role that a positive attitude toward entrepreneurship plays as an important role in determining accounting students’ career aspirations. Our findings suggest that accounting students who had a more positive attitude towards entrepreneurship were more likely to aspire to become a partner in an existing CPA firm or be the founding partner in their own CPA firm. Unlike prior research, we found no link between need for achievement and accounting majors’ career aspirations.  
Facilitator: Jeffrey Stevens, McNeese State University

Competitive Papers: #8

Track: The Entrepreneur

3:15 PM - 4:30 PM  WASHINGTON C

Examining Women Entrepreneurial Firms: Understanding The Factors Which Impact Growth Orientation (#71)

Emma Fleck, Susquehanna University  

Whilst global evidence presents a positive picture of increased entrepreneurial activity among women, it appears that a significant percentage of these organizations remain small in size with little ambition for growth. This paper investigates the factors that impact business growth through an investigation of women owned businesses in Ireland. In identifying these factors, the author maps these factors against an objective growth measurement in order to ascertain which factors may lead to the various growth trajectories. In doing so, it is hoped that further understanding will lead to mechanisms to stimulate high growth businesses, particularly among female entrepreneurs.  
Facilitator: Jeffrey Stevens, McNeese State University

Competitive Papers: #8

Track: The Entrepreneur

3:15 PM - 4:30 PM  WASHINGTON C

Survived, But Cannot Prosper! Examining Through A Liberal Feminist Lens The Impact Of Gender Inequality On Success Of Women-Owned Entrepreneurial Ventures (#67)

Devkamal Dutta, University of New Hampshire  
Isil Yavuz, Özyeğin University  

In this paper, we examine the impact of gender inequality on the success of women-owned ventures, specifically in terms of the latter’s rate of survival and revenue growth. Utilizing liberal feminist theory as the conceptual lens, we test our hypotheses on 4,744 US-based ventures founded in 2004 and surveyed over seven years, as part of the Kauffman Firm Survey. We find that while gender inequality does not have a significant impact on firm survival, it does negatively affect the venture’s revenue growth. At the same time, an absence of gender inequality has a significant positive impact on women-owned ventures, making them achieve much higher growth compared to their male-led counterparts. The study findings have important implications for public policy, institutional reforms, and availability of support services at the entrepreneurial ecosystem level.  
Facilitator: Jeffrey Stevens, McNeese State University

Competitive Workshops: #7

Track: Pedagogy, Curriculum and Entrepreneurship Education

3:15 PM - 4:30 PM  CONGRESS A

Resistance Is Futile: Using Team Based Learning (TBL) To Teach Change And Create An Idea Champion Collective. (#179)

Jamey Darnell, University of South Florida Sarasota-Manatee  
Tawnya Means, University of Florida  
Michelle Darnell, University of Florida  

This workshop addresses the usefulness of TBL for empowering faculty to address change successfully in their classrooms by both creating and sustaining an institutional culture that encourages experimentation in the classroom and teaching skills associated with innovative problem solving. In this workshop, participants will be guided through three distinct phases. Phase One will convene a discussion on the need to address change in the classroom, the commonality of resistance to change, and how TBL can help to both overcome resistance to change and encourage creativity. Building on this, Phase Two will demonstrate the importance of positive attitudes with respect to embracing change. In this phase, participants will be actively engaged in a prototyping activity that focuses on a problem requiring innovative solutions. Phase Three will address the fact that widespread change is facilitated within an organizational culture that is open to change. Studies suggest that resistance to change is best overcome through communicating the logic of change, increasing participation in change, building support and commitment, developing positive relationships, and implementing changes fairly.

Competitive Workshops: #7

Track: Entrepreneurial Exercises

3:15 PM - 4:30 PM  CONGRESS B

The Startup Lawmeet: Using Simulations To Teach Entrepreneurship Law (#223)

Karl Okamoto, Drexel University  
Megan Carpenter, Texas A&M University School of Law  

This workshop, supported by the Law and Entrepreneurship SIG, will introduce entrepreneurship faculty to a type of simulation exercise that is being used in a new student competition — the Startup LawMeet. LawMeets are a series of competitions designed to teach transactional lawyering skills. Sponsored by Wilson, Sonsini, the preeminent law firm for emerging growth companies, the Startup LawMeet exposes teams of students to the legal challenges faced by the entrepreneurial venture. For entrepreneurship faculty, the LawMeets offer both teaching materials and a pedagogical framework for delivering hands-on learning by doing. Takeaways will include presentation slides and sample exercises and syllabi.

Developmental Sessions: #2A

Track: Small and Family Business

3:15 PM - 4:30 PM  REGENCY BALLROOM A

When do family businesses transition from family CEO to professional management? (#156)

Xi Yang, University of Texas Rio Grande Valley
INNOVATE. INSPIRE. CREATE.
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UT’s nationally renowned Lowth Entrepreneurship Center cultivates innovative, qualified business leaders with the skills to make their visions a reality. The Center offers graduate, undergraduate, and executive training programs in entrepreneurship, with a focus on real-world experiences. The Spartan Accelerator provides student startups with intensive mentoring and resources, while the UT Incubator connects early-stage community businesses with advisors and investors. Faculty members are devoted teachers, researchers and experienced business professionals with international connections.

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In this paper, I analyze the decision to hire a professional management on family firms. The external managers could play both negatively and positively in the operation of family firms. On the one hand, employing non-family managers would be at risk of causing conflicts since the external managers are more likely to hold different objectives compared with those who belong to the part of the family. On the other hand, it may be helpful to hire professional external managers so that the firm can obtain valuable management skills and additional human resources. The purpose of this research was to examine when a professional management appointment on family firms. We will find past firm performance and negative media coverage have negative influence on the likelihood of professional management appointment. Degree of unrelated diversification and connection have positive influence on the likelihood of professional management appointment. Furthermore, this paper proposes when the new CEO is hired from outside the non-family firm. I also showed family firm’s preference for diversification than non-family firm.

Developmental Sessions: #2A

Track: Small and Family Business

3:15 PM - 4:30 PM REGENCY BALLROOM A

A Study On Effects Of Funding Types On Funded Firm’s Performance (#184)

Yunsoo Choi, Kookmin University
Dohyeon Kim, Kookmin University
Entrepreneurial firms, which can commercialize various ideas and create added value, are in the middle of great attention. Since most of firms in early stage cannot finance its capital sufficiently all by themselves, investments from external investors are key factor for their survival. To help firms overcome financial shortage, there are various kinds of systems for entrepreneurial firms like venture capitals, angels and governmental supports. However, various difficulties would be brought up in financing from external investors because of high level of uncertainty and information asymmetry. Moreover, even if they had successful finance from the outsider, problems related to their stakeholders, such as interrupting in management and types of investments, may cause unexpected results to firms. Accelerator, a new type of early stage investor, has recently been growing fast and attracted strong attention. It’s main role is to give financial support to entrepreneurial firms in the early stage. it also supports firms by providing mentorship, education, and net-working services. On the other hand, difference between existing investment behaviors and performance of the investment is still in controversy.

Developmental Sessions: #2B

Track: Small and Family Business

3:15 PM - 4:30 PM REGENCY BALLROOM A

Understanding entrepreneurship and strategic management in SMEs with a systemic approach (#116)

Edmilson Lima, Universidade de Nove de Julho
The paper aims at demonstrating the contribution potential of a systemic conceptual approach that is useful for research on entrepreneurship and strategic management, especially in small and medium enterprises (SMEs). The use of the approach will be illustrated with a real application into research seeking to explain how shared vision form and evolve in directors’ teams that administrate SMEs, a topic in great need for research.
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Developmental Sessions: #2B

Track: Small and Family Business

3:15 PM - 4:30 PM REGENCY BALLROOM A

Familipreneurship: A Comprehensive Approach of Entrepreneurship for Sustainable Development (#9)

SM Mijanur Rahman, BRAC Bank Limited
MD Osman Goni, Nurpara University College

This paper is a conceptual argument to promote Familipreneurship as a comprehensive approach of entrepreneurship. ‘Familipreneurship’ means entrepreneurship of a family as an entrepreneurial unit. This paper primarily investigated the power and capabilities of indigenous business family those who are doing business from generation to generation without any or less academic qualification or no formal entrepreneurial education. Existing researcher are concentrated on the business hour activities of family enterprise and individual aspects of entrepreneurs and ignore family dynamics behind the shadow but Familipreneurship proposes families as a single unit and considered their 24*7 activities to solve the unresolved questions.

Developmental Sessions: #2B

Track: Small and Family Business

3:15 PM - 4:30 PM REGENCY BALLROOM A

Key Issues for Family Businesses in the 21st Century: Results from a Grounded Theory, Ethnographic Case Study in Pennsylvania (#34)

Linda Niehm, Iowa State University
Yoon Lee, Utah State University
Virginia Zuiker, University of Minnesota
Linda Manikowske, North Dakota State University
Diane Masuo, University of Hawaii
Eonyou Shin, Iowa State University

Key findings of issues for family businesses will be shared from a grounded theory, ethnographic case study in Pennsylvania of 342 family-owned businesses. The research was conducted in 2014-2016 in 8 counties in Northeastern PA, including Bradford, Lackawanna, Luzerne, Schuylkill, Sullivan, Summers, Wayne, and Wyoming counties. Family-owned businesses are participated in a survey and potential follow-up interview.

Developmental Sessions: #2C

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM REGENCY BALLROOM A

Bounded Trust Or Mistrust - Depicting Brazilian Immigrant Entrepreneurship Practices In The Us (#148)

Eduardo Cruz, Universidade Federal Fluminense
Roberto Pessoa de Queiroz Falcão, Pontificia Universidade Católica do Rio de Janeiro
Cesar Ramos Barreto, Universidade Federal Fluminense

Immigration-related issues are daily news around the world. In America the issue has featured in electoral debates for the White House dispute. Moreover, in Europe the focus of immigration issues lie on massive arrivals of Syrian refugees and Sub-Saharan Africans who emigrate in precarious conditions. This urges local governments to take action in order to address that question. When it comes to migratory movements, regardless of migrants’ economic status, local assimilation or cultural clashes are present phenomena. After years of debate on cultural assimilation, researchers are trying to draw a connection between behavioral characteristics of certain ethnic groups with their business and labor relations. According to Portes & Sensenbrenner (1993), the social mechanism related to social capital (Bourdieu, 1986), which unites people from the same ethnicity, whether in their harsh conditions or in the enclaves or ghettos, is labeled bounded solidarity. According to the authors, members of a particular group who find themselves affected by common events in a particular time and place, create a protection mechanism called bounded trust.

Developmental Sessions: #2C

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM REGENCY BALLROOM A

Women In Entrepreneurship: A Generational Literature Review (#207)

Morgan Clevenger, Wilkes University
Emelie Meinhart, Wilkes University
Michelle Lehman, Wilkes University
Samantha Reinhardt, Wilkes University

The intent of this presentation is to highlight women in entrepreneurship. A generational segmentation will be considered with a literature review. Additionally, a new research agenda is being crafted for a study in Pennsylvania. Others can share current research being conducted and provide discussion on its use. The goal is to develop best practices and ways to address issues or needs of women entrepreneurs.

Developmental Sessions: #2D

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM REGENCY BALLROOM A

Understanding Social Bricolage In Disaster Response (#227)

Edmilson Lima, Universidade Nove de Julho - UNINOVE
Reed Nelson, Southern Illinois University

The paper describes the dynamics of social entrepreneurship in response to a natural disaster in a Brazilian neighborhood. Through a mixture of participant observation, interviews, and analysis of secondary documents, we attempt to document unique and theoretically significant aspects of
social entrepreneurship in the face of a sudden cataclysmic event. Our research setting enabled us to observe social bricolage in an atypical context and provoked us to extend thinking on bricolage and effectuation in social entrepreneurship settings. Among our theoretical contributions are the notions of extended efectuation and the use of brokerage as a persuasion strategy in social bricolage.

**Developmental Sessions: #2D**

**Track: The Entrepreneurial Process**

**3:15 PM - 4:30 PM** **REGENCY BALLROOM A**

**The Role Of Humor In Startup Success: The Mediating Role Of Team Performance (#29)**

Shalini Gopalkrishnan, University of Florida-Doctoral student
Entrepreneurial ventures are beset with high rates of failure in converting a new idea into a viable business. This could be due to several reasons and existing literature has addressed some issues to improve success rates. Coping with constant change is a challenge for all humans, and more so in this context. In this paper, we seek to understand the role of humor as a catalyst to sustain viable ventures. Prior research shows us that humor plays a critical role in team performance which in turn is a crucial ingredient in the initial stages of a startup. A strong team can overcome the initial hiccups of a startup and increase the chances of it remaining alive. This study proposes recording several meetings in a startup as a bench-mark, then doing an intervention of a “humor training session,” and measuring its effects. The study will be conducted using a number of randomly chosen teams at several startups and the results will be compared. We theorize that there will be an increase in team performance due to stress reduction, which will lead to an increase in likelihood of survival of the startup.

**Developmental Sessions: #2D**

**Track: The Entrepreneurial Process**

**3:15 PM - 4:30 PM** **REGENCY BALLROOM A**

“**Oh Danny Boy, The Investment Types Are Calling**” (#206)

Heidi Connole, Eastern Washington University
This developmental paper uses a case study analysis and grounded theory approach to examine the founding, growth and future development of GRID Finance. GRID Finance is a funding source for SMEs and start-up companies in the Republic of Ireland that seeks to tap the 80 million Irish (and people of Irish decent) that live in the Diaspora but long for a connection to their homeland. Ireland is a nation characterized throughout history by a series of significant social and economic impacts that have been met with mass exodus “off the rock”, leaving the burden for retrenchment, development and reinvestment to the smallest portion of its population left behind. One of the globe’s hardest-hit economies by the financial crisis in the early 2000’s, Ireland is still struggling to recoup its losses and rebuild its economy through entrepreneurship. GRID Finance is a model for this reinvestment and redevelopment and a success story that fills both a social and economic need. The research intends to examine the model utilized by GRID Finance, the actions of its founders, and its growth strategies to determine whether or not it is unique to Ireland, or generalizable to other micro-economies both in the U.S. and on the global stage. Alternatively, the paper could be developed as a teaching case study of social entrepreneurship.

**Developmental Sessions: #2D**

**Track: The Entrepreneurial Process**

**3:15 PM - 4:30 PM** **REGENCY BALLROOM A**

**Systematized Overview Of Social Entrepreneurship Literature (#187)**

Kevin Rawls, Liberty University
This paper serves as a systematized overview of the primary areas of social entrepreneurship research and scholarship that have emerged over the past 20 years. In this paper relevant social entrepreneurship literature has been cataloged and categorized into the topics of definitions, measures of effectiveness, impact investing, non-profit focus, and for-profit focus.

**Exhibitor Track: #2**

**Track: Exhibitor**

**3:15 PM - 4:30 PM** **COMMONWEALTH A1**

**Tools for Ventures**

Discussion about new products that are helping student companies meet challenges, compete and excel!

**Rocket Workshops: #2**

**Track: The Entrepreneurial Process**

**3:15 PM - 4:30 PM** **COMMONWEALTH A2**

**Teaching Design Thinking – A Practical Guide With Case Studies (#161)**

Chris Mumford, UNC Chapel Hill
Participants will learn how to teach innovation which includes the design thinking process, practical creative exercises, and comedy improvisation. Case studies on different continuums – required vs. elective, liberal arts vs. business school, underclassmen vs. upperclassmen, collegiate vs. non-traditional – will be discussed. Facilitators will discuss how to practically integrate design thinking into the existing entrepreneurship curriculum and ecosystem. Participants will complete the workshop with a clear plan on how to teach innovation in their setting.

**Rocket Workshops: #2**

**Track: Pedagogy, Curriculum and Entrepreneurship Education**

**3:15 PM - 4:30 PM** **COMMONWEALTH A2**

**Tools For Innovative & Entrepreneurial Success (TIES): Building An Entrepreneurial Ecosystem Block By Block (#28)**

Christine Mooney, CUNY
Philip Loew, CUNY
Tools for Innovation & Entrepreneurial Success (TIES): Building an Entrepreneurial Ecosystem Block by Block, initiative is a multi-faceted innovative program that provides experiential learning opportunities for student entrepreneurs and a mentored pathway to success.
Rocket Workshops: #2

**Track: Pedagogy, Curriculum and Entrepreneurship Education**

3:15 PM - 4:30 PM    COMMONWEALTH A2

**Clashing Cultures: Expanding Entrepreneurial Thinking Across The Disciplines In A Liberal Arts College (#152)**

Carol Cirka, Ursinus College
Rebecca Jaroff, Ursinus College
Maureen Cumpstone, Ursinus College
Olga Nicoara

This workshop exposes participants to a faculty-driven model for developing an interdisciplinary entrepreneurial curriculum on a liberal arts college campus. Participants will learn how this model has evolved over time under the leadership of the U-Imagine Center for Integrative and Entrepreneurial Studies at Ursinus College. The workshop will stimulate participants to develop a strategy that engages faculty from multiple disciplines and supports the unique context of entrepreneurship on their own campuses regardless of institutional mission, and will generate concrete “take-a-way” ideas and lessons that participants can implement on their home campus.

Teaching Cases: #2

**Track: Pedagogy, Curriculum and Entrepreneurship Education**

3:15 PM - 5:00 PM    REGENCY C1

**Exploration Strategy Teaching Case: Antarctica-The Race To The South Pole (#146)**

Mark Pomerantz, Seattle U.

This teaching case relates to a famous exploration case and the strategy lessons to be learned from it. It looks at the leaders of two competing expeditions, their strengths and weaknesses and how those strengths and weaknesses influenced their decisions and the outcomes of their expeditions. One leader was overburdened by having a dual focus and unclear priorities. The other leader had clear focus and was single-minded in achieving his goal while his competitor wavered in where to concentrate his energies. His failure to understand how to get the most out of his equipment and his team cost him dearly.

**Coffee Of The Kuna: $30,000 In 30 Days? (#112)**

Mark Simon, University of Michigan Flint
Rodney Shrader, University of Illinois Chicago
Janell Townsend, Oakland University
Tianxu Chen

As part of a Non-Government Organization’s program, 16 Monroe University business students spent a week in Panama teaching an indigenous people, the Kuna, concepts such as savings and budgeting. Upon returning to the states and although burdened by schoolwork and jobs, four students decided to do more. Increasing the villagers’ coffee yield, which was less than 33% of what it should have been, would generate the profits needed for necessities like medical care and education. The villagers required a greenhouse, quality seed and cultivation workshops to increase yield, but this required money!

**Rahama Wright And Shea Yeleen (#133)**

Lakshmi Balachandra, Babson College
Donna Stoddard, Babson College

Rahama Wright and Shea Yeleen is the story of a young female social entrepreneur, Rahama Wright, who started a non-profit venture to train and empower women in West Africa to manufacture shea butter to earn higher wages, Shea Yeleen. The case describes the shea butter industry in Africa, the role of women in the industry, and Rahama’s background in non-profit and government as her rationale for starting a non-profit venture. The case outlines the different organizational forms that nascent entrepreneurs could start when creating a venture and ends with a decision point for students to decide if Rahama should continue running a non-profit or if she should convert to a for-profit social venture. The case offers students an opportunity to understand the differences between non-profits and for-profit ventures from organizational, strategic and personal perspectives.

Teaching Cases: #2

**Track: The Entrepreneurial Process**

3:15 PM - 5:00 PM    REGENCY C1

**Transit Team Case Study (#93)**

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

This case is intended for an undergraduate entrepreneurial finance course to illustrate how valuation and deal terms impact risk and reward potential. The case details the path of Mike Richter, who at the age of 27 is about to acquire an $18 million transportation company, where he has worked for the previous two years. Students are given details on an original and revised deal and asked to compare the two in terms of the risk to Mike in taking over the business.
### SATURDAY JANUARY 21

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<thead>
<tr>
<th>TIME</th>
<th>EVENT</th>
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<tr>
<td>7:00 AM – 5:00 PM</td>
<td>Registration</td>
<td>Millennium Foyer</td>
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<tr>
<td>8:00 AM – 9:15 PM</td>
<td>Plenary Breakfast featuring Will Rosenzweig, Dean and Executive</td>
<td>Millennium Ballroom</td>
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<td>Director of the Food Business School</td>
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<tr>
<td>9:30 AM</td>
<td>Award—Outstanding Specialty Program</td>
<td>Commonwealth C</td>
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<td>9:30 AM – 4:30 PM</td>
<td>Career Services</td>
<td>Congress C</td>
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<td>9:30 AM – 10:45 AM</td>
<td>Competitive Papers Session 9</td>
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<td>Competitive Papers Session 10</td>
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<td>Competitive Workshops Session 9</td>
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<td>Experiential Exercises Track Session 3</td>
<td>Lescaze Room; details below</td>
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<td>CAA Entrepreneurship Community of Practice Meeting</td>
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<td>IJEBR Special Issue Opening Session</td>
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<td>11:00 AM</td>
<td>Award – Special Recognition in Entrepreneurship Education Innovation</td>
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<td>JSBM Session 1</td>
<td>Commonwealth D</td>
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<td>10:45 AM – 11:00 AM</td>
<td>Coffee/snack break</td>
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<td>11:00 AM – 12:15 PM</td>
<td>Competitive Papers Session 11</td>
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<td>Competitive Workshops Session 11</td>
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<td>Rocket Workshop Track Session 3</td>
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<td>Experiential Exercises Track Session 4</td>
<td>Lescaze Room; details below</td>
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<td>Developmental Track Session 3</td>
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<td>IJEBR Special Issue Session 1</td>
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<td>IJEBR Special Issue Session 3</td>
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<td>Exhibitor Track Session 3</td>
<td>Commonwealth A1</td>
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<td>12:15 PM – 1:30 PM</td>
<td>Plenary Luncheon – featuring Andrew Yang, CEO of Venture for America</td>
<td>Millennium Ballroom</td>
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<td>1:45 PM – 4:30 PM</td>
<td>Student Pitch Competition – College Pitch Philly (stop by anytime to</td>
<td>Regency A/B</td>
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<td>Competitive Workshops Session 13</td>
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<td>Experiential Exercises Session 5</td>
<td>Lescaze Room; details below</td>
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<td>3:00 PM - 3:15 PM</td>
<td>Snack break</td>
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SESSIONS DETAILS FOR IJEBR

Becoming Entrepreneurs: How Immigrants Developed Entrepreneurial Identities

Zhen Zhang, University of La Verne
Douglas Chen, University of La Verne

Taking the perspective that entrepreneurial identity is a social and dynamic rather than a static and unchanging feature, which is constantly shaped by various life episodes and human interactions, this study investigates the important process how entrepreneurial identity is formed and constructed. The methodology is qualitative. This study comprises 30 in-depth interviews with Chinese immigrants in West Canada. These immigrants had been employed professionals under the “Skilled Workers” immigration category but later became entrepreneurs. None of the entrepreneurs in this study had prior business experience, and many of them said they had never thought about running businesses until they came to Canada. A process model of entrepreneurial identity construction is presented. This paper advances the literature on entrepreneurship through the identification of three stages in the development of entrepreneurial identity: identity exploration, entrepreneurial mindsets building and narrative development. This study also moves away from the contextual and structural hypotheses as sole explanations for the high rate of self-employment among immigrant entrepreneurs, and provides a useful starting point from which we can deepen our understanding of the agency of immigrant entrepreneurs.

Entrepreneurship as a career choice: Intentions, attitudes, outcome expectations, and the role of culture

Doan Winkel, Illinois State University
Eric Liguori, The University of Tampa
Christoph Winkler, Long Island University
Jeff Vanevenhoven, University of Whitewater Wisconsin
Mark James, Columbus State University

This manuscript presents an empirically tested model of entrepreneurial intentions based upon social cognitive career theory, emphasizing the important influences of prior exposure to entrepreneurship, as well as social support mechanisms on formation of entrepreneurial intentions and entrepreneurial outcome expectations. Moreover, this manuscript further highlights the important role of entrepreneurial attitude in mediating the relationship between entrepreneurial motivation and intention. Lastly, the impact of culture on entrepreneurial intention formation is also explored. Two cross-sectional studies were conducted to assess the study hypotheses. Study 1 consisted of 320 undergraduate business students at a large U.S. university. Study 2 consisted of 242 undergraduate business students enrolled in a large university in China.
Steps were taken to control for potential biases in both studies. Attitude mediates the entrepreneurial outcome expectations – intent and entrepreneurial self-efficacy – intent relationships, though cultural differences may partially negate the effect. Prior family entrepreneurship exposure influenced entrepreneurial self-efficacy and outcome expectations in the U.S. sample, but not in the Chinese sample. Additionally, social support influenced entrepreneurial self-efficacy and outcome expectations in the U.S. sample, but didn’t influence entrepreneurial self-efficacy. In sum, cultural differences do appear to impact entrepreneurial intention models. This manuscript identifies attitude as an important precursor to entrepreneurial intent, and notes that cultural context may amplify or negate the effect. Additionally, via use of a large and culturally diverse sample, a two-study approach, and a social cognitive career theory informed model, we offer additional generalizability and stronger theoretical support to the entrepreneurial intentions literature.

The Fight is the Coach: Creating Expertise during the Fight to Avoid Entrepreneurial Failure

Jeff Stambaugh, Midwestern State U.
Ronald Mitchell, Texas Tech U.
Entrepreneurial failure provides a potentially valuable albeit costly learning setting. The purpose of this paper is to examine learning that occurs before an entrepreneurial failure event, and factors that could affect level of learning during the failure event itself. This is a conceptual paper drawing on the literatures of entrepreneurial learning through failure, entrepreneurial cognition, and deliberate-practice expertise development. This paper complements research on learning from failure by broader consideration of the processual context of failure, and explores the possibility that significant learning is possible before and during the actual failure event. By not viewing all entrepreneurial failure events alike, this paper’s explanation incorporates differences in individual responses during the process of failing that could affect level of learning. The paper applies the deliberate practice concept, common in sports and the arts, in a “quasi-practice” setting; that is, within a real-life (market) setting in which the “fight” to avoid entrepreneurial failure functions as the “coach.”

Session 2

Venture Creation Persistence: The Interrelationship Between Career(s) and Gestation Activities

William Meek, University of Dayton
David Williams, University of Tennessee
Drawing from a multi-year case study, we use participant observation, autobiographical, and interview data to provide insights into how nascent entrepreneurs persist despite outward appearances of little progress. We demonstrate that persistence involves overcoming stage-gate barriers, and that entrepreneurs draw from full and part-time job experiences to overcome such barriers. Doing so, we extend theories of persistence, entrepreneurial action, and career anchors by suggesting that nascent entrepreneurs who are slowly making progress towards start-up may be – consciously or not – seeking congruence between different possible future venture configurations and their preferred work environment over an extended period of time.

Comparative Study of Ethnic Brazilian Entrepreneurship in Florida

Eduardo Cruz, Universidade Federal Fluminense, Brazil
Roberto Falcao, Universidade Federal Fluminense, Brazil
Cesar Barreto, Universidade Federal Fluminense, Brazil
The purpose of this article is to analyze Brazilian entrepreneurial communities in Florida, through the capitals theory approach. The researchers describe different kinds of Brazilian entrepreneurship, comparing themselves through the perspectives of Bourdieu’s economic, human, and social capital. It also discusses issues concerning why, how, and when Brazilian citizens pursue new business ventures. The researchers adopted a comparative case study approach, including in-depth interviews with 80 entrepreneurs and data triangulation with secondary sources and surveys. This method enabled to scrutinize the profile of individual entrepreneurs, settled in two locations of Florida: Pompano Beach (Miami area) and Orlando. The findings indicate that immigrant entrepreneurs’ capital provisions and social identities have influence over their market choices. The study also shows the different motivations of these entrepreneurs, having the majority of the interviewees declared to be opportunity driven. This paper brings insights to support future studies on immigrant and ethnic entrepreneurship, as a building block for future comparative studies on immigrant communities. The originality of the paper lies on the comparison of two entrepreneurial communities of the same ethnicity in Florida, showing different behaviors due to the internal and environmental factors.
While the traditional management literature has long-studied organizational commitment, little is known regarding this topic within a new venture context. Specifically, little is known regarding co-founders and their commitment to joining a new venture versus pursuing a more rational and stable career path. This paper seeks to bring understanding to this phenomenon, while adding to various management theories regarding organizational commitment and entrepreneurship by opportunity versus necessity. Utilizing the equity ownership distribution decision of the founding team, we examine how current employment situations and alternative job prospects impact the relationship between co-founder perceptions of distributive justice and organizational commitment. Through gathering data from 117 co-founders, our hypotheses are tested. Our findings confirm that of traditional organizational research that a positive relationship exists, even in our new venture context, between perceptions of distributive justice and organizational commitment. However, when co-founders report having a second (or primary) job, in addition to the new venture, our primary relationship is weakened. Yet, higher levels of alternative employment options appear to strengthen this primary relationship between justice and commitment. Perceptions of fairness and justice appear to provide valuable implications for founders, seeking to bring on co-founders, concerned about organizational commitment and employee buy-in. Job alternatives and additional employment also provide interesting take-aways for practitioners. We suggest founders take caution when hiring co-founders, who have a second or primary job, in addition to working for the new venture. Levels of commitment will likely be impacted, to the possible detriment of the new venture.

Session 3

When Nothing Goes Right, Go Left: The Influence of Left-Right Political Ideology on Entrepreneurial Intention & Motivation

Halima Jarrodi, ESCP Paris
Sylvain Bureau, ESCP Europe

The purpose of this paper is to investigate the role individual political ideology plays in entrepreneurship, focusing on entrepreneurial motivation and intention. We use a conceptual approach integrating left-right political ideologies. We argue that political ideology influences entrepreneurial motivation through values. We propose that right- and left-wing entrepreneurs enter entrepreneurship for distinct motivations. While right-wing ideology is characterized by an acceptance of inequality (hierarchy) and a rejection of change, right-wing entrepreneurs are rather driven by status and power motives in order to secure a higher position in social hierarchies. Left-wing individuals are characterized by a rejection of inequality and the promotion of change and are thus rather motivated by changing the status quo and attaining a higher degree of autonomy. We further integrate political ideology and entrepreneurial intention, arguing left-wing ideology to positively influence the attitude-constructs of social entrepreneurial intention. Left-wing individuals are concerned with social change and the mitigation of inequality and will thus find it more desirable to engage in social entrepreneurship.

Extending Social Cognitive Career Theory into the Entrepreneurship Domain

Eric Liguori, University of Tampa
Mark Weaver, University of South Carolina
Michael Holmes, Florida State University

This manuscript expands upon the extant knowledge of self-efficacy by applying social cognitive career theory to entrepreneurship, positing that it is a robust theoretical framework to study individual entrepreneurial activity. In addition, the manuscript explores how self-efficacy shapes entrepreneurial intentions, and it provides evidence regarding the roles of both domain-specific and generalized self-efficacy. Data from 40 AACSB accredited universities were retrieved from The Entrepreneurship Education Project (EEP) dataset, a longitudinal, multi-country, and multi-data-source repository compiled by studying universities and students in over 70 countries over 3 years. Our results generally supported SCCT-informed hypotheses: person inputs (generalized self-efficacy, gender, minority status) and environmental / background inputs (prior work experience, prior entrepreneurship experience, and prior family business exposure) significantly impacted entrepreneurial self-efficacy and entrepreneurial outcome expectations; entrepreneurial self-efficacy mediated the person input – entrepreneurial outcome expectations and person input – entrepreneurial intentions relationships, and entrepreneurial outcome expectations mediated the person inputs – entrepreneurial intentions relationship. Self-efficacy is an important entrepreneurial construct, central to our understanding of entrepreneurial phenomena. This manuscript affirms the importance of SCCT in predicting EI, thus introducing a new perspective to the entrepreneurship literature that may provide unique insights in other areas as well. Additionally, the manuscript is novel in that it uses a more geographically diverse sample, thus increasing the generalizability of the findings.
USASBE members today have more publication opportunities than ever before! Here are just a few of the research and publication partnerships USASBE has forged in the last 18 months:

- **Journal of Small Business Management** – 26 manuscripts were submitted to the JSBM special issue on entrepreneurial mindsets in partnership with USASBE 2016, 8 of which will be published in 2017 under the guest editorship of Jeff Hornsby, Matt Rutherford, Sharon Simmons, and Jake Messersmith.

- **International Journal of Entrepreneurial Behavior and Research** – 18 manuscripts were submitted by USASBE members for the IJEBR special issue presentation and publication track at the 2017 conference. The special issue theme is entrepreneurial cognition and is being guest edited by Andrew Corbett, Lois Shelton, Robert Mitchell, and Matthew Wood.

- **Journal of Ethics and Entrepreneurship** – USASBE’s Social Entrepreneurship SIG has partnered with JEE to produce a special issue on Social Entrepreneurship. 15 manuscripts were submitted in Fall 2016 and are currently undergoing peer review. Guest Editors Ken Kury and Bob D’Intino will give a full update at the USASBE 2017 Social Entrepreneurship SIG meeting.

- **Journal of Enterprising Communities** – USASBE’s Public Policy SIG has partnered with JEC to produce a 2018 special issue on Entrepreneurial Ecosystems. Guest editors Eric Liguori, Julian Lange, Diana Hechavarria, and Christoph Winkler will roll out the call for papers at the USASBE 2017 Public Policy SIG meeting.

- **New England Journal of Entrepreneurship** – USASBE’s Women and Minority SIG has partnered with NEJE to produce a 2018 special issue on Women and Minority Entrepreneurship. Guest Editors Sher Gibbs, Crystal Scott, John Butler, Sammie Robinson, Nathalie Duval Coutel, and Rob Singh will roll out the call for papers at the USASBE 2017 Women and Minority SIG meeting.

- **USASBE Annals of Entrepreneurship Education and Pedagogy** – Volume II of the USASBE Annals, published in partnership with Edward Elgar Publishing, will be distributed at USASBE 2017. This volume features 31 chapters from 63 authors, and was edited by Michael Morris and Eric Liguori.

USASBE thanks our publication partners on all of the above efforts:

WILEY
EDWARD ELGAR
Emerald Group Publishing

For more information on any of the above efforts please contact one of the respective guest editors or USASBE Vice President of Research Dr. Christoph Winkler (christoph.winkler@liu.edu).
Rural Women Group Entrepreneurship: Social learning and cognitive processes to improve efficacy perceptions

Aparna Katre, University of Minnesota Duluth

This paper addresses the research question: How do the processes of interaction between environmental influences and personal and cognitive factors help rural women in poverty to improve their efficacy perceptions of group entrepreneurship? A qualitative study involving four crafts-based entrepreneurial producer groups representing over 120 rural women was conducted and theory-driven coding was used to arrive at findings. The data suggest that entrepreneurial learning occurs when the following interact with personal and cognitive factors: a) situation-specific support is obtained, b) role models who share similar personal factors are available, c) mentorship is received from experts, and d) relevant experiences are accumulated. While these were seen to improve perceptions of entrepreneurial efficacy in groups, the absence of any one kind of learning was associated with low efficacy. The research provides a fine-grained understanding of the processes which affect percepts of entrepreneurial efficacy and suggests that group entrepreneurial efficacy is formative. The research contributes to the literature on entrepreneurial cognition, rural women entrepreneurship, and entrepreneurship for social change and can guide organizations supporting entrepreneurship for poverty alleviation. The findings are limited to crafts-based rural women producer groups in India and need caution when considering other contexts. Entrepreneurship for pervasive social change, such as alleviating rural women in poverty, needs theory development, particularly a better understanding of the underlying processes by which efficacy improvements occur. This research contributes by providing propositions to test.

8:00 AM – 9:15 PM  MILLENNIUM BALLROOM
Plenary Breakfast featuring Will Rosenzweig, Dean and Executive Director of the Food Business School

EXCELLENCE IN ENTREPRENEURSHIP EDUCATION AWARDS
Category: Outstanding Specialty Entrepreneurship Program

9:30 AM -10:45 AM REGENCY C1
FINALISTS: Meadows School of the Arts, Southern Methodist University
IBA Karachi
WIN Lab at Babson College
San Diego State University

Competitive Papers: #9
Track: The Entrepreneurial Process

9:30 AM -10:45 AM WASHINGTON B
Entrepreneurial Intention-Behavior Translation Among University Students: Do Institutions Matter? (#74).

Karina Bogatyreva, Graduate School of Management, Saint-Petersburg State University

Galina Shirokova, St.Petersburg University Graduate School of Management

Oleksiy Osiyevskyy, Northeastern University

Entrepreneurial behavior is usually initiated by formation of corresponding intention. At the same time, entrepreneurial intentions do not always materialize constituting in this way an intention-behavior gap in entrepreneurship. The environment triggers of entrepreneurial intention-action translation remain to be under-studied. With a piece of cross-country data derived from the GUESSS survey conducted in 2011 and 2013/2014, we study the entrepreneurial intention-action link among university students focusing on the essential context-specific moderators of this relationship. Namely, we reveal country financial market institutions and property rights protection system to impact the link between entrepreneurial intentions and further start-up activities.

Facilitator: Jeff Vanevenhoven, University of Wisconsin - Whitewater

Competitive Papers: #9
Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM -10:45 AM WASHINGTON B
A Competency-Based Approach To Bachelor’s Degree Entrepreneurship Programs (#76)

Yury Rubin, RUAE
Mikhail Lednev, Moscow financial-industrial university “Synergy”
Daniel Mozhzhukhin, Russian Association of Entrepreneurship Education
This paper is devoted to competencies in entrepreneurship as learning outcomes in higher education. These competencies are crucial for an entrepreneur’s success, but have still been insufficiently explored. This paper examines existing approaches to competencies in entrepreneurship, including their nature and classification, and defines a set of competencies relevant to entrepreneurship, consisting of professional, special professional, general professional, and universal competencies. Each group of competencies is related to a definite area of the entrepreneurial process. This paper also explores what entrepreneurship education model would be appropriate for a bachelor’s degree program.

Facilitator: Jeff Vanevenhoven, University of Wisconsin - Whitewater

Competitive Papers: #9

Track: The Entrepreneurial Process

9:30 AM - 10:45 AM WASHINGTON B

Just Act Like An Entrepreneur: Surveying Literature On Effectuation Education (#53)

Todd Fernandez, Purdue University
Nathalie Duval-Couetil, Purdue University

Sarasvathy’s theory of effectuation identifies thinking patterns and heuristics of successful entrepreneurs. An ongoing extension is bringing effectuation into entrepreneurship education. In this paper, we survey the literature on effectuation theory and effectuation education. Through a systematized literature review, we examine existing work and analyze it using Bloom’s taxonomy and Pellegrino’s assessment triangle. Our findings show that stronger, and more thoughtful, research connections are needed to realize the educational potential of effectuation. Our review suggests an opportunity in re-contextualizing the role of effectuation in entrepreneurship education from serving as content to serving as a cornerstone of assessment.

Facilitator: Jeff Vanevenhoven, University of Wisconsin - Whitewater

Competitive Papers: #10

Track: The Entrepreneurial Process

9:30 AM - 10:45 AM WASHINGTON C

Informal Entrepreneurship And Past Experience In An Emerging Economy (#87)

Gianluca Zanella, University of Texas at San Antonio
Cory Hallam, University of Texas at San Antonio
Jhonny David Atila Lijeron, Universidad Autónoma Gabriel René Moreno
Informal economies account for up to 70% of GDP in developing countries, but few studies have explored informal entrepreneurship. To fill this gap, an exploratory study involving 855 University students in an emerging economy applies the Theory of Planned Behavior (TPB) to study the cognitive process of informal entrepreneurship. The effect of Past Experience and Necessity Entrepreneurship on the intention to start a business are also explored. Our findings provide evidence that the decision to start a business in the informal economy reinforces the effect of subjective norms on entrepreneurial intentions. Implications for education pro-grans and for theory are discussed.

Facilitator: Nancy Forster-Holt, University of Rhode Island

Competitive Papers: #10

Track: The Entrepreneurial Process

9:30 AM - 10:45 AM WASHINGTON C

Immigrant Entrepreneurship: A Study On Brazilian Business-es At Pompano Beach – Florida (#5)

This exploratory case study on small-business owners in Florida, analyzes Brazilian entrepreneurs settled in Pompano Beach, an area that appears to be a typical ethnic enclave and second largest Brazilian community in the US. The paper’s relevance relates to the current debate on immigration. Moreover, it contributes to entrepreneurship education with its insights about entrepreneur behavior and strategic choices among that specific group of immigrants. This phenomenon has opened many study possibilities related to Brazilian nationals venturing overseas, such as its impact on the local communities regarding labor relations, economic mobility and transnationalism.

Facilitator: Nancy Forster-Holt, University of Rhode Island
Eduardo Cruz, Universidade Federal Fluminense
Roberto Falcão, Pontifícia Universidade Católica do Rio de Janeiro
Cesar Barreto, Universidade Federal Fluminense

Competitive Papers: #10

Track: The Entrepreneurial Process

9:30 AM - 10:45 AM WASHINGTON C

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The Global Survey of Entrepreneurship Education recognized achievements in the field of entrepreneurship education, youth entrepreneurship and women’s entrepreneurship. In addition, CFEE and its partners work to promote and create local, regional, national and global entrepreneurial ecosystems by integrating academic objectives within GW’s business community. CFEE engages in research and other scholarly activities that make significant contributions to the fields of Entrepreneurship, Entrepreneurship Education, Entrepreneurial Leadership, Women’s Entrepreneurial Leadership, and New Venture Development. In order for CFEE to maximize its outreach CFEE has developed partnership agreements with the International Council for Small Business (ICSB), Springboard Enterprises, Vision Forward and GW’s Office of Innovation and Entrepreneurship among other partners, to advance the School’s nationally recognized achievements in the field of entrepreneurship education, youth entrepreneurship and women’s entrepreneurship. In addition, CFEE and its partners work to promote and create local, regional, national and global entrepreneurial ecosystems whose mission is to create and maintain entrepreneurial activity among the various stakeholder’s.

CFEE’s Primary initiatives and subject areas of research include:

- Entrepreneurship Education (Global Survey of Entrepreneurship Education 2016-2017)
- Entrepreneurship Pedagogy (3E Entrepreneurship Experiential Exercises)
- Entrepreneurial Leadership (Howard Hoffman Distinguished Lecture Series)
- Youth Entrepreneurship (DECA, NFTE and Build)
- Interdisciplinary Entrepreneurship Education for Women (“Hot Mommas” Women’s Entrepreneurial Leadership)

CFEE aims to advance GW’s commitment to develop mutually beneficial programs that integrate academic objectives with the real needs of the University’s external business community. A few examples in 2016 include but not limited to:

- The Global Survey of Entrepreneurship Education

  - The Global Survey of Entrepreneurship Education is a new research initiative based upon the National Survey of Entrepreneurship Education created in 1979. The objective of the new research is to collect information about all the entrepreneurship education conducted globally by two- and four-year colleges and universities. To date, data have been collected in Australia with data scheduled to be collected in Puerto Rico/Caribbean and Italy.

  - 3E Entrepreneurial Experiential Exercises. CFEE will again collaborate with the United States Association for Small Business and Entrepreneurship (USASBE) to sponsor cash awards at the annual conference for the best entrepreneurial experiential exercises as judged by previous winners and key educators.

  - Pitch George and GW’s New Venture Competition, CFEE has developed and managed over fall semester since 2007 the annual Pitch George Elevator Pitch. To date over 1000 students, faculty and alumni have participated in Pitch George winning over $100,000. Winners at Pitch George are eligible for the semifinal round of GW’s New Venture Creation Competition held since 2008, in the spring semester. To date over 1500 students have competed and been awarded over $1 million.

  - Howard Hoffman Distinguished Lecture Series in its twenty year boast many distinguished entrepreneurs.

  - DECA’s Entrepreneurial Challenge now in its tenth year was developed by CFEE for the Collegiate level DECA students attending their annual conference as a two day intense boot camp offering students an opportunity to experience from ideation to creation a business concept, take their ideas and creation business.

  - Vision Forward “Hot Mommas” Case Database a USASBE special pedagogical award is the world’s largest database focusing on women entrepreneurs dealing with work life balance issues.

  - GW’s Office of Innovation and Entrepreneurship (corpsa Training Program) funded by a NSF grant, this program is designed to assist technical entrepreneurs to launch their businesses.

CFEE also devotes its resources to assisting Washington, DC area organizations and small business focusing on youth entrepreneurship and providing face-to-face counseling new business starts.

**Institutional Approach To Informal Entrepreneurship: Implications For Meaningful Research And Pedagogy (#149)**

**Lutisha Vickerie** (student), Rutgers Business School - Newark & New Brunswick

The informal sector worldwide has experienced rapid growth over the last decade. Government policies for entrepreneurs, particularly in urban areas, often conflict with the reality faced and actions taken by informal entrepreneurs. This indicates differences in the institutional logics of governments and informal entrepreneurs. Understanding these logics will better align their thinking closer. Throughout this paper, I have presented propositions for future research approaches that will create an interdisciplinary bridge between the informal economy literatures and institutional theory.

Facilitator: **Nancy Forster-Holt**, University of Rhode Island

**Competitive Workshops: #10**

**Track: Pedagogy, Curriculum and Entrepreneurship Education**

**9:30 AM - 10:45 AM CONGRESS B**

**E-Business For Entrepreneurs: A Turnkey Experiential Based Course For Teaching Faculty (#147)**

**Track: Pedagogy, Curriculum and Entrepreneurship Education**

**9:30 AM - 10:45 AM CONGRESS A**

**The Hammer Revolution: Innovation Made Simple (#190)**

**Carlos Guerra**, Enterprise Florida, Inc.

This is a presentational model based on a practical approach. It is suitable for all kind of audiences, and it intends to make the idea of innovation more accessible and engaging to any person. The core idea relies on the identification of innovation as a process and its strong linkage with other key components, such as motivation, critical thinking, creativity, imagination, visualization, observation, team-work, leadership, perseverance, decision making process, development, management, needs...
and wants, among others. In order to make it more attractive, this presentation uses a piano, which ultimately is the result of a comprehensive innovation process.

**Experiential Exercises: #3**

**Track: Entrepreneurial Exercises**

9:30 AM - 10:45 AM  LESCaze Room

**You Had Just One Job (Or Two, Or Three...) You Had Just One Job (Or Two, Or Three...) You Had Just One Job (Or Two, Or Three...)** (#94)

Eden Blair, Bradley University

In this exercise, students are given an everyday object (such as a side-walk or pen) and are required to design a new product that meets the core Jobs To Be Done (JTBD) of the initial product. In the JTBD framework, a product or service is hired by a customer to accomplish a specific task, either functional or emotional. Thus, a JTBD of a sidewalk may be to help people transport themselves without getting mud on their shoes or give them a place to walk where cars are not likely to hit them. Or, they can meet emotional needs, such as calming a university president who gets angry when there are worn footpaths in the grass on campus.

**EXCELLENCE IN ENTREPRENEURSHIP EDUCATION AWARDS**

Category: Special Recognition in Entrepreneurship Education Innovation

11:00 AM – 12:00 PM  COMMONWEALTH C

**FINALISTS:**

Doan Winkel, Experiential Entrepreneurship Education Journal

Eric Liguori, Giles Hertz, and Birton Cowden - SOLD! An Entrepreneurial Sales Skills Bootcamp

**Competitive Papers: #11**

**Track: The Entrepreneurship Interface**

11:00 AM - 12:15PM  WASHINGTON B

**Relevance Of Strong Ties In Informal Entrepreneurship: Evidence From Mexico** (#52)

Cristian E. Villanueva, Anahuac University

Adrianela Angeles, Anahuac University

Luz C. Revilla, Anahuac University

Literature on entrepreneurship has produced evidence showing that strong ties are socially constraining for the development of entrepreneurs’ economic activity (Barr, 2002) while weak ties are often considered to be beneficial for the economic development of entrepreneurship (Hoang and Antoncic, 2003). However, this paper critically examines this assumption in the context of informal entrepreneurship. Some authors (Jack 2005; Berrou and Combarnous 2012) have started to call for a review to this assumption, because now it is believed that strong ties could be also important in the entrepreneurs’ economic activity.

**Facilitator:** Whitney Peake, Western Kentucky University

**Competitive Papers: #12**

**Track: Small and Family Business**

11:00 AM - 12:15PM  WASHINGTON C

**Entrepreneurial Orientation, Learning Orientation, Market Orientation And Organizational Performance: Family Firms Versus Non-Family Firms** (#96)

Remedios Hernández-Linares, University of Extremadura

Mª Concepción López-Fernández, University of Cantabria

The relationship between different strategic orientations and performance has been a subject of strong research interest, yet the majority of studies have investigated the direct linkage between a specific strategic orientation and firm performance. However, the potential of each orientation should not be viewed in isolation (e.g., Loniál & Carter, 2015). Therefore, our work assumes that organizations may employ multiple strategic orientations, and have as main purpose to investigate the level of EO, LO and MO as exogenous variables and organizational performance as dependent variables, by distinguishing family and non-family firms, and (3) a Chow test for determining the significance of the differences across the two subgroups (family and non-family firms) in the effect of the independent variables on organizational performance. Our findings provide empirical evidence that family firms are
less learning- and market-oriented than non-family firms, and show that family firms managers need to nurture both EO and MO in order to improved performance, while in the case of non-family firms, besides to confirm that EO is a key variable for their performance, our findings suggest that LO seems to contribute more to the firm performance than MO.

Facilitator: Whitney Peake, Western Kentucky University

Dear USASBE Members,

When eight years ago the late Dr. Gayle Belt Price (Associate Provost, Gardner-Webb University) asked me to serve as the founding editor of a new journal that would publish articles about the connection between business ethics and entrepreneurship, I had no idea just how wonderful this volunteer experience would turn out to be! About the same time the Journal of Ethics & Entrepreneurship (JEE) was being created, I formed a partnership with USASBE (Bronze and Silver sponsorship) that continues today. Through USASBE and as editor of the JEE, I got the opportunity and great pleasure to meet and interact with many of the world’s leading entrepreneurial teachers, researchers and thinkers (with several serving on the JEE editorial review board). It’s been an honor to watch the JEE develop into one of the premier journals in the field (all USASBE members have free access to all current and back issues via the USASBE website and the JEE is available at virtually all university and public libraries in the world).

On August 1, 2016, I retired as Executive Editor of JEE (I remain a Professor of Marketing & Entrepreneurship at Gardner-Webb University and a proud USASBE member). The Vol. 6, No. 2 (Summer 2016) issue of the JEE was my last. I am so grateful for the opportunity I was given to create, launch, and nurture this very special publication. I’m especially grateful to John and Linda Godbold for their major gift to GWU that made the JEE possible. Also, I am appreciative of the members of the JEE Editorial Review Board — many of whom have been with us from the beginning. Further, I am thankful for the authors for trusting us to publish their work — most of whom are USASBE members. Finally, I am indebted to the GWU academic leadership, the Godbold School of Business and the editorial staff for all their hard work during my tenure as Executive Editor. Together, working literally hundreds of hours on each issue, we have accomplished a great thing, and I’m humbled to have been a part of it!

Although serving as editor for the eight years required me to devote thousands of hours of volunteer time (including hundreds of hours during my semesters leave), the experience was one of the highlights of my 35-year academic career. It is my fervent hope that the JEE, published by the Godbold School of Business at Gardner-Webb University, will continue to be a well respected journal for many years to come.

As a token of my appreciation for your friendship during these past eight years, I’m offering any USASBE member (or any colleague of any USASBE member) FREE use of any article or teaching case in any issue of the JEE for copying and distribution in your courses during 2017. All I ask is that you email me your name, your institution’s name, your course title, number of students, and the titles of the articles that you are going to duplicate and distribute. Should you have questions, please contact me. I will be pleased to respond.

Sincerely,

Donald W. Caudill, PhD
Professor of Marketing and Entrepreneurship
Godbold School of Business | Gardner-Webb University
P. O. Box 7303 | Boiling Springs, SC 29317
P 704.410.2103 | F 704.410.2261 | C 276.320.9915
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P.S. A special issue of the JEE — “The Ethics of Social Entrepreneurship” — will be published sometime in 2017. It is being edited by USASBE members, Robert D’Intrio (Rowan University) and Kenneth Wm. Kury (Saint Joseph’s University) at Rowan University.

P.S.S. I am pleased to announce that Christine Sutton, Assistant Professor of Business at Gardner-Webb, has been appointed the second Executive Editor of the JEE. I will be introducing you to Christi during this conference. Should you have a manuscript that you feel would be appropriate for publication in the JEE, I’m sure Christi would love to talk with you.
We explore the predictive ability of business panel assessments of business planning and startup firm success in a University-based incubator context. We use a sample of 213 entrepreneurs who participated in an incubator over a three-year period. These entrepreneurs entered the program in a series of 10 groups ranging in size from 5 to 27; there was overlap in program residency between groups. The program was designed to span roughly an 8 to 12 month period for each entrepreneur. Approximately 13% of entrepreneurs were female. Many of the entrepreneurs were from the University and this was their first experience commercializing a technology into a business. Logit regression analysis was used to test our hypothesis that business panel experts would support with experts able to predict survival 93.3% of the time. The overall model was also significant (chi-square 10.9, p<.05). Our study contributes toward an understanding of the use of the business panels in evaluating business planning to create a similar program to promote entrepreneurial ventures at their organization.
Developmental Sessions: #3A

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

The Effects Of Organizational Learning, Entrepreneurial Team Creativity, And Entrepreneurial Leadership On New Venture Success (#226)

Siang Tseng, Centennial High School
Chien-Chi Tseng, Morgan State University

This paper reviews the contributions of organizational learning, entrepreneurial team creativity, and entrepreneurial leadership to new venture success by examining the determinants for new venture success and by analyzing the relationships among the three terms. It begins by defining the key terms, organizational learning, entrepreneurial team creativity, and entrepreneurial leadership, and then proceeds to analyze a conceptual framework, exploring the role of each factor in facilitating the emergence of a successful enterprise. The study found that organizational learning has emerged as an important area of inquiry in relation to entrepreneurial team creativity, entrepreneurial leadership, and new venture success. Implications for future research are discussed.

Developmental Sessions: #3B

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

Venture Capital Ecosystem (#191)

Speros Mrgetis, The University of Tampa

Venture capital supports the entrepreneurial ecosystem by providing funding, guidance, and connections to accelerate growth in entrepreneurial companies. The National Venture Capital Association (NVCA) state that the purpose of the Venture Capital Ecosystem (VCE) is to “create fast-growing and sustainable companies and introduce new technologies across a range of sectors, while providing attractive returns to those who trust the industry with their capital.” Angel investors, venture capitalists, growth equity, and buyout private equity are all types of private equity used to purchase ownership in private companies at various stages of development. The funding provided fuels the growth in the entrepreneurial ecosystem. We quantify key performance indicators of venture capital activity and develop a measure of the size the venture capital ecosystem by metropolitan statistical area. We collected data on a variety of private equity deals in Florida in 2015 and 2016 from numerous sources. Due to the opaqueness of the private equity markets many of the transactions are either missed completely or have incomplete information. By utilizing multiple sources of data and validating the data through detailed analysis the bias and missing information has been reduced.

Developmental Sessions: #3C

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

Integrating Entrepreneurship And Supply Chain Perspectives Of Innovation: The Influence Of Network Capability (#222)

Yiming Zhuang, Rutgers University
Younggeun Lee, Iowa State University

The topic regarding on the intersection between supply chain management (SCM) and entrepreneurship has been receiving increased attentions from the scholars (Arend & Wisner, 2005). In this paper, we aim to fill in this gap by co-ducting a study that considers core concepts from those two fields – entrepreneurial orientation (EO) and sustainable supply chain practices (SSCPs). EO describes “a firm’s decision making practices, managerial philosophies, and strategic behavior that are entrepreneurial” (Anderson et al., 2009, p. 220). Previous studies suggest that, in certain conditions, firms showing high levels of an EO will achieve superior performance compared to their competitors (e.g., Zahra, 1991). In this study, we hypothesize that firms can utilize EO to achieve higher supply chain-related sustainability and performance. SSCP s refer to intra- and inter-organizational activities which improve a firm’s sustainable
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level across the supply chains, which in turn improves firm performance (Montabon et al., 2007). Thus, we argue that achieving SSCPs would eventually lead to increased firm performance.

Developmental Sessions: #3C

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

The Relationship Of Local Leaders And Business Institutions With Entrepreneurs (#208)

Britton Heim, Wilkes University
This study focuses on the effects of local leader’s and business mentoring/aid institutions’ presence and interaction within a community on local entrepreneurs. Our hypotheses are: (1) Local Leader and Business Institution presence and interaction will have a significant, positive relationship with each dependent variable individually (2) Urban areas will have a higher presence of and interaction with local leaders and business institutions than suburban, small town, and rural areas. (3) Local leaders and Business Institutions that are present and interactive in the community create a stronger entrepreneurial community. A sample of 375 entrepreneurs from North Eastern Pennsylvania were used in this study.

Developmental Sessions: #3C

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B


Muhammad Khan, Effat University
This paper maps entrepreneurship ecosystem of Saudi Arabia and provides evidence that such an eco does exist and provides huge benefits at the policy making and enterprise development levels. It shows maps at strategic and institutional levels of the ecosystem for 2015 and 2016. It could not provide the maps of 2013 and 2014 even though these are valuable but due to dearth of space here could not be shown.

Developmental Sessions: #3C

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

An Empirical Study Of Entrepreneurship In Private And Public Sector Organizations: Some Evidence From Ghana (#218)

Bernard Obeng, Ghana Institute of Management and Public Administration
In recent times, research into the practice of entrepreneurship in large organizations has been on the ascendancy due to the recognition of the contribution of entrepreneurship to organizational performance (Albano, 2013). However, the context of a preponderance of such studies has focused on not only developed western economies (see Kuratko et. al., 2005; Ireland et al., 2006; Hornsby et. al., 2009, Kuratko et. al., 2014), but also on large private sector organizations. We address this gap by focusing on the practice of entrepreneurship in a developing economy, Ghana, by type of organization (i.e. private and public sector organizations), and by size of organization (i.e. small, medium, large). We seek to gain a better understanding of the perception of managers regarding the presence or otherwise of factors that encourage entrepreneurial behavior in these two types of organizations. More specifically, the perception of a little over 280 managers, was measured along five major dimensions critical to creating an entrepreneurial environment including top management support, work discretion, time availability, and organizational boundaries (Kuratko et al., 1990; Hornsby et. al., 2002).
The purpose of this research paper is to compare the Emprende Tijuana initiative to relevant models associated with the development of meaning entrepreneurial ecosystems. This will allow key players in the local entrepreneurial ecosystem adapt their approach in line with well-established and innovative approaches. The end result will be the development of an entrepreneur-friendly culture that will benefit the region. After an extensive review of the relevant entrepreneurship development models, the Entrepreneurial Ecosystem Diagnostic Toolkit developed by Aspen Network of Development Institute was found to provide an important benchmark for Emprende Tijuana. This model uses a multi-dimensional approach to assess the entrepreneurial ecosystem within developing countries. This model considers the following dimensions: Finance, support, policies, markets human capital,infra-structure, research and development and entrepreneurial culture.

Developmental Sessions: #3D

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

The Gig economy, the Allee effect, and the long tail liability of newness (#99)

Andrea Zavakos, University of Dayton

Jay Janney, University of Dayton

Does the concept of a liability of newness change with the rise of the sharing economy? In this paper we argue Stinchcombe’s (1965) work still holds, but two new liabilities emerge—a long tail liability (for independent contractors), and the Allee liability for platform providers). Two key insights emerge: Independent contractors will face diminished liability of newness, but struggle to earn large profits. Platform developers may welcome competition as it helps grow new industries more quickly to a point where profit viability occurs. Firms launching solo into new industries grow more slowly than those who enjoy some competition.

Developmental Sessions: #3D

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

Preliminary Results Of A Multi-State Entrepreneurial Communities Research Initiative (#33)

Morgan Clevenger, Wilkes University

This paper highlights results from a mixed-method research project in PA and TX and shares preliminary research results, which discusses important factors in entrepreneurial communities including such as local leadership, politics, culture, and the entrepreneurial environment.

Developmental Sessions: #3E

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

Will Change Efforts Be More Successful In Nascent Entrepreneurial Ventures When There Is A Fit Between Decision Making Logic And The Organizational Management Control System? (#195)

Kurt Jacobs, University of Florida

This paper sets out to explore how managerial control systems impact decision making within the public sector. Large bureaucratic organizations, specifically those of the public sector, are difficult to traverse, manage, and brand decisions on behalf of. As public sector bureaucracies have matured, a variety of governors have been placed both formally and informally on the organization to manage to expected outcomes and prevent rogue decisions that lack transparency and account-ability. Many public sector controls look to facilitate fairness and impartiality out-comes rather than effective ones. The controls in existence coincide in the same period of time with great uncertainty from external environments that influence resourcing and decision-making. Making decisions in a period of rigid, omnipresent, inflexible, control systems while trying to navigate the ambiguous waters of an uncertain external environment present a myriad of challenges to individuals, pro-grams, and the sector itself.

Developmental Sessions: #3E

Track: The Entrepreneurial Process

11:00 AM - 12:15PM COMMONWEALTH B

Quantifying Innovation: The Problematical Case Of Patent Valuation (#194)

Kurt Jacobs, University of Florida

Patent wars have been in the news with greater frequency as of late. Technological advancement, innovativeness, and the protection of knowledge assets have been positioned with ever more importance. Big technological firms have called for and negotiated for patent litigation rétente. This is due to knowledge assets that are the catalyst that lead to pronounced contributions to improve work, efficiencies, access, and life itself. A contribution to the social ‘good’. And in some cases exceptionally profitable. But over the last twenty years the larger more established knowledge based companies have been in the headlines for other reasons. Darker clouds that surround the broken promise of patents that were supposed to spur and incentive innovation and instead have been professed to impede it. This research portends to look collectively at patent valuation and attempts to more appropriately define the construct in which companies and scholars alike can measure patent value to innovation.
Exhibitor Track: #3

**Track: Exhibitor**

11:00 AM - 12:15PM COMMONWEALTH A1

**Experiential Learning Platforms**

Nothing helps learning, like doing. This panel will discuss the latest platforms and technology being used to engage and educate students.

**Experiential Exercises: #4**

11:00 AM - 12:15PM LESCACE ROOM

**Brainwriting To Solve Tough Issues (#102)**

Shalini Gopalkrishnan, University of Florida-Doctoral student

The objective of this exercise is to help the entrepreneur use the collective brainpower of the group to address any issue at any stage of the entrepreneurial process. This has been adapted from the Design thinking process. The entrepreneur will give an overview of his/her venture and detail the problem he is facing at present. The group then refines the question by asking probing queries. This is then followed by a process wherein each individual writes a solution to the problem and then passes it to the next member, who then builds upon the idea of the first member. This forces them to improve upon the idea and thus make it more useful for the problem at hand. Once all the members have had a chance, they would then be ranked and the best solution is provided to the entrepreneur.

**Experiential Exercises: #4**

11:00 AM - 12:15PM LESCACE ROOM

**Forced Combinations (#136)**

Daniel Holland, Utah State University

Definitions of creativity often refer to new combinations of ideas, concepts, fields, or items to create something novel and useful. In this classroom exercise, I attempt to “force” students to practice such combinations. The exercise is intended to break down creative barriers by helping students feel the discomfort that is often associated with combining disparate ideas or objects as well as the satisfaction that results when a valuable combination is formed. The exercise contributes to students’ development of ideation skills as they learn to be more aware of possible combinations and how to consider new combinations in a meaningful way. This exercise is most effective after a foundational discussion of creativity and breaking down creative barriers.

**Rocket Workshops: #3**

Track: Pedagogy, Curriculum and Entrepreneurship Education

11:00 AM - 12:15PM COMMONWEALTH A2

**Incorporating Lean Business Planning Into The Classroom (#186)**

Peter Thorsson, Palo Alto Software, Inc., maker of LivePlan

Learn to bring the most cutting edge planning methodologies to your classroom without abandoning the tried and true traditional business plan. Teaching lean planning alongside traditional planning and combining the best parts of each model has a proven record of success. When taught in tandem, the fluidity of lean planning allows entrepreneurs to be constantly adapting to the demands of the marketplace while also being firmly grounded in solid traditional strategy and financials.

**Rocket Workshops: #3**

Track: Pedagogy, Curriculum and Entrepreneurship Education

11:00 AM - 12:15PM COMMONWEALTH A2

**Things To Think About When Teaching Social Entrepreneurship (#183)**

J. Howard Kucher, Stevenson University

New research confirms that mindset is a robust predictor of entrepreneurial success. This workshop explores a model of personal innovativeness and a validated psychometric assessment for developing an innovator mindset in aspiring business founders. The content draws on published research done in cooperation with the Kauffman Foundation and work done with students under a grant from the National Science Foundation. Participants will learn how they can deploy this technology and methodology in their classes and throughout their programs, to give students cognitive and behavioral skills that produce exceptional ventures and dramatic value creation. That includes learning materials and exercises that measurably shift students’ mindset.

**Competitive Papers: #13**

Track: Global Entrepreneurship

1:45 PM - 3:00 PM WASHINGTON B


Hao Liang, Singapore Management University

Sunny Li Sun, University of Missouri - Kansas City

Chris Marquis, Cornell University

We examine how different types of country-level globalization and the industry structure of microfinance institutions (MFIs) affect organization-level micro-credit interest rates which crucially affect the poor’s entrepreneurial opportunities. We develop an opportunity structure perspective that argues that MFI interest rates can be reduced by social globalization, increased during the early stages of economic globalization, and then reduced in the later stages economic globalization. Moreo-ver, stronger presence of nonprofit organizations in the microfinance industry low-ers interest rates. Furthermore, these three forces moderate the relationship be-tween MFIs’ outreach to the poor and average credit interest rates.
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Waco, TX  WWW.BAYLOR.EDU/BUSINESS/ENTREPRENEURSHIP
The Center For Entrepreneurial Studies fosters a leadership platform for UNC Kenan-Flagler students on three pillars:

**LEARN**
Establishes a strong foundation through our curriculum to make a successful and high-impact transition to entrepreneurship as a Founder (an entrepreneur who initiates a new enterprise), a Growth Executive (a senior leader in a high-growth venture or a corporate intrapreneur), or as a Funder (a leader in capital formation and venture capital and private equity investing).

**LAUNCH**
Provides our students with direct experience through our Launching The Venture course series, our hackery, the 1789 Venture Lab; our innovative venture accelerator, Launch Chapel Hill; and through the Carolina Challenge, our university-wide venture competition.

**LEAD**
Represents our commitment to the growth entrepreneur through our innovative Entrepreneur’s Lab, our marketplace for entrepreneurs and venture capitalists; Venture Capital Investment Competition and the Adams Apprenticeship, a yearlong coaching process with UNC’s leading entrepreneurial alumni and friends.

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### Theoretical Understanding From Effectuation Theory (#75)

The Influences Of Social Media On Entrepreneurial Process: The Theoretical Understanding From Effectuation Theory (#75)

*Facilitator:* Luke Pittaway, Ohio University

**1:45 PM - 3:00 PM**  
**MILLENIUM BALLROOM**

Plenary Luncheon – featuring Andrew Yang, CEO of Venture for America

**1:45 PM – 4:30 PM**  
**REGENCY A/B**

Student Pitch Competition – College Pitch Philly (stop by anytime to vote—runs continuously through afternoon)

### Competitive Papers: #13

**Track: Global Entrepreneurship**

**1:45 PM - 3:00 PM**  
**WASHINGTON B**

**Migration, Culture And Home-Country Entrepreneurship (#123)**

*Dee Mornah,* Virginia Military Institute  
*Michael Morris,* University of Florida

In this paper, we review the literature and examine the potential effects of out-migration on home-country entrepreneurship, taking into account the differential effects of host and home countries’ entrepreneurial orientations and cultures. We adopt a resource-based theory and conjecture that all things being equal, out-migration affects home-country entrepreneurship through the activities of return migrants, remittances, and knowledge transfers. However, we recognize that the true effects of out-migration are enhanced or moderated by differences in entrepreneurial cultures of the host and home countries as well as the entrepreneurial orientation of the migrant.

*Facilitator:* Luke Pittaway, Ohio University

### Competitive Papers: #13

**Track: The Entrepreneurial Process**

**1:45 PM - 3:00 PM**  
**WASHINGTON B**

**Born Globals From Emerging Markets: The Synergy Of Context And Capabilities (#140)**

*Tatyana Tsukanova,* St.Petersburg University, Graduate School of Management  
*Xiaotian Zhang,* University of Southern Denmark

Born globals become significant players in emerging economies. At the same time the knowledge of advantages that enable firms from emerging economies to go international almost from inception remains limited. The aim of this paper is to explore the key factors that influence the early and rapid internationalization of firms from China, one of the leading economies in the world. More specifically, we focus on institutional leverage capabilities as all firms are institutionally embedded. We demonstrate that some firms better integrate institutional advantages into their own resource base and become born globals.

*Facilitator:* Luke Pittaway, Ohio University

### Competitive Papers: #14

**Track: Global Entrepreneurship**

**1:45 PM - 3:00 PM**  
**WASHINGTON B**

**Heterogeneity Of Entrepreneurial Opportunities: A Complexity Perspective (#145)**

*Hessam Sarooghi,* Butler University  
*Jeffrey Hornsby,* University of Missouri - Kansas City  
*Dirk Libaers,* Northeastern University  
*Niloofar Abolfathi*

Businesses as well as entire economies are increasingly being confronted by widespread complexity. This complexity has its roots in rapid shifts in technology, customer needs, the internet, and institutions. To be successful in this turbulent environment, entrepreneurs need to be equipped with the mindsets, processes, and tools that help them systematically overcome and diminish this increasing complexity. Despite the critical influence of complexity in the practice of entrepreneurship, the academic attempts to formally incorporate complexity in studying the central entrepreneurial phenomena have been limited in the recent years (Lichtenstein, Carter, Dooley, & Gartner, 2007; McKelvey, 2004; Schindehutte & Morris, 2009). Thus, the complexity perspective has been absent from the main conversations within the entrepreneurship field. To fill this gap, this manuscript studies complexity in entrepreneurial opportunities.

*Facilitator:* Andac Arikan, Florida Atlantic University

### Competitive Papers: #14

**Track: The Entrepreneurial Process**

**1:45 PM - 3:00 PM**  
**WASHINGTON C**

**For The Love Of The Craft: Uncovering Thematic Reflections In Complex Ventures (#15)**

*Laura Munoz,* University of Dallas  
*Richard Miller,* University of Dallas  
*Kevin Hurt,* Columbus State University

Complex startup ventures, which involve multiple intricacies, such as significant financial resources, artisan skill, and business knowledge, can offer a unique understanding and uncover patterns and themes that advance the reality of setting up and launching such ventures. Through a thematic analysis of craft brewery owners, we uncover that complex startup ventures offer three major themes as part of their set up and startup process: production versus artisan struggle, freedom agents, and an inverse domino effect. Furthermore, a
metamorphosis occurs within the entrepreneurs that allows the transformation and growth from an immature startup to a mature venture is also observed. Facilitator: Andac Arikan, Florida Atlantic University

Competitive Workshops: #13

Track: Pedagogy, Curriculum and Entrepreneurship Education

1:45 PM - 3:00 PM CONGRESS A

They Aren’t The Enemy: Incorporating Moocs, Badging And Certifications Into Your Entrepreneurship Courses (#213)

Dale Jasinski, Quinnipiac University
Steve Dunn, University of Wisconsin
To start a new venture or to get that all important first job out of college increasingly requires a wider set of knowledge, skills and competencies, many of which are outside of the realm of current university courses or programs in Entrepreneurship. Employers are also relying more on credentials that are recognized and trusted by employers. This workshop introduces attendees to the online world of non-credit education that is relevant to entrepreneurship education and shows how to utilize them in their courses and programs so that students can achieve their own career and life goals.

Experiential Exercises: #5

Track: Entrepreneurial Process

1:45 PM - 3:00 PM LESCAZE ROOM

Role Play For Recruiting (#150)

Shalini Gopalkrishnan, University of Florida-Doctoral student
The objective of this exercise is to help students understand the steps involved in recruiting. This exercise engages the students in thinking about the Process of job descriptions, understanding the roles needed in the startup, interviewing and biases associated with it. The interviewee all tend to take this seriously too and actually try to win the job.

Experiential Exercises: #5

Track: Entrepreneurial Exercises

1:45 PM - 3:00 PM LESCAZE ROOM

Entrepreneurial Leadership - Core Concepts Of A Key Dimension (#164)

Vijay Patel, University of North Carolina Charlotte
Jerry Kudlats, Jacksonville University
Charles Ragland, Indiana University
Entrepreneurial leadership (EL) is a highly consequential skill set in a dynamic and turbulent global environment. The need to navigate a complex macro landscape full of opportunities yet fraught with challenges is demanding. EL is a relatively newly formalized paradigm responsive to the macro environment (Fernald Jr, Solomon, & Tarabishy, 2005; Greenberg, McKone-Sweet, & Wilson, 2011; Kuratko, 2007). Greenberg et al. (2011) suggest entrepreneurial leaders are focused on both social and economic opportunity. Entrepreneurial leadership is not synonymous with entrepreneurship. As a new model of leadership EL is to be found not just in start-ups but also in corporate, social and political environments. Kuratko (2007) states EL is ‘necessary for firms of all sizes to prosper and flourish’ (p. 7). We present a set of experiential exercises designed
to familiarize with the concept of Entrepreneurial Leadership and some iconic entrepreneurial leaders of our times. The exercises develop both conceptual models and key characteristics of entrepreneurial leadership.

Competitive Papers: #15

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM  WASHINGTON B

An Examination Of University Entrepreneurship Accelerators In North America (#120)

Lynn Metcalf, California Polytechnic State University, San Luis Obispo

Thomas Katona, California Polytechnic State University

Jonathan York, Cal Poly, San Luis Obispo

Despite the growth in the number of university startup accelerators and the resources devoted to them, there is little information about how universities define what an accelerator is; how they are structured and operate; what programmatic goals and outcomes are important; and what their desired impact is. An online survey was distributed with sixty-seven university respondents, thirty-three from university entrepreneurial accelerator directors. The results establish a baseline knowledge of the complexity of the university accelerator landscape and enable further research on the success of university accelerators relative to their goals and the outcomes achieved.

Facilitator: Jeff VanEvenhoven, University of Wisconsin - Whitewater

Competitive Papers: #15

Track: Pedagogy, Curriculum and Entrepreneurship Education

3:15 PM - 4:30 PM  WASHINGTON B

Emprende Lab: A Student Entrepreneurship Development Program For Future Business Leaders (#106)

Eduardo Diaz, CETYS Universidad

Eduardo Durazo-Watanabe, CETYS Universidad

Heberto X. Peterson, CETYS Universidad

The promotion of entrepreneurship development at higher education institutions among their students has become a key activity through curricular and co-curricular programs. Faculty at CETYS Universidad have assessed the impact of their entrepreneurship development co-curricular program, Emprende-Lab, by measuring transformational leadership self-efficacy with the first cohort of students. Statistically significant differences were found between students in the Emprende-Lab cohort and students who are not involved with the program. The implications for this study for entrepreneurship education are that it is worth the time and effort to invest in leadership and entrepreneurship development programs.

Facilitator: Jeff VanEvenhoven, University of Wisconsin - Whitewater

Competitive Papers: #15

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM  WASHINGTON C

A Process Model For Social Entrepreneurship: Case Study Evidence Of Compassion And Strategic Openness (#6)

Thomas Pittz, University of Tampa

Laura Madden, East Carolina University

Effort Perceptions Versus Autonomy Concerns: How Does Conflict Dissatisfy Members On Nascent Entrepreneurship Teams? (#77)

Chihmao Hsieh, Yonsei University

WooJin Lee, Kookmin University

We look at determinants of satisfaction of team members on nascent entrepreneurial teams, specifically focusing on how conflict mediates the effects of effort perceptions of teammates, as well as the effects of preferences for autonomy (one’s own as well as those of teammates). We show that relationship conflict and task conflict mediate the effects of effort perception on satisfaction in one’s team, and satisfaction in one’s own role, respectively. We also evidence that need for authority found elsewhere within a team positively relates to one’s own general satisfaction in the teamwork, but has a negative interaction effect as one’s own need for authority increases.

Facilitator: Jock Sommese, Drexel University

Competitive Papers: #16

Track: The Entrepreneurial Interface

3:15 PM - 4:30 PM  WASHINGTON B

Emerging Models Of Business Incubation: The Case Of Greece (#90)

Tiago Ratinho, University of Baltimore

Michael Mitsopoulos, SEV - Hellenic Federation of Enterprises

Business incubators are a relatively new phenomenon in Greece. The long economic crisis led to multiple private and public entrepreneurship support initiatives. This paper investigates five case studies of new business incubators located in Greece. Our data shows a diversity of incubation models each operating in a unique way. In addition, we discuss each incubator in the context of other aspects of the entrepreneurial ecosystem, and evaluate it as a further step that is needed to complete it in a workable whole. We finalize with implications for future business incubator promoters, prospective tenants, and public policy makers.

Facilitator: Jeff VanEevenhoven, University of Wisconsin - Whitewater

Competitive Papers: #16

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM  WASHINGTON C

Semi-Structured Interviews With 30 Founders: How Socially-Mediated Cognition Explains Entrepreneurs’ Shifting From Biases And Heuristics To Deliberate Thinking. (#73)

Andrew Herrity, California Baptist University

In this study, how entrepreneurs debias decisions is uncovered not by asking about bias but by asking questions of 30 founders to learn about tacit know-how. First, phenomenological, semi-structured questioning informed by extant theory explores what entrepreneurs did at founding. Second, grounded theory guides arrival at a relatively abstract statement of theory. Two types of tacit know-how emerge. The first is intuition based on experience. The second is recognition of uncertainty leading to trust in questioning from a clan-like network and resulting entrepreneur cognitive shift to that of the “impartial spectator.” Implications are discussed regarding theory, practice and entrepreneurship education.

Facilitator: Jock Sommese, Drexel University
The UW-Whitewater College of Business and Economics is an inclusive, collaborative and entrepreneurial learning community dedicated to sharing values, knowledge and skills to prepare current and future business professionals to contribute successfully and responsibly in a global business environment.
David Mayo, East Carolina University
This manuscript considers the ethical motivation of compassion as the genesis of social entrepreneurship and extends existing research on opportunity recognition in the context. Five cases of social entrepreneurship are considered and findings indicate that compassion leads to an integrated problem-solving mindset that encourages diverse input and involves an open decision-making process. The result is a process model that suggests social entrepreneurship opportunities are recognized collectively and that novel solutions and positive externalities are enhanced by the inclusion of stakeholders in the entrepreneurial process.
Facilitator: Jock Sommese, Drexel University

Competitive Workshops: #15

Track: The Entrepreneurial Process

3:15 PM - 4:30 PM CONGRESS A
Fluxability (#228)
Heidi Connole, Eastern Washington University
The Competitive Workshop “Flux-ability” is focused on a team-based, strategic-thinking themed card-game called “Fluxx” that incorporates rules, goals, keepers (resources) and actions. The game requires both competition and collaboration to “win”.
Kay Keels, Coastal Carolina University
Vi Narapareddy

Competitive Workshops: #16

Track: Pedagogy, Curriculum and Entrepreneurship Education

3:15 PM - 4:30 PM CONGRESS B
“I Have An Idea For A Teaching Case, Now What Do I Do?” (#107)
Marlene Reed, Baylor University
Jeff Shay, Washington and Lee University
Kay Keels, Coastal Carolina University
Vi Narapareddy, Denver University
Erica Berte, Metropolitan State University
This workshop is designed to assist faculty who would like to write a teaching case know more about the process of gathering data, writing the case, developing the instructor’s manual and submitting it for publication.

Developmental Sessions: #4A

Track: The Entrepreneur

3:15 PM - 4:30 PM REGENCY C2
Entrepreneurs As Risk Minimizers (#209)
Nawaf Alabduljader, George Washington University
George Solomon
We examine the relationship between achievement motivation and entrepreneurial entry decision. We hypothesize that hybrid motivation- individuals motivated by hope for success and fear of failure simultaneously- influences the decision to pursue hybrid entrepreneurship- the process of starting a business while retaining a day job in an existing organization. Integrating insights from regulatory focus theory with achievement motivation theory, we also hypothesize that individuals who display both promotion and prevention focus more likely to respond to both motivational tendencies and engage in hybrid entrepreneurship.

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Mark Schenkel, Belmont University
William McDowell, Middle Tennessee State University
This study examines the role of entrepreneurial firm innovativeness in light of the entrepreneurs’ need for a closure (NfC), a motivation-based construct that captures the propensity toward searching for answers in entrepreneurs’ decision making mindset. A positive relationship is hypothesized between entrepreneurial firm innovativeness and preference for order and decisiveness and a negative relationship between firm innovativeness and discomfort with ambiguity and closed mindedness. Data from a study of 393 small business owners support the central hypothesis, suggesting NfC may enable individuals to take advantage of the opportunities that uncertain situations may create by leveraging their respective existing knowledge structures.

Developmental Sessions: #4A

Track: The Entrepreneur

3:15 PM - 4:30 PM REGENCY C2
The Entrepreneurial Mindset: The Relationship Between The Need For Closure And Entrepreneurial Firm Innovativeness (#217)

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Developmental Sessions: #4A
Track: The Entrepreneurial Process
3:15 PM - 4:30 PM  REGENCY C2

Shaping interdisciplinary research paradigms: The intersection Fact or Fiction? A Revisited Metaphorical Approach to Understanding the Entrepreneur (#49)

Katia Passerini, St. John’s University
Diana Walsh, New Jersey Institute of Technology

An interdisciplinary research agenda that focuses more on real world perspective and current lived experiences of immigrant entrepreneurs can be achieved by examining the conceptual space where informal immigrant entrepreneurship and institutional theory scholarship merges. This paper deconstructs extant literature that link informal immigrant entrepreneurship and institutional theory across developing and advanced economic contexts. To clarify the theoretical direction of the literature streams, systematic research synthesis is employed and qualitative interviews using grounded theory analysis are conducted. Initial findings show the intersection of informal immigrant entrepreneurship and institutional theory is embraced more in pedagogic, than andragogic research.

Developmental Sessions: #4A
Track: The Entrepreneur
3:15 PM - 4:30 PM  REGENCY C2

The Paradox Of Resource Availability And The Perception Of Resource Adequacy: The Roles Of Psychological Capital, Perceived Stress, And Age In The Innovation Process (#199)

Shari Worthington, Worcester Polytechnic Institute

The world of technology development is a complex and dynamic environment that proceeds at a relentless pace. To increase the likelihood of success, we need a better understanding of the level of resources required for new product development. Yet the research is contradictory: some development projects succeed with slack resources while others succeed with constraints. Here we discuss the relationship between resource availability and perceptions of resource adequacy with a focus on the lead innovator-entrepreneur. A conceptual model is proposed that links entrepreneurial judgment to resource perceptions. Psychological capital (PsyCap) is proposed as a moderator of entrepreneurial perceptions, with perceived stress and age as mediating variables. Also proposed is a model whereby resource perception and PsyCap are guides to the degree of innovation output.

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• South Jersey Technology Park at Rowan University
• Technology Business Incubator
• Partnerships to support student and community entrepreneurs
• Focus on developing entrepreneurial mindset for all Rowan students

Business Hall, the new 96,500-sq.-ft. home of William G. Rohrer College of Business, serves the region’s academic and business community. Designed to encourage collaboration between students, faculty and business professionals, it features instructional, lab/tech and conference facilities.
Developmental Sessions: #4B

Track: The Entrepreneur

3:15 PM - 4:30 PM  REGENCY C2

The Me Nobody Knows (#230)

Michelle Spain, Walsh University

The key factors affecting the sociocultural and spiritual ethos of Sub-Saharan African and urban inner-city African American women entrepreneurs; the push and pull of their spiritualism and communalism; and strategies which were successfully adopted by nascent or established women entrepreneurs (or which could logically be adopted by them) to enhance the growth potential of their business within their ecosystems will be explored in the proposed paper. Sub-Saharan African and urban inner-city African American nascent and established women entrepreneurs will be asked to take a self-administered open-ended questionnaire distributed via mail or Internet. The important determinants of success of women entrepreneurs, such as family supports, social ties, and internal spiritualism, will be analyzed and linked to self-actualization and empowerment determinants.

Developmental Sessions: #4B

Track: The Entrepreneur

3:15 PM - 4:30 PM  REGENCY C2

Women Entrepreneurs: Analyses Of Challenges And Successes In Mexico (#202)

Diana E. Woolfolk R., Centro de Enseñanza Tecnica y Superior - CETYS

Terri R. Lituchy, Centro de Enseñanza Tecnica y Superior - CETYS

Entrepreneurship is a key element in development of transition economies. Culture affects entrepreneurial motivations for both men and women. Many North American women create their own business as a consequence of discrimination at work. Through this research, we examine challenges and opportunities women entrepreneurs face in Baja California. Four women entrepreneurs in Baja California participated in this developmental study. The women interviewed believed they were successful. Some of them faced challenges from their fathers or other men. They felt they had to work harder than men to be successful; and found it difficult to balance work and family life.

Developmental Sessions: #4B

Track: The Entrepreneur

3:15 PM - 4:30 PM  REGENCY C2

Environment As A Determinant Of Entrepreneurial Development: Necessity Or Opportunity? (#211)

Yasmin J. Mattox, Rochester Institute of Technology

Ebony Miller-Wesley, Rochester Institute of Technology

Entrepreneurs who seek out opportunities based on recognizing a gap in the marketplace, either by recognizing the potential for a market push or pull, greatly differ from those who seek to open businesses because of a need to generate personal income with which to survive and meet their basic needs, with the former tending to be more financially successful. This study seeks to better explain why and how entrepreneurs receiving entrepreneurial services at Rochester Institute of Technology’s racially and socioeconomically diverse entrepreneurial centers develop into opportunity or necessity entrepreneurs in order to identify methods for increasing necessity entrepreneurs’ success rates.
Corruption, Turnaround and Economic Growth: Recovering the Societal Infrastructure of Entrepreneurship (#7)

William Andrews, Stetson University

Entrepreneurship requires a supportive institutional environment to flourish. Using qualitative methodology, this research explored how in just 8 years, one city, Barranquilla, Colombia, dramatically changed the ethical climate of the city, creating an attractive environment for business growth and entrepreneurship. The model that emerged from the meta-themes offers a description of how BAQ re-deemed its civil society from corruption. It includes the following constructs: New Leadership, Professionalizing of Staff, Quick Wins, Financial Recovery, Expanded Partnerships, and Developmental Strategies. SEARCH TERMS: Corruption, Economic growth, International entrepreneurship, civic leadership, development entrepreneurship.

Assessing Local Entrepreneurial Ecosystems In Mexico (#162)

Pedro Martinez, Member

Elona Goma, StartupLab MX

Understanding entrepreneurial ecosystems has become an important research and public policy issue in emerging countries. This paper aims to address this issue by providing a set of indicators that help assess the factors/determinants that influence entrepreneurial activity in local entrepreneurial ecosystems in Mexico. The five determinants identified as more relevant include: regulatory environment, support infrastructure, access to finance, human capital and culture. Applying this set of indicators to assess local entrepreneurial ecosystem will help especially policymakers to design sound supporting policies and interventions to promote entrepreneurship in their regions.

Applying A Hybrid Stochastic Modeling Approach To Analyze Cross Sector Collaboration Performances (#203)

Ales Jug, Worcester Polytechnic Institute

Cross sector collaboration (CSC) is regarded as an effective way of solving entrepreneurial problems and promising economic growth. Researchers (Murphy, Perrot, and Rivera-Santos 2012; Perrini, Vurro, and Costanzo 2010) have identified antecedents that lead various stakeholders to CSC and contingencies that hinder CSC performance, sustainability and partnership development (Babiak and Thibault 2007; Rondinelli and London 2003; Waddock 1988). Although CSC appear to be a good platform of solving entrepreneurial problems, it is unclear how performs over the lifetime. This paper contributes to under-researched area by investigating the dynamics of cross sector collaboration using a stochastic modeling approach. It based on the implication of Markov chains model and Bayesian network models for analyzing the cross sector collaboration performances.

Breaking The Entrepreneurial Glass Ceiling: An Examination Of Gender Differences In The Early-Stage Accelerator Environment (#204)

Heatherjean MacNeil, Babson College
Mary Schoonmaker, WNEU

Entrepreneurship is a gendered phenomenon (Bourne and Calas, 2013; Brush de Brun and Welter, 2009), and the masculine culture of entrepreneurship is broadly accepted by scholars in the entrepreneurship field (Ahl, 2006). The majority of male protagonists showcased in business school cases and curricula are men (Ahl, 2007), and women generally lack high-growth women entrepreneurial role models (Hurley, 1991). This masculine narrative fails to recognize the immense entrepreneurial activity of women. Despite being key economic drivers, women lack access to capital and the resources critical to early-stage growth. Less than 3% of venture capital and 20% of angel investment goes to companies with a woman founder CEOs (Brush, Greene, Balachandra, & Davis, 2014). Unfortunately, the representation of women in venture accelerators mirrors that of the institutional funding landscape.

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Developmental Sessions: #4C

Track: The Entrepreneurship Interface

3:15 PM - 4:30 PM REGENCY C2

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Pedro Martinez, Member

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Developmental Sessions: #4C

Track: The Entrepreneurship Interface

3:15 PM - 4:30 PM REGENCY C2

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Developmental Sessions: #4C

Track: The Entrepreneurship Interface

3:15 PM - 4:30 PM REGENCY C2

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Exhibitor Track: #4

Track: Exhibitor

3:15 PM - 4:30 PM COMMONWEALTH A1

Partner Organizations Professors Should Explore

Membership groups and useful partners for your career and universities.

Christina Tupper, North Carolina A&T State University

In an introductory entrepreneurship course with a blend of students from different majors and different levels of business knowledge it is important to encourage students to get in the entrepreneurial mindset at the onset of the course. The experiential exercise presented in this proposal is intended to be used in the beginning of an introductory entrepreneurship course and helps students identify the difference between an idea and a business opportunity. Students will have to write down something interesting to them, get together in a group and integrate all the “interesting” ideas of the group into one business proposition which they will present to the class and be critiqued by their classmates. Each student gets to play the role of an entrepreneur and an investor. The class will then evaluate whether the business propositions of each group are just ideas or if they are business opportunities depending on whether the idea is attractive, timely, durable, and adds value. The intent of this exercise is to get students thinking creatively but also critically about the entrepreneurial process.

Identifying Entrepreneurial Opportunities Outside Of Typical Student Comfort Zones (#02)

Jennifer Capps, NC State University

One challenge that entrepreneurial teams face is opportunity identification, thus often defaulting to beer delivery services or similar student focused ideas. While these ideas could become entrepreneurial success stories, students often wish they had started with a stronger concept. This activity pushes students beyond their comfort zone in seeking out pains and problems. By the end of the activity, all students will have been exposed to a diverse set of entrepreneurial pain points in numerous industries. One student summarized the activity by stating “Getting out of your comfort zones with research is a way to grow/develop your creativity/entrepreneurial mindset”.

Infusing Entrepreneurship Across The University Landscape – Idea Faculty Fellows Program (#205)

Liz Vitullo, West Virginia University
Mindy Walls, West Virginia University
Cheryl Brown, West Virginia University
Kasi Jackson, West Virginia University
Jeffrey Moser, West Virginia University

This workshop will focus on the IDEA Faculty Fellow Program at West Virginia University. This initiative was created to encourage faculty to contribute and expand curriculum and co-curricular activities in innovation, design and entrepreneurship. Faculty were selected by competitive process from proposals solicited from across the university, producing seven participants from varied disciplines and colleges. Fellows are in the process of launching classes, recommending initiatives and acting as cross-campus champions of entrepreneurship education. The session will focus on the program creation, selection process, cohort creation and ongoing activities to execute the charge of expanding entrepreneurship curriculum to a broader audience.

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Rocket Workshops: #4

Track: Pedagogy, Curriculum and Entrepreneurship Education

3:15 PM - 4:30 PM  COMMONWEALTH A2
One Size Does Not Fit All: Aligning Integrated Programming With Student Needs (#166)

Erin Draper, Reh Center for Entrepreneurship

The diversity in approaches to teaching entrepreneurship in higher education coupled with varied student ability and experience make it evident that “one size does not fit all” when it comes to strategies, programming, and processes. Through multiple voices, this session will explore one model of campus-wide engagement and capture specific organizational processes, experiences, and culture-building activities that lead to positive outcomes in student and alumni engagement related to entrepreneurship. Topics include multidisciplinary curricular infusion, developing a responsive curricula, leveraging student run businesses for co-curricular projects, a unique “Tuition for Equity” model, and collaboration with the innovation and tech transfer offices.

Teaching Cases: #3

Track: The Entrepreneurial Process

3:15 PM - 5:00 PM  CONGRESS C
The Wine Enterprise (#134)

Robert Ellis, University of Lethbridge

The Wine Enterprise (A), (B), (C) Michael Houlihan attempted to recover money on behalf of one of his clients, a small grape-grower in California who was owed a debt by a financially-troubled winery. Michael arrived at a meeting of owners and creditors only to discover that the winery had filed for Chapter 11 bankruptcy earlier that morning and any remaining assets were soon going to be tied up in the courts. Michael's client had delivered his grapes to the winery based on trust and a handshake, and could ill-afford to take this loss. The meeting had resolved little because there was simply no money left for Michael's client or the other creditors. Fearing he was going to leave the meeting empty-handed, Michael offered to cancel the debt in exchange for the wine in the vats and bottling services, an offer the owners and other creditors accepted. The challenge facing Michael and Bonnie was to determine how they were going to sell this wine for their client. This case would be appropriate for courses in entrepreneurship and management. In particular, the case would be valuable for developing skill in opportunity identification and evaluation. The case will develop skill in discovering and analyzing information to arrive at creative solutions to the challenge of selling this wine.

Teaching Cases: #3

Track: The Entrepreneurial Process

3:15 PM - 5:00 PM  CONGRESS C
Springfield Auto Collision: The Decision To Implement Lean Six Sigma Principles In A Struggling Entrepreneurial Company (#111)

Daniel Jensen, University of Central Missouri

Matthew Houseworth, University of Central Missouri

Mary McCord, University of Central Missouri

Entrepreneurs and small businesses would like to benefit from the lean production models they see in larger businesses, but often have non-standardized processes. Unlike larger organizations with specialized tasks, employees of entrepreneurial small businesses perform many different functions, making adoption of Lean Six Sigma methods seem impossible. Using an auto collision company as a case in point, this paper gives prescriptive processes for lean production in small, non-standardized workplaces. The case clearly follows the Six Sigma Implementation Framework, but also shows how Phillips and Stone’s training model is combined as management and workers are trained in Lean Six Sigma.

Teaching Cases: #3

Track: Pedagogy, Curriculum and Entrepreneurship Education

3:15 PM - 5:00 PM  CONGRESS C
One Size Does Not Fit All: Aligning Integrated Programming With Student Needs (#166)

Dr. Shahid Qureshi, IBA Karachi

Dr. Sarfraz Mian, SUNY Oswego

Hassan and Ibrahim never envisioned that after a slew of missed opportunities and business failures, they finally had a startup Stallion Deliveries that will be the subject of two competing acquisition offers. Their journey commenced form an entrepreneurship course at a prominent South Asian business school. With the parsimonious use of resources, ability to bootstrap and to raise capital in innovative ways leveraging their university incubator network they managed
## SUNDAY JANUARY 22

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### Sessions Details

#### Competitive Papers: #17

**Track: The Entrepreneur**

**9:30 AM -10:45 AM  WASHINGTON B**

**Opportunity Recognition And Firm Success: A Study Of Nov-ice And Experienced Ethnic Minority Entrepreneurs (#169)**

- SherRhonda Gibbs, University of Southern Mississippi
- Alisa Mosley, Tennessee State University
- Mary White, Jackson State University
- Harold Lundy

This paper discusses resilience in entrepreneurship as being distinct from the general construct of resilience. We make this delineation by arguing that there are specific high-impact challenges which relate to entrepreneurship but not to general living, such as a weak economy, changes in political climate, lack of access to capital, intellectual property theft, and intense competition. Following a literature review of cognitions research and psychological resilience, we develop six theory-based propositions and present a conceptual model. We also discuss the practical implications and future research directions that should be undertaken, before concluding the paper.

Facilitator: Michelle Spain, Walsh University
Understanding how national policy can spur firm creation is central to entrepreneurship. Drawing from a sample of 21 countries spanning 2004-2011, we investigate the direct and joint effects of market freedom and social spending national policies. We find that market freedom positively impacts firm creation. However, an interaction exists, as firm creation is bolstered when market freedom is complemented with social spending. Findings suggest that mixed national policies that combine market freedom and social spending are best positioned to spur firm creation. Our findings have implications for both the entrepreneurship and economic development literature.

Facilitator: Michelle Spain, Walsh University

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This study examined income inequality and profitability among academic staff of Agripreneurship in higher institutions in Ondo State, Nigeria using primary data. A multistage sampling technique was used to select 40 respondents with the aid of structured questionnaire. The data collected were subjected to descriptive statistics, Lorenz curve, Gini coefficient and profitability measures. Results revealed that majority of the academic staff (75%) were males and 90% were married with an average age of 52 years. Fruit juice production (25%) and livestock production (30%) were the most common enterprises among the sampled respondents. The result of the Gini coefficient (0.48) indicated that there was presence of inequality among the respondents.

Facilitator: Ozlem Ogutveren-Gonul, Drexel University

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While previous research has shown a multitude of benefits of multi-unit franchising (MUF), there may be a potential downside when accounting for distances between the home market of the franchiser and MUF’s. In this paper, we examine how cultural, administrative, geographic and economic distances impact the relationship between MUF and franchisor performance. We suggest and find empirical support for cultural and economic distances negatively impacting the relationship whereas geographic and administrative distances enhance the relationship. This research contributes to the international franchising literature by examining a potential dark side to MUF when considering internationalization of franchisers.

Facilitator: Ozlem Ogutveren-Gonul, Drexel University
MNEs that had subsidiaries in other countries. To determine the internationalization process, the study conducted an examination of the company’s annual reports to identify targeted markets, year of expansion, motivations, and descriptions applicable to global strategy. The analysis focuses independently on two main questions: How have multinationals from sub-Saharan Africa become international? What motivates them to invest in foreign markets? The results show that the behavior of sub-Saharan Africa’s multinational enterprises is consistent with multinationals from other parts of the world. Their model of international enterprise is characterized by two particular aspects among others: expansion primarily into bordering countries—a strategy of “neighborization”—and accelerated internationalization path. The article analyzes the characteristics of a model of sub-Saharan Africa’s multinational enterprises at a time when there is a debate on whether emerging market multinationals require a new theory or not.

Facilitator: Ozlem Ogutveren-Gonul, Drexel University

Competitive Workshops: #18

Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM - 10:45 AM CONGRESS B

Teaching Students To Use Authoritative Industry And Market Datasets In Order To Make Informed Decisions In Their Business Plans: An Interactive Workshop (#181)

Steven Cramer, UNC Greensboro
Mary Scanlon, Wake Forest University
Diane Campbell, Rider University

Do you want your students to find current industry and market data that supports their business plans, and then make effective data-driven decisions? In this interactive workshop, we will explore authoritative data sources from the Census and Bureau of Labor Statistics, discuss how students could apply that data to their projects, and then design active learning assignments that require students to do just that. We will end the workshop with a look at more detailed, proprietary industry and market data that might already be available through your library’s database subscriptions.

Experiential Exercises: #7

Track: The Entrepreneurial Process

9:30 AM - 10:45 AM REGENCY BALLROOM A

The Unfolding Case Study (#117)

Clifford Hurst, Westminster College

Entrepreneurship, as a pursuit, is filled with uncertainty and unexpected outcomes. For that reason, I have long resisted using “canned” case studies when I teach. In 2013, however, I first stumbled upon the saga of a startup airline whose many ups and downs continue to this day and continue to amaze me. The experiences of this airline and of its founder illustrate—over time—many of the lessons that textbooks try to cover theoretically. Since 2014, I have been teaching what I now think of as “the unfolding case study” of Surf Air, and its competitor, Beacon Air. Every semester reveals new twists and turns. The four-year saga of Surf Air holds many lessons for students of entrepreneurship. I present this saga to students through a series of news articles as they appeared over time in sources such as: The New York Times, The Los Angeles Times, and TechCrunch. I allow the saga to “unfold” over a series of (as of today) 7 articles as they appeared chronologically. I assign students to discussion groups of two or three per group. I ask them to close their laptops so they don’t get ahead of the chronology of each article by searching online. I distribute printed copies of one article at a time for students to read and discuss. For each article, I have prepared a PowerPoint slide of discussion questions they can follow. Discussion prompts are designed to highlight what I believe are important lessons to be learned as this airline grows, stumbles, and grows some more. The conversations generally range over a broader range of topics than I have seeded. The questions I pose are designed to be thought-starters, not final answers.

Experiential Exercises: #7

Track: Entrepreneurial Exercises

9:30 AM - 10:45 AM REGENCY BALLROOM A

Entrepreneurial Mindset Superheroes (#119)

Lynnette Claire, University of Puget Sound

Developing students’ entrepreneurial mindsets is a high priority if we are to create a more entrepreneurial society. Using Krueger’s “candidate dimensions of the entrepreneurial mindset” (2015) as a base, students take ownership of a different aspect of an entrepreneurial mindset every five weeks. This aspect becomes their superpower—and they must enact it, apply it, and reflect on it through-out the five weeks that they possess it. Through classroom activities and conversation, students gain clarity about entrepreneurial mindset. The daily entrepreneurial mindset superhero theme energizes students and keeps them continuously aware...
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of the importance of this mindset in their lives. In this session, potential entre-preneur mindset superpowers will be shared. De-pending on the time available, we will do one of three activities: Superhero Artifact Virtual Tour, Superheroes Question or Superhero Outfits. Participants will leave with an approachable and effective method for engaging students in thinking about, applying and inspiring each other regarding an entrepreneurial mindset.

Experiential Exercises: #8

Track: Entrepreneurial Exercises

9:30 AM -10:45 AM  REGENCY BALLROOM B

Introducing Students To Entrepreneurial Thinking And Opportunity Recognition Through A Reverse Engineering Exercise (#72)

Thomas James, Rose-Hulman Institute of Technology

In this entrepreneurial exercise, student teams are given a consumer product to use and analyze. After using the product, they read online customer reviews to kick start their entrepreneurial thinking – How could this product be improved? What new features could I add to this product to enhance value? What new product could I introduce as a companion at a higher or lower price point? Before any product changes are proposed, students must test their thinking by inter-viewing potential customers. Customer interviews are video-taped and reviewed in class. In a longer version of this exercise, students take the product apart and develop a costed bill of materials. By analyzing the product components and assembly methods, students readily identify potential cost savings. They can use their cost savings to offset the expense of their proposed product enhancements. This exercise covers opportunity identification, customer feedback, and financial constraints.

Experiential Exercises: #8

Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM -10:45 AM  REGENCY BALLROOM B

Market Research Practice (#139)

Christina Tupper, North Carolina A&T State University

An important part of the entrepreneurial process is talking to potential consumers. When students advance through an entrepreneurship program and many of them start their own business or enter the workplace, it is good for them to practice conducting different types of market research including writing surveys, conducting interviews, participating in observation, and conducting database re-search. Before the students in my marketing for entrepreneurs class conduct re-search for a class project I want them to understand how to conduct good market research. Therefore, I designed an in-class exercise to practice conducting interviews that I will describe below.

Rocket Workshops: #5

Track: Pedagogy, Curriculum and Entrepreneurship Education

9:30 AM -10:45 AM  COMMONWEALTH A2

Producing Empathy In A Classroom For Decision Making: A Light Bulb Moments: Lessons Learned in Experiential Entrepreneurship Education from a Canadian Perspective (#238)

Dr. Mary Kilfoil, Lead, Launch Dal, Dalhousie University, Halifax, NS (Canada)
Strategic Antecedents Of Innovation: Variance Between Small And Large Firms (#130)

Phillip Davis, Texas State University
Josh Bendickson, University of Louisiana at Lafayette

Our study explores differences in enhancing innovation based on firm size. We theorize and test multiple antecedents of innovation including dynamic capabilities, strategic planning and organizational structure. To test our hypotheses, we have two samples based on firm size. Through the use of a hierarchical regression analyses, our findings reveal that dynamical capabilities partially support innovation in both small and large firms, that strategic planning is significantly valuable for small firm innovation but not for large firm innovation, and that organizational structure has a positive and significant impact on large firm innovation but not on small firm innovation.

Facilitator: Andac Arikan, Florida Atlantic University

Experiential Learning With Non-Profit Organizations: How To Use The Student Team Consulting Model For Service Learning Situations (#175)

Ron Cook, Rider University
Diane Campbell, Rider University

This workshop will provide attendees with guidelines on how to do service learning projects with non-profits, using a student team consulting approach. Takeaways include benefits for the university from this pedagogy, why this approach can have a high community impact, how to identify key issues, and how manage these projects. The workshop will be conducted by the two professors who developed the curriculum. Presenter 1 created the consulting model and uses it in student consulting engagements. Presenter 2 is a business librarian and non-profit expert who works in service learning environment, applying the model to community engagements.

Developing Creative Confidence And Capacity: Exercises And Practices (#48)

Colette Dumas, Suffolk University

Creative capacity is considered an essential skill in the 21st century work-place. Yet college graduates often lack the creative and innovative skills needed to add value to their workplaces and to serve their communities. In this interactive, experiential session, we will engage in exercises designed to help students develop their creative capacity and confidence. We will also reflect upon and discuss the outcomes of this hands-on session and how to best use these exercises in our classes.

Looking For Trouble: Opportunity Identification In The Entrepreneurship Classroom (#163)

Art Sherwood, Western Washington University

Opportunity identification is an important skill to develop in our entrepreneurship and innovation students and is often underdeveloped. This exercise begins with a very early stage idea development canvas (dubbed the Big Idea Canvas) and moves to a use of popular press magazines where students identify customers, their pains/gains, dissatisfaction with current solutions and an offering to ad-dress the opportunity. Additionally, we add in the chance for students to practice sharing their own skill sets to support upcoming venture team formation. The exercise could work well with any of the popular ‘canvases’ currently in the field including ones we use regularly including the Business Model Canvas, the Value Proposition Canvas and the Lean Change Canvas.
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