"Creating and supporting programs that make a difference."

Entrepreneurship: Self employment that includes significant elements of risk, control and reward.

The Foundation has committed over $41million in support of Entrepreneurship:

- Eleven Chairs and Professorships in Entrepreneurship
- Campus Entrepreneurship Centers serving the Midwest
- USASBE Conference and the Coleman scholars program
- Entrepreneurship Awareness and Education Grants
- Entrepreneurship program development at teaching colleges
- The Collegiate Entrepreneurs’ Organization
- The Self Employment in the Arts conference
- Community outreach programs for Practicing Entrepreneurs
- The National Association for Community College Entrepreneurship (NACCE)
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Welcome from the USASBE President

On behalf of the United States Association for Small Business and Entrepreneurship (USASBE), I would like to extend a hearty welcome to the 22nd Annual USASBE Conference! Special appreciation is in order to the following individuals who have worked diligently to make this conference the best ever: Michael H. Morris, General Program Chair; Michael Goldsby, Competitive Papers Chair; Jeff Stamp, Competitive Workshops/Symposia Chair; Leslie A. Toombs, Competitive Cases Chair; Linda Niehm, Proceedings Editor; Larry Bennett, Director of Exhibits; Rahul Sawhney, Coordinator of Aquinex Conference System and USASBE Website; Roger H. Alderman, USASBE Executive Director; and Lori Parker-Szabo, USASBE Administrative Assistant and Coordinator of Registration. Recognition also goes to the division/program chairs and the many reviewers and session facilitators.

Over the past several years, USASBE has been taking steps to strengthen the governance/operational structure, member support/services, and the strategic position within the entrepreneurship community. This effort resulted in the creation of the *USASBE VISION 2020 TASK FORCE* in January of 2007. The group was charged with bringing to the Association's Strategic Planning Committee recommendations for identifying the long-term strategic vision of USASBE and actions required to achieve this “new vision”. Based on the group’s report, the Strategic Planning Committee submitted recommendations for consideration to the Board of Directors in August. Following review and discussion of those recommendations, the Board adopted a set of strategic initiatives which were incorporated into the proposed new Articles of Incorporation and By-laws and submitted these to the membership for a vote in September.

USASBE’s members overwhelmingly approved the new Articles of Incorporation and By-laws in October, setting a course for a new USASBE that includes: (1) Revising the vision to read “Creating the next generation of entrepreneurs through teaching and research”; (2) Developing a new operations structure that shifts operational and administrative duties from member volunteers to full-time staff at the USASBE Headquarters; (3) Realigning the Board to better fit the new vision framework and separate the governance structure from the conference organizational structure; (4) Improving the quality of research with specific attention to the impact of entrepreneurship education, the development of alternative education models, venture creation, small business, and public policy; (5) Revamping the annual conference program offering with primary focus on entrepreneurship education best practices and entrepreneurship education research, venture creation and small business research, and public policy research; (6) Establishing a diverse portfolio of membership benefits related to pedagogy, curriculum, and programs; (7) Expanding and diversifying funding sources (including establishing new revenue streams) and developing specific fundraising targets by staffing and programmatic areas; and (8) Partnering with key organizations that are aligned with our mission.

As a volunteer-driven organization, our membership has been and will continue to be our lifeblood! I would like to extend my sincere thanks to each of you for making USASBE such a vibrant and successful organization. I strongly encourage you to take an active role in transforming the USASBE of today into the USASBE of the future!

Enjoy USASBE 2008 and *The Global Entrepreneurial Revolution: A New Vision!*

*Geralyn McClure Franklin*
University of South Florida St. Petersburg
President, USASBE
Welcome from the Conference Program Chair

A very warm welcome to USASBE 2008! You are participating in the nation’s premier conference for entrepreneurship educators. It is a place where you can enjoy a front row seat in observing some of the best researchers and teachers in the dynamic field of entrepreneurship. It is also an exciting venue for personal interaction with a diverse mix of colleagues as together we move the discipline forward. In this time of “The Global Entrepreneurial Revolution”, our annual gathering is an important occasion to revisit the vexing questions in entrepreneurship, to take stock of our progress, and to chart new directions.

As professionals dedicated to the discovery of knowledge about entrepreneurs and entrepreneurship, the development of pedagogies and pedagogic tools to enhance entrepreneurship education, and the pursuit of advocacy initiatives advancing entrepreneurship in a broad range of disciplines, we celebrate the spirit of discovery. Further, we applaud your unique contributions as educators, scholars, practitioners, consultants, public officials, sponsors, and exhibitors to our emerging discipline.

Heartfelt thanks go to the 2008 Program Committee: Mike Goldsby, Competitive Papers Chair; Jeff Stamp, Competitive Workshops/Symposia Chair; Leslie Toombs, Competitive Teaching Cases Chair; Linda Niehm, Proceedings Editor; Larry Bennett, Director of Exhibits; and each of the USASBE division program chairs. It is these individuals who have made the conference possible. We also owe a debt of gratitude to the many reviewers (see Conference Reviewers information) whose rigorous and helpful assessments produced this year’s program. I also want to acknowledge Rahul Sawhney, of Aquinex, for his outstanding support over the entire year leading up to the Conference. Special thanks as well to the Coleman Foundation, the Ewing Marion Kauffman Foundation, and the National Collegiate Inventors and Innovators Alliance for their generous support as conference sponsors, as well as the many other conference sponsors and exhibitors listed on the back cover of this program. And finally, a special note of gratitude to Roger Alderman and Lori Parker-Szabo of the USASBE Central Office for their amazing efforts in support of the entire organization.

It is always easy to recognize those who play visible roles in creating events like ours. But, each of you who submitted a proposal, serve as a facilitator, promote the conference to others across your campuses, or otherwise support USASBE are the core of our organizations. It is your commitment, and in many cases missionary zeal, that moves the field of entrepreneurship education forward.

Finally, thank you for attending the USASBE 2008 Conference. It is together that we grow individually and as a discipline. We hope that you enjoy the opportunity to engage in the lively discussions or quiet chats, visits old friends, make new friends. We know that you will get at least 5 great ideas to improve your teaching, research, and/or outreach while reinvigorating your creative processes.

Michael H. Morris
Syracuse University
General Program Chair, USASBE 2008
USASBE 2008 Program Committee

General Program Chair
Michael H. Morris, Syracuse University

Competitive Papers Chair
Michael Goldsby, Ball State University

Competitive Workshops Chair
Jeff Stamp, University of North Dakota

Competitive Cases Chair
Leslie Toombs, University of Texas of the Permian Basin

Proceedings Editor
Linda S. Niehm, Iowa State University

Director of Sponsorship & Exhibits
Larry Bennett, Syracuse University

Doctoral Consortium Coordinator
George T. Solomon, George Washington University

USASBE Executive Director
Roger Alderman

USASBE Administrative Assistant
Lori Parker-Szabo

Assistant to the General Program Chair
Casey R. Vock, Syracuse University

2008 Division Program Chairs
Corporate Entrepreneurship
Suzanne Clinton, University of Central Oklahoma
Entrepreneurial Support Organizations
Terrence Paridon, Cameron University
Entrepreneurship Pedagogy
Mark Weaver, Louisiana State University
Entrepreneurship in the Arts
Nissan Wasfie, Columbia College

2008 Division Program Chairs
Family Business
Ritch Sorenson, University of St. Thomas
Individual Entrepreneurship
William D. Schulte, Shenandoah University
International Entrepreneurship
Lucyna Kornecki, Embry-Riddle Aeronautical University
Minority and Women Entrepreneurship
Craig Watters, Syracuse University
Small Business
Shawn Carraher, Cameron University
Social Entrepreneurship
Debbi Brock, Berea College
Technology and Life Science Entrepreneurship
Michael Meeks, San Francisco State University

USASBE Officers for 2007-2008

Elected Officers
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Geralyn McClure Franklin, University of South Florida St. Petersburg
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Frances Amatucci, NOVA Southeastern University
Senior Vice President-Operations
Jeffrey R. Cornwall, Belmont University
Senior Vice President-Programs
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Vice President-Marketing/Membership
Heidi Neck, Babson College
Vice President-Publications
Pat Dickson, Wake Forest University
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Rebecca White, Northern Kentucky University
Group 2 Division Vice President
Michael Goldsby, Ball State University
Group 3 Division Vice President
Norman Scarborough, Presbyterian College
Past President
Howard Van Auken, Iowa State University

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Assistant Vice President-Electronic Publications
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Entrepreneurial Support Organizations
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Rebecca White, Northern Kentucky University
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Mark Hoelscher, Illinois State University
Family Business
David Hayes, University of Notre Dame
Individual Entrepreneurship
Eugene Frego, University of Illinois at Chicago
International Entrepreneurship
George Puia, Saginaw Valley State University
Minority and Women Entrepreneurship
Ethne Swartz, Fairleigh Dickinson University
Small Business
Norman Scarborough, Presbyterian College
Technology and Life Sciences Entrepreneurship
Kelvin Willoughby, Mahidol University
USASBE Fellows

Selection as a USASBE Fellow is the highest recognition that the United States Association for Small Business and Entrepreneurship (USASBE) gives to individuals who have made an outstanding contribution to the development, furtherance and benefit of small and medium businesses. The USASBE Fellows Award recognizes the achievements of those men and women whose passion and burning desire for small business and entrepreneurship is reflected in their teaching, writing, research, training and public service. Since 1986, 51 distinguished educators, researchers, government officials, small business advocates and trade association leaders have been selected as USASBE Fellows.

The USASBE Fellows are:

Catherine Ashmore
D. Ray Bagby
James Black
Eugene Bonk
Le Quita Booth
Joyce Brockhaus
Robert Brockhaus
Bernard Browning
George R. Butler
James Chrisman
Jeffrey R. Cornwall
Thomas Dandridge
Charles Davis

William Dennis, Jr.
Lillian Dreyer
Vivian Edwards
Lloyd Fernald
Alan Filley (dec)
William Flewellen
Eugene Fregetto
Joan Gillman
Edward Harris
Michael Hennessy
Gerald Hills
Charles Hofer
Frank Hoy

John Hughes
Jerome Katz
Fred Kiesner
Scott Kunkel
Donald Kuratko
Joseph Latona
Justin Longenecker (dec)
Charles Matthews
Dale Meyer
Dorothy Moore
Donald Myers
Lynn Neely
Pat Roberson-Saunders

Gary Roberts
Betsy Schwammberg
George T. Solomon
Judith Stack
Alvin Star
V. K. Unni
William Ward
K. Mark Weaver
Harold P. Welsch
Joan Winn
Erik Winslow
Max Wortman, Jr. (dec)

USASBE Officers for 2008-2009

Elected Officers

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Jeffrey Alves, Wilkes University

President-Elect
Michael Morris, Syracuse University

Senior Vice President-Operations and Planning
Pat Dickson, Wake Forest University

Senior Vice President-Programming
Jeffrey Hornsby, Ball State University

Senior Vice President-Elect- Programming
Mark Weaver, Louisiana State University

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Ann Dugan, University of Pittsburgh

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Vice President-Marketing/Membership
Timothy Hatten, MESA State University

Vice President-Publications
Don Bradley, University of Central Arkansas

Directors-At-Large
Michael Meeks, San Francisco State University
Cheryl Chamblin, Milliken University
Frances Amatucci, NOVA Southeastern University
Michael Goldsby, Ball State University

Past President
Geralyn M. Franklin, University of South Florida, St. Petersburg

Appointed Officers

Vice President, Conference
To Be Announced

Vice President, Programs
To Be Announced

Vice President, Services
To Be Announced

Historian
To Be Announced

Assistant Vice President-Publications
To Be Announced

Assistant Vice President-Electronic Publications
To Be Announced

Secretary
To Be Announced

Executive Director
Roger H. Alderman, Florida Atlantic University
## Awards & Recognition

### BEST EMPIRICAL PAPER AWARD
**FIRM FOUNDED AND SYSTEMATIC SEARCH**  
James O. Fiet, University of Louisville  
Pankaj Patel, University of Louisville

### BEST PRACTITIONER PAPER AWARD
**APPALACHIAN BY DESIGN CASE STUDY**  
Diane Browning, Appalachian By Design  
Barbara Ann Elliott, Appalachian By Design  
Debbi D. Brock, Berea College

### JOHN JACK AWARD AWARDED BY JOURNAL OF DEVELOPMENTAL ENTREPRENEURSHIP
**CONFIDENCE AND ANGEL INVESTORS: DOES SEX MATTER?**  
Jefferey Sohl, University of New Hampshire  
John R. Becker-Blease, Washington State University Vancouver

### JOURNAL OF SMALL BUSINESS MANAGEMENT/OFFICE DEPOT BEST PAPER AWARD
**CORPORATE ENTREPRENEURSHIP IN FAMILY FIRMS: A STEWARDSHIP PERSPECTIVE**  
Kimberly Eddleston, Northeastern University  
Franz Kellermanns, Mississippi State University  
Thomas M. Zellweger, University of St. Gallen

### SBA/ADVOCACY BEST STUDENT PAPER AWARD
**UNCOVERING KNOWLEDGE STRUCTURES OF VENTURE CAPITAL INVESTMENT DECISION MAKING**  
Pankaj Patel, University of Louisville  
Rodney D'Souza, University of Louisville

### BEST TEACHING CASE AWARD AWARDED BY INTERNATIONAL SMALL BUSINESS JOURNAL
**THE BUN LADY**  
Mark T. Schenkel, Belmont University  
Jeffrey Cornwall, Belmont University  
Christopher Gray, Belmont University

### ET&P BEST CONCEPTUAL PAPER
Not awarded this year

### BEST WORKSHOP AWARD  
Sponsored by Rowan University  
Announced at conference

### OUTSTANDING WORKSHOP IN ENTREPRENEURSHIP PEDAGOGY
Announced at conference  
Sponsored by Rowan University

### MAX S. WORTMAN, JR./USASBE AWARD FOR LIFETIME ACHIEVEMENT IN ENTREPRENEURSHIP
Announced at conference

### JOHN E. HUGHES AWARD FOR ENTREPRENEURIAL ADVOCACY
Announced at conference

### CORPORATE ENTREPRENEUR OF THE YEAR
Jeff Covin, Indiana University

### WOMAN ENTREPRENEUR OF THE YEAR AWARD
Cordia Harrington, Tennessee Bun Company

### USASBE EXCELLENCE IN ENTREPRENEURSHIP EDUCATION AWARDS  
Sponsored by Students In Free Enterprise

#### USASBE National Model Undergraduate Entrepreneurship Program  
**Finalists:**  
- Jeffrey R. Cornwall, Belmont University  
- Larry W. Cox, Ball State University’s Entrepreneurship Center

#### USASBE National Model MBA Entrepreneurship Program  
No finalists selected

#### USASBE National Model Ph.D. Entrepreneurship Program  
No finalists selected

#### USASBE Outstanding Specialty Program  
**Finalists:**  
- David F. Summer, University of Houston Victoria, *Master of Science in Economic Development and Entrepreneurship*  
- Ellen Hemmerly, University of Maryland, Baltimore County, *ACTIVATE*

#### USASBE Innovative Entrepreneurship Course  
**Finalists:**  
- Ted D. Zoller, University of North Carolina Chapel Hill, *Launching the Venture*  
- Anthony Borgese, City University of New York, *Virtual Enterprise Course*

#### USASBE Innovative Pedagogy for Entrepreneurship Education  
**Finalists:**  
- P. K. Shukla, Chapman University, *Entrepreneurs’ Film Marathon - Multiple Perspectives on Entrepreneurs*  
- Anuradha Basu, San Jose State University, *The Silicon Valley Neat Ideas Fair*

#### USASBE Outstanding Entrepreneurship Educator
William Bygrave, Babson College
### OUTSTANDING REVIEWERS (ALL DIVISIONS)

| Barrett Baebler, Webster University | Kermit Keuhn, University of Arkansas – Ft. Smith |
| Alex Bitkehtine, McGill University | Alan James Krause, U. of Oregon |
| Shawn Carracher, Cameron University | Douglas Moesel, University of Missouri – Columbia |
| Bob D’Intino, Rowan University | Charles Nagelschmidt, Champlain College |
| Eugene Fregetto, University of Illinois | David Newton, Westmont College |
| Mary Godwyn, Babson College | Mark T. Schenkel, Belmont University |
| Vishal Gupta, U. of Nebraska – Omaha | Ehne Swartz, Fairleigh Dickinson University |
| Michael Harris, East Carolina University | Zhi Tang, Rochester Institute of Technology |
| Jim Holm, University of Houston – Victoria | David Tomczyk, George Washington University |
| Joseph Kayne, Miami University | |

### DIVISION REVIEWERS

#### Corporate Entrepreneurship

- Garry Buttermann, University of Louisville
- Joao Ferreira, University of Beira Interior
- David Ford, University of Alabama
- Marcos Hashimoto Sr., Instituto Veris IBMEC Sao Paolo
- Maheshkumar P. Joshi, George Mason University
- Matthew Kenney, Nova Southeastern University
- Sivarama Krishnan, University of Central Oklahoma
- Gilberto Marvez Sr., Universidad Metropolitana
- Kimberly Merritt, Oklahoma Christian University
- Sushanta Kumar Mishra, Indian Institute of Management - Ahmedabad
- Abbas Nadim, University of New Haven
- Sunder S. Raghavan, Embry-Riddle Aeronautical University
- Sheryllynn Roberts, University of Texas at Arlington
- Mark T. Schenkel, Belmont University
- Pradip Shukla, Chapman University
- Dave Smith, Cameron University
- Thomas Dimitris Triantafillou, University of Illinois at Chicago
- Lee Tyner, University of Central Oklahoma
- David George Vequist IV, University of the Incarnate Word
- Jim Wolff, Wichita State University
- Mark S. Munoz, Millikin University
- Charlie Nagelschmidt, Champlain College
- Kimberly J Sanders, SIUC University Entrepreneurship Center
- Mike Seibert, SBTDC
- Robert Wyatt, Drury University
- Marilyn Young Sr., University of Texas at Tyler
- Wie Yusuf, University of Kentucky

#### Entrepreneurship in the Arts

- Barrett Baebler, Webster University
- Larry Bennett, Syracuse University
- John F Bunch, Benedictine College
- George Burman, Syracuse University
- Oneyda Casanova, Capella University
- Terry Goodin, Middle Tennessee State University
- James M. Haynie, Syracuse University
- James (Jim) N. Holm Jr., University of Houston - Victoria
- Michael Morris, Syracuse University
- Keramat Poorsoltan, Frostburg State University
- Leslie Toombs, University of Texas of the Permian Basin
- Betsy Leebron Tutelman, Temple University

#### Entrepreneurial Support Organizations/ Economic Development

- Jay Alan Azriel, York College of Pennsylvania
- Marsha Bailey, Women's Economic Ventures
- Robert Bisking, Our Lady of the Lake University
- Tom Bryant, Rowan University
- Kimble Byrd, Rowan University
- Marcus Dejardin, FUNDP - University of Namur
- Ann Dugan, University of Pittsburgh
- Isaura Flores, University of Texas at Tyler
- Peter M. Frank, Wingate University
- Clary Greg, Texas Center for Rural Entrepreneurship
- Vanessa Haakenson, Vworld New Media
- Wendy Harrington, University of Missouri
- Cynthia Johnson I, Government
- Nailya Kutzhanova, University of Louisville
- Chad Moultray, U.S. Small Business Administration
- Omar Muhammad, Morgan State University
- Mark S. Munoz, Millikin University
- Charlie Nagelschmidt, Champlain College
- Kimberly J Sanders, SIUC University Entrepreneurship Center
- Mike Seibert, SBTDC
- Robert Wyatt, Drury University
- Marilyn Young Sr., University of Texas at Tyler
- Wie Yusuf, University of Kentucky

#### Entrepreneurship Pedagogy / Teaching

- Entrepreneurship/ Cross-campus Entrepreneurship

- David Allen, Baylor University
- Jeffrey R Alves, Allan P Kirby Center for Free Enterprise & Entrepreneurship
- Maria Leopoldina Mendes Ribeiro Sousa Alves, Polytechnic Institute of Leiria
- Maria Fernanda Andrés, Universidad Nacional del Litoral
- Frank Azeke, Academy of Future Entrepreneurs
- Juan Boggio, Universidad del Caribe
- Kimble Byrd, Rowan University
- Doris W Carver, Piedmont Community College
- Gaylen N. Chandler, Wichita State University
- Lisa Chandler, Quinnipiac University
- Robert Chelle, University of Dayton
- Nancy Clement, Purdue University
- Carmo A D'Cruz, Florida Insitute of Technology
Rodney D'Souza, University of Louisville
James Dahl, Millikin University
Waverly Deutsch, University of Chicago GSB
Les Dlabay, Lake Forest College
Jim Dupree, Grove City College
Carlos Redondo Faias, Universidade dos Azores
Matthew Foley, University of St. Francis
Todd Finkle, University of Akron
Julie M. Fox, Ohio State University
Gregory M Galardi, Peru State College
Mary Godwyn, Babson College
Terry Goodin, Middle Tennessee State University
Vance Gough, Mount Royal College
James Green, University of Maryland
Richard Paul Green II, Webster University
Michael Green, University of Pittsburgh
Doug Grider, University of Arkansas at Fort Smith
Walter Doug Gurley Jr., University of Mississippi
Peter H. Hackbert, University of Illinois
Ralph Hanke, Bowling Green State University
Wendy Harrington, University of Missouri
Michael Harris, East Carolina University
Kirk C. Heriot, Columbus State University
Yael Hernandez Oaknin, Friends of San Antonio
Bob Hill, Texas State University
Donald Hoy, Benedictine College
Mary Hunt, Lexington College
Arvid Johnson, Dominican University
Joseph (Jay) Kayne, Miami University
Frederick Kelly, Monmouth University
Matthew Kenney, Nova Southeastern University
Hamid Khan, Our Lady of the Lake University
Roland Kidwell, University of Wyoming
Susan Kleine, Bowling Green State University
Rick Koza, Chadron State College
Kermit W. Kuehn, University of Arkansas at Fort Smith
Naiyia Kutzhanova, University of Louisville
William Laing, Anderson University
Carlos Amorim Lavieri, Universidade de São Paulo
Anita Leffel, University of Texas at San Antonio
Kathleen Liang, University of Vermont
Julie Logan, Cass Business School
Darius Mahdjoubi, University of Texas at Austin
Gilberto Marvez Sr., Universidad Metropolitana
Marty Mattare, Frostburg State University
Michael Mattei, Bellarmine University
Thaddeus McEwen, North Carolina A&T State University
Michael Morris, Syracuse University
Omar Muhammad, Morgan State University
Teresa Nelson, Simmons College
Janet Nixdorff, George Washington University
Suzyn Ornstein, Suffolk University
Christopher Ouanah, J Sargeant Reynolds CC / University of Phoenix
Ben Powell, Appalachian State University
Muhammad Shahid Qureshi, Technical University Berlin
Teresita Ramirez, College of Mount Saint Vincent
Howard Rhee, Duke University
Sherry Robinson, Pennsylvania State University
John K. Romano, Miami-Dade College
William Schulte Jr., Shenandoah University
Pradip Shukla, Chapman University
Jonathan Silberman, Oakland University
Leo Simpson, Western Kentucky University
Larry Stapleton, Millikin University
John Stovall, Georgia Southwestern State University
Nareatha Studdard, Arkansas State University
Ethne Swartz, Fairleigh Dickinson University
Karen Thornton, University of Maryland
David Tomczyk, George Washington University
Leslie Toombs, University of Texas of the Permian Basin
Jeff Varrone, Northern Kentucky University
Walt Winkelman, Argosy University - Chicago
Erik Winrow, George Washington University
Robert Wyatt, Drury University

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<td>Dr Ashish Pareek, Center for Entrepreneurship and Small Business Management</td>
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<td>Catherine Pratt, Pacific Lutheran University</td>
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<td>Shane Bowyer, Minnesota State University, Mankato</td>
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<td>George Burman, Syracuse University</td>
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<td>Andrew Cardow</td>
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Alan Carsrud, Florida International University
Benjamin Chatfield Jr., University of Maryland
Kevin S. Chen, Ph.D., Business Methods Corporation
Robert S. D'Intino, Rowan University
Rodney D'Souza, University of Louisville
Marcus Dejardin, FUNDP - University of Namur
Heather Douglas, Griffith University
Micki Eisenman
Amanda Elam
Glenn Freedman, Oklahoma State University
Eugene Fregetto, University of Illinois
Fred Fry, Bradley University
Giuliana Gemelli, MISP University of Bologna
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Elissa Grossman, Baruch College, CUNY
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Alan James Krause, University of Oregon
Norris Krueger Jr., Entrepreneurship Northwest
Jianwen (Jon) Liao, Illinois Institute of Technology
Jeff Lowenthal, Northeastern State University
Darius Mahdjoubi, University of Texas at Austin
Dr. Pugdee Manaves, Kenson (Thailand) Limited
Maria Marshall, Purdue University
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Michael Morris, Syracuse University
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Abbas Nadim, University of New Haven
Lynn Neeley, Northern Illinois University
David Newton, Westmont College
Pankaj Patel, University of Louisville
Joanne H. Pratt, Joanne H. Pratt Associates
Becky Reuber
Dawna Lynn Rhoades, Embry-Riddle Aeronautical University
Sheryl Lynn Roberts, University of Texas at Arlington
Mike Roer, Academy Group
Derek Ruth, Wichita State University
Matthew Rutherford, Virginia Commonwealth University
Steven A. Samaras, Longwood University
Jose C. Sanchez-Garcia, Universidad de Salamanca
Debbie Scarfino, William Jewell College
Mark T. Schenkel, Belmont University
William Schulte Jr., Shenandoah University
Robert Schwartz, Eastern Washington University
John Stovall, Georgia Southwestern State University
William J. Stull, Temple University
Jintong Tang, Saint Louis University
Jody Tompson, University of Tampa
Monica Zimmerman Treichel, Temple University

Minority and Women Entrepreneurship/Ethnic Entrepreneurship
Sol Ahiarah, SUNY College at Buffalo
Marsha Bailey, Women's Economic Ventures
Larry Bennett, Syracuse University
George Burman, Syracuse University
Onyeda Casanova, Capella University
Iasaura Flores, University of Texas at Tyler
Eugene Fregetto, University of Illinois
Vishal K. Gupta, University of Nebraska at Omaha
George Haynes, Montana State University
Channelle James, University of North Carolina at Greensboro
Cynthia Johnson I, Government
Kelley Jones, Clark Atlanta University
Norma Juma, Washburn University
Sheri Kawash, Gatekeepers International
Edwin Lawrence Knox, Medgar Evers College, CUNY
Nan Langowitz, Babson College
Gwen Martin, Center for Women's Business Research
Thaddeus McEwen, North Carolina A&T State University
Douglas Moesel, University of Missouri - Columbia
Michael Morris, Syracuse University
Jerald (JD) David Murphy, Northeast Wisconsin Technical College
Dominique Nedd'Blake
Stephanie E. Newell, Eastern Michigan University
Ben Ofili, Northeastern State University
Carlos J. Perez, The Ceiba Group
Sherry Robinson, Pennsylvania State University
Angelo Rosado, Torti-Mex
Kathryn Stafford, Ohio State University
Kimberly Stewart, Stepping Stone Consulting, LLC
Heidi Marie Sulich, Montclair State University
Lourdes Susaeta I, IESE
Jane Swinney, Oklahoma State University
Karen Thornton, University of Maryland
Leslie Toombs, University of Texas of the Permian Basin
Marilyn Young Sr., University of Texas at Tyler
Monica Zimmerman Treichel, Temple University

International Entrepreneurship
María Fernanda Andrés, Universidad Nacional del Litoral
Nathaniel Boso, Loughborough University Business School
Small Business Management and Growth
Darlene Joy Alexander-Houle, University of Phoenix / Hewlett Packard
Jennifer Barger Johnson, University of Central Oklahoma
Alex Bitekhtine, McGill University
Nathaniel Boso, Loughborough University Business School
Natascha Brown, Cameron University
Shawn Carrher, Cameron University
Doris W Carver, Piedmont Community College
Shaw-Foong Chan, Cameron University
Kevin S. Chen, Ph.D., Business Methods Corporation
Mauricio Cucculelli, Marce P. Institute
Muhammad Azam Farooq Sr., Institute of Management Sciences
Joao Ferreira, University of Beira Interior
Richard L Gottschall, Concordia University
Richard Paul Green II, Webster University
Robert D. Gulbro, Athens State University
Kirk C. Heriot, Columbus State University
Charles E. Higdon, University of Phoenix
Stephen C Jones, Arkansas Tech University
Christian Keen, McGill University
Charles Wayne Keene, Stephens College
Jim Kerner, Athens State University
Mark Kleinschmidt, Harmony Imports
Rick Koza, Chadron State College
Alan James Krause, University of Oregon
Samuel Lane, Lane Import
Maria Marshall, Purdue University
John Thomas McMahan, Northwestern University
Warren Miller, Beckmull Research
Lynn Neeley, Northern Illinois University
Christopher Osumah, J Sargeant Reynolds CC / University of Phoenix
Gabe Pullings, Cameron University
Muhammad Shahid Qureshi, Technical University Berlin
Angelo Rosado, Torti-Mex
Mike Seibert, SBTD
William J. Stull, Temple University
Ram Subramanian, Montclair State University
Kambeiz Talebi, University of Tehran
Leslie Toombs, University of Texas of the Permian Basin
Lee Tyner, University of Central Oklahoma
Peter Whalen, University of Oregon
Jackie Williams, Cameron University
Charles A. Wolfe, Northern Michigan University
Jim Wolff, Wichita State University
Gregory M Galardi, Peru State College
Terry Goodin, Middle Tennessee State University
Ralph Hanke, Bowling Green State University
James M. Haynie, Syracuse University
Yael Hernandez Oaknin, Friends of San Antonio
James (Jim) N. Holm Jr., University of Houston - Victoria
Chanelle James, University of North Carolina at Greensboro
Sheri Kawash, Gatekeepers International
Kathleen Liang, University of Vermont
Moriah A. Meyskens, Florida International University
Michael Morris, Syracuse University
Stephanie E. Newell, Eastern Michigan University
Jerry Osondu Nwachukwu, Creative Entrepreneurs Club
Dr. Ashish Pareek, Center for Entrepreneurship and Small Business Management
Dawna Lynn Rhoades, Embry-Riddle Aeronautical University
Rahul Sawhney, Aquinex Services
William Schulte Jr., Shenandoah University
Robert Schwartz, Eastern Washington University
Suzanne Gladys Tillemann, University of Oregon
Leslie Toombs, University of Texas of the Permian Basin
Ermanno Tortia, University of Trento
Isabell Melanie Welpe, Ludwig-Maximilians-University
Carol Wittmeyer, St. Bonaventure University
Wie Yusuf, University of Kentucky

Technology & Life Sciences Entrepreneurship
Maria Leopoldina Mendes Ribeiro Sousa Alves, Polytechnic Institute of Leiria
Jay Alan Azriel, York College of Pennsylania
Tom Bryant, Rowan University
W. Andrew Clark, East Tennessee State University
Betty Conklin, University of Louisville
Carmo A D'Cruz, Florida Institute of Technology
Gary Garrison, Belmont University
Vishal K. Gupta, University of Nebraska at Omaha
James M. Haynie, Syracuse University
Dohyeon Kim, Kookmin University
Beate Klingenberg, Marist College
Speros Margetis, University of Tampa
Brian Menecke, Iowa State University
Michael Morris, Syracuse University
David Newton, Westmont College
Ian David Parkman, University of Oregon
Eric Royce Perrell, Embry-Riddle Aeronautical University
John Rice, University of Adelaide
Derek Ruth, Wichita State University
Kambeiz Talebi, University of Tehran
Leslie Toombs, University of Texas of the Permian Basin
Darian Unger, Howard University
Thomas Yang, Embry-Riddle Aeronautical University

Social Entrepreneurship/ Nonprofit Entrepreneurship/ Public Sector Entrepreneurship
Barrett Baebler, Webster University
Larry Bennett, Syracuse University
Robert Bisking, Our Lady of the Lake University
Eden S. Blair, Bradley University
Carlo Borzaga, University of Trento
David Brannon, Syracuse University
Debbi D. Brock, Berea College
John F Bunch, Benedictine College
George Burman, Syracuse University
W. Andrew Clark, East Tennessee State University
Robert S. D'Intino, Rowan University
Heather Douglas, Griffith University
Muhammad Azam Farooq Sr., Institute of Management Sciences
Peter M. Frank, Wingate University
Eugene Fregetto, University of Illinois
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 synonymously with the Small Business Administration of the U.S. federal government. Later, Canadian members were added to the rolls.

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

The Journal of Small Business Management Development was founded immediately after the NCSBMD was founded. In 1962, the Journal was published quarterly at the University of Iowa under the editorship of Clifford Baumback. Then, it was sixteen pages long.

The first affiliate of the ICSB was the Canadian affiliate in 1979. Therefore, the name of the organization was changed to the Council for Small Business Management Development (NCSBMD) 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. The second headquarters was at Kennesaw College in Marietta, Georgia. In 1989 the third and present headquarters was located at the University of Wisconsin-Madison, with Joan Gillman as the Executive Director.

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

- 1981: Gerald Hills (University of Tennessee; now at the University of Illinois at Chicago), Founding Chair
- 1982: Gerald Hills
- 1983: Thomas Dandridge (State University of New York, Albany)
- 1984: Harold Welsch (DePaul University)
- 1985: Alvin Star (University of Illinois at Chicago)
- 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)
- 1992: Fred Kiesner (Loyola Marymount University)
- 1993: Donald Kuratko (Ball State University; now at Indiana University)
- 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)
- 1999: Lynn Neely (Northern Illinois University)
- 2000: Scott Kunkel (University of San Diego)
- 2001: Joan Winn (University of Denver)
- 2002: George Solomon (The George Washington University)
- 2003: Frank Hoy (The University of Texas at El Paso)
- 2004: Charles Matthews (University of Cincinnati)
- 2005: Dianne H. B. Welsh (The University of Tampa)
- 2006: Howard Van Auken (Iowa State University)
- 2007: Geralyn Franklin (University of South Florida, St. Petersburg)
- 2008: Max S. Wortman, Jr., USASBE Historian, Iowa State University and USASBE Central Office

After the U.S. affiliate was founded, it became increasingly evident that the boards of the parent organization and the U.S. affiliate were dominated by U.S. citizens. In 1985, the ICSB began to become a truly international organization with the addition of significant persons from other countries on their Board. At this time, the ICSB established a strategic planning committee which began to lay out new goals and objectives for the international organization.

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

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

In 1997 USASBE received its first grant from The Coleman Foundation to fund the IntEnt 97 in Monterey, California. A grant was written to the Foundation by Joyce Brockhaus, Lynn Neely, and Joan Gillman 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 have been playing increasingly important roles in the conference and organization. In 2002 and 2003, with the generous help of The Coleman Foundation organization grant, USASBE redesigned its web site and increased the member services. Past conference proceedings, white papers and syllabi are available online.

USASBE continues to grow and prosper. Strategic alliances are being formed and partnerships are being strengthened.
USASBE 2008 Keynote Speakers

GUY KAWASAKI
Garage Technology Ventures

Guy Kawasaki is a managing director of Garage Technology Ventures, an early-stage venture capital firm, and a columnist for Entrepreneur Magazine. In addition to speaking engagements, Guy is also the author of The Art of the Start—the Time-Tested, Battle-Hardened Guide for Anyone Starting Anything, a book reflecting his experience as an evangelist, entrepreneur, investment banker, and venture capitalist. He has also authored Rules for Revolutionaries, How to Drive Your Competition Crazy, Selling the Dream, and The Macintosh Way. He has a BA from Stanford University and an MBA from UCLA as well as an honorary doctorate from Babson College.

Guy began his career as an Apple Fellow at Apple Computer, Inc., where for four years he evangelized Macintosh to software and hardware developers and led the charge against world-wide domination by IBM. Guy left Apple to start a Macintosh database company called ACIUS, which published a product called 4th Dimension. He then left this to pursue his passion of writing, speaking, and consulting.

Later, he started another software company called Fog City Software and also returned to Apple as an Apple Fellow, where his main task was to maintain and rejuvenate Macintosh customers. A few years later, he left Apple to start Garage Technology Ventures with Craig Johnson of Venture Law Group and Rich Karlgaard of Forbes. Version 1.0 of Garage provided matchmaking services for angel investors and entrepreneurs. This was upgraded to version 2.0, an investment bank for helping entrepreneurs raise money from venture capitalists. Today, version 3.0 is focused on being a venture capital firm and making direct investments in early-stage technology companies.

SARAS D. SARASVATHY
University of Virginia

Saras D. Sarasvathy is a member of the Strategy, Entrepreneurship and Ethics area and teaches courses in entrepreneurship and ethics in the University of Virginia’s Darden School of Business MBA program. In addition, Saras teaches in the doctoral program and the research seminar on Markets in Human Hope.

Saras is a leading scholar on the cognitive basis for high-performance entrepreneurship and is the author of Effectuation: Elements of Entrepreneurial Expertise. Effectuation is widely acclaimed as a rigorous framework for understanding the creation and growth of new organizations and markets. The research program based on effectuation involves over a dozen scholars from around the world. Their published and working papers can be found at www.effectuation.org. Saras has also developed several cases and other instructional materials to teach effectuation. A new textbook, along with a detailed instructor’s manual, is currently in the works.

In addition to a master’s degree in Industrial Administration, Saras received her Ph.D. in Information Systems from Carnegie Mellon University. Her thesis on entrepreneurial expertise was supervised by Herbert Simon, 1978 Nobel Laureate in Economics. Before joining Darden, she served on the faculties of University of Washington and University of Maryland. Prior to that, she was part of the founding team in five entrepreneurial ventures.
CORDIA HARRINGTON  
Tennessee Bun Company

Cordia Harrington, best known as The Bun Lady, is the President and CEO of Tennessee Bun Company. Founded in 1996, Tennessee Bun Company (TBC) produces 60,000 buns an hour and supplies these to restaurants such as McDonald’s, Chili’s and Pepperidge Farm. TBC is one of the most highly automated bakeries in the world, producing 1,000 buns per minute, and ships to 40 states east of the Rockies and to the Caribbean. In 1999, Harrington also opened Nashville Bun Company, a producer of English muffins for McDonald’s, Sheetz, Perkins, and Wolferman’s Gourmet English Muffins. She added a Hearth line to Nashville Bun Company in 2005 to supply McDonald’s and O’Charleys.

An active member of the community, Harrington is a member of the Minnie Pearl Cancer Foundation, Leadership Nashville, Committee of 2000, and a board member of the European Bun Council. She is involved with the Ronald McDonald House Charities both locally and nationally.

Prior to TBC, she owned three highly successful McDonald's restaurants in Illinois. Cordia's enthusiasm and passion for her work are highly contagious and laid the foundation for her success. Cordia is a graduate of University of Arkansas, Kansai Gaidai and Osaka Japan, and Hamburger University. She has built several successful companies including real estate, fast-food restaurants and commercial bakeries from start-up.

Harrington has been nationally recognized in many media outlets. She has been featured on the CBS Early Show, ABC’s Money Matters, NPR’s Motley Fool and NBC Nightly News. She has also been awarded one of FAST Company Magazine’s Fastest Growing Woman-Owned Businesses and Woman Business Owner of the Year. Cordia Harrington's passion in life is to help others succeed and that is a significant reason for her success in the business world.

ARTHUR C. BROOKS  
Syracuse University

Arthur C. Brooks holds the Bantle Chair in Business and Government Policy, is Professor of Public Administration, and serves as Director of the Nonprofit Studies Program at Syracuse University's Maxwell School of Citizenship and Public Affairs. He is also a consultant to the RAND Corporation in Santa Monica, California. He holds a PhD and MPhil in policy analysis, and an MA and BA in economics. In 2007, he is a Visiting Scholar at the American Enterprise Institute in Washington, D.C.

Over the past eight years, Dr. Brooks has published approximately 100 articles and books on philanthropy, civil society, and social entrepreneurship. He speaks frequently in the U.S., Europe, and Asia, and is a regular contributor to The Wall Street Journal's editorial page and CBSnews.com. His latest book, entitled Who Really Cares: The Surprising Truth About Compassionate Conservatism, was published in December, 2006 by Basic Books. He is currently working on a new book entitled The Happiness Gap: The Values that Make Some Americans So Much Happier than Others, (forthcoming from Basic Books), as well as a textbook on social entrepreneurship (forthcoming from Prentice-Hall in 2008).

In addition to public policy and economics, Dr. Brooks has formally studied music, mathematics, and languages. Preceding his work in academia, he spent 12 years as a professional French hornist, holding positions with the Barcelona Symphony Orchestra and other ensembles.
JEFFREY STAMP  
University of North Dakota

Dr. Stamp holds the Chair of Entrepreneurship and Innovation at the University of North Dakota. He is a thought leader in the area of entrepreneurial creativity. Jeff has worked as a master brand innovator in both consumer goods and technology arenas. You may recognize him by the products he has created. At Pepsico, he was the inventor, creator, and brand manager of “Baked Lays”, for the Frito-Lay snack division, which achieved $230 Million in 1st year sales and was named by Ernst and Young as the top brand introduction in the 90’s for the food sector. Jeff also served for 6 years as the Chief Trained Brain & Vice President of Technology at the Eureka! Ranch, a top new product and service creativity think tank. Products created by the Eureka! Ranch appear in markets worldwide. In recognition of their original R&D efforts, Jeff and his colleagues have been awarded the George Land World-Class Innovator Award from the Innovation Network and Fast Company Magazine.

Dr. Stamp is also highly sought as a speaker, giving on average 45 keynotes nationwide each year. In 2003, he launched with his colleague Doug Hall, their 3rd book “Meaningful Marketing.”

MARJORIE SMELSTOR  
Ewing Marion Kauffman Foundation

Marjorie Smelstor is vice president of Kauffman Campuses and Higher Education Programs for the Kauffman Foundation.

Smelstor has extensive experience inside and outside the academy. She was a university administrator for twenty-five years, holding the positions of assistant vice president, dean, provost, and interim chancellor at institutions in Texas, Indiana, Wisconsin, and Missouri. She has published more than 100 articles, reviews, and a book, and won teaching awards from universities and student organizations. She has lectured nationally and internationally and was a Senior Fulbright Lecturer in Croatia.

Outside the academy, Smelstor spent five years at Truman Medical Centers in Kansas City where she created and led the award-winning Corporate Academy. She also created the Truman Center for the Healing Arts as a part of the Corporate Academy. Smelstor has led strategic planning efforts for a number of organizations, including the Mayo Health System, and has been a consultant in healthcare and higher education.

Smelstor has a Ph.D. and M.A. in American Literature and Mass Communications and Public Relations from the University of Wisconsin-Madison and a B.A., magna cum laude, from the College of Mt. St. Joseph in Cincinnati.
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Effective Interdisciplinary Collaboration in Technology Entrepreneurship

William G. Marshall, Jr., University of South Florida
Michael W. Fountain, University of South Florida

Inter-disciplinary collaboration is an absolute requirement in successful technology and Life Sciences endeavors and ventures. There can be significant issues and challenges in developing these inter-disciplinary collaborations within the educational enterprise (different Colleges within a University or between Universities) or between educational institutions and industry in order to optimize the educational experiences for students, faculty, and other stakeholders. Further, successful technology commercialization and development of sustainable entrepreneurial ventures requires development and demonstration of appropriate inter-disciplinary, collaborative solutions for these challenges to the students and stakeholders. This conference will present faculty with significant expertise and experience in inter-disciplinary collaborative technology entrepreneurship education and technology / Life Sciences endeavors and ventures. They will identify and define the issues involved in inter-disciplinary collaborative technology entrepreneurship and present and discuss successful models and educational organizations which continue to set standards in Technology Entrepreneurship and Entrepreneurship Education.

Identification and Definition of Issues Surrounding Successful Inter-disciplinary Collaboration in Technology Entrepreneurship at the Collegiate and University Level

Time: 0830 – 1000
Moderator: Michael W. Fountain
0855 – 0915: The Washington University at St. Louis Experience – Ken Harrington
0920 – 0940: The Wake Forest Experience – Stan Mandel
0945 – 1000: Panel Discussion
BREAK (1000 – 1030)

Successful Models for Optimization of Inter-disciplinary Collaboration in Technology Entrepreneurship at the Collegiate and University Level

Time: 1030 – 1200
1030 – 1050: The University of South Florida Program – Michael W. Fountain
1055 – 1115: The Stanford Program – Tom Byers or Tina Seelig / Sandra Miller
1120 – 1140: The SDSU Program – Sandy Ehrlich
1145 – 1200: Panel Discussion
Baylor: Effective Entrepreneurship Teaching I and II

Teaching the Small Business Management Course

J. William Petty, Baylor University

Purpose: Facilitate a dialogue among the participants on effectively teaching a Small Business Management course at the college level. The session will provide practical suggestions and offer materials that can be taken into the class room. In addition, a chat room will subsequently be developed to allow future exchanges of ideas among the participants.

Seminar Topics:
- Teaching creativity and opportunity recognition
- Helping students understand and interpret financial statements, including the interconnections among a venture’s profits, its asset and financing requirements, and its cash flows.
- Helping the student understand and interpret financial statements
- Integrating the business plan component into the course
- Teaching entrepreneurial ethics using cases
- Putting it all together through the creative use of videos

Open discussion: Attendees share creative ideas used in their classes for delivering subject matter. (Participants who submit ideas in advance qualify for a drawing for an IPOD.)

Effective Entrepreneurship through Creativity and Problem Solving

Gene Recker, Basadur Applied Creativity
Michael G. Goldsby, Ball State University

Entrepreneurship can be viewed as a process of finding and solving new problems for customers and markets. This workshop covers the principles of creativity with a focus on the entrepreneurial process. Participants will learn what their preferred approach is to solving problems, as well as being introduced to other critical approaches needed to find market solutions. Participants will also learn how to engage in entrepreneurial activities with a more creative perspective by developing the skills of divergence, convergence, and deferral of judgment. Creativity issues in entrepreneurship will also be discussed.

Finding and Securing Angel Investors

Rhonda Abrams, President, The Planning Shop

Private investors – angels – are the fastest growing source of funding for entrepreneurial companies in the US. Help your students understand the process of locating, presenting to, negotiating and working with angel investors. In this workshop, faculty members will be provided with critical information they need to develop curricula relating to angel financing. Topics covered include:

- Locating angel investors
- Preparing companies for the angel financing process
- The pitch, including 12 key presentation slides
- Presenting to angel groups
- The term sheet, including sample term sheet and explanations
- The valuation process and getting the best valuation for a company
- Questions investors will ask and red flags for investors
- Understanding investors’ expected ROI—return on investment
- Negotiating the deal
- Glossary of key financing terms

Participants will be given a complete PowerPoint presentation, instructors’ manual, and the basic information needed to help them teach students how to find, successfully present to an angel investor, and negotiate the deal. The workshop will be taught by Rhonda Abrams, executive editor of Finding an Angel Investor In A Day, with more than 20 years of assisting entrepreneurs in entrepreneurial financing. She is also President of The Planning Shop, publisher of books specializing in entrepreneurship.
Small Business Consulting: Starting, Sustaining and Establishing a World Class Consulting Program

LoAnn Ayers, Washington State University  
Kirk C. Heriot, Columbus State University

Overview
We all know the wonderful benefits that are provided by entrepreneurs and small businesses in the American economy. The challenge for entrepreneurship educators is to find an engaging way to help students learn the many lessons that are related to entrepreneurship, small business ownership, and self-employment. One of the pedagogies that has become increasingly recognized as an effective way for students to learn is field-based consulting programs. Please join us to learn more about how to start a small business consulting program at your college or university. No prior experience is necessary.

Consulting programs bridge the gap between subject competency provided by courses in entrepreneurship and business and the entry-level training that companies critically need. Teams of qualified university students, under expert faculty supervision, provide consulting to small business owners. The emphasis is on practical, realistic, and affordable solutions to problems confronting small firms.

Objectives
1. To describe small business consulting as a viable pedagogy in entrepreneurship.
2. To provide participants with an idea of the hurdles they may encounter.
4. To offer participants a source of future information and points of contact should they decide to start a small business consulting program.

Target Audience
Anyone that is currently planning to start a small business consulting program or is thinking about starting a small business consulting program. This list includes, but is not limited to, faculty and administrators at any size university, college, two-year college, community college or technical college.

Outline
1. Introduction
2. Getting Started: Assessment or Not?
4. Maintaining Momentum for your Program
5. Summary and Conclusions
Past Presidents’ Breakfast (by invitation only)

Friday, 7:00am - 8:15am in San Miguel B

Continental Breakfast

Friday, 7:30am - 8:30am in Ballroom Foyer

Conference Registration and Internet Café: 8:00am - 5:00pm in Ballroom Foyer

Conference Exhibits: 7:30am - 6:00pm in Ballroom Foyer

PLENARY SESSION

KEYNOTE: THE ART OF THE START

Guy Kawasaki, Garage Technology Ventures

Guy Kawasaki is a venture capitalist, entrepreneur, and author of the bestselling book, The Art of the Start. In this session, he will explain the lessons that he believes entrepreneurs should learn, and therefore we should teach, for them to create successful startups. This includes pitching, branding, recruiting, and fundraising.

BREAK

Friday, 9:45am - 10:15am in Ballroom Foyer

Friday, 10:15am - 11:30am in Esparza Library

International: Entrepreneurial Attitudes and Cultures

Facilitator: Glenn Freedman, Oklahoma State University

A COMPARISON OF ENTREPRENEURIAL ATTITUDES IN THE U.S. AND CHINA

Shanan Gwaltney Gibson, East Carolina University
Michael Harris, East Carolina University
Chunfang Wang, Shenyang Aeronautical Institute of Engineering

Undergraduate students (N=434) at multiple U.S. and Chinese universities completed the Entrepreneurial Attitudes Orientation (EAO) survey. Results indicated that scores on all four of the entrepreneurial attitudes were found to vary significantly as a function of students’ country of origin; however, contrary to anticipated the strongest attitudes were not all found among U.S. students. In addition, U.S. students were found to have greater previous exposure to entrepreneurial activities; specifically they were more likely to have both worked for a small business in the past and to have a small family business.

ACCOUNTING PRACTICES AND ENTREPRENEURSHIP IN CHINA

Mark S. Munoz, Millikin University
Richard Chamblin, Millikin University
Roy Hinkamper, KPMG LLP

As a result of heightened trade interest due to globalization, international entrepreneurs are actively exploring business opportunities in foreign locations such as China. Despite continuing advances, a common challenge faced by entrepreneurs is that financial systems and accounting standards are often different across borders. This article explores key accounting issues confronting entrepreneurs as they do business in China. In addition, strategies for success are offered.

OPPORTUNITY IDENTIFICATION ACROSS CULTURES AND DISCIPLINES

John Farris, Grand Valley State University
Paul Lane, Grand Valley State University
Susannah Howe, Smith College
Donna Michelle Riley, Smith College
Nola Reinhardt, Smith College

This paper describes the methods developed and implemented to allow the intercultural, interdisciplinary teams of students to identify opportunities for products. The focus of the program was on opportunity identification because the local schools had demonstrated the ability to launch entrepreneurial service businesses. Further the technical school had indicated its desire to design and develop products. Thus the challenge was to help local faculty develop a method to identify opportunities and develop concepts of physical products.
The Capital 101 on-line course is an academic exercise. It gives students an opportunity to gain a better understanding of the capital formation process on the equity side of the balance sheet. A Direct Public Offering (DPO) is a unique funding vehicle for small businesses. The course/exercise is a self-paced distance learning activity which can be accessed online. It gives students the opportunity to discover and implement a mock “public venture capital formation event” from within any academic environment. The presenters will outline the specific skills necessary in private equity investing and will offer some suggestions for curriculum development.

Entrepreneurship simultaneously requires technical expertise, social networking, high business acumen, tenacity and humility – attributes one individual rarely possesses alone. Hence, budding entrepreneurs generally construct management teams to leverage group strengths and fill any gaps or weaknesses in individual expertise. Despite the holistic nature of entrepreneurship in action, the question remains: How can entrepreneurship instructors best impart these skills in a classroom environment? This workshop offers the Jigsaw Method as a novel pedagogical technique for entrepreneurship instruction. The Jigsaw Method enacts holistic instruction using a student-led approach; students create and disseminate their own knowledge through discussion, comprehension and interpretation.

This workshop explains how to develop an integrated media case study that incorporates video segments into a compelling storyline and is built around an actual case study. The session includes selection criteria for case study candidates, conducting interviews, creating the storyline, developing the shooting script, creating the classroom exercise, and producing the self-contained CD. The sample case, MagRabbit, Inc., revolves around a series of crises confronting a start-up technology enterprise that required management to change the nature of its business, adopt a new business model, and expand the company creatively to survive and grow before taking the operation global.
This session will be dedicated to exploring ways in which two-year and four-year institutions can collaborate in advancing the discipline of entrepreneurship education. Specifically, a holistic approach will be examined to increase and sustain the student pipeline with respect to transferability from two-to-four year institutions who offer entrepreneurship courses and degrees. Areas to be discussed include: Entrepreneurship Curriculum, Faculty Development, Campus and Community Outreach Programs, Fundraising Strategies, Entrepreneurial Leadership and Best Practices for linking K-12 to two-year and four-year institutions. This presentation will provide the attendee with a broad and deep understanding of how two-year and four-year institutions can best unite to promulgate entrepreneurship education.

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CASE STUDY OF A FEMALE BASED SMALL BUSINESS AND CHALLENGES TO SUSTAINABILITY IN SOUTHERN AFRICA

Luann Gaskill, Virginia Tech University
Tshimologo Hilda Dingake, University of Botswana

To prepare future entrepreneurs and small business managers, higher education is challenged to offer learning experiences that help others understand the complexities of operating in a third-world small business setting. To meet such needs, researchers engaged in on-site case study development with the Oodi Weavers in Botswana, Africa. The Oodi Weavers function as a female based small business textile weaving cooperative offering self-sufficiency and sustainability for a sector of the location population. Through the case presentation, readers have the opportunity to discuss the history and challenges of the Oodi Weavers from a variety of perspectives and subject matter areas.

CIRCUMVENTING THE ENVIRONMENTAL CONSTRAINTS: A CASE STUDY OF ROSEMARY’S POULTRY FARM

Norma Juma, Washburn University
Jennifer Sequeira, University of Southern Mississippi

This case outlines the journey of a women entrepreneur from opportunity recognition to a successful business launch. She details how she acquired her seed capital and initial marketing through a women’s group. However, a large scale commercial farmer just moved into town and her business model is severely threatened by their low price strategy. She invites a local Small Business Consultant to help her redefine her business model. The case stops shy of the consultant’s recommendation(s). The students will have to assume the role of the consultant and come up with recommendations.

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YOUNG EVENT SERVICES: LIFESTYLE OR LIVING?

Heidi Marie Sulich, Montclair State University
Ram Subramanian, Montclair State University
Richard Peterson, Montclair State University

Young Event Services is an event planning business serving the New York City/Northern New Jersey market. Julie Young has grown the business as an extension of herself. But as she looks to the future and turning over her business to her daughters, she realizes that she is the business. Can what is a lifestyle for her become a business that provides a living for her daughters? Julie finds an old business plan written by her employee Madison. Will Madison's plan help organize her lifestyle business or will it be too risky?

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ADVANCING THE AUTHENTIC: THE ROLE OF THE BUSINESS SCHOOL IN FINE ARTS ENTREPRENEURSHIP CURRICULUM DESIGN

Gary D. Beckman, University of South Carolina

As Art entrepreneurship programs continue to grow across the country, business schools are frequently called up on to assist in their design and development. Without an understanding of the unique needs and culture of the Fine Arts or Fine Arts training, entrepreneurship educators cannot offer the most effective recommendations and innovative curricular trajectories to their Arts colleagues. Drawing on a recent national study of Arts Entrepreneurship efforts, this paper outlines some critical obstacles that Arts units face with these initiatives and outlines specific topi for business schools to consider when collaborating with Arts entrepreneurship curriculum design committees.

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THE TIME IS NOW-FOUR NEW BUSINESS MODELS FOR ENTREPRENEURSHIP IN THE CREATIVE ARTS

Larry Wacholtz, Belmont University

Music and entertainment over the Internet is fundamentally changing the way artists, recording companies, retail channels, and end users, create, distribute, and buy music and entertainment products. A record sale in the United States has decreased from $14 billion to $9 billion in just a few years. It appears that there are four new possible business models developing; (a) Music as a utility, (b) Free entertainment and music, (c) Artists and creative individuals as free agents (similar to sports), and (d) The current systems with legal enforcement which does not appear to work.
Friday, 10:15am - 11:30am in San Gabriel AB Room

**FamilyBiz Workshop: Best Practices in Teaching Family Business - Part 1**

Ritch L. Sorenson, University of St. Thomas
Joseph McCann, University of Tampa

The purpose of this workshop is to provide a forum for professors who teach family business to share best classroom practices. This workshop builds upon another workshop that focused on structuring family business courses. Participants will leave with an overview of best practices in teaching family business and handouts to help implement the practices.

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Friday, 10:15am - 11:30am in San Lorenzo Room

**Social/NonProfit Workshop: College/University Partnerships with Microcredit Funders: A Social Entrepreneurial Approach for Fighting Poverty**

Harriet Stephenson, Seattle University
Mark Pomerantz, Seattle University
Leo Simpson, Western Kentucky University
Warner Woodworth, Brigham Young University

The Global Entrepreneurial Revolution of the next decade is the scaling of micro credit to reach the 1½ billion people world wide living on below US $1 a day or the 3 billion living at below $2 a day. Large foundations are looking to become “big players” in the micro credit arena. It is proposed that colleges and universities in the U.S. and the world network, affiliate, and partner to also become “big players” in micro credit, a move that would embrace service learning, experiential learning, modeling economic self-reliance and using fighting poverty as a social entrepreneurial learning methodology.

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Friday, 10:15am - 11:30am in San Miguel A

**Pedagogy Workshop: Business Plans, Detecting Plagiarism and Academic Integrity**

Charles R. B. Stowe, Sam Houston State University
Robert J. Lahm Jr., Middle Tennessee State University

The purpose of this workshop is to engage entrepreneurship faculty in the subject of academic integrity as it pertains to business plans. This workshop will begin by providing an overview of the issue, including a discussion of its implications (including hesitancy on the part of professors to address the problem, the time consuming nature of detecting plagiarism, and other consequences). Specific examples of plagiarism (without revealing student identities), will demonstrate how cases can be detected. Tools and techniques for managing this inappropriate behavior before, during and after the fact will also be provided to attendees.

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Friday, 10:15am - 11:30am in San Miguel B

**Pedagogy Workshop: Franchise Curriculum Project: Developing Proposals to Become an Educational Affiliate**

Frank Hoy, University of Texas at El Paso
John Reynolds, IFA Educational Foundation
Dianne HB. Welsh, University of Tampa
Kathryn Boe Morgan, IFA Educational Foundation
John Clarkin, College of Charleston

This workshop builds on prior workshops at USASBE conferences that have addressed the collaborations between USASBE and the International Franchise Association Educational Foundation. Workshop attendees will learn how to apply to become educational affiliates of the Foundation. As affiliates, USASBE members will be eligible to offer courses, seminars and workshops that qualify for credit toward the Certified Franchise Executive designation. Additionally, affiliates will be able to apply for grants to use IFAEF developed materials and to develop new franchise courses for students and for continuing education.

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Friday, 11:45am - 1:30pm in San Antonio Main Ballroom

**Luncheon w/Speaker:**

**KEYNOTE - Effectuation: Elements of Entrepreneurial Expertise**

Saras D. Sarasvathy, Darden School, University of Virginia

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Friday, 1:45pm - 3:00pm in Esparza Library

**International: Entrepreneurship and Economic Development across the Globe**

Facilitator: Maheshkumar P. Joshi, George Mason University

ENTREPRENEURIAL ACTIVITY, ECONOMIC AND SOCIAL DEVELOPMENT: THE CASE OF TRINIDAD AND TOBAGO

Charlene Ethelreda Mendez, University of Trinidad and Tobago
Denise-Margaret Thompson, University of Trinidad and Tobago

Despite research linking economic development and entrepreneurship, few studies examine the effect of entrepreneurial activity on social development, thus relationships between entrepreneurship and social development are not well understood. For developing countries, this paucity of relevant research data is glaring. This study examines the relationship between entrepreneurial activity and economic and social development using the three indicators of the UNDP’s Human Development Index coinciding with relevant available data over the period 2000 to 2006. Results suggest positive correlations for both social and economic indicators with entrepreneurial activity over the period.

Key Themes: Entrepreneurial Activity; Economic Development; Social Development
This article analyzed the post communist era in the CEE and tested the hypothesis that the FDI contributes to the economic growth of the CEE countries. The first part of this research reflects macroeconomic changes in the post communist era and examines GDP per capita and economic growth rate. The second discusses an inward FDI stock as a percentage of GDP and the third estimates the impact of FDI on economic growth in the CEE using aggregated regression growth model based on the production function. The results show a tremendous influence of the FDI stock on GDP growth in CEE.

This research uses a representative sample of U.S. nascent entrepreneurship scholars. This research suggests that there is a positive relationship between their use of systematic search and their success in founding new firms. I control for mediating variables and find that searching systematically leverages firm founding by using an adaptive decision making style and social capital. Systematic search also appears to reduce environmental uncertainty, which has additional important implications for aspiring entrepreneurs. Finally, this research suggests possible lines of future inquiry.

This paper expands upon work on social and institutional entry barriers to inner city markets. We argue that inner city markets pose a challenge for managers and entrepreneurs because many do not understand how to address significant social and institutional factors that exist in these markets. It is these structures around inner city business opportunities that may lead entrepreneurs with limited knowledge and experience in these markets to overlook or undervalue business opportunities. This paper describes a vignette study of 146 subjects that experimentally explores this hypothesis along two dimensions: the evaluation of business opportunity and the entry decision.

This paper challenges the traditional “weakly held” assumptions in entrepreneurship that hold opportunities constant, introducing an alternative, developmental framework for opportunities. I argue that Kirzner’s “opportunity discovery” models and the enacted, Schumpeterian models of opportunity creation are not mutually exclusive, but rather static conceptions of opportunities at different points in time. I propose an opportunity development framework as an iterative process view where opportunities are both discovered and created. The key stakeholder in this framework is the enterprising individual who, in purposively guiding opportunity development, engages in Marchian exploration/exploitation strategies. Thus, the entrepreneur facilitates the opportunity’s adaptation to the environment.

This research uses a representative sample of U.S. nascent entrepreneurship scholars. This research suggests that there is a positive relationship between their use of systematic search and their success in founding new firms. I control for mediating variables and find that searching systematically leverages firm founding by using an adaptive decision making style and social capital. Systematic search also appears to reduce environmental uncertainty, which has additional important implications for aspiring entrepreneurs. Finally, this research suggests possible lines of future inquiry.

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TEACHING ENTREPRENEURSHIP: THE CASE FOR AN ENTREPRENEURIAL LEADERSHIP COURSE

Marty Mattare, Frostburg State University

Entrepreneurship education is rapidly growing, both in the number of schools offering programs and in the range of courses becoming available. As students become entrepreneurs, they will need to wear a variety of “hats” and serve as the primary finance, marketing, human resource, and operations person in their new ventures. High self-efficacy, emotional intelligence, and well-developed interpersonal skills have been shown to equate to a firm’s success; more concentration on the development of these skills is needed in the entrepreneurship curriculum. This paper presents the case for instituting a course that will facilitate entrepreneurship students’ development of self.

USING THE RADIANT MODEL TO BRING ENTREPRENEURSHIP EDUCATION TO THE PUBLIC RELATIONS CURRICULUM: INTRODUCING THE “PUBLIC RELATIONS ENTREPRENEURSHIP” COURSE

Betsy Hays, California State University, Fresno
Faith Sidlow, California State University, Fresno

The idea of incorporating entrepreneurship education into academic disciplines outside the business school is becoming increasingly popular and successful. Inspired by the Lyles Center of Innovation and Entrepreneurship’s move toward the radiant model of spreading entrepreneurship education university-wide, what is believed to be a first-of-its-kind “Public Relations Entrepreneurship” course was offered at California State University, Fresno during the spring 2007 semester. Twenty-six students took the course, with overwhelmingly positive response. National research was conducted into student and public relations educator interest in the subject, and the course will now be offered regularly as an augmentation of the public relations curriculum.

Facilitator: Jintong Tang, Saint Louis University

DOES THE AGE OF A BUSINESS MAKE A DIFFERENCE IN APPLYING TRAINING TOOLS AND STRATEGIES BY SMALL BUSINESS?

George Solomon, George Washington University
David Tomczyk, George Washington University
Ayman Tarabishy, George Washington University

The popular press often focuses solely on the small business entrepreneur as a brash, forward thinking individual. However, behind each leader is usually a team of employees who work with and support the entrepreneurial venture, leading it to success. If these employees are vital to the continued operation and growth of the business, how do small businesses ensure their human resources are up to the challenges on managing and growing a business? More importantly, as the firm evolves through its various life cycle stages, does the training and development, especially among managers? This study seeks to answer these issues.

HOW ENTREPRENEURS SHOULD CHANGE THEIR STYLE IN A BUSINESS LIFE CYCLE

Kambeiz Talebi, University of Tehran

Researcher discusses the urgent need for top managers to change their style in small entrepreneurial firms during a business life cycle. Although most leadership theories assume it’s easy, case studies and practical experience suggest the opposite - managers find it hard to move from an innovative style when the company is young to task-oriented behavior in the firm’s mature stage. If steps aren’t taken early enough, severe crisis will be followed by an external CEO being called in. Talebi discovers that the reason why change in style is necessary.
The lack of unequivocal theory of growth, provoked the Authors to propose an own model based on the owner-manager’s intention to grow a firm. This intention can be characterized by the four sets of fingerprints listed in the paper. (owner characteristic, firm-based, managerial based, perceptional based). Some of those fingerprints were tested in the first phase of the research conducted in Pomerania Region in 2006. The further relationship between intention to growth declared in the first phase and the actual growth will be investigated during the second phase of research in 2008.

PLASTIPURE INC.

Leslie Toombs, University of Texas of the Permian Basin
Doug Grider, University of Arkansas at Fort Smith

Dr. George Bittner, an academic researcher, founded PlastiPure, Inc. to commercialize applications discovered through research efforts in the area of estrogenic activity. PPI is a biotechnology company whose mission is to create new formulations for safer plastics and food additives that lack estrogenic activity. It illustrates and allows students to apply concepts showing how changing external forces including environmental, political, and economic pressures are converging on the US Plastics Industry to create an ideal climate for PlastiPure to successfully penetrate an industry that otherwise would be marginally profitable to enter.

THE RISE AND FALL OF WEBSMART INTERACTIVE: A CAUTIONARY TALE

James Ondracek, Minot State University
Jason Vaagen, Minot State University
Steve Huenneke, Colby Community College
Ji Hee Kim, Canisius College
M. Saeed, Minot State University

WebSmart Interactive, a seemingly successful entrepreneurial start-up and recipient of public business incentive funds, closed abruptly, leaving unpaid workers, allegations of consumer fraud, discredited public officials, a divided community, and bankruptcy for the firm's principals. WebSmart Interactive's story provides insights about opportunity recognition, the ambiguity of entrepreneurial opportunism, and possibly criminal entrepreneurship. As a cautionary tale, it provides lessons about structuring incentives to aid entrepreneurship both for the good of the entrepreneur and the overall good of society. In addition, the case tells the story of the rise and fall of a start-up business.
Information systems adoption by small businesses often is viewed as a basic building block of economic development. Yet, the components that impact business success and thus economic development are mostly unexplored, especially within the context of underserved communities. This paper uses both theoretical and empirical, case-based evidence to develop an integrative model of the role that IT adoption plays in business success and economic development process within underserved communities. The main contribution of the paper lies in providing an expanded model of IT adoption and a set of theoretical propositions to facilitate adoption of IT in these unique populations.

**PERCEIVED ENTREPRENEURIAL ABILITY, BUSINESS RELATIONSHIPS, AND PERFORMANCE AMONG MINORITY AND NON-MINORITY ENTREPRENEURS IN THE MIDWEST**

*Jesus Santiago, University of Missouri - Columbia*
*Douglas Moesel, University of Missouri - Columbia*

This study examines perceived entrepreneurial ability, perceived obstacles to important business relationships, and performance of firms in the Midwest using social learning and social identity theories. From a survey of 68 entrepreneurs, entrepreneurial self-efficacy reduced obstacles to key business relationships and enhanced business performance. Firm age and entrepreneur age did not affect obstacles directly. Minority entrepreneurs were not found to report significantly more obstacles to business relationships but did report more obstacles with increasing firm age than non-minority entrepreneurs. Minority entrepreneurs reported lower firm performance. Relationship obstacles reduced firm performance, but less so for minority entrepreneurs than for non-minority entrepreneurs.

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**Friday, 1:45pm - 3:00pm in San Cristobal Room**

*Indiv/NewVenture Workshop: A 'Town Hall' Discussion on Future Directions for Individual Entrepreneurship in USASBE*

*Eugene Fregetto, University of Illinois*
*Ralph S. D'Intino, Rowan University*
*William Schulte Jr., Shenandoah University*

The future direction of the Individual Entrepreneurship area will be discussed at a ‘town hall’ style meeting conducted by the current Vice President, Vice President-elect, and Program Chair. Topics will include: the current mission statement, a proposed new mission statement, new directions for teaching and research, and the area’s current status as home to social entrepreneurship at USASBE.

**Friday, 1:45pm - 3:00pm in San Gabriel AB Room**

*NACCE Session 2: "The Face of Community College Entrepreneurship: What's Happening Today"

*Heather Van Sickle, Executive Director, National Association for Community College Entrepreneurship (NACCE), MA*
*Thomas A. Goodrow, Vice President of Economic and Business Development, Springfield Technical Community College, MA & Founder, NACCE*

This session will be dedicated to providing the attendee with an overall understanding of the explosion of entrepreneurship education at the community college level today. A comprehensive review of the growth and development of the National Association for Community College Entrepreneurship will be offered, as well as a thorough update on the leading community colleges spearheading the advancement of entrepreneurship education. Fundraising strategies to support entrepreneurship education will be discussed and best practices shared for those attendees who are interested in raising funds to support their college’s entrepreneurship mission. A review of two-year entrepreneurship degrees will also be offered as a backdrop for a discussion to create a “National Model” for entrepreneurship education at the community college level.

**Friday, 1:45pm - 3:00pm in San Lorenzo Room**

*Arts Workshop: Establishing an Arts Entrepreneurship Center*

*Nissan Wasifie, Columbia College Chicago*
*Joseph Roberts, Columbia College Chicago*
*Idil Beken, Columbia College Chicago*

We will present the formation of our Arts Entrepreneurship Center and its current program pieces. We will discuss the types of clients and their business we serve. The presentation will focus on the challenges of establishing an Arts Entrepreneurship Center in a non-traditional campus environment and establishing programs that address the needs of artists seeking to become entrepreneurs.

**Friday, 1:45pm - 3:00pm in San Miguel A**

*Pedagogy: Entrepreneurship across the Campus*

*Facilitator: Ralph Hanke, Bowling Green State University*

**DEVELOPMENT AND INITIATION OF AN ONLINE MASTER OF SCIENCE DEGREE IN ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP**

*David Summers, University of Houston - Victoria*
*James (Jim) N. Holm Jr., University of Houston - Victoria*
*Cynthia Ann Summers, University of Houston - Victoria*

The University of Houston-Victoria has developed and initiated a new, online-delivered Master of Science degree in Economic Development and Entrepreneurship. The program is based on the premise that economic development is a result of starting, growing and expanding, and attracting business to an area. Consequently, the program gives equal weight to the fields of entrepreneurship and traditional economic development. The paper describes the unique structure of the program, the development of the program using input from both academics and practitioners, and its initiation.
Experiential learning is considered paramount to entrepreneurial education. This study describes an intercollegiate entrepreneurial experience aimed at unlocking the inner entrepreneur in engineering students. A survey instrument is used to ascertain the level of entrepreneurial intent as well as a cluster personality assessment and an educational preparedness assessment. A biased sample of entrepreneurship students is introduced as a comparative measure. The preliminary data suggests that engineering students tend towards long-term entrepreneurial intent, yet traditionally the education system does little to encourage these tendencies. The longitudinal experiential learning treatment will be studied to measure the impact on the perceptions and intent.

TARGETING COLLEGE HONORS STUDENTS AND USING ORGANIZATIONAL CHANGE PROJECTS AND NOT BUSINESS PLANS TO INFLUENCE AND IMPACT ENTREPRENEURIAL BEHAVIOR

James Bell, Texas State University

As we know, entrepreneurship educators have a goal of producing business owners. This said; on our campus approximately 1% of our students start businesses while in school and 3% start businesses within three years after graduating. Are these numbers typical; can they be improved? Are these numbers low because students write business plans but do not work to “execute” these plans while in college?

This proposal describes a course (taught three times) and details results as students applied learning and effected change. This proposal introduces change principles along with the steps suggested for opportunity recognition and “starting” nascent businesses.

Pedagogy Workshop: Innovation across Campus: An Interdisciplinary Approach to Entrepreneurship Education at IIT

Jianwen (Jon) Liao, Illinois Institute of Technology
David Pistrui, Illinois Institute of Technology
Thomas M. Jacobius, Illinois Institute of Technology

The Entrepreneurial Interprofessional Project (EnPRO®) Program at the Illinois Institute of Technology furthers students’ knowledge of entrepreneurship through hands-on experience in an interdisciplinary team setting. It provides students with the opportunity to tackle the risks and challenges of starting their own business ventures. Working in multidisciplinary teams, students brainstorm, mine faculty research for commercialization ideas, or work on company or entrepreneur-sponsored ideas to assess opportunities and validate ideas, develop and demonstrate prototypes, identify target markets, and create business plans that are subsequently evaluated by a panel of academic and industry professionals during a formal competition.

Pedagogy Workshop: Entrepreneurship across the Campus: Experience at Iowa State University

Howard E. Van Auken, Iowa State University
Kay Palan, Iowa State University
Linda Niehm, Iowa State University
Judith Eyles, Iowa State University

The workshop will present the collaborative effort to integrate entrepreneurship into the curriculum in all colleges at Iowa State University. Workshop presenters developed the concepts, organized the initiative, and implemented the plan. Various perspectives will be presented because each presenter was involved in different aspects of the initiative. Topics covered during the presentation will include nature of collaboration, planning, work plan development, and implementation of the initiative. Successes and challenges will be presented in a manner that will stimulate discussion and sharing of ideas.

Pedagogy Workshop: Best Practices in Promoting Entrepreneurship Programs into the Community

Pradip Shukla, Chapman University

This panel discussion will present best practices from Entrepreneurship Center Directors and faculty in how they promote their programs so as to gain both visibility and community support. A case illustration will be presented on Chapman University’s efficient and effective methods of promoting its entrepreneurship program into the Orange County, California community. With both limited staffing and marketing budget, the program was able to generate extensive regional, national, and even global recognition. In addition to Chapman University, two other panelists will be solicited to share their experiences and recommendations. An interactive workshop with participant engagement is planned.
Social/NonProfit Workshop: Social Entrepreneurship: Educating, Interacting, & Experiencing

Friday, 3:30pm - 4:45pm in San Antonio A

Heidi Neck, Babson College
Candida Brush, Babson College
Patricia G. Greene, Babson College
Stephen Schiffman, Babson College
Denis Ceru, Babson College

Social Entrepreneurship cannot be isolated to a particular course or set of courses. Social entrepreneurship is a broad and applied area of study that integrates entrepreneurship fundamentals with cross disciplinary perspectives. By establishing various connecting points throughout the curriculum and campus, students can learn and experience social entrepreneurship, its meaning, and potential impact. This workshop describes Babson’s approach to social entrepreneurship and encourages spirited debate among participants about the process and content sides of teaching social entrepreneurship. Specifically we focus on issues pertaining to definition, curriculum building, and best practice.

Friday, 3:30pm - 4:45pm in San Antonio B

2008 USASBE Conference Coleman Track - Session 2: NOVEL APPROACHES IN ENTREPRENEURSHIP EDUCATION

Gary Ernst, North Central College (moderator)
Sharon Alpi, Millikin University
Terri Bareiro, Saint John’s University
Jeff Cornwall, Belmont College
Mike Lehman, Juniata College

As entrepreneurship education reaches across campus silos and to new generations of students, opportunities are arising to explore novel approaches to educate. In this panel discussion, four educators will describe how they identified and acted upon an opportunity to employ a different approach at their institution. Programs in focus will include two explicitly cross-campus vehicles, the Blue Connection Retail Art Gallery at Millikin University and the Student Business Hatchery for non-business majors at Belmont College; and two approaches which incorporate technology in a new way, Saint John’s University’s multi-media EduCase product and Juniata College’s Center for Entrepreneurial Leadership Video Library. These presentations and the discussion to follow will provide guidance and insight to educators who seek new ways to deliver entrepreneurship education, particularly within a smaller school setting.

Friday, 3:30pm - 4:45pm in San Antonio C

Education Awards Finalists: Model Specialty Program

Finalists for the 2008 USASBE distinguished awards for excellence in entrepreneurship education will present their innovative programs. These finalists have been selected by a national panel of judges from a larger pool. This session focuses on the outstanding efforts by a school in the area of specialty entrepreneurship programs. Finalists are:

University of Houston Victoria. Master of Science in Economic Development and Entrepreneurship
University of Maryland, Baltimore County, ACTIVATE

Friday, 3:30pm - 4:45pm in San Augustin A

Tech&LifeSci: Facilitating Technology Entrepreneurship

Facilitator: Michael Meeks, San Francisco University

INVESTMENT DECISION MAKING, CONSENSUS AND "DECISION STICKINESS" IN THE GRANT APPLICATION REVIEW PROCESS: AN EMPIRICAL STUDY OF TECHNOLOGY-BASED SMALL ENTERPRISES

Craig Galbraith, University of North Carolina Wilmington
Alex DeNoble, San Diego State University
Sanford Ehrlich, San Diego State University

This research examines the development of consensus when evaluating small business applicant presentations during a second round screening process for Department of Defense related funding. Drawing on literature from decision dilemma research, we examined whether a second round screening process resulted in greater consensus among panel members and to what extent those panel members “stuck” to their evaluations over time. In general, we found that expert panel members can reach consensus and that technical experts appear to be the most “sticky” in their pre and post assessments. Our results offer implications for both early stage entrepreneurs and entrepreneurship researchers.

THE RISE AND FALL OF THERMO ELECTRON’S CARVE-OUT POLICY: WHY IT FAILED AND HOW IT COULD WORK

Ben Powell, Appalachian State University

By imitating the advantages of startups in venture creation, incumbent firms could potentially build startup or ontogenic capabilities. This paper explores a rare ontogenic capability – commercializing emerging technologies via equity carve-outs. Only one company, Thermo Electron, has developed and implemented such a strategy. To evaluate the potential of this ontogenic capability, I drill deeply into Thermo’s strategy and experience. My analysis finds support in the academic literature for key components of Thermo’s strategy, but it also identifies weaknesses that undermined Thermo’s strategy and that must be corrected if carve-outs are to be effectively used to commercialize emerging technologies.
Previous research has tended to oversimplify the role social capital plays in entrepreneurial team performance, particularly in contemporary (e.g., virtual) contexts. In this study, we investigate the relationships between various social capital dimensions and entrepreneurial team performance. Specifically, we assess the relationships among five key variables: relational capital, cognitive capital, entrepreneurial orientation, team efficacy, and performance. Using survey data from virtual entrepreneurial teams, we find that relational capital, cognitive capital, and the presence of an entrepreneurial orientation significantly impact team-efficacy, which in turn is positively related to team performance. Implications for future theory and research are discussed.

We investigate whether men and women angel investors have different levels of confidence based on participation in the angel capital market, rate of investments, and stage of investments. We find evidence consistent with women angels having lower levels of confidence compared to men, although we do not suggest that this difference is deleterious for women angel investor’s wealth. However, women entrepreneurs, who disproportionately seek funding from women angels, may have more restricted access to early-stage capital than men.

While entrepreneurial activity among women has increased over the last decade, research findings show a gender gap in terms of women’s entrepreneurial attitudes and behaviors. This study investigates how geographical context and age moderate the gender and entrepreneurial attitudes relationship. Our findings suggest that in rural states, the number of younger men and women intending to start businesses is increasing. However, studies show that the level of gender equality in a geographic area is related to both its support for female entrepreneurship and also its support for entrepreneurship in general. These results have implications for both government and educational policy.

Kent Food Service (KFS) is a family owned and operated 100-year-old food service business. KFS currently processes all of its employee wage payments via an in-house payroll department and is considering the benefits and costs associated with outsourcing this business process. KFS’s Human Resources Director is interested in any cost reduction benefits achieved by outsourcing payroll; however, production and service quality is essential, as is maintaining the “Cornerstone Values” by which the company operates.
THE LEAGUE FOR ENTREPRENEURIAL WOMEN: THE GESTATION OF AN ORGANIZATION

Betsy Leebron Tutelman, Temple University
Monica Zimmerman Treichel, Temple University

This teaching case focuses on the evolution of an intra-university organization – the League for Entrepreneurial Women. The case chronicles two faculty members’ creation of an organization designed to address challenges and opportunities facing entrepreneurs. Beginning with idea generation, continuing with the launch and the growth of the organization, the case presents challenges and opportunities the co-founders and organization encounter. Key issues addressed in the case are the structure, management, funding, and future growth of the organization. The case concludes at the start of the organization’s eighth year as it faces a crossroad-to sustain an organization in the academic culture.

Friday, 3:30pm - 4:45pm in San Lorenzo Room

Indiv/NewVenture: The Entrepreneurial Mind and Place

Facilitator: William Schulte Jr., Shenandoah University

★Best Paper Nominee★
EXPLORING THE ANTECEDENTS OF ENTREPRENEURIAL ALERTNESS: INTERACTIONS BETWEEN INDIVIDUAL AND ENVIRONMENTAL CHARACTERISTICS

Jintong Tang, Saint Louis University

The current research incorporates individual as well as environmental effects in examining the antecedents of entrepreneurial alertness. Entrepreneurial alertness rests with the asymmetric knowledge that entrepreneurs develop and that others do not. People have different stocks of information because information is generated through people’s idiosyncratic life experiences. Therefore, the individual factors examined in the current research are all manifestations of individual life experiences such as human capital, social capital, and social competence. However, the relationships between individual characteristics and alertness are contingent upon the entrepreneurial environment in which opportunities are discovered and the personal turbulence experienced by entrepreneurs.

PSYCHOLOGICAL CAPITAL AND ENTREPRENEURIAL STRESS: PROPOSITIONS FOR STUDY

Susan M. Jensen, University of Nebraska - Kearney

Workplace stress costs businesses billions of dollars each year. Entrepreneurs are particularly subject to stress due to the inherent uncertainty involved in creating a new business. This article proposes the core construct of psychological capital (comprised of self-efficacy, hope, optimism, and resilience) may enhance our understanding of how individuals perceive stress. Moreover, the malleable nature of psychological capital offers opportunity for entrepreneurs to strengthen their own psychological capital and that of their employees. After providing the theoretical background of psychological capital and a discussion of proposed linkages to workplace stress, practical strategies for stress management are provided.

REVISIONING THE HOME-BASED BUSINESS: A EXPLORATORY MODEL OF HOME-BASED LOCATION CHOICE

Joanne H. Pratt, Joanne H. Pratt Associates

Home as a business location has been an overlooked variable in small business research. The absence is striking considering that over half of small firms are home-based and contribute an estimated $500 billion or more to the economy. This paper presents an exploratory model of owner and business characteristics that influence location choice. The model offers a new dimension to entrepreneurship theory - home-based or non-home-based location - which is a measurable, observable variable potentially useful in differentiating lifestyle from growth-oriented firms. Use of the model is illustrated with new data from the Survey of Business Owners.

Pedagogy Workshop: Bringing Entrepreneurship to the Far Reaches of Campus: Fresno State's Mass Communication / Journalism, Anthropology and Music Departments

Friday, 3:30pm - 4:45pm in San Miguel B

Pedagogy Workshop: Innovation: The Soul of Entrepreneurship

Jo Ann Carland, Carland Academy
James W. Carland, Carland Academy

Innovation is the Soul of Entrepreneurship. In our view, innovation is the tangible expression of creativity. The marriage of innovation and entrepreneurship requires one to visualize the process, then, translate those ideas and concepts into reality. If innovation is to have more than psychological value, it must become more than thought. It must become tangible.
Yet, where is the value to humanity? Is our creation something we feel compelled to share, or will we be satisfied with the secret knowledge of our own creation? Is our creation of potential value to others? Entrepreneurship is the process of this translation.

ANNUAL USASBE BUSINESS MEETING: A Vision for the Future (open to all)
### Friday, 6:00pm - 6:45pm in Esparza Library

**USASBE Past Presidents's Meeting**

(by invitation only)

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### Friday, 6:00pm - 7:00pm (multiple locations)

**USASBE DIVISION UPDATE MEETING**

1. Corporate Entrepreneurship [Room: Hospitality Ste 3131]
2. Entrepreneurial Support Organizations [Room: Hospitality Ste 3132]
3. Entrepreneurship Pedagogy [Room: San Antonio A]
4. Entrepreneurship in the Arts [Room: San Augustin A]
5. Family Business [Room: San Augustin B]
6. Individual Entrepreneurship [Room: San Lorenzo]
7. International Entrepreneurship [Room: San Cristobal]
8. Minority and Women Entrepreneurship [Room: San Miguel B]
9. Small Business [Room: Esparaza Library]
10. Social Entrepreneurship [Room: San Gabriel A]
11. Technology and Life Science Entrepreneurship [Room: San Miguel A]

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### Friday, 7:00pm - 9:30pm in Palo Duro Pavilion

**A Party of Excellence: New York Times All Conference Reception**

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### Friday, 7:00pm - 10:00pm in Palmer Clubhouse

**USASBE Fellows Dinner (by invitation only)**
Saturday, January 12

Conference Registration and Internet Café: 8:00am - 5:00pm in Ballroom Foyer

Conference Exhibits: 7:30am - 6:00pm in Ballroom Foyer

Saturday, 7:00am - 8:15am in Casablanca Boardroom
Executive Committee (2008) Breakfast

Saturday, 7:30am - 8:30am in Ballroom Foyer
Continental Breakfast

Saturday, 7:30am - 8:30am in San Miguel A
JSBM Board of Advisors and Associate Editors' Meeting

Saturday, 8:30am - 9:45am in San Antonio Main Ballroom
PLENARY SESSION

**KEYNOTE:** WHY SOCIAL ENTREPRENEURSHIP MATTERS

Arthur C. Brooks, Syracuse University

Sponsored by Zicklin School of Business, Baruch College, The City University of New York

Saturday, 9:45am - 10:15am in Ballroom Foyer
BREAK

Saturday, 10:15am - 11:30am in Esparza Library
Social/NonProfit Workshop: Using Social Entrepreneurship to Engender Innovative, Civic-Minded, Socially Driven Young Individuals

Debbi D. Brock, Berea College
Susan D. Steiner, University of Tampa
Marina Kim, ASHOKA

This study’s purpose was to uncover the challenges and best practices in the field of social entrepreneurship. We examined definitions of social entrepreneurship; the most widely used cases, articles and textbooks; and the most popular pedagogical approaches in 107 social entrepreneurship courses. Our findings suggest that faculty have done an excellent job of utilizing powerful pedagogical methods like service learning. In addition, the majority of courses covered innovation (61%), acquiring limited resources (81%), measuring social impact (62%), and building sustainable business models (58%) as core elements of social entrepreneurial activity, the greatest challenge involved teaching students about scaling social innovations.

Saturday, 10:15am - 11:30am in Hospitality Suite 3123
Indiv/NewVenture Workshop: Experimental Entrepreneurship

Norris Krueger Jr., Entrepreneurship Northwest
Isabell Melanie Welpe, Ludwig Maximilians University

Experimental research conjures a vision of abstract, ivory tower research far removed from the “real world” that entrepreneurship research has long and proudly embraced. What happened when experimental research entered fields like marketing? Experimental methods have barely penetrated entrepreneurship research. However, where they have done so, the results have been powerful. However, in this workshop we will show that (I) experiments offer significant methodological opportunity and value to the researcher and (II) the range of applicable topics is broad and deep, making it attractive to top scholars.

Saturday, 10:15am - 11:30am in Hospitality Suite 3131
Pedagogy: Entrepreneurship Education and Career Development

Facilitator: Walt Winkelman, Argosy University - Chicago

**DECISION MAKING – MEASURING GENDER PERCEPTIONS OF OPPORTUNITY AND RISK MEDIATED BY ENTREPRENEURSHIP INSTRUCTION**

Lisa Chandler, Quinnipiac University

This paper examines gender differences with respect to the relationship between entrepreneurial education and opportunity evaluation. Within the context of entrepreneurial opportunity recognition and risk perception as a learning process, this study examines gender differences using a cognitive approach to determine whether gender “gaps” exist. Opportunity selection and risk choice factors prior to and directly after an undergraduate entrepreneurship course experience will be examined. In this research study, the Keh, et al. (2002) model will be modified to evaluate perceptions of opportunity evaluations, and individual differences in attitude toward risk.
Fostering the development of entrepreneurial potential among youth can have a significant impact on economic development. Prior research demonstrates that secondary students exposed to entrepreneurship education have a higher motivation to achieve, a greater sense of personal control, and greater self-esteem. Aimed at identifying strategies to best prepare teachers to teach entrepreneurship in secondary schools, this research concludes that training should focus heavily on front-end entrepreneurial thinking process; opportunities exist to develop on-line training and curriculum resources; and emphasis should be placed on experiential exercises and case studies.

**THE FIRST STEP TOWARD A THEORY OF THE ENTREPRENEURIAL CAREER**

Robert F. Sinclair, University of Louisville

Through the use of structural equation modeling (SEM), on data obtained from the Panel Study of Entrepreneurial Dynamics (PSED), this research takes the first step toward developing a theory of the entrepreneurial career. Building on research from the areas of entrepreneurial traits, career development, and occupational choice, a theoretically-based model is presented and tested. Results support the differentiation of entrepreneurs from those with no current entrepreneurial intentions, representing an important first step in defining the entrepreneurial career.

**MORE THAN A MEDICAL PRACTICE: THE BUSINESS SIDE OF MEDICINE**

Suzanne Clinton, University of Central Oklahoma
Madeline Crocito, SUNY College at Old Westbury

The authors surveyed physicians to determine whether or not the physicians had received any business skills training while in pre-medical, medical school or residency; had taken any business class(es) after medical school; or had received any business skills training in conjunction with Continuing Medical Education. The most difficult business issues faced while trying to open a practice, those currently faced in practice; those that would have been most valuable to the physician when opening the practice; and those most beneficial as he/she operates the current practice were also investigated. This paper presents the findings of our preliminary study.
John K. Romano, Miami-Dade College

There is legitimate concern over the fact that there is no effective way for small businesses to get assistance in finding capital from ethical financial intermediaries. We are seeing a continual transition to a more global economy. One consequence has been the movement of jobs abroad and marginalization of the middle class. The present day regulatory structure has been a very serious impediment to small businesses seeking capital. Public policy needs to accommodate licensed and legitimized small business capital finders with the Securities and Exchange Commission (SEC) and the National Association of Securities Dealers (NASD) and various state securities commissioners.

REMOVING BARRIERS TO SME ACCESS TO INTERNATIONAL MARKETS: OECD-APEC GLOBAL STUDY

Lester Lloyd-Reason, Anglia Ruskin University

This paper is based on a 45 country survey undertaken by the OECD/APEC economies titled ‘Removing barriers to SME Access to International Markets’. The project aimed to gain a better understanding of the barriers to internationalising (defined as all those constraints that hinder the firm’s ability to initiate, to develop, or to sustain business operations in overseas markets) faced by SMEs, and to share knowledge of government interventions to reduce those barriers. This paper presents the findings of this first global survey into international SMEs since 1997 and discusses the implications of the findings for international SMEs and policy makers.

Saturday, 10:15am - 11:30am in San Antonio B
Education Awards Finalists: Award for Pedagogical Innovation

Finalists for the 2008 USASBE distinguished awards for excellence in entrepreneurship education will present their innovative programs. These finalists have been selected by a national panel of judges from a larger pool. This session focuses on the outstanding efforts by a school in the area of innovative pedagogical approaches. Finalists are:

Chapman University, Entrepreneurs' Film Marathon - Multiple Perspectives on Entrepreneurs
San Jose State University, The Silicon Valley Neat Ideas Fair

Saturday, 10:15am - 11:30am in San Antonio C

Ritch L. Sorenson, University of St. Thomas
Joseph McCann, University of Tampa

The purpose of this workshop is to provide a forum for professors who teach family business to share best classroom practices. This workshop builds upon another workshop that focused on structuring family business courses. Participants will leave with an overview of best practices in teaching family business and handouts to help implement the practices.
This study examined density of networks, frequency of interaction and shared vision business to business social capital constructs in 507 businesses in two states. Half of the communities were highly indigenous and half non indigenous. Shared vision was significantly higher for business owners from indigenous communities than those from non indigenous communities. When examined by retail or service based businesses shared vision was significantly higher among service based businesses. No other construct of social capital was significantly different for community type or business type. The findings can help improve understanding the importance of building capacity and strategic partnerships within communities.

MASON BIODIESEL: A FAMILY’S NEW VENTURE IN A NEW INDUSTRY

Matthew Eriksen, University of Tampa
Jody Tompson, University of Tampa

Mason Biodiesel, LLC was a family business that opened in the spring of 2006 as the first biodiesel manufacturer in the state of Rhode Island. Phil Mason was already the owner of a Service Master Clean franchise, but was looking for another source of revenue and more predictable work hours. Acting on the initiative of his middle son, Phil studied the emerging biodiesel industry, wrote a business plan, and borrowed about $700,000 from a local bank. With the help of his three sons he designed and built a manufacturing facility that was certified for production in the summer of 2007.

VERMONT’S GROWING LOCAL - A LIFE CASE STUDY

Kathleen Liang, University of Vermont

Vermont’s Growing Local is a new venture created at the University of Vermont by faculty and students in the College of Agriculture and Life Sciences. It offers a first-hand entrepreneurial experience for students, provides a marketing and sales outlet for Vermont (local) and/or socially conscious products and services, develops an awareness among consumers of the positive benefits of purchasing local Vermont and/or socially conscious products and services, cultivates UVM’s aspiring student-entrepreneurs through hands-on/experience-based learning activities while they earn academic credits, and enable opportunities for increased interaction and collaboration between the University of Vermont and Vermont’s products and services entrepreneurs.

BEHAVIORAL CHARACTERISTICS OF ENTREPRENEURS IN THE GUJRAT, GUJARANAWALA AND SIALKOT INDUSTRIAL CLUSTERS OF PAKISTAN: A COMPARISON OF FIRST, SECOND AND THIRD GENERATION FAMILY FIRMS

Muhammad Shahid Qureshi, Technical University Berlin
Sarfranz Mian, SUNY Oswego

This exploratory research focuses on the transition in entrepreneurial management practices among subsequent generations of family firms in Pakistan. The study replicates the framework employed earlier with different results in new settings. A random sample of several hundred SMEs lead by their 1st, 2nd and 3rd generation family entrepreneurs reveal a more conservative approach in the inclusion of non-family members, females, enhanced team management, conflict resolution, succession plans, and the use of outside consultant. The research results add to the family business and international entrepreneurship literature at the same time providing better insights for the family entrepreneurs and consultants alike.

ENTREPRENEURIAL LED FAMILY BUSINESS DEVELOPMENT IN POST-WAR LEBANON

David Pistrui, Illinois Institute of Technology
Josiane Fahed-Sreih, Lebanese American University
Wilfred Vincent Huang, Alfred University
Harold P. Welsch, DePaul University

This study profiles the characteristics, attributes and growth orientations of Lebanese entrepreneurs including the relationships, roles, and contributions that family and culture play in the development of private SMEs. Drawing on a sample of 112 entrepreneurs’ psychographic motives, demographic attributes and business activities are revealed. Family and enterprise relationships related to employment, investment, and active family participation and growth orientations are empirically tested. The findings suggest that entrepreneurs are motivated by the need for independence and flexibility. Entrepreneurs were found to rely heavily on family member participation to establish, develop, and grow their enterprises.

RETAINED WEALTH AND FAMILY FIRM IPO

Hung-bin Ding, Loyola College in Maryland
Kuntara Pukthuanthong-le, San Diego State University

Signaling is an effective approach for an IPO issuer to communicate with its aftermarket investors. Positive signals such as good corporate governance practice reduce IPO underpricing, or money left on the table. In this research, we investigate the the impact of IPO signals on the underpricing of family business IPOs. Based on our analysis, we conclude that investors tend to treat family firms differently from non-family firms. The significance and implications of such extrinsic uniqueness are discussed in this paper.
THE LOGIC OF PROFIT IN A NEW VENTURE: DEVELOPING AND TESTING A PRAGMATIC MODEL

Michael Morris, Syracuse University
April Joy Murdoch, Syracuse University
Jeffrey Allen, University of Central Florida
Amanda G. Nicholson, Syracuse University

An economic model provides a consistent logic for earning profits within a venture. To date, no framework has been presented for capturing an entrepreneur’s economic model. In this research, a four-component framework is developed and tested for capturing the firm’s economic model. Certain combinations of these components can lead to highly successful ventures while others result in more marginal firms. To test the framework, a cross-sectional survey involving twelve hundred retail establishments was undertaken. Using cluster analysis, five dominant economic models were identified. Evidence of performance differences depending on type of model was produced. Theoretical and managerial implications are drawn.

WILL THE TOBACCO BUYOUT PROGRAM LEAD TO MORE NEW BUSINESSES?

Maria Marshall, Purdue University
Helen Pushkarskaya, University of Kentucky

The tobacco buyout program was designed to increase incomes in rural areas by helping tobacco farmers diversify into other businesses. We used a multinomial logit model to analyze how farmer, business, and household characteristics influenced the choice of expenditure option. In other words, we analyze whether tobacco farmers started new businesses or invested their money in other options. We found statistically significant differences in the way farmers chose to spend their buyout payment based on age, education, gender, and internet use. We also found that farmer optimism had a statistically significant impact on the choice of starting a new business.

EXAMINING THE ENTREPRENEURIAL ATTITUDES OF BUSINESS STUDENTS: THE IMPACT OF PARTICIPATION IN THE SMALL BUSINESS INSTITUTE®

Michael Harris, East Carolina University
Shanan Gwaltney Gibson, East Carolina University
Sherrie Taylor, Texas Womans University
Todd D. Mick, Metropolitan Community College

Students enrolled in the Small Business Institute® (SBI) at several universities completed the Entrepreneurial Attitudes Orientation survey. A pre-post test design was used to determine if participation in the course affected students’ entrepreneurial attitudes. Past research suggests that an entrepreneurial drive can be developed, and that a central focus of entrepreneurship education should be the development of positive attitudes. Results strongly supported the notion that completion of the SBI had a major impact on students’ entrepreneurial attitudes. Furthermore, it was found such that women’s attitudes were more likely to be strengthened than were males’.

FIVE MINDS FOR THE ENTREPRENEURIAL FUTURE: COGNITIVE SKILLS AS THE INTELLECTUAL FOUNDATION FOR NEXT GENERATION ENTREPRENEURSHIP CURRICULA

Thomas Duening, Arizona State University

This paper proposes a new perspective on entrepreneurship curriculum design, one that is founded upon the emerging research into the cognitive skills that successful entrepreneurs possess and deploy. Specifically, this paper borrows from a new book written by Harvard psychologist Howard Gardner. Gardner’s book, Five Minds for the Future, purports to be an intellectual foundation for general education and curriculum development. This paper utilizes Gardner’s “minds” approach as a theoretical framework specific to the challenge of developing curriculum for teaching entrepreneurship. Five minds for the entrepreneurial future are developed, along with their implications for entrepreneurship curriculum development and design.

PREDICTION OF EMPLOYMENT STATUS CHOICE: AN ANALYTICAL APPROACH ON THE RELATION BETWEEN AN ENTREPRENEURSHIP CLASS AT A US UNIVERSITY AND EMPLOYMENT STATUS INTENTIONS

Anita Leffel, University of Texas at San Antonio

This paper illustrates research on the application of the theory of planned behavior to predict employment status choice for undergraduate business students at a university in the United States. This study replicates a study on Norwegian students which found support for the theory of planned behavior as applied to employment status choice intention. Gender and self-employment experience were found not to influence actual employment status. The most important relationships found that self-employment intentions are directly influenced by attitude and pressure from social norms but not from perceived behavior control. This implies that students lack the self-confidence required to be self-employed.
**Pedagogy Workshop: Innovative Member Benefits to Fulfill the USASBE Vision 2020 Goals**

*K. Mark Weaver, Louisiana State University*
*Heidi Neck, Babson College*
*Ann Dugan, University of Pittsburgh*
*Tony Mendes, University of Illinois*
*Michael Hennessy, The Coleman Foundation*

The purpose of the workshop is to generate new initiatives that increase member benefits. The workshop adds inputs from new members and those not answering the Vision questionnaire. Four topic areas guide the exercises: 1) Pedagogy/tools, 2) Programming, 3) Research and 4) Outreach.

Individual and interactive exercises help participants generate ideas to enhance USASBE membership. The second portion of the workshop creates rankings of the top 5 ideas in the categories and compares them to the Vision survey. Ideas will be converted to posters and displayed in coffee break areas for discussion purposes and to make recommendations to the USASBE Board.

**Luncheon w/Speaker:**

**KEYNOTE: JANUS AND ENTREPRENEURSHIP EDUCATION**

Marjorie Smelstor, Ewing Marion Kauffman Foundation

**Tech&LifeSci Workshop: Using Second Life to Teach Entrepreneurship**

*Howard E. Van Auken, Iowa State University*
*Brian Mennecke, Iowa State University*
*Lesya M. Hassall, Iowa State University*

This workshop will present a collaborative effort at Iowa State University that leverage technology (e.g. Second Life) to teach entrepreneurship in e-commerce courses. Students created avatars and participated in a number of learning activities in Second Life to understand e-commerce processes and products/services as well as the role of human behavior. The workshop will include the process used to build infrastructure and deliver content. This workshop will be of interest to members who want to learn about collaborative university efforts to use technology to teach entrepreneurship.

**Indiv/NewVenture: Learning, Knowledge and Entrepreneurship**

*Facilitator: Hanns Pichler, ICSB*

**EDUCATIONAL ATTAINMENT AND OTHER CHARACTERISTICS OF THE SELF-EMPLOYED: AN EXAMINATION USING PANEL STUDY OF INCOME DYNAMICS DATA**

*Chad Moutray, U.S. Small Business Administration*

This study examines the relationship between education and the choice to become self-employed using Panel Study of Income Dynamics data. It finds that educational attainment is an important determinant of self-employment. Goods-producing entrepreneurs tend to be in construction; whereas, service-producing industries with a greater presence of the self-employed are in the “soft” service sectors. Multivariate logit regressions show that heads of household with post-baccalaureate experience are up to 8.3 percent more likely to be self-employed. Other characteristics include wealth (home ownership or the value of one’s home), prior military service, age, marital status, race, Internet usage, and population size.

**★Best Paper Nominee★**

**EXPLORING ENTREPRENEURIAL COGNITION IN FRANCHISEES: A KNOWLEDGE-STRUCTURE APPROACH**

*Isaac Smith, Brigham Young University*
*Kristie Seawright, Brigham Young University*
*Ronald K. Mitchell, Texas Tech University*
*Richard J. McClendon, Brigham Young University*

Understanding franchising as an entrepreneurial activity requires explanations about franchisees themselves. Expertise-based explanations in prior literature show that entrepreneurs, collectively, share common experiences and similar knowledge structures/expert scripts. To explore entrepreneurial cognition in franchisees we examined the entrepreneurial scripts of a sample of franchisees, comparing them with two counterpart groups: entrepreneurial experts (non-franchise entrepreneurs) and entrepreneurial novices (non-entrepreneur managers).

MANOVA and follow-up tests revealed significant differences among the groups. Differences were found between franchisees and entrepreneurial experts in Willingness and Ability, but not in Arrangements. These results suggest the probable transfer of entrepreneurial cognitions from franchisor to franchisee.

**ORGANIZATIONAL LEARNING AND NEW VENTURE PERFORMANCE**

*Gaylen N. Chandler, Wichita State University*

This research uses Huber’s (1991) conceptualization of organizational learning to analyze knowledge acquisition by management teams in emerging firms. Involvement in ongoing knowledge acquisition activities is positively and significantly related to new venture performance. In addition, task environment dynamism is a positive moderator of the relationship between involvement in knowledge acquisition activities and new venture performance.
Pedagogy Workshop: GVSU Teen Entrepreneurship Academy 2007- With $10,000 What Is a Business You Can Create That Will Make Your City a Better Place?

John Rumery, Grand Valley State University

In the late spring of 2006, staff from the Center for Entrepreneurship at Grand Valley State University initiated discussions with representatives from area high schools to determine any interest in having their students attend a summer entrepreneurship workshop. Within two months, a program was developed and successfully launched. This workshop will provide a template for developing and implementing a high school program that can be easily duplicated with modest resources. Included in the workshop will be all the materials and ample time for discussion.

FAMILY BUSINESS SURVIVAL AND SUCCESS
INFLUENCE OF FEDERAL DISASTER ASSISTANCE ON FAMILY BUSINESS SURVIVAL AND SUCCESS

Sharon Danes, University of Minnesota
George Haynes, Montana State University
Kathryn Stafford, Ohio State University

This study examines the impact of federal disaster assistance on the survival and success of family businesses from 1996 to 1999. This study suggests firms located in counties receiving more disaster assistance are not more likely to survive or succeed than firms located in counties receiving less disaster assistance. Businesses located in an economically vulnerable rural county, those engaged in family to business resource intermingling and those transferring more business income to the household were more likely to survive. Larger businesses, those headed by women and those families with higher levels of functional integrity were most likely to succeed.

RE-VISITING THE "MOLECULAR BIOLOGY" OF REGIONAL INNOVATION SYSTEMS: COMPETING MODELS OF TECHNOLOGY DEVELOPMENT

Malin Brännback, Åbo Akademi University
Norris Krueger Jr., Entrepreneurship Northwest
Alan Carsrud, Florida International University
Jenny Elfving, Åbo Akademi University

Metaphors matter. Conventional wisdom argues that best practices in developing a regional innovation system dictate a bottom-up focus that emphasizes innovators and entrepreneurs, yet we see considerable resources deployed in top-down approaches that emphasize institutional actors. The rise of a potent metaphor, the “Triple Helix” has contributed this seeming disconnect. We argue here for a more bottom-up Double Helix model by reporting on a larger qualitative study aimed at developing a regional innovation system in Scandinavia to increase growth venture development, one that has chosen an approach more consistent with the “triple helix” metaphor.

ESOs/ED + Social/NonProfit: Entrepreneurship and Regional Economic Development

Facilitator: Maheshkumar P. Joshi, George Mason University

★Best Paper Nominee★

APPALACHIAN BY DESIGN CASE STUDY

Diane Browning, Appalachian By Design
Barbara Ann Elliott, Appalachian By Design
Debbi D. Brock, Berea College

Appalachian By Design (ABD) was founded in 1992 by Diane Browning as an outgrowth of her work for Women and Employment, a non-profit organization that supports business development for rural women. ABD developed a social enterprise to creatively address the isolation and lack of job opportunities that have been perennial problems in Appalachia. The organization built the support systems to grow the industry through a technical knitting apprenticeship, a distributed production network and a national marketing program. The initial effort proved to be successful and twenty women were involved in a budding home-based industry that became known as Appalachian Knitwear.

Social/NonProfit Workshop: Social Entrepreneurship: Experiential Models for Practice and Profit

Phil Weilertstein, NCIA
Robin Anderson, University of Portland
Thomas O’Neal, University of Central Florida
Khanjan Mehta, Pennsylvania State University

Combining technological innovation and an entrepreneurial approach to address social needs is a powerful model for creating sustainable change. Driven by student passion to create a better world, programs are emerging that create meaningful educational experiences while addressing social needs. Panelists will present and discuss emerging models for experiential education in social entrepreneurship. Panelists will describe successful collaborations across campus, with the community and around the world. Discussion will focus on how to engage with partners in the NGO, government and business sectors to identify opportunities for self-sustaining solutions to social problems such as affordable housing, accessible healthcare, and job creation.

Education Awards Finalists: Outstanding Entrepreneurship Course

Finalists for the 2008 USASBE distinguished awards for excellence in entrepreneurship education will present their innovative programs. These finalists have been selected by a national panel of judges from a larger pool. This session focuses on the outstanding efforts by a school in developing a highly innovative course in entrepreneurship. Finalists are:

University of North Carolina Chapel Hill, Launching the Venture
City University of New York, Virtual Enterprise
Students in Free Enterprise: Sharing Best Practices

This highly successful organization for enterprising students will share best practices and lessons learned from experiences in working with hundreds of chapters at institutions across the country, thousands of students, and a strong network of successful entrepreneurs and successful companies.

International Workshop: Designing International Entrepreneurship Courses

Chris Pavlides, Temple University
Ted Zoller, University of North Carolina
Greg Leman, Baylor University
Lucyna Kornecki, Embry Riddle Aeronautical University
Colleen Post, Florida International University

The panel is composed of instructors of a course or a program in global or international entrepreneurship. The discussion would include teaching focus and applications in for-profit international entrepreneurship; course content; case studies; class projects; the role of international conferences and cross border university alliances and collaborations. We hope that this discussion reinvigorates interest on the topic and generate potentially more active members for the division. We also would like to focus more on the for-profit applications rather than stay with the economic development non-profit route.


Julie Weeks, Womenable
Margaret M. Barton, National Women's Business Council
Erin Fuller, National Association of Women Business Owners
Gwen Martin, Center for Women's Business Research
Mary Riebe, Chatham College
Elizabeth Vazquez, Quantum Leaps, Inc.

In 1988, the Women’s Business Ownership Act of 1988 was signed into law. This law, more than any other single act, propelled the women’s entrepreneurship forward. It provided equal access to business credit, expanded Census coverage of women-owned firms, established the National Women’s Business Council, and initiated entrepreneurship training for women.

A panel discussion will be convened, bringing together the leaders of some key women’s organizations to look back over the key landmarks of progress in women's entrepreneurship over the past twenty years, and to discuss in some detail a current effort to plan a ‘roadmap to 2020.’

Arts Workshop: Experiential Learning and Arts Entrepreneurship

Charles Jabour, Eastern Michigan University
Ann Olugbile, Eastern Michigan University
Susan Booth, Eastern Michigan University

Framed by Eastern Michigan University’s Past, Present and Future this Symposium describes a process for mixing experiential learning into a classroom of Arts Management students. If you make a Latte, will they come? How do a group of college students infuse life back into a space that is feeling old, cold and unwelcoming? Will they learn what every college student is wanting for lunch or will they focus on how college students want to express themselves? Only time will tell. Join us for a debrief and learn some lessons from the students at EMU.

Social/NonProfit + Small Business + Technology and Life Sciences: Teaching Cases

Facilitator: Edward Irons, Clark Atlanta University

GRAND RIVER VETERINARY HOSPITAL: A MERGER DECISION

Christine Reilly, Ernst & Young
Nancy Levenburg, Grand Valley State University

The Grand River Veterinary Hospital (GRVH) is a two-doctor small animal veterinary clinic owned by Dr. Lauren Hudson. Dr. Hudson has found that her practice has outgrown its existing building and must decide whether to merge with a three-doctor veterinary clinic nearby. The current trend in veterinary medicine is to consolidate practices to increase operational efficiency and help pay for expensive medical equipment. Deciding to merge with another clinic involves considering the financials, the other clinic’s culture, how it involves expensive medical equipment. Deciding to merge with another clinic involves considering the financials, the other clinic’s culture, how it will affect the staff, and whether the current clientele will follow Dr. Hudson to a new, larger practice.

OPT-E-SCRIP, INCL.

Eleanor Huser, Fairleigh Dickinson University
Ethne Swartz, Fairleigh Dickinson University

Opt-e-scrip, Inc., has developed a patented technology for testing the efficacy of drugs in individual patients so that doctors can prescribe the drug that really works for each person. Test results demonstrate that older, inexpensive drugs are often as or more efficacious than the newer, expensive drugs pushed by manufacturers. It, thus, benefits physicians, patients, and drug benefit providers. However, the company has had difficulty entering the market, given the complex prescription drug value system and lack of resources. It remains a product in search of an application and a customer willing to pay for its usage.
THE RISE AND FALL OF THE RAYMOND INSTITUTE: INSIDE A TALE OF UNFULFILLED PROMISE

Carol Wittmeyer, St. Bonaventure University

George G. Raymond Jr., second-generation CEO of the Raymond Corp., was experienced in running his family’s material handling business and also in launching nonprofits that have helped other family enterprises succeed. Motivated to leave his handprint on the family business field, George launched the Raymond Family Business Institute in 2000, and the organization achieved early success. But despite its strong entrepreneurial leadership and the promise that it would enjoy funding in perpetuity, the Institute ceased functioning in 2003. This case outlines events leading to the Institute’s demise, providing rich content to analyze how nonprofit startups can fail.

Saturday, 1:45pm - 3:00pm in San Lorenzo Room
Indiv/NewVenture Workshop: Seed Funding of Collegiate Businesses

David Newton, Westmont College

Undergraduate and graduate collegiate entrepreneurship programs typically provide opportunities for students to develop formal business plans for innovative start-up companies. At Level-1, plans formulated within a class are often presented to the class. At Level-2, plans are presented at a department- B-School- or institution-wide competition. At Level-3, plans are presented at a regional/national competition involving numerous institutions. But the vast majority of collegiate programs do not have a programmatic Level-4, namely regular deal-flow channels direct to angel investors/capital sources. This workshop discusses five strategies to systematically segue the best student plans into bona fide new venture funding opportunities.

Saturday, 1:45pm - 3:00pm in San Miguel A
Pedagogy Workshop: Creating a Franchising Course: Expanding Alternative Entrepreneurial Pathways

Kimble Byrd, Rowan University

Franchising is pervasive in our economy. The practice spans virtually every retail and wholesale product category. The logic of this business segment is that franchising is one of the development models that minimize risk for "small business" focused entrepreneurs. Franchising can also provide a growth pathway for existing businesses. Faculty often do not have the full exposure or skill set to effectively conceptualize coursework in this area. The proposed solution is to offer this pedagogical workshop opportunity, that provides a primer for faculty development and leadership in creating full courses or robust modules for their individual university in the specialty area.

Saturday, 1:45pm - 3:00pm in San Miguel B
Pedagogy Workshop: Teaching Entrepreneurs What They Need To Know About the Law

Lynn Forsythe, California State University, Fresno
Frances E. Zollers, Syracuse University
Robert Sprague, University of Wyoming

The workshop will address the importance of business law in the entrepreneurship curriculum. The discussion will include both the stand alone entrepreneurship law course and how to integrate law topics in other entrepreneurship courses. It will include how entrepreneurs can prevent legal problems, manage legal issues as they arise, and employ law for competitive advantage. Specific law topics will be addressed. Panelists will provide sample syllabi for separate entrepreneurship law courses. The panelists encourage “learn by doing.” They will share exercises and activities with the audience. Many of these activities can be incorporated in other entrepreneurship courses with a legal component.

Saturday, 3:00pm - 3:30pm in Ballroom Foyer
BREAK

Saturday, 3:30pm - 4:45pm in Esparza Library
Corporate Workshop: Practical Applications of Autonomy as a Dimension of Entrepreneurial Orientation

Maheshkumar P. Joshi, George Mason University

We find that no specific empirical studies focusing on Entrepreneurial Orientation have focused on the role played by autonomy. Our literature review indicated that EO researchers have mainly focused on innovativeness, proactiveness and risk taking. Hence we propose a workshop that will focus on A) reasons why autonomy is not well examined in the empirical EO literature and b) if our academic literature guides our teaching then how do we relate to EO and how is the concept of autonomy delivered as a dimension of EO in the classroom. This interactive workshop will become a forum for knowledge transfer.
New venture creation involves nascent entrepreneurs recognizing opportunities and exploiting those opportunities by taking action to create a new venture. In this symposium, we address the topic of new venture creation through studies of opportunity recognition, entrepreneurial identity, nascent entrepreneurs’ financial bootstrapping, and human resources practices in nascent ventures. Our collective study provides a more holistic approach to understanding the process of new venture creation, and our results provide more comprehensive guidance than is typically offered in individual studies.

**Pedagogy Workshop: Grant Writing: Building Sustainable, Yet Manageable Programs**

Colleen Post, Florida International University  
Santiago Ibarreche, University of Texas at El Paso  
Tony Mendes, University of Illinois

This workshop will leverage the Kauffman Campus Initiative as a unique learning opportunity for other entrepreneurially-minded university members looking to expand their program toward a more campus-wide scope. The workshop will utilize and build upon different perspectives from the actual experience: grant writer, grant reviewer, and grant administrator. Discussions will focus on best practices and lessons learned for proposing, launching, managing, and sustaining entrepreneurship programs supported by a broad population of the university population.

**Tech&LifeSci Workshop: Supporting Student Commercialization**

Phil Weillerstein, NCIIA  
John B. Ochs, Lehigh University  
Timothy Stearns, California State University, Fresno  
Pat Dickson, Wake Forest University

The success of student entrepreneurs in transferring technology through licensing and startups is often celebrated but not widely achieved. Through examples and discussion, leaders of three programs with track records of success will discuss best practices for nurturing the creation of successful student led ventures in the technology sphere. Topics include the creation of a culture of innovation and entrepreneurship, leveraging startups for education, managing IP and conflict-of-interest and getting across the "gap" between formation and funding. Participants will take away an understanding of how to build cross-disciplinary collaborations that engage the university resources to support emerging technology entrepreneurs.

**Social/NonProfit: Social Entrepreneurship: Pedagogy or Andragogy?**

Facilitator: Ralph Hanke, Bowling Green State University

**Best Paper Nominee**

**ORGANIZATIONAL ENTREPRENEURSHIP AND THE PERFORMANCE LINKAGE IN UNIVERSITY EXTENSION**

Julie M. Fox, Ohio State University

This study examined the relationship between Organizational Entrepreneurship and Organizational Performance within the Cooperative Extension System, a national educational network extending the research-based knowledge of land-grant colleges and universities. This study measured both Entrepreneurial Orientation, and Entrepreneurial Management. Extension Directors nationwide responded to a questionnaire, reporting on Organizational Entrepreneurship and Organizational Performance based on both financial and non-financial indicators. As Extension organizations address more diverse audiences, an increasingly complex funding mix, and rapidly evolving technologies, the field of entrepreneurship offers principles to continuously improve performance.

**SOCIAL ENTREPRENEURSHIP EDUCATION: IS IT ACHIEVING THE DESIRED AIMS?**

Susan D. Steiner, University of Tampa  
Debbi D. Brock, Berea College

The term social entrepreneurship was first coined in the 1980’s by Bill Drayton, founder of ASHOKA. Since that time, social entrepreneurship has gained significant attention as a powerful, emerging field that examines the ways that societal issues can be addressed through the innovation, persistence, and sustainable results associated with entrepreneurship. The session will use interactive software (“clickers”) to gauge faculty interest in the direction of the session from examining the broad-based issues in the development of social entrepreneurship courses; identifying factors that encourage the development of these courses; or integrating service learning into courses to enhance student learning through experience.

**SOCIAL ENTREPRENEURSHIP: DESIGN OF A NEW UNIVERSITY COURSE**

Robert S. D’Intino, Rowan University

University students are the next generation of citizen problem-solvers. They will collectively be faced with three enormous global challenges: (1) how best to intelligently and effectively address the economic inequality of extreme poverty in the less-developed regions of the world; (2) how best to sustain the global natural environment; and (3) how best to develop and encourage worldwide civic society. Article describes the design and implementation of a new university undergraduate social entrepreneurship course with a primary focus on understanding social and economic frameworks, social and economic analysis, and possible action solutions for addressing global problems.
THE EFFECTS OF COLLEGIATE ENTREPRENEURSHIP EDUCATION

Ben Blackford, University of Nebraska - Lincoln
Terry Sebora, University of Nebraska
Todd Joseph Paul Whitehill, University of Nebraska - Lincoln

While extensive research has been performed regarding when, why, and how individuals identify potential opportunities, the findings are somewhat varied. Once a potential entrepreneur has discovered an opportunity, the individual must still take many factors into account, which will impact their decision of whether or not to actually pursue the opportunity they have discovered. This study empirically examines many factors that have previously been identified in the literature, including self-efficacy, networking, and education. In particular, the study examines whether the number of collegiate entrepreneurship courses taken is associated with the post-graduation startup of a new firm.

THE ONLINE HABITS OF COLLEGE STUDENTS: IMPLICATIONS FOR SMALL BUSINESSES

Michael Monahan, Frostburg State University
Amit J. Shah, Frostburg State University
Joanna Shore, Frostburg State University

To ascertain the online habits of traditional aged college students to determine which strategies small businesses could employ to attract and retain customers from this tech savvy population with discretionary spending. Students at a Master I University in Appalachia primarily visited Sports, News, Fashion, and Auction sites and 72% visited their favorite site at least once a day. Google and Yahoo accounted for 98% of their search engine usage. Nearly all (93%) had been using the Internet for at least five years. While 8% were heavy users, 53% were online between 6 and 20 hours per week.
**Saturday, 3:30pm - 4:45pm in San Cristobal Room**

**USASBE Outstanding Research Session: Trends in Corporate Entrepreneurship and Strategy**

*Jeff Covin, Indiana University*

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**Saturday, 3:30pm - 4:45pm in San Gabriel AB Room**

**FamilyBiz: Family Firm Leadership and Stewardship**

*Facilitator: Ann Dugan, University of Pittsburgh*

**COGNITIVE DEVELOPMENT IN CHILDREN OF BUSINESS OWNERS: AN ENTREPRENEURIAL LEARNING MODEL**

*Cindy Iannarelli, Bernelli University*  
*Leann Mischel, Susquehanna University*

Children who grow up in family businesses are exposed to specific stimuli which influence their entrepreneurial choices, their entrepreneurial leadership opportunities, and ultimate success as adults. A model is proposed which describes how cognitive maps develop in children and then serve as guides for their entrepreneurial behavior. We detail five skills learned over five stages of growth, and five steps of experiences to reinforce entrepreneurial and leadership potential. The model creates a framework for producing entrepreneurial leaders who may start businesses or use their skills to grow organizations, educational institutions, social service agencies, corporations, non profits, and governments.

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**Saturday, 3:30pm - 4:45pm in San Lorenzo Room**

**Indiv/NewVenture: Teaching Cases**

*Facilitator: Isaura Flores, University of Texas at Tyler*

**FAST FOOD PREP INDUSTRY: THE CASE OF "MY KITCHEN"**

*Marcy Courier, University of Tampa*  
*Corinne Young, The Worldwide Change Group*

A couple is contemplating opening an easy meal prep store in the Raleigh/Durham, North Carolina area. This is a rapidly growing concept which offers the customer a convenient way to make delicious, ready to heat and eat meals. The industry is examined, as well as the local competition, with decisions to be made dealing with the feasibility of opening a store, branding, marketing, type of ownership, and store location.

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**Winner, Journal of Small Business Management/Office Depot Best Paper Award**

**CORPORATE ENTREPRENEURSHIP IN FAMILY FIRMS: A STEWARDSHIP PERSPECTIVE**

*Kimberly Eddleston, Northeastern University*  
*Franz Kellermanns, Mississippi State University*  
*Thomas M. Zellweger, University of St. Gallen*

Entrepreneurship has been recognized as an important factor contributing to firm success. Despite the potential benefit of entrepreneurship to sustain a family firm across generations, entrepreneurship has been underresearched in the family business context. Building on research that emphasizes the important role of the family, we investigate how strategic decision-making processes and family member involvement impact a family firm’s investment in entrepreneurship. Our findings suggest that comprehensive decision-making and a long-term orientation are positively related to corporate entrepreneurship in family firms. We further found family harmony to moderate the relationships between human capital, professionalism, and long-term orientation and corporate entrepreneurship.

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**Best Paper Nominee**

**THE DEVELOPMENT OF SHARED LEADERSHIP IN MULTIGENERATIONAL FAMILY FIRMS**

*John Cater, Nicholls State University*  
*Brent Beal, Louisiana State University*  
*Robert Justis, Louisiana State University*

The purpose of this exploratory study is to better understand the development of shared leadership in multigenerational family firms. Shared leadership involves multiple family members in top management and ownership. We examine four qualities of family firms that enhance shared leadership - strategic planning, long-term orientation, close communication and shared understanding, and higher decision quality - and four qualities that inhibit shared leadership in multigenerational family firms - failure to release control, resistance to change, reporting relationship confusion, and increased decision time. We employ a case study approach, using in-depth interviews of top managers of four family businesses.

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**STOP THE RIDE, I WANT TO GET OFF!**

*Richard Paul Green II, Webster University*

The 74 year old majority owner of Financial Accounting Systems, Inc. (FAS) was trying to develop an exit plan that will allow him to retire. Three primary issues complicated finding a buyer for the firm, (1) the business had a net operating loss carry forward of $106,000, (2) the firm showed an unrealistic book value for internally developed software, and (3) the value of the software is carried on the balance sheet as "inventory," not as a long-term asset.
Winner, Best Teaching Case Award awarded by International Small Business Journal

THE BUN LADY

Mark T. Schenkel, Belmont University
Jeffrey Cornwall, Belmont University
Christopher Gray, Belmont University

The Tennessee Bun Company case illustrates a complex set of issues associated with opportunity assessment, venture creation and growth within a mature industry. It facilitates robust discussions of the role personal aspiration plays in the recognition, assessment and potential for shaping opportunity. It also provides ample foundations for discussing the roles of competitive analysis, venture expansion strategy and financing in the development of a multi-faceted, customer focused manufacturing business. Students must evaluate the decision to expand from both a domestic and internationally perspective, and how it will influence the maintenance of control over the business, its strategy, and its culture.

Pedagogy Workshop: Engaging and Integrating Angel Investors into Entrepreneurship Courses and Programs

Pradip Shukla, Chapman University
Richard Sudek, Chapman University

Tips, suggestions on utilizing an important resource in bringing more relevance and currency into classes and programs. Angel investors are a great source of contact for teaching, research, internship/mentoring, and fundraising purposes.

P. K. Shukla, Director for Entrepreneurship,
Richard Sudek, Assistant Professor and Angel Investor. Has been a successful entrepreneur and is on the Board of Directors of one of the largest Angel investor groups in the nation.
Both affiliated with Chapman University (Nationally ranked in Entrepreneurship at both the Undergraduate and Graduate Levels)
The workshop will identify particular courses, extra-curricular opportunities, and do's/don'ts in approaching angel investors.

Pedagogy Workshop: Who and Where Are Entrepreneurship Professors?

Paul Dunn, University of Louisiana at Monroe
Kathleen Liang, University of Vermont

As entrepreneurship has grown as a field of study, the need for qualified professors has grown. The result is that more and more schools that are developing entrepreneurship programs find it difficult to provide qualified entrepreneurship professors. Many schools have developed faculty from within, others have used adjunct professors, and others have hired and developed entrepreneurship professors from a variety of fields to fill the gap. This workshop is designed to allow participants to examine the trends in hiring, developing and retaining entrepreneurship professors, to exchange ideas in professional/career development, and to expand individual teaching/research/service capacity.
Sunday, January 13

Conference Registration: 8:00am - 12:00pm in Ballroom Foyer
Internet Café: 8:00am - 1:30pm in Ballroom Foyer
Conference Exhibits: 7:30am - 1:30pm in Ballroom Foyer

Sunday, 7:30am - 8:30am in Ballroom Foyer
Continental Breakfast

Sunday, 8:45am - 9:45am in San Antonio Main Ballroom
PLENARY SESSION

KEYNOTE: IT ISN'T ABOUT THE BOX---
CONQUERING CREATIVITY IN THE
ENTREPRENEURSHIP CLASSROOM: WHY IT
Fails And How To Win.
Jeffrey Stamp, University of North Dakota

Sunday, 9:45am - 10:15am in Ballroom Foyer
BREAK

Sunday, 10:15am - 11:30am in Esparza Library
Corporate: Entrepreneurial Orientation and Venture Capital in a Corporate Context

Facilitator: Sheryllynn Roberts, University of Texas at Arlington
★Best Paper Nominee★
AN EMPIRICAL EXAMINATION OF ENTREPRENEURIAL AUTONOMY AND FIRM PERFORMANCE IN TECHNOLOGY SERVICES ORGANIZATIONS
Maheshkumar P. Joshi, George Mason University
Sidhartha R. Das, George Mason University

A contingency based model shows that firm performance for technology services organizations (TSOs) is positively related with entrepreneurial autonomy and technology intensity; and negatively related with environmental hostility. Further, firm size is found to have a moderating effect on the relationship of TSO performance with entrepreneurial autonomy, technology intensity and environmental hostility. Post-hoc analysis reveals that entrepreneurial autonomy, technology intensity and environmental hostility have significant relationships with performance in large TSOs; but in small TSOs, only technology intensity is significantly related to performance. Interestingly, technology intensity is a mediator in the relationship between entrepreneurial autonomy and performance in small TSOs.

EXTERNAL AND INTERNAL POSITIONING: THE EFFECTS OF ENTREPRENEURIAL ORIENTATION AND SUPPLY CHAIN ORIENTATION ON FINANCIAL PERFORMANCE
Garry Buttermann, University of Louisville
Managers use strategic orientations to achieve performance by positioning or fitting resources with the external environment. In this paper, I develop a conceptual model to investigate relationships among a firm’s external focus (entrepreneurial orientation), internal focus (supply chain orientation), and financial performance in a technological turbulent environment. I predict positive relationships between entrepreneurial orientation and supply chain orientation, which mirrors prior research relating entrepreneurial orientation and marketing orientation. In the model, supply chain orientation partially mediates the entrepreneurial orientation – performance relationship. Technological turbulence moderates the relationships among orientations and financial performance. Potential conclusions and limitations are also discussed.

USING CORPORATE VENTURE CAPITAL TO SOURCE INNOVATION
Gregory Henley, Georgia State University
Recent academic attention on corporate venture capital has focused on the investing firm’s learning benefits or financial returns. This paper suggests different characteristics of ventures that can provide either exploratory or exploitative learning. More important is that other strategic benefits may be more prevalent than learning. In particular, firms invest in ventures that are suppliers, perhaps to increase their bargaining power over a key resource provider. Still other investing firms seek to defer commitment under high uncertainty about the success of the technology. In each case, CVC is used as a tool to help the firm source innovation.

Sunday, 10:15am - 11:30am in Hospitality Suite 3123
Indiv/NewVenture Workshop: Entrepreneurial Finance

Frances Amatucci, Nova Southeastern University
Amy Millmann, Springboard Enterprises / GWU
Jeffrey Sohl, University of New Hampshire
Howard E. Van Auken, Iowa State University

One of the most often cited weaknesses of entrepreneurial and small firms is their inability to acquire necessary financial capital for start-up or growth. This symposium focuses on four strategies for addressing this problem: venture capital, business angels, bootstrapping, and social investing. The purpose of the symposium is to share best practices and current research, and provide a forum for discussion that may lead to better understanding of the problem and solutions.
This paper applies the fraud triangle to family business and relates several variables considered crucial to family business research (entitlement, altruism, family bonds) to the three elements of the fraud triangle (pressure, opportunity, rationalization). Using a single-case study design, we analyzed the John Rigas/Adelphia Communications case to test hypotheses regarding family business operations and the conditions that make it likely for fraudulent activity to occur in a family firm. In sum, high degrees of entitlement, altruism and bonds within the Rigas family business resulted in establishing fraud triangle conditions that led to theft within the organization.

HOW FAMILY INVOLVEMENT CONTROLS THE AFFECT OF ALTRUISM AND ENTRENCHMENT WITHIN FAMILY FIRMS

Rodney D'Souza, University of Louisville
Pankaj Patel, University of Louisville

Prior studies on family business have found both positive as well as negative affects of altruism and entrenchment on firm performance. Drawing on theoretical underpinnings of resource-based view, stewardship theory, and agency theory; we explain how 'family involvement' acts as a moderator in contingently explaining positive and negative effects of altruism and entrenchment on family firm performance. Specifically, using non-linear regression technique on a sample of 663 family firms, we explain the 'inverted-U' relationship of altruism and entrenchment on family firm performance.

USING FAMILY FIRM BOUNDARY MANAGEMENT THEORY TO EXPLAIN THE IMPACT OF PRIVACY ISSUES ON FAMILY FIRM RESEARCH

Brooke Envick, St. Mary's University
Margaret Langford, St. Mary's University
Stephanie Ward, St. Mary's University

This paper introduces Family Firm Boundary Management Theory to the family firm literature to help researchers better understand why family firms prefer to safeguard information about their businesses and are so private about internal operations. FFBM has four interrelated dimensions, which are ownership, control, permeability, and levels. These dimensions, and other aspects of FFBM, are presented in the paper to help researchers better understand privacy issues in family firms, and more importantly to better plan for and develop family firm research projects.
**3-E Learning Clearinghouse of Best Teaching Practices**

Moderators:
Ayman Eltarabishy, George Washington University
Debbi Brock, Berea College

Innovative pedagogical approaches and other classroom innovations from entrepreneurship faculty will be shared. This annual session features innovative faculty members explaining alternative and effective approaches to teaching entrepreneurship. Featured are the types of innovations that appear under ‘innovative teaching practices’ in the Knowledge Resources on USASBE’s website.

**Workshop on Entrepreneurship Education in Russia: Issues & Opportunities**

Rob Fuller, Beyster Institute
Alla Danilova, US-Russia Center for Entrepreneurship
Ivan Grigoryev, Saint-Petersburg State University

This session highlights the increasing interest in entrepreneurship education in universities in Russia, presents innovative initiatives emerging at leading business schools, and discusses the mission, structure and program activities of the new Russian Association for Entrepreneurship Education. The presentations also focus on building collaboration ties with business schools and faculty in the US to promote joint research, curriculum development, and scholarly exchanges.

**Social/NonProfit: Entrepreneurial Intentions, Social Networks, and Social Entrepreneurs**

Facilitator: Chris Hanson, University of Minnesota

**BEYOND INTENT: ANTECEDENTS OF RESILIENCE & PRECIPITATING EVENTS FOR SOCIAL ENTREPRENEURIAL INTENTIONS AND ... ACTION**

Norris Krueger Jr., Entrepreneurship Northwest
William Schulte Jr., Shenandoah University
Jeffrey Stamp, University of North Dakota

Researchers have vigorously studied entrepreneurial intentions in the contexts of commercial and social entrepreneurship. However, researchers have also noted we need a better understanding of linkages between intention and action. Little systematic, theory-driven knowledge informs about what precipitates entrepreneurial action, let alone social entrepreneurs. We propose here a model focusing on the perceived barriers and triggers to social entrepreneurship and the role of entrepreneurial resilience, using a unique and powerful extreme context: Response to natural disaster.

**THE IMPACT OF RESOURCES ON THE SUCCESS OF SOCIAL ENTREPRENEURSHIP ORGANIZATIONS: THE SYMBIOSIS OF ENTITIES IN THE SOCIAL ENGAGEMENT NETWORK**

Moriah A. Meyskens, Florida International University
Alan Carsrud, Florida International University
Richard Cardozo, Florida International University

Social entrepreneurship is widely recognized as a mechanism for creating social and economic value. We present a conceptual model to demonstrate how social entrepreneurship organizations interact with other firms to address unmet social needs by synthesizing the theories and frameworks of resources, stakeholders, and social movements. Through the case of microfinance, we show that social entrepreneurship organizations play a critical role in this process by effectively collaborating with, and mobilizing resources from, social engagement network actors: corporations, government programs, social service agencies, social movement organizations, corporate social responsibility programs, and bottom of the pyramid initiatives.

**ESOs/ED: Reorienting Facilitators and Entrepreneurs: The Case for Mutually Beneficial Relationships**

Facilitator: Teresa V. Menzies, Brock University

★Best Paper Nominee★

**CRACKING OPEN THE BLACK BOX OF THE BUSINESS INCUBATION PROCESS: CREATING MUTUALLY BENEFICIAL RELATIONSHIPS BETWEEN INCUBATORS AND ENTREPRENEURS**

Jay Alan Azriel, York College of Pennsylvania
Michael Larkin, University of Baltimore

Over the last 25 years, business incubators have played an important role in hatching new companies, especially in high-technology sectors. While research on business incubation has grown, it has largely ignored the incubator management–tenant entrepreneur relationship in the incubation process. This paper opens what Hackett and Dilts (2004a) dub “the black box of business incubation” using agency, resource dependency, and stewardship theories to create a conceptual framework for studying the incubation process, especially the relationships between tenant and incubator manager. The paper offers a series of propositions for future research based on the conceptual framework.

**HOW CAN WE BEST ASSIST ENTREPRENEURS?: THE IMPORTANCE OF PERSONAL AND PEER COACHING TO SKILL DEVELOPMENT**

Nailiya Kutzhanova, University of Louisville
Thomas Scott Lyons, Baruch College, CUNY

This paper challenges the standard approach of enterprise development to entrepreneurial skill development: passive transference of knowledge. It argues that entrepreneurs learn in a very different way. Through in-depth interviews with entrepreneurs and coaches in a pilot program of the Entrepreneurial Development System in Central Appalachia, it explores the efficacy of personal and peer group coaching, concluding that these tools are better suited to entrepreneurs’ skill-building needs for several reasons. The paper concludes with a call for the wider use of such coaching in enterprise development efforts and further research on the relationship between this approach and actual business performance.
OUTSIDE SUPPORT AS THE ENTREPRENEUR'S LAST RESORT? PREDICTORS OF USE OF EXTERNAL ASSISTANCE PROGRAMS BY MEN AND WOMEN ENTREPRENEURS IN THE U.S.

Wee Yusuf, University of Kentucky

This study explores why some entrepreneurs use outside assistance programs while others do not. According to the theoretical framework, entrepreneurs use these programs to extend their resources, but only as a last resort when preferred sources of support, the start-up team and personal network, are unavailable or incapable. Results are not supportive of this theory. Outside assistance does not appear to be used to compensate for resource deficiencies. The availability and capacity of the start-up team and personal network do not seem to influence entrepreneurs’ use of outside assistance. There are gender differences in the determinants of assistance program use.

Sunday, 10:15am - 11:30am in San Augustin B

Min/Women/Ethnic Workshop: Hispanic-American Entrepreneurs: Research Opportunities and Challenges

Fraya Wagner-Marsh, Eastern Michigan University
Kunal Banerji, Eastern Michigan University
Ram dass Chandra, Nova Southeastern University
Sanjib Chowdhury, Eastern Michigan University
Ruth Clarke, Nova Southeastern University
Megan Endres, Eastern Michigan University
Stephanie E. Newell, Eastern Michigan University
Dianna Lynn Stone, University of Texas at San Antonio

Over the past few years both the popular press and business press have been filled with stories about the growth of the Hispanic-American population and the impact of that population growth on American business. U.S. Census data estimates project that Hispanic-American households in the U.S. will number approximately 13.5 million by 2010 and represent more than $670 billion in spending power. This symposium discusses a series of research programs focusing on Hispanic-Americans entrepreneurs, and is designed to engage the audience in a discussion of current research and developing ideas for future research and practice.

Sunday, 10:15am - 11:30am in San Miguel A

Arts Workshop: On the Edge - Stocking a Business Toolbox for Artists

Edrienne L. Kittredge, Montana Arts Council
Marilyn Besich, Montana State University

Contrary to popular myth, artists can learn about business. With its students increasing their income by 152%, the Creative Arts Enterprise program at Montana State University–Great Falls has demonstrated how to develop a successful curriculum that stocks the toolbox of skills artists need to be sustainable entrepreneurs. Several recommendations have emerged for building a successful entrepreneurship program for artists: 1) Artists want a skillset, not a degree, 2) The institution needs to fully understand the ramifications of the needs of the students, 3) Student interests need to be heeded because nontraditional students learn what they are ready to engage.
**Pedagogy Workshop: Being More Effective in Teaching Finance in a Small Business Management Course**

J. William Petty, Baylor University

Many students enrolled in a small business management course believe that they lack the ability to understand accounting and finance. Also, given their background, some teachers of small business management find it somewhat difficult to convey effectively the intricacies of financial statements and how they can be used in making sound decisions. This workshop will provide a framework and support materials to make teaching finance more palatable, and hopefully even enjoyable, to teachers and students alike. A part of the workshop will be spent in the attendees sharing their experiences in teaching finance to small business students.

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**Closing Luncheon**

**Entrepreneurship and Disabled Veterans (by invitation only)**

Michael Haynie, Syracuse University

**Board Meeting**
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USASBE Workshop on 3E-Learning – Advancing Entrepreneurship Education: Clearinghouse of Best Teaching Practices

www.3E-Learning.org

Presentation on:

Sunday, January 13th,
10:15am - 11:30am in the San Antonio A room.

Presented by:

Ayman EL Tarabishy
The George Washington University

&

Debbi Brock
Berea College

Program Developed and Sponsored by:

Delta Epsilon Chi (the College Division of DECA)
The George Washington University Center for Entrepreneurial Excellence (CFEE)
About 3E-Learning.org

What are Entrepreneurial Experiential Exercises?

There are many teaching methods that educators can use to teach their students about entrepreneurship, small business and new venture creation. The class exercises, games, projects and experiments that instructors create to help assist in their teaching are called entrepreneurial experiential exercises.

The 3E-Learning site is a community site designed to collect and disseminate these entrepreneurial experiential exercises to other instructors.

Who is in charge of this site?

The George Washington University Center for Entrepreneurial Excellence developed the web site and its content. The mission of the Center for Entrepreneurial Excellence is to promote research and other scholarly activities that make significant contributions to the fields of Entrepreneurship, Entrepreneurship Education, Entrepreneurial Leadership, Women Entrepreneurial Leadership, Family Enterprise, and Emerging Business Development (SME Development). GW-CFEE will be managing the national competition of finding the best entrepreneurial exercises.

3E-Learning.org was developed through the guidance of Delta Epsilon Chi (the College Division of DECA). Delta Epsilon Chi is a professional organization for college students that develops campus leaders, improves retention and completion rates, enhances the classroom experience, and brings recognition to colleges and universities for the outstanding achievements of their students. Delta Epsilon Chi programs engage faculty and students from a variety of educational disciplines, while maintaining a strong focus on business-related areas such as marketing, management and entrepreneurship.
2008 Finalists

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Despite their importance to the economy, small businesses are burdened disproportionately by the costs of government regulations and paperwork and often face barriers to competition. In 1976, the U.S. Congress created the Office of Advocacy within the U.S. Small Business Administration to protect, strengthen, and effectively represent the nation’s small businesses within the federal government’s legislative and rulemaking processes. One of Advocacy’s most far-reaching responsibilities is monitoring compliance with the Regulatory Flexibility Act (RFA)—the law that requires federal agencies to examine the likely effects of their proposed regulations on small businesses.

Advocacy works for fairness in small business policies and conducts economic research on how these policies affect small firms. Although small businesses are a major force in changing market structure, their economic power is not apparent to all. Advocacy’s mission, simply stated, is to give visibility to American small businesses and to encourage policies that support their start-up, development, and growth.

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OUR RESEARCH

Minority Entrepreneurship
• Established the Minority Business Research Group (MBRG) involving researchers from the Baruch community and the CUNY system and other researchers nationwide (2006).
• Analyzed and disseminated data from the 2003 and 2005 National Minority Business Owner surveys focusing on minority entrepreneurship in the United States.
• Twelve papers in process investigating issues hypothesized to have an impact on business ownership patterns (education, gender, family structure, access to capital, business experience, personal and family goals, and business management and performance).

Later-Life Entrepreneurship
• A conference on entrepreneurship assembled experts to address issues faced by people ages 50+ (2006).
• A second conference for aspiring later-life entrepreneurs was held and a proprietary assessment tool was piloted (2007).
• Research activities are currently being conducted by Professor Edward G. Rogoff, academic director of the Field Center.

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Free business advice from professors at Baruch College and experts from the Small Business Development Center will help you develop successful strategies to market, operate, or finance your small or start-up New York City–based business.

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Grants

**Course and Program grants**
- To strengthen existing curricular programs and build new programs
- Awarded twice yearly to faculty at NCIIA member institutions in the United States
- From $2,000 to $50,000 with a grant period of one to three years.

**Advanced E-Team grants**
- To help E-Teams (“E” is for excellence and entrepreneurship) bring an innovative product or technology from idea to prototype and toward commercialization.
- Awarded twice yearly to faculty and students at NCIIA member institutions in the United States
- From $1,000 to $20,000 with a grant period of twelve to eighteen months.

**Sustainable Vision grants**
- To help innovative educational programs move ideas to commercialization for the benefit of the environment and people in need
- Awarded twice yearly to faculty at NCIIA member institutions in the United States
- From $2,000 to $50,000 with a grant period of one to three years.

Resources

Our resources to advance invention, innovation, and entrepreneurship education include:
- **Invention to Venture** workshops in technology entrepreneurship
- The BMEidea Competition, recognizing excellence in student biomedical innovation
- NCIIA Conferences, printed guides, and online resources

Learn more at www.nciia.org!
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Submissions due August 1, 2008
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Signature programs

• **Aggie 100** recognizes and celebrates the success of the 100 fastest growing Aggie-owned, -led, or -founded companies from around the world.

• **MBA Tech Transfer Challenge** yearly tasks first-year Mays MBAs with analyzing the commercial viability of an A&M-invented technology and presenting their findings to business-community judges.

• **The Ideas Challenge** is an on-campus competition that attracts hundreds of Texas A&M students with the question “What’s your big idea?” A select few present before industry judges for cash prizes.

• **AiB (Aggies in Business)** is a student-led Texas not-for-profit corporation providing consulting services with ancillary product lines in job placement and real estate to launch spring 2008.

• **Envision08** is a conference for entrepreneurial business leaders bringing together international thought-leaders, authors, and successful entrepreneurs.

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Ethics and Entrepreneurship
Entrepreneurial Finance
Entrepreneurial Marketing
Family Business and Entrepreneurship
International Entrepreneurship

Other entrepreneurship related topics of interest to the membership of USASBE can be submitted as well. Please abide by all the guidelines and rules for submissions.

Submissions accepted online at usasbe.org. You may access the online submission system beginning June 2008. The deadline for submission is August 15, 2008.

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San Jacinto Boardroom
Pre-function Area
San Lorenzo
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