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Welcome from the USASBE President

On behalf of the Board of Directors of the United States Association for Small Business and Entrepreneurship (USASBE), welcome to Advancing Entrepreneurship: USASBE 2009, our 23rd annual conference. It seems that each year our annual conference gets better and this year will be no exception. General Program Chair Rebecca White and her team has produced a conference that will challenge and stimulate us, provide time and venues for renewing old friendships and creating new ones, and help move our Special Interest Groups and organization forward to meet the goals and challenges we set in our vision.

Special thanks and recognition go to Rebecca and her team: Ethne Swartz, Competitive Case Chair; Matthew Rutherford, Competitive Papers Chair; Matt Marvel, Competitive Workshop Chair; Jeff Hornsby, Senior Vice President Programming; Mark Weaver, Senior Vice President Elect Programming; P.K. Shukla, Local Arrangements Chair; Jane Swinney, Proceedings Editor; Larry Bennett, Director of Exhibits; Rahul Sawhney, Coordinator of Aquinex Conference System and USASBE Website; Roger H. Alderman, USASBE Executive Director; and Daphne Isaacs, USASBE Administrative Assistant and Coordinator of Registration. And without the hard work of the Special Interest Group chairs and vice chairs and all of you who served as reviewers and session facilitators, USASBE 2009 could not have happened.

You will see elements of our vision, creating the next generation of entrepreneurs through teaching and research, throughout the conference as USASBE continues to build the quality of its programming. The four pillar sessions (Entrepreneurship Research with R. Duane Ireland, Entrepreneurship Outreach and Engagement with Michael H. Morris, Entrepreneurship Cross Campus with Michael W. Fountain and William G. Marshall, Jr, and Public Policy with William J. Dennis, Jr.) are clear examples of these initiatives.

We are excited to see USASBE membership grow to over 1,000. Your membership and commitment to your Special Interest Groups and USASBE is what will ultimately allow us to achieve our vision. Make a commitment to redouble your efforts to make USASBE the leader in entrepreneurship education and research.

Enjoy Advancing Entrepreneurship, USASBE 2009 … and Anaheim!

Jeffrey R. Alves  
Allan P. Kirby Center for Free Enterprise and Entrepreneurship  
Wilkes University  
President, USASBE
Welcome from the Conference Program Committee

Welcome to USASBE 2009–Extreme Playground for Entrepreneurship! As a participant in the nation’s premier conference for entrepreneurship educators, we hope you will find ample opportunity to enjoy your front row seat in observing some of the best researchers and teachers in the dynamic field of entrepreneurship. This annual conference provides an exciting venue for personal interaction with a diverse mix of colleagues as together we move the discipline forward. This year as we examine how we wish to “Advance Entrepreneurship” 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.

Over the past several years, the leadership of USASBE has been focused on enhancing membership value. As the national organization for entrepreneurship educators and those who advocate on behalf of entrepreneurship, the annual conference offers the opportunity for members to engage with like minded people in 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.

In keeping with this mission, and in response to feedback from members, we are offering several new opportunities at the conference. For example, four of the top scholars in entrepreneurship will lead the new Pillar Sessions which are designed to offer the opportunity for discourse about entrepreneurship pedagogy, entrepreneurship scholarship, center leadership/outreach and public policy. In addition, we now offer a career center with onsite interviewing space as well as the opportunity to network with your colleagues who have a common interest with you through the new USASBE Interest Groups. We hope you will take advantage of many of these exciting new aspects of our organization.

Heartfelt thanks go to the 2009 Program Committee: Matthew Rutherford, Competitive Papers Chair; Matthew Marvel, Competitive Workshops/Symposia Chair; Ethne Swartz, Competitive Teaching Cases Chair; P.K. Shukla, Local Host Committee chair; Jane Swinney, Proceedings Editor; Larry Bennett, Director of Exhibits; and each of the USASBE Interest Group 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. We 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 conference sponsors and exhibitors listed on the back cover of this program. And finally, a special note of gratitude to USASBE Executive Director, Roger Alderman and his staff in 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, it is each of you who submitted a proposal, serve as a facilitator, promote the conference to others across your campuses, or otherwise support USASBE and this conference that makes us a meaningful organization. It is your commitment, and in many cases missionary zeal, that moves the field of entrepreneurship education forward. We applaud your unique contributions as educators, scholars, practitioners, consultants, public officials, sponsors, and exhibitors to our emerging discipline.

Thank you for attending the USASBE 2009 Conference. It is together that we grow individually and as a discipline. We hope that you enjoy this playground for entrepreneurship and find ample opportunity to engage in fun and meaningful activities, join in lively discussions or quiet chats, visit old friends and even make some new friends.

Rebecca J. White  
Northern Kentucky University  
VP Conferences, 2009

Jeffrey Hornsby  
Kansas State University  
Sr. VP, Programming

K. Mark Weaver  
Louisiana State  
Sr. VP Elect, Programming
Welcome from the ICSB President

Dear Members of USASBE,

It is with great enthusiasm that on behalf of the entire ICSB Board and all affiliate presidents, bring you greetings from the International Council for Small Business (ICSB). I am humbled and honored to serve as President of ICSB – whose members have been advancing entrepreneurship worldwide since 1955. The genesis of ICSB began right here with USASBE and we all owe a debt of gratitude to the leaders whose foresight some 54 years ago envisioned the global economy that defines our business world today.

From those humble beginnings, ICSB represents a diverse mix of small, entrepreneurial, and family business support and development spanning the globe with 2,000 members across 11 affiliates representing more than 70 countries. For example, it has been my honor to recognize the European Council for Small Business and Entrepreneurship (ECSB) on celebrating its 20th Anniversary as well as welcoming our newest affiliate, the Middle East Council for Small Business & Entrepreneurship (MECSBE) as they join our growing global network. The 54th ICSB World Conference in Seoul, Korea 21-24 June 2009 is eagerly anticipated.

For the tremendous effort and level of commitment which has gone into the planning of this exceptional conference, we extend heart-felt special thanks to the USASBE Board; the Conference Organizers; the Conference Sponsors; and the Conference Chairs.

I invite you to take a few moments to read over this impressive program and reflect on the many accomplishments that have been achieved and dream of future possibilities. More importantly, I invite you to be a part of the team that helps build the foundation on which entrepreneurs build the future they see and seek long before others.

I wish you all great networking and learning experiences throughout the forthcoming days.

All the best for continued entrepreneurial success!

Best regards,

Charles H. Matthews, PhD
President, International Council for Small Business (ICSB)
USASBE 2009 Program Committee

Vice President, Conference (Program Chair)
Rebecca White, Northern Kentucky University

Senior Vice President-Programming
Jeffrey Hornsby, Ball State University

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

Competitive Papers Chair
Matthew Rutherford, Virginia Commonwealth University

Competitive Workshops Chair
Matt Marvel, Western Kentucky University

Competitive Cases Chair
Ethne Swartz, Fairleigh Dickinson University

Local Arrangements Committee Chair
P. K. Shukla, Chapman University

Proceedings Editor
Jane Swinney

2009 Division Program Chairs

- Corporate Entrepreneurship and Innovation
  Alex DeNoble, San Diego State University

- Entrepreneurship in the Arts
  Nissan Wasfie, Columbia College

- Entrepreneurship Pedagogy and Teaching
  Fred Maidment, Western Connecticut State University

- Family Business
  Sharon Danes, University of Minnesota

- International Entrepreneurship
  Lucyna Kornecki, Embry-Riddle Aeronautical University

- Minority and Women
  Craig Watters, Syracuse University

- Small Business
  Michael Harris, East Carolina University

Social Entrepreneurship/Nonprofit

- Entrepreneurship/Public Sector
  Debbi Brock, Berea College

- Teaching Cases
  Ethne Swartz, Fairleigh Dickinson University

- Technology and Life Science Entrepreneurship
  Jay Azriel, York College of Pennsylvania

- Venture Financing
  J. William Petty, Baylor University

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

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Vice President, Events/Programs
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Vice President, Services
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Mark T. Schenkel, Belmont University

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Roger H. Alderman, Florida Atlantic University

Florida Atlantic University Liaison
Neuman Pollack, Florida Atlantic University

Director of Programs/Development
Maxine Martell, Florida Atlantic University

Executive Assistant
Daphne Isaacs, Florida Atlantic 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
LeQuita Booth
Robert H. Brockhaus, Sr.
Joyce Brockhaus
Bernard Browning
George R. Butler
James J. Chrisman
Jeffrey R. Cornwall
Thomas Dandridge
Charles Davis
William J. Dennis, Jr.

Pat H. Dickson
Lillian Dreyer
Vivian Edwards
Lloyd W. Fernald, Jr.
Alan Filley (dec)
William Flewellen
Eugene Fregetto
Joan Gillman
Eugene G. Gomolka (dec)
Edward Harris
Michael Hennessy
Gerald E. Hills
Charles W. Hofer
Frank Hoy

John Hughes
Jerome "Jerry" Katz
Fred Kiesner
Scott Kunkel
Donald F. Kuratko
Joseph Latona
Justin Longenecker (dec)
Stanley W. Mandel
Charles Matthews
G. Dale Meyer
Dorothy Perrin Moore
Donald D. Myers
Lynn Neeley
Gary Roberts

Pat Roberson-Saunders
Betsy Schwammberger
George Solomon
Judith Stack
Alvin Star
V. K. Unni
George S. Vozikis
William A. Ward
K. Mark Weaver
Harold Welsch
Joan Winn
Erik K. Winslow
Max S. Wortman, Jr. (dec)

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Leslie Toombs, University of Texas of the Permian Basin

Senior Vice President, Programming
K. Mark Weaver, Louisiana State University

Senior Vice President-Elect, Programming
Rebecca White, Northern Kentucky University

Senior Vice President, Finance
Richard Chamblin, Milliken University

Vice President, Development
Michael Fountain, University of South Florida

Vice President, Marketing and Membership
Timothy Hatten, MESA State University

Vice President, Publications
Don Bradley, University of Central Arkansas

Vice President, Research
Susan Coleman, University of Hartford

Directors-At-Large
Michael Meeks, San Francisco University
Cheryl Chamblin, Milliken University
Tony Mendes, University of Illinois
Ethne Swartz, Fairleigh Dickinson University

Past President
Jeffrey Alves, Wilkes University

Appointed Officers

Vice President, Conference
To Be Announced

Vice President, Events/Programs
To Be Announced

Vice President, Services
To Be Announced

Assistant Vice President, Electronic Publications
To Be Announced

Assistant Vice President, Publications
To Be Announced

Historian
To Be Announced

Secretary
To Be Announced

Executive
Roger H. Alderman, Florida Atlantic University

Florida Atlantic University Liaison
Neuman Pollack, Florida Atlantic University

Director of Programs/Development
Maxine Martell, Florida Atlantic University

Executive Assistant
Daphne Isaacs, Florida Atlantic University
Awards & Recognition

**ENTREPRENEURSHIP THEORY & PRACTICE**

**BEST CONCEPTUAL PAPER**
THE INVISIBLE OTHER HAND: ENTREPRENEURSHIP AND INSTITUTIONS IN A FIELD OF MULTIPLE LOGICS
Wei Chen, Texas Tech University
Ronald K. Mitchell, Texas Tech University
J. Robert Mitchell, University of Oklahoma

**BEST PRACTITIONER PAPER AWARD**
WRITING EFFECTIVE EXECUTIVE SUMMARIES: AN INTERDISCIPLINARY EXAMINATION
Zelimir William Todorovic, Indiana University Purdue University - Fort Wayne
Marietta Frye, Indiana University Purdue University

**JOHN JACK AWARD AWARDED BY JOURNAL OF DEVELOPMENTAL ENTREPRENEURSHIP**
NEW FIRM FINANCING FOR WOMEN-OWNED FIRMS: EVIDENCE FROM THE KAUFFMAN FIRM SURVEY DATA
Susan Coleman, University of Hartford
Alicia Robb, University of California – Santa Cruz

**DETERMINANTS OF FAMILY BUSINESS RESILIENCE AFTER A NATURAL DISASTER**
Sharon Danes, University of Minnesota
Jinhee Lee, University of Minnesota
Sayali Amarapurkar, University of Minnesota
Kathryn Stafford, Ohio State University
George Haynes, Montana State University

**JOURNAL OF SMALL BUSINESS MANAGEMENT**

**BEST EMPIRICAL PAPER AWARD**
Announced at conference

**SBA/ADVOCACY BEST STUDENT PAPER AWARD**
MAKING THE MOST OF WHAT YOU HAVE: LEVERAGING ENTREPRENEURIAL ORIENTATION TO ENHANCE SME EXPORT PERFORMANCE
Pankaj Patel, University of Louisville
Rodney D'Souza, University of Louisville

**BEST TEACHING CASE AWARD AWARDED BY INTERNATIONAL SMALL BUSINESS JOURNAL**
RHS INC.: INNOVATION GUIDING AGRICULTURE
Mark T. Schenkel, Belmont University
Jane B. Finley, Belmont University
Wade M. Chumney, Belmont University

**BEST WORKSHOP AWARD**
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**
Sponsored by the Coleman Foundation
Announced at conference

**USASBE ENTREPRENEURSHIP EDUCATOR OF THE YEAR**
Announced at Conference

**USASBE EXCELLENCE IN ENTREPRENEURSHIP EDUCATION AWARDS**
Sponsored by SIFE (Students in Free Enterprise)

**USASBE National Model Undergraduate Entrepreneurship Program**
Finalists:
- Judi Eyles, Iowa State University
- Alan Lish, University of Houston
- Tim Pett, Wichita State University

**USASBE National Model MBA Entrepreneurship Program**
- Janet Christopher, University of Wisconsin-Madison
- P.K. Shukla, Chapman University

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

**USASBE Outstanding Specialty Entrepreneurship Program**
Finalists:
- James Vaughn Green, University of Maryland - Hinman CEOs Program
- Brad Burke, Rice University
- Betsy Gatewood, Wake Forest University

**USASBE Innovative Entrepreneurship Education Course**
Finalists:
- Thomas Lumpkin, Texas Tech University
- Kenneth Harrington, Washington University in St. Louise
- J. Howard Kucher, University of Baltimore

**USASBE Innovative Pedagogy for Entrepreneurship Education**
Finalists:
- Todd Finkle, EEC (Ashland University, Baldwin Wallace College, Case Western Reserve University, Cleveland State University, John Carroll University, Kent State University, and The University of Akron)
- George Solomon – George Washington University
## OUTSTANDING REVIEWERS (ALL DIVISIONS)

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<td>Whitney Peake, Murray State University</td>
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<td>Shanan Gibson, East Carolina University</td>
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<td>John Perry, Wichita State University</td>
<td>Mellani Day, Colorado Christian University</td>
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<td>Lucyna C Kornecki, Embry-Riddle Aeronautical University</td>
<td>Jim Brau, Brigham Young University</td>
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<th>Minority and Women</th>
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<td>Eugene Fregetto, University of Illinois</td>
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## DIVISION REVIEWERS

### Corporate Entrepreneurship and Innovation
- Michael George Brizek, South Carolina State University
- James Downing, University of Illinois at Chicago
- Sanford Ehrlich, San Diego State University
- Jeff Hornsby, Kansas State University
- Cynthia Johnson I, Government
- Arun Madapusi, University of North Texas
- David Newton, Westmont College
- Mike Provance, University of Richmond
- Matthew Rutherford, Virginia Commonwealth University
- Helder Sebastiao, University of San Diego

### Entrepreneurship in the Arts
- Julia Mary Blockberger, Central State University
- Tom Clark, Xavier University
- Farrell Dean Doss Jr., Radford University
- Blake Escudier, Capella University
- Robert Wyatt, Drury University

### Entrepreneurship Pedagogy and Teaching
- Maria Fernanda Andrés, Universidad Nacional del Litoral
- Craig E. Armstrong, University of Alabama
- Rico J. Baldegger, School of Business Administration
- Wayne E. Ballentine II, Prairie View A&M University
- Maynard Tony Bledsoe, Meredith College
- Tom Bryant, The Brystra Corporation
- Kimble Byrd, Rowan University
- Donald Causey, Jackson State University
- Lisa Chandler, Rensselaer Polytechnic Institute
- Benjamin Chatfield Jr., University of Maryland
- Kevin S. Chen, Ph.D., Business Methods Corporation
- James Dahl, Millikin University
- Amy Cruz Daraway, Educational Institution
- David Desplaces, College of Charleston
- Talia Randa Esnard-Flavius, University of West Indies
- Todd Finkle, University of Akron
- David Ford, University of Alabama
- Barbara Frazier, Western Michigan University
- Fernando C. Gaspar, Universidade Lusíada de Lisboa
- Elissa Grossman, Loyola Marymount University
- Roxanne Hamilton, Landmark College
- Ralph Hanke, Bowling Green State University
- Kirk C. Heriot, Columbus State University
- Pamela Horwitz, Maryville University
- Lynn Jahn, University of Iowa
- Stephen C Jones, Arkansas Tech University
- Matthew Kenney, Kenney Globalpreneurship
- Ji-Hee Kim, Canisius College
- Norris Krueger Jr., Max Planck Institute of Economics
- Kermit W. Kuehn, University of Arkansas at Fort Smith
- Michelle D Lane, Western Kentucky University
- Fred Maidment, Western Connecticut State University
- Ugbo Mallam, Paul Quinn College
- Vershun McClain, Jackson State University
- Thaddeus McEwen, North Carolina A&T State University
- Tom Mierzwa, University of Maryland
- Abbas Nadim, University of New Haven
Family Business

Larry Bennett, Syracuse University
Michael George Brizek, South Carolina State University
Erick Chang, Arkansas State University
Hung-bin Ding, Loyola College in Maryland
Paula Danskin Engris, Berry College
Margaret Fitzgerald, North Dakota State University
Tina Erna Gruber-Muecke, Johannes Kepler University of Linz
Roxanne Hamilton, Landmark College
George Haynes, Montana State University
Wilfred Vincent Huang, Alfred University
Santiago Ibarreche, University of Texas at El Paso
Charles Wayne Keene, Stephens College
Ji-Hee Kim, Canisius College
Kermit W. Kuehn, University of Arkansas at Fort Smith
Whitney Oliver Peave, Murray State University
John Perry, Wichita State University
Joanne H. Pratt, Joanne H. Pratt Associates
Linda Ross, Rowan University
Matthew Rutherford, Virginia Commonwealth University
Gregory P. Tapis, Mississippi State University
Densil Anthony Williams, University of the West Indies, Mona
Carol Wittmeyer, St. Bonaventure University

International

María Fernanda Andrés, Universidad Nacional del Litoral
Rico J. Baldegger, School of Business Administration
Nathaniel Boso, Loughborough University Business School
Mellany Day, Colorado Christian University
Pat Dickson, Wake Forest University
Paula Danskin Engris, Berry College
Mary Goebel-Lundholm, Peru State College
Tina Erna Gruber-Muecke, Johannes Kepler University of Linz
Vitaly Guzhva, Embry-Riddle Aeronautical University
Sungwoo Jung, Columbus State University
Christian Keen, McGill University
Lucyna Kornecki, Embry-Riddle Aeronautical University
Franz Lohrke, Samford University
Arun Madapusi, University of North Texas
Laura Ann Mays, Tiffin University
Mihai Nica, UCO
Radwan Saade, U.S. Small Business Administration
Manjula S. Salimath, University of North Texas
Wangping Sun, Oregon Institute of Technology
Giancarlo Timotei, Nomada INC
Koko S Umanah, SOLK Inc

Minority and Women

Maynard Tony Bledsoe, Meredith College
Donald Causey, Jackson State University
Susan Coleman, University of Hartford
Rosie Dean, Cuyahoga County Workforce Development and Transitional Housing, Inc.
Talia Randa Esnard-Flavius, University of West Indies
Eugene Fregetto, University of Illinois
Melinda Harris, Norfolk State University
Sujin K Horwitz, University of St. Thomas
Santiago Ibarreche, University of Texas at El Paso
Cynthia Johnson I, Government
Sungwoo Jung, Columbus State University
Suresh U Kumar, NexAge Technologies USA Inc
Thaddeus McEwen, North Carolina A&T State University
Zulma E Quiñones, Inter American University of Puerto Rico-San Germán
Sherry Robinson, Pennsylvania State University
Lois Shelton, California State University, Northridge
Jane Swinney, Oklahoma State University
Muriel Taylor Tomer, Connecticut Behavioral Outreach, Inc.

Small Business

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Dr Amran Awang, Universiti Teknologi MARA
Loann Ayers, Washington State University
Wayne E Ballentine II, Prairie View A&M University
Martina Battisti, Massey University
Larry Bennett, Syracuse University
Toni Marie Burkhalter, Parkland College
Les Carter, St. Edward's University
Doris W Carver, Piedmont Community College
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Barbara Frazier, Western Michigan University
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Michael L. Harris, East Carolina University
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Kambeiz Talebi, University of Tehran
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Lee Tyner, University of Central Oklahoma
David Friday Umendu Sr., Pan African Academy, Namibia
Densil Anthony Williams, University of the West Indies, Mona
Jim Wolff, Wichita State University
Liz Wool, QD-Quality and Training Solutions, Inc.

Social Entrepreneurship/Nonprofit
Entrepreneurship/Public Sector Entrepreneurship
Debbi D. Brock, Berea College
Tom Clark, Xavier University
Rosie Dean, Cuyahoga County Workforce Development and Transitional Housing, Inc.
Catherine A Elder, Florida Institute of Technology
David Ford, University of Alabama
Eugene Fregetto, University of Illinois
Gregory M Galardi, Peru State College
Terry Goodin, Middle Tennessee State University
Norris Krueger Jr., Max Planck Institute of Economics
Franz Lohrke, Samford University
Matthew Marvel, Western Kentucky University
Moses L. Ngoze, NYS Institute of Business Studies
Mark Pomerantz, Seattle University
John K. Romano, Miami-Dade College
Matthew Rutherford, Virginia Commonwealth University
Norman Scarborough, Presbyterian College
Ethne Swartz, Fairleigh Dickinson University
Melinda Walls, West Virginia University

Technology and Life Sciences
Mark J. Ahn, Victoria University of Wellington
Hassan Almoazen, University of Tennessee
Jay Alan Azriel, York College of Pennsylvania
Mellani Day, Colorado Christian University
James Gazzard, Royal Veterinary College
Lynn Jahn, University of Iowa
Douglas Moesel, University of Missouri - Columbia
Muhammad Shahid Qureshi, Technical University Berlin
Helder Sebastiao, University of San Diego
Anne York, Creighton University

Venture Financing
Mark J. Ahn, Victoria University of Wellington
James C. Brau, Brigham Young University
Kimble Byrd, Rowan University
Mark Cannice, University of San Francisco
Susan Coleman, University of Hartford
Betty Conklin, University of Louisville
Alec Johnson, University of St. Thomas
David Newton, Westmont College
Pankaj Patel, University of Louisville
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. During the mid-1970s, the NCSBMD began to run into financial difficulties with the Journal. As a result, West Virginia University agreed to become a part-owner of the Journal and to provide a continuing Managing Editor for it. Its name became the Journal of Small Business Management.

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

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

The University of Georgia Small Business Development Center became the first headquarters of USASBE. 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:

<table>
<thead>
<tr>
<th>Year</th>
<th>President</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>Gerald Hills (University of Tennessee; now at the University of Illinois at Chicago), Founding Chair</td>
</tr>
<tr>
<td>1982</td>
<td>Gerald Hills</td>
</tr>
<tr>
<td>1983</td>
<td>Thomas Dandridge (State University of New York, Albany)</td>
</tr>
<tr>
<td>1984</td>
<td>Harold Welsch (DePaul University)</td>
</tr>
<tr>
<td>1985</td>
<td>Alvin Star (University of Illinois at Chicago)</td>
</tr>
<tr>
<td>1986</td>
<td>Max Wortman (University of Tennessee; most recently at Iowa State University), Deceased</td>
</tr>
<tr>
<td>1987</td>
<td>Joseph Latona (University of Akron), Retired</td>
</tr>
<tr>
<td>1988</td>
<td>Alan Filley (University of Wisconsin), Deceased</td>
</tr>
<tr>
<td>1989</td>
<td>Eugene Gomolka (University of Dayton), Deceased</td>
</tr>
<tr>
<td>1990</td>
<td>Catherine Ashmore (Ohio State University)</td>
</tr>
<tr>
<td>1991</td>
<td>William Ward (Susquehanna University)</td>
</tr>
<tr>
<td>1992</td>
<td>Fred Kiesner (Loyola Marymount University)</td>
</tr>
<tr>
<td>1993</td>
<td>Donald Kuratko (Ball State University; now at Indiana University)</td>
</tr>
<tr>
<td>1994</td>
<td>Ray Bagby (Baylor University)</td>
</tr>
<tr>
<td>1996</td>
<td>Dale Meyer (University of Colorado)</td>
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<tr>
<td>1997</td>
<td>V.K. Unni (California State University, Bakersfield; now at Bryant University)</td>
</tr>
<tr>
<td>1998</td>
<td>Charles Hofer (University of Georgia)</td>
</tr>
<tr>
<td>1999</td>
<td>Lynn Neeley (Northern Illinois University)</td>
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<tr>
<td>2000</td>
<td>Scott Kunkel (University of San Diego)</td>
</tr>
<tr>
<td>2001</td>
<td>Joan Winn (University of Denver)</td>
</tr>
<tr>
<td>2002</td>
<td>George Solomon (The George Washington University)</td>
</tr>
<tr>
<td>2003</td>
<td>Frank Hoy (The University of Texas at El Paso)</td>
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<tr>
<td>2004</td>
<td>Charles Matthews (University of Cincinnati)</td>
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<tr>
<td>2005</td>
<td>Dianne H. B. Welsh (The University of Tampa)</td>
</tr>
<tr>
<td>2006</td>
<td>Howard Van Auken (Iowa State University)</td>
</tr>
<tr>
<td>2007</td>
<td>Geralyn Franklin (University of South Florida, St. Petersburg)</td>
</tr>
<tr>
<td>2008</td>
<td>Jeffrey R. Alves (Wilkes University)</td>
</tr>
</tbody>
</table>

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 Neeley, 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.
AMILYA ANTONETTI

Amilya Antonetti spent the first years of her son’s life in hospital emergency rooms. Doctors offered her short-term remedies for her newborn’s frightening breathing difficulties, severe rashes and heart breaking tantrums but no one seemed to be able to tell her why he was continually ill. Without answers or compassion there was a moment when a doctor even advised her to “let him go.” Unwilling to give up, Amilya decided to take it upon herself to find out what was making David so violently sick.

Amilya quit her successful executive career and committed herself to her son. Soon she pieced the complex puzzle together and discovered it was the ingredients in common household products that were slowly killing him as she unsuspectingly cleaned her home. She immediately began researching natural products, and with the help of her grandmother discovered a recipe to make pure cleaning products right on her own stove. Her kitchen was her lab and neighbors, friends and family become her test market.

Amilya knew in order to make real changes in the health of our children and families she would need to change a long standing industry and get her natural soap line selling side by side leading products in mainstream supermarkets to allow consumers to make a safer choice. Experts, the industry, family and friends all said it could never be done. A decade later not only did she move her natural products into the major grocery chains across the USA and Canada she helped to redefine the cleaning aisle and usher in the “human and earth friendly” movement which consumers are embracing in waves today.

Amilya has received numerous entrepreneurial awards and been lauded by her peers. Her story of Amilya’s Soapworks has appeared in books, newspapers, magazines such as Chicken Soup for the Entrepreneurial Soul, People, Working Mother, First for Woman, Smart Money, Inc, and Time. She has been featured on Oprah, CBS This Morning, Extra, and countless international radio and television shows. Amilya is a favorite guest of “The Big Idea with Donny Deutsch” and her “Smart Choice Mom” lifestyle and organization tips can be read in Parent and Child and Family Circle Magazines.

Her first book, Why David Hated Tuesdays has continued to make her a much sought after guest and public speaker. Amilya has addressed audiences along side the greatest speakers of our generation, including Tony Robbins, Zig Zigler, Oliver North, Katie Couric and Hillary Clinton.

With the sale of Soapworks she has moved on to the helm of AMA Productions, Inc and Amilya.com which delivers real world information, products and services to help 21st century consumers make smarter, healthier lifestyle choices. And together with three other of the country’s top entrepreneurs she has co-founded “The Lucky Napkin” a venture catalyst firm dedicated to helping others birth their great ideas and change the landscape of the market.

Amilya is living her life doing what she loves: speaking, writing and illuminating the pathway for others. But as busy as she is Amilya never forgets her first job, which is a mother of a now 14-year-old son David and her 18-month-old daughter. They remain and will always be her purpose in life as well as her first passions.

TIM DRAPER

Draper Fisher Jurvetson

Timothy C. Draper is the Founder and a Managing Director of Draper Fisher Jurvetson. His original suggestion to use "viral marketing" in web-based e-mail to geometrically spread an Internet product to its market was instrumental to the successes of Hotmail and YahooMail, and has been adopted as a standard marketing technique to hundreds of businesses. On behalf of Draper Fisher Jurvetson, Mr. Draper serves on the boards of Glam, Flux, SocialText, decentral.tv, Meeko, Lund 3 Aps, Wigix, Incro, and Chroma Graphics. Previous successes include: Skype (EBAY), Overture.com (YHOO), Baidu (BIDU), Parametric Technology (PMTC), Hotmail (MSFT), PLX Technologies (PLXT), Preview Travel (TVLY) and Digidesign (AVID), among others.

Mr. Draper launched the Draper Affiliate Network, an international network of early-stage venture capital funds with offices in over 30 cities around the globe. He founded or co-founded DJF EPlanet (global), Draper Fisher Jurvetson Gotham (NYC), Zone Ventures (LA), Wasatch Ventures (Salt Lake City), Draper Atlantic (Reston), Draper Triangle (Pittsburg), Timberline Ventures (Portland), Polaris Fund (Anchorage), DJF Frontier (Sacramento and Santa Barbara), and DFJ Dragon (Shanghai).

As an advocate for entrepreneurs and free markets, Mr. Draper is regularly featured as a keynote speaker in entrepreneurial conferences throughout the world, has been recognized as a leader in his field through numerous awards and honors, and has frequent TV radio, and headline appearances. He was #7 on Forbes Midas List and #52 on the list of the most influential Harvard Alumni.

Mr. Draper is also the course creator and Chairman of BizWorld, a 501c3 organization built around simulated teaching of entrepreneurship and business to children. He served on the California State Board of Education. In November of 2000, Mr. Draper launched a statewide cyber-initiative on school choice for the California General Election. He is a member of Singapore’s Economic Advisory Council and Ukraine’s Orange Circle. He is on the Board of U.C. Berkeley’s Haas School of Business. He has a BS in Electrical Engineering from Stanford University, and an MBA from Harvard Business School.
Dr. Donald F. Kuratko (Dr. K) is the Jack M. Gill Chair of Entrepreneurship; Professor of Entrepreneurship & Executive Director; at the Johnson Center for Entrepreneurship & Innovation, The Kelley School of Business, Indiana University -Bloomington. Dr. Kuratko is considered a prominent scholar and national leader in the field of entrepreneurship authoring or co-authoring over 160 articles on aspects of entrepreneurship and corporate innovation in journals such as Journal of Business Venturing, Entrepreneurship Theory & Practice, Strategic Management Journal, Journal of Business Ethics, Journal of Operations Management, and Journal of Small Business Management. Professor Kuratko has authored 24 books, including one of the leading entrepreneurship books in the world today, Entrepreneurship: Theory, Process, Practice, 8th ed. (2010), as well as Corporate Entrepreneurship & Innovation (2008) and New Venture Management (2009). In addition, Dr. Kuratko has been consultant on Corporate Entrepreneurship to a number of major Fortune 100 corporations and he is the Executive Director of the Global Consortium of Entrepreneurship Centers (GCEC), an organization of over 200 top university entrepreneurship centers throughout the world. Professor Kuratko’s honors include earning the Entrepreneur of the Year for the state of Indiana; induction into the Institute of American Entrepreneurs Hall of Fame; the George Washington Medal of Honor; the Leavey Foundation Award for Excellence in Private Enterprise; the NFIB Entrepreneurship Excellence Award; the National Model Innovative Pedagogy Award for Entrepreneurship (USASBE); the National Outstanding Entrepreneurship Educator (USASBE); and a 21st Century Entrepreneurship Research Fellow. Dr. Kuratko was honored by his peers in Entrepreneur magazine as the #1 Entrepreneurship Program Director in the nation. In 2007 The U.S. Association for Small Business & Entrepreneurship honored him with the prestigious John E. Hughes Entrepreneurial Advocacy Award for his career achievements in entrepreneurship. Also in 2007, the National Academy of Management honored Professor Kuratko with the highest award bestowed in entrepreneurship – the prestigious Entrepreneurship Advocate Award - for his contributions to the development and advancement of the discipline of entrepreneurship. Under Dr. Kuratko’s leadership Indiana University’s Entrepreneurship Program has been ranked the #1 Graduate Business School for Entrepreneurship (Public Institutions) and the #1 Undergraduate Business School for Entrepreneurship (Public Institutions) by U.S. News & World Report. In 2007 Indiana University was awarded the National Model MBA Program in Entrepreneurship by the U.S Association for Small Business & Entrepreneurship (USASBE) for the MBA Program in Entrepreneurship & Innovation.

Christopher Ross Lane has been an active part of the fitness industry for the last 10 years. He spent most of his life as an athlete and competed on the national level as a springboard diver throughout high school and college. A graduate of the University of Arizona with B.S. in Ecology and Evolutionary Biology, Lane continued his love of sport and fitness as a coach in the U.S. and South Africa. After moving to Los Angeles in 2002, Christopher transitioned into full time personal training and in 2003, started his own private training company. Since he began, Lane has trained some of television, film and the music industries biggest names as well as solidifying a name for himself in fitness. For the last few years, Christopher has worked with Jillian Micheals as a client and as her back-up trainer on the hit show “The Biggest Loser”. As 2009 approaches Lane is preparing to embark on a nationwide college speaking tour and looks forward to the release of his first book.
In 1992, Rob founded Overnite Express with the idea of picking up after FedEx, UPS and DHL – 9pm – and delivering California, Arizona and Nevada early 9am the next morning. Overnite Express is now the premier west coast overnight delivery company and will deliver in excess of three million packages this year. In February 2008, Overnite Express was sold to Norco Corporation a privately held California based 50 year old distribution company.

In 2008, Rob joined Chris Lucas, founder of Black Diamond Ventures, a venture capital firm, as his partner heading up their Newport Beach office.

Rob sits on various entrepreneurial advisory boards, including C2 Reprographics, Red Roller, Allyance Communications Networks, United Document Storage, GameDar and the USC Entrepreneurial Center.

In 2004, Rob was awarded “Excellence in Entrepreneurship” by the Orange County Business Journal. In 2006, Rob was selected by Southland Development Corporation as “Small Business Person of the year” Orange County. In 2007, Rob was selected by the SBA as “Small Business Person of the Year – California”.

In 2007 Rob was featured in several business articles including, Forbes Magazine, Smart Business, the Orange County Register and the Los Angeles Times.

Rob is a guest lecture at USC, UCLA, Chapman, UCI, The Young Entrepreneurs Organization, The Christian Entrepreneur Organization, The Entrepreneurship Institute and the Orange County Business Forum. Rob was the keynote speaker at the Harvard Business School Annual Entrepreneur Conference in 2008. Rob is a graduate from the USC Marshall School of Business.

Rob is married to Joyce, also a USC graduate and entrepreneur. They have three grown children, two who have graduated from USC and one who is a junior. They are residents of Newport Coast.
**Wednesday, January 7**

**Conference Exhibits setup:** 1:30pm - 5:30pm in California Ballroom AB

**Wednesday, 2:30pm - 6:00pm in El Capitan B**

Strategic Planning/Leadership Workshop

*By Invitation Only.*

**Wednesday, 6:00pm - 10:00pm in Huntington B**

Board of Directors Meeting w/ Dinner

*By Invitation Only.*

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**Thursday, January 8**

**Conference Registration:** 7:30am - 8:00pm in Second floor Foyer

**Conference Exhibits:** 7:30am - 5:00pm in California Ballroom AB

**Career Center:** 9:00am - 4:30pm

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**Thursday, 8:00am - 5:00pm (multiple locations)**

**Doctoral Consortium (pre-registration required)**

08:00am - 08:30am: Breakfast in Huntington C
08:30am - 12:00pm: Program Sessions in Manhattan
12:00pm - 01:30pm: Lunch in Huntington C
01:30pm - 05:00pm: Program Sessions in Manhattan

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**Thursday, 8:30am - 4:30pm in Avila A**

**Teaching the Small Business Management Course**

Mary Abrahams, Baylor University
J. David Allen, Baylor University
Kendall Artz, Baylor University
Leslie E. Palich, Baylor University
J. William Petty, Baylor University
Marlene M. Reed, Baylor University

*Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee.*

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**Thursday, 8:30am - 4:30pm in Monterey**

**Research and Teaching Issues in Technology Entrepreneurship, Technology Commercialization and Technology Management**

Alex DeNoble, San Diego State University
Sanford Ehrlich, San Diego State University
Ronald K. Mitchell, Texas Tech University
Craig Galbraith, University of North Carolina, Wilmington / Wilmington Angel Investor Network
Helder Sebastian, University of San Diego
Doug Pennington, Private Capital Network
John Rodenrys, Leading Ventures
Jay Kunin, Tech Coast Angels
Chris Pavlides, Temple University
Ricardo dos Santos, Qualcomm Inc.
Mike Yuen, Qualcomm Inc.
Daniel Flynn, L3 Communications

*Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee.*

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**Thursday, 8:30am - 12:00pm in San Simeon A**

**Strategies for Successful Student Consulting Projects**

William Jackson, University of South Florida St.Petersburg
M. J. Jackson, University of South Florida St.Petersburg

*Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee.*

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<table>
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<tr>
<th>Time</th>
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| Thursday, 9:00am - 7:00pm in Palisades | ICSB Board of Directors’ Meeting  
By Invitation Only. |
| Thursday, 11:00am - 12:00pm in Executive Board Room | Program Committee Meeting  
By Invitation Only. |
| Thursday, 12:00pm - 1:30pm in El Capitan AB | Pre-Conference Lunch (Tickets Required) |
| Thursday, 1:30pm - 4:30pm in Avila B | Creating Faculty Champions of Entrepreneurship  
Outside the B-School and at Community Colleges  
Timothy Stearns, California State University - Fresno  
David Pistrui, Illinois Institute of Technology  
Coleman Fellows and Coleman Scholars TBD  
Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee. |
| Thursday, 1:30pm - 4:30pm in Carmel | Writing Cases … And Getting Them Published  
Leslie Toombs, University of Texas of the Permian Basin  
Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee. |
| Thursday, 6:00pm - 7:00pm in California Ballroom CD | USASBE 2009 Welcome and Opening Plenary Session  
Conference Welcome by Rebecca J. White, VP Conferences, 2009  
KEYNOTE: ‘One Idea can change the world’ by Amilya Antonetti |
| Thursday, 7:00pm - 8:30pm in California Ballroom AB | Welcome Reception  
Drinks and heavy hors d’oeuvres will be available. |
Friday, January 9

**Registration:** 7:30am - 8:00pm in Second floor Foyer

**Conference Exhibits:** 7:30am - 5:00pm in California Ballroom AB

**Career Center:** 9:45am - 4:30pm

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**Friday, 7:00am - 8:15am in Huntington B**

**Past President’s Breakfast**

*By Invitation Only.*

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**Friday, 7:30am - 8:30am in California Ballroom AB**

**USASBE Networking Breakfast**

All attendees are invited. Come meet everyone! Continental breakfast will be served.

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**Friday, 8:30am - 9:45am in California Ballroom CD**

**Plenary Session**

*Conference welcome by Jeffrey R. Alves, USASBE President*

*Welcome to Anaheim by Anaheim Mayor Curt Pringle*

**KEYNOTE:** ‘Advancing the Theory, Process, and Practice of Entrepreneurship: Our Challenge...Our Vision’ by Donald F. Kuratko, *Indiana University*

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**Friday, 9:45am - 10:15am in California Ballroom AB**

**Refreshment Break**

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**Friday, 10:15am - 11:30am (multiple locations)**

**USASBE Pillar Sessions**

USASBE Pillar Sessions are an exciting new addition to the USASBE program. Leaders from the Entrepreneurship discipline will share insights, best practices and forecasts for the field. Attendees can choose one of the two concurrent pillar session listed below:

- **Publishing Entrepreneurship Research: Insights from the Gatekeepers**
  - **R. Duane Ireland, Texas A&M University**
  - **Room:** Huntington AB
  - As entrepreneurship scholars, we seek to create and disseminate knowledge. Journals are an important channel we use to do this. However, publishing our research in various journals is an uncertain process featuring multiple challenges. Gaining insights from gatekeepers (e.g., journal editors and editorial review board members) regarding actions they believe increases the likelihood of publication success can inform the nature of our scholarly efforts. Feedback from journal gatekeepers regarding publication challenges and avenues to pursue to deal with those challenges will inform the discussion in this session.

- **Entrepreneurial Outreach & Engagement: How Universities are Changing the World One Venture at a Time**
  - **Michael H. Morris, Oklahoma State University**
  - **Room:** El Capitan AB
  - Entrepreneurship programs take many forms and serve a diverse mix of objectives. A central question concerns the manner in which these programs impact and are impacted by the entrepreneurial community. This session examines best practices at the dynamic interface between the entrepreneurship curriculum, program outreach, experiential learning, and discontinuous academic innovation. Implications are drawn for a fundamental transformation of our universities and colleges.

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**Friday, 11:45am - 1:30pm in California Ballroom CD**

**Plenary Session - Lifetime Achievement Awards Luncheon**

Jeffrey R. Alves, USASBE President (Presiding)

Fred Kiesner, Former USASBE President, Justin G. Longenecker Fellow, 2008 Recipient John E. Hughes/USASBE Award for Entrepreneurial Advocacy and 1999 Entrepreneurship Educator of the Year

**AWARDS PRESENTATION:**

Max S. Wortman, Jr./USASBE Award for Lifetime Achievement

John E. Hughes Award for Entrepreneurial Advocacy

USASBE Outstanding Entrepreneurship Educator

2009 Justin G. Longenecker Fellows Induction Ceremony
**Social/NonProfit: Social Entrepreneurship and Innovativeness in Healthcare Organizations and Social Entrepreneurship: A Meta Analysis**

**Facilitator:** Bruce Carruthers Martin, Wilfrid Laurier University

**DEFINING SOCIAL ENTREPRENEURSHIP: WHAT MAKES IT DIFFERENT?**

Chris Hanson, University of Minnesota

This paper examines the phenomenon of social entrepreneurship in order to define what it is that distinguishes it from entrepreneurship. Having a definition of social entrepreneurship is critical to building a framework from which to examine the phenomenon. In order to do this I first review existing theoretical frameworks of entrepreneurship from three perspectives, economic, psychological and sociological. This provides a necessary, established context for examining social entrepreneurship. I then review current definitions of social entrepreneurship in light of these perspectives and conclude that psychological and sociological perspectives are problematic when trying to differentiate between social entrepreneurship and entrepreneurship.

**SOCIAL ENTREPRENEURSHIP AND INNOVATIVENESS IN HEALTHCARE ORGANIZATIONS**

Carolyn Denise Davis, Morehouse College
Terry Christine Blum, Georgia Institute of Technology

This study examines the impact of social entrepreneurship upon organizational outcomes in more than 400 substance abuse treatment centers in the United States. The study focuses on three levels of the social entrepreneurship process: the individual social entrepreneur at the opportunity recognition level, technological innovation adoption at the concept development level and enterprise value at the venture growth level. Results show that the social entrepreneurs’ education is positively related to the concept development level outcome, but negatively related to the venture growth level outcome. Also, technological innovation adoption is positively related to enterprise value in these treatment centers.

**SOCIAL ENTREPRENEURSHIP: A CONTENT ANALYSIS**

Wendy Cukier, Ryerson University
Sara Rodrigues, Ryerson University
Susan Trenholm, Ryerson University
Sean Evan Wise, Ryerson University

Competing definitions and limited empirical research are impediments to the emerging field of social entrepreneurship. Our study provides a systematic review of the literature and empirical materials used. A standardized search of academic databases and citation analyses revealed trends in the literature. Content analysis was applied to a total of 567 unique articles from 1987 – 2008 revealing patterns in the research. A total of 274 unique case studies or examples were cited in 123 articles, and we analysed their characteristics. Generally, we found very little empirical data on the topic, confirming the need for more rigorous empirical research.

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**SmallBiz: Differences in Business Ownership and Classification**

**Facilitator:** Joanne H. Pratt, Joanne H. Pratt Associates

**ENTREPRENEURS AND SMALL BUSINESS OWNERS: USING OWNER BEHAVIOR TO DIFFERENTIATE**

Glenn Muske, Oklahoma State University
Margaret Fitzgerald, North Dakota State University
Lyn Jumawan, Oklahoma State University
Ayla Mashburn, Oklahoma State University

Categorizing entrepreneurs and small business owners has been an on-going process. While today substantial work occurs on developing entrepreneurs, the definition of what that means remains unclear (Wirtz, 2008). Using Carland, Hoy, Bolton, and Carland (1984) as a conceptual platform, this paper explores innovation and planning behavior as a means of categorizing. A sample of businesses owners were divided into entrepreneurs and small business owners. Entrepreneurs earned greater revenue in 2000 and had greater changes in numbers of employees, positive and negative, from 1997 to 2000. They also expressed a business goal of growth or long term business viability.

**IMPLICATIONS OF EFFECTUATION FOR THE RESEARCH**

John Perry, Wichita State University
Gaylen N. Chandler, Wichita State University
Gergana Markova, Wichita State University

Effectuation (Sarasvathy, 2001) represents a paradigm shift in the description of how new venture development processes work. Since its introduction, however, few researchers have attempted to empirically measure effectuation or test the antecedents or outcomes of effectuation. Our purpose is to encourage effectuation research. To do so, we review the effectuation literature and identify challenges that researchers may face while designing effectuation studies. We further provide suggestions for how to design and conduct empirically rigorous effectuation studies. In particular, we discuss issues related to research design, unit of analysis, sampling, measures, and dependent variables.

**SME HOMOGENEITY: ARE THERE MEANINGFUL DIFFERENCES WITHIN THE SMALL AND MEDIUM-SIZED ENTERPRISE CLASSIFICATION?**

Jim Wolff, Wichita State University
Timothy Pett, Wichita State University

This study examines entrepreneurial orientation, learning orientation, information technology competency, firm profitability and growth, with respect to differences exhibited among three size categories of SME’s—micro, small and medium. The results of our examination reveal significant differences among the three categories on some of the dimensions but no differences on others. Further, the pattern of similarities and differences may lead to useful suggestions for SME managers. The implications with respect to practice and further research are discussed.
Ideablob: Where Entrepreneurs Meet to Plan Our Future

Presented By: Ideablob.com

Session will provide information on ideablob.com and its offspring – Bloblive. Bringing together students and professors from over 1000 universities, including each of the “Top 25” entrepreneurial schools in the country, ideablob is transforming the way entrepreneurship professors and students dream-up and breathe life into new business ideas. Learn how Web 2.0 is engaging students and giving them hands-on tools for their entrepreneurial pursuits. Learn more at www.ideablob.com.

Entrepreneurship Education Awards Program: Innovative Pedagogy Finalists

Finalists for the 2009 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:

EEC (Ashland University, Baldwin Wallace College, Case Western Reserve University, Cleveland State University, John Carroll University, Kent State University, and The University of Akron) – Julie Messing
George Washington University – George Solomon

Entrepreneurship Education Awards Program: Model Undergraduate Program Finalists

Finalists for the 2009 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 terms of its overall undergraduate program in entrepreneurship. Finalists are:

Iowa State University – Judi Eyles and Kay Palan
University of Houston – Alan David Lish
Wichita State University – Jim Wolff

Pedagogy: Developing Entrepreneurship Education

Facilitator: Erich Brockmann, University of New Orleans

A SYSTEMS VIEW OF SUSTAINABLE ENTREPRENEURSHIP EDUCATION

Abbas Nadim, University of New Haven
Sustainable entrepreneurship (SE) is one of the hottest topics in entrepreneurship. Many of the prominent universities in the US have established centers for SE with funds available for seed money. SE is generally sustained from ecological, ethical, economical, social and political dimension, but lacks a commonly accepted integrative approach. While there is scant evidence of a systematic approach to SE, it has not been accepted as its foundation. In this short paper, we introduce the notion of open, living systems as the basis for SE and argue that the open systems conceptual foundation is the most effective paradigm for supporting sustainable entrepreneurship education.

DEVELOPING ENTREPRENEURSHIP CURRICULUM IN TERTIARY EDUCATION: A STUDY IN POLYTECHNICS, MINISTRY OF HIGHER EDUCATION, MALAYSIA

Mohd Zahari Ismail I, Hull University
This study attempts to empirically identify the effectiveness of the entrepreneurship curriculum implemented at Malaysian Polytechnics. The need for this research arises due to problems of unemployment and ineffective methods in both teaching and student learning. A contemporary pedagogical approach will be explored. This qualitative research encompasses interviews and focus groups, and students will be given a standard questionnaire measuring student’s tendency toward entrepreneurship developed by Durham University. In general, research found that the current teaching of entrepreneurship is not effective and a new approach should be formed based on Malaysian mold.

ONLINE LEARNING EFFECTIVENESS WITH NASCENT ENTREPRENEURS

Ernie Post, Pennsylvania State University
CJ Rhoads, Kutztown University
This literature review addresses the effectiveness of using online learning to help nascent entrepreneurs learn business skills to successfully launch their business. Collaboration, communication, mentoring, and persistence in an online learning context are discussed. The paper addresses how online learning can be used to meet various entrepreneurial learning styles.

Pedagogy: Symposium/Workshop: The Adventure of Entrepreneurship: A Video Case of Ernest Shackleton

Heidi Neck, Babson College
Dennis J. Ceru, Babson College
The documentary, Shackleton’s Antarctic Adventure, is used as a video case to introduce the entrepreneurship process and mindset. The session will simulate a classroom environment. Clips are used to facilitate discussion to address such issues as: what are the components of the entrepreneurship process, what an entrepreneurial event is, and developing an entrepreneurial mindset.
EXAMINING SOCIAL ENTREPRENEURSHIP IN RUSSIA

Sarah Busse Spencer, The College of New Jersey

This paper applies ideas of social entrepreneurship to activity in the nonprofit sector in Russia. Based on ethnographic field research in Novosibirsk, Russia, this paper suggests that using social entrepreneurship as a lens helps highlight important similarities between Russian entrepreneurs and their social counterparts which otherwise might be overlooked. This setting contributes to theory building as well as the importance of the context in which social entrepreneurship occurs.

HEALTHCARE PERFORMANCE PARTNERS

Jeffrey Cornwall, Belmont University
Rebecca Gann, Belmont University
Mark T. Schenkel, Belmont University

Healthcare Performance Partners (HPP) presents an overview of a consulting firm that specializes in bringing lean processes from manufacturing to healthcare facilities. A spin-off from a consulting firm that worked with these same processes with manufacturing clients, HPP experienced rapid growth and strong market acceptance. However, this growth is punctuated when the lead entrepreneurs, Charles Hagood, suffers a sudden stroke. The case examines key issues for the business and the entrepreneur that result from this unexpected event.

COOLPEOPLECARE: A SOCIAL VENTURE

Jeffrey Cornwall, Belmont University
Jose D. Gonzalez, Belmont University
Sarah K. Brown, Belmont University

CoolPeopleCare presents an overview of a for-profit social venture that links individuals with non-profits and other social agencies. CoolPeopleCare has been able to generate several revenue streams that have allowed the two founders to work full-time on this social venture. However, to help sustain the venture over the long-term and to grow into more markets and offer more services the founders are seeking to find additional capital to fund growth. Due to the mission of the organization, the founders have found it difficult to raise additional funding through traditional sources.

INSTITUTIONAL ENTREPRENEURSHIP AND "INDUCTANCE" IN THE PUBLIC SECTOR: A CHINA CASE

Ronald K. Mitchell, Texas Tech University
Kenneth Keng, Texas Tech University
Wei Chen, Texas Tech University

In this paper we use an extensive analysis of China’s economy to explore an under-considered phenomenon in public-sector entrepreneurship: social inductance (reactivity/ resistance to development). Herein we demonstrate, in this still-planned economy, how the decisions of policy-makers and institutional entrepreneurs can impact long-term growth in low, medium, and high-inductance scenarios.

EARNINGS MANAGEMENT IN IPOS: WHAT IS THE IMPACT OF UNDERWRITERS, ATTORNEYS, AUDITORS, AND VENTURE CAPITALISTS?

James C. Brau, Brigham Young University
Peter M. Johnson, Brigham Young University

The purpose of our study is two-fold. First, using 3,900 IPOS from 1985 to 2005, we document a significant negative and robust correlation between IPO firm earnings management and the presence of prestigious third-party certifiers (auditors, underwriters, attorneys, and venture capitalists). Second, we test if this correlation is driven by (1) the IPO firm attempting to signal its quality or (2) the third-party certifier mitigating accruals management in the issuing firm. Using a two-stage multivariate model, we find empirical support for the signaling hypothesis – IPO firms self-select prestigious certifiers. We do not find support for the post-engagement mitigation hypothesis.
To best apply the guidance given by venture capitalists, who often use figurative language, we argue that listeners should interpret VC utterances with reference to words and phrases from distinct “families of figurative language.” We surveyed and analyzed 18 quarterly reports of VC discussion of confidence in the future high-growth environment to develop a typology of illustrative VC language. We found that VCs’ communications fall into 10 dominant groups (e.g., Darwinism, physics), and these families provide a reference for decoding VC guidance. We offer that entrepreneurs and policy makers may apply our typology to better respond to VC communications.

**Winner: Best Practitioner Paper Award**

**WRITING EFFECTIVE EXECUTIVE SUMMARIES: AN INTERDISCIPLINARY EXAMINATION**

Zelimir William Todorovic, Indiana University Purdue University, Fort Wayne

Marietta Frye, Indiana University Purdue University

For many years, business plans have been used as principle documents communicating the purpose of business to various stakeholders. Applying the rhetorical techniques from the field of English business communication, this study explores the genre conventions of executive summaries of business plans. Using executive summaries used in Business Plan Competition, this study compares writing effectiveness of winning business plans to those that did not win. By examining content, structure, language, and graphics of the executive summaries, this paper paves a way for entrepreneurs to write more effective business plans leading to greater financial investments.

**Friday, 1:45pm - 3:00pm in Palos Verdes B**

**Best Workshop Nominee**

**FamilyBiz: Best Practices of Self-Sustaining Family Business Centers**

Facilitator: Thomas Schwarz, Grand Valley State University

Participants:

Carol Wittmeyer, St. Bonaventure University

Andrew Keyt, Loyola University

Joseph H. Astrachan, Kennesaw State University

There are over 100 Family Business Centers at universities across the US. These range from a those with a single course offering to centers that have been in existence for decades and are self-sustaining through memberships, programs and/or sponsorships. This panel will discuss best practices used by well-established/self-sustained centers at Loyola and Kennesaw Universities. Panelists will discuss:

1. Creating effective boards
2. Designing revenue producing programming
3. Options for funding from sponsorships to member-only models
4. Using communications to attract funding
5. Creating networks/collaborations
6. Actions that centers of all sizes can take to work towards self-sustainability will be provided.

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

**Arts: Building Bridges - Connecting University "E Spirit" Programs with Local Communities**

R. Wilburn Clouse, Western Kentucky University

Terry Goodin, Middle Tennessee State University

Joe Aniello, Francis Marion University

Barry O’Brien, Francis Marion University

J. Krist Schell, Western Kentucky University

Dawn Langkamp Bolton, Western Kentucky University

Charles Stowe, Lander University

John Hughes, John E & Jeanne T Hughes Foundation

The objective of this workshop is to describe models that connected the “E Spirit” from the university class room to the working level of local communities. The workshop involves models that carry the “E” spirit outside of the classroom into communities of under and unemployed including the newly developing “baby boomers.”

**Friday, 1:45pm - 3:00pm in San Simeon B**

**Minority/Women: Women, Minorities, and Entrepreneurship: In Business**

Facilitator: Larry Bennett, Syracuse University

**FIGHTING AN UPHILL BATTLE: EXPANSION BARRIERS, INTRA-INDUSTRY STRATIFICATION, AND MINORITY FIRM GROWTH**

Lois Shelton, California State University, Northridge

Using a model of firm expansion based on the resource-based view, the expansion barriers framework, and social stratification processes, this paper illustrates the economic and social barriers to growth faced by minority companies. Firm growth is impacted by industry economic structure through expansion barriers, and by industry social structure through opportunity structures. It is argued that discriminatory industry practices are socially motivated and will have a greater impact on minority firm growth in industries with high wealth creation potential and with more concentrated social structures.

**Winner: John Jack Award Awarded By Journal of Developmental Entrepreneurship**

**NEW FIRM FINANCING FOR WOMEN-OWNED FIRMS: EVIDENCE FROM THE KAUFMANN FIRM SURVEY DATA**

Susan Coleman, University of Hartford

Alicia Robb, University of California - Santa Cruz

This study uses the Kauffman Firm Survey Data to explore gender differences in the use of start-up and follow-on capital by small, new firms. Our findings reveal that women rely heavily on personal rather than external sources of debt and equity. Further, our results demonstrate that women start their firms with significantly lower amounts of capital than men. Finally, women went on to raise significantly lower amounts of incremental debt and equity in Years 2 and 3 even controlling for a variety of firm and owner characteristics including initial start-up capital and sales.
WOMEN/MINORITY VS NON-WOMEN/MINORITY-OWNED SME BUSINESS COMPETENCIES

Ji-Hee Kim, Canisius College
Steve Molloy, Canisius College
Paul Sauer, Canisius College

The failure rates for small to medium sized enterprises (SMEs) are high. This problem is made more difficult for SMEs operating in stagnant or depressed urban economic environments. Within this environment some firms not only survive, but thrive. This paper examined how the factor loading pattern of distinctive competencies which lead to success for SMEs in such an environment varies depending on the gender and minority status of the owner of the business. In particular, we assess the differences in perceptions of what constitutes competencies by observing whether factor pattern is invariant between women/minority owned firms and non-women/minority owned firms.

Friday, 1:45pm - 3:00pm in Santa Monica

There’s Nothing Like Experience - Experiential models for Technology Entrepreneurship Education

Phil Weilerstein, National Collegiate Inventors and Innovators Alliance
Michael Fountain, University of Southern Florida
Ken Pickar, California Institute of Technology
Timothy Stearns, California State University at Fresno

With the expansion of opportunities for student engagement in technology entrepreneurship a variety of models for engaging students in project based learning opportunities with a real world entrepreneurial experience has evolved. The panelists will discuss their program models and the ways in which they have created hands on experiences for students to participate in research translation, commercialization and venture creation in multidisciplinary environments. Discussion will encompass the curricular structures and knowledge content as well as the role of external resources such as incubators and non-academic mentors.

Friday, 3:00pm - 4:45pm in Avila A

VentureFinance: Investor Opportunity Recognition and Evaluation

Facilitator: Susan Coleman, University of Hartford

FORMAL AND INFORMAL RATING SYSTEMS IN ANGEL GROUP INVESTMENT SCREENING

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

We examined the screening process of thirty-one Angel Groups. In our sample, over eighty percent of the Angel Groups used a committee to perform the initial screening of submitted business plans, while the remaining relied upon the managing partner. Of the Angel Groups that used a screening committee, approximately half employed a formal scoring system. With respect to the important dimensions used in the scoring systems, the quality/experience of the management team and the competitive advantage of the firm’s product or service, including strength of intellectual property protection, were consistently the most common dimensions seen in the scoring systems examined.

MODELING THE EARLY SCREENING STAGE OF PRIVATE EQUITY DECISIONS

Rebecca White, Northern Kentucky University
Giles Hertz, Northern Kentucky University
Rodney D’Souza, University of Louisville

Venture capital financing is one of the most studied subsets of private equity by entrepreneurship researchers. Both the process and the criteria used by venture capitalists to make investment decisions have been examined. Moreover, research has shown that such models may be valuable for both the entrepreneurs seeking funds and the investor. Building upon prior research, we developed and tested a model for the early screening stage of venture capital funding. Our results suggest it is possible to successfully model the business opportunity screening stage of the venture capital investment process. Implications of the model and the findings are offered.

THE IMPACT OF ENTREPRENEUR PERSONALITY, BUSINESS ATTRIBUTRES, AND PRECIEVED TRUSTWORTHINESS ON THE ANGEL INVESTMENT PROCESS

Richard Sudek, Chapman University

This study examines how a group of angel investors rated 57 entrepreneurs on investment criteria (business attributes and entrepreneur personality traits). Big Five personality profiles were gathered on these entrepreneurs to supplement a model predicting investor interest. The findings of this study show that perceived trustworthiness of the entrepreneur is the most important attribute of the entrepreneur. Findings also indicate that particular business attributes revenue potential and exit route are strong indicators of a business opportunity advancing to due diligence. There is evidence that perceptions of both trustworthiness and enthusiasm mediate the relationship between extraversion and investor interest.
INTTELLECTUAL CAPITAL – PERFORMANCE
RELATIONSHIP AMONG HIGH TECH
ENTREPRENEURIAL FIRMS: AN EXPLORATION OF THE
MODERATING ROLE OF CORPORATE GOVERNANCE

Norma Juma, Washburn University

Intellectual capital (IC) has been proposed as an essential factor for organizational survival and maintenance of competitive strength. The implicit logic behind this pervasive belief in the value of IC, particularly in the current information age, seems to be based on the executives’ willingness and ability to engage in innovative and competitive actions contingent on the environmental context. Primarily, this paper assesses the impact of IC on the performance of high tech corporate entrepreneurial ventures. While I argue that IC will impact firm performance, I anticipate this relationship will be moderated by corporate governance and ownership.

THE EFFECT OF ACADEMIC ENTREPRENEURSHIP ON OVERALL FACULTY JOB SATISFACTION: A COMPARISON OF ACADEMIC ENTREPRENEURS AND TRADITIONAL PROFESSORS.

Matthew Kenney, Kenney Globalpreneurship

There is a gap in the literature as to the role intrapreneurship plays within academic institutions, which have historically been reticent to foster and embrace entrepreneurial activity. This study segments the professorate into two groups: Academic entrepreneurs and traditional faculty members, and captures the perceptions of each group relative to their job in general using the Abridged Job-in-General scale. The findings reveal that 42.5% of respondents view themselves academic entrepreneurs and largely support the findings of previous scholarly studies examining job satisfaction among the professorate.

★Winner: Entrepreneurship Theory & Practice - Best Conceptual Paper Award★

THE INVISIBLE OTHER HAND: ENTREPRENEURSHIP AND INSTITUTIONS IN A FIELD OF MULTIPLE LOGICS

Wei Chen, Texas Tech University
Ronald K. Mitchell, Texas Tech University
J. Robert Mitchell, University of Oklahoma

Self-interest seeking behavior in human beings makes wealth-creation possible. Over two hundred years ago Adam Smith termed this self-interest seeking behavior “the invisible hand.” We propose herein that in the wealth-creation process there is another invisible hand: “framing”. When entrepreneurs face a field of multiple institutional logics, they frame the relationship among the logics to make the implementation of practices possible, and hence increase the chance of wealth-creation in the society. Drawing on neo-institutionalism, the concept of frame, and entrepreneurship theory, we present an account of how entrepreneurs manage their institutional environment through framing for the purpose of wealth creation.

Presented By: Dell Inc. and the International Council for Small Business

Information Technology (IT) has revolutionized the way business is conducted throughout the world. Results based on the Global Research Project on IT and SMEs, an initiative by Dell, Inc., ICSB and the NFIB, will be presented by a panel of experts. The panel will include Mr. Barry Jennings from Dell Inc., Dr. Charles H. Matthews from ICSB, and Mr. Denny Dennis from NFIB. Dr. Ayman El Tarabishy from ICSB will serve as the moderator for the session.

Friday, 3:30pm - 4:45pm in El Capitan A

Pedagogy: Symposium/Workshop: Hiring Entrepreneurial Students: Graduation Doesn’t Equal Launching a Start-up

Robert M. Peterson, William Paterson University
Kassie Westmoreland, Be Well Brands, Inc.
Mark W Liston, Valpak
Ash Deshmukh, Tom James

Most entrepreneurship programs gear students towards starting their own enterprises, yet statistically, most students will not do so until their 30s to 40s. What happens to this young, talented labor pool right after graduation and until they are ready to make their mark? The purpose of this special session is to begin a conversation between academicians and industry professionals regarding options and career paths, especially as it relates to sales. The panel is comprised of industry executives committed to entrepreneurship education and a current entrepreneur who created her own path and wants to inform others of available choices.

Friday, 3:30pm - 4:45pm in El Capitan B

Entrepreneurship Education Awards Program: Model MBA Program Finalists

Finalists for the 2009 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 terms of its overall MBA program in entrepreneurship. Finalists are:

University of Wisconsin-Madison – Ramon Aldag
Chapman University – Pradip Shukla
THE IDEAL FORM FOR FOUNDING VENTURES: ENTREPRENEURIAL TEAMS

Mary Kuchta Foster, Morgan State University
Rob Singh, Morgan State University

The rugged individual is often idealized as the role model for entrepreneurs. However, the entrepreneurship literature and group effectiveness theory suggest that entrepreneurial teams - two or more individuals who jointly establish a new venture - are the superior model for entrepreneurship. Ventures founded by entrepreneurial teams are more likely to survive and prosper than ventures founded by solo entrepreneurs. Group theory indicates that groups are more effective than teams in certain situations. Entrepreneurship and entrepreneurial situations have the same characteristics as situations best handled by groups. Thus, entrepreneurial teams may be the most effective approach to founding new ventures.

BETTER DECISIONS AFTERWARDS

HOW TO GET MORE OUT OF WHAT YOU ALREADY KNOW: RECOGNIZING OPPORTUNITIES AND MAKING BETTER DECISIONS AFTERWARDS

Erich Brockmann, University of New Orleans

We contend that entrepreneurs who are better at recognizing opportunities and making decisions do so because they are better able to tap into their storehouses of knowledge than their peers. More specifically, we contend that accessing tacit knowledge, which is often referred to as subconscious, has a noticeably positive impact on one’s ability to recognize opportunities and improve subsequent decision quality. Here, we take a pragmatic approach by suggesting several techniques intended to help entrepreneurs to better access their tacit knowledge. Once accessed, this practical and useful knowledge can aid in entrepreneurial opportunity recognition and decision making.

OMNIJET: SOAR TO THE SKY OR CRASH AND BURN

Bill Andrews, Stetson University

OmniJet is a family owned business that grew from a jet engine maintenance facility to a micro-holding company of eight related businesses in five years. Although the businesses were legally separate, costs and revenues were shuffled between companies for tax optimization. Now, liquidity was poor, the management structure functioned poorly, financial controls were inadequate, all but one of the “departments” were losing money, the top management family members were bickering among themselves, and OmniJet had experienced some bad luck. Barton must devise a plan for recovery and sensible growth.
THE CASE OF AB TOOL CORP. (B) - A STUDY IN FORECASTING AND VALUATION

Christopher Scalzo, Morrisville State College

AB Tool Corp., an aluminum fabricator, hired Ted to help put their records in order for 2006 and 2007. Ted completed the financial statements to gain an understanding of the accounting transactions and financial results. In addition, AB Tool Corp. requested a five-year forecast for future financing and wanted a valuation of the company for possible sale or merger. After students complete the accounting relationships, financial analysis, forecast and valuation, they will have a solid background to complete the financial section of a business plan.

Friday, 3:30pm - 4:45pm in Manhattan

Arts: Entrepreneurship, the Arts, and Technology

Facilitator: Barrett Baebler, Webster University

PUBLIC RELATIONS ENTREPRENEURS: AN EXPLORATION INTO KEYS TO SUCCESS

Betsy Hays, California State University, Fresno
Shannon Rae Ritchey-Escobedo, California State University, Fresno

To begin to explore the keys to success for public relations entrepreneurs, twenty-one students in our Public Relations Entrepreneurship course conducted 75 in-depth interviews with public relations entrepreneurs nationwide who have 25 or fewer employees. Findings included ideas for obtaining new clients, prevalence of mentors, definitions of success, keys to success, success predictors, and advice for successful public relations entrepreneurship.

Friday, 3:30pm - 4:45pm in Monterey

SmallBiz: Small Business Growth and Decline

Facilitator: Whitney Oliver Peake, Murray State University

TECHNOLOGY AND ENTREPRENEURSHIP: THE MUSIC INDUSTRY IN FLUX

Peter Spang Goodrich, Providence College
Nancy Rossiter, Jacksonville University

The music industry is in turmoil. Emerging technologies have rendered old business models obsolete. Piracy has reduced music industry profits. Music consumers can now copy CDs or download MP3s from the internet. Technology now allows independent ("indie") artists to produce their own high quality records without relying on major record labels.

The paper examines entrepreneurial principles such as creativity, innovation, persistence; transforming ideas and opportunities into new ventures; launching new ventures; raising finance capital, and building and leading effective organizations. It examines current indie performers using these techniques to flourish in the developing music industry.


George Solomon, George Washington University
Vanessa Gail Perry, George Washington University

Technical assistance has been shown to have a positive impact on new venture creation. This paper seeks to determine whether technical assistance has a similar impact on the financial performance of new ventures and other small businesses. In addition, we examine whether some small businesses benefit more from technical assistance than others. In this study, the authors measure the effects of firm characteristics and technical assistance on revenues and profitability. In particular, we examine the effects of firm size measured in revenues. Implications for practitioners, public policy and future research are discussed.
This research investigates the relationship between economic freedom and firm deaths in the United States. Using the Economic Freedom Index of North America we evaluate the relationship between economic freedom and firm deaths for the 50 U.S. states during 1990–2001. As hypothesized, economic freedom is significantly related to firm deaths, ceteris paribus. We conclude that the freer a state is the more firms die within a given year, ceteris paribus. The paper also discusses our results and the implications for both future academic research and public policy. Public policy officials can improve their understanding of the determinants of firm survival.

The determinants of family firms’ subcontracting: A transaction cost perspective

Esra Memili, Mississippi State University
James J. Chrisman, Mississippi State University
Franz Kellermanns, Mississippi State University
Erick Chang, Arkansas State University

Transaction cost theory in family firms remains underresearched and studies have not yet linked elements of transaction cost theory with the governance decisions of family firms. In this paper, we compare the governance choices of family and nonfamily firms regarding their subcontracting decisions. We build on transaction cost theory to develop and test a model explaining how subcontractors with kinship ties, importance of business activities, and cost concern affect subcontracting in family firms. Our empirical results provide evidence about these determinants. We conclude by discussing further research implications.

The economic freedom index as a determinant of firm deaths: An empirical investigation

Noel Campbell, University of Central Arkansas
Kirk C. Heriot, Columbus State University
Andres Jauregui, Columbus State University

This paper presents a model of the cost of capital for the family-controlled, closely held firm. This model applies capital market theory to derive a cost of capital appropriate to apply to a closely held, private firm based on the total risk faced by the undiversified investor. The model shows that the cost of capital is higher for closely held firms. It also derives a Private Company Discount based on the cost of capital model. An implication of this model is that “Family Effect” should be modeled in the cash flow projections and not in the cost of capital.

Collective reputation and reputation building signals in the initial public offerings of family firms

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

We examine the impact of collective organizational reputations on the building of organizational reputation in the context of family firm IPO. The results of our analyses show that IPO signals addressing the concerns stemming from the collective reputation of family firms significantly reduce underpricing of family firm IPOs. However, these effects are weaker when family firms operate in technology industries. This study extends current research of organizational reputations by suggesting a relationship between organizational reputation building and the collective reputation. Our results also suggest that external perceptions of family firms also motivate family firms to behave differently from non-family firms.

International: Global For-Profit Entrepreneurship: Best Practices in Academic and Applied University Programs

Chris Pavlides, Temple University

The objective of this panel session is to share successful academic and applied experiences of USASBE schools that have seriously embraced international entrepreneurship. We will identify best practices that have produced measurable results in educating future entrepreneurs. Such programs would include graduate and undergraduate programs, taught in one or more countries, by one or more collaborating universities or among foreign campuses of the same university. Presenters would be selected based on effectiveness, ease of adaptation by other schools, focus on for-profit international entrepreneurship, and uniqueness.
Minority/Women: Women, Minorities, and Entrepreneurship: In Education

Facilitator: Craig Watters, Syracuse University

A PLACE OF HER OWN: THE CASE FOR UNIVERSITY-BASED CENTERS FOR WOMEN ENTREPRENEURS

Mary Riebe, Chatham University

This article describes the advantages and benefits of university-based women entrepreneur centers and argues for the establishment of more such centers by universities interested in advancing women-owned businesses. Based on extensive research on women business owners and firsthand experience with two such university-based centers in the United States, the author describes several advantages in meeting the distinctive needs of women as entrepreneurs and learners. Providing evidence and examples of the effectiveness of these programs, the author also makes a case for their potential economic development benefits for the larger economy and community and contributions to their sponsoring universities.

A REVIEW OF ENTREPRENEURSHIP EDUCATION AT HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Donald Causey, Jackson State University
Valarie M. White, Louisiana Technical College
Mary M. White, Jackson State University

Entrepreneurship is important for the regeneration of urban communities and more particularly the establishment of hope in populations which have yet to fully realize the American dream. Entrepreneurship education is an innate part of the mission of HBCUs. This makes them uniquely qualified to engage in processes to develop entrepreneurial programs within the African-American community. This paper provides an assessment of the status of the different programs in order to explore the need for a paradigm shift in the integration of theory and practice.

WOMEN AND LEADERSHIP: EXAMINING THE IMPACT OF ENTREPRENEURIAL EDUCATION ON LEADERSHIP SELF-EFFICACY

Veronica Guerrero, California Lutheran University

Empowering first-time entrepreneurs with leadership competencies is integral to effective entrepreneurial training programs. This study explored the impact of a specific program on the leadership self-efficacy of a group of nascent female entrepreneurs. The results revealed a fundamental educational need among nascent female entrepreneurs to cultivate self-efficacy through experiential learning situations that remove ambiguity from the entrepreneurial process and build learner self-confidence. The participants stressed the value of the program to developing self-awareness of inherent capabilities and demystifying the entrepreneurial process. As such, the women in the study were able to transition their passions and ideas into tangible businesses.
Saturday, January 10

**Registration:** 7:30am - 8:00pm in Second floor Foyer

**Conference Exhibits:** 7:30am - 5:00pm in California Ballroom AB

**Career Center:** 9:45am - 4:30pm

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**Saturday, 7:00am - 8:15am in Palisades**

**Executive Committee (2009) Breakfast**

*By Invitation Only.*

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**Saturday, 7:30am - 8:30am in California Ballroom AB**

**USASBE Networking Breakfast**

All attendees are invited. Come meet everyone! Continental breakfast will be served.

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**Saturday, 8:30am - 9:45am in California Ballroom CD**

**Plenary Session**

**KEYNOTE:** Tim Draper, Draper Fisher Jurvetson

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**Saturday, 9:45am - 10:15am in California Ballroom AB**

**Refreshment Break**

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**Saturday, 10:15am - 11:30am (multiple locations)**

**USASBE Pillar Sessions**

USASBE Pillar Sessions are an exciting new addition to the USASBE program. Leaders from the Entrepreneurship discipline will share insights, best practices and forecasts for the field. Attendees can choose one of the two concurrent pillar session listed below:

**Traversing Disciplines Across Campus Using Innovative Interdisciplinary Entrepreneurship Learning Programs**

- Michael W. Fountain, University of South Florida
- William Marshall, University of South Florida

**Room:** Huntington AB

The greatest area of need and opportunity for growth in entrepreneurship education and training lies beyond the walls of our colleges of business. We will explore how to develop and deliver innovative education programs designed to embrace students from across our campuses. We will discuss the use of creative pedagogies designed with specific emphasis for students from the sciences, engineering and medicine. Experiences gained through the development, approval and delivery of these interdisciplinary educational programs will be discussed with specific emphasis on curricular requirements for inclusion of entrepreneurship content into courses in various fields of study.

**Public Policy Change, Small Business Owner Response**

- William J. Dennis Jr., NFIB Research Foundation

**Room:** El Capitan AB

Public policy creates the formal “rules of the game;” the formal rules of the game shape the business environment; the business environment influences the decisions business owners and managers make. The purpose of this session is to examine how policy alternatives influence the management behavior of small business decision-makers. Three panelists will examine different policy areas that have implications for smaller businesses, offer hypotheses regarding small business owner/manager response to selected changes, and suggest topics requiring additional research flowing from those hypotheses.

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**Saturday, 11:45am - 1:30pm in California Ballroom CD**

**Luncheon w/Speaker**

**KEYNOTE:** ‘Servant Leadership’ by Rob Ukropina, Black Diamond Ventures
Providing the tools to develop a plan to replicate this effort in other workshops will share successes and challenges of Camp CEO, while the CEO on the campus of Millikin University in Decatur, IL. The Entrepreneurship Center used the model to launch their first Camp entrepreneurship. This past year, Millikin University leadership has helped businesses rooted in a myriad academic areas. In this interactive workshop, participants will leverage the Institute’s decade of experience to aid them in growing the entrepreneurial offerings at their home institutions.

The session will feature Dr. Ronald K. Mitchell, Jean Austin Bagley Regents Chair in Management at Texas Tech University and Division Chair, Academy of Management Entrepreneurship Division, together with some of the other leaders of the Entrepreneurship Division of the AOM, as well as Dr. Michael Morris, President of USASBE.

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**Session Theme: “Enabling Entrepreneurship Research Excellence: A Hands-on Approach.”**

**SmallBiz:** Entrepreneurship across the Business Life Cycle: An Integrated Approach

**Michael Lehman, University of Pittsburgh**
**Ann Dugan, University of Pittsburgh**
**Chris Kush, University of Pittsburgh**

Created in 1999, the Institute for Entrepreneurial Excellence at the University of Pittsburgh offers five distinct, yet interrelated, centers that provide support to business visionaries across the venture’s lifecycle. From the inventor creating an initial prototype and securing intellectual property, to the entrepreneur hiring their first employee and raising their first $1 million in financing, to the family business patriarch developing a succession plan…the Institute provides hands-on assistance to businesses rooted in a myriad academic areas. In this interactive workshop, participants will leverage the Institute’s decade of experience to aid them in growing the entrepreneurial offerings at their home institutions.

**Pedagogy:** Impact of Entrepreneurial Education

**Saturday, 1:45pm - 3:00pm in Huntington A**

Facilitator: **Ralph Hanke, Bowling Green State University**

**Baccalaureate Education and the Employment Decision: Self-Employment and the Class of 1993**

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

This paper identifies characteristics of individuals who are self-employed versus those who are employed in a for-profit business, a not-for-profit entity, or the government. Specifically, it utilizes the Baccalaureate & Beyond data series, which tracks college graduates in the class of 1993 and shows that the self-employed closely resemble the larger population in many of their characteristics. Students in the class of 1993 who were self-employed in 2003 were less likely to have pursued graduate education. Social science and “other” majors were more likely to be self-employed, and those individuals who chose self-employment had shorter job tenures than others.

**Comparing the Entrepreneurial Attitudes of University and Community College Students**

**Shanan Gwaltney Gibson, East Carolina University**
**Michael L. Harris, East Carolina University**
**Todd D. Mick, Metropolitan Community College**
**Toni Marie Burkhalter, Parkland College**

Students (N = 395) at several U.S. community colleges (N = 220) and universities (N = 175) completed the Entrepreneurial Attitudes Orientation (EAO) survey. Results indicated that university students possessed attitudes which were stronger than their community college peers on all four of the entrepreneurial attitudes. Similarly, university students reported that they felt significantly more prepared to start their own businesses, wanted to start their own businesses, and felt they were significantly more likely to start their own businesses than those students from the community colleges. Consideration is given to potential explanations for these differences and implications for entrepreneurship education.

**Pedagogy: Symposium/Workshop: Launch an Entrepreneurial Youth Program in Your Region**

**Emily Carter, Southern Illinois University Carbondale**

Camp CEO was created and launched five years ago by the Southern Illinois Entrepreneurship Center, located within Southern Illinois University Carbondale. The camp’s purpose is to expose high school aged campers to the day-to-day activities of starting and owning a business, thus planting the seed and sparking interest in entrepreneurship. This past year, Millikin University Entrepreneurship Center used the model to launch their first Camp CEO on the campus of Millikin University in Decatur, IL. The workshop will share successes and challenges of Camp CEO, while providing the tools to develop a plan to replicate this effort in other regions.

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DOES ENTREPRENEURSHIP EDUCATION MAKE STUDENTS MORE ENTREPRENEURIAL? AN EMPIRICAL PILOT STUDY

Hak Tam, University of California - Santa Barbara
Gary S. Hansen, University of California - Santa Barbara

Part of the difficulty regarding student learning outcome assessment in entrepreneurship education relates back to the frequently asked question, “Can entrepreneurship be taught?” Knowledge and skills can be disseminated through an academic curriculum. However, do the students become more entrepreneurial through education? In this study we chose entrepreneurial attitude as the operational parameter. We used the Entrepreneurial Attitude Orientation instrument to measure changes in students’ entrepreneurial attitude before and after completing entrepreneurial courses at a tier-one research university during one academic quarter. Repeated-measure MANOVA revealed statistically significant change in entrepreneurial attitude as a treatment effect.

EXAMINING THE ENTREPRENEURIAL ATTITUDES OF COLLEGE STUDENTS: A MULTI-COUNTRY PERSPECTIVE

Michael L. Harris, East Carolina University
Shan Gwaltney Gibson, East Carolina University
Chunfang Wang, Shenyang Aeronautical Institute of Engineering
Dennis Barber III, University of New Mexico
Shohrat A. Orozov, UNICEF

Students from universities in the U.S. (N = 87), China (N = 172), Brazil (N = 99), and Turkmenistan (N = 69) completed the Entrepreneurial Attitudes Orientation Scale online. Although hypothesized that students from the U.S. would possess the strongest entrepreneurial attitudes and strongest predisposition toward future business ownership, this was not the case. Students from Turkmenistan had the strongest overall entrepreneurial orientation score, and were highest on all sub-factors except entrepreneurial self esteem. All participants reported a similar desire to own a small business in the future, but Turkmen students expressed the greatest expectation that this was likely.

PILOT STUDY

Saturday, 1:45pm - 3:00pm in Huntington B

Pedagogy: Symposium/Workshop: Developing Videotaped and Multimedia Cases

Raymond Hughes, University of Wisconsin-Eau Claire
Jason Voiovich, University of Wisconsin-Eau Claire
Todd J. Hostager, University of Wisconsin-Eau Claire

A central challenge for entrepreneurship educators is leveraging the expertise of entrepreneurs. Research documents some common difficulties that arise when experts attempt to share their expertise with novices. This workshop provides valuable information regarding methods for developing videotaped and multimedia cases to help novice students move further along the path toward acquiring a more expert mind-set. Results of the approach reveal insights into how expert entrepreneurs viewed a case involving a new business idea. This information provides benefits for entrepreneur students, educators, directors of entrepreneur programs, and the expert entrepreneurs who donate their time and effort to the learning process.

GRAND VALUE SUPER CENTER: A CUSTOMER FEEDBACK DECISION

Erin L. Pinkster, Grand Valley State University
Nancy Levenburg, Grand Valley State University

Grand Value Super Center (GVSC) is a family owned, regional, supercenter retailer. The company is looking to obtain customer feedback to enhance its operational focus and increase customer satisfaction, win customer loyalty, and increase sales. Decision areas concern the design and structure of a mechanism for gathering customer satisfaction information, including their perceptions about salient buying-related factors, and whether the firm should build this capability internally or engage in outsourcing and partner with an external provider.

MIDWEST NEWSPAPER: CUSTOMER SERVICE REDEFINED

Daniel Byrne, Grand Valley State University
Nancy Levenburg, Grand Valley State University

This case focuses on the importance of service within a service-oriented organization. Although a newspaper produces a printed product, the true orientation of the newspaper is its customer service competencies, both with its customers who purchase the newspaper and its customers who purchase advertising space. Challenges in the industry (e.g., declining readership) mean there is increasing pressure on a newspaper’s circulation department to maintain its current customers, as new (or replacement) growth is slow and difficult. Therefore, it is the circulation department’s responsibility to closely monitor its operations and to continually seek to improve its strategies.

Saturday, 1:45pm - 3:00pm in Huntington C

Cases: Service Quality

Facilitator: Julia Mary Blockberger, Central State University

Best Workshop Nominee

Tech&LifeSci: Neuroentrepreneurship: What Can Entrepreneurship Learn From Neuroscience?

Norris Krueger Jr., Max Planck Institute of Economics
Angela A. Stanton, Max Planck Institute of Economics
Mellani Day, Colorado Christian University
Isabell Melanie Welpe, Ludwig Maximilians University
Sameeksha Desai, University of Missouri-Kansas City

We offer an overview of neuroentrepreneurship’s potential to provide strong theory and a source of methodologies to advance entrepreneurship research and practice. By identifying challenges in the theory and methodology of the field of entrepreneurship, we can then profitably discuss how neuroscience theory and methods can be used to address limitations and extend entrepreneurship theory. We provide practical suggestions and identify research questions especially well suited for this methodology. After this overview, we then use the bulk of the workshop in small breakout groups, identifying important (and interesting) opportunities to exploit the advantages of neuroscience.
SME PERFORMANCE AS A FUNCTION OF INTERNATIONALIZATION, STRATEGIC ORIENTATION, AND ORGANIZATIONAL SYSTEMS

Timothy Pett, Wichita State University
Jim Wolff, Wichita State University

SME internationalization is a significant and growing area of small business research. We examine SME international orientation, strategy and organizational systems for their effect on performance outcomes. A theoretical model is proposed and empirically tested regarding the performance implications for a firm’s approach to internationalization, strategic orientation, and its organizational systems. The relationships are examined using data from a survey of 170 SMEs. This study finds that a significant relationship exists among independent variables and performance but not always in the expected direction. We discuss the implications for our findings with respect to managerial practice and public policy issues.

THE RELATIONSHIPS OF LEARNING ORGANIZATION PRACTICES WITH ORGANIZATIONAL COMMITMENT AND EFFECTIVENESS IN SMALL AND MEDIUM ENTERPRISES CONTEXT

Chien-Chi Tseng, University of Minnesota

From reviewing extant research, this study presents a conceptual framework that explores the effects of learning organization practices on organizational commitment and organizational effectiveness in the context of small and medium enterprises. The study first defines these key terms and then constructs a conceptual framework to examine the role of learning organization practices in facilitating the emergence of organizational commitment, as well as in moderating their effects on organizational effectiveness. Finally, the study discusses the implications of the framework for practice and for future research.

How do we grow from here? The role of management practices in the growth & innovation of young firms

Jake Messersmith, George Washington University

Using the resource-based and dynamic capability perspectives, this project examines the effect of high performance work system (HPWS) utilization on the performance of emerging firms. It is argued that HPWS allow small businesses to build a sustainable competitive advantage by allowing firms to dynamically configure and reconfigure resource bundles. Results indicate that HPWS is positively associated with both sales growth and innovation levels in a sample of young, high-tech ventures.

Who operates the business? A comparison of husband and wife copreneurs from the survey of business owners

Joanne H. Pratt, Joanne H. Pratt Associates

Survey of Business Owners data was used to compare the husband or wife as the primary operator of jointly owned employer and nonemployer copreneur firms. The analysis found 1.7 million firms, which account for ten percent of all firms, or fourteen percent of sole proprietorships. Nearly three-fourths of copreneur firms are operated by men. The majority (88.9 percent) do not have employees. Employer firms are decreasing while nonemployer sole proprietorships run by women are the fastest growing of copreneurships. An important finding was that differences that might be attributed to gender are more likely due to whether the firm has employees.
women of strong entrepreneurial motivation from going into business.

It has been found that environmental hostility does not stop businesses from operating in Zimbabwe. The environment in which businesses are operating is perceived to be fundamental importance to the nation as a whole. The environment in Zimbabwe is perceived to be hostile. It has been found that environmental hostility does not stop women from going into business.

The economic viability of the female-owned businesses is of fundamental importance to the nation as a whole. The environment in which businesses are operating is perceived to be hostile. It has been found that environmental hostility does not stop women from going into business.

There has been increased policy and research interest in the growing number of women entrepreneurs and their potential contribution to their local and global economy. Nevertheless, the literature on women entrepreneurship is often limited to predictable industries in which women entrepreneurs dominate albeit retail trade and service. This paper looks at women in these fields, using four historical theories to study women entrepreneurs and introducing a new theory that may be applicable to women entrepreneurs in non-traditional fields - that of oligopolistic discrimination. It ends with recommendations for possible future research that can be pursued in this area.

This paper explores if Special Entrepreneurship Support Programs promote women entrepreneurship in Kenya. A sample of 200 women entrepreneurs from five urban centres in Kenya is used in data analysis.

The findings attributed to these data is that although there is a strong association between Special Entrepreneurship Support Programs and constraints affecting women entrepreneurs and their population, there is no association between need of special entrepreneurship and some of the women entrepreneurs' profile factors. Moreover, further investigation does not indicate that higher institutions of learning such as universities and technical colleges provide special entrepreneurship programs tailored towards women entrepreneurs.

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AN INVESTIGATION OF GERMAN NASCENT ENTREPRENEURS: AN ORGANIZATIONAL CHANGE PERSPECTIVE

Gregory P. Tapis, Mississippi State University
Franz Kellermann, Mississippi State University
Tim Barnett, Mississippi State University
Volker Breithecker, Universität Duisburg-Essen

This paper applies organizational change literature to an individual’s decision whether or not to start a business. A sample of German nascent entrepreneurs is utilized to test if perceptions of entrepreneurial status, desire to innovate and an individual’s social network facilitate startup activities. We further investigate if the level of information seeking moderates the aforementioned relationships. Findings, implications and avenues for future research are discussed.

IT’S ALL ABOUT THE DATA: CHALLENGES AND SOLUTIONS IN THE STUDY OF NASCENT ENTREPRENEURS

Gergana Markova, Wichita State University
John Perry, Wichita State University

The field of entrepreneurship has been criticized for a lack of methodological rigor. In this paper we review the methodological approaches used in the study of nascent entrepreneurs to identify current challenges associated with the data used in these studies. Among some of the concerns we raise are the extensive use of secondary data and the use of scales developed for large, established firms. Drawing on methodological advancements in psychology, sociology, economics, education, and strategic management, we offer suggestions related to study design, data collection, sampling, and measurement.

ATTRACTION RETAIL ENTREPRENEURS TO RURAL COMMUNITIES: THE ROLE OF THE INSTITUTIONAL ENVIRONMENT

Linda Swihart Niehm, Iowa State University
Nancy Miller, University of Nebraska-Lincoln
Barbara Frazier, Western Michigan University
Leslie Stool, Ohio State University
Sandra Kae Sattler Weber, University of Nebraska-Lincoln

This exploratory study highlights the influence of the rural community environment on attracting and retaining retail entrepreneurs. Guided by institutional theory, qualitative interviews were conducted with rural retailers and community leaders in six states using a case/study field approach. Findings suggest that resilient rural communities foster an environment that supports and encourages change. Success factors important to attracting retail entrepreneurs to rural communities are identified, providing new insight for business consultants and economic development specialists. A series of hypotheses presented based on emergent themes in this study provide an agenda for ongoing academic research.

CHASING CHEETAHS: A STUDY OF MISSOURI HIGH GROWTH BUSINESSES

Wendy Harrington, University of Missouri
Marty Romitti, Missouri Economic Research & Information Center
Mary Bruton, MERIC

There is tremendous interest in strategies to promote entrepreneurship and small business. Stories abound about “home grown entrepreneurs” who made it big and gave back to the community as major job creators, philanthropists, and local leaders. Achieving job growth through strategies that emphasize entrepreneurship over traditional business recruitment is a desired goal of those who recognize the value of small business. However, research gaps exist in identifying and nurturing fast-growth firms. These gaps have been stumbling blocks to more effective and widespread efforts in this area. This study provides systematically collected and timely data on the needs of fast-growth firms.

A MODEL OF SMALL RETAILER INNOVATION PRONENESS: EARLY INTERNET ADOPTION AS AN INDICATOR OF INNOVATIVENESS

Rod Runyan, University of South Carolina
Patricia Huddleston, Michigan State University
Jane Swinney, Oklahoma State University
Glenn Muske, Oklahoma State University

The Internet is seen by many as a discontinuous innovation which has transformed the manner in which people communicate and shop, and the ways in which small firms do business. This study examines the drivers of innovation adoption in small retailers. We examine the effects of entrepreneurial orientation and social capital on the proneness of small retailers in 5 U.S. towns to innovate by adopting the Internet as a business tool. Results show that surprisingly, innovation proneness had no effect on small retailers’ overall performance. Reasons for these findings are discussed, and implications for small retailers are offered.

Lessons, Re-envisioning Principals: Entrepreneurship as Key to a Better Future for K-12 Schools in Need of Improvement

K. Mark Weaver, Louisiana State University
Kristy Hebert, ADVANCE Baton Rouge
Carrie Brinkley Pena, ADVANCE Baton Rouge
Sarah L. Raines, Louisiana State University

This workshop presents an alternative certification for K-12 principals that use entrepreneurial leadership and social entrepreneurship as core models for development. Redesigning Lessons, Re-envisioning Principals (RLRP) is a collaborative effort of a non-profit organization, the College of Business and the College of Education. The workshop presents a game plan for implementation in USASBE member institutions. This collaboration arose from a dramatic need for principals that could turnaround a failing school system. State takeover of schools, an increase in the number of principals eligible for retirement and a belief that the system was broken led to the design of the RLRP.

Saturday, 3:30pm - 4:45pm in Avila B
SmallBiz: "Home Grown" Entrepreneurs and Small Business Owners
Facilitator: Jake Messersmith, George Washington University

Saturday, 3:30pm - 4:45pm in El Capitan A
Best Workshop Nominee ★
Pedagogy: Symposium/Workshop: Re-designing Lessons, Re-envisioning Principals: Entrepreneurship as Key to a Better Future for K-12 Schools in Need of Improvement
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Entrepreneurship Education Awards Program: Innovative Course Finalists

Finalists for the 2009 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:

- Texas Tech University – Ronald K. Mitchell
- Washington University in St. Louis – Ken Harrington
- University of Baltimore – John Carroll Weiss III

EXAMINING THE IMPACT OF EXPERIENTIAL ENTREPRENEURSHIP EDUCATION ON PERCEIVED ENVIRONMENTAL UNCERTAINTY AMONG NASCENT ENTREPRENEURS

- Mark T. Schenkel, Belmont University
- Jeffrey Cornwall, Belmont University
- Charles H. Matthews, University of Cincinnati

Research suggests that focusing on how entrepreneurship education is delivered is important to the development of critical entrepreneurial skills. Despite the contributions of previous research, one under-addressed question of interest revolves around how experiential education impacts entrepreneurial activities, particularly in the early stages of new venture creation. Our study seeks to contribute to this line of investigation by systematically comparing the relationships between experientially-based education and perceptions of environmental uncertainty among male and female entrepreneurship students and practicing entrepreneurs. Results collectively suggest that experiential entrepreneurship education may be generally considered a solid precursor for the experiences practicing entrepreneurs confront.

PROBLEM-BASED LEARNING ENTREPRENEURSHIP EDUCATION: A PRELIMINARY EXPLORATION

- Ralph Hanke, Bowling Green State University

This paper argues for a Problem-Based Learning approach to helping students develop entrepreneurial mind-sets and skills. It outlines the theoretical and practical foundations of Problem-Based Learning (PBL) and shows their relevance to entrepreneurship education. It differentiates the PBL environment from more traditional approaches to entrepreneurship education by providing an explanation of what constitutes a problem in PBL, how the PBL classroom works, and the roles instructors and students play in that environment. It also outlines a variety of advantages the PBL approach to brings to entrepreneurship education such as lifelong and multidisciplinary learning skills, student independence, dealing effectively with ambiguity.

THE MICROFOUNDATIIONS OF ENTREPRENEURIAL LEARNING AND EDUCATION: THE EXPERIENTIAL ESSENCE OF ENTREPRENEURIAL COGNITION & IMPLICATIONS FOR ENTREPRENEURIAL PEDAGOGIES

- Norris Krueger Jr., Max Planck Institute of Economics

Knowing a lot about entrepreneurship is hardly sufficient to make one a successful entrepreneur, “knowing a lot” can even be dangerous. Knowledge is not just an accumulation of data; knowledge requires both the information content and the structure by which we organize it. All too often in our haste to transfer large amounts of important content to students, we lose sight that the knowledge structures are even more important and our ability to influence how students’ mental models evolve is the essence of education.

Pedagogy: Symposium/Workshop: Fostering Entrepreneurship Among People with Special Needs Through Entrepreneurial Mentoring Programs

- Robert Anderson, University of Regina
- Dirk De Clercq, Brock University
- Benson Honig, Wilfrid Laurier University
- Francine Katherine Schlosser, University of Windsor

This workshop will focus upon mechanisms that develop and support a creative and entrepreneurial community, specifically by customizing mentoring programs to the needs of three groups of people traditionally underserved by North American entrepreneurship educators. We will discuss different models of mentoring programs—including workshops, public legal education clinics, networking, matching and forums—geared to develop interest and capabilities in self-employment among people with special needs, focusing upon the disabled, immigrants, and Aboriginal people. The results of this workshop will provide a model to enable universities and other organizations to reach out to their local communities.

Experiential Classroom Workshop Session

- Michael H. Morris, Oklahoma State University

By invitation only – This special conference workshop, modeled after the curriculum of the “Experiential Classroom” clinic, is offered for USASBE 2009 Faculty and Center Staff Development Scholarship Program awardees.
Arts: It’s all about the Song; New Entrepreneurs Put "Music" in Music City

Terry Goodin, Middle Tennessee State University
Glenda Faye Goodin, Middle Tennessee State University
Nancy Boone Allsbrook, Middle Tennessee State University

A series of case studies highlights the phenomenon of life at the edge of success in the music scene in Nashville, Tennessee. How struggling songwriters and performers manage to eke out a living until the “big hit” happens is a fascinating study of the entrepreneurial spirit. From bluegrass to rock and roll, Nashville songwriters offer a rich diversity of music, and manage to do so despite the apparent indifference of the social institutions that are meant to assist them in their quest. Changes in university curricular programs are indicated, including a more relevant, problem-based approach to teaching and learning.

Social/NonProfit: How Best to Form a Non-Profit/Social Enterprise Capital Market; Infrastructure Elements and Working Models

John K. Romano, Miami-Dade College
Robert M. Lang Jr., Mary Elizabeth & Gordon B. Mannweiler Foundation, Inc.

Unlike the for-profit capital markets, there is no ready source of capital for early stage or high-performing social enterprises/nonprofits. This workshop will explore the key factors for the development of a viable capital secondary trading marketplace that specifically serves social-purpose enterprises and their associated nonprofits.

Which approaches to social-purpose capital formation hold the most promise? What challenges face stakeholders by utilizing these particular working models? Will the most favorable approaches be evolutionary or revolutionary? What policies and regulations will be required to support these new approaches? Can stakeholders build solution(s) that will effectively address all the key elements?

Tech&LifeSci: Discoveries, Opportunities, & Commercialization in High Tech & Life Sciences

Facilitator: David A. Wyrick, Texas Tech University

ANTECEDENTS OF HIGH-TECHNOLOGY DISCOVERY: THE LENS OF HUMAN CAPITAL

Matthew Marvel, Western Kentucky University

Entrepreneurial discovery occurs through searching versus serendipitous discovery. This study examines the effects of technology entrepreneurs’ general and specific human capital on the search-serendipity continuum. Findings from a sample of 166 founders of new technology-based ventures in University incubators suggest human capital is vital to explaining discovery. Results, based on hierarchical regression analysis, show depth of experience is positively related to serendipitous discovery and negatively related to search-based discovery. On the other hand, knowledge of ways to serve markets and previous start-up experience promote effective search-based discovery. Implications for research and entrepreneurship education are drawn.

TEAMING IN BIOTECHNOLOGY COMMERCIALIZATION: THE DIVERSITY/PERFORMANCE CONNECTION AND HOW UNIVERSITY PROGRAM CAN MAKE A DIFFERENCE

Anne York, Creighton University
Kim McCarthy, Creighton University
Todd C. Darnold, Creighton University

Collaboration across disciplines in the sciences is on the rise. Articles abound in the practitioner literature cataloguing a range of dysfunctional outcomes, especially in contexts where science and business intersect. This paper reviews the diversity and teaming literature from several disciplinary perspectives in order to better understand how different types of diversity affect team outcomes and processes, as well as how to create higher functioning teams in bioscience technology commercialization. We then show how these “lessons learned” can be applied using a case study from a cutting edge bioscience entrepreneurship program funded by the National Science Foundation.

THE ROLE OF COMPETENCIES, CONTEXTS, AND CONSTRAINTS IN CREATING OPPORTUNITIES FROM DISRUPTIVE TECHNOLOGIES

Helder Sebastiao, University of San Diego

Research on decision-making under conditions of high uncertainty suggests that entrepreneurs rely on their unique competencies and adopt contingencies when pursuing opportunities. This implies that opportunity is primarily defined and bounded by an entrepreneur’s capabilities and resources rather than by any unique qualities of a potentially disruptive technology. A two-year observation of graduate student teams assessing the commercial potential of disruptive technologies revealed that the teams did rely heavily on their expertise and experiences in evaluating commercial applications and identifying market opportunities. Deadlines and key milestones appeared to amplify the influence of existing expertise and past experiences on their decisions.
**FamilyBiz: Latest Developments in Teaching Family Business**

Facilitator: W. Gibb Dyer, Brigham Young University

Participants:
- Ernesto J. Poza, Thunderbird School of Global Management
- Ritch L. Sorenson, University of St. Thomas
- Ann Kinkade, Family Enterprise USA
- JoAnne Norton, Freedom Communications

Through a series of mini-presentations of individual/institutional practices and engagement of participants, we will explore the latest developments in the teaching of family business. The symposium will specifically address these issues:
* Family businesses are different from other enterprises: Implications
* How students with a family business connection may be different
* Family business management as part of overall undergraduate management and MBA curriculums
* Family business programs through executive, continuing or family business centers
* New and traditional instructional technologies
* Current issues: Size, globalization, new architecture of families, sustainability
* The role of research in teaching
* Implications for the future

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

Presented By: Center for Entrepreneurial Excellence (CFEE), The George Washington University

The USASBE workshop will present the finalist for the 2009 -2010 3E-Learning competition. There are many teaching methods educators can use to teach 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 (3E-Learning).

**International: Small and Medium Enterprises (SME): International Perspective and Global Strategy**

Facilitator: Pat Dickson, Wake Forest University

**GLOBALIZATION STRATEGY FOR SMALL AND MEDIUM SIZED ENTERPRISES (SME)**

Christopher Stehr, Institute of Corporate Management

The aim of the article is to show on concrete examples how it is possible to develop from a former regional market leader to an actual world market leader. 30 world market leaders from different branches of the southern part of Germany have been chosen for this survey. The methodology is based on structured interviews as well as on the descriptive method.

The main focus of this qualitative and quantitative empirical study was the question: “How did this Small and Medium Sized Enterprises (SME) become a global player”?

**★Winner: SBA/Advocacy Best Student Paper Award★**

**MAKING THE MOST OF WHAT YOU HAVE: LEVERAGING ENTREPRENEURIAL ORIENTATION TO ENHANCE SME EXPORT PERFORMANCE**

Pankaj Patel, University of Louisville

Rodney D'Souza, University of Louisville

Limited resources and capabilities constrain SMEs from developing unique capabilities specifically for the export markets. Yet, export strategy is becoming increasingly important for SMEs. In this article, we explain how SMEs leverage their existing entrepreneurial orientation (EO) to reduce functional and market impediments thereby enhancing export performance. Using a sample of 270 SMEs, we find that proactiveness and risk-taking enhance export performance. Surprisingly, innovativeness is not a significant contributor to enhancing export performance. Findings suggest that EO may be a central capability in enhancing the effectiveness of SME internationalization efforts.

**RAPID VERSUS STAGEWISE INTERNATIONALIZATION: AN ENTREPRENEURIAL PERSPECTIVE**

Rico J. Baldegger, School of Business Administration

International entrepreneurial orientation and opportunity recognition are prominent constructs in International Entrepreneurship research. Yet, these two constructs, their interaction among each other and their effects on a firm’s degree of internationalization as well as performance have not coherently been investigated yet. Therefore, by means of theory building and qualitative research, this paper presents a framework that explains these relationships. Our results suggest that internationalization may not just be the result of one or multiple push or pull factors, but that internationalization itself may significantly influence the international entrepreneurial orientation and the opportunity recognition capabilities of a firm.
Saturday, 3:30pm - 4:45pm in San Simeon B

★★ Best Workshop Nominee ★

Minority/Women: Workshop: Public Policy, Private Practices: What’s next for Minority and Women’s Entrepreneurship?

Julie Weeks, Womenable
Eugene Fregetto, University of Illinois
Bruce Phillips, NFIB Foundation

Today’s efforts to encourage entrepreneurship among minorities and women can be traced back to the civil rights and equality movements, and were fueled by Federal policies and programs. Progress has been made but lags behind the pace of change in today’s highly connected global business landscape. Has the growth in minority and women’s entrepreneurship been because of these public policies or in spite of them?

This workshop will discuss: the current state of knowledge of minority-and women-owned firms and their owners, major gaps in public policy and private practice, and offer thoughts on a future research and education agenda.

Saturday, 3:30pm - 4:45pm in Santa Monica

Tech&LifeSci: Technology Commercialization At Universities: Are We Thinking About This The Right Way?

Kathleen R. Allen, University of South Carolina
Timothy Stearns, California State University, Fresno
David Pistrui, Illinois Institute of Technology
Henry D. Delcore, California State University, Fresno

After more than two decades of trial and error since Bayh-Dole was enacted, commercialization of university technologies is still neither consistently effective nor prolific. This interactive workshop is designed to challenge current thinking about technology commercialization at universities by applying the principles from systems theory to the commercialization process at a university. A recent case study, combined with group activities and discussion, will provide attendees with the ability to identify ways to optimize the commercialization system at their own university with the goal of increased performance, greater return on investment, and enhanced educational experiences for students.

Saturday, 7:00pm - 7:30pm in California Ballroom CD

USASBE Excellence in Entrepreneurship Education Awards Presentation

Awards presented by Stanley Mandel, Chair, 2009 USASBE Entrepreneurship Education National Awards.

Saturday, 7:30pm - 10:00pm in California Ballroom AB

A Party of Excellence: New York Times All Conference Reception

Drinks and heavy hors d’oeuvres will be available.
Sunday, January 11

Registration: 7:30am - Noon in Second floor Foyer
Career Center: 9:45am - Noon

Sunday, 7:30am - 8:30am in California Ballroom AB
USASBE Networking Breakfast
All attendees are invited. Come meet everyone! Continental breakfast will be served.

Sunday, 8:00am - 9:30am in California Ballroom CD
Plenary Session
KEYNOTE: ‘Developing your fitness strategy: Using fitness as a tool for achievement’ by Christopher Lane

Sunday, 9:45am - 10:15am in California Ballroom AB
Refreshment Break

Sunday, 10:15am - 11:30am in Avila A
Tech&LifeSci: Technology Entrepreneurship Opportunities for Diverse Groups
Jeretta Horn Nord, Oklahoma State University
Daryl Nord, Oklahoma State University
This workshop will provide a forum for practitioners and faculty, staff, and administrators from universities to discuss and investigate opportunities for utilizing technology to identify resources for diverse groups and the benefits of web based businesses.

Sunday, 10:15am - 11:30am in Avila B
SmallBiz: Organizational Culture and Development in Small Business
Facilitator: Marty Mattare, Frostburg State University

A MODEL FOR APPLYING SOCIAL NETWORK ANALYSIS METHODS IN SMALL BUSINESS RESEARCH & DEVELOPMENT
Chris Hanson, University of Minnesota
US Small businesses account for over 98% of all businesses, employ 50.6% of all workers and contribute over 50% of gross domestic product. In Europe, small businesses account for an even larger portion. Given the significance that small business plays in economic and social well-being, little research has been done to look at how organizational development (OD) theories can be applied to SB research and development. There are significant barriers and opportunities in applying OD to small business. This paper presents a model for how social network analysis methods might be used to overcome barriers and capitalize on these opportunities.

EFFECTS OF DEVIATIONS OF ORGANIZATIONAL CLIMATE FROM CULTURAL EXPECTATIONS AND STRATEGIC CHOICE ON SME GROWTH
Pankaj Patel, University of Louisville
James O. Fiet, University of Louisville
Organizational climate plays a key role in enhancing and sustaining firm capabilities. However, beyond the strategic necessities, organizational climate must also adhere to institutional cultural norms. Addressing such balance is critically important for SMEs due to liabilities of smallness. Using a three-level 2SLS mixed effects regression on a sample of 236 SMEs in the UK and 343 SMEs in Japan, we find that the ability to balance institutional requirements and strategic goals moderates the effect of technological capability, product innovation, and market positioning on SME growth.

EMPLOYEE RETENTION IN SMALL FIRMS – THE EFFECT OF HRM PRACTICES AND GROUP CULTURE
Pankaj Patel, University of Louisville
Betty Conklin, University of Louisville
SMEs find it particularly challenging to attract and retain employees, yet their labor intensive nature requires greater productivity to enhance performance. We assess how High Performance Work Systems (HPWS) enhance labor productivity by increasing employee retention in a sample of 145 SMEs employing 10-100 employees each. Further, we examine the interaction of group culture and employee retention. Results indicate that employee retention does not mediate the relationship between HPWS and performance; however mediation effects by employee retention become significant when moderated by group culture. Results provide unique insight into the differential effects of HPWS on performance in smaller versus larger firms.
Facilitator: Nathaniel Boso, Loughborough University Business School

**International: Managing and Financing the Growth of Firms**

**DO COUNTRIES’ INSTITUTIONAL SYSTEMS AFFECT THE COHESION OF THEIR VENTURE CAPITAL NETWORKS?**

Dmitry Khanin, California State University, Fullerton
Kristie Ogilvie, California State University, San Bernardino

We argue that countries’ institutional systems affect the cohesion of venture capitalist (VC) networks. Our examination of VC syndicates formed in ten countries around the globe demonstrates that purely bureaucratic hurdles, such as multiplying the number of procedures required for starting a new venture, are negatively associated with the cohesion of VC networks. In contrast, those regulatory hurdles that increase the costs of entry and thus help in weeding out less primed entrepreneurs are positively associated with the cohesion of VC networks. The cohesion of VC networks is positively associated with entrepreneurship prevalence rates in a country.

**MANAGING HIGH GROWTH FIRMS: ENHANCING THE ROLE OF ADVISORY AND BOARD GOVERNANCE**

Mark J. Ahn, Victoria University of Wellington
Michael Meeks, San Francisco University
Rebecca Bednarek, Victoria University of Wellington

Emerging entrepreneurial high growth ventures seek to quickly create or capture large markets, scale up rapidly, and are chronically under-resourced. As such, a thriving economic ecosystem is required to enhance new venture success due to technological complexity, and market risk. Using the paradigm of anabolic growth to define a system which interacts and recombines, our study of high performing, high growth firms found that effective collaboration between management and boards enables compliance (regulatory and legal requirements), contacts (supplier, customer, and investor networks), and content (experienced and tacit strategic knowledge), which leads to sustainable value creation.

**MICROFINANCE AND ENTREPRENEURSHIP INNOVATIONS: BUSINESS SURVIVAL DURING WARFARE AND CIVIL CONFLICTS**

Warner Woodworth, Brigham Young University

This paper focuses on ways innovative microfinance methods may be used during war. How can microfinance institutions cope with injuries and death of clients and families when human conflicts occur? What practices may help the MFI survive and become sustainable under turbulent conditions? Innovations include restarting operations, staff security, adjusting collection methods, recapitalizing devastated banks, timelines for credit and repayments, jump starting informal economies, etc. I will discuss how MFIs provided aid to microentrepreneurs in Bosnia-Herzegovina (1990s) and the on-going Palestinian-Israeli struggle today, as they seek to become operationally and financially sustainable. Finally, suggestions are made for future research.
It is postulated that family business succession and the longevity of family businesses can be improved with models, instruments, and practices inspired by family therapy. These practices include the extensive use of communication as a therapy tool to move family participants to more functional positions in regard to key family dimensions. As suggested by the family business literature, improved communication appears to be the key to better succession outcomes. Two family assessment instruments, the Circumplex Model of Marital and Family Systems and the Family Climate Scales (FCS) are reviewed. Improvements are suggested for the FCS.

Can we actually find ways to build a more entrepreneurial culture in education? A tall order, indeed. But people are certainly trying. And... suddenly, there is serious hope. There are now a variety of initiatives that seek broader, systemic change. Key to a more entrepreneurial culture is nurturing more entrepreneurial mindsets. It is hard to have what Dave Audretsch described as the entrepreneurial society if (1) you don’t have a significant supply of entrepreneurial thinking in its citizens, (2) nor can you sustain an entrepreneurial society without potent mechanisms to foster that thinking. We offer multiple approaches covering both perspectives.

**Pedagogy: Should Franchising be a Part of Small Business and Entrepreneurship Curriculum?**

This interactive workshop provides attendees with a panel of educators, researchers, and franchise industry professionals who will discuss the challenges and opportunities of providing franchise education in colleges and universities. Five reasons for including franchise education in the curriculum will be presented and discussed, and ways to overcome some of the challenges of implementation will be presented. This workshop will provide insights for educators and practitioners who wish to increase their knowledge of franchising.

**Best Practices: New Models for Domestic Microcredit in the US**

Microcredit has had a tremendous impact on reducing poverty in the developing world. Millions participate in peer lending microcredit programs. Poverty in the US is also significant. However, due to a variety of factors such as high program costs, competitive factors, and small number of borrowers, microcredit programs have not had a similar impact in the US. Social entrepreneurs are investigating new models such as group businesses, coops, selective screening, and targeting specific groups. Success can be demonstrated by looking at years in business, numbers of new jobs created, and increases in total business revenues, profits and disposable income.
The purpose of this study was to investigate relative contributions of human, social, and financial capital; natural disaster exposure; and federal disaster assistance to business-owning family resilience over time for family business owners. The study examined 311 small family firms from the National Family Business Panel. The theoretical foundation was Sustainable Family Business and Conservation of Resources. Federal disaster assistance explained a significant amount of variance in firm-owning resilience, where firms receiving Federal disaster assistance had higher levels of resilience. Higher levels of Federal disaster assistance were associated with lower family resilience for male-owned businesses and higher family resilience for female-owned businesses.

THE ROLE CONFLICTS OF FAMILY MEMBERS IN FAMILY FIRMS

Ersa Memili, Mississippi State University
Erick Chang, Arkansas State University

Family business members hold dual and more complex roles deriving from memberships in both the family and the business, unlike employees in nonfamily firms. Despite this, role conflict in family firms remains underresearched. Thus, our paper suggests that family firms may experience more role conflict compared to nonfamily firms. Furthermore, drawing on stewardship theory, we develop a theoretical model linking reciprocal altruism, participative strategy, and role conflict among family members. We also present the moderating effects of family members’ perceptions of collective-efficacy and group-interdependence on these relationships. We conclude by discussing future research and practical implications.
**Pedagogy: The Entrepreneurship Profession: Centers, Resources and Results**

**Facilitators:**
Giles Hertz, Northern Kentucky University  
Hanns Pichler, Vienna University of Economics and Business Administration

**DETERMINANTS OF PARTICIPATION IN BUSINESS PLAN COMPETITIONS: AN ATTRIBUTION THEORY PERSPECTIVE**

Anne York, Creighton University  
Vishal K. Gupta, University of Nebraska at Omaha

This paper uses attribution theory as a theoretical background for cataloguing and analyzing the motivations for participation expressed by student finalists in the 2008 University of Texas Moot Corp business plan competition. Contrary to how most competitions are currently constructed, the most important factors to participants are not cash or in-kind prizes, but rather the opportunity to network, gain feedback on their plans and to obtain future investment capital. We discuss the implications of these findings for both institutions interested in hosting competitions and also for universities whose students compete.

**ENTREPRENEURSHIP AS A PROFESSION: A REPORT CARD AND DIRECTIONS FOR FUTURE CONSIDERATION**

Robert August, Our Lady of the Lake University  
Abigail Gray, Our Lady of the Lake University

This paper reviews the ten dimensions of a professional and applies them to the field of Entrepreneurship. The usage of the word “professional” in this context refers to the traditional meaning of the “learned professions,” not simply someone who is compensated for their work. This paper serves as both a ‘report card’ and a map for helping to understand the role of the professional. The ten dimensions include: Professional Organizations, Acquired Body of Knowledge, Maintaining the Knowledge, Code of Conduct/Ethics, the Client/Provider Relationship, Service to the Profession, Certification through Examination, Regulating the Profession, Philanthropy, and the Profession as a Calling.

**UNIVERSITY-BASED ENTREPRENEURSHIP CENTERS: FRAMEWORKS FOR ANALYSIS**

Teresa V. Menzies, Brock University

In this paper several analytical frameworks are proposed that describe the various “types” of university-based entrepreneurship centers. The models presented include: Academic or Professional, Pragmatic, Hybrid, or a Stakeholder Theory classification based on salient groups. Suggested survey questions are included for a stakeholder theory perspective. Implications for theory, practice and policy are also discussed in this conceptual paper. Given the large number of universities worldwide that are involved in entrepreneurship development, it is surprising that we only have a piecemeal view of the forms entrepreneurship centers take and the activities in which they engage.

**Sunday, 1:30pm - 4:30pm in Huntington B**

**Board Meeting**

*By Invitation Only.*
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<td>Zimmerman, Monica</td>
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USASBE Workshop on 3E-Learning –
Advancing Entrepreneurship Education: Clearinghouse of Best Teaching Practices

Workshop Presentation on: Saturday, January 10 at 3:45 PM in the Salinas Room, Hilton Anaheim

Program Developed and Sponsored by:

About 3E-Learning.org

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 (3E-Learning).

About the Sponsors

The George Washington University Center for Entrepreneurial Excellence (CFEE.org) is the sponsor of 3E-Learning.org. The mission of CFEE 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).
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To learn more, attend the USASBE workshop on Friday, January 9th at 3:45 p.m. at Hilton Anaheim Carmel Room

Or please go to: www.icsb.org

SIFE is a global partnership between business and higher education that challenges university students to utilize knowledge learned in the classroom to implement projects that address real world business and economic issues in their communities.

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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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With this information, policymakers, small and large businesses, and the public can better understand the small business market. In fact, important findings on net new job creation, innovation, access to capital, and business turnover have had a large impact on the policies and views that affect small businesses today.

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Hilton Anaheim – Illustration of Function Space

Ballroom Level (Second Floor)
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Concourse Level (Fourth Floor)
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USASBE 2010
Annual Conference
Renaissance Nashville Hotel and Resort
Nashville, TN
January 14-17, 2010

INITIAL CALL FOR PAPERS

You are invited to submit papers, case studies, and workshops that deal with the theme. Submissions will be reviewed by the new USASBE Interest Groups and include the following topical areas:

- Technology & Life Sciences Entrepreneurship
- Minority & Women Entrepreneurship
- International Entrepreneurship
- Entrepreneurship Pedagogy and Cross Campus Entrepreneurship
- Entrepreneurship and the Arts
- Family Business
- Corporate Entrepreneurship
- Entrepreneurial Support Organizations/Economic Development
- Social Entrepreneurship/Non-profit Entrepreneurship
- Individual Entrepreneurship: New Venture Creation
- Small Business Management and Growth

Other related topics of interest to the membership of USASBE can be submitted as well. Please abide by all the guidelines and rules for submission. You may access the online submission system beginning in June 2009. The DEADLINE for submissions is August 24, 2009 at www.usasbe.org.

General Program Chair: William T. Jackson, PhD, Bank of America Endowed Chair of Business University of South Florida-St. Petersburg, St. Petersburg, FL 33701, 727-873 4892 wtj@stpt.usf.edu

Competitive Papers Chair- Jeretta Horn Nord, PhD; jeretta.nord@okstate.edu
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