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Welcome from the USASBE President

A very warm welcome to this premier gathering of entrepreneurship educators and professionals on behalf of the Board of Directors of the United States Association for Small Business and Entrepreneurship (USASBE). We are pleased you could join us here in Nashville for USASBE 2010, our 24th annual conference. Each year the conference reaches new heights and this year will be no exception. Our Program Committee has produced a conference that will challenge and stimulate us, provide opportunities for renewing old friendships and creating new ones, and help move our organization forward as we continue to develop and grow the discipline of entrepreneurship.

This year we had over 200 regular submissions, and after careful review, 74 competitive papers, 9 cases, and 21 workshops were accepted. In addition, for the first time we added a Developmental Papers Track, which focuses on leading edge concepts, tools and ideas that are highly promising but still in the developmental stage. A total of 20 developmental papers were accepted for presentation. The Conference also features an outstanding set of keynoters (Susan Davis, Frederick Hess, Dan Moore, and Clint Smith). Further, USASBE is built around a mission of advancing entrepreneurship in four pillar areas: Pedagogy, Scholarship, Outreach, and Public Policy. Our special Pillar Sessions feature leading edge perspectives from Patricia Greene & Heidi Neck, Michael Hitt, Chad Moutray, and Phil Weilerstein.

None of this would be possible without our excellent Program Chair, Bill Jackson, University of South Florida, and his superb team. This leadership group includes Mark Weaver, Louisiana State University (Senior Vice President Programming), Rebecca White, University of Tampa (Senior Vice President-Elect Programming), Becky Gann (USASBE Executive Director), Jeretta Nord, Oklahoma State University (Competitive Papers Chair), Bob D’Intino, Rowan University (Competitive Workshops Chair), Mark Schenkel, Belmont University (Competitive Cases Chair), George Vozikis, Fresno State University (Pre-conferences Chair), and Ethné Swartz, Fairleigh Dickinson University (Proceedings Editor).

Tremendous effort also goes into soliciting submissions, conducting reviews, and giving meaningful critical feedback to those who submitted. These efforts were accomplished through a wonderful team of track chairs, including Daniel Holt, Air Force Institute of Technology (Corporate Entrepreneurship and Innovation), Gary Beckman, University of South Carolina (Entrepreneurship in the Arts), Ralph Hanke, Bowling Green State University (Entrepreneurship Pedagogy & Teaching), Roland Kidwell, University of Wyoming-Laramie (Family Business), Lucyna Kornecki, Embry-Riddle Aeronautical University (International Entrepreneurship), Ethné Swartz, Fairleigh Dickinson University (Minority and Women’s Entrepreneurship), Marty Mattare, Frostburg State University (Small Business), Bob D’Intino, Rowan University (Social/ Nonprofit/ Public Sector Entrepreneurship), Jay Azriel, York College of Pennsylvania (Technology and Life Sciences Entrepreneurship), J. William Petty, Baylor University (Venture Financing), Denny Dennis, Director of Research at National Federation of Independent Business (Public Policy & Entrepreneurship), and Susan Coleman, University of Hartford (Developmental Papers).

We are excited to see USASBE membership continue to grow, even in these challenging economic times. Your membership and commitment to USASBE is what ultimately allows USASBE to be the leader in entrepreneurship education and research.

I hope you enjoy USASBE 2010 … and the music and sights of Nashville!

Michael H. Morris
Professor and N. Malone Mitchell Chair in Entrepreneurship
Oklahoma State University
President, USASBE
Welcome from the Conference Program Committee

Welcome to USASBE 2010–Entrepreneurship, Time for a New Tune! As a participant in the nation’s premier conference for entrepreneurship educators, we hope you will gain value from interacting with some of the world’s leading authorities in entrepreneurship. Our continued desire is that every attendee returns to their respective institutions with the tools to improve their own programs.

In keeping with the mission, we offer those elements of a meeting that allow each member to leave with a renewed energy and the resources to build the field of entrepreneurship. For example, four of the nation’s top scholars in entrepreneurship will lead the Pillar Sessions which are designed to offer the opportunity for discourse about entrepreneurship pedagogy, entrepreneurship scholarship, center leadership/outreach and public policy. The career center continues to offer the opportunity to network with colleagues as well as on-site interviewing space. This year’s keynote speakers offer a variety of timely and informative perspectives on the true nature of our field. As always, the level of research presented at the meeting represents the best in the field.

It is difficult to appropriately thank everyone involved in the complex conference planning process. This conference would not be possible without the hard work of many individuals. I personally want to thank the entire 2010 Program Committee: Jeretta Horn Nord, Competitive Papers Chair; Robert D’Intino, Competitive Workshops/Symposia Chair; Mark Schenkel, Competitive Teaching Cases Chair; Ethne Swartz, Proceedings Editor (and incoming Program Chair); George Vozikis, Pre-conference Chair; and each of the USASBE Interest Group chairs. 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 want to acknowledge Rahul Sawhney, of Aquinex, for his outstanding support over the entire year leading up to the Conference. I would also like to offer special thanks to the conference sponsors and exhibitors listed on the back cover of this program. And finally, a special note of gratitude to USASBE Interim Executive Director, Becky Gann for her Herculean efforts in support of the entire organization.

Thank you for attending the USASBE 2010 Conference. It is through the interaction of each member that we grow individually and as a discipline. We hope that you enjoy this year’s conference from both a professional and personal perspective.

William T. Jackson  K. Mark Weaver  Rebecca J. White
USF St. Petersburg  Louisiana State University  University of Tampa
VP Conferences, 2010  Sr. VP, Programming  Sr. VP Elect, Programming
Welcome from the ICSB President

Dear Members of USASBE,

It is with great enthusiasm that I, on behalf of the entire ICSB Board of Directors and 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 55 years ago envisioned the global economy that defines our business world today.

From those humble beginnings, ICSB now represents a diverse mix of small, entrepreneurial, and family-owned business support and development systems, spanning the globe with 2,000+ members across 12 affiliates representing more than 70 countries. It has been my honor to welcome our newest affiliate, ICSB Argentina, this past year while also celebrating MCSBE’s first annual conference in Cairo. The 55th Anniversary ICSB World Conference in Cincinnati, Ohio, 24-27 June 2010 is now eagerly anticipated. I extend a personal invitation to the members of USASBE and also to delegates at this year’s conference to join us in beautiful Cincinnati for another terrific World Conference.

A special thanks to the USASBE Board, the Conference Organizers, the Conference Sponsors and the Conference Chairs for the tremendous effort and level of commitment which has gone into the planning of this exceptional conference in Nashville.

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.

All the best for continued success!

Best regards,

Annette St-Onge
President, International Council for Small Business (ICSB)
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Vice President, Conference (Program Chair)
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Senior Vice President, Programming
K. Mark Weaver, Louisiana State University

Senior Vice President-Elect, Programming
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Competitive Papers Chair
Jeretta Horn Nord, Oklahoma State University

Competitive Workshops Chair
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Pre-Conference Chair
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Proceedings Editor
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Developmental
Susan Coleman, University of Hartford

Entrepreneurship in the Arts
Gary Beckman, University of South Carolina

Entrepreneurship Pedagogy and Teaching
Ralph Hanke, Bowling Green State University

Family Business
Roland Kidwell, University of Wyoming-Laramie

International Entrepreneurship
Lucyna Kornecki, Embry-Riddle Aeronautical University

Minority & Women Entrepreneurship
Ethne Swartz, Fairleigh Dickinson University

Public Policy and Entrepreneurship
William J. Dennis Jr., NFIB

Small Business
Marty Mattare, Frostburg State University

Social Entrepreneurship
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Technology and Life Sciences
Jay Azriel, York College of Pennsylvania

Venture Financing
J. William Petty, Baylor University

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J. Patrick Raines, Belmont 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, 58 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
Geralyn McClure Franklin
Eugene Fregotto
Fred Fry
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 Neely
Gary Roberts
Pat Roberson-Saunders

Betsy Schwammeberger
George Solomon
Judith Stack
Alvin Star
Timothy Stearns
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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Senior Vice President-Programming
Rebecca White, University of Tampa

Senior Vice President-Elect- Programming
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Senior Vice President-Finance
Christopher Scalzo, SUNY Morrisville State College

Vice President-Development
Michael Fountain, University of South Florida

Vice President-Marketing and Membership
Pat Dickson, Wake Forest University

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Leslie Toombs, University of Texas of the Permian Basin

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Ethne Swartz, Fairleigh Dickinson University

Vice President, Events/Programs
To Be Announced

Vice President, Member Services
To Be Announced

Assistant Vice President, Electronic Publications
To Be Announced

Special Vice President, Strategic Business Model
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 Director
Becky Gann, Belmont University

Belmont University Liaison
J. Patrick Raines, Belmont University

Past President
Michael H. Morris, Oklahoma State University

Belmont University Liaison
J. Patrick Raines, Belmont University
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Developmental
Barrett Baebler, Webster University

Entrepreneurship in the Arts
Terry Goodin, Middle Tennessee State University

Entrepreneurship Pedagogy and Teaching
Kermit W. Kuehn, University of Arkansas Fort Smith

Family Business
Daniel Degravel, California State University, Northridge

International Entrepreneurship
Mary Goebel-Lundholm, Peru State University

Minority and Women Entrepreneurship
Lisa Chandler, Renssler Polytechnic Institute

Public Policy and Entrepreneurship
Norris Krueger, Max Planck Institute

Small Business
Barbara Fraizer, Western Michigan

Social Entrepreneurship
David Tomczyk, George Washington University

Teaching Cases
Matthew Kenney, Kenney College

Technology and Life Sciences
Kathleen Allen, University of South Carolina, Columbia

Venture Capital
James C. Brau, Brigham Young University

DIVISION/TRACK REVIEWERS

Corporate Entrepreneurship and Innovation
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Amran Awang, Universiti Teknologi MARA
Brotor Rauth Bhardwaj, Indian Institute of Technology
Michael George Brizek, South Carolina State University
Rodney D'Souza, Northern Kentucky University
Shepherd Dhiwayo, University of South Africa
James Downing, University of Illinois, Chicago
David Ford, University of Alabama, Tuscaloosa
Mary Goebel-Lundholm, Peru State College
Daniel T. Holt, Air Force Institute of Technology
Arthur Jungbauer, Avnet EMG Paris
Azizah Omar, Universiti Sains Malaysia
Jack Ring, Innovation Management
Sheryllyn Roberts, University of Texas, Arlington
Helder Sebastiao, University of San Diego
Chris Street, University of Regina

Entrepreneurship Pedagogy and Teaching
Sol Ahiarah, SUNY Buffalo
Maria Fernanda Andrés, Universidad Nacional del Litoral
Rico J. Baldegger
Wayne E. Ballentine II, Prairie View A&M University
Jason Bryan Bronowitz, Arizona State University
Gordon Monday Bubou, Sunmail College of Technology
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Kimble Byrd, Rowan University
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Awoke Dollisso, Iowa State University
Emmett Dulaney, Anderson University
Jim Dupree, Grove City College
Jeffery D. Elsworth, Michigan State University
Talia Randa Esnard-Flavius, University of Trinidad and Tobago
Sheila Cristina Ferreira Leite, Federal University of Mato Grosso
Todd Finkle, University of Akron
Elissa Grossman, Loyola Marymount University
Matthew Kenney, Matthew G. Kenney
Kermit W. Kuehn, University of Arkansas, Fort Smith
Anita Leffel, University of Texas, San Antonio
Fred Maidment, Western Michigan State University
Bruce Carruthers Martin, Wilfrid Laurier University
Erin McLaughlin, University of North Texas
Michael Meeks, San Francisco State University
## Family Business

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Keanon J. Alderson</td>
<td>California Baptist University</td>
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<td>Marcelo Barrios</td>
<td>UADE Business School</td>
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<td>Deandra Stanley</td>
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## International Entrepreneurship

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## Minority and Women Entrepreneurship

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## Small Business

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<td>Purdue University</td>
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<tr>
<td>Marty Mattare</td>
<td>Frostburg State University</td>
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<tr>
<td>Edna McDaniel</td>
<td>University of Phoenix</td>
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<tr>
<td>Jake Messersmith</td>
<td>George Washington University</td>
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<td>Todd D. Mick</td>
<td>Missouri Valley College</td>
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<td>Michael Monahan</td>
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<td>Charlie Nagelschmidt</td>
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<td>NYS Institute of Business Studies</td>
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<td>Linda Swihart Niehm</td>
<td>Iowa State University</td>
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<td>Azizah Omar</td>
<td>Universiti Sains Malaysia</td>
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<td>Bruce Phillips</td>
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<td>Jack Ring</td>
<td>Innovation Management</td>
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<td>Sheryl Lynn Roberts</td>
<td>University of Texas, Arlington</td>
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<td>Christopher M. Scalzo</td>
<td>SUNY Morrisville State College</td>
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<td>Charles M. Smith</td>
<td>Roanoke College</td>
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<td>Michelle Spain</td>
<td>Walsh University</td>
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<td>David Tomczyk</td>
<td>George Washington University</td>
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<tr>
<td>Shipra Vaidya Sr.,</td>
<td>National Council of Educational Research and Training</td>
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<tr>
<td>Sreeja Vijaylekshti Jr.</td>
<td>Kerala University</td>
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<td>Frances M. Amatucci</td>
<td>Slippery Rock University of Pennsylvania</td>
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<td>Anat BarNir</td>
<td>University of North Texas</td>
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<td>Lisa Chandler</td>
<td>Rensselaer Polytechnic Institute</td>
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<td>Talia Randa Esnard-Flavius</td>
<td>University of Trinidad and Tobago</td>
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<tr>
<td>Isaura Flores</td>
<td>University of Texas, Tyler</td>
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<td>Dennis Foley</td>
<td>University of Newcastle</td>
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<tr>
<td>Eugene Fregetto</td>
<td>University of Illinois, Chicago</td>
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<tr>
<td>Robert S. Frey</td>
<td>University of Maryland University College</td>
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<tr>
<td>Barbara Hentges</td>
<td>Rasmussen College</td>
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<tr>
<td>Michelle D. Lane</td>
<td>Western Kentucky University</td>
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<tr>
<td>Lynn Neeley</td>
<td>Northern Illinois University</td>
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</table>
Muhammad Shahid Qureshi, Technical University of Berlin
Christopher M. Scalzo, SUNY Morrisville State College
Norman Scarborough, Presbyterian College
Sudhir Singh, Frostburg State University
Michelle Spain, Walsh University
Deandra Stanley, University of Georgia
Jane Swinney, Oklahoma State University, Stillwater
Chien-Chi Tseng, University of Minnesota, Twin Cities
Densil Anthony Williams, University of the West Indies, Mona
Jim Wolff, Wichita State University

Social Entrepreneurship
Barrett Baebler, Webster University
Dawn Langkamp Bolton, Western Kentucky University
Debbi D. Brock, Anderson University
Robert S. D'Intino, Rowan University
David Ford, University of Alabama, Tuscaloosa
Eugene Fregetto, University of Illinois, Chicago
Jamaluddin Husain, Purdue University Calumet
Meetu Khosla, University of Delhi
Norris Krueger Jr., Max Planck Institute
Suresh U. Kumar, NexAge Technologies USA, Inc.
Kenneth Wm. Kury, Saint Joseph's University
Michelle D. Lane, Western Kentucky University
Tina Lee Odinsky-Zec, ZSEM
Mark Pomerantz, Seattle University
David Tomczyk, George Washington

Teaching Cases
Aurora Limsiaco Atanque, Far Eastern University
Marcelo Barrios, UADE Business School
Jason Bryan Bronowitz, Arizona State University
Lynnette Claire, University of Puget Sound
Diego Maganhotto Coraiola, Faculdade Cenecista de Campo Largo
Reza Davoodi, University of Tehran
Sheila Cristina Ferreira Leite, Federal University of Mato Grosso
Isaura Flores, University of Texas, Tyler
Terry Goodin, Middle Tennessee State University
Brenda Harper, Athens State University
Barbara Hentges, Rasmussen College
William T. Jackson, University of South Florida
Matthew Kenney, Matthew G. Kenney
Sreeja Vijaylekshmi Jr., Kerala University
Melinda Walls, West Virginia

Technology and Life Sciences
Kathleen R. Allen, University of South Carolina, Columbia
Lynn M. Allendorf, University of Iowa
Hassan Almoazen, University of Tennessee, Memphis
Juan Arriaga, ITESM
Jay Alan Azriel, York College of Pennsylvania
Gordon Monday Bubou, Sunmail College of Technology
Patrick Omollo Gudda, Moi University
Eric Liguori, Louisiana State University, Baton Rouge
Lolita Paff, Pennsylvania State University, Berks
John Pearlstein, Richard Stockton College
Mike Provance, George Washington University
Helder Sebastiao, University of San Diego
Chris Street, University of Regina

Venture Financing
Jose Bilau, Polytechnic Institute of Beja
James C. Brau, Brigham Young University
Susan Coleman, University of Hartford
Jeffrey Cornwall, Belmont University
Eugene Fregetto, University of Illinois, Chicago
Moses L. Ngoze, NYS Institute of Business Studies
Charles Stowe, Lander University
Howard E. Van Auken, Iowa State University
USASBE 2010 Keynote Speakers

**SUSAN DAVIS**

Susan Davis is a thought leader in international development and civil society innovation. She is a founder and current President & CEO of BRAC USA, a newly created organization to support BRAC, a pioneering development organization from Bangladesh, introduces its innovative development approach to improving the health, wealth and well-being of the poorest women and their families in Africa and other countries in Asia.

Susan is a senior advisor to New York University's Reynolds Program for Social Entrepreneurship since its inception. Susan led Ashoka's Global Academy for Social Entrepreneurship and serves on its international board committee that selects Ashoka Fellows. She also oversaw Ashoka's expansion to the Middle East, North Africa and Central Asia and served as a Senior Advisor to the Director General of the International Labor Organization. She was the Executive Director of Women's Environment & Development Organization, a global women's advocacy organization that pioneered new mechanisms for the global women’s movement to influence negotiations at global United Nations meetings from 1993-1998.

**FREDERICK M. HESS**

Frederick M. Hess, American Enterprise Institute's director of education policy studies, is an educator, political scientist, and author. At AEI, Mr. Hess studies a range of K-12 and higher education issues. He has authored influential books such as Common Sense School Reform, Revolution at the Margins, and Spinning Wheels. A former public high school social studies teacher, he has also taught education and policy at universities including Georgetown, Harvard, Rice, the University of Virginia, and the University of Pennsylvania. He is executive editor of Education Next and a faculty associate with Harvard's Program on Education Policy and Governance, and he serves on the board of directors for the National Association of Charter School Authorizers and on the review board for the Broad Prize in Urban Education.

**DAN MOORE**

Dan Moore is the President of the Southwestern Company in Nashville, Tennessee. He is a 1976 Honors Graduate from Harvard University and holds an Honors MBA from Vanderbilt University. As President of the Southwestern Co., he is responsible for product development, sales training, public relations, business statistics, forecasting and the development of new profit centers.

**CLINT SMITH**

Clint Smith is the co-founder of Emma, the Web-based email marketing and communications service (www.myemma.com). Launched in 2002, Emma powers the email newsletters and campaigns of more than 20,000 organizations around the world, providing small businesses, non-profits and agencies with simple yet sophisticated tools to create stylish email campaigns and surveys, send with confidence, and track the response in real time.
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 under the supervision of Dean Flewellen. The second headquarters was at Kennesaw College in Marietta, Georgia. In 1989 the third and present headquarters was located at the University of Wisconsin-Madison, with Joan Gillman as the Executive Director.

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

1981  Gerald Hills (University of Tennessee, the University of Illinois at Chicago, now at Bradley University), Founding Chair
1982  Gerald Hills (University of Tennessee, the University of Illinois at Chicago, now at Bradley University), Founding Chair
1983  Thomas Dandridge (State University of New York, Albany), Emeritus
1984  Harold Welsch (DePaul University)
1985  Alvin Star (University of Illinois at Chicago), Emeritus
1986  Max Wortman (University of Tennessee; most recently at Iowa State University), Deceased
1987  Joseph Latona (University of Akron), Retired
1988  Alan Filley (University of Wisconsin), Deceased
1989  Eugene Gomolka (University of Dayton), Deceased
1990  Catherine Ashmore (Ohio State University)
1991  William Ward (Susquehanna University), Emeritus
1992  Fred Kiesner (Loyola Marymount University)
1993  Donald Kuratko (Ball State University; now at Indiana University-Bloomington)
1994  Ray Bagby (Baylor University)
1996  Dale Meyer (University of Colorado)
1997  V.K. Unni (California State University, Bakersfield; now at Bryant University)
1998  Charles Hofer (University of Georgia; now at Kennesaw State University)
1999  Lynn Neeley ((Northern Illinois University)
2000  Scott Kunkel (University of San Diego)
2001  Joan Winn (University of Denver)
2002  George Solomon (The George Washington University)
2003  Frank Hoy (The University of Texas at El Paso; now at Worcester Polytechnic Institute)
2004  Charles Matthews (University of Cincinnati)
2005  Dianne H. B. Welsh (The University of Tampa,; now at University of North Carolina at Greensboro)
2006  Howard Van Auken (Iowa State University)
2007  Geralyn Franklin (University of South Florida, St. Petersburg; now at University of Dallas)
2008  Jeffrey R. Alves (Wilkes University)
2009  Michael Morris (Oklahoma State University)

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. The original grant was written to the Foundation by Joyce Brockhaus, Bob Brockhaus, Gerry Hills and Harold Welsch to fund the conference and give scholarships to new members to encourage attendance and to introduce them to USASBE. It was the beginning of tremendous growth for the organization.
As USASBE grew, other organizations began to participate and support USASBE. The Ewing Marion Kauffman Foundation, The John E. and Jeannie T. Hughes Foundation and The Edward Lowe Foundation 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, syllabi, job postings, videos, online journals, and training opportunities are available online. USASBE continues to grow and prosper. Strategic alliances are being formed and partnerships are being strengthened.

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

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

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

Annual conferences were held in Orlando (2007), San Antonio (2008), Anaheim (2009) and Nashville (2010). Future conferences will be held in Hilton Head, South Carolina (2011), New Orleans (2012), San Francisco (2013).

At year-end 2008, USASBE membership stood 1,089 strong marking the first time we crossed the 1,000 member plateau. In 2007, USASBE finished the year with 937. In 2009 of 1,089 members, 924 were academics and practitioners while 165 were classified as students.

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

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

The first annual doctoral consortium was held in San Antonio (2008) with 16 doctoral students. Later in 2008, USASBE introduces a Special Group Structure providing forums to collaboration in specialized areas of expertise:

- Corporate Entrepreneurship and Innovation
- Entrepreneurship in the Arts
- Entrepreneurship Pedagogy and Teaching
- Family Business
- International Entrepreneurship
- Minority and Women Entrepreneurs
- Small Business
- Social Entrepreneurship
- Technology and Life science Entrepreneurship
- Venture Financing

The Venture Financing Group reported that with the downturned economy venture capitalists’ confidence level declined to the lowest level in 5 years. The downturn also forced the State of Florida to retrench its support to Florida Atlantic University’s USASBE Central Office. Belmont University picked up the flag and appointed Becky Gann as the new director. All operations are running smoothly again and an extraordinary conference is planned for Nashville. In the same year (2010) ICSB will return to Cincinnati (June 24-27) to host its 55th annual conference with participants from over 70 countries.
Wednesday, January 13

**Conference Exhibits setup:** 1:30pm - 5:30pm in Grand Ballroom West

**Wednesday, 2:30pm - 6:00pm in Fisk One**

**Strategic Planning/Leadership Workshop**

By Invitation Only.

**Wednesday, 6:00pm - 10:00pm in Ryman Room**

**Board of Directors Meeting w/ Dinner**

By Invitation Only.

Thursday, January 14

**Conference Registration:** 7:30am – 8:00pm in First Floor Foyer

**Conference Exhibits:** 7:30-5:00pm in Grand Ballroom West

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

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

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

- 8:00am - 8:30am: Breakfast in Ryman 1
- 8:30am - 12:00pm: Program Sessions in Ryman 2
- 12:00pm - 1:30pm: Lunch in Ryman 1
- 1:30pm - 5:00pm: Program Sessions in Ryman 2

**Thursday, 8:00am - 12:00pm in Belmont Three**

**Issues that influence Entrepreneurship programs by using PQ faculty especially as they relate to AACSB accreditation**

- **K. Mark Weaver**, Louisiana State University
- **Robert M. Harper**, California State University, Fresno
- **Timothy S. Mescon**, Columbus State University
- **Jerry Trapnell**, AACSB

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

**Thursday, 8:00am - 5:00pm in Classical**

**The Undergraduate Entrepreneurship Curriculum: Establishing a Paradigm**

- **Fred Maidment**, Western Connecticut State University
- **Sharon Alpi**, Millikin University
- **Patricia G. Greene**, Babson College
- **Ralph Hanks**, Bowling Green State University
- **Jerome Katz**, St. Louis University
- **K. Mark Weaver**, Louisiana State University

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

**Thursday, 8:00am - 12:00pm in Jazz**

**Using the New Digital Media in Entrepreneurship Education**

- **Michael G. Goldsby**, Ball State University
- **Cecil Bohanon**, Virginia Polytechnic Institute and State University

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

**Thursday, 8:00am - 12:00pm in Rhythm and Blues**

**Whole Brain Technology and the Entrepreneurial Classroom**

- **Joseph A. Kayne**, Miami University
- **Ann Herrmann-Nehdi**, Herrmann International
- **Edward Lumsdaine**, Michigan Technological University

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

**Thursday, 9:00am - 7:00pm in Fisk Two**

**ICSB Board of Directors’ Meeting**

By Invitation Only.
<table>
<thead>
<tr>
<th>Thursday, 11:00am - 12:00pm in Executive Board Room</th>
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<tbody>
<tr>
<td><strong>Program Committee Meeting</strong></td>
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<td>By Invitation Only.</td>
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<tr>
<th>Thursday, 1:00pm - 5:00pm in Belmont Three</th>
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<tr>
<td><strong>Assessing the Performance of Entrepreneurship</strong></td>
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<td>Programs: Best Practices, Key Challenges, and the</td>
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<td>Road Ahead</td>
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<tr>
<td><strong>Alex F. DeNoble</strong>, San Diego State University</td>
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<tr>
<td><strong>Michael H. Morris</strong>, Oklahoma State University</td>
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<td>Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee.</td>
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<tr>
<th>Thursday, 1:00pm - 5:00pm in Belmont Two</th>
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<tr>
<td><strong>Addressing the Biggest Small Business Problems:</strong></td>
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<td>Bridging the Gap between Research and Practice through a Collaborative Forum</td>
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<td><strong>Marty Mattare</strong>, Frostburg State University</td>
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<td><strong>Whitney Peake</strong>, Murray State University</td>
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<td><strong>Joanne Pratt</strong>, Joanne H. Pratt Associates</td>
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<td><strong>Michael Wilcox</strong>, University of Tennessee</td>
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<td><strong>Michelle Proctor</strong>, TN Business Enterprise Resources Office</td>
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<tr>
<td><strong>Beth Phillips</strong>, Institute for Public Service</td>
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<td><strong>Jack Jurgens</strong>, Tennessee SCORE</td>
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<td><strong>John Ordung</strong>, Tennessee SBDC</td>
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<td><strong>Claudette Carter</strong>, SBA</td>
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<tr>
<th>Thursday, 1:00pm - 5:00pm in Jazz</th>
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<tr>
<td><strong>Creativity and Innovation for Corporate</strong></td>
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<td><strong>Entrepreneurship</strong></td>
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<td><strong>Michael G. Goldsby</strong>, Ball State University</td>
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<tr>
<td><strong>Jeffrey S. Hornsby</strong>, Kansas State University</td>
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<td>Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee.</td>
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<tr>
<th>Thursday, 1:00pm - 5:00pm in Rhythm and Blues</th>
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<tr>
<td><strong>Building a Regional Entrepreneurial Pathway</strong></td>
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<tr>
<td><strong>Timothy Stearns</strong>, California State University</td>
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<tr>
<td><strong>Genelle Taylor</strong>, Lyles Center for Innovation and Entrepreneurship</td>
</tr>
<tr>
<td><strong>Marianne Dunklin</strong>, Fresno City College</td>
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<td>Attendance to this pre-conference session requires pre-registration and payment of a pre-conference session fee.</td>
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<tr>
<th>Thursday, 6:00pm - 7:00pm in Grand Ballroom</th>
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<tr>
<td><strong>USASBE 2010 Welcome and Opening Plenary Session</strong></td>
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<tr>
<td>Conference Welcome by William T. Jackson, VP Conferences, 2010</td>
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<tr>
<td>Welcome to Nashville by Nashville Mayor Karl Dean</td>
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<tr>
<td><strong>KEYNOTE</strong>: Dan Moore, President and CEO of The Southwestern Company</td>
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<tr>
<th>Thursday, 7:00pm - 8:30pm in Grand Ballroom West</th>
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<tbody>
<tr>
<td><strong>Welcome Reception</strong></td>
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<tr>
<td>Drinks and heavy hors d'oeuvres will be available.</td>
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<tr>
<td>Sponsored by Microsoft BizSpark</td>
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</table>
Friday, January 15

**Conference Registration:** 7:30am – 8:00pm in First Floor Foyer

**Conference Exhibits:** 7:30-5:00pm in Grand Ballroom West

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

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**Friday, 7:00am - 8:15am in Ryman One**

Past President’s Breakfast

By Invitation Only.

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**Friday, 7:30am - 8:15am (multiple locations)**

Special Interest Groups Breakout Meetings with Continental Breakfast

Grab your breakfast from the Grand Ballroom West and head to your Special Interest Group Breakout Session:

- Corporate Entrepreneurship & Innovation – Ryman Two
- Entrepreneurship in the Arts – Belmont One
- Entrepreneurship Pedagogy & Teaching — Belmont Two
- Family Business — Belmont Three
- International Entrepreneurship — Classical
- Minority & Women Entrepreneurship — Jazz
- Public Policy — Fisk One
- Small Business — Rhythm & Blues
- Social Entrepreneurship — Rock & Roll
- Technology & life Science Entrepreneurship — Gospel
- Venture Finance - Bluegrass

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**Friday, 7:30am - 8:15am in Grand Ballroom West**

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 Grand Ballroom**

Plenary Session

Conference welcome by Michael H. Morris, USASBE President

Welcome by ICSB President Annette St-Onge

**KEYNOTE:** Frederick M. Hess, *American Enterprise Institute’s Director of Policy Studies in Education*

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**Friday, 9:45am - 10:15am in Grand Ballroom West**

Refreshment Break

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**Friday, 10:15am - 11:30am**

**USASBE Pillar Sessions**

USASBE Pillar Sessions are an exciting part of the USASBE program introduced in 2009. 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:

**Scholarship**

Michael A. Hitt, *Texas A&M University*

**Room:** Belmont Two and Three

**Pedagogy**

Patricia G. Greene, *Babson College*
Heidi Neck, *Babson College*

**Room:** Ryman One and Two

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

Plenary Session – Lifetime Achievement Awards Luncheon

Michael H. Morris, USASBE President (Presiding)

**AWARDS PRESENTATION:**

Max S. Wortman, Jr./USASBE Award for Lifetime Achievement sponsored by EntrepreneurEdu.org

John E. Hughes Award for Entrepreneurial Advocacy sponsored by The Coleman Foundation

USASBE Outstanding Entrepreneurship Educator Award sponsored by Collegiate Entrepreneurs’ Organization

2010 Justin G. Longenecker Fellows Induction Ceremony
Building Entrepreneurship Programs in the New Wild West: Experiences of and Partnership Opportunities with Russian Universities

Ilya Dementiev, St. Petersburg State University
Galina Shirokova, St. Petersburg State University
Alexei Klyuev, Urals State University in Yekaterinburg
Anastasia Anikeeva, Urals State University in Yekaterinburg
Ludmila Murgulets, Russian Association for Entrepreneurship Education
Viktor Dubolazov, St. Petersburg State University
Ray Smilor, Texas Christian University

With the demise of communism and emergence of free markets, higher education in Russia has witnessed a significant increase in demand for entrepreneurship scholars, courses, programs and degrees. This gap is being filled by a new generation of Russian educators. This session, presented by some of the leaders in the field, will review some of the progress made, share best practices, and identify ongoing challenges. Opportunities for collaboration and sharing between Russian academics and members of USASBE will be explored.

Cases: Managing the Challenges of Growth

Facilitator: Jose D. Gonzalez, Belmont University

CHILLY DILLY’S ICE CREAM COMPANY: BUILDING A BRAND NAME

Jay Alan Azriel, York College of Pennsylvania

Chilly Dilly’s Ice Cream Company: Building a Brand Name is a case about a young entrepreneur whose dream is to build a regional ice cream empire much like last century’s Good Humor brand. Dylan is faced with trying to grow his business in one of the United State’s worst economic climates since the Great Depression. Students are armed with information about both the ice cream and street vendor industries to help Dylan decide whether he should fund his company’s growth through debt, equity, or perhaps use a franchise model to grow the Chilly Dilly’s brand.

EMMA

John Wark, Belmont University
Jeffrey Cornwall, Belmont University

Emma is a teaching case that illustrates a complex set of issues associated with opportunity assessment, bootstrapping, financing, and managing growth. It facilitates robust discussions of the role creating and sustaining an intentional culture throughout the early stages of venture development. It also provides an opportunity for discussing venture expansion strategy and financing in the development of a business in a dynamic technology related market. Students must evaluate the decision to expand, and how it will influence the development of systems, a management team, and the organizational culture.

SPANX

Isaura Flores, University of Texas, Tyler
Marilyn Young Sr., University of Texas, Tyler

This case provides a platform for discussion of problems of entrepreneurs and gaining market acceptance. The case starts with a brief explanation of a woman with a business idea. This entrepreneur had no business experience, but had recognized a market opportunity. She developed a patent for an idea, followed by a challenge to find a manufacturer who had decided to pursue her idea. The marketing of the product, selection of a name for the company and the packaging of the SPANX product presented additional challenges for the entrepreneur. Finally, she was interested in social entrepreneurship, so she created a foundation to help minority entrepreneurs.

Minority/Women: Support Programs for Women Entrepreneurs

Facilitator: Craig Watters, Syracuse University

PERCEIVED VALUE OF FORMAL NETWORKS: DIFFERENCES BETWEEN FEMALE & MALE ENTREPRENEURS

Debra Malewicki, University of Wisconsin, Whitewater
Cathleen Folker, University of Wisconsin, Parkside

Since entrepreneurs play a crucial role in job creation, and evidence suggests that networks play an important role in both facilitating new businesses and helping existing businesses grow, a strong incentive exists to better understand and support entrepreneurial network development. In this study, we examine the differential values perceived by female and male entrepreneurs of entrepreneurial network organizations (ENOs). Women perceived a higher economic benefit (instrumental value) from the network than men, as well as a higher affective value. There were no significant differences on perceived normative value from ENO’s.
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 to give data. 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 survey does not indicate that higher institutions of learning such as universities and technical colleges provide special entrepreneurship programs tailored towards women entrepreneurs.

Access to financial resources remains an important aspect of new venture start-up and growth strategies. While women still obtain a small amount of total private equity investment, they are increasingly involved in developing high growth ventures which may be attractive investment opportunities for venture capitalists and business angels. Contract, or term sheet, negotiation is an important stage of the investment process. While gender-related differences in negotiation styles are well documented in other fields, they have not been examined in entrepreneurship. This research utilizes a mixed method study of gender and negotiation strategies employed during the private equity investment process.

This article uses data from the Kauffman Firm Survey to explore the financing sources and strategies of new technology-based firms. Findings reveal that technology-based firms, and particularly high tech firms, raise larger amounts of capital at startup than firms on average. These findings also suggest that, contrary to the Pecking Order and Life Cycle theories, owners of high tech firms are both willing and able to use external equity as a financing source.

The female serial entrepreneur (SE) is discussed as a relatively new and important phenomenon in entrepreneurship. The female SE’s studied ran larger businesses than female non-serial entrepreneurs and borrowed greater amounts of money to fund their businesses than female non-SE’s. In these respects, female SE’s represent a new phenomenon in entrepreneurship. In other respects, however, such as time worked in their businesses, female SE’s do not differ from female non-SE’s, suggesting that female SE’s are not a completely different type of group than female non-SE’s. The female SE businesses in this study were of indistinguishable sizes than male SE businesses.

We extend our understanding of industry legitimacy in emerging industries by integrating the work on the ‘Commons Problem’ with the existing literature on legitimacy to develop a conceptual model for the creation and destruction of industry legitimacy. Our model — entrepreneuring as collective/individual process — relates industry characteristics to predict the conditions under which actors within an emerging industry will act collectively to create and maintain industry legitimacy, and when they will act opportunistically to destroy it.

A measure of entrepreneur success is important to identify successful ventures to further our understanding of the entrepreneurial process and to guide public policies. In this paper, we propose an index of entrepreneur success that accommodates multiple inputs and outputs, that is predicated on inputs and that mitigates the impact of outliers. We relate the index to characteristics of the techpreneur and the venture: age, experience, gender, race, single owner, competitive advantage, education, and birthplace. The data are from the Kauffman Firm Survey. The index is calculated for 1197 technology firms in 2005 that started business in 2004.

The female serial entrepreneur (SE) is discussed as a relatively new and important phenomenon in entrepreneurship. The female SE’s studied ran larger businesses than female non-serial entrepreneurs and borrowed greater amounts of money to fund their businesses than female non-SE’s. In these respects, female SE’s represent a new phenomenon in entrepreneurship. In other respects, however, such as time worked in their businesses, female SE’s do not differ from female non-SE’s, suggesting that female SE’s are not a completely different type of group than female non-SE’s. The female SE businesses in this study were of indistinguishable sizes than male SE businesses.
HOW DOES THE RELATIONSHIP BETWEEN HUMAN AND SOCIAL CAPITAL IMPACT ON INDIGENOUS ENTREPRENEURS?

Dennis Foley, University of Newcastle

A knowledge gap in entrepreneurship literature became evident during a comparative qualitative study of three Indigenous entrepreneurial groups — Australian Aboriginal, Native Hawaiians and Maori entrepreneurs. When the relationship between Indigenous social and human capital in networking within a majority settler society business culture was addressed, it was found that the way Indigenous entrepreneurs network to achieve business goals suggests that underlying social and human capital dimensions are unique to their individual cultures. Comparative analysis showed possible differences between levels of social and human capital which can influence Indigenous entrepreneurs’ networking practices.

THE ROLE OF HUMAN CAPITAL AND GENDER IN START UP OPPORTUNITY IDENTIFICATION

Anat BarNir, University of North Texas

The paper focuses on the relationship between human capital and identification of start-up opportunities. Using a sample of 800 nascent entrepreneurs from PSED data, two questions are explored: First, what is the role of human capital in the identification of new venture opportunities? Second, do gender differences exist in the human capital associated with identifying new venture opportunities? Analyses focus on three types of start-up opportunities that are identified and acted upon by entrepreneurs. Results show that different types of human capital have differential effects on identifying start up opportunities, and that differences do exist between the genders.

Friday, 1:45pm - 3:00pm in Gospel

SmallBiz: The International Council for Small Business and USASBE Membership Benefits

Ayman Tarabishy, George Washington University
Michael Battaglia, ICSB

Founded in 1955, the International Council for Small Business (ICSB) is the first international membership organization to promote the growth and development of small businesses worldwide. Comprised as a global network of educators, researchers, policy makers and practitioners, ICSB facilitates the sharing of global knowledge and expertise in the fields of small business and entrepreneurship. Membership in ICSB provides access to the best minds in business, education and government; networking opportunities with colleagues around the world; research and publication capabilities through conferences, journals and online databases; reduced fees at annual conferences; membership in a world-wide SME community and much more.

Friday, 1:45pm - 3:00pm in Rhythm and Blues

Pedagogy: International Entrepreneurship and Student Exporting

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

This pedagogical exercise is designed to extend classroom teachings about international entrepreneurship by involving students in a series of practical applications related to international business and exporting. Students actually engage in exporting projects with local companies and develop comprehensive skill sets in international business and entrepreneurship. Students are introduced to government agencies which provide assistance and resources to entrepreneurs engaged in international business, logistics support companies, and local businesses interested in developing international markets. The outcome of this process is a graduate highly sought for their practical experience and ability to engage in “real” international business development.

Friday, 1:45pm - 3:00pm in Rock and Roll

Pedagogy: Innovation in International Programs

Kendall Artz, Baylor University
Colene L. Coldwell, Baylor University
Gregory Leman, Baylor University
Les Palich, Baylor University
Marlene M. Reed, Baylor University

A great need and opportunity for entrepreneurship educators lies in expanding our reach outside the U.S. Increasingly, entrepreneurship faculty and students are coming from all regions of the world, and technological improvements have made it possible for entrepreneurs to pursue opportunities worldwide. Thus, a common goal of entrepreneurship programs is to provide international entrepreneurship opportunities to prepare students for the challenges and opportunities of a global society. This workshop examines best practices developed through the creation and delivery of a diverse group of international entrepreneurship programs. It also provides a forum for other programs offering international programs to share insights.
New directions for research are discussed. Strategies and debate the merits of alternate pathways for universities. Findings from an international research project, evaluate models and pathways for entrepreneurial actions. This workshop will present value, few studies explain this misalignment or identify alternate social sciences and humanities are under-researched. While evidence factors, mostly in the hard sciences. Entrepreneurial activities in the historical success, research excellence, munificence and geographic commercialization outcomes and 'exemplar' universities with Literature on entrepreneurial universities focuses on development of articulation agreements.

Friday, 3:00pm - 3:30pm in Grand Ballroom West

**Refreshment Break**

Friday, 3:30pm - 4:45pm in Belmont One

**Pedagogy: Bridging the Gap: Articulation within Entrepreneurship Programs**

Douglas Viehland, ACBSP
Hal D. Morgan, University of Phoenix
Von Roderick Plessner, ACBSP

This session will act as a conduit for articulation activity by bringing together community college and baccalaureate degree entrepreneurship programs to help those involved better understand articulation policies that exist within entrepreneurship programs. The discussion will focus on common learning outcomes and the development of articulation agreements.

Friday, 3:30pm - 4:45pm in Belmont Three

**PublicPolicy: Facilitating Entrepreneurship within Universities**

Peter William Moroz, Deakin University
Kevin Hindle, Deakin University
Robert Anderson, University of Regina

Literature on entrepreneurial universities focuses on commercialization outcomes and 'exemplar' universities with historical success, research excellence, munificence and geographic factors, mostly in the hard sciences. Entrepreneurial activities in the social sciences and humanities are under-researched. While evidence suggests that research disclosures only represent a small portion of the knowledge on university campuses that has potential commercial value, few studies explain this misalignment or identify alternate pathways for entrepreneurial actions. This workshop will present findings from an international research project, evaluate models and strategies and debate the merits of alternate pathways for universities. New directions for research are discussed.

Friday, 3:00pm - 3:30pm in Ryman One

**Entrepreneurship Education Awards Program: Innovation Pedagogy Finalists**

Finalists for the 2010 USASBE distinguished awards for excellence in entrepreneurship education will present their innovative programs. These finalists have been selected by a national panel of judges for a larger pool. This session focuses on the outstanding efforts by a school in the area of innovative pedagogical approaches.

Friday, 1:45pm - 3:00pm in Ryman Two

**Entrepreneurship Education Awards Programs: Model MBA Program Finalists, and Model Ph.D. Program Finalists**

Finalists for the 2010 USASBE distinguished awards for excellence in entrepreneurship education will present their innovative programs (MBA then followed by PhD). 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 and PhD programs in entrepreneurship.

Friday, 1:45pm - 3:30pm in Grand Ballroom West

**Art: Entrepreneurship in the Arts**

Facilitator: Barrett Baebler, Webster University

**A NEW DEGREE MODEL FOR EDUCATION IN CREATIVE SECTOR ENTREPRENEURSHIP**

Michael Shaughnessy, University of Southern Maine

The Art and Entrepreneurial Studies program was developed at the University of Southern Maine in 2003. It was designed to educate aspiring creative entrepreneurs. A&ES responds to the need to create business oriented skills for art students. It involves a Studio BA combined with internships and course work from the USM School of Business. It now has over forty students and a recent graduate was named one of Businessweek's top young entrepreneurs under age 25. It is proving to be a model for injecting entrepreneurship into academic programs.

**DEVELOPING A "NEW OUTCOMES" FRAMEWORK: UNDERSTANDING THE ROLE OF ENTREPRENEURSHIP IN ARTS LEADERSHIP EDUCATION**

Gary D. Beckman, University of South Carolina, Columbia
C. Tayloe Harding, University of South Carolina, Columbia

Though Arts Entrepreneurship education is expanding across the nation, outcomes for many efforts remain tied to the conservatory model. Without demonstrating a framework for new student outcomes and competencies within the context of training, arts units may view entrepreneurship as a panacea - a silver bullet to the problem of arts underemployment.

By using the Carolina Institute for Leadership and Engagement in Music as a case study, this paper will outline a "New Outcome" for students. We argue that "Arts Leaders" are created by catalyzing entrepreneurship education through two significant policy areas – arts advocacy and community engagement.

**THE COMPLEAT PIANIST: LEVERAGING ENTREPRENEURIAL MENTORSHIP TO FOSTER A RENEWED VISION FOR PIANO PEDAGOGY**

Jonathan Kuuskoski, University of Wisconsin - Madison

This paper develops a framework for a re-envisioned piano pedagogy through the application of entrepreneurial theory, coupled with a holistic strategy of mentorship practices. The resulting concept of Entrepreneurial Mentorship (EM) proposes that pianists primarily learn to develop their personal vision of potential arts careers through the teacher-student mentorship relationship. Utilizing EM may foster a clear recognition of this relationship, and how it can be utilized to create a student-centered and individually-tailored educational experience for each student, one which will better prepare aspiring pianists to leap into the professional world.
**International: Motivation, Institutional Changes and Cross Cultural Factors of Entrepreneurship**

Facilitator: Mary Jo Jackson, University of South Florida, St Petersburg

**A CROSS CULTURAL STUDY OF GENDER-ROLE ORIENTATION AND ITS EFFECT ON ENTREPRENEURIAL SELF-EFFICACY**

Stephen Mueller, Northern Kentucky University
Mary Conway Data-On, Rollins College

The study of gender differences in entrepreneurial self-efficacy has to date produced inconclusive results. Cross-cultural studies are virtually non-existent. The present study seeks to understand the complex interplay of biological sex, socialized gender-roles, and culture on entrepreneurial self-efficacy and motivation to become an entrepreneur. Findings indicate that the traditional view of “entrepreneur as male” is fading in the United States. A new entrepreneur stereotype is emerging that balances stereotypical feminine and masculine characteristics. These findings were not replicated in Spain where traditional gender-role stereotypes associated with entrepreneurship persist. Implications for entrepreneurial education are discussed.


Greg Bell, University of Dallas

Despite the growing number of IPO firms attempting to acquire resources in foreign markets, scholars have yet to evaluate how sudden institutional changes impact their success. In response, we examine the impact of Sarbanes-Oxley legislation on the success of foreign IPOs on US stock exchanges. While the enactment of SOX legislation heightened the transparency and governance of foreign firms attempting to acquire capital market resources on US exchanges, our results demonstrate this sudden regulatory change also has performance implications for those foreign IPO firms who choose to adhere to these increased governance requirements.

**MOTIVATION, SUCCESS, AND PROBLEMS OF ENTREPRENEURS IN VENEZUELA**

Monica A. Zimmerman, West Chester University of Pennsylvania
Hung M. Chu, West Chester University

This study examines a sample of entrepreneurs operating in Venezuela, specifically motivators and success factors as well as the problems faced. Results indicate that the desire to be one’s own boss and to increase one’s income were important motivators. Good general management skills, appropriate training, accurate record keeping, and political involvement were found to be keys to success, while competition, a weak economy, and foreign exchange limitations were viewed as problematic by entrepreneurs in Venezuela. These results are examined in the context of Venezuela’s economy and culture.

**Cases: Opportunity Identification & Assessment**

Facilitator: Jay Alan Azriel, York College of Pennsylvania

**BERGEN CATHEDRAL INTERIORS**

Mark T. Schenkel, Belmont University
Beth Woodard, Belmont University
Joseph Ormont, Belmont University

The Bergen Cathedral Interiors case illustrates a complex set of issues associated with strategy formulation and growth within the furniture manufacturing industry. It facilitates robust discussions of the roles personal interest and background play in the recognition, assessment, and potential for shaping opportunity. It also provides ample foundations for discussing the interconnected roles between competitive analysis, partnership agreements, and venture growth strategy. Students must evaluate how Stephen’s initial choice to enter the venture through the use of a manufacturer’s sales representative model may ultimately be working to hamper the sustainability of the venture or constrain subsequent growth.

**CLEMENS PERK: A VENTURE LAUNCH ON A COLLEGE CAMPUS**

Paul Marsnik, College of Saint Benedict
Terri Barreiro, College of Saint Benedict / St. John's University

This case tells the story of a team of students as they go from idea, to feasibility analysis, to business plan in preparation for launching a coffee shop in the library on their campus. The case outlines a number of obstacles that the students encounter including, getting approval from the college, and securing funding. The appendix of the case includes the feasibility analysis and business plan created by the students.

**KENKEN: THE WISDOM SQUARED OF PUZZLING BUSINESSES**

Elissa Grossman, Loyola Marymount University

This case concerns a US small business’ efforts in licensing and launching a Japanese puzzle known as KenKen. The case provides a historical review of the puzzle’s conceptual emergence and subsequent commercialization, allowing students to explore the challenges associated with launching a brand new product innovation into a market of uncertain size and structure. More specifically, the case facilitates discussion of qualitative (i.e., business model selection) and quantitative issues (i.e., market size and profit estimation). Given the “ liabilities of newness” that face any nascent venture, it is imperative the entrepreneurs understand methods of concept validation, opportunity assessment, and risk management.
Entrepreneurs launching more firms. Governments (measured by taxation and expenditure) lead to Index are significant. Consistent with the literature, smaller Mexico are significant. Yet, four of the individual variables in the U.S. We find none of the weighted Indices in the freedom index of stark contrast to previous work that focused on economic freedom in This research investigates the relationship between economic freedom and firm births for the 50 US states. The results of this study are in stark contrast to previous work that focused on economic freedom in U.S. We find none of the weighted Indices in the freedom index of Mexico are significant. Yet, four of the individual variables in the Index are significant. Consistent with the literature, smaller governments (measured by taxation and expenditure) lead to entrepreneurs launching more firms.
### Best Workshop Nominee

**Pedagogy: Integrating Cultural, Social and Economic Contexts into Writing Cases**

**Jeffrey Cornwall,** *Belmont University*

**Thomas M. Cooney,** *Dublin Institute of Technology*

This workshop presents a case writing model that integrates an American and European perspective. The workshop will highlight the key approaches to be taken when writing case studies and how they can be used to maximize the learning experience for students. The workshop is an integration of successful models that have already been presented at USASBE conferences and in Europe as part of RENT (ECSB) Conferences. A unique aspect of this workshop will be its focus specifically on the relevance of ‘cultural context’ in writing and teaching with cases in entrepreneurship.

### Best Workshop Nominee

**Pedagogy: The Entrepreneur as Artist**

**Terry Goodin,** *Middle Tennessee State University*

**Joe Aniello,** *Francis Marion University*

**Glenda Goodin,** *Middle Tennessee State University*

**R. Wilburn Clouse,** *Western Kentucky University*

This panel discussion features distinguished entrepreneurs and educators reflecting on best practices related to the teaching of entrepreneurship. Creativity is highly valued in the entrepreneur’s repertoire of skills. We believe that everyone has a spark of creative energy waiting to be set free. This session explores ways to encourage the release of that creative spirit. The session’s purpose is to uncover new understanding about teaching practices, to share ideas, and to develop a teaching theory that combines andragogical principles with such techniques as problem-based learning, project-based learning, and fresh, new approaches to teaching that encourage creativity and problem-solving.

### Entrepreneurship Education Awards Program: Model Undergraduate Program Finalists

Finalists for the 2010 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.

### VentureFinance: Obtaining Capital: From Micro-Credit to the IPO

Facilitator: **James C. Brau,** *Brigham Young University*

**MICRO-CREDIT, SMALL BUSINESS VENTURES AND POVERTY REDUCTION: AN EVALUATION OF ‘HOPE’**

**Zainab Aziz**

**Talia Randa Esnard-Flavius,** *University of Trinidad and Tobago*

The study examined the relationship between microcredit, small business ventures, and poverty reduction among the rural poor in eastern Trinidad. Guided by the main propositions of social capital theory, the researchers administered a questionnaire that measured the impact of microcredit and small business ventures on the quality of their social welfare (particularly in areas of diet, health care and education), and conducted formal and informal interviews with its participants/clients. The data showed that access to microcredit through HOPE positively influenced their small business ventures, housing and dietary improvements, but had a limited impact on facilitating educational improvements for clients.

**THE FAILURE TO OBTAIN VC FINANCING IN THE PRE-START-UP PHASE: EVIDENCE FROM THE PORTUGUESE CONTEXT**

**Jose Bilau,** *Polytechnic Institute of Beja*

**Eduardo Barbosa Couto,** *Technical University of Lisbon / ISEG*

In this paper we propose contributing to deepening the knowledge on access to venture capital concerning the pre start-up phase of the innovative firms, identifying the reasons mentioned by nascent entrepreneurs as responsible for the lack of success in obtaining VC. The main reasons cited for not obtaining venture financing were small size of the VC market and limited public policies to support venture capital participation. The sub-sample of nascent entrepreneurs that based their financing proposals on more complete business plans included at the top of their list “lack of interest of the venture capitalists in pre start-up phase investments”.

### Fellows Dinner

By Invitation Only.
Saturday, January 16

**Conference Registration:** 7:30am – 8:00pm in First Floor Foyer

**Conference Exhibits:** 7:30-5:00pm in Grand Ballroom West

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

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**Saturday, 7:00am - 8:15am in Fisk Two**

**Executive Committee (2010) Breakfast**

By Invitation Only.

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**Saturday, 7:30am - 8:30am in Grand Ballroom West**

**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 Grand Ballroom**

**Plenary Session**

**KEYNOTE:** Clint Smith, *Founding Partner, Emma*

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**Saturday, 9:45am - 10:15am in Grand Ballroom West**

**Refreshment Break**

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**Saturday, 10:15am - 11:30am**

**USASBE Pillar Sessions**

USASBE Pillar Sessions are an exciting part of the USASBE program introduced in 2009. 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:

**Public Policy**

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

*Room:* Belmont Two and Three

**Outreach**

Phil Wellerstein, *National Collegiate Inventors and Innovators Alliance (NCIIA)*

*Room:* Ryman One and Two

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

**Luncheon w/ Speaker**

**KEYNOTE:** Susan Davis, President & CEO, BRAC USA

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**Saturday, 1:45pm - 3:00pm in Belmont One**

**Minority/Women: Obstacles for Women In Business**

Facilitator: Lynn Neeley, Northern Illinois University

**WOMEN AND MEN ENTREPRENEURS: DIFFERENT RELATIONSHIPS TO BOOTSTRAP FINANCE**

Lynn Neeley, *Northern Illinois University*

Howard E. Van Auken, *Iowa State University*

Women and men entrepreneurs have shown different preferences in their businesses’ sizes and sectors, and sometimes, strategies used to resolve venture challenges. Capital access has also been an obstacle but partially overcome with bootstrap finance. This research explored women’s application of bootstrap finance techniques and compared those with men’s choices. Bootstrap methods’ use frequencies were similar in both groups, but women tended to control cash flows more often. Women were more likely to bootstrap than men if sales declined, and if they were young or more educated; women with overdraft privileges were less likely to bootstrap; men, more likely.

**WOMEN, GOAL ORIENTATION, AND SUCCESS: A FAMILY BUSINESS PERSPECTIVE**

Shellye Annette Clark, *Purdue University*

Maria Marshall, *Purdue University*

The purpose of the study was to investigate the impact of family businesses’ strategic management practices and gender on goal orientation and success. The study sought to examine the female underperformance theory in entrepreneurial research by attempting to explain success through business goal formulation, management strategies, and business attributes. Although women business managers choose positive reputation with customers as a primary business goal more often than men, gender does not significantly influence the choice of business goal. Our study concurs with previous literature, businesses with women business managers are less profitable than those managed by men.
AN ENTREPRENEURIAL PERSPECTIVE ON SME INTERNATIONALIZATION

Rico J. Baldegger, Hochschule für Wirtschaft
Patrick Schueffel, Hochschule für Wirtschaft

International entrepreneurial orientation and opportunity recognition are prominent constructs in International Entrepreneurship research. Yet, these two constructs, their interaction between 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.

THE MANAGEMENT AND CONTROL OF NETWORK TIES IN INTERNATIONAL NEW VENTURES – ANALYZING THE ECONOMIC OPTIMALITY OF INTERORGANIZATIONAL GOVERNANCE MECHANISMS

Marc Johannes Banaszak, Chemnitz University of Technology
Muhamed Kudic, Halle Institute for Economic Research

We can observe small- and medium-sized firms entering the global landscape by simultaneously controlling and managing a portfolio of international alliances in more than one country from day one. We develop a game theoretical framework over three stages with increasing complexity to analyze the effectiveness and efficiency of interorganizational sanction mechanisms from an ego network perspective. Results show that two out of six analyzed sanction mechanisms do not fulfill the game theoretical condition for effectiveness. Not one single sanction mechanism but rather the right choice and combination of different types of sanction mechanisms show efficient results for a micromultinational enterprise.

RISK BASED NEW VENTURE VALUATION TECHNIQUE

Whittington Vara, University of Florida

New ventures that lack a financial history and have a future that is not only unknown, but may be unknowable pose unique problems to the investment community. Since conventional valuation techniques do not work in these cases, entrepreneurs and investors resort to techniques that rely more on art than finance. Although a reduction in information asymmetry usually leads to an agreement between two parties, the methods the entrepreneur or investor use to value a new venture tend to increase this information gap. The author proposes a logical, systematic risk-based new venture valuation technique that reduces information asymmetry during this process.

THE PRICING PROCESS OF INITIAL PUBLIC OFFERINGS: POWER, PATIENCE, AND PROCEEDS

John Pearlstein, Richard Stockton College

Issuers and underwriters theoretically engage in an JV/Alliance to bring critical resources to issuers to enhance their IPO. Consistent with JV/alliance theory, contributed resources form the basis for each firm’s bargaining power, which impacts the distribution of proceeds—underpricing. Prior theory assumes that the initial offer price is an unbiased estimate, I argue that it is not. I further find that power is instrumental when setting the initial file price, however, due to changing circumstances and motivations, during bookbuilding, power shifts in the opposite direction when setting the final offer price, presenting caution to strong issuers, and opportunity to weaker issuers.
AN ENTREPRENEURIAL APPROACH TO SYSTEMIC CHANGE IN K-12 EDUCATION IN THE UNITED STATES: A CASE EXAMPLE OF A PUBLIC PRIVATE PARTNERSHIP

Kristy Hebert, Advance Baton Rouge
K. Mark Weaver, Louisiana State University, Baton Rouge
Carolyln Pena, ADVANCE Innovative Education
Eric Liguori, Louisiana State University, Baton Rouge

We present a discussion of innovation and entrepreneurial thinking in public education, highlighting the need for systemic change in public education. A case example of how a public-private strategic alliance leading to sustainable social and economic change is presented. By infusing new entrepreneurial ways of thinking into each sector, we can establish a critical mass of change agents, who are relentlessly focused on the bottom line: maximizing student outcomes.

GENERATION IMPACT: STUDENT PREFERENCES TO START SOCIAL OR TRADITIONAL VENTURES

Susan Mueller, University of St. Gallen
Heidi Neck, Babson College

This paper introduces a classification scheme of reasons for preferring social versus traditional entrepreneurship. Our research uncovers significant drivers of social and traditional start-up entrepreneurship and contributes on two levels. First, we offer empirical evidence that the two types of entrepreneurship are clearly differentiated by motivation to act. Second, we begin a conversation on social entrepreneurship education and suggest that entrepreneurship education, in general, is disconnected from the current generation’s need for making a social impact, acting according to personal values, and balancing social and economic aspects of business.

SOCIAL & SUSTAINABLE HEFFALUMPS? THE “ENTREPRENEURIAL” TRAJECTORY FOR SOCIAL & SUSTAINABLE ENTREPRENEURSHIP RESEARCH

Norris Krueger Jr., Max Planck Institute
Dianne HB. Welsh, University of North Carolina, Greensboro

The definitions we use for “social (or sustainable) entrepreneurship” can vary remarkably, even painfully reviving memories of the early days of entrepreneurship itself as a nascent field. One early observer waggishly described entrepreneurship research as often the search for the “Heffalump.” Now we again see “heffalumping” with social and sustainable entrepreneurship. Might it not be most instructive to consider the evolution of social entrepreneurship as a field in light of how entrepreneurship itself evolved? Moreover, what might we learn from digging deeper? Recent efforts to take advantage of advances in neuroscience will help us see “what lies beneath” social entrepreneurship.

A RESOURCE-BASED VIEW OF INNOVATION, TECHNOLOGY TRANSFER AND COMMERCIALIZATION

Mark J. Ahn, Willamette University
Anne York, Creighton University

Two-thirds of New Zealand’s intellectual property and scientific publications come from universities and research institutes, so improving the commercialization of innovations developed from these institutions has a potentially significant economic impact. Using a resource-based view, we explored the views of NZ’s scientific community concerning the role of innovation in economic development, as well as perceptions of the strategies, structures and performance of the technology transfer offices. We concluded that companies face high transaction costs when commercializing innovations developed by universities and research institutes given the broad array of organizational capabilities, objectives, and measures utilised by technology transfer offices.

CREATING RADICAL INNOVATION: THE LEARNING IMPERATIVE

Matthew Marvel, Western Kentucky University

This study investigates learning and how the different types of knowledge acquired by technology entrepreneurs relate to innovation radicalness. Findings from a sample of 145 technology entrepreneurs operating within university-affiliated incubators suggest that learning after discovery until the launch of the venture is vital to explaining innovation outcomes. The patterns of learning vary across innovation using a continuum of incremental and radical innovation. These emergent learning configurations, or gestalts, provide insights as to how to gain a radical innovation advantage.

THE ROLE OF BUSINESS MODEL INNOVATION IN THE EMERGENCE OF MARKETS: A MISSING DIMENSION OF ENTREPRENEURIAL STRATEGY?

Samuel Holloway, University of Portland
Helder Sebastiao, University of San Diego

We propose that entrepreneurs who successfully introduce new business models that significantly alter existing market preferences and structures do so through a process that aligns collective interests with their strategic vision of the business model and market. This process combines the experimental and iterative nature of effectuation with a strategic orientation that is fundamentally market driving.
Facilitator: Esra Memili, Mississippi State University

AN ASSESSMENT OF ENTREPRENEURIAL ORIENTATION AT THE INDIVIDUAL LEVEL OF ANALYSIS: THE ROLE OF INNOVATION AS A DIFFERENTIAL PREDICTOR OF ENTREPRENEURIAL ACTIVITY

Tandy Dilworth, University of Colorado

I empirically investigate the structure of the entrepreneurial orientation (EO) construct at the individual level of analysis and compare the predictive ability of EO as a whole against innovation alone on entrepreneurial activities using a sample of 177 Singaporean entrepreneurs. I find that there are slight differences in individual EO versus firm level EO in terms of structure and that innovation is a good proxy for EO in predicting entrepreneurial activities such as opportunity evaluation. This study makes contributions to the entrepreneurship and strategy literatures in its methodology and in its findings related to innovation.

Facilitator: Ethne Swartz, Fairleigh Dickinson University

A TALE OF TWO HOSPITALS - HOW ELECTRONIC HEALTH RECORDS (EHR) IMPLEMENTATION BE A STRATEGIC ADVANTAGE

Mark Weaver, Memorial Health System
Ayman Tarabishy, George Washington University

The Tale of Two Hospitals case illustrates a dynamic and complex set of issues associated with Electronic Health Records (EHR) implementation in two hospitals. It primarily deals with the entrepreneurial process undertaken to implement a revolutionary type of technology. The case facilitates robust discussion on the state of Health care in the US, the role strategic entrepreneurship, intrapreneurship, and implementing change within an organization. Students must evaluate carefully what decisions St. Alexander must undertake in lieu of the actions they have made.

Facilitator: Debbi D. Brock, Seattle University

AUSTIN MEDICAL BILLING: WHERE TO GO FROM HERE?

Sherri Coultrup, Morgan State University

The entrepreneur of a small medical billing service finds herself facing uncertainty with the departure of a key client. Strategic planning and rapid growth has not been a priority. Dealing with shifting environmental elements inherent to insurance billing both staff and training are important. Technology and federal requirements standardizing billing in the insurance industry requires financial and human capital investments. The owner must evaluate the current business environment while identifying possible generic responses to approaches in the effort to turnaround the company. Maintaining stable profits, current levels of staffing, and controlled growth are key elements of importance to the entrepreneur.

Facilitator: Sanford Ehrlich, San Diego State University

CORPORATE ENTREPRENEURIAL SELF-EFFICACY: AN EXAMINATION OF ENTREPRENEURIAL BEHAVIOR IN A GLOBAL JAPANESE CORPORATION

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

This research focuses on advancing theoretical development in corporate entrepreneurship through understanding how social-cognitive theory (SCT) explains the relationships between individual’s perceptions of their social environment, their perceived self-efficacy and subsequent entrepreneurial behavior. Using a new domain-specific measure of corporate entrepreneurial self-efficacy (CESE), we tested these relationships in a U.S. subsidiary of a global Japanese technology company. Our results found that two measures of CESE were significantly related to superiors’ rating of an individuals’ innovativeness. The implications of this research are relevant to both researchers and corporate executives interested in examining the key drivers of corporate entrepreneurial behavior.
LEARNING ORGANIZATION PRACTICES AS KEY IMPACTS ON ORGANIZATIONAL EFFECTIVENESS: RESEARCH OF SMALL ENTERPRISES IN TAIWAN

Chien-Chi Tseng, University of Minnesota, Twin Cities

This research explored the key impacts of learning organization practices on organizational effectiveness for small and medium-sized enterprises (SMEs) in Taiwan. Two measurements were used to form an integrated instrument. A quantitative research design was used in this study. Descriptive statistics for the scales are reported. The relationships among learning organization practices and organizational effectiveness were explored with correlation analysis and structural equation modeling. The study found learning organization practices have strong influences on organizational effectiveness in the SMEs settings.

STUDENTS PERCEPTIONS OF ETHICAL BEHAVIOR: A COMPARISON OF ATTITUDES TOWARDS ENTREPRENEURS AND TRADITIONAL BUSINESS MANAGERS

John Batchelor, Virginia Commonwealth University
Shanan Gwalentye Gibson, East Carolina University
Michael L. Harris, East Carolina University
Leo Simpson, Seattle University

This study investigated the ethical perceptions of business students towards entrepreneurs and business managers, and the factors that influence them. It was found that business students typically felt that entrepreneurs were more likely to engage in ethical behavior than were traditional managers. In addition, differences in perceptions were found such that minorities consistently rated both entrepreneurs and managers as less ethical than did their Caucasian peers, and female students viewed entrepreneurs as more ethical than did males, but no gender differences were found with regard to perceptions of business managers. Research findings and practical implications are discussed.

SATURDAY, 1:45-3:00PM IN RHYTHM AND BLUES

SmallBiz: Organizational Learning and Perception

Facilitator: Michael L. Harris, East Carolina University

IT'S WHOM YOU KNOW AND WHAT YOU KNOW: A SOCIAL CAPITAL PERSPECTIVE OF THE EFFECT OF SMALL FIRM ORGANIZATIONAL LEARNING ON FIRM PERFORMANCE

Michelle Leah Washington, Arcadia University

This study aims to add to the understanding of small firm performance, in general, and that of female and African-American small firms, in particular. This paper connects the theoretical tenets of social capital theory and knowledge management to argue that ties with external stakeholders and owner social resources affect access to business and organizing knowledge. It also examines how access to knowledge and internal social capital impact small firm organizational learning and ultimately firm performance. Results show that, generally, small firms access and exploit knowledge through strong ties. However, results were mixed for African-American and female small business owners.

PART-TIME ENTREPRENEURSHIP: THEORY AND EVIDENCE

Kameliia Petrova, SUNY Plattsburgh

Recent evidence from a large study on the level of entrepreneurial activity of 40 countries has established that 80 percent of those who implement start-ups also hold outside paid jobs. I develop a model of entrepreneurial choice where one can hold an outside paid job while also being involved in a start-up. Individuals become part-time entrepreneurs because they do not know their entrepreneurial ability ahead of time. Better entrepreneurs manage to transform their start-ups into successfully operating businesses; those with lower entrepreneurial ability withdraw. The model gives rise to industry selection and agrees with the empirical evidence from the PSED.
strengthening patronage intentions to shop downtown in small rural communities: is community brand identity a resource?

Jane Swinney, Oklahoma State University, Stillwater
Rodney Runyan, University of Tennessee

Small business owners can effectively serve their customers when patronage intentions are known. To help business owners in small rural communities, 307 questionnaires were collected from residents in four rural communities and analyzed to investigate whether the construct of community brand identity could predict patronage intentions to shop in the downtown area. The research moves beyond product and service characteristics to evaluate the contribution community brand identity, specifically image and positioning, makes to patronage intentions. Brand identity was a statistically significant predictor of consumer’s patronage intentions. The findings can be used to strengthen community brand identity and increase patronage intentions.

Saturday, 3:00pm - 3:30pm in Grand Ballroom West
Refreshment Break

Saturday, 1:45pm - 3:00pm in Ryman One
Annual Joint Academy of Management/USASBE Session

A strategic partnership between the Academy of Management and USASBE was formed two years ago and the inaugural meeting occurred last year. Part of its purpose is to feature a special USASBE session held at the AOM meeting (with a pedagogical focus), an Academy session at the USBE meeting (with a research focus). Each of these sessions concentrates on best practices in entrepreneurship.

Research Excellence in Entrepreneurship
Sharon Alvarez, Chair of the Research Committee for the Entrepreneurship Division of the Academy of Management, will give a talk on Research Excellence in Entrepreneurship.

The Practitioner, the Educator and the Researcher: Advancing the Interface
Jeffrey Cornwall representing USASBE will present a parallel discussion exploring the importance of leading-edge research that informs both entrepreneurial practice and pedagogy.

Saturday, 1:45pm - 3:00pm in Ryman Two
Entrepreneurship Education Awards Program: Outstanding Specialty Program Finalists

Finalists for the 2010 USASBE distinguished awards for excellence in entrepreneurship education will present their innovative programs. These finalists have been selected by a national panel of judges from a larger pool. This session focuses on the outstanding efforts by a school in the area of specialty entrepreneurship programs.

Saturday, 3:00pm - 4:45pm in Belmont One
Pedagogy: Involving Students in Case Writing as Research

Kendall Artz, Baylor University
Les Palich, Baylor University
Marlene M. Reed, Baylor University

Entrepreneurship and small business management cases have value as a pedagogical tool, but those that are well written offer more potential for a high-quality learning experience. What we are learning at Baylor University is that students can be involved in the front-end of the development and writing of cases, to be more than just consumers of these materials. To be engaged in this way adds a new dimension to the teaching repertoire and enriches the learning process. This workshop will review the advantages of faculty members involving students in the gathering of data—both from field interviews and library research—to serve as the basis for writing teaching cases. In addition, the leaders will lead participants through the steps in writing teaching cases.

Saturday, 3:30pm - 4:45pm in Belmont Three
PublicPolicy: Influence Factors Impacting Entrepreneurship

Facilitator: Mary Jo Jackson, University of South Florida, St Petersburg

ENTREPRENEURIAL ORIENTATION AND PERSONALITY TRAITS: THE MODERATING INFLUENCE OF EDUCATION
Donatus A. Okhomina, Fayetteville State University

The purpose of this research is to examine the relationships between entrepreneurial orientation and personality traits, and the influences level of education may have on such relationships. Findings suggest that personality traits have positive correlations with entrepreneurial orientations. It also suggests that entrepreneurial orientation may be an outcome of many influences including the entrepreneur’s level of education.

ENTREPRENEURIALIZING TECHNOLOGY COMMERCIALIZATION: (A BEST PRACTICE THAT ALSO WORKS IN THEORY)
Norris Krueger Jr., Max Planck Institute
Brian Cummings, University of Utah
Steven Nichols, University of Texas, Austin

60+ university spinouts in three years. 94% still alive. Lowest cost per spinout in the US. The “book” on successful technology transfer is to find multiple ways to substitute bottom-up entrepreneurial approaches for top-down bureaucratic mechanisms. However, few programs successfully manage the transition to entrepreneurial mode. How did this program succeed where so many do not? We share the key facets of their entrepreneurial approaches, supported by theory and evidence from other successful programs that offer critical lessons learned and a deeper understanding of how other institutions can deploy this constellation of entrepreneurial mechanisms. How do we put entrepreneurs first?
Entrepreneurs acquire knowledge daily to grow their ventures from what researchers, policymakers, and practitioners recognize as often weak, resource-scarce competitive positions. The formative processes of these ventures vary dramatically in ensuring their survival, which affects the viability of regions. This study examines the roles of knowledge acquisition in new venture formation through simulation. Informal knowledge acquisition has weak effects on formation, while formal acquisition has stronger impact when network effects are significant. The results of the simulation study provide evidence for the diversity of new venture formation processes in creating robust entrepreneurial competitiveness in regions.

**Saturday, 3:30pm - 4:45pm in Belmont Two**

**Pedagogy: Learning Entrepreneurship: Various Experiences**

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

**“DELIBERATE PRACTICE MAKES EXPERT ENTREPRENEURS”: AN ANALYSIS OF HOW ENTREPRENEURS BECOME EXPERTS IN OPPORTUNITY IDENTIFICATION AND EVALUATION**

Shruti R. Sardeshmukh, Rensselaer Polytechnic Institute
Manli Chen, Rensselaer Polytechnic Institute
Ikenna Uzuegbunam, University of Kentucky
Gautam Kasthurirangan
Robert Baron, Rensselaer Polytechnic Institute

Even though a high proportion of entrepreneurial ventures fail, some individuals are able to consistently produce high performing ventures. Integrating the expertise and deliberate practice literature in the domain of entrepreneurship, we develop a conceptual model, which examines how deliberate practice may help individuals attain such superior performance in different aspects of the entrepreneurial process, i.e., opportunity identification (both creation and recognition) and evaluation. Further, arguments regarding how the process of deliberate practice may differ for opportunity creation and recognition are proposed. Based on the propositions, implications for entrepreneurship education are suggested.

**ENTREPRENEURSHIP EDUCATION IN EDUCATIONAL TECHNOLOGY: BRIDGING ACADEMIC KNOWLEDGE AND PROFESSIONAL PRACTICE**

Ana-Paula Correia, Iowa State University
Linda Swihart Niehm, Iowa State University
Farrah D. Yusop, Iowa State University / Universiti Malaya

The teaching case described here takes place in an advanced educational technology course offered to graduate students in a College of Human Sciences at a major Midwestern university. The focal learning activity in this course was the participation in a multi-team instructional consulting company designed to simulate a small instructional technology firm. Students worked with both university clients and organizations within regionally located small communities (e.g. government agencies, service providers, health organizations). This learning experience provides a framework for identifying organizations’ instructional design needs and developing effective instructional and technology interventions from an entrepreneurial perspective.

**HOW ‘REAL’ IS ENTREPRENEURSHIP IN VIRTUAL WORLDS? EXPLORING THE RELEVANCE TO THEORY AND PRACTICE**

Peter William Moroz, Deakin University
Edward Gamble, University of Prince Edward Island

Due to the relative newness of virtual worlds, very little is known about how markets operate and to what extent the conventions of social, economic and political theory may or may not function within these newly developed ‘spaces’ for human interaction. Our findings suggest that although there are unique features of the Second Life context that make it distinctive, individual attitudes towards opportunity alertness, planning, innovation and motivation comport well with extant theory that informs upon entrepreneurial behavior.

**THE ROANOKE COLLEGE INNOVATION CHALLENGE: LEADING ENTREPRENEURSHIP FROM THE CLASSROOM TO THE COMMUNITY**

Charles M. Smith, Roanoke College
Ali A. Nazemi, Roanoke College

The Roanoke College Innovation Challenge (RCIC) provides truly integrative learning by bringing together students from multiple academic disciplines to work on an innovative and collaborative project. As a summer program for students, the goal of the RCIC is to foster entrepreneurship, innovation and community throughout the Roanoke Valley. Three teams of students are given the task to develop a comprehensive business plan for three new product innovations, provided by local inventors. The research and work is then used by the student teams in the presentation of the new entrepreneurial endeavors to potential investors at the conclusion of the program.
The potential benefits from the applications will be Cost reduction, increase capability, communication improvement and applications as an important marketing tool to reach their customers. Large companies around the globe have profoundly invested their resources to incorporate the web-based marketing. The practices of web-based marketing among the SMEs are still questionable. Thus, this study intends to investigate determining factors for the usage of web-based marketing among small medium enterprises (SMEs) in Malaysia.

Applications of web-based marketing in business environment have profound profit implications. Large companies around the globe have profoundly invested their resources to incorporate the web-based marketing. The practices of web-based marketing among the SMEs are still questionable. Thus, this study intends to investigate determining factors for the usage of web-based marketing among the SMEs in Malaysia.

Determining factors for the usage of web-based marketing applications among small medium enterprises (SMEs) in Malaysia

Azizah Omar, Universiti Sains Malaysia
T. Ramayah, Universiti Sains Malaysia
Lim Bee Lin, Universiti Sains Malaysia
Osman Bin Mohamad, Universiti Sains Malaysia
Malliga Marimuthu, Universiti Sains Malaysia

Applications of web-based marketing in business environment have profound profit implications. Large companies around the globe have profoundly invested their resources to incorporate the web-based applications as an important marketing tool to reach their customers. Cost reduction, increase capability, communication improvement and customer service improvement are among the benefits perceived by these companies. However, the practices of web-based marketing among small medium enterprises (SMEs) in Malaysia are still questionable. Thus, this study intends to investigate determining factors for the usage of web-based marketing among the SMEs in Malaysia. The potential benefits from the applications will be addressed in this study.

One of the best ways to solve the problems is creation of networks. In this article we will study the stages of creation of “Iran Nanotechnology Business Network”. The network’s goals are to make the nanotechnology companies competent and create synergy between them. The reason for creation of the network, management experiments, members, challenges and future programs are explored in this article. This model can be offered to other countries.

One of the most challenging problems of the developing countries is the difficulty in creation and development of high-tech businesses. One of the best ways to solve the problems is creation of networks. In this article we will study the stages of creation of “Iran Nanotechnology Business Network”. The network’s goals are to make the nanotechnology companies competent and create synergy between them. The reason for creation of the network, management experiments, members, challenges and future programs are explored in this article. This model can be offered to other countries.

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). The 3E-Learning site (3e-learning.org) is a community site designed to collect and disseminate these entrepreneurial experiential exercises to other instructors. The site contains information on each exercise, including hand-outs, guidance, and student responses. This workshop showcases the finalists of the competition and announces the winners for the 2009-2010 competition.

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This paper describes a process and outcomes from a yearlong action research project designed to infuse the “E” spirit into eight rural communities in the Commonwealth of Kentucky. The project used local talent to solve local issues around new business start-ups related to economic changes and major changes at a local military base. The project’s purpose was to address rising unemployment by changing the local culture and expectations from “taking a job” to “making a job.” Reports and research findings will be given to participants of this session.

Facilitator: Whitney Oliver Peake, Murray State University

THE RHYTHM OF ENTREPRENEURSHIP: AN EXPERIENTIAL PERSPECTIVE ON VENTURE CREATION

Michael H. Morris, Oklahoma State University, Stillwater
Minet Schindehutte, Syracuse University
Donald F. Kuratko, Indiana University-Bloomington

Venture creation is a lived experience. The events and event streams that occur as the experience unfolds affect and are affected by the entrepreneur as he or she is ‘in the moment’. As such, the cognitive, affective and physiological processing of those events have critical implications for the decisions made by the entrepreneur and ultimately for the type of venture that is created. The unique characteristics of entrepreneurial experiences are examined. The entrepreneur is presented as actor in an unscripted temporal performance who continually encounters novelty. It is argued that the entrepreneur and venture emerge as a function of ongoing experiencing, with the venture experience creating the entrepreneur as the entrepreneur creates the venture.

THE ROLE OF TRUST AND DEPENDENCE IN SMALL BUSINESS PERFORMANCE: DOES SIZE MATTER?

William McDowell, East Carolina University
Michael L. Harris, East Carolina University
Shanan Gwaltney Gibson, East Carolina University

This study investigated the performance and relationship between suppliers, both micro and small and medium sized, and the buyer within the supply chain. Specifically, this study examined trust and dependence, and the varying importance that different sized suppliers place on each of these constructs. The sample consisted of 144 suppliers in the southwestern region of the U.S. The results indicated that performance of micro suppliers was more highly related to trust and dependence than for small and medium size suppliers (SMEs). Practical implications and areas for future research are discussed.

Finalists for the 2010 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.
Sunday, January 17

**Conference Registration:** 7:30am – Noon in First Floor Foyer

**Career Center:** 9:45am - Noon

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Sunday, 7:30am - 8:30am in Grand Ballroom West

**USASBE Networking Breakfast**

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

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Sunday, 8:30am - 9:30am in Grand Ballroom

**Plenary Session: USASBE -- 2011 and Beyond**

K. Mark Weaver, USASBE Sr. Vice President - Programming

This session will address the lessons learned regarding serving a national organization in a changing academic environment and tough economic times. What is necessary to continue to offer the best possible USASBE Conferences based on our present environment and the needs of the membership will be openly addressed.

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Sunday, 9:45am - 10:15am in Grand Ballroom West

**Refreshment Break**

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Sunday, 10:15am - 11:30am in Belmont One

**FamilyBiz: Performance factors in family businesses and small enterprises**

Facilitator: Roland Kidwell, University of Wyoming

**BUILDING A FAMILY FIRM IMAGE: HOW FAMILY FIRMS CAPITALIZE ON THEIR FAMILINESS**

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

In this study we apply organizational identity theory to examine factors that lead family firms to create a family firm image and how a family firm image impacts firm performance. We find that family firm pride, community social ties and long-term orientation are positively associated with the likelihood that a firm portrays itself as a family business to consumers and stakeholders. In turn, we find that a family firm image benefits firm performance. Thus, our study demonstrates that by building a family firm image familiness can be capitalized to create a competitive advantage for family firms.

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Sunday, 10:15am - 11:30am in Belmont Three

**SmallBiz: Strategic Alliances, Social Networks, and the Role of Self-Efficacy**

Facilitator: Marty Mattare, Frostburg State University

**ENHANCING EFFECTIVENESS OF MANUFACTURING CAPABILITY THROUGH STRATEGIC ALLIANCES IN EMERGING FIRMS**

Pankaj C. Patel, Ball State University

While adaptation to institutional environment is considered central to emerging firm survival, adaptation to the task environment, though crucial, has received limited attention. Manufacturing capability is central to managing task environment for emerging firms. However, due to liabilities of newness and liabilities of smallness, emerging firms may not be able to develop effective manufacturing capabilities using internal routines and resources. Strategic alliances could play a central role in helping emerging firms develop and leverage manufacturing capabilities. I find that strategic alliances are central to enhancing effectiveness of manufacturing capability under greater environmental uncertainty.

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**THE SUSTAINABILITY OF FAMILY BUSINESSES MANAGED BY FEMALES AFTER NATURAL DISASTERS**

George Haynes, Montana State University, Bozeman
Kathryn Stafford, Ohio State University, Columbus
Sharon Danes, University of Minnesota, Twin Cities

Previous research on disaster assistance concluded that disaster assistance had little, if any, positive impact on the survival or success of small businesses. This research examined the impact of disaster assistance on men- and women-owned small businesses. Disaster assistance had larger and more significant effects on female firms. Most importantly, this research found that disaster assistance had a positive impact on the success of women-owned small businesses, while having no impact on the success of men-owned small businesses. This research highlights the importance of designing disaster assistance programs to address the disparate needs of men- and women-owned small businesses.

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**LEADER SELF-EFFICACY AND RESOURCE ALLOCATION DECISIONS: A STUDY OF SMALL BUSINESS CONTRACTORS IN THE FEDERAL MARKETSPACE**

Robert S. Frey, University of Maryland University College

This study seeks to learn more about the factors that determine how operating small business leaders make decisions about the allocation of scarce organizational resources in their firms. The question examined is whether a small business leader’s self-perceived business strength will affect his or her tendency to invest people and dollars in that particular area of the business. The relationship between self-efficacy and resource allocation in small businesses supporting the federal government is examined. Empirical data from 577 operating small businesses extend our collective knowledge of both small business leaders and self-efficacy beyond prenascent and nascent entrepreneurial stages.
THE INFLUENCE OF SOCIAL NETWORKS ON STAGES OF AN ENTREPRENEURIAL PROCESS: THE ANALYSIS OF GLOBAL ENTREPRENEURSHIP MONITOR DATA FOR RUSSIA

Galina Shirokova, St. Petersburg State University
Maria Arepjeva, Saint Petersburg State University
Maria Molodtsova, St. Petersburg State University

The paper presents results from research on the influence of social networks on development of the entrepreneurial firm at different stages in the firm’s life. Two hypotheses are proposed and tested with data from the Global Entrepreneurship Monitor project for Russia, 2006-2008. The apparatus of neural networks is used as an instrument for data analysis which allows estimating not only quantitative but also qualitative characteristics of enterprise development. It is found that social networks have a greater influence on the earlier stages of enterprise development than on the later stages of the firm’s survival.

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Sunday, 10:15am - 11:30am in Fisk One

Pedagogy: Teaching Entrepreneurship across the campus

Facilitator: Fred Maidment, Western Connecticut State University

DECONSTRUCTING PEDAGOGY: CRAFTING A TAXONOMY FOR ENTREPRENEURIAL FINANCE COURSES

Caroline Elizabeth Wiedenman Glackin, Delaware State University
Kimble Byrd, Rowan University

As undergraduate institutions in the United States have expanded their offerings in entrepreneurship education, increasingly distributing them across the curriculum, the number of courses in Entrepreneurial Finance has grown exponentially. This paper explores the prevalence of Entrepreneurial Finance courses in the curricula of universities offering entrepreneurship majors. It analyzes course descriptions and syllabi and develops a typology of Entrepreneurial Finance courses including the modified corporate, public/private equity, and life cycle models. Examples of one semester topics for each model are compiled and presented and opportunities for further investigation identified.

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Sunday, 10:15am - 11:30am in Belmont Two

International: Promoting Entrepreneurship Through International Partnerships

R. Wilburn Clouse, Western Kentucky University
Terry Goodin, Middle Tennessee State University
Joe Aniello, Francis Marion University
J. Krist Schell, Western Kentucky University
Zubair Mohamed, Western Kentucky University
Scott Droge, Western Kentucky University
Charles Stowe, Lander University
Geoffrey Peterson, Vanderbilt University
Jeff Helbig, Sumner County Schools

This panelist session describes a university Entrepreneurship Center’s outreach to professors from Liaoning University in China. This project provided Chinese faculty with the opportunity to visit the United States, to study at an American university and to be engaged in an interdisciplinary educational experience including Entrepreneurship, English Literature, International Relations, Business, Communication, and Linguistics. The delegation visited several universities, participated in problem-based learning exercises, observed local entrepreneurial business operations and experienced our culture. Reports show a profound impact upon the delegates, including an appreciation of entrepreneurship and the American entrepreneurial culture. Panelists share experiences and insights gained in the process.

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Sunday, 10:15am - 11:30am in Classical

Social: Social Entrepreneurship and Spirituality

Debbi D. Brock, Anderson University
Roberto Gutiérrez, Universidad de los Andes
Tina Lee Odinisky-Zec, ZSEM
Bernard Turner, Belmont University
Warner Woodworth, Brigham Young University

Students are driven by a passion to create a better world. What better way to do this, than through social entrepreneurship. As instructors, we want students to embrace the concepts of social entrepreneurship. But where does entrepreneurship end and humanity begin? How do we encourage students to address extreme poverty in their own country or in developing economies? What role does spirituality and/or faith play in social entrepreneurial endeavors?
DEVELOPMENT OF A DIALECTIC MODEL OF MOBILIZATION TO SOCIAL ENTREPRENEURSHIP

Kenneth Wm. Kury, Saint Joseph's University

This paper delves into potential motivators for mobilization to social action by developing a theory driven dialectic model of social entrepreneurship. Concentrating on the mobilization of action rather than “successful” social entrepreneurs, typical of case studies, it moves the social entrepreneur literature dialog away from a “great person” discussion to a dialog surrounding established theoretical frames. A second contribution of paper is its broadening the study of social entrepreneurs to include those who potentially could seek to make social change. A series of propositions laying out a dialectic model of social change mobilization and implications of the model are included.

SOCIAL ENTREPRENEURSHIP: MEASURING WHAT MATTERS

Michelle D. Lane, Western Kentucky University
Maureen Castle, SUNY Institute of Technology

This exploratory research reviews social entrepreneurship literature and provides an overview of recent frameworks and models for measuring performance. The sometimes competing goals of pursuing both social benefit and proper financial stewardship can make performance measurement particularly challenging in many socially entrepreneurial organizations. Social entrepreneurs must constantly demonstrate to stakeholders that they are providing valuable social benefit and doing so in a financially responsible way to retain access to funding streams from donors, partners, and other sources. This paper attempts to identify critical performance measurement issues for socially entrepreneurially organizations. A case study is then used to test the framework.

SOCIAL ENTREPRENEURSHIP: MANAGING STRATEGIC DECISIONS IN SOCIAL ENTREPRENEURIAL ORGANIZATIONS

Nareatha Studdard, Alabama A&M University
Roger Darby, Cranfield University

This theoretical paper highlights the dearth of research conducted on the management strategies utilized by social entrepreneurial (SE) organizations. It addresses the question of how does the mission of a SE organization affect its strategy and resource management. Three key factors are posited which will help determine the best strategic methods for the SE firm to attain its mission. They are financial structure, target markets, and location of origin. A model is presented to illustrate and support the identification of the dynamic and the strategic decisions SE organizations need to be aware of when interacting in the marketplace.

ANTECEDENTS AND OUTCOMES OF ENTREPRENEURIAL FIRMS’ MARKETING CAPABILITIES: AN EMPIRICAL INVESTIGATION OF SMALL TECHNOLOGY-BASED FIRMS

Muhammad Shahid Qureshi, Technical University of Berlin
Sarfraz Mian, SUNY Oswego

In the literature firm’s marketing capabilities have been identified as one of the important ways to achieve competitive advantage. We propose an integrative framework built on the extant literature and test the various antecedents and outcomes of marketing capabilities of small technology-based firms (TBFs). Our survey of 800 TBFs shows that environmental turbulence had significant impact on the entrepreneurial, orientation, market orientation and strategic orientation of the firm which in turn were found to be having significant impact on their marketing capabilities. Moreover, the marketing capability of the firm was found to be significantly related to firm performance.

CAPABILITY RECONFIGURATION UNDER UNCERTAINTY: EXAMINING THE ROLE OF ENTREPRENEURIAL FIRM TIES

Ikenna Uzuegbunam, University of Kentucky
Satish Nambisan, Rensselaer Polytechnic Institute

Capability reconfiguration is essential for incumbent firms that face disruptive technological change. Whereas some established firms are able to reconfigure their capabilities successfully, many others fail in the reconfiguration process. In this paper, we examine incumbent firm’s competitive advantage in capability reconfiguration based on the influence of their entrepreneurial-partners. We argue that interfirm relationships with entrepreneurial firms are often beneficial to the extent that incumbents align governance mechanisms of their ties to entrepreneurs with the nature of uncertainty that they perceive. Theoretical and practical implications of this framework are explored as they relate to entrepreneurship, and technology strategy.
Petersburg shape small business managers’ mental representations of R&C. assumptions, beliefs, and mechanisms to be discovered or articulated R&C is critical. This research is based upon the central idea that organizational and strategic life, understanding how they frame theirBecause the role of small business managers is paramount in organizational performance. To achieve such an understanding, a mental representations, as well as the connection of these R&C with businesses’ resources and capabilities (R&C) through top managers’This research focuses on the understanding of the nature of small Daniel Degravel

The entrepreneurship classroom needs to be complemented with more experiential learning. The ultimate learning lab is when students start or run a venture. The Donald McNeely Center for Entrepreneurship at Saint John’s University has developed a way to sustain these “learning labs” from year to year so that entrepreneurial students can engage in learning experiences in the same ventures. This workshop will include presentations from up to three colleges with student run ventures on their own campuses. It will be an interactive session discussions on: venture selection, just-in-time learning, sustaining the ventures and the challenges of the millennial student.

Daniel Degravel, California State University, Northridge

This early-stage research aims at demonstrating that internship tools exhibit strategic aspects in the context of small businesses, because internships might respond to some of these firms’ specific strategic challenges and needs. The researcher has to rely on existing literature on the topic, but must also “connect” internships with strategic dimensions of small firms and analyze the link, mobilizing two fields that appear promising to do so: the resource-based view, and the managerial cognition field. The paper proposes a short review of literature, and a description of the architecture of research with the questions that it raises.

Daniel Degravel, California State University, Northridge

This research focuses on the understanding of the nature of small businesses’ resources and capabilities (R&C) through top managers’ mental representations, as well as the connection of these R&C with organizational performance. To achieve such an understanding, a detour through managerial cognition and the associated mechanisms is required. Because the role of small business managers is paramount in organizational and strategic life, understanding how they frame their R&C is critical. This research is based upon the central idea that assumptions, beliefs, and mechanisms to be discovered or articulated shape small business managers’ mental representations of R&C.

USING SITUATION AWARENESS THEORY TO UNDERSTAND LEADERSHIP IN VENTURE BACKED COMPANIES

Rebecca White, University of Tampa
John McIlwraith, Blue Chip Venture Company
Giles Hertz, University of Tampa

Leaders of early stage, equity-backed companies are faced with challenges associated with rapid growth, ambiguity, liability of newness forces and expectations of stakeholders. Investors are especially keen on understanding the skills, behavior and personality that will lead to success in these stressful leadership roles so as to minimize losses and maximize returns. While this line of study is important, it is one for which there are currently few models that explain the forces at work and the leadership necessary to succeed during these early stages in the life of a company. This paper suggests a model for future study.

INTERNSHIPS FOR SMALL BUSINESSES: A STRATEGIC FLAVOR?

Daniel Degravel, California State University, Northridge

This paper examines the on-going business development process of women nascent entrepreneurs to assess the factors that contribute to new business creation. Data are from the Panel of Entrepreneurial Dynamics II study 2005 to 2009. Descriptive statistics present a profile of the nascent entrepreneurs. Logistic regression determined the significant predictors of movement beyond the gestation stage. Results from the model indicate that flexibility in personal and family life, creating a business children can inherit, chance to build great wealth, knowing someone who started a business and the last kind of job position held were significant predictors of creation.

OUTSOURCING BY YOUNG FIRMS IN EMERGING INDUSTRIES: A STEPPING STONE IN BUILDING A RESOURCE OR A METHOD OF SURVIVAL?

John M. Mueller, University of Louisville

In this paper, I argue that young firms in emerging industries may increase their odds of survival if they outsource the product development of their first product and internalize the product development thereafter. The risk of losing a potential competitive advantage is outweighed by the decrease in time of product development and quick access to knowledge, as survival is the highest priority of young firms. Using the resource dependency perspective and resource-based view, a conceptual model is developed that suggests outsourcing is a means to developing a resource for young firms in emerging industries.
USING A REAL-WORLD MARKETING RESEARCH PROJECT TO TEACH ENTREPRENEURSHIP: IMPLICATIONS FOR PEDAGOGY AND EXPERIENTIAL LEARNING

Donald W. Caudill, Gardner-Webb University
This paper examines learning theories and offers an example of situated learning and community practice as a model for entrepreneurship education. Students learn not only content but also experience the challenges of decision-making for entrepreneurial organizations by learning through practice and engaging with practicing decision-makers. Implications for entrepreneurship educators are presented.

ENTREPRENEURSHIP: A TERM OF ART

Eugene Fregetto, University of Illinois, Chicago
This conceptual paper introduces a three-dimensional perspective to explain the entrepreneurship phenomenon. The three-dimensional perspective is named the “Definitional Sphere of Entrepreneurship” and is intended to shift the discussion of entrepreneurship away from the battle-of-the-definition or the definition-of-convenience approaches to an inclusive approach that searches for the underlying dimensions to explain the phenomenon of entrepreneurship.

LEVERAGING CREATIVE CAPITAL AND BUILDING OPPORTUNITIES

Susan Booth, Eastern Michigan University
With the unemployment rate in Michigan towering at a record 15% I often wonder how any of our graduates find work? The field of arts management has grown since our program was founded in 1976 when its primary focus was on preparing students for work with traditional arts organizations. Now an equal number of students are more interested in new venture creation. In addition, there is a rapidly growing awareness of the impact of arts and culture in economic development. Come see how a new series of courses prepares students to create their own destiny in today’s Creative Economy.

ROLE OF SUPERSTITION AMONG BUSINESSPEOPLE: OUTLINE OF AN EXPLORATORY INVESTIGATION

Keramat Poorsoltan, Frostburg State University
The backbone of this research is a number of propositions such as superstition has a more explicit role as a personal moderator in the formation of behavior towards business, rather than business skill. The volume of general research on this subject is thick, but empirical research on the subject when the business world is considered, is rare. This research is targeting one successful ethnic group in the United States. The purpose is sending a questionnaire consisting of 30 questions to 2000 individual businesses that are either owned or operated by the Iranian-Americans living and working in the United States.

UNDERSTANDING ANECDOTAL CAUSES OF SMALL FIRM RELOCATION INTENTIONS: AN EMPIRICAL ANALYSIS OF BUSINESS CLIMATE PERCEPTIONS

Jeffrey Muldoon, Louisiana State University
Eric Liguori, Louisiana State University, Baton Rouge
K. Mark Weaver, Louisiana State University, Baton Rouge
Using institutional theory, we propose to examine the relationship between an entrepreneur’s conception of the business climate and intent to stay. We argue that business climate could be treated as similar to an institutional factor, given that it regulates and controls economic transactions. As such, entrepreneurs will have choices to agree or cope with the institutional environment. One of the choices could be to leave. We examine the impact of education, support for the business community, and general community strength on intent to stay or intent to leave.

LEARNING IMPLICATIONS FOR PEDAGOGY AND EXPERIENTIAL PROJECT TO TEACH ENTREPRENEURSHIP:

Using institutional theory, we propose to examine the relationship between an entrepreneur’s conception of the business climate and intent to stay. We argue that business climate could be treated as similar to an institutional factor, given that it regulates and controls economic transactions. As such, entrepreneurs will have choices to agree or cope with the institutional environment. One of the choices could be to leave. We examine the impact of education, support for the business community, and general community strength on intent to stay or intent to leave.

Determinants of Immigrant Self-Employment in the U.S.: Addressing the Geographical Concentration Puzzle

Samuel Mathey, Ohio State University
Benjamin Campbell, Ohio State University
Extant theory on the location of immigrant entrepreneurs suggests a strong relationship between immigrant enclaves and entrepreneurship, however prior empirical results find a weak or non-significant relationship. We address this puzzle by developing a more robust model of immigrant entrepreneurship where new ventures may differ in their reliance on immigrant customers. Our empirical results are consistent with the theoretical model where immigrants’ access to resources, cost of mobility, market risks and type of business determine both their choice of enclave density and their investment in entrepreneurship. Our findings have a variety of policy implications on how to promote entrepreneurship within the immigrant population.
the benefits offered when choosing to work at a firm. Firm performance, meaning high performing employees may consider venture. However, the total benefits offered also positively affects entrepreneurs' values greatly influence the success of a new mediation model does not exist and lending strength to the argument not relate to the total number of benefits offered, meaning the data from the top 500 fastest growing entrepreneurial firms in America for 2007, we discovered that the entrepreneur's values do not relate to the percentage of LLCs formed in comparison with corporations. The limited liability company (LLC) is increasingly the ownership form of choice by entrepreneurs when compared both with corporations and with sole proprietorships and partnerships. Yet, some states have significantly higher filing fees than other states and have higher fees for LLCs than for corporations. As a result, emerging companies are often actually discouraged from seeking liability protection, or they are encouraged to form a corporation and then choose the IRS Subchapter S to gain pass-through taxation. Our research shows that the disproportionate cost of starting an LLC is related to the percentage of LLCs formed in comparison with corporations.

High Performing Entrepreneurs' Personal Values, Compensation, and Firm Performance

David Tomczyk, George Washington University
Jung Hyun Lee, George Washington University

We tested whether high-growth firms' performance is related to the number of benefits offered or the values of the entrepreneur. Using data from the top 500 fastest growing entrepreneurial firms in America for 2007, we discovered that the entrepreneur’s values do not relate to the total number of benefits offered, meaning the mediation model does not exist and lending strength to the argument that entrepreneurs' values greatly influence the success of a new venture. However, the total benefits offered also positively affects firm performance, meaning high performing employees may consider the benefits offered when choosing to work at a firm.

Profound Service Intrapreneurs: The Relationship Between LMX, Intrapreneurship and Professional Performance

Jonathan Mark Phillips, George Washington University

Intrapreneurship has been linked to a firm’s overall growth and profitability. Prior studies indicate that intrapreneurship is influenced by managerial support, but no clear consensus has formed on the exact nature of that relationship. Furthermore, while many studies examine the phenomena of intrapreneurship at the organizational level, few studies have examined the relationship at the individual level. This paper strengthens the theoretic understanding of intrapreneurship by proposing a relationship between leader member exchange (LMX), intrapreneurship and performance. This paper further contributes to the literature by proposing the unique role that LMX and intrapreneurship may play in professional service partnerships.

Jocks and Jills: The Case of the Restaurant Turnaround

Jeffery D. Elsworth, Michigan State University

It’s a Saturday night in late March and two MSU alums are hanging out at the local sports bar watching a Michigan State basketball game during the NCAA tournament. The owner and operator of the restaurant came over and asked a simple question, “Would you guys be interested in buying this restaurant”? Now while the offer sounded intriguing to two guys looking for their next challenge the important thing at the moment was the basketball game. The new company had no infrastructure, no accounting system and no real idea just exactly what it owned. “What have we gotten ourselves into”?

Professional Service Intrapreneurs: The Relationship Between LMX, Intrapreneurship and Professional Performance

Jonathan Mark Phillips, George Washington University

Intrapreneurship has been linked to a firm’s overall growth and profitability. Prior studies indicate that intrapreneurship is influenced by managerial support, but no clear consensus has formed on the exact nature of that relationship. Furthermore, while many studies examine the phenomena of intrapreneurship at the organizational level, few studies have examined the relationship at the individual level. This paper strengthens the theoretic understanding of intrapreneurship by proposing a relationship between leader member exchange (LMX), intrapreneurship and performance. This paper further contributes to the literature by proposing the unique role that LMX and intrapreneurship may play in professional service partnerships.

Sunday, 10:15am - 11:30am in Ryman Two

SmallBiz: Workshop: Mini Student Consulting Projects: Helping Small Businesses

Kirk C. Heriot, Columbus State University

What do you do if you want to introduce student consulting projects as a pedagogy at your school, but lack the means to do it in the traditional manner? I introduce an alternative to traditional field-based student consulting in the form of “mini” student consulting projects. The workshop describes the nuts and bolts of mini student consulting projects. It contrasts this unique approach to traditional student consulting. Participants will take away specific information about how to supervise mini consulting projects. The “So What?” question is addressed by answering the question I pose at the beginning of the workshop.

Sunday, 10:15am - 11:30am in Ryman One

Developmental: Developmental Discussion-Table 5

Facilitator: Susan Coleman, University of Hartford

High Performing Entrepreneurs' Personal Values, Compensation, and Firm Performance

David Tomczyk, George Washington University
Jung Hyun Lee, George Washington University

We tested whether high-growth firms' performance is related to the number of benefits offered or the values of the entrepreneur. Using data from the top 500 fastest growing entrepreneurial firms in America for 2007, we discovered that the entrepreneur’s values do not relate to the total number of benefits offered, meaning the mediation model does not exist and lending strength to the argument that entrepreneurs' values greatly influence the success of a new venture. However, the total benefits offered also positively affects firm performance, meaning high performing employees may consider the benefits offered when choosing to work at a firm.

Sunday, 1:30pm - 4:30pm in Fisk Two

Board Meeting

By Invitation Only.
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- Entrepreneurship Excellence Grants Program (endowed fund)
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If you have questions, please contact:

Program Chair

Ethné Swartz, Fairleigh Dickinson University
Ph: 973-443-8296 • swartz@fdu.edu

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Want to Volunteer?

Individuals wishing to serve as reviewers, session chairs, discussants, and facilitators should send requests detailing specific role(s) and which interest group by September 1, 2010, to: Ethné Swartz, Program Chair, at swartz@fdu.edu

Deadlines and Acceptance Dates

Submission Deadline: August 27, 2010
Acceptance Notice Date: October 29, 2010
Final Submission for Proceedings: November 29, 2010

Conference Contacts

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