USASBE 2012
Entrepreneurship:
A Source of Renewal and Growth
Program and Abstracts
26th Annual Conference
New Orleans, LA
January 12-15, 2012
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Welcome from the USASBE President

On behalf of the Board of Directors of the United States Association for Small Business and Entrepreneurship (USASBE), welcome to New Orleans for USASBE 2012. We are pleased you could join us for this premier gathering of entrepreneurship educators and professionals for our 26th annual conference!

Each year the conference continues to offer a quality experience for all of our members. This year will certainly 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 to move our organization forward as we continue to develop and grow the discipline of entrepreneurship. This year we had a record 267 submissions, and after careful review, 73 competitive papers, 15 cases, and 24 workshops were accepted.

This year we will continue to offer our 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 36 developmental papers were accepted for presentation.

The Conference also features an outstanding set of keynoters (Robbie Vitrano, Robert Baron, Nick Friedman, and Barry Moltz)

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 Thomas Lumpkin, Noel Campbell, Patricia Greene and Heidi Neck, and Tim Williamson.

None of this would be possible without our excellent Program Chair, Mindy Walls, West Virginia University, and her superb team. This leadership group includes Matt Marvel, (Competitive Papers Chair), Michael Lehman, (Competitive Workshops Chair), Dean Koutroumanis, (Competitive Case Chair), Marty Mattare, (Pre-conference Chair), and Frances Amatucci, (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 Gary Castrogiovanni (Developmental), Matt Marvel, Western Kentucky University (Cross-Campus Entrepreneurship), Gary Beckman (Entrepreneurship in the Arts), Tony Luppino (Law and Policy), Curt Moore, Texas Christian University (Minority and International Issues in Small Business and Entrepreneurship), J. William Petty, Baylor University (New Venture Creation and Venture Financing), Ralph Hanke, Missouri University of Science and Technology (Pedagogy), Kim Eddleston, Northeastern University (Small Business Management and Family Business), Tony Mendes, University of North Texas (Social and Non-profit Entrepreneurship), Dean Koutroumanis, University of Tampa(Teaching Cases), Jay Azriel, York College of Pennsylvania (Technology and Life Sciences Entrepreneurship).

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 2012 and beautiful New Orleans!

K. Mark Weaver
Ben May Chair of Entrepreneurship
Executive Director, Melton Center for Innovation and Entrepreneurship
University of South Alabama
President, USASBE
Welcome from the Conference Program Committee

Welcome to USASBE 2012- Entrepreneurship: A source of renewal and growth. Join us as we anticipate the possibilities and opportunities in entrepreneurship research, outreach and pedagogy. We are thrilled to be in New Orleans this year where we will see first-hand the power that entrepreneurship has in reviving a city.

This year’s program offers the opportunity to learn from formal presentations as well as collaborate in our more informal Sunday sessions. We had a record number of submissions and reviewers for USASBE 2012. Thank you to all who participated. We have representatives from all over the globe. USASBE will provide great opportunities for us all to volunteer and help advance our personal and/or institutional goals. USASBE is YOUR organization and we hope you participate fully – only in this way can we build a better organization.

We want to extend a special thanks to Becky Gann, the USASBE Executive Director, who has been an anchor for us this year. Belmont University also has provided us with stability. Rahul Sawhney from Aquinex Services has continued to provide program support. The Special Interest Groups (SIGs) and track chairs also provided valuable contributions.

Last but not least, we wish to acknowledge all the institutions that support USASBE through direct financial contributions or indirectly through giving in kind - a particular welcome and thanks to all our sponsors and specifically to our Sustaining Sponsors, Baylor University, Belmont University, and Oklahoma State University.

The Board is dedicated to enhancing the value of USASBE to its members. Becky Gann has strengthened the central office. The SIG leadership has worked hard to identify ways in which to involve the membership. Our Career Center and placement service continues to evolve and connect those seeking positions with recruiting universities. We hope you attend some of the pre-conference sessions; our members have put together 17 sessions filled with content to help propel entrepreneurship education forward.

This year has continued to present challenging economic conditions for us as individuals, for our institutions and for our countries. The financial crisis continues to affect many lives here and abroad. With nations across Europe on the brink of financial chaos, and with a mirrored situation looming here in the US the world is realizing more and more that entrepreneurship and job creation are the lifelines to economic recovery and prosperity. Help us to enable students, practitioners, faculty and policy makers to make the connections that will transform lives and economies.

Help us make USASBE a wellspring, a think tank and a beacon of opportunity!

Mindy Walls, Conference VP
Matt Marvel, Competitive Papers Chair
Dean Koutroumanis, Competitive Case Chair
Frances Amatucci, Proceedings Editor
Michael Meeks, Sr. VP of Programming

Marty Mattare, Pre-Conference Chair
Michael Lehman, Competitive Workshops Chair
Gary Castrogiovanni, Developmental Papers Chair
Jim Dupree, USASBE Awards Chair
Tony Mendes, Sr. VP of Programming – elect
Dear Colleagues,

On behalf of the International Council for Small Business (ICSB), I am honored to welcome you to New Orleans, Louisiana USA for the 2012 USASBE Conference. The annual USASBE conference has cemented its reputation over 25 years as the premier gathering for entrepreneurship educators and this event promises to be another one to remember. New Orleans is a very relevant and vibrant city that is sure to drive a great discussion around renewal and growth. ICSB’s Board of Directors is very excited to be in New Orleans this week to host our annual Mid-year Board meeting.

I would like to extend my congratulations to both the organizers and sponsors of USASBE 2012 for putting together another fantastic event. As a longtime member of USASBE, I am extremely proud of this program and all the effort that has gone into it. After reviewing the online program, I was instantly impressed with the range of papers, workshops and discussion sessions which cover five days. I encourage all delegates to attend ICSB and VISA’s conference workshops, in addition to the Awards Ceremony on Saturday evening.

I hope to see all of you again this June for the ICSB 2012 World Conference in Wellington, New Zealand. Everything you need to know about the Conference, the exciting program, the call for submissions, the venue and the wonderful attractions of the city of Wellington and of the country of New Zealand is online at www.icsb2012.org/.

Best regards,

Don B. Bradley III, Ph.D.
President, International Council for Small Business (ICSB)
USASBE 2012 Program Committee

2012 Track Chairs

Entrepreneurship in the Arts
Gary Beckman, North Carolina State University

Law and Policy
Tony Luppino, University of Missouri Kansas City

Minority and International Issues in Small Business and Entrepreneurship
Curt Moore, Texas Christian University

New Venture Creation and Venture Financing
William Petty, Baylor University

Pedagogy
Ralph Hanke, Missouri University of Science and Technology

Small Business Management and Family Business
Kim Eddleston, Northeastern University

Social and Non Profit Entrepreneurship
Tony Mendes, University of North Texas

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

Cross Campus Entrepreneurship
Matt Marvel, Western Kentucky University

USASBE Officers for 2011-2012

Elected Officers

President
K. Mark Weaver, University of South Alabama

President-Elect
Rebecca J. White, University of Tampa

Senior Vice President-Operations and Planning
Mark T. Schenkel, Belmont University

Senior Vice President-Programming
Michael Meeks, University of North Texas

Senior Vice President-Elect-Programming
Tony Mendes, University of North Texas

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

Vice President-Publications
Leslie Toombs, University of Texas of the Permian Basin

Vice President-Research
Jeffrey Sohl, University of New Hampshire

Appointed Officers

Directors-At-Large
Jim Dupree, Grove City College
Joseph Roberts, The Coleman Foundation
Kimble Byrd, Rowan University
Robert D’Intino, Rowan University

Past President
Jeffrey R. Cornwall, Belmont University

Vice President, Conference
Melinda J. Walls, West Virginia University

Vice President, Member Services
Ethne Swartz, Fairleigh Dickinson University

Special Vice President, Strategic Business Model
Geralyn Franklin, Stephen F. Austin State University

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

Assistant Vice President, Publications, Newsletter Editor
William T. (Bill) Jackson, University of South Florida St. Petersburg

Historian
Harold P. Welsch, DePaul University

Executive Director
Becky Gann

Belmont University Liaison
J. Patrick Raines, Belmont University
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, 64 distinguished educators, researchers, government officials, small business advocates and trade association leaders have been selected as USASBE Fellows.

The USASBE Fellows are:

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USASBE Officers for 2012-2013

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<td><strong>President</strong></td>
<td><strong>Vice President, Conference</strong></td>
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<tr>
<td>Rebecca J. White, University of Tampa</td>
<td>Martha Mattare, Frostburg State University</td>
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<td><strong>President-Elect</strong></td>
<td><strong>Vice President, Events and Programs</strong></td>
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<td>Pat Dickson, Wake Forest University</td>
<td>Brad Hancock, Texas Christian University</td>
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<td><strong>Senior Vice President-Operations and Planning</strong></td>
<td><strong>Vice President, Member Services</strong></td>
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<td>Joseph Roberts, The Coleman Foundation</td>
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<td><strong>Vice President, Placement/Career Center</strong></td>
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<td>Tony Mendez, University of North Texas</td>
<td>Mary Jo Jackson, University of Tampa</td>
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<td><strong>Senior Vice President-Elect- Programming</strong></td>
<td><strong>Assistant Vice President, Social Media</strong></td>
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<td>Melinda J. Walls, West Virginia University</td>
<td>Amy Brownlee, University of Tampa</td>
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<td><strong>Senior Vice President-Finance</strong></td>
<td><strong>Assistant Vice President, Electronic Communications</strong></td>
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<td>William T. (Bill) Jackson, University of South Florida St. Petersburg</td>
<td>Rodney D’Souza, Northern Kentucky University</td>
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<td><strong>Vice President-Development</strong></td>
<td><strong>Assistant Vice President, Financial Management</strong></td>
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<td>Michael Fountain, University of South Florida</td>
<td>Richard Chamblin, Millikin University</td>
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<tr>
<td><strong>Vice President-Marketing and Membership</strong></td>
<td><strong>Assistant Vice President, Financial Management</strong></td>
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<tr>
<td>Matthew Marvel, Western Kentucky University</td>
<td>Cheryl Chamblin, Millikin University</td>
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<td><strong>Vice President-Publications</strong></td>
<td><strong>Newsletter Editor</strong></td>
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<td>Ethné Swartz</td>
<td>Mark Pomerantz, Seattle University</td>
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<td><strong>Vice President-Research</strong></td>
<td><strong>Secretary</strong></td>
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<td>Jeffrey Sohl, University of New Hampshire</td>
<td>Wendy Pomerantz, University of South Florida Polytechnic</td>
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<td><strong>Directors-At-Large</strong></td>
<td><strong>Historian</strong></td>
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<td>Kimble Byrd, Rowan University</td>
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<td>Raymond Smilor, Texas Christian University</td>
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<td>K. Mark Weaver, University of South Alabama</td>
<td>J. Patrick Raines, Belmont University</td>
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**Awards & Recognition**

**JOURNAL OF ETHICS AND ENTREPRENEURSHIP BEST PAPER IN ETHICS AND ENTREPRENEURSHIP AWARD**

**TOWARD MEASURING THE SOCIAL IMPACT OF ENTREPRENEURIAL FIRMS**
Abagail McWilliams, University of Illinois, Chicago
Rodney Shrader, University of Illinois, Chicago

**USASBE BEST PAPER IN ENTREPRENEURSHIP AND PUBLIC POLICY**

**Sponsored by**
The Emerald Journal of Entrepreneurship and Public Policy and University of Central Arkansas College of Business

**UNLEASHING CORPORATE ENTREPRENEURSHIP IN PRIVATIZATION**

**Sponsored by**
The University of Wyoming and The Northeastern University Center for Family Business

**USASBE BEST PAPER IN FAMILY BUSINESS AWARD**

**THE ROLE OF SOCIOEMOTIONAL WEALTH IN PUBLICLY TRADED FAMILY BUSINESSES: A BEHAVIORAL THEORY PERSPECTIVE**
Richard Gentry, University of Mississippi
Clay Dibrell, University of Mississippi
Jaemin Kim, University of Mississippi
Robert K. Robinson, University of Hawaii

**JOURNAL OF SMALL BUSINESS MANAGEMENT EDITOR’S CHOICE AWARD**

**BEYOND RATIONAL REASONING: COGNITIVE FACTORS SHAPING ENTREPRENEUR’S STRATEGIC DECISION MAKING WHEN FACING INDUSTRY’S DISRUPTIVE CHANGE**
Oleksiy Osiyevskyy, University of Calgary
James Dewald, University of Calgary

**USASBE BEST PRACTITIONER PAPER AWARD**

**Sponsored by**
The Journal of Business and Entrepreneurship

**HUMAN ASSETS AND ENTREPRENEURIAL PERFORMANCE: A STUDY OF COMPANIES STARTED BY BUSINESS SCHOOL GRADUATES**
Julian Lange, Babson College
Ed Marram, Babson College
William Bygrave, Babson College

**USASBE BEST EMPIRICAL PAPER AWARD**

**THE IMPACT OF FRANCHISE MANAGEMENT CAPABILITIES ON THE PROPENSITY TO FRANCHISE AND FRANCHISOR PERFORMANCE**
William E. Gillis, University of South Alabama
James Combs, University of Alabama

**JOHN JACK AWARD**

**Sponsored by**
The Journal of Developmental Entrepreneurship

**PROSPECTS OF ENTREPRENEURSHIP TO THE CHALLENGE OF JOB CREATION IN SOUTH AFRICA**
Darma Mahadea, University of UKZN

**USASBE BEST TEACHING CASE AWARD**

**Sponsored by**
The International Small Business Journal

**SIMPLY SPORT BIKES CASE STUDY**
Jay Ebben, University of St. Thomas
Alec Johnson, University of St. Thomas
**MAX S. WORTMAN, JR./USASBE AWARD FOR LIFETIME ACHIEVEMENT IN ENTREPRENEURSHIP**  
Announced at conference

**JOHN E. HUGHES AWARD FOR ENTREPRENEURIAL ADVOCACY**  
*Sponsored by The Coleman Foundation*  
Announced at conference

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

**BEST WORKSHOP AWARD**  
Announced at conference

## USASBE EXCELLENCE IN ENTREPRENEURSHIP EDUCATION AWARDS

### National Model Undergraduate Entrepreneurship Program
*Finalists:*
- Ball State University
- Oklahoma State University
- San Diego State University

### National Model MBA Entrepreneurship Program
*Finalists:*
- UMKC Institute for Entrepreneurship and Innovation
- University of Florida

### Outstanding Specialty Entrepreneurship Program
*Finalists:*
- Gigot Center for Entrepreneurial studies/Mendoza College of Business/ University of Notre Dame
- Hillman Entrepreneurs University of Maryland College Park
- University of Portland

### Outstanding Emerging Entrepreneurship Program
*Finalists:*
- The Launch Pad/Blackstone LaunchPad/University of Miami
- The University of North Carolina Greensboro

### Special Recognition in Entrepreneurship Education Innovation
*Finalists:*
- Brock School of Business, Samford University
- South Dakota Launch Entrepreneurship Education Conference
- University of Texas at Dallas
- University of Utah
USASBE 2012 Conference Reviewers

Outstanding Reviewers

Monica A. Zimmerman, West Chester U. of Pennsylvania
Jim Dupree, Grove City College
Kelley A. Still, Drury U.

David C. Adams, Manhattanville College
Caleb Muyiwa Adelowo, National Centre for Technology Management
Sol Ahiarah, SUNY Buffalo
Harper Alan, South U.
Lina Alfieri Stern, Tulane U.
Rocio Del Pilar Aliaga Isla, Universidad Autonoma de Barcelona
Kathleen R. Allen, U. of Southern California
Lynn M. Allendorf, U. of Iowa
Jeffrey R. Alves, Wilkes U.
Gisela Ammetller, Universitat Oberta de Catalunya
Maria Fernanda Andrés, Universidad Nacional del Litoral
Michael Thomas Andreski, Drake U.
Michael Andrews
Andac Arikan, Florida Atlantic U.
Carol Arnone, Frostburg State U.
Carlos Atienza-Sahuhquillo, U. of Castilla - La Mancha
Amran Awang, Universiti Teknologi MARA
Frank Azeke, American U. of Nigeria
Jay Alan Azriel, York College of Pennsylvania
Vernon Bachel, St. Cloud State U.
Barrett Baebler, Webster U.
Virginia Barba-Sanchez, U. of Castilla - La Mancha
Alan Barefield, Mississippi State U.
Martina Battisti, Massey U.
Amy Beekman, U. of Tampa
Greg Bell, U. of Dallas
Paul Belliveau, Paul Belliveau Associates
John Joseph Bennett, Regent U.
Karen A. Benz, Business Legacy Consulting
Robert Bernier, U. of Nebraska, Omaha
Jack Bienko, US Small Business Administration
Greg Bier, U. of Missouri, Columbia
Jose Bilau, Polytechnic Institute of Beja
Michelle Monique Black, Oklahoma State U.
Ben Blackford, Northwest Missouri State U.
Eden S. Blair, Bradley U.
Chuck Blakeman, The Crankset Group
Maynard Tony Bledsoe, Meredith College
Julia Mary Blockberger, Central State U.
Laquita C. Blockson, College of Charleston
Diane Bogino, Performance Strategies, Inc.
Dawn Langkamp Bolton, Western Kentucky U.
Mauvalyn Manzia Bowen, U. of Technology, Jamaica
Brian Gerard Brady, U. of Connecticut
Malin Brännback, Åbo Akademi U.
Martin S. Bressler, Southeastern Oklahoma State U.
Debbi D. Brock, Anderson U.
Erich Brockmann, U. of New Orleans
Pharice Brown, We Women International
Victor Brown, Stellaxx Energy Ltd
Alan Lee Brumagim, U. of Scranton
Pascale Bueno Merino, Normandy Business School
Regina F. Burch, Capital U.
Darrell Norman Burrell, George Mason U., VIU, ATSU
Raushanah N. Butler, Anointed Visions Consulting and Chattahoochee Technical College
Dita Bytyci, Rochester Institute of Technology
Ernie Cadotte, U. of Tennessee
Noel Campbell, U. of Central Arkansas
Ana Maria Romano Carrao, Universidade Metodista de Piracicaba - UNIMEP
Melody Kamese Carswell, The Kamese Group
Doris W. Carver, Piedmont Community College
Oneyda S. Casanova, Capella U.
Alicia Castillo Holley, U. of Western Australia
Gary Castrogiovanni, Florida Atlantic U.
John Cater, Nicholls State U.
Thomas Cavenagh, North Central College
Rajeswararo Chaganti, Temple U.
Erick Chang, Arkansas State U.
Wei Chen, U. of Mary Washington
David Choi, Loyola Marymount U.
Ty Choi, U. of Wollongong
Jerome Chih-Lung Chou, Hwa-Hsia Institute of Technology
Dababrata Narayan Chowdhury, U. of Plymouth
Bob Clark, The Flory Small Business Center, Inc.
Nancy Clement, Purdue U.
R. Wilburn Clouse, Western Kentucky U.
Sridhar Condoor, Saint Louis U.
Felicia Cook, Cedar Valley College
Diego Maganhotto Coraiola, Faculdade Ceneosita de Campo Largo
Elena Cortesi, U. of Bergamo
Eimear Costigan, Connect-123
John Croucher, Appropriate Technology India
James Crudington, U. of Phoenix
Marco Cucculelli, Marche Politechnic U.
Mercidee Curry, Jackson State U.
Jason D'Mello, U. of Louisville
Rodney D'Souza, Northern Kentucky U.
Huzefa (Zef) Neemuchwala, Yellow Sequoia Solutions and Education
Aristarchus Nikoi, Liberty U.
Mohamad Nor Edi Azhar nor, U. Tenaga Nasional
Jeffrey Nytch, U. of Colorado - Boulder
Abidun Elijah Obayelu, U. of Agriculture Abeokuta
Bernard Acquah Obeng, Ghana Institute of Management and Public Administration
dt ogilvie, The Center for Urban Entrepreneurship & Economic Development
John Oirya, Brigham Young U.
Karl S. Okamoto, Drexel U.
Jefferson Freitas A de Oliveira, U. of São Paulo
Olaposi Titilayo Olubunmi, Joseph Ayo Babalola U.
Azizah Omar, Universiti Sains Malaysia
Shohrat A. Orazov, UNICEF
Suzyn Ornstein, Suffolk U.
Rowena Ortiz-Walters, Quinnipiac U.
Oleksiy Osiyevskyy, U. of Calgary
Nianh Marie Owens I, Waterford Institute of Technology
Taofeek Adejare Owoseni, Creditlink Microfinance Bank Limited
Robert Bruce Oxley, McGill U.
Prasad Padmanabhan, Saint Mary's U. of San Antonio
Lolita Paří, Pennsylvania State U., Berks
Elizabeth C. Page, Women Entrepreneurs Business Exchange 2020
Georgios Palaiologos, Higher Colleges of Technology, UAE and Wharton School of Pennsylvania/CERT Entrepreneurship & Family Business Research Center
Linda Kay Parker, Mississippi State U.
Mark Paul, The Entrepreneur's Survival Guide
Whitney Oliver Peake, U. of North Texas
John Pearlstein, Richard Stockton College
Sidnee Peck, Arizona State U.
John Perry, Wichita State U.
Patrice Perry, Rutgers, The State U. of New Jersey
Susan D. Peters, Francis Marion U.
Kamelia Petrova, SUNY Plattsburgh
Steven Phelan, Rowan U.
J. Hanns Pichler, Austrian Institute for SME Research
Efstathia Pitsa, U. of Cambridge
Tuija-Liisa Pohja, Ábo Akademi U.
Mark Pomerantz, Seattle U.
Sandra Potter, Bryant U.
Mike Pouraryan, Kaplan U.
Ben Powell, Appalachian State U.
Fred Pragasa, U. of North Florida
Catherine Pratt, Pacific Lutheran U.
Christopher Pryor, Oklahoma State U.
Zulma E. Quiñones, Universidad Interamericana de Puerto Rico, San Germán Campus
Muhammad Shahid Qureshi, Technical U. of Berlin
Srinivasan R, Indian Institute of Management Bangalore
Emad Rahim, Walden U.
Mário Lino Barata Raposo, Universidade da Beira Interior
Vanessa Ratten, Deakin U.
Peter Raven, Seattle U.
Richard Raymond, Baruch College
Stephen Reed, Northwestern U.
Stanislas Renard, U. of Connecticut
Pamela Fuentes Resurreccion, MSU-Iligan Institute of Technology
Ted Rice, Central Ohio Technical College
Rizal Rizal, U. of Indonesia
Keith Roberts, Roberts Consulting Group
Rachel Roberts, New England Conservatory
Sheryllynn Roberts, U. of Texas, Arlington
Peter Robinson, Utah Valley U.
Sherry Robinson, Pennsylvania State U., Wilkes-Barre
Henk Roelofs, Stenden U.
Stefania Romano, Tor Vergata U.
Robert D. Russell, Pennsylvania State U., Harrisburg
Matthew Rutherford, Virginia Commonwealth U.
Walid Said Sr., Faculty of Economic Sciences and Management of Tunis
Olalekan Busra Sakariyayu, Competency Based Economy through Formation of Enterprise
Ramzi Sallem, Tunisia
Cristina Santini, Università San Raffaele, Rome
Christopher M. Scalzo, SUNY Morrisville State College
Norman Scarborough, Presbyterian College
Tammy Schakett, Ohio Northern U.
Mark T. Schenkel, Belmont U.
Michael Schirmer, Wilmington U.
Holly Sehrank, Purdue U.
Cookie Jacqueline Schultz, Cleveland State U.
C Edward Schufler, Institute for Arts Entrepreneurship
Jonathan Matthew Scott, Teesside U.
Helder Sebastiao, U. of Portland
Fred Seddon, Northampton U.
Ethiopia Legesse Segaro, U. of Vaasa
Debbie K. Seitch, George Fox U.
Kavita Panwar Seth, Stanley College London
Jeremy Seward, La Trobe U.
Kelly Shaver, College of Charleston
Galina Shirokova, St. Petersburg U.
Pradip Shukla, Chapman U.
Maria Jose Silva, U. of Beira Interior
Faye L. Smith, Missouri Western State U.
Gordon Smith, Brigham Young U.
Steven A. Solieri, Queens College (CUNY)
Ingela Sölvell, Stockholm School of Economics
Lloyd Southern, Mercer U.
Katie Sowa, Collegiate Entrepreneurs' Organization
Michelle Spain, Walsh U.
Charles Sprague, U. of Phoenix
Jeffrey Stambaugh, Midwestern State U.
Ervin Starr Jr., Roberts Wesleyan College
Ada Stein, Startup Company NYC Inc.
Pekka Stenholm, U. of Turku
Alex Stewart, Marquette U.
Kelley A. Still, Drury U.
Valerie Stoute, U. of Trinidad & Tobago
Charles R.B. Stowe, Lander U.
Jonathan Matthew Scott, Teesside U.
USASBE 2012 Keynote Speakers

Robert Baron

Robert Baron holds the Spears Chair in Entrepreneurship at Oklahoma State University. He is widely respected as a leading scholar in cognitive and social factors in entrepreneurship, and has successfully bridged two distinct academic disciplines of psychology and entrepreneurship.

Nick Friedman

Nick Friedman is President and Co-Founder of COLLEGE HUNKS HAULING JUNK, the largest and fastest growing US-Based Junk Removal & Moving Franchise Opportunity. He was recently named Top 30 Entrepreneurs in America Under 30 by INC Magazine, was named on the same list as Mark Zuckerberg, founder of Facebook as the 30 Most Influential CEO’s Under 30 by Under30CEO.com, he was named Top 35 Entrepreneurs Under 35 by Bisnow.com, and is an Ernst and Young Entrepreneur of the Year Award Finalist. Nick has spoken to classes of entrepreneurship students at several colleges and universities including the George Washington University, and was also, a representative on the Young Entrepreneurs Council panel at the White House.

Barry Moltz

Barry Moltz gets business owners growing again by unlocking their long forgotten potential. With decades of entrepreneurial experience in his own business ventures as well as consulting countless other entrepreneurs, Barry has discovered the formula to get stuck business owners out of their funk and marching forward.

Robbie Vitrano

Robbie Vitrano is the Co-Founder and Brand Architect of Naked Pizza, working to change the world’s views on fast food, and Co-Founder and Chairman of Trumpet, a venture marketing company. Both companies are based in New Orleans, Louisiana — a place that Robbie calls the Social Innovation Silicon Valley.
A Brief Interpretative History of USASBE (2011)
Max S. Wortman, Jr. and Harold P. Welsch, USASBE Historians

The first predecessor organization of USASBE was the National Council for Small Business Management Development (NCSBMD) in 1955. Its purpose was to provide an integrated gathering point for persons involved in helping small businesses evolve and develop in the United States. Wilfred White, Wendell Metcalfe, 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 was located at the University of Wisconsin-Madison, with Joan Gillman as the Executive Director.

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

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

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

1981 -1982 Gerald Hills (University of Tennessee, 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 (University of North Carolina at Greensboro)
2006 Howard Van Auken (Iowa State University)
2007 Geralyn Franklin (University of South Florida, St. Petersburg; now at University of Dallas)
2008 Jeffrey R. Alves (Wilkes University)
2009 Michael Morris (Oklahoma State University)
2010 Jeff Cornwall (Belmont University)
2011 K. Mark Weaver (Louisiana State University; University of South Alabama)
2012 Rebecca J. White (University of Tampa)

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

In 1997 USASBE received its first grant from The Coleman Foundation to fund the IntEnt 97 in Monterey, California. The original grant was written to the Foundation by Joyce Brockhaus, Bob Brockhaus, Gerry Hills and Harold 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.

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

Annual conferences were held in Orlando (2007), San Antonio (2008), Anaheim (2009), Nashville (2010), Hilton Head (2011) and New Orleans (2012) followed by San Francisco (2013).

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 while George Solomon received it in 2011. The same year Raymond Smilor received the Hughes Award and Steven P. Nichols received the 2011 Educator of the Year Award.

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

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

- Corporate Entrepreneurship and Innovation
- Entrepreneurship in the Arts
- Entrepreneurship Pedagogy and Teaching
- Family Business
- International Entrepreneurship
- Law and Entrepreneurship (added in 2010)
- Minority and Women Entrepreneurs
- Small Business
- Social Entrepreneurship
- Technology and Life science Entrepreneurship
- Venture Financing

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

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

In 2010 ICSB returned to the United States at Cincinnati to host its 55th annual conference with participants from over 70 countries, with USASBE playing an important coordinating role under the direction of Charles Matthews. Nashville hosted the 2010, Hilton Head the 2011, while New Orleans served as host in 2012, followed by San Francisco in 2013.

At year-end 2011, USASBE membership stood at 881 with 171 designated as students.
### Wednesday, January 11

**Conference registration**: 3:00pm - 8:00pm  Preservation Hall Foyer – 2nd floor

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00am - 4:00pm</td>
<td>ICSB Board meeting</td>
<td>St. Charles</td>
<td>By invitation only.</td>
</tr>
<tr>
<td>1:00pm - 3:00pm</td>
<td>Conference Site Selection Committee Meeting</td>
<td>Napoleon</td>
<td>By invitation only.</td>
</tr>
<tr>
<td>4:00pm - 6:00pm</td>
<td>2012 Conference Committee Meeting</td>
<td>Napoleon</td>
<td>By invitation only.</td>
</tr>
<tr>
<td>6:00pm - 10:00pm</td>
<td>USASBE Board Meeting</td>
<td>Gallery 4</td>
<td>By invitation only.</td>
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</tbody>
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### Thursday, January 12

**Conference registration**: 7:00am - 5:30pm  Preservation Hall Foyer – 2nd floor

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00am - 5:30pm</td>
<td>Conference Exhibits Setup</td>
<td>Preservation Hall Foyer – 2nd floor</td>
<td></td>
</tr>
<tr>
<td>7:30am - 12:30pm</td>
<td>Baylor-USASBE Student Case Writing Competition</td>
<td>Regent</td>
<td>Baylor Luncheon to follow in Regent</td>
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</tbody>
</table>
| 8:00am - 11:30am   | Preconference: All The World’s A Stage                              | Napoleon       | Presenters: **Lester Lloyd-Reason**, Anglia Ruskin University  
                          **Paul Bourne**, Anglia Ruskin University  
                          This workshop is an opportunity to reflect on our performance as educators and our impact on the lives of those we teach, support and nurture as they ‘perform’ in the classroom and then on the world’s business stage. Led by Professor Lester Lloyd-Reason and International Theatre Director Paul Bourne this is an interactive reflection on innovative teaching methodologies, our ‘performance’ in the classroom and playing our various roles with the skills of an actor. No acting required (no role play!) but lots of opportunities to get involved, have some fun and pick up some useful exercises along with discussion and insight.  
                          Gain an appreciation and understanding of performing in front of an audience, the need for a great script, off the cuff improvisation skills and that “the show must go” on attitude.  
                          Ultimately this is a workshop on building your communication skill and approach, and how this can be used to effectively support both teaching and the challenges facing future entrepreneurs.  
                          Attendance at this pre-conference session requires pre-registration and payment of a pre-conference session fee. |
Preconference: Learning Together: Using Collaborative Research and Pedagogy to Transform Entrepreneurship Education

Presenters:
Doan Winkel, Illinois State University
Jeff Vanevenhoven, University of Wisconsin - Whitewater
Sharon Alpi, Millikin University
Eric Liguori, Louisiana State University, Baton Rouge
George S. Vozikis, California State University, Fresno

This workshop seeks to advance the practice of entrepreneurship education via collaboration in both research and pedagogy. To accomplish this purpose, we will present and discuss a collaborative research project focused on entrepreneurship education, and then present and discuss data-informed pedagogy examples:

Part 1: The Entrepreneurship Education Project (EEP; www.entrepeduc.org; an ongoing, multi-source data collection initiative with roughly 300 collaborators, spanning nearly 60 countries and over 12,000 student respondents thus far) is presented and discussed. Research and pedagogical trends noticed via examination of the EEP data are covered. This will lead to an overview of one exemplar program and a suggested entrepreneurship curriculum using innovative, collaborative teaching methods.

Part 2a: Round table discussions will ensue with participants engaging in whatever discussion matches their interests. Given the breadth and depth of the EEP dataset, numerous collaborative research opportunities are available. Each table will have a pre-determined discussion leader and will be focused around an EEP relevant research or pedagogy topic. Discussion leaders (the presenters and other EEP collaborators) will seek to enable collaborative research arrangements ultimately resulting in publication and/or pedagogical improvement. Representatives from the two exemplar universities will also lead table discussions relating to innovative pedagogical methods.

Part 2b: We will reconvene the roundtables into one session to share overall urgent questions, findings, recommendations and other information with all participants and to again encourage collaboration.

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

Preconference: Integrating Business Modeling into the Curriculum

Presenters:
Jeffrey Cornwall, Belmont University
Kathleen R. Allen, University of Southern California
Alex Bruton, Mount Royal College
Stanley Mandel, Wake Forest University
Joseph C. Picken, The University of Texas at Dallas

Traditional entrepreneurship centered around business planning has come under increasing criticism. Although reports of the death of the business plan may be over-exaggerated, many entrepreneurship programs are diminishing their focus on the business plan, or in some cases even replacing business planning with business modeling. This workshop will present a variety of approaches for integrating business modeling into the curriculum at both the graduate and undergraduate levels, including as a framework for case analysis and as a tool for developing and launching business concepts. The panel will also discuss possible roles of the traditional business plan in a curriculum that is built more on a foundation of business modeling. Participants will leave with a variety of specific tools and approaches for teaching business modeling that can be integrated into their classes and programs.

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

Preconference: Learning about business one entrepreneur at a time: Using a case study variant model to teach entrepreneurship to undergraduates

Presenters:
Gina Vega, Salem State University

Writing, researching, understanding and applying theory, designing business recommendations, and the communication of those recommendations are recurrent learning goals in entrepreneurship programs. This workshop describes a semester-length project that addresses those learning goals through the generation of a case and analysis that resemble a teaching case and instructors manual but are developed in a variant format more suitable to student knowledge levels and writing skills. This format helps undergraduate entrepreneurship students understand what an entrepreneur does, why he or she continues to do it day after day, how the entrepreneur addresses obstacles, and how to resolve business problems using research and application of theory. Participants will learn about a teaching and learning method that supports the application of theory to practical problems and the pragmatic solutions often represented by entrepreneurial decisions. Handouts for writing up research as a case study, reading a case, connecting problems to theories, and student benefits derived from case writing activities will also be provided.

Participants in the workshop will engage in a simplified interview and research process, a team-writing exercise and a brief presentation to demonstrate the case writing project goals and the use of the various handouts. Participant will receive a handout pack and instructions for conducting this project at their own institutions.

Attendance at this pre-conference session requires pre-registration and payment of a pre-conference session fee.
Preconference: Legal Issues Faced by Student Inventors/Student Entrepreneurs

Panel 1: Cross-Campus Teaching Regarding Legal Issues in Student Entrepreneurship

Presenters:
Eden S. Blair, Bradley University
Andre’ Dandridge, Michigan State University
Nicole S. Dandridge, Michigan State University
Laurie Morin, University of the District of Columbia
Regina M. Robson, St. Joseph’s University

Panel 2: Ownership Issues for Students and Student Teams

Presenters:
Anthony Luppino, University of Missouri, Kansas City
Francine Katherine Schlosser, University of Windsor
Myra Tawfik, University of Windsor

Panel 3: Getting Legal Counsel to Student Inventors/Student Entrepreneurs

Presenters:
Esther Barron, Northwestern University
Andrea L. Johnson, California Western School of Law
Anthony Luppino, University of Missouri, Kansas City

This preconference focuses on both (i) interdisciplinary, cross-campus educations of student inventors/student entrepreneurs on legal issues typically faced in start-up ventures, and (ii) obtaining legal counsel for assistance in addressing such issues. Topics to be addressed by the three panels comprising the pre-conference will include techniques in teaching legal issues material; identification and protection of intellectual property; understanding and dealing with university intellectual property policies; various business organizations law, tax law and other factors in choosing an entity structure for a new venture; negotiating ownership issues and rights and duties among owners of a venture and initial contracts with third parties; considerations (including securities regulation compliance requirements) in raising capital; and means of getting free/affordable legal advice to student inventors/student entrepreneurs on such matters.

Attendance at this pre-conference session requires pre-registration and payment of a pre-conference session fee. For any attendees who are licensed attorneys, this pre-conference has been approved for Continuing Legal Education credit in the State of Louisiana and you may want to contact your applicable CLE governing bodies for potential CLE credit in other jurisdictions.

Preconference: Social Entrepreneurship in Education - An Overview of the Curriculum Education

Presenters:
Tony Mendes, University of North Texas
Robert S. D'Intino, Rowan University
Melissa Pauslen, University of Notre Dame
Jeffrey A. Robinson, Rutgers, The State University of New Jersey
Stephanie Barksdale, Tulane University
Mark Pomerantz, Seattle University

This module will cover current issues in social entrepreneurship education, historical overview, literature review, syllabus review and “resources” offered to participants. This module will also cover the certification process, timelines and requirements for completion, once approved by the USASBE Board of Directors.

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

Preconference: The Graduate Entrepreneurship Curriculum Part Two: Establishing a Paradigm

Presenters:
Fred Maidment, Western Connecticut State University
Michael D. Meeks, University of North Texas
Michael H. Morris, Oklahoma State University
Mark T. Schenkel, Belmont University
Ralph Hanke, Missouri University of Science and Technology

This is a continuation of the pre-conference workshop from last year on the graduate curriculum in Entrepreneurship. It is designed to address the continuing evolution of graduate (Masters) education in Entrepreneurship that was determined in last year’s pre-conference workshop. We plan to continue the discussion of the curriculum and how it is evolving from the Business Plan orientation to the Business Model concept for graduate students in Entrepreneurship and how this is going to change the way Entrepreneurship will be taught on the graduate level.

Attendance at this pre-conference session requires pre-registration and payment of a pre-conference session fee.
Preconference: Strategies for Building Family Business Programs and Courses

Presenters:
Kimberly Eddleston, Northeastern University
Roland Kidwell, University of Wyoming
Carol Wittmeyer, Saint Bonaventure University
Daniel Degravel, California State University, Northridge
Ritch L. Sorenson, University of St. Thomas
Thomas Schwarz, California State University, Fullerton
Andrew D. Keyt, Loyola University Chicago
Torsten Pieper, Kennesaw State University

This pre-conference workshop will help family business faculty learn strategies they can implement to increase family businesses' participation in their programs by identifying and involving more families in outreach, educational and networking opportunities and by implementing innovative teaching topics and strategies to broaden program offerings. Participants will learn from veteran family business faculty using experiences from their own centers and courses. A notebook of teaching resources will be provided that can be adapted for participants’ use.

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

Preconference: Teaching Finance and Accounting in Small Business and Entrepreneurship Courses

Presenters:
Kendall Artz, Baylor University
J. William Petty, Baylor University

Facilitate a dialogue among the participants on effectively teaching finance and accounting topics in small business and entrepreneurship courses at the college level. The presentations will be designed for faculty who have not been trained specifically in the field of finance. The session will provide practical suggestions and offer materials that can be taken into the class room and give the attendees an opportunity to gain hands-on experience in using the materials.

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

Preconference: Business Models, Mind Mapping, and Creative Mayhem: Developing Business Models in Fluid Environments

Presenters:
John Xavier Volker, Austin Peay State University

Will acquaint participants with the process of using mind mapping techniques in developing a business model. Participants will work in groups and develop a basic business model during the workshop. The role of creativity in developing effective business models will also be discussed and practiced during the workshop. The anticipated outcome for this workshop is that participants will gain familiarity with mind mapping as a tool for developing business models that they can share with students and entrepreneurs.

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

Preconference: Serving Students and Small Businesses: Strategies for Incorporating Small Businesses into Classroom and Outreach Activities (and Publish While Doing It)

Presenters:
Daniel Degravel, California State University, Northridge
William C. McDowell, East Carolina University

How could we, as academics and consultants, better serve our students and small business owners/managers through practices such as course-based consulting, educational program development, and internships? How can we bridge academia/university and small businesses to benefit our students and communities?

Attendance at this pre-conference session requires pre-registration and payment of a pre-conference session fee.
Preconference: Meet The Editors: Tips for Publishing in Entrepreneurship Journals

Presenters:
D Ray Bagby, Baylor University (Entrepreneurship Theory and Practice)
Ritch L. Sorenson, University of St. Thomas (Family Business Review)
Peter Koveos, Syracuse University (Journal of Developmental Entrepreneurship)
Donald W. Caudill, Gardner-Webb University (Journal of Ethics and Entrepreneurship)
Joseph H. Astrachan, Kennesaw State University (Journal of Family Business Strategy)
Gina Vega, Salem State University (The CASE Journal)
George Solomon, George Washington University (Journal of Small Business Management)
Joseph Roberts, Coleman Foundation Inc (Online Journal of Entrepreneurship)
Ross Fink, Bradley University (Journal of Small Business Strategy)
Noel Campbell, University of Central Arkansas (Journal of Entrepreneurship and Public Policy)

Moderator:
Michael D. Meeks, University of North Texas
Matthew Marvel, Western Kentucky University

This workshop is devoted entirely to helping attendees publish their research. Editors of Entrepreneurship, Family Business, Small Business Management, Case, and Ethics journals will address a basic question: What does it take to publish a manuscript? Representatives from each journal will make a present their journal’s editorial philosophy, topic coverage, review procedures, and other requirements that authors must know before submitting manuscripts. The editors will also provide suggestions and managing the review process. This session is intended to be highly interactive, so participants are encouraged to ask questions.

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

Preconference: Legal Issues in Social Entrepreneurship

Presenters:
Laurie Morin, University of the District of Columbia
Marc J. Lane, Marc J. Lane Wealth Group
Nicole S. Dandridge, Michigan State University
Jacqueline Lainez, George Washington University
Keren Raz, New York University
Helen S. Scott, New York University
George Ellis, Studer Group, Inc.

This preconference focuses on both the unique legal issues facing social entrepreneurs, and innovative academic programs that focus on legal issues in social entrepreneurship. Topics to be addressed by the three panels will include the business, tax and financing implications of choosing an entity structure; hybrid and alternative entity models; limitations on revenue generation for non-profits; tax and legal consequences of revenue generation; alternative financing models for social enterprises; corporate governance and directors’ duties and liabilities; the arts and social entrepreneurship; the role of the legal advisor in social entrepreneurship, and fellowships and degree programs that focus on legal issues in social entrepreneurship.

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

Preconference: Arts Entrepreneurship 101: Examining a Continuum of Pedagogy

Presenters:
Gary D. Beckman, North Carolina State University

Three to four leading arts e-ship educators will have 30 minutes to present the most innovative aspects of their curriculum and pedagogy. These individual sessions will focus on in-class activities, assignments and a brief presentation of their pedagogical philosophy. [These educators are encouraged to present their most interactive - if not the most daring - pedagogical techniques].

A panel of both students (undergrad & grad) and working artists from the New Orleans area will critique the educator's presentations outlined above at the end of these sessions based on various criteria such as: effectiveness in the classroom, innovation, transportability to different disciplines and imagined real world applicability.

Attendance at this pre-conference session requires pre-registration and payment of a pre-conference session fee.
**Preconference: Hands-On Entrepreneurship: Facilitating Student Launched and Student Run Ventures on a College Campus**

**Presenters:**
Paul Marsnik, St. John's University  
Terri Barreiro, St. John's University

The workshop will begin with a brief description of the Entrepreneurship Scholars program (E-Scholars) at the College of St. Benedict and St John’s University (CSB/SJU). Our E-Scholars program is a 2 year, 3 course program in which students are expected to attempt to launch a venture before they graduate. Several of the ventures started by students are on-campus ventures. The on-campus ventures present some unique challenges. We will offer a brief overview of the ventures started on campus (a coffee shop, a t-shirt screen printing operation, and a documentary film production company). The second part of the workshop will be an interactive session. In this session, participants will discuss the benefits and obstacles to having students launch ventures on their campus. For example, participants might note how student-run, on-campus ventures could be used as a recruiting tool for entrepreneurially minded prospective students. Obstacles such as dealing with turnover of student management teams could also be discussed. In the final part of the workshop, specific steps to starting an E-Scholars program will be discussed.

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

**Preconference: Critical Success Factors in Life Sciences and Technology Innovation and Entrepreneurship Education**

**Presenters:**
Michael Fountain, University of South Florida  
Stanley Mandel, Wake Forest University  
Ken Harrington, Washington University in Saint Louis  
Sean Lux, University of South Florida  
Larry Howard, Hudson Ventures  
William G. Marshall Jr., University of South Florida

This workshop will focus on the interfaces between education in innovation and entrepreneurship, technology and product development in university-sponsored facilities and incubators, and development and commercialization of technologies and products to support ventures fundable by venture capitalists.

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

**USASBE 2012 Welcome Reception and Opening Plenary Session**

**Conference Welcome by Mindy Walls, USASBE VP**

**KEYNOTE:** Robbie Vitrano, co-founder and chief branding architect of Naked Pizza

**Sponsored by Tulane University, Abita Beer, and Naked Pizza**

Abita Beer and Naked Pizza provided; Casual Attire  
Jazz trio provided by Delfeayo Marsalis

*Bus transportation will be provided. Load buses at 5:30pm front of New Orleans Marriott – Canal Street. Buses will run continuously between 5:30pm and 8:00pm*
Friday, January 13

**Conference registration:** 7:30am - 6:00pm  Preservation Hall Foyer – 2nd floor

**Exhibit Hall and Internet Cafe:** 7:30am – 5:00pm
Acadia/Bissonet Ballrooms
Internet Café sponsored by Yellow Sequoia

**Career Center:** 9:00am – 5:00pm Regent (4th floor)

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**Friday, 7:30am - 8:30am in Acadia/Bissonet Ballrooms**

**USASBE Continental Breakfast**

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**Friday, 7:45am - 8:45am in Studio 2**

**Past President's Breakfast**
By Invitation Only.

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**Friday, 8:00am - 8:45am (multiple locations)**

**Special Interest Groups Breakout Meetings with Breakfast**

Grab your breakfast from the Acadia/Bissonet Ballrooms and head to your SIG meeting on the 2nd floor:

SIG Meetings will be held on Friday and Saturday mornings. Please check both dates for a listing of SIG meetings.

- Corporate Entrepreneurship & Innovation – Studio 7
- Entrepreneurship in the Arts – Studio 3
- Entrepreneurship Pedagogy & Teaching – Studio 6
- Family Business – Studio 5
- International Entrepreneurship – Studio 8
- Law & Entrepreneurship – Studio 4

Minority & Women Entrepreneurship, Small Business, Social Entrepreneurship, Technology Life & Science Entrepreneurship, and Venture Finance SIGs will meet on Saturday morning. Please see those times under the Saturday schedule.

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**Friday, 9:00am - 10:15am in Acadia/Bissonet Ballrooms**

**Plenary Session**

**Presidential Opening of Conference - by K. Mark Weaver, USASBE President**

Welcome by ICSB President, Don B. Bradley III

Baylor Student Case Writing Competition Awards

**KEYNOTE:** Robert A. Baron, Spears Chair in Entrepreneurship, Oklahoma State University

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**Friday, 10:30am - 11:45am**

**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:

**RESEARCH** – Room: Balcony IJK (4th floor)
“Long-Term Orientation and Entrepreneurship: Research Challenges and Opportunities”
G. Thomas Lumpkin, The Chris J. Witting Chair in Entrepreneurship, Whitman School of Management, Syracuse University

**OUTREACH** – Room: Balcony LMN (4th floor)
"New Orleans Entrepreneurs"
Tim Williamson, Co-founder and CEO, The Idea Village, For entrepreneurs and those who believe in them
Friday, 12:00pm - 1:30pm in Acadia/Bissonet Ballrooms

Plenary Session

Lifetime Achievement Awards Luncheon
K. Mark Weaver, USASBE President (presiding)

AWARDS PRESENTATION:

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

John E. Hughes Award for Entrepreneurial Advocacy - Sponsored by: The Coleman Foundation

USASBE Outstanding Entrepreneurship Educator of the Year Award

USASBE Woman Entrepreneur of the Year Award – Sponsored by: The Jim Moran Institute for Global Entrepreneurship at Florida State University

2012 Justin G. Longenecker Fellows Induction Ceremony

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

3-E Awards Finalist Presentations

Friday, 1:45pm - 3:00pm in Balcony I

Conference Workshops: Business Entities for Social Entrepreneurship Enterprises

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

This interactive workshop will explain and explore the range of business entities available to social entrepreneurs and evaluate the strengths and weaknesses of each entity from a distinctly social entrepreneurship perspective. Special attention will be paid to the innovative "Low Profit Limited Liability Company" now available in several states, which can attract investment that standard not-for-profit companies may not. Workshop participants will discuss and complete several engaging Business Entity Problem Solving Exercises and leave with strategies and materials for integrating the topic into their coursework and/or practice.

Friday, 1:45pm - 3:00pm in Balcony J

Conference Workshops: What’s Next: Educating Musicians As Entrepreneurs

Rachel Roberts, New England Conservatory

As the arts continue to evolve, creating a successful career requires more than outstanding performance abilities. Musical entrepreneurship can be seen as a set of valuable skills, but it’s more than the sum of its parts. It’s a synthesis of one’s musical passions and a mindset of self-efficacy, driving individuals to lead the music field. Open to all conference participants, attendees will engage with ideas for how entrepreneurial learning can benefit student musicians on multiple levels. Rachel Roberts leads New England Conservatory’s Entrepreneurial Musicianship Department, a major new initiative equipping young musicians with skills to support their artistic careers.

Friday, 1:45pm - 3:00pm in Balcony K

Conference Workshops: Incubating America - The Legal Relationship Between Incubators and Entrepreneurs

Stephen Reed, Northwestern University
Esther Barron, Northwestern University

Incubators and accelerators are becoming an increasingly integral part of the entrepreneurship community. Educators need to prepare students to evaluate this opportunity and differentiate among the various types of incubators available. In this workshop, participants will learn about the evolution of incubators as well as current industry-standard legal and business deal terms offered by incubators to companies in residence. The workshop will provide educators with the necessary tools, including curricular materials, to expose their students to this important development in entrepreneurship.

Friday, 1:45pm - 3:00pm in Balcony L

Conference Workshops: Standardized Clients: A Family Firm Application

Linda A. Kidwell, University of Wyoming
Roland Kidwell, University of Wyoming

Assessments of medical students’ clinical skills rely increasingly on standardized patients: actors hired to portray patients in need of diagnosis and medical care. The method was originally intended to test diagnostic skills, but it has had the added benefit of being a training ground for appropriate bedside manner. In this workshop, we will discuss the method itself, why it has relevance in modern business education, and how it can be adapted for use in family business, small business, and auditing classes. Finally, participants will portray a family business case developed under the standardized client approach.
INNOVATION POSITIONAL ADVANTAGE OF SMES: THE MODERATING ROLE OF THE ENVIRONMENT IN EXPLAINING BUSINESS PERFORMANCE

Artur Baldauf, University of Bern
Simone A. Schweiger, University of Bern

This study considers determinants of innovation positional advantages in small to medium-sized enterprises. Drawing on the resource-based view and contingency theory, we propose our model in which innovation positional advantage positively impacts business performance. Moderating effects by market turbulence are suggested to influence this relationship. We provide a novel conceptualization for innovation positional advantage of small and medium-sized entities in a European business environment. Our multidimensional conceptualization of business performance along market performance, profitability, and market growth yields fine-grained insights into kind and degree of actual impacts.

LEARNING ORIENTATION: ITS INTERACTION WITH THE THREE DIMENSIONS OF ENTREPRENEURIAL ORIENTATION AND IMPACT ON PERFORMANCE

Artur Baldauf, University of Bern
Tatiana Romanova Stettler, University of Bern
Simone A. Schweiger, University of Bern

In this study, we report findings on how learning orientation strengthens the relationship between entrepreneurial orientation and performance. While prior research suggested a mediating role of learning orientation between the aforementioned constructs, we provide argumentation for the moderation model. Using data from 244 firms collected in a German-speaking environment, we find that learning orientation has a more complex interrelationship with the single dimensions of entrepreneurial orientation than expected. This paper offers a fine-grained picture of the interplay between the single dimensions of entrepreneurial and learning orientation and contributes to our understanding of their impact on the performance of a firm.

THE IMPACT OF ORGANIZATIONAL EFFICACY AND FLEXIBILITY ON SMALL BUSINESS PERFORMANCE

William C. McDowell, East Carolina University
Michael L. Harris, East Carolina University
Shanan Gwaltney Gibson, East Carolina University
Troy A. Voelker, University of Houston Clear Lake

The current study examines the role of organizational efficacy and supplier flexibility in regards to the business performance of small and medium-sized firms. It was anticipated that both organizational efficacy and supplier flexibility would have positive relationships with performance for small and medium-sized businesses. Results supported these hypotheses and indicate the importance of firms developing the ability to respond to changing demands of the buyer in the areas of delivery, volume, and modification as well as developing the belief that the organization has the capabilities, judgment, and confidence necessary to perform successfully.

FIRM RELIGIOSITY, BOUNDED STAKEHOLDER SALIENCE, AND STAKEHOLDER RELATIONSHIPS IN FAMILY FIRMS

Hanqing Fang, Mississippi State University
Robert Van de Graaff Randolph, Mississippi State University
James J. Chrisman, Mississippi State University
Tim Barnett, Mississippi State University

This article explores firm religiosity in family firms, how and to what extent firm religiosity influences family firms’ relationship with stakeholders, and their consequences. We define firm religiosity as behavioral patterns based on a religious belief structure jointly held by the firm’s dominant coalition. Thus, we argue that firm religiosity more likely exist in family firms, and more likely result in bounded stakeholder salience, which causes better relationships between family firms and their stakeholders. We also suggest that family firm’s superior relationship with stakeholders may cause improvements of both economic and non-economic firm performance.

THE ROLE OF SOCIOEMOTIONAL WEALTH IN PUBLICLY TRADED FAMILY BUSINESSES: A BEHAVIORAL THEORY PERSPECTIVE

Richard Gentry, University of Mississippi
Clay Dibrell, University of Mississippi
Jaemin Kim, University of Mississippi
Robert K. Robinson, University of Hawaii

We examine the role of socioemotional wealth on the decision making of publicly traded family businesses. We argue the dominant coalition residing in these family businesses consists of founding family shareholders and family managers who guide the family firm, in part, based on the benefits of socioemotional wealth accrued through the firm back to the family. Using a sample from the Standard & Poor’s top 1500 publicly-traded firms, the results of our analysis indicate there were significant differences in growth (i.e., higher for family) and in the use of unab sorbed slack resources (i.e., higher for family).
### Emma Special Sponsor Workshop

**Marketing Origami: Exploring the Versatility of Email**

**Rami Perry**, *Sales Manager at Emma*
**Megan Feltes**, *Sales & Marketing Content Specialist at Emma*

With the highest ROI for any marketing channel, email is a must-do for every organization. But how do you make it interesting, so you stand out in the inbox? And how can your organization take advantage of this versatile platform? Entrepreneurs can use email to launch and grow new business, and schools and universities can use it for development, student and alumni relations and more. We'll tackle some of the challenges marketers face and show you how to keep things fresh, relevant and, dare we say, fun for your audience. We'll give you plenty of practical tips and examples from our own inboxes, and you'll walk away with new ideas for a refreshed strategy.

### Conference Workshops: The Young American Indian Entrepreneurship Program: Preparing Native Youth for College

**Jean E. Ness**, *University of Minnesota*
**Bryan Jon Maciewski**, *Fond du Lac Tribal and Community College*

The presenters will introduce a successful model and curriculum developed at Fond du Lac Tribal and Community College in northern Minnesota to prepare Native youth for entering programs in Small Business/Entrepreneurship. The Young American Indian Entrepreneur (YAIE) focuses on skills that prepare students for college, teaches essential entrepreneurial skills, and builds self-confidence. The YAIE program is one strategy to address the need for self sufficiency on American Indian reservations today. Participants will engage in activities from the curriculum and leave with strategies they can implement in their Native and non-Native communities to prepare youth to become entrepreneurs.

### Arts Ent.: Arts Entrepreneurship as Social Aesthetic Praxis

**Facilitator: Gary D. Beckman**, *North Carolina State University*

**ARTS ENTREPRENEURSHIP: AN ESSENTIAL SUB-SYSTEM OF THE ARTIST'S META-PRAXIS**

**Jonathan James Gangi**, *University of South Carolina*

In order for entrepreneurship educators to create effective pedagogical tools for arts students, a basic understanding how artists think and act is necessary. This paper presents the Meta-Praxis conceptual framework as one way to describe the artist's motivations and goals. By articulating how entrepreneurial action, as a means to an end, fits into the “life practice” of artists, entrepreneurship courses tailored to the specific needs of artists can emerge, thus enabling artists to better fulfill their professional goals.

### DEEPPENING THE SOCIAL IMPACT OF CREATIVITY THROUGH ENTREPRENEURIALISM

**Deana McDonagh**, *University of Illinois at Urbana-Champaign*
**Joyce K. Thomas**, *University of Illinois at Urbana-Champaign*
**Lisa A. Canning**, *Institute for Arts Entrepreneurship*

This paper discusses a new model of teaching and learning arts entrepreneurship which places creativity and empathy at the core of learning to ensure a new generation of ‘creatives’ who can maximize their intellectual capital while fully contributing to the economic, social and cultural growth of our communities. Key research question: How do creatives develop the knowledge and skills to build a successful, meaningful and sustainable life in today's world? By helping creatives build their uniqueness into creative enterprises, we enable them as artists to impact their communities and regional economies with creativity, entrepreneurship and sustainable values.

### DEVELOPING AN ENTREPRENEURIAL PROGRAM FOR THE LIBERAL ARTS IN RURAL SOUTHEASTERN NORTH CAROLINA: WHERE MUSIC GETS DOWN TO BUSINESS

**Aaron Vandermeer**, *University of North Carolina at Pembroke*
**Larry Arnold**, *UNC Pembroke*
**Michael Louis Menefee**, *University of North Carolina at Pembroke*

This document chronicles the development of a university Music Business program in a rural area using a curricular model designed to create musician-entrepreneurs with the skill set to take advantage of decentralization of the music industry through technological advances. It explores how standard university curricula can adapt, giving the students the skills they need to become the musician they want. In particular, the document will discuss degree tracking, a Music Business minor, and will highlight the Jazz and Commercial Music track of the Music Business degree program. Other topics also include winning faculty support and student goals.
The Aesthetic Product as Entrepreneurial Driver: An Arts Perspective on Entrepreneurial Innovation

Jeffrey Nytech, University of Colorado - Boulder

This article presents a case study of the Pittsburgh New Music Ensemble ("PNME"), an arts organization transformed by reinventing its artistic product based on new methods of audience engagement. The PNME approach reveals valuable insights for artists, entrepreneurs, and scholars. These range from suggesting a methodology for artists and arts organizations to revitalize their art and reinvigorate their audience, to revealing new avenues for research on the nature of creativity within entrepreneurship. By viewing artistic innovation as a seminal act of entrepreneurship, scholars may contemplate how the arts can be more powerfully applied to mainstream entrepreneurship pedagogy and theory.

Conference Workshops: Expanding Experiential Education: Foundations and Exercises

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

Gerald Hills, Bradley University & CEO
Candida Brush, Babson College
Patricia G. Greene, Babson College
Jeffrey R. Alves, Wilkes University
Frank Hoy, Worcester Polytechnic Institute
Brad Hancock, Texas Christian University

This interactive session will advance the development of teaching and educational methods that are truly at the cutting edge. Based in the work of Neck and Greene in JSBM, and with very strong Panel members, this session will allow for the sharing of useful tools and resources. There will be a very practical focus to send participants away with practical ideas to implement. Particular attention will be on starting businesses, using simulations and engaging in reflective practice. Opportunity discovery will be a dual focus on Student Entrepreneurship Clubs.

Conference Workshops: Implications, Benefits, and Approaches to Teaching Means-Driven Entrepreneurship

Friday, 1:45pm - 3:00pm in Studio 4

Helder Sebastiao, University of Portland
Samuel Holloway, University of Portland
Alan James Krause, University of Puget Sound
Suzanne G. Tillemann, University of Montana

This workshop focuses on how to teach students to create market opportunities and business models that best leverage the means at their disposal. Research on effectuation (Sarasvathy 2001; Read et. al. 2011) indicates that many successful entrepreneurs use this strategic approach, yet most entrepreneurship programs emphasize the development of business plans and business models that require technology, skills, or financial resources that students cannot reasonably expect to procure. Workshop participants will learn approaches to enabling students to experience the core elements of means-driven entrepreneurship: an emphasis on opportunity creation versus discovery, business model experimentation, and generating revenues (versus securing funding).

Family/Small Biz: Competition versus Coopetition

Friday, 1:45pm - 3:00pm in Studio 5

Facilitator: Gordon K. Adomdza, Northeastern University

Community Brand Communication and Business Owner Perceptions of Downtown and Business Performance

Jay Sang Ryu, Texas State University - San Marcos
Jane Svinney, Oklahoma State University

Retail sales pull factor measures a community’s competitiveness in terms of attracting retail consumers. Downtown branding is proposed as a community resource for both high pull factor and low pull factor communities. Data were collected from 167 downtown business owners in both high and low pull factor small communities in a Midwestern state to examine the differences in business owner response to (1) perceived downtown and business performance; and (2) perceived accessibility of internal communication about downtown brand identity (image, vision, and culture). Independent samples t-tests confirmed that there were significant differences between the two groups. Practical implications are suggested.

Construcive Collusion: Determinants of Successful Coopetition in Small Business

Stephanie J. Thomason, University of Tampa
Earl A. Simendinger, University of Tampa
Dylan Kiernan, University of Tampa

The present study draws upon several perspectives within the literature in strategy and organizational behavior to inform our predictive model of successful coopetition at the individual, firm, dyadic and triadic relationship levels. We propose that several social complex, relational, and resource-based determinants predict successful coopetition (trust, commitment, mutual benefit). We further present the policies, procedures, and feed-forward control systems developed by a consultant who facilitated a successful coopetitive relationship between several competitors in the fragmented casual furniture industry. Understanding determinants of successful coopetition is useful to those seeking a sustainable competitive advantage and the enhancement of firm performance.

Responding to the ‘Big Box’: The Effects of Market Commonality and Product Mix Similarity

Reginald Litz, University of Manitoba
Jeffrey Pollock, University of Richmond

We examine the role of market commonality and product mix similarity in predicting competitive response by small retail hardware stores to their nearest “Big Box” competitor. Data from 314 small retail hardware stores reveal market commonality × product mix similarity interaction effects for two (of five) specific product categories (i.e., Hardware & Tools and Seasonal Goods) on the outcome of competitive response. The relation between market commonality and competitive response varied depending on product categories. This finding provides insight into the competitive behaviors of small retailers when in close proximity to a Big Box rival.
HUMAN ASSETS AND ENTREPRENEURIAL PERFORMANCE: A STUDY OF COMPANIES STARTED BY BUSINESS SCHOOL GRADUATES

Julian Lange, Babson College
Ed Marram, Babson College
William Bygrave, Babson College

We examined the effect of taking core elective entrepreneurship courses on the performance of independent businesses started by Babson alumni who graduated between 1985 and 2009. Taking entrepreneurship courses enhanced the amount of startup capital raised, but real-world experience enhanced it more. However, neither taking entrepreneurship courses nor learning how to write a business plan had any effect on the subsequent operating performance of the business. In contrast, professional experience gained after graduation before starting a business improved operating performance.

THE ENTREPRENEURSHIP EDUCATION SUB-ECOSYSTEM IN THE UNITED STATES: OPPORTUNITIES TO INCREASE ENTREPRENEURIAL ACTIVITY.

Matthew Regele, Babson College
Heidi Neck, Babson College

“Entrepreneurship ecosystem” is a popular buzz phrase among academicians, politicians, and practitioners. An ecosystem is the interaction of people, roles, infrastructure, organizations, and events that create an environment for heightened levels of entrepreneurial activity. Entrepreneurship education is a critical part of the system that warrants deeper examination. This paper explores entrepreneurship education as a nested sub-ecosystem within the broader entrepreneurship ecosystem by considering the context of the United States. By delving into a specific subsystem, we highlight the complexity often missed in higher level conversations on entrepreneurship ecosystems.

ENTREPRENEURIAL DESIGN: A DESIGN BASED THEORY OF ENTREPRENEURSHIP

Michael Goldsby, Ball State University
Thomas E. Nelson Jr., University of Louisville

In this paper the authors offer design theory as an alternative to both existing entrepreneurship processes and a theory of entrepreneurship, consistent with the most commonly accepted definition of entrepreneurship. Design theory acknowledges and is built upon, social constructionist theory, is prescriptive, creative, and content free. The design theory framework is discussed in an entrepreneurial context, and two real-world cases, one from a professional design company, and one from an undergraduate entrepreneurship program are recounted to demonstrate the efficacy of the framework.

LATIN AMERICAN UNIVERSITIES AND TECHNOLOGY COMMERCIALIZATION

John Sargent, University of Texas Pan American
Linda Matthews, University of Texas Pan American

Policy makers in the developing world increasingly view universities as institutions capable of accelerating technology based economic development. In this article we examine the efforts of elite universities in Argentina, Chile, Mexico and Brazil to transfer faculty inventions to the marketplace. With certain exceptions, these institutions have established and/or upgraded commercialization infrastructure over the last decade and patenting has rapidly increased. We conclude with policy recommendations and suggestions for future research.
A unique and innovative educational program focused on entrepreneurship, innovation, and business to train future physician healthcare leaders partnered with a student-developed clinic at the University of South Florida College of Medicine. Development and implementation of a business plan to re-structure governance and the executive team, improve operations and financial management, and increase funding of both organizations demonstrated many entrepreneurial concepts. This experiential learning model has allowed the medical students to develop and manage a start-up healthcare organization, a unique entrepreneurial experience available to few medical students. This report illustrates the program with recommendations for translation to other educational institutions.

TWO MODES OF OPPORTUNITY RECOGNITION: IMPLICATIONS FOR THE CONCEPT OF CORPORATE ENTREPRENEURSHIP STRATEGY IN THE IRELAND, COVIN, AND KURATKO MODEL

Robert D. Russell, Pennsylvania State University, Harrisburg
Researchers in entrepreneurship have long pointed out the vital role of opportunity recognition in the entrepreneurial process. Alvarez and Barney (2007), however, note that there are two very different modes of opportunity recognition - one based on "discovery" and another based on "creation". This paper investigates the implications of defining opportunity recognition in these modes on the concept of entrepreneurial strategy as conceptualized within the Ireland, Covin, and Kuratko model of corporate entrepreneurship strategy.

Friday, 1:45pm - 3:00pm in Studio 9
Excellence in Entrepreneurship Education Awards: Specialty Program Finalist Presentations
Franchising has gained popularity as an organizational form and important growth strategy in the past three decades. Despite its growing popularity, little research has dealt with the ultimate effects of franchising on financial performance. The present study extends empirical franchising literature by employing cash flow from operations and Jensen’s Alpha as financial performance measures. The results provide affirmative support that a higher franchising proportion is positively related to firm financial performance. Findings of this study lend support for agency and risk sharing theories.

J. Kay Keels, Coastal Carolina University
Melissa Baucus, University of Louisville
Gary Castrogiovanni, Florida Atlantic University

This workshop brings together a panel of three presenters who will share through their wealth of experiences with cases -- teaching, writing, reviewing -- some of the most important guides to successful case writing. These guides will be presented and illustrated using examples from cases, case writing projects, and texts on effective case writing. Participants will be invited to participate in the active critique and development of critical components of writing effective cases. Some specific tips will also be offered to enhance the probability of successful case publication.

EFFECT OF PARTICIPATION IN PAID MEMBERSHIP ORGANIZATIONS ON ENTREPRENEURS’ CORE NETWORK SIZE AND HETEROGENEITY

Lee Zane, Rider University
Michele K. Masterfano, Drexel University

Participation in social networks is associated with increased odds for entrepreneurial success, but few studies suggest how one establishes a social network. This study investigates the effect that participation in paid membership organizations has on core network size and heterogeneity of business owners. It compares the networks of those who belong to paid membership organizations against those who do not. Results suggest that while belonging to paid membership organizations does not increase the size of one’s social network, there is a significant effect on its composition; both the percentage of business contacts and functional diversity of the network were increased.

FRANCHISING PROPORTION AND FINANCIAL PERFORMANCE: EVIDENCE FROM U.S. RESTAURANT FRANCHISORS

Melih Madanoglu, Florida Atlantic University

Franchising has gained popularity as an organizational form and important growth strategy in the past three decades. Despite its growing popularity, little research has dealt with the ultimate effects of franchising on financial performance. The present study extends empirical franchising literature by employing cash flow from operations and Jensen’s Alpha as financial performance measures. The results provide affirmative support that a higher franchising proportion is positively related to firm financial performance. Findings of this study lend support for agency and risk sharing theories.

THE IMPACT OF FRANCHISE MANAGEMENT CAPABILITIES ON THE PROPENSITY TO FRANCHISE AND FRANCHISOR PERFORMANCE

William E. Gillis, University of South Alabama
James Combs, University of Alabama

Franchising is a key entrepreneurial strategy in many industries. Existing theory views franchising as a way to minimize costs by aligning incentives, but recent research on alliance capabilities suggests that franchising might also be influenced by franchisors’ efforts to leverage what we call franchise management capabilities (FMC). Drawing upon alliance capabilities research from resource-based theory, we describe the nature of FMCs and submit that they offer a complementary explanation for franchising and performance differences. Based on a survey of 227 franchisors, we show that FMCs do directly affect franchising decisions, and both directly and indirectly affect firm performance.

GOOD ADVICE: HOW DO ATTORNEYS INSTRUCT, ASSIST, AND ENCOURAGE ENTREPRENEURS TO MAKE GOOD ENTITY CHOICES?

Eden S. Blair, Bradley University
Tanya M. Marcum, Bradley University

There is little work on how attorneys evaluate new ventures and entrepreneurs when giving advice. The focus of this paper is to gain a better understanding of those factors that are important in the practice of advising entrepreneurs on entity choice. We utilize a policy-capturing methodology to study how attorneys evaluate the likelihood they would advise a particular entity. Our results suggest that attorneys appear to prefer different factors and evaluate both the venture and characteristics of the entrepreneur when determining the form - a sole proprietorship, partnership, LLC or S corporation - a new venture should take.

UNLEASHING CORPORATE ENTREPRENEURSHIP IN PRIVATIZATION

Sunny Li Sun, University of Missouri - Kansas City

Government involvement and control of SOEs tends to lead to failure due to limited knowledge of the entrepreneurial process. Drawing from multiple agency theory and organization learning theory, we examine the relationship between the change in ownership, incentive structures, and corporate entrepreneurial activities, as well as the impact of privatization on firm performance and risk outcome. Based on a sample of 437 Chinese privatized SOEs between 2001 and 2010, we find that the privatization level of ownership and two market-based incentives significantly increase corporate entrepreneurial activities. These activities subsequently increase the long-term firm performance and reduce the long-term firm risk.
Many entrepreneurship programs incorporate the "Start a Business" assignment into their experiential curriculum. These businesses are operated for a short period of time and are in an academic context, therefore the risks of liability arising from regulatory infractions, and from tort and breach of contract are not typically identified or addressed beforehand. These assignments can create regulatory and liability risks for faculty, students and learning institutions if not carefully and thoughtfully managed. This workshop will engage the participants in a discussion of how best to identify and mitigate those risks in the design of experiential entrepreneurship programming.

**VENTURE CAPITAL INVESTMENT DEAL**

Meyyappan Narayanan, Fairleigh Dickinson University
Moren Levesque, York University
Brian Cozzarin, University of Waterloo

Using a principal-agent model, we strive to understand how a VC should put forward an investment offer, given that the fund-seeking entrepreneur possesses private information on his/her disutility of effort. The VC considers this private information by forming a belief on the entrepreneur’s effort level to be allocated to the venture. We use the model to describe how the deal process unfolds and to build a simulation that enables us to propose the existence of a VC’s belief on entrepreneurial effort and of a ownership share that maximizes the expected return to each party.

**VENTURE CAPITAL IS DEAD – LONG LIVE VENTURE CAPITAL**

Rodney D'Souza, Northern Kentucky University
Keith Schneider, Northern Kentucky University

Articles in journals and popular press point to a crisis in the venture capital industry. Except for a few prominent well performing venture capital firms, returns from the industry have all but dried up. Some blame the rapid growth of the industry while others point to the state of the economy and drastic reduction of the IPO market for the performance of the industry. We answer prior researchers’ calls by studying emerging changes to the industry and looking at steps venture capital firms (both existing and new) are taking to increase the likelihood that they will secure funds from investors.

**INITIAL PUBLIC OFFERINGS AND PRE-IPO SHAREHOLDERS: ANGELS VERSUS VENTURE CAPITALISTS**

Jeffrey Sohl, University of New Hampshire
William C. Johnson, University of New Hampshire

At the time of an initial public offering, shares in a firm are typically held by venture capitalists, insiders, corporate investors, and angel investors. We examine the role of angel investors in IPO firms and find that they provide equity capital in industries that venture capitalists choose not to serve. Angel-backed IPO firms are younger than non-backed IPO firms and shareholders are more likely to sell their shares at the IPO. Where venture-backed IPO firms have higher underpricing, angel-backed IPO firms do not, implying that managers may prefer to obtain early stage financing from angel investors rather than other sources.

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Gary D. Beckman, North Carolina State University

Though the emerging field of arts entrepreneurship education has enjoyed steady growth for roughly twenty years, issues surrounding desired outcomes, curricula and pedagogy have not been addressed in the field's scholarship. Simply put, the field has experimented with various methods of entrepreneurship training for artists with both mixed and remarkable results. However, a codified curriculum has yet to emerge.

This workshop will describe in detail, a working curriculum that is not only approaches the topic holistically, but is robust enough to apply to many different disciplines that are experimenting with entrepreneurship education.

THE IMPACT OF A REAL ESTATE OWNERSHIP STRATEGY ON THE MARKET VALUE OF SMALL CLOSELY-HELD FIRMS IN THE U.S.

Craig Galbraith, University of North Carolina, Wilmington
Alex DeNoble, San Diego State University
Curt Howard Stiles, University of North Carolina

A review of the real estate finance literature reveals competing views on the value of corporate real estate ownership by non-real estate intensive companies. While significant attention has been focused on public companies, this question has received little attention in the non-public firm context. Our research investigates the relationship between valuation and real estate ownership for closely-held, smaller firms. Based upon prior research on public firms, and various transaction costs associated with managing non-synergistic activities within a small business, we hypothesize a negative relationship between market valuation and real estate ownership. Our data provide overall general support for this hypothesis.

Facilitator: David Deeds, University of St. Thomas

ANTECEDENTS OF SME ORGANIZATIONAL EFFICACY: CONTINUOUS QUALITY IMPROVEMENT AND INFORMATION QUALITY

Michael L. Harris, East Carolina University
Shanan Gwaltney Gibson, East Carolina University
William C. McDowell, East Carolina University
Todd D. Mick, Lindenwood University - Belleville
Leo Simpson, Seattle University

The current study examined the role of continuous quality improvement and information quality in regards to the organizational efficacy of small and medium-sized suppliers. It was anticipated that both variables would have positive relationships with organizational efficacy. Results supported these hypotheses and indicate the importance of firms emphasizing continuous quality improvement and the flow of quality information in order to strengthen organizational efficacy. Consequently, greater efficacy can impact customer service, the likelihood of establishing stronger interorganizational relationships, and overall performance.

FINANCE OPPORTUNITIES AND FUNDING METHODS IN THE MICROENTERPRISE

Marty Mattare, Frostburg State University
Michael Monahan, Frostburg State University
Amit J. Shah, Frostburg State University

In Maryland, microbusinesses compromise 88% of businesses and jobs for over one-half million people. A survey was mailed state-wide to microenterprises to determine access to capital, use of capital, and the future outlook on the impact of obtaining or not obtaining adequate capital to fund the business. Findings show an older, more educated, and wealthier microbusiness community than previously thought; most participants felt adequately financed; nearly half did not borrow funds to start up the business; over the next year, most felt their financial liabilities would remain stable; and a high number used personal credit cards for funding purposes.
THE SEX TYPING OF ENTREPRENEURIAL VENTURES

Alice Wieland, University of California, Los Angeles

A model based on Social Cognitive Career Theory, applied to entrepreneurial venture selection, is presented and tested. The model explores the influence of one’s sex, as a proxy for gender, on state self-efficacy, anticipated social support, perceived risk and venture desirability; all of which influence entrepreneurial decisions. The studies support that evaluative perceptions and decisions related to venture initiation and investment decisions are affected by gender role cognitions, influencing who is likely to pursue which opportunities; suggesting that not all entrepreneurial endeavors are sex-typed masculine.

WHAT ARE THE OUTCOMES OF INNOVATIVENESS WITHIN SOCIAL ENTREPRENEURSHIP? THE RELATIONSHIP BETWEEN INNOVATIVE ORIENTATION AND SOCIAL ENTERPRISE ECONOMIC PERFORMANCE

Hanna Duvnäs, Åbo Akademi University
Pekka Stenholm, University of Turku
Malin Brännback, Åbo Akademi University
Alan L. Carsrud, Ryerson University

Taking a Schumpeterian perspective on social entrepreneurship, this paper studies the relation between innovative orientation, profit, and turnover (revenue) within social enterprises. Our results are drawn from a sample of Finnish social enterprises. Their innovative orientation had no significant relationship to their operating profit or their revenues. Finnish social enterprises, by law, must operate according to commercial principles. Our results suggest that their profitability is not generated through innovative activity. The findings also suggest that innovation within social enterprises may generally differ from and/or serve other purposes than innovation within traditional commercial enterprises.

SOCIAL ENTREPRENEURSHIP, PROCESS INNOVATION AND VALUE CREATION: THE CASE OF BYRNE BOOKS

Lubna Abdul Amin, University of Windsor
Bharat Maheshwari, University of Windsor
Kalinga Jagoda, Mount Royal University

Using a single exploratory case study, this paper explores the differences in the entrepreneurial process of an entrepreneur driven primarily by social objectives with that of traditional entrepreneurs with economic objectives. The paper identifies the entrepreneurial process and several key challenges and differences in the entrepreneurial process, which unfolds in establishing a social enterprise.
Saturday, January 14

**Conference registration:** 7:30am - 6:00pm  Preservation Hall Foyer – 2nd floor

**Exhibit Hall and Internet Cafe:** 7:30am – 5:00pm
Acadia/Bissonet Ballrooms

**Career Center:** 9:00am – 5:00pm Bacchus (4th floor)

Internet Café sponsored by Yellow Sequoia

**Saturday, 7:30am - 8:30am in Acadia/Bissonet Ballrooms**

USASBE Continental Breakfast

**Saturday, 8:00am - 8:45am (multiple locations)**

Special Interest Groups Breakout Meetings with Breakfast

Grab your breakfast from the Acadia/Bissonet Ballrooms and head to your SIG meeting on the 2nd floor:

SIG Meetings will be held on Friday and Saturday mornings. Please check both dates for a listing of SIG meetings.

- Minority & Women Entrepreneurship – Studio 3
- Small Business – Studio 2
- Social Entrepreneurship – Studio 5
- Technology & Life Science Entrepreneurship – Studio 7
- Venture Finance – Studio 8

**Saturday, 8:00am - 9:00am in Studio 9**

JSBM Editorial Meeting

**Saturday, 9:00am - 10:00am in Acadia/Bissonet Ballrooms**

Plenary Session

KEYNOTE: Nick Friedman, President and Co-founder of College Hunks Hauling Junk & Co-author of Effortless Entrepreneur

Followed by Book Signing Session with Nick Friedman from 10:00am - 10:15am

**Saturday, 10:30am - 11:45am**

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** – Room: Balcony IJK (4th floor)
"Entrepreneurial Action & The Rules of the Game: Introducing the Journal of Entrepreneurship & Public Policy"

Speakers:
- Noel Campbell, University of Central Arkansas
- Kristie Briggs, Creighton University
- David T Mitchell, University of South Alabama

Panelists:
- Tammy M. Rogers, University of Central Arkansas
- Gift Dauleya, University of Venda
- Tendayi Gondo, University of Venda
- Prestin Lewis
- Stephan F Gohmann, University of Louisville
- Lu Wie

**PEDAGOGY** – Room: Balcony LMN (4th floor)
"The Entrepreneurial Professor"

Patricia G. Greene, President’s Chair in Entrepreneurship, Babson College

Heidi Neck, Jeffry A. Timmons Professor of Entrepreneurial Studies, Babson College

**Saturday, 12:00pm - 1:30pm in Acadia/Bissonet Ballrooms**

Plenary Session/Luncheon

KEYNOTE: Barry Moltz, Speaker | Consultant | Author

Followed by Book Signing Session with Book Signing Session with Barry Moltz from 1:30pm - 1:45pm
For anthropology to realize its potential for contributing to family business, what would it look like? I would hope for 10 desiderata. These are: (1) familiarity with relevant ethnographies, (2) knowledge about kinship studies, (3) focus on important questions, (4) alertness to sources of solidarity and of conflict, (5) knowledge about human variation and possibilities, (6) attention to wider contexts, (7) systematic comparison, (8) attention to lived experiences, (9) cross-disciplinarity, and (10) methodological soundness. For these 10 properties, I outline key elements, suggest readings, and argue for their importance by considering the consequences if they were not included.
FOREIGN VENTURE PRESENCE AND DOMESTIC ENTREPRENEURSHIP: A MACRO LEVEL STUDY

Hanqing Fang, Mississippi State University
Esra Memili, University of North Carolina-Greensboro
James J. Chrisman, Mississippi State University

There is a tendency to investigate the direct effects of foreign ventures on domestic entrepreneurship while the relationship between foreign ventures and domestic entrepreneurship is more complex. We suggest that foreign ventures influence domestic entrepreneurship through affecting local unemployment and knowledge stock. We test our models on a panel data of 30 countries from 1990 to 2008. The results show that unemployment rate and knowledge stocks fully mediate the relationship between foreign venture presence and domestic entrepreneurship. We also found that while foreign ventures may suppress local entrepreneurship in the short run, their effects in the long term are neutralized.

INCORPORATING CORPORATE ENTREPRENEURSHIP AND CONSUMER VALUE EQUATIONS IN AGRIBUSINESS VALUE CHAIN INNOVATION FOR DESPERATELY POOR NATIONS

Morgan P. Miles, University of Tasmania
Martie-Louise Verreyne, University of Queensland
Laurie Bonney, University of Tasmania
Ray Collins, University of Queensland

This paper offers policy makers a framework of how entrepreneurship might be harnessed to create more efficient agri-business value chains in desperately poor nations. This paper contributes in two areas: (1) it is an exploration of the value creating potential of corporate entrepreneurship initiatives located both within the individual organizations and at the organizational linkages within value chains, and (2) it uses a field study to explore how corporate entrepreneurship can become effective practice in a value chain/value creation framework micro firms and SMEs, their customers, and society in desperately poor nations.

SHOULD ASPIRING ENTREPRENEURS TAKE NOTES FROM POLITICIANS? INVESTIGATING THE IMPACT OF ATTITUDES, EMOTIONAL INTELLIGENCE, AND POLITICAL SKILL ON UNDERGRADUATE STUDENTS’ ENTREPRENEURIAL INTENT

Phillip E. Davis, University of North Texas
Whitney Oliver Peake, University of North Texas

This study examines the relationships among and impacts of emotional intelligence, political skill, and attitude towards enterprise on entrepreneurial intent. We evaluated 124 undergraduate business students to assess the effect of these factors on entrepreneurial intentions. Results of these analyses indicate that (1) emotional intelligence and political skill are positively related to one another; (2) attitude towards enterprise is positively related to entrepreneurial intent; (3) the greater the political skill, the stronger the relationship between emotional intelligence and entrepreneurial intent. Such results suggest that students, particularly those who possess high political skill, have stronger intentions to start new businesses.
HUSBANDS SUPPORT WOMEN ENTREPRENEURS
DOES HE HAVE HER BACK?: A LOOK AT HOW
HUSBANDS SUPPORT WOMEN ENTREPRENEURS

Sarita Stewart, Belmont University
Sarah Cates, Belmont University

One of the challenges in teaching a music business curriculum is the industry itself is undergoing a transformative restructuring. This workshop outlines a problem-based learning program our college designed to engage undergraduate students to think through and develop creative solutions to these industry challenges. Design strategy and pedagogical techniques were used to create a “think tank” environment which students used to explore their ideas and implement solutions. Project outcomes and student responses to this problem-solving exercise are reviewed. Workshop discussion will focus on how other academic institutions can utilize these pedagogical techniques within their arts entrepreneurial curriculum.

Facilitator: Roland Kidwell, University of Wyoming

A NEW SMALL CITY BUSINESS INCUBATOR: A BUSINESS COMMUNITY’S ATTITUDES AND DESIRED SERVICES

Marty Mattare, Frostburg State University
Cathy Ashley-Cotleur, Frostburg State University
Christopher M. Masciocchi, Frostburg State University

Research has looked at success rates of small business incubators in the U.S. However, little research has been done that looks at City-owned and managed small business incubators, much less those that specifically target depressed downtown areas. Lastly, there is no research that studies local community attitudes about incubators before they are put in place or takes a look at what potential services are wanted. This study sought to determine the level of perceived need for an incubator, what services were desired, and obtain general demographic variables about the business community in the small City of Hagerstown, Maryland.

Facilitator: Robert S. D’Intino, Rowan University

CONCEPTUALIZING THE DEVELOPMENT OF A SOCIAL CORPORATE ENTREPRENEURSHIP SCALE

Donald F. Kuratko, Indiana University-Bloomington
Jeffrey S. Hornsby, Kansas State University
Jeff McMullen, Indiana University

In this paper, we develop a model and suggest a new instrument for measuring organizational antecedents for corporate entrepreneurship in the social businesses setting entitled, the Social Corporate Entrepreneurship Scale (SCES). Our model propose that a social business’s sustained effort in corporate entrepreneurship depends on individual members continuing to undertake innovative activities and on positive perceptions of the activity by the organization’s executive management, which will in turn support the further allocation of necessary organizational antecedents. The Social Corporate Entrepreneurship Scale is in the appendix offering researchers an opportunity to analyze the social business in relation to corporate entrepreneurial behaviors.
INCREASING THE IMPACT OF SOCIAL ENTERPRISE: IN SEARCH OF A PERFORMANCE MEASUREMENT REGIME

Haley Allison Beer, University of Prince Edward Island
Edward Gamble, University of Prince Edward Island
Peter William Moroz, Deakin University

This paper contributes to the field of social entrepreneurship research by reviewing the existing knowledge on performance measurement. Consideration is given to several measurement concepts and regimes that are currently in use within the sector. Using key categories that are found to be important within all social enterprises, (financial, customer, internal and learning and growth) the study culminates in the development of a set of potential indicators (the Solving Social Issues Card) and their operationalization that is based upon the Balanced Scorecard Approach. These insights serve as the foundation for further empirical research and testing.

TOWARD MEASURING THE SOCIAL IMPACT OF ENTREPRENEURIAL FIRMS

Abagail McWilliams, University of Illinois, Chicago
Rodney Shrader, University of Illinois, Chicago

When large, for-profits engage in social value creation, this is generally referred to as corporate social responsibility (CSR) and the measure of social value is referred to as corporate social performance (CSP). There is an extensive literature on CSR and CSP, mostly concerned with the question of whether firms “do well” by “doing good” (Orlitzky, et al., 2003). The role of entrepreneurs and small firms in creating social value is less well understood and has been given much less attention. We integrate and extend the literatures on CSR, CSP and Social Entrepreneurship to examine measuring the social impact of entrepreneurs.

Conference Workshops: Teaching Ethics in Interdisciplinary Law-Business Settings

Helen S. Scott, New York University
Karen Brenner, New York University

This workshop will discuss and demonstrate the Professional Responsibility in Law & Business, which is offered jointly to MBA and JD candidates at the Stern School of Business and NYU Law School. The workshop will be conducted by Prof. Helen Scott (Law) and Prof. Karen Brenner (Stern), and will incorporate a case study which explores issues of corporate culture and integrity. This special section of Ethics/Professional Responsibility was created under the auspices of the Jacobson Leadership Program in Law & Business at NYU Law School, and satisfies the ethics requirement for both MBA candidates and JD students.

Conference Workshops: Founders and Co-Founders: A Workshop for Matching Skills, Personality, and Passion for Optimal Project Success

John Pearlstein, Richard Stockton College
Kenneth Wm. Kury, Saint Joseph’s University
Tolulope Bewaji, Saint Xavier University

The majority of successful new ventures are started by passionate teams of entrepreneurs with heterogeneous, yet complementary skills and resources. The process to find, interview, and evaluate, co-founders is a highly interactive activity. Yet in business courses, especially entrepreneurship courses, project team formation is many times left up to students who usually choose friends or individuals who sit near them. An experiential exercise would create better working teams for class projects, and also model for students the formation process in the real world. This workshop will engage colleagues in an active discussion of alternative approaches and offer illustrative classroom exercise.

Conference Workshops: IPAD AND WEB 2.0 PEDAGOGIC INNOVATIONS IN MARKETING: UTILIZATION OF ENTREPRENEURIAL SKILLS

Catherine E. Giunta, Seton Hill University

This paper describes the implementation of iPad technology in an undergraduate marketing course. The resultant impact upon skill development, student effective use of the course’s textbook, and improved course performance support the use of this technological innovation.

This pedagogical approach calls on the students to implement entrepreneurial skills as they experience business (Marketing) projects. The university where this process occurred houses a national entrepreneurial center and includes entrepreneurial skills as one of the components of the liberal arts core curriculum. Challenges exist along with a realization that the preliminary research of this technology is in a very early stage.
**Conference Workshops: How to Use Small Business School In and Out of the Classroom**

**Hattie Bryant, Publisher**

Small Business School is a made-for-PBS television series. Each 30-minute episode features a business owner filmed on location so the viewer sees not only the owner but what they do, how they do it and the people on their team. Today, SmallBusinessSchool.org is a one-of-a-kind learning tool that can be used to support the key concepts in any course on entrepreneurship and small business management. The series was sponsored by IBM, filmed in 34 states and 150 cities.

**Family/Small Biz: Strategic Decision-Making in Uncertain Environments**

Facilitator: **Justin W. Webb, Oklahoma State University**

**BEHIND THE SCENES: CONCEPTUALIZING THE MIND-MAP OF THE ENTREPRENEUR, WHEN DEALING WITH STRATEGIC PROBLEMS**

Armstrong Abebrese, Robert Gordon University

This paper uses concepts in strategic management and entrepreneurship cognition research to deepen understanding of the entrepreneur’s mental processes, when addressing strategic problems (issues). In this paper three main mental structures of the entrepreneur- thinking, forming and change, were envisaged, thirteen propositions from which specific hypothesis can be developed for further research were proposed, as well as four main questions, forming the basis of the entrepreneur’s cognition processes, when addressing strategic problems were envisaged. An explanatory conceptual framework describing the cognitive structures of the entrepreneur was developed.

**BEYOND RATIONAL REASONING: COGNITIVE FACTORS SHAPING ENTREPRENEUR'S STRATEGIC DECISION MAKING WHEN FACING INDUSTRY'S DISRUPTIVE CHANGE**

Oleksiy Osiyevskyy, University of Calgary
James Dewald, University of Calgary

Beyond rational reasoning, entrepreneurs apply judgment and heuristics when facing strategic decisions. To further the understanding of the cognitive influences related to these heuristics, we integrate existing theories (cognitive resilience, prospect theory, behavioral theory of the firm, threat-rigidity thesis) into a coherent unified framework explaining and predicting entrepreneurial intentions to alter their business model, based on the entrepreneur’s perception of the external environment, current performance, and prior experience in implementing risky decisions. The framework is empirically tested in the context of the Canadian real estate brokerage industry, facing potentially major disruptive changes.

**ENTRAINMENT AND INNOVATIVENESS: THE INFLUENCE OF TIME ON ENTREPRENEURIAL BEHAVIORS OF THE ORGANIZATION**

Clay Dibrell, University of Mississippi
Peter Davis, University of North Carolina at Charlotte
Brett Agypt, Corporate Executive Board

To effectively respond to cues from the external environment, organizations must be able to achieve temporal alignment, a process called entrainment. In this paper, the authors propose and test a model in which entrainment, consisting of both external and internal entraining behaviors, impacts organizational innovativeness. Specifically, it is hypothesized that organizations which exhibit appropriate (i.e., high) levels of entraining behaviors will be more innovative than organizations which exhibit inappropriate (i.e., lower or mismatched) levels of entraining behaviors. This hypothesis was tested on data from 232 organizations. The results provide support for the theorized impact of entrainment on organizational innovativeness.

**Minority/International: Developing Countries**

Facilitator: **Densil Anthony Williams, University of the West Indies, Mona**

**ENTREPRENEURSHIP IN DEVELOPING COUNTRIES**

Ilesanmi Gbenga Joseph, National university of malaysia(universiti kebangsaan Malaysia)

Entrepreneurship in emerging markets is distinctive from that practiced in more developed countries. Better understanding these distinctions is critical to private sector development in developing countries. Of particular interest are new and growth-oriented enterprises, which have a greater capacity to create sustainable economic growth than microenterprises or long-established SMEs with limited growth prospects. The distinctions between growth-oriented entrepreneurs in developing and developed markets are rooted in the inefficiency of markets in many developing countries, but the response of entrepreneurs to these inefficiencies is often surprising and counterintuitive. These findings call into question the policy approaches to entrepreneurship development often advocated.

**PROSPECTS OF ENTREPRENEURSHIP TO THE CHALLENGE OF JOB CREATION IN SOUTH AFRICA**

Darma Mahadea, University of UKZN

A significant proportion of labour in South Africa cannot find employment despite positive economic growth rates since the demise of apartheid. The formal sector is unable to provide adequate employment although the government has responded with various strategies. Entrepreneurship can make a difference to absorb more labour. But entrepreneurial capacity is a constraint in South African. Regression results indicate that the growth elasticity of employment is very low over the 1994-2010 period. The paper identifies some constraints to employment creation against the entrepreneurial environmental conditions in South Africa and examines how entrepreneurship can make a difference to employment creation.
was seen very negatively, and significant. Likewise, investing in a financially distressed firm, that investor type, and if it is a follow-on investment are both positive and significant. We find the market reactions are positive and significant, and investors making private placement investments in biotechnology firms. We examine the opposite end of the lens, examining the effect doing a private placement has on the portfolio firm receiving capital. We look at market reactions to corporate entrepreneurship opportunity, the Franchise Ownership Program®. Following an analysis of the pros and cons of creating equity, convertible debt, and debt funding instruments for start-up franchisees, this paper identifies a debt fund as the best option for these types of investments, especially if offered by a public educational institution.

In this multi-method work I begin to explore the core values that drive sustainable minded entrepreneurs. Findings from qualitative research with 29 entrepreneurs and a review of the management literature indicate several values that sustainable entrepreneurs may commonly possess. The emergent sustainable values of continuous improvement, frugality, holistic cognition and morality are then empirically evaluated using a sample of 305 students. Further I examine the relationships of these values with three proposed correlates of sustainable attachment. The findings indicate the relatedness of these values to each other and three modes of sustainable attachment except for the value of continuous improvement.

This paper reports on the development of a college debt fund for an innovative entrepreneurship opportunity, the Franchise Ownership Program®. Following an analysis of the pros and cons of creating equity, convertible debt, and debt funding instruments for start-up franchisees, this paper identifies a debt fund as the best option for these types of investments, especially if offered by a public educational institution.

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Innovation and entrepreneurship within the organization are critical elements in today’s hypercompetitive environment. Companies must utilize the principles of corporate entrepreneurship to embrace entrepreneurial strategic renewal, process improvements, and new venture development. Corporate entrepreneurship generally requires a bottom-up focus that relies on the creativity of employees. This workshop covers the essentials of creative thinking and presents a process to implement creative problem solving. The audience will be engaged in activities that reinforce these creativity concepts.
The importance of entrepreneurship to regional development are approaches able to explain both its incidence, especially in the case of knowledge intensive business services (KIBS), and the respective factors driving an entrepreneur’s decisions in choosing the company location. This study seeks to analyse KIBS entrepreneurship through identifying the factors behind companies locating in rural/urban areas in accordance with the entrepreneur’s profile. Furthermore, we identify regional factors driving and inhibiting this choice of location. The results show that urban KIBS are influenced by economic conditions and local infrastructures and rural KIBS are influenced by individual motivations.

THE IMPORTANCE OF CONTEXT

Andy Yu, University of Wisconsin-Whitewater
Jeffrey Stambaugh, Midwestern State University
Tom Lumpkin, Syracuse University

Building on the Entrepreneurial Orientation (EO) literature we investigate the relationship between family business performance and autonomy, which is one dimension of EO. As a recent meta-analysis highlighted the moderating impact of context for EO, we examine the impact of environmental dynamism and cultural context (Asian versus North American) on the autonomy-performance relationship for small family businesses. Using data from 57 U.S. and 81 Taiwanese family firms and a configurational approach, we found that autonomy in the U.S. is associated with improved performance while Taiwanese firms fared worse with increasing autonomy and that increasing dynamism exacerbates this negative relationship.

THE PREVALENCE OF FAMILY FIRMS BY INDUSTRY: A TRANSACTION COST THEORY PERSPECTIVE AND LONGITUDINAL ANALYSIS

Hanqing Fang, Mississippi State University
Esra Memili, University of North Carolina-Greensboro
James J. Chrisman, Mississippi State University

Using a transaction cost theory perspective, we argue that family firms are more prevalent in service industry than nonfamily firms, which are expected to be more prevalent in manufacturing industry. Thereby, our main argument is that the prevalence of family firms is positively associated with the density of service firms in a region. We test our hypothesis via longitudinal analysis at the state level. The results support our hypothesis.
The purpose of this paper is to present a proven, innovative teaching model for undergraduate entrepreneurship education that can be used as a benchmark for other schools of higher education. The University-wide program is called the Hogan Entrepreneurial Leadership Program. This paper will discuss the following: (1) context of the program; (2) distinguishing features of the program; (3) structure and funding of the program; (4) student and program outcomes, and (5) lessons learned.

**Social/NonProfit: Social Venture Creation**

Facilitator: Mark Pomerantz, Seattle University

**SOCIAL ENTREPRENEURSHIP IN AFRICAN BURIAL SOCIETIES: A CASE EXAMPLE OF PRO-POOR VENTURE CAPITAL**

Gift Dafuleya, University of Venda

African households prioritize funeral rites, with important consequences on their welfare. Poor workers with no savings have one investment – their burial society. This article uses the transformation taking place in burial societies to make three arguments. First, social relationships do not only make and help entrepreneurs, but they can also transform and be the threshold of entrepreneurship. Second, burial societies’ innovation in pro-poor products is local-demand specific but lacks adequate and sustainable capital back-up. Finally, meaningful entrepreneurial returns demand scaling down the membership size of clubs which unfortunately limit venture capitalization and cause network failures.

**THE INFLUENCE OF ENVIRONMENTAL FACTORS ON SOCIAL VENTURE CREATION**

Karla I. Mendoza-Abarca, Kent State University
Sergey Anokhin, Kent State University

The influence of environmental factors on social venture creation is one of the most pressing research topics in social entrepreneurship research. This study draws on the commercial venture creation and social entrepreneurship literatures to propose and test a framework of environmental influences on social venture creation. Data from 88 Ohio counties during 2003-2007 suggest that increased unemployment rates and increased government austerity in dealing with social issues lead to higher social venture creation rates. Unexpectedly, similar to commercial ventures, income levels were positively related to social venture creation rates.
Saturday, 7:00pm - 10:00pm at The Foundry

USASBE Awards and Party of Excellence
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USASBE Excellence in Entrepreneurship Education Awards
USASBE National Model Undergraduate Entrepreneurship Program Award, sponsored by Texas Christian University
USASBE National Model Graduate Entrepreneurship Program Award
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Musical entertainment provided by Delfeayo Marsalis

*Jamming across the generations: Creative intergenerational collaboration in the Marsalis family*

Reginald Litz, University of Manitoba

We consider the challenge of intergenerational creative collaboration through in-depth study of a family of jazz musicians that came together to jam in honor of the father on the occasion of his retirement. Drawing on both secondary data sources and key informant interviews, we present observations concerning relevant intra- and extra-familial dynamics. We then present an integrated conceptualization of the core dynamics at work. Contemplation of practical implications for families in business together and acknowledgment of the limitations for generalizing beyond this family’s experience follow. We conclude with suggestions for further research on intergenerational creative collaboration.

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Sunday, January 15

Conference registration: 7:30am - 12:00pm Preservation Hall Foyer – 2nd floor

Sunday, 8:15am - 9:00am in Acadia/Bissonet Ballrooms
USASBE Continental Networking Breakfast

Sunday, 9:00am - 9:45am in Acadia/Bissonet Ballrooms
Annual Business Meeting

Sunday, 10:00am - 11:00am in Balcony I
Developmental: D10-1
Facilitator: Andac Arikan, Florida Atlantic University

ENTREPRENEURIAL TRATEGIES OF WOMEN ENTREPRENEURS IN EMERGING ECONOMIES: A CASE STUDY OF GROWTH-ORIENTED WOMEN ENTREPRENEURS IN MOSHI, TANZANIA
Besrat Tesfaye, Södertörns högskola

Women entrepreneurs in emerging economies face a distinctive set of constraints arising from volatile economic, social and political environments as well as conservative values, norms and gender roles. Notwithstanding these constraints, some women entrepreneurs establish and operate successful growth-oriented business enterprises. The research explores how this group of women entrepreneurs manages to withstand gender constraints and succeed in their entrepreneurial ventures. The research compares growth-oriented and none-growth-oriented women entrepreneurs in Moshi Tanzania. The analysis indicates that growth-oriented women entrepreneurs create an "Entrepreneurial threshold" as a strategic tool to promote their image as "successful business women" and thereby circumvent gender constraints.

MOMPRENEURS: AN EXPLORATION OF THEIR ENTREPRENEURIAL REALITY
Melissa Jean, Brescia University College
Caroline S. Forbes, University of Western Ontario

An understanding of the differences between entrepreneurial expectations and realities is critical to evolving our knowledge of the entrepreneurial experience. Mompreneurs are an important, distinct group of entrepreneurs who have yet to be examined thoroughly in the academic entrepreneurial literature. We present the results of an exploratory study of mompreneurs, examining their motivations and expectation gaps. This paper extends entrepreneurial research by contributing to our knowledge of mompreneurs and by illuminating the entrepreneurial expectation gap.

WOMEN IN ENTREPRENEURSHIP EDUCATION IN U.S. HIGHER EDUCATION.

Jeonghwan Philip Choi, University of Illinois at Urbana-Champaign
Cynthia Kehoe, University of Illinois
Sunny Jeong, University of Illinois

This article focuses on examining gender gap in entrepreneurship education in U.S. colleges and universities. Based on Fisher (1993)’s finding - there is no gender gap in education within entrepreneurs, four hypotheses are formulated and tested with entrepreneurship degrees and certificates awarding data from Integrated Postsecondary Education Data System. Results show that women get less entrepreneurship degrees and certificates than men during 1996-2008, while women are outnumbered in business education. In addition, majority women enrolled in associate colleges while men enroll in doctoral and research universities. The author discusses these gender differences with regard to theories of schooling and society.

Sunday, 10:00am - 11:00am in Balcony I
Developmental: D10-2
Facilitator: Eden S. Blair, Bradley University

COGNITIONS AND DECISIONS: AN EXPLORATION OF GENDER AND ENTREPRENEURIAL CHOICE
Alice Wieland, University of California, Los Angeles

This article explores the nuances of entrepreneurial choices, and proposes that entrepreneurship is not in and of itself a sex-typed occupation. A model based on Social Cognitive Career Theory, but extended to include variables on interest to entrepreneurial decisions, is presented and tested (N=514). The model explores the influence one’s sex has on the selection of entrepreneurial opportunities and the intervening variables of self-efficacy, anticipated social support, perceived risk and affective venture desirability. The study finds support that evaluative perceptions and decisions related to venture initiation are affected by gender role cognitions; influencing who is likely to pursue which opportunities.

ENTREPRENEURIAL LAW FIRMS: ENTREPRENEURIAL ORIENTATION AS A MEDIATOR BETWEEN TRANSFORMATIONAL LEADERSHIP AND PERFORMANCE IN LAW FIRMS
Jonathan Mark Phillips, George Washington University

Long considered recession-proof, the legal profession now finds itself in a state of crisis. The traditional law firm model has been challenged by demands for alternative fee structures as well as industry-wide hiring freezes. In this tumultuous new environment, the phenomena of entrepreneurial orientation (EO) and transformational leadership (TL) may provide the keys to survival in the legal industry. This study proposes that EO and TL correlate with performance in law firms, and that EO mediates the relationship between TL and performance. This study will provide unique theoretical and practical insights into an economically important, yet previously unexplored context.
THE INFLUENCE OF ORGANIZATIONAL DESIGN ON THE DEVELOPMENT OF CORPORATE ENTREPRENEURSHIP IN SMES

Galina Shirokova, St. Petersburg University
Yana Ezhova, St. Petersburg State University

This paper is devoted to issues organizational design’s influence on the entrepreneurial behavior in companies. It is based on the 11-year longitudinal case study. Currently, the issues of corporate entrepreneurship are studied mainly in relation to large and well-established companies in developed economies. The present paper, on the one hand, addresses the issues of creating a system of corporate entrepreneurship in small and medium sized companies in emerging markets, and on the other hand, brings a dynamic perspective to corporate entrepreneurship research through examining the influence of organizational design change on the entrepreneurial activity inside the company.

IGNORING, ENTHUSIASTIC ADOPTING, INCREMENTAL IMPROVEMENT OR INTEGRATING: TYPOLGY AND DETERMINANTS OF INCUMBENT ENTREPRENEURS’ ACTIONS IN RESPONSE TO INDUSTRY’S DISRUPTIVE CHANGE

Oleksiy Osiyevskyy, University of Calgary
James Dewald, University of Calgary

When facing disruptive innovation in an established industry, existing entrepreneurs have a limited repertoire of possible reactions: ignoring the disruption, adopting it, looking for alternative ways to strengthen existing business model through incremental fixes, or both adopting the disruptive innovation and looking for alternatives. In the paper we discuss the rational and cognitive factors determining entrepreneur’s strategic choice. Using empirical evidence from real estate brokerage industry, we find dimensions the industry incumbents from the four groups are different along, and build a profile of members of each group. We conclude by discussing further research that will employ the proposed typology.

WHERE EXACTLY IS THE TARGET MARKET? USING GEOGRAPHIC INFORMATION SYSTEMS FOR LOCATING POTENTIAL CUSTOMERS

Jody Tompson, University of Tampa
S. Wright Kennedy, California State University, Long Beach

Most small businesses are advised to identify a target market for their products or services. This is good advice, but small businesses might not have the resources to locate exactly where people in the target market reside. This is a developmental paper that demonstrates the use of geographical information systems (GIS) as a decision support system for a small business. GIS systems are software platforms which allow for the input, management, manipulation, analysis, and presentation of spatial data. In this paper we use GIS to locate the potential customers in the target market of a start-up company based in Tampa.
FAMILY AND NON-FAMILY NASCENT ENTREPRENEURS IN THE PANEL STUDY OF ENTREPRENEURIAL DYNAMICS I

Kamelia Petrova, SUNY Plattsburgh

This paper provides a comparative study of family business nascent entrepreneurs and non-family business nascent entrepreneurs. The theoretical underpinning of the study is the resource-based view that family capital plays an important role in achieving competitive advantage in family over non-family business. The study is based on a sample of 316 non-family business and 218 family business nascent entrepreneurs and a control group sample of 386 individuals from the Panel Study of Entrepreneurial Dynamics I. Preliminary results are presented.

FAMILY INFLUENCE AND HUMAN RESOURCE PRACTICE FAIRNESS IN FAMILY BUSINESSES

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

In family businesses, is greater involvement in the business by the controlling family related to better or worse treatment of the non-family employees? Using a sample of 605 family businesses, we find that a controlling family’s power, and experience relate significantly to how fairly non-family employees are treated in terms of hiring, promoting, and compensation practices. We also find that the level of fairness, in turn, relates to the rate of growth of the number of employees that work for the business. Together the findings suggest that family businesses should treat non-family employees fairly if they wish to grow.

TOWARDS A THEORY OF ARAB FAMILY BUSINESS; CONNECTEDNESS(WASTA?), FAMILINESS(IRD?) AND KNOWLEDGE RESERVOIR(DIWAN?).

Georgios Palaiologos, Higher Colleges of Technology, UAE and Wharton School of Pennsylvania/CERT Entrepreneurship & Family Business Research Center

Family Business occupies a great portion of business life in the Arab World and thus needs its own theory, which is based on dynamic processes of culture, religion, and networking concepts, such as Diwan, Ird and Wasta. We assume those concepts are at the centre of every family business in the Arab Nexus. Knowledge, Networking and Organizational Culture will be the core frameworks in our study, but will not necessarily lead our results. Qualitative methods -as the case study- and triangulation in different levels of analysis will be employed as valid theory building tools.

SOCIAL ENTREPRENEURS IN THE CLASSROOM: A TYPOLOGY

Kenneth Wm. Kury, Saint Joseph's University
Eric Liguori, Louisiana State University, Baton Rouge

This paper seeks to address the challenges of a diversified classroom by presenting a typology of social entrepreneurship students and their different perspectives on course content. The typology is divided on the individual and organizational levels and then ordered according to level of direct involvement. The paper explores each component of the typology through examples and positions them together to demonstrate how they form the social entrepreneurship field.
BIMMER BARN
Kimble Byrd, Rowan University
The case describes the quandary faced by Bob Painter. The narrative describes multiple aspects of the business, including its profitability, operating challenges and strategic context. These factors serve as the basis for the owner’s personal situation and long-term goals. Students analyze the quantitative and qualitative data to reach a set of recommendations based on their findings. This case gives students an opportunity to observe and analyze a business owners exit/harvest decision-making. It also shows that personal and business factors can have significant impact on a business model and the value of the entity.

NIKE DAVIES-OKUNDAYE: BUILDING A FAMILY SOCIAL ENTERPRISE
Henrietta Ngozi Onwuegbuzie IV, Pan African University
Gordon K. Adomdza, Northeastern University
Mary Rose, Lancaster University
Ellie Hamilton, Lancaster University
This is an intriguing case of a family social enterprise inspired by the difficult experiences of an entrepreneur, who grew up in poverty. The polygamous family situation she found herself in, called for financial liberation and contributed to the establishment of the enterprise, which was founded on her inherited skills in arts and crafts. The case provides insights regarding: a) How traditional societies transmit entrepreneurial skills b) How difficult experiences can motivate the creation of a social enterprise and c) Understanding the organizational challenges of a family social enterprise in terms of leadership, succession and governance.

RUSTY’S CUSTOM RIDES
Eric Gouvin, Western New England University
Harlan Spotts, Western New England University
James McKeon, Western New England University
This case discusses an entrepreneurial venture by two friends, examining marketing and legal issues related to start-up businesses. The marketing issues presented include the assessment of venture feasibility with respect to market potential and marketing mix. On the legal side the issues cover a wide range of matters from the ethical questions involved in representing multiple clients and entities, assessment of legal risks, tax planning, the choice of business entity, legal issues arising out of past relationships, trademark and land use. The case is based on an actual entrepreneurship consulting project involving MBA and law students in a clinic.

QIHOO 360: BUILDING A “FREE” BUSINESS MODEL
Sunny Li Sun, University of Missouri - Kansas City
Yanli Zhang, Montclair State University
This case discusses Qihoo 360’s free business model, how it uses this free model to overpower its competitors, and how this model has evolved over time. Just in 6 years, Qihoo 360 becomes a listed company on New York Stock Exchange with market value about US$ 2.68 billion. Qihoo 360 provides protection of users’ Internet activities through its security solutions such as 360 Safe Guard and 360 Anti-Virus for free. Its free strategy has helped it quickly gain a large user base. Qihoo generates its revenue through online advertising and Internet value-added services, leveraging its large and loyal user base.
### Sunday, 10:00am - 11:00am in St. Charles

**Member Roundtable: Engaging faculty and students in campus entrepreneurship centers: strategies for increasing engagement across campus**

Facilitator(s):
- Kevin Cooper, University of Minnesota, Crookston
- Rachel Lundbohm, University of Minnesota, Crookston

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### Sunday, 10:00am - 11:00am in Studio 1

**Member Roundtable: Practical Approaches for Teaching Entrepreneurship at the MBA and Undergraduate level**

Facilitator(s):
- Georgia Williams Robinson

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### Sunday, 10:00am - 11:00am in Studio 4

**Member Roundtable: Assessing Student Learning from Campus Owned Student Run Businesses**

Facilitator(s):
- Tammy Schakett, Ohio Northern University

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### Sunday, 10:00am - 11:00am in Studio 1

**Member Roundtable: Teaching Sustainability and Entrepreneurship**

Facilitator(s):
- Frances M. Amatucci, Slippery Rock University of Pennsylvania
- Jay Friedlander, College of the Atlantic

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### Sunday, 10:00am - 11:00am in Studio 4

**Member Roundtable: Business Plan Competitions**

Facilitator(s):
- John Rollins, George Washington University

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### Sunday, 10:00am - 11:00am in Studio 5

**Member Roundtable: How to Create a Student-run Entrepreneurship Trade Show**

Facilitator(s):
- Marty Mattare, Frostburg State University
- Ryan Kentrus, Frostburg State University

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### Sunday, 10:00am - 11:00am in Studio 10

**Member Roundtable: Overcoming the White Coat of Armor: Strategies for Collaboration and Partnership between the Colleges of Business and Medicine**

Facilitator(s):
- William G. Marshall Jr., University of South Florida

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### Sunday, 10:00am - 11:00am in Studio 6

**Member Roundtable: Pracademic Entrepreneurship Research?**

Facilitator(s):
- K. Mark Weaver, University of South Alabama
- Karl H. Vesper, University of Washington

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### Sunday, 10:00am - 11:00am in Studio 7

**Member Roundtable: Dream Portfolio Video: A tool to foster generating original ideas, creative behavior, and goal setting in undergraduate entrepreneurship education.**

Facilitator(s):
- Frank Azeke, American University of Nigeria

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### Sunday, 10:00am - 11:00am in Studio 8

**Member Roundtable: How Do Entrepreneurs Learn?**

Facilitator(s):
- Christine Janssen-Selvadurai, Fordham University

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### Sunday, 10:00am - 11:00am in Studio 3

**Member Roundtable: New Public Policy SIG Discussion**

Facilitator(s):
- Jeffrey Cornwall, Belmont University
Member Roundtable: Identification and conceptual development of a common understanding of measurable objectives and outcomes of entrepreneurship education
Facilitator(s): Rodney D'Souza, Northern Kentucky University

Member Roundtable: Disability Owned Businesses and Certification
Facilitator(s): Gregory Ulferts, University of Detroit Mercy

Member Roundtable: Opportunity Recognition, Affect and Venture Success
Facilitator(s): SherRhonda Gibbs, University of Southern Mississippi

Member Roundtable: Intersection of Spirituality and Entrepreneurship
Facilitator(s): Laquita C. Blockson, College of Charleston
Jeffrey A. Robinson, Rutgers, The State University of New Jersey
Sammie Robinson, Texas Southern University

Member Roundtable: What set of intrinsic abilities when combined with domain knowledge, experience and other extrinsic factors, enable and inspire entrepreneurs to create innovations that benefit society
Facilitator(s): Daniel Michael Ferguson, Purdue University

REFRAMING THE BUSINESS MODEL MOVEMENT TO AVOID A CRISIS OF INFORMING IN ENTREPRENEURIAL LEARNING
Alex Bruton, Mount Royal College
This paper describes work that has been carried out to analyze the discipline and practice of entrepreneurship in light of recent advances in Informing Science, entrepreneurial learning and business modeling. It integrates and builds upon those advances to find that the entrepreneurial academy faces a “crisis of informing” at least insofar as the business model is concerned. A new way of looking at the business model construct is advanced in response, and it is argued that the business model movement needs to be reframed and the goals of the faculty member reconsidered in order to avoid a crisis of informing.

THE GOLDEN IDEA: TRUST, KNOWLEDGE SHARING, AND THE USE OF NDAS
Abiola Fanimokun, Penn State University
The preoperational stage is an intensive knowledge sharing phase of the venture creation process. The activities of the preoperational stage directly impact the development of business strategies and the venture creation process. During the preoperational stage, entrepreneurs consult trusted advisors to evaluate opportunities, refine concepts, and make calculated costs and benefits of pursuing a particular idea. Additionally, entrepreneurs may use nondisclosure agreements (NDAs) with advisors to prevent unauthorized disclosure of new venture knowledge. The paper contributes to the entrepreneurial support literature by providing a finer-tuned analysis on the influence of trust types on the knowledge sharing and knowledge security.

INVESTIGATING THE ‘OUTCOME’ PERFORMANCE OF WISES DELIVERING EMPLOYABILITY PROGRAMMES TO THE UNEMPLOYED
Richard Hazenberg, University of Northampton
Fred Seddon, Northampton University
Simon John Denny, University of Northampton
The research reported represents the initial findings of an ongoing research study to evaluate the outcome benefits of a work-integration social enterprise (WISE). A general self-efficacy (GSE) scale was employed to measure the performance of a UK based WISE delivering three different employability programmes to unemployed individuals. Statistical analysis of the initial data gathered revealed a statistically significant relationship between age, educational achievement and GSE. Results also revealed statistically significant changes in participant GSE levels. Qualitative research utilising semi-structured interviews is currently ongoing in order to explore these initial quantitative findings.
SUSTAINABILITY ARCHITECTURE INTEGRATION INTO NEW VENTURE BUSINESS PLANS: A FRAMEWORK FOR ESTIMATING THE IMPACT ON VALUATION

Richard C. Grimm, Slippery Rock University

A primary concern when considering the implementation of a sustainability program and/or individual sustainability initiatives is the potential effect on a firm's value. To date, a basic framework has not been developed for evaluating the impact of integrating a sustainability architecture or factors on new venture valuations. This paper addresses the problem by providing a suggested framework and model for evaluating these potential impacts. Although the focus is on new ventures and business plan development, this technique may be applicable to any for-profit firm.

THE MODERATING EFFECTS OF VALUE SYSTEMS ON THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ENTREPRENEURIAL FIRM PERFORMANCE

Kevin May, George Washington University

We propose and evaluate a moderation model involving the interaction between an entrepreneur’s emotional intelligence (EI) and personal value system on firm performance outcomes. We fail to find statistical significance for the hypothesized relationships in our model, but show support for failure being a function of our population of interest as opposed to a failure of the model itself. An a posteriori ANOVA evaluation of our dataset shows significant variance in the firm performance metrics of revenue and employment growth across our sample, but a lack of significant variance in any of the EI or Value metrics across this population.

HOW SOCIAL CAPITAL MODERATES EO-PERFORMANCE RELATIONSHIP

Yinuo Tang, University of Pittsburgh

This paper is to study the moderating role of network structure on the relationship between entrepreneurial orientation (EO) and firm performance. I measured the firms’ social status in terms of centrality. For high centrality firm, its EO-performance relationship will be influenced by the advantage of social capital and also the inertia of social capital. I proposed that by increasing the number of asymmetric ties, which defined by the tie between high centrality firm and low centrality firm, high centrality firm can mitigate the inertia of social capital to some extent.

ESCALATION OF COMMITMENT IN SMALL BUSINESS SALES MANAGEMENT: WHEN PERSISTENCE MAY NOT BE THE BEST COURSE OF ACTION

Jeremy Woods, University of Cincinnati

A decision making topic of particular interest to both scholars and practitioners is how to make decisions about future actions when confronted with failure. Scholars in both strategy and marketing have looked at this issue, but there has not been a great deal of overlap in these literature streams in the past. This paper attempts to address this gap by unifying the strategy literature on escalation of commitment with the sales management literature on responses to failure, conducting a field experiment to advance theory and recommendations for practitioners in both fields.

INTERFACE OF ORGANIZATIONAL LEARNING AND ENTREPRENEURSHIP: CLUES FOR AVOIDING ENTREPRENEURIAL VENTURE FAILURES

Mohan P. Pokharel, Concord University

Research suggests that success of the first venture leads to effective start up and management of subsequent ventures. We are yet to know about whether and how learning in the context of new ventures might predict success (or failure) of subsequent ventures or to what extent concepts of organizational learning can effectively be utilized in entrepreneurship. This paper proposes to consider learning as mediating variable for effective recognition of entrepreneurial opportunities.
IT’S THE LITTLE THINGS THAT MAKE LAW SUCH A BIG DEAL: IDENTIFYING AND ELIMINATING LEGAL IMPEDIMENTS TO BUSINESS FORMATION

Eric Gouvin, Western New England University

The business formation process requires both an environment that is conducive to new venture creation and a set of specific legal requirements that do not unnecessarily impede business creation. While existing scholarship informs the first point, the second set of issues deserves more attention. Creating appropriate legal requirements requires balancing the benefits from the imposition of legal requirements against the costs of complying with those requirements. Policymakers ought to analyze regulatory schemes with an eye toward both creating an entrepreneur-friendly environment and a compliance regime which encourage new venture formation and which are efficient, transparent, and simple.

VENN SYSTEM INTERACTION: CLASSIFICATIONS AND CONVERSATIONS

William J. Worthington, Baylor University

Early family business literature explored the intersection of family and business as the underlying difference between family and non-family business. Later, the discussion was extended, introducing the third category of owner and the seven mutually exclusive stakeholders formed within the resulting three circle Venn diagram. We extend that discussion by identifying the 21 inter-stakeholder dyads that dictate communication norms between stakeholders. Using stakeholder theory applied within a closed system, each dyad is labeled, exampled and explored; potential synergies and conflicts identified; and a power based typology created that distinguishes higher from lower dyads.

Sunday, 11:00am - 12:00pm in Balcony K
Developmental: D11-5

Facilitator: Holly Tompson, Florida Southern College

ENTREPRENEURSHIP AND TOTAL VALUE CREATION

J Ernesto Gallo, Escuela Agricola Panamericana Zamorano

The entrepreneurial activities even if those fail after some years of operations, generate value, for the economy, for the workers, for the government for the stockholders, for the consumers and the society in general. We can group that values in GDP contribution, market price minus inputs prices; Value Added for Consumers, value minus actual price; and human value added, virtues acquired by working and being trained in the enterprise. Even if a firm closes after some years it does not generate sufficient EVA for shareholders all other stake holders have benefited in the process on new ventures undertaking.

Sunday, 11:00am - 12:00pm in Balcony K
Developmental: D11-6

Facilitator: Melih Madanoglu, Florida Atlantic University

DESCRIPTION AND VISUALIZATION OF INTERRELATED COMPONENTS OF INNOVATION

Daniel Matre, Alverno College

After reviewing the 2010 annual reports for thirty companies comprising the Dow Jones List, 83% of CEOs used one or more of the words: imagination, creativity, innovation. People and organizations may purport innovative initiatives from tactical and strategic positions to meet obligatory expectations of superiors or stakeholders without properly framing the definition of innovation, understanding the interconnected components, and facilitating concurrent collaboration of human resources. This article describes the components leading to and including innovation and explores alternative visual representation, or mapping, of the innovative process. It also conceptually presents a framework for measuring the results of purported innovative offerings.

RESEARCH PROPOSAL: SECOND CHANCE ENTREPRENEURSHIP IN FLANDERS

Ann-Sophie Bouckaert, Scientific researcher
Ruth DeVreese, University College Ghent

This research proposal presents a study that builds on the results of a qualitative study on second chance entrepreneurship in Flanders. The objective of this study is twofold: 1) to come to a generalization of the results arising from the earlier study 2) to come to a more in-depth understanding of the problems re-starters encounter when they want to start a new business. Finishing the research, all these results are to be reported to the Flemish Government by means of a report pinpointing possible drawbacks, suffered after a bankruptcy. Based on the charter, new policy measures are to be developed to support entrepreneurship.

THE FUZZY FRONT END OF NEW PRODUCT DEVELOPMENT IN ENTREPRENEURIAL FIRMS

Stacey Reynolds McNeil, Jackson State University

A core competency for nascent entrepreneurs and entrepreneurial firms is development of new products including the important step of new idea generation. The fuzzy front end of new product development is the early stage of a new venture. This is a critical time that sets stage for success or failure of the venture. Although history may not exist for this time, organized and team decision-making could increase the quality and timeliness of developments. Based on new product development and fuzzy front end research posits are posed for nascent entrepreneurs and entrepreneurial firms in the earliest stages of new product development.
**AROUND THE WAY DOG**

Rachel Collins Wilson, Middle Tennessee State University  
Douglas J. Timmons, Middle Tennessee State University

Partners Rebecca and Scott Jackson and John and Alaina Turner have decided to create a unique hot dog and hamburger restaurant, called Around the Way Dog, in a small college town. They experience difficulties at startup due to undercapitalization that ultimately results in partner conflict, cash flow constraints, and stagnant growth. The conflict between the partners grows into intolerable levels, leading one couple to abandon the business while the other couple considers selling it. The case concludes with the remaining partners' consideration of a sale of the business and its market value.

**IN SYNC WITH WHAT YOU WANT**

Malavika Sundararajan, North Carolina Central University

SYNCTUDIO is a small family (and friends) owned fitness studio established in May 2010. By bringing forth the various characteristics of the founders and entrepreneurs, the case describes how the founders recognized an opportunity and turned it into a lucrative new venture. The case presents the journey of Ashley Lively, from the time she was a young student to the present day where she is the Vice-President of Operations. It shows how Ashley was able to realize her innate entrepreneurial abilities, with the help of her family and friends that ultimately led to the successful establishment of their company.

**MISSION, MINISTRY, & MARGIN: THE CASE OF RESTORE MINISTRIES AND THE YMCA**

Mark T. Schenkel, Belmont University  
Grady S. York, Belmont University  
Keith Marion Smith, University of Georgia

The Restore Ministries case presents the story of a social entrepreneur whose successfully created Restore, a behavioral healthcare venture, within the YMCA. Despite the initial collaborative success, Restore was at a crossroad. Growth following a “ministry mindset” had produced an inconsistent fee structure, confusion among stakeholders, and branding questions. This combination of factors and a rapidly changing, increasingly complex, and competitive industry environment created concerns over the scalability and sustainability of the business model. As a part of the strategic planning process, a key question was what an ideal structure of the Restore-Y relationship should be given future expansion opportunities.

**SUPRAJIT ENGINEERING LIMITED**

Srinivasan R, Indian Institute of Management Bangalore

SEL was set up by Mr. Ajith Kumar Rai when returned as a fresh graduate from Canada. Foreseeing a boom in the country’s automobile market, Ajith decided to establish an automotive cable manufacturing unit. His clarity of vision convinced TVS Motors to invest in setting up Suprajit Engineering as a small, one-unit firm in Bangalore. Suprajit is now a public listed company, serving the world’s biggest automobile companies, producing automotive and non-automotive parts, and eight manufacturing units. This case aims to highlight the reasons behind Suprajit’s success, and is intended to demonstrate rapid growth strategies of entrepreneurial firms.

**DETOURS TOURING: FIGHTING CITY HALL**

Steven Phelan, Rowan University

Rasa Vella has succeeded in assembling all, but one, of the resources needed to launch a guided touring company, based on the concept of active outdoor pursuits, such as gliding (on Segways), biking, and running, in the Old City district of Philadelphia. The missing piece is a permit from the Fairmount Park Commission (FPC), which controls activities in and around 63 neighborhood and regional parks in Philadelphia. The FPC is demanding $5,600 for a six month permit to operate in the commission’s jurisdiction. Rasa is faced with the choice of paying up or fighting city hall.

**RELATED DIVERSIFICATION IN A FRANCHISED SERVICE BUSINESS: CASE STUDY OF COLLEGE HUNKS HAULING JUNK**

Jody Tompson, University of Tampa  
Holly Tompson, Florida Southern College

College Hunks Hauling Junk (CHHJ) was founded in 2005 by two friends from Washington, D.C. By 2009 the company had moved its headquarters to Tampa, FL, and had appeared on the Inc 500 list of fastest growing companies in America. And its founders had appeared on TV as guests of Oprah, Shark Tank, and Millionaire Matchmaker. However, by the end of 2009, CHHJ had lower revenue than 2008 and many franchisees were not earning the income that they expected. This case presents the decision about whether CHHJ should consider diversifying its range of services to continue growing its revenue.

**SHUTOUT SOLUTIONS!**

Edward Gamble, University of Prince Edward Island  
Peter William Moroz, Deakin University  
Stewart Thornhill, University of Western Ontario

Shutout Solutions Inc. was established in response to an issue familiar to most hockey players: notoriously smelly equipment! Their solution to this problem was an ingredient known as nano-silver. After securing the exclusive rights to the technology, subsequent research had revealed a much broader market: micro-fiber garments. Due to changing market conditions, the need for higher sales to secure their licensing agreement and the growing risks associated with their current business model, pressures were mounting to re-evaluate their situation, assess the value of their technology license and perhaps look at other opportunities. All to be done with limited finances.

**SIMPLY SPORT BIKES CASE STUDY**

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

This case involves an entrepreneur who has two businesses: a used-car dealership that he started with his father and a friend, and a used-sport-bike dealership that he solely owns. He has found the sport bike business to be far more attractive, and now that his father is nearing retirement he needs to decide how he wants to proceed. This case is intended for an introductory entrepreneurship course, as it illustrates introductory concepts around opportunity assessment, business model analysis, and return on equity. It can also be used to demonstrate organization type and issues surrounding partnerships and growth.
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<td>Sunday, 11:05am - 12:05pm in St. Charles</td>
<td>Member Roundtable: Leveraging Academic Programs to Advance Sustainable Entrepreneurial Communities</td>
<td>Facilitator(s): William T. Jackson, University of South Florida</td>
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<td>Sunday, 11:05am - 12:05pm in Studio 1</td>
<td>Member Roundtable: How to manage Stakeholders of an Entrepreneurship Center</td>
<td>Facilitator(s): Lou Anne Flanders-Stec, High Point University</td>
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<td>Member Roundtable: Entrepreneurship and Natural Disasters: Can entrepreneurship make a community more resilient to disaster</td>
<td>Facilitator(s): Morgan P. Miles, University of Tasmania</td>
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<td>Member Roundtable: Networking, Enhanced Services and Training (NEST) for Africa</td>
<td>Facilitator(s): Samuel Niwo, African Union of SMMEs Business Organisations (AUSBO)</td>
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<td>Member Roundtable: Dark Side of the Moon: Simulations in the classroom</td>
<td>Facilitator(s): Huzefa (Zef) Neemuchwala, Yellow Sequoia Solutions and Education</td>
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<td>Member Roundtable: On the Wings of Angels: Why you may want to consider becoming involved with a University Based Angel Network</td>
<td>Facilitator(s): Kendall Artz, Baylor University</td>
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<td>Sunday, 11:05am - 12:05pm in Studio 5</td>
<td>Member Roundtable: Creating Small Business Growth Opportunities through Big Box Mistakes</td>
<td>Facilitator(s): Kimberly Ann Asonevich, Mount Aloysius College</td>
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<td>Member Roundtable: Building YOUR research opportunities: What data bases are available for researchers?</td>
<td>Facilitator(s): K. Mark Weaver, University of South Alabama</td>
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<td>Facilitator(s): Roland Kidwell, University of Wyoming</td>
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<td>Member Roundtable: Establishing an Innovation incubator in an Online Learning Environment</td>
<td>Facilitator(s): Suzanne Marlowe Minarcine, The Minarcine Group</td>
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<td>Member Roundtable: Integrating Computational Modeling in the Classroom and Scholarly Research</td>
<td>Facilitator(s): Peter Spang Goodrich, Providence College</td>
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<td>Member Roundtable: The Technology Enabled Entrepreneur – Strategies and Research in a Tech-driven Marketplace</td>
<td>Facilitator(s): Christoph Winkler, CUNY</td>
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<td>Sunday, 11:05am - 12:05pm in Studio 9</td>
<td>Member Roundtable: Conceptualizing Healthcare Entrepreneurship</td>
<td>Facilitator(s): Rubin Pillay, Oklahoma State University, Michael H. Morris, Oklahoma State University</td>
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Sunday, 11:05am - 12:05pm in Table 1/Accadia Ballroom

**Member Roundtable: The Effect of National Culture on the Emergence of Transnational Copreneurs**

Facilitator(s):
Banu Ayse Goktan, University of North Texas At Dallas
Isaura Flores, University of North Texas at Dallas

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Sunday, 11:05am - 12:05pm in Table 2/Accadia Ballroom

**Member Roundtable: Multi-disciplinary Law & Entrepreneurship Research Scholarship**

Facilitator(s):
Laura Hollis, University of Notre Dame
Anthony Luppino, University of Missouri, Kansas City

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Sunday, 11:05am - 12:05pm in Table 3/Accadia Ballroom

**Member Roundtable: Initiate a research group to study micro entrepreneurship in the United States**

Facilitator(s):
Marty Mattare, Frostburg State University
Whitney Oliver Peake, University of North Texas

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Sunday, 1:00pm - 4:00pm in St. Charles

**USASBE Board Meeting**

By Invitation Only.
## Participant Index

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Entrepreneurship at Belmont University

Belmont's Center for Entrepreneurship offers students the opportunity to bring their business ideas to life.

We have been named a national Top 25 program by *Entrepreneur* magazine and the *Princeton Review* and featured as one of five schools for entrepreneurs by *Fortune* magazine. In addition, the United States Association for Small Business and Entrepreneurship named Belmont’s Center for Entrepreneurship a National Model Undergraduate Program for excellence in entrepreneurship education. These awards and distinctions place our Center among the most exceptional entrepreneurship programs in the country.

- Around 100 majors, 30 minors and 30 MBA students taking advanced courses in Entrepreneurship
- Belmont Student Business Plan Competition with annual awards from $1,000 - $5,000
- Entrepreneurship Excellence Grants Program (endowed fund)
- Six campus-based, student-run businesses
- Two Hatchery locations which support students who start businesses while at Belmont
- Practicing Entrepreneur Program which includes our Legal and Accounting Clinics, Roundtables and a mentorship program
- Student involvement in Belmont’s award-winning chapter of Collegiate DECA (the international business student organization)
- Moench Entrepreneurship Lecture Series (endowed fund)
- All business students are required to take Foundations in Entrepreneurship
- Internship opportunities with local small business owners
- Entrepreneur in Residence Program with established entrepreneurs guiding students

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Recognized for excellence, our undergraduate and graduate business programs have earned accreditation by AACSB International for business and accounting, and our entrepreneurship program has been named a national Top 25 program by *Entrepreneur* magazine and the *Princeton Review* and featured as one of five schools for entrepreneurs by *Fortune* magazine (2010). Belmont University also has one of the top Collegiate DECA chapters in the country.

Experienced faculty, innovative resources, small class sizes and dynamic internship and study abroad opportunities combine for a rewarding learning experience that prepares our students to go from here to anywhere.

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Hankamer School of Business
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Waco, TX  www.baylor.edu/business/entrepreneur
The Baylor University Entrepreneurship Program and USASBE are jointly sponsoring a student case writing competition in conjunction with USASBE’s annual meetings. This is an innovative international event that supports and encourages students who wish to engage in case research and writing. Submitted cases are suitable if they advance the field of entrepreneurship, broadly defined, and contribute to an understanding of entrepreneurial phenomena. The cases must be original and unpublished, and their focus can include, but is not limited to, the following:

- New venture creation
- International entrepreneurship
- Small business management
- Family-owned businesses.
- Minority and gender issues in small business and entrepreneurship
- Venture financing
- Corporate entrepreneurship
- Marketing in small businesses and entrepreneurial ventures
- The launch and development of social enterprises

The cases must have no more than 4 student authors per case, and the students may be either graduate or undergraduate. Accompanying the submitted case must be an instructor’s manual. The format for the instructor’s manual is shown on the web site listed below. With the submission of a case and instructor’s manual, at least one of the author(s) and a faculty supervisor must agree to attend the competition if the case is selected as a finalist. Although faculty supervisors will register for the conference, student authors will not be required to do so. Cash prizes for the winning cases will be $2,000 for first place; $1,000 for second place; and $500 for third place. **Deadline for submission of cases is September 15, 2012**

For further information about the competition, see the following web site:

[http://www.baylor.edu/business/entcwc/](http://www.baylor.edu/business/entcwc/)

Or contact Marlene Reed at: Marlene_Reed@baylor.edu
Imagine > believe > create

Discover the Entrepreneur Within

Oklahoma State University

OSU’s School of Entrepreneurship develops entrepreneurs and entrepreneurial thinking. With a 35-course curriculum and a team of leading entrepreneurship scholars, OSU is recognized as a top undergraduate and graduate program, ranked 10th nationally in entrepreneurship research productivity, and the student-led E-Club is No. 9 in the world. Check out our bachelor's, master's, Ph.D., and outreach programs.

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Spears School of Business
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The Visa® Small Business Review provides valuable insights for small business owners and those that serve them. Small Business Spend Insights examines the economic outlook of U.S. small business owners along with actual Visa Business card spend data. Visa is working with The Coffman Organization, Inc. to provide Small Business Best Practices, featuring tangible recommendations for small businesses. Through both sections, Visa presents a complete picture of the current and changing small business landscape.

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USASBE 2012

New Orleans, LA USA
Global Knowledge.

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www.ICSB.org
3 resources you need to know about right now to grow entrepreneurs

1. **EntreOasis.com** is the perfect social networking website to support your entrepreneurship initiatives. Endorsed by USASBE, it's the only solution designed to solve the 11 needs and 10 challenges faced by entrepreneurship, enterprise, and small business centers.

   Create awareness of your organization, communicate with stakeholders, share resources, promote events, facilitate jobs and internships, match business partners, create mentoring relationships, raise funds, measure progress, and more.

   EntreOasis.com is affordable and carries your brand. We set it up in days and then you manage your own online community — no technical knowledge required.

   [MediaSpark.com/EntreOasis](http://MediaSpark.com/EntreOasis)

2. **GoVenture educational games and simulations** are the most comprehensive and widely used entrepreneurship training simulations in the world.

   GoVenture impacts people in all walks of life: toddlers, youth, and adults; gifted, at-risk, and special needs; inmates for education and reentry; in developing countries with low literacy levels; and more.

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